Technology, Intellectual Property, and Digital Strategies

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Leveraging Ricoh's Unique Technologies to Innovate with Customers



Yasuyuki Nomizu
CTO

Focus Areas for Fiscal 2026

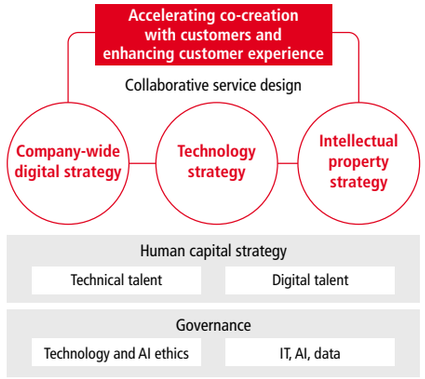
1. Drive growth in key areas and strengthen governance to pioneer tomorrow as a technology company
2. Strengthen infrastructure and technologies needed to execute Ricoh's technology and intellectual property strategies
3. Advance Ricoh's digital strategy and in-house practices (Client Zero*) to enhance customer experience

* Client Zero: Ricoh's initiative to serve as the first adopter of its own products and services and leverage the insights gained to deliver greater value to customers

Ricoh is working to create value by starting from the customer's perspective and focusing on the experience we deliver. Advancing our technology strategy and digital strategy in an integrated manner, we are leveraging our strengths in technology development and co-creating innovations with customers to deliver value in new areas and deepen existing businesses.

To enable this, we are cultivating technical talent based on our human capital strategy, promoting ethics education that is adapted to the advanced use of AI and data, working to strengthen governance, and developing our employees' practical skills. We will strengthen the execution of our technology and digital strategies through insights gained from internal practice, and by revising both strategies as needed, we will create technologies that become sources of competitive advantage and deliver value that drives our customers' business transformation and more advanced data utilization.

Strategic Alignment to Drive Continuous Innovation



Undertaking R&D Governance from a Management of Technology Perspective

R&D investment for fiscal 2025 was adjusted to the ¥80 billion target level as part of the Corporate Value Improvement Project. For fiscal 2026, after taking into account the business environment and future prospects, we have decided to strengthen investment in the following two growth areas while maintaining the total amount of investment at the same level.

❶ Workplace Services domain where Ricoh can leverage our competitive strengths and create new value through emerging technologies, including document and workflow solutions

❷ Domains where we can leverage our proprietary technologies and competitive advantages, including inkjet head-based applications

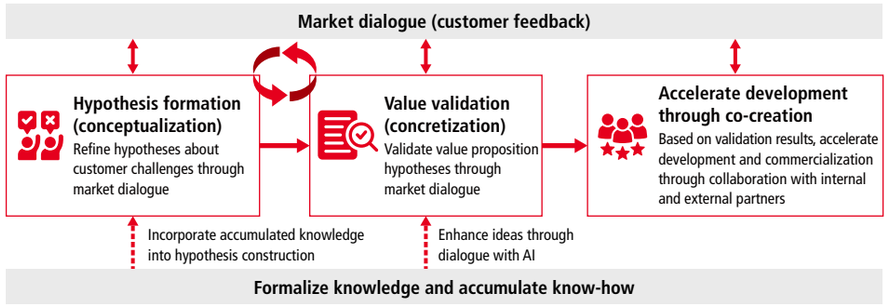
To steadily execute these initiatives, we are incorporating a market-in open innovation (MIOI) process into our R&D governance and adopting a management of technology (MOT) perspective to strengthen our portfolio and make investment decisions. Following the transfer of responsibility for inkjet technology to RICOH Graphic Communications, the technologies developed through R&D are being applied to business expansion.

We also achieved our ESG target in the 21st Mid-Term Management Strategy, with the ratio of joint research and development agreements reaching 26.4%, exceeding the 25% target. To accelerate the pace of technological development, we set "Increasing the ratio of co-creation projects with external organizations" as our ESG target in Mid-Term Strategy '26.

Strengthening R&D Theme Creation through MIOI Value Creation Process

To improve the success rate of progressing from R&D to commercialization, we are shifting toward a MIOI value creation process. Even for medium- to long-term R&D themes that anticipate future social and market changes, we engage in ongoing dialogue with the market,

A Value Creation Process Starting with Market Dialogue



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customers, and external experts from the conceptual stage, repeatedly testing hypotheses while identifying unarticulated needs and possibilities for new value. This allows us to go beyond simply addressing immediate needs to refining future technologies into value that society will demand, while minimizing rework and ensuring a smooth business launch. We also leverage AI to accumulate insights and know-how and apply them to the development of the next hypothesis. Finally, we combine our capabilities with the technologies and expertise of external partners to accelerate development and commercialization through co-creation.

Technology and Intellectual Property Strategies

A Technology Strategy that Leverages Ricoh's Strengths to Create a Competitive Advantage

Our technology strategy is based on three pillars: (1) manufacturing, (2) digital services, and (3) AI. We make strategic choices and concentrate our efforts in these areas to leverage and reinforce Ricoh's strengths. This will improve the ROI of our technology investments and contribute to business growth through technical expertise.

To date, we have been refining technology that continuously monitors the operating status of office equipment via internal sensors and then detects, analyzes, and responds to issues such as faults and toner levels via the network. Today, by leveraging that technology and expertise, we are pursuing R&D centered on Ricoh's proprietary "digital twin," which integrates and reproduces corporate activities themselves—such as people, spaces, business processes, and data—using digital technology. By applying technologies like simulation (for analysis and prediction) and AI (for automation and autonomy) and then ensuring that the results are effectively incorporated into frontline operations, we help our customers be more productive and creative.

(1) Manufacturing sector

- Products that only Ricoh can create, including software
- Better design and development, production capacity, environmental performance, and cost

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(2) Digital services sector

- End-to-end workflow support rather than support for single functions
- Stronger partner collaboration and enhanced software development capabilities

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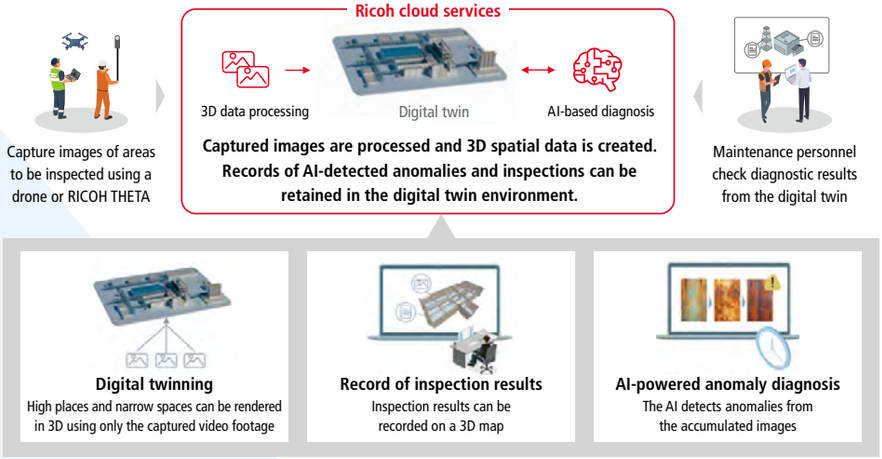
(3) AI sector

- Promoting AI utilization as Client Zero
- Exploring emerging technologies and strengthening our ability to identify promising technologies

Digital Technology Development in Growth Areas —Digital Twin Technology Leveraging Ricoh's Strengths—

One of the core solutions in these initiatives is RICOH Digital Twin Workplace, which uses Ricoh's strengths in 3D and imaging AI technologies. This solution captures 3D data and images of existing buildings with no drawings, spaces before and after renovations, equipment and assets, piping, and more, visualizing them in a live virtual model called a "digital twin." In addition to keeping spatial information up to date by incorporating changes at the physical site, the solution provides an environment where necessary information can be intuitively explored and utilized, for example through dialogue with generative AI or by supporting inspections with the image analysis results overlaid via AI. This will contribute to higher quality building management, smooth collaboration among stakeholders, and streamlining the process from planning to implementation. Furthermore, by leveraging the on-site insights gained through implementation and strengthening proactive proposals based on a deep understanding of business operations, we aim to continuously enhance the customer experience and maximize service value.

AI-Powered Digital Twin Solution to Support Plant and Equipment Maintenance



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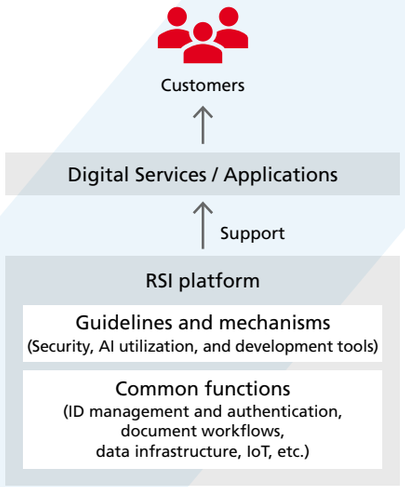
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Business Support through RSI Platform

RICOH Smart Integration (RSI), the common platform for the Ricoh Group, is a cloud platform equipped with the basic functions and scalability needed to develop and operate digital services. RSI supports the enhancement of region-specific development capabilities and the creation of global businesses, enabling rapid service launch and efficient operation.

Since launch, it has expanded across Japan, the Americas, Europe, and Asia, growing to more than 100 services. Going forward, we will further expand our areas of contribution by advancing the standardization of development assets such as security and AI, while promoting technological co-creation with partners and establishing advanced technologies including digital twins, as foundational platforms.



Global Technology Scouting and Collaboration with Startups

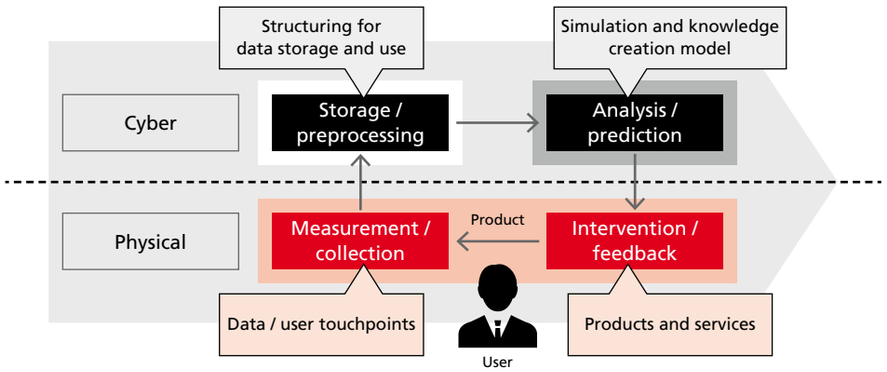
Established in fiscal 2025 in Silicon Valley, California, Research and Development Americas (R&D Americas) has entered into a partnership with Plug and Play Tech Center, one of the world's largest open innovation platforms in the U.S., to scout new technologies for investment and to strengthen collaboration with and technology adoption from startups with cutting-edge technologies.

As part of those activities, in June 2026, we announced a collaboration with a U.S. startup that provides AI orchestration technology. Leveraging the company's technology, we are aiming to transform operations in the facility management domain and create new digital services. To quickly capture trends in areas where Europe is leading—such as environmental regulations, AI ethics, and data sovereignty—and incorporate them into our technology strategy, we are also preparing to establish Research and Development EMEA (R&D EMEA).

Creating Digital Services through Co-Creation with the AIST Group

In Japan, we have established the Knowledge-Intensive Digital Service Creation Collaborative Laboratory (KIBS-Lab.) in collaboration with the National Institute of Advanced Industrial Science and Technology (AIST) and AIST Solutions Inc. The KIBS-Lab. aims to create digital services that support new ways of working by combining the Ricoh Group's technological assets such as AI, ICT, sensors, and devices with AIST Group's expertise and technologies in human measurement and augmentation as well as service engineering. The lab is currently applying Ricoh's business-process-focused digital twin technology in offices and frontline production sites to verify its effectiveness.

Ricoh PFU Computing's Tottori Plant developed a technology that automatically extracts targets for improvement based on work logs and video footage from cell manufacturing lines. This significantly reduces the man-hours required for data collection and analysis, enabling the rapid development of improvement measures. Going forward, we will develop the know-how gained through in-house practice into services, thereby supporting our customers' business transformation and expanding value creation in the digital services field.



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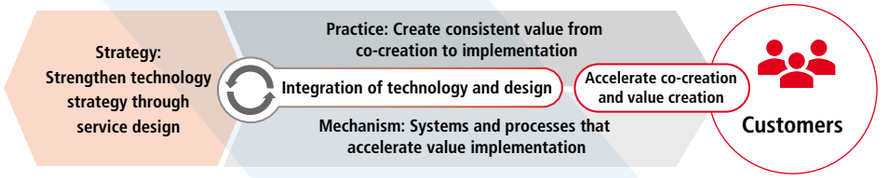
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Integration of Technology and Design to Accelerate Co-Creation and Value Creation

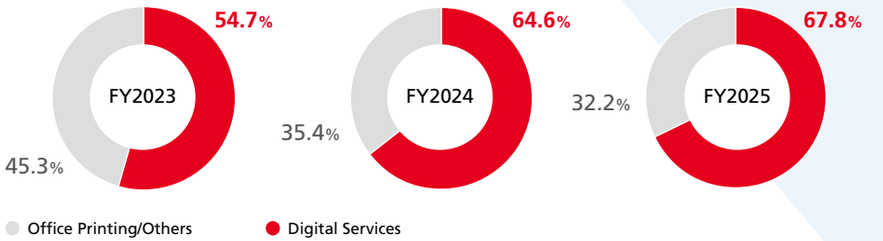
Our engineers and designers visit customers' sites together to gain deep insights into people, workplaces and their surrounding context from a design perspective, identifying the essential issues that technology should solve. By combining technology and design within an integrated framework and processes, we are driving end-to-end value creation from co-creation to implementation. In addition, we accelerate co-creation and value creation by incorporating service design thinking into the formulation of technology strategies and then incorporating the perspectives of internal and external stakeholders across our services, products, and strategies.



Reinforcing Intellectual Property to Foster Business Growth

The source of Ricoh's competitiveness is its technologies, which not only enhance customer productivity but also deliver customer experience through greater reliability and ease of use. Intellectual property plays a crucial role in protecting these technologies and leading them to drive business growth. As part of our efforts to align our patent portfolio with our business strategy, we achieved our ESG target under the 21st Mid-Term Management Strategy, with digital services accounting for more than 60% of patent applications, ahead of schedule in fiscal 2024. This ratio further increased to 67.8% in fiscal 2025. Going forward, we will continue to contribute to business growth as a driver of value creation through the creation of high-quality intellectual property and engagement with customer-facing and R&D departments from the early stages of their processes.

Digital services patent application ratio



Deploying Ethical Technology Practices across Research, Development, Sales, and Operations

Emerging social challenges in the development and use of digital services include human rights violations through the perpetuation of discrimination and bias and damage to systems from external attacks. The Ricoh Group regards these as key management risks and is advancing efforts to address ethical, legal, and social issues throughout the entire process, from development to social implementation and operation, in order to provide users with peace of mind and trust.

In fiscal 2023, we established the Ricoh Group Technology Ethics Charter, and in fiscal 2024, we fully introduced in Japan a technology assessment methodology developed jointly with the University of Osaka Research Center on Ethical, Legal and Social Issues.

In addition, we have formulated our own Generative AI Usage Guidelines and, in fiscal 2025, aiming to promote understanding of technology ethics through e-learning programs and symposiums for approximately 30,000 Ricoh Group employees in Japan.

Going forward, we will continue to further enhance risk assessments and countermeasures for digital services, including AI, and work to mitigate ethical risks.

Topic | Engineers Connect and Learn from Each Other across Organizations: The Ricoh Group Technology Expert Committee

The Ricoh Group Technology Expert Committee supports activities in which engineers voluntarily connect with one another during working hours to improve their expertise and broaden their perspectives, with the goal of cultivating technical talent and strengthening technical capabilities.

In June 2025, the committee hosted an event in Japan featuring a diverse program including guest lectures from inside and outside the company, technical awards, and lightning talks. Approximately 1,600 engineers participated, fostering a deeper curiosity about technology and providing a platform for exchange and learning across technical fields and organizations.



A robot-building initiative that was recognized by the Technology Expert Committee for embodying its activity concept, "Let's gather, let's connect"

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Digital Strategy

A Company-Wide Digital Strategy Aiming for a Future where People and Digitalized Workflows are Connected

Our company-wide digital strategy aims to grasp the rapid changes in the work environment and connect, organize, and visualize all data necessary for operations and work using digital technology. Furthermore, we are working to create an environment that supports decision-making based on multifaceted perspectives, enabling people to unleash their creativity and generate new value. Through this, we aim to realize "digital technology that empowers people," where individuals can take on new challenges and enhance customer experience in exciting ways.

Key Strategies of the Company-Wide Digital Strategy

Strategy 5: Software development to expand services

Strategy 3: Preparing and internally deploying infrastructure to achieve operational excellence through processes, IT, and data

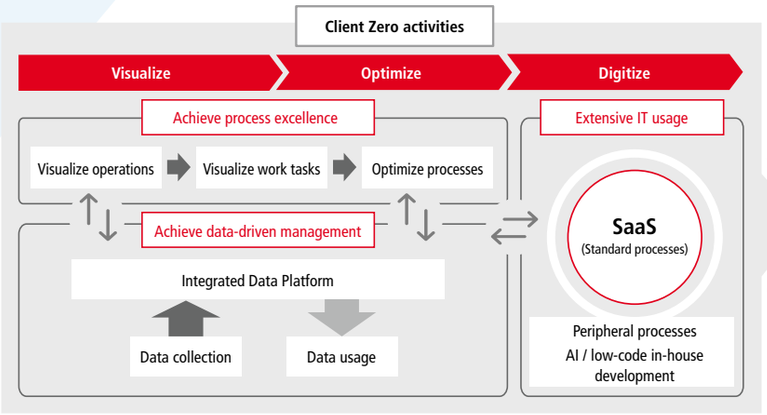
Strategy 4: Technology development for creating digital services in growth areas

Strategy 2: Driving business through Ricoh's platform

Strategy 1: Building our digital talent base

Deliverables of Digital Strategies

1. Improve productivity and upgrade operations through internal process DX
2. Deepen existing businesses through digital technology
3. Create new customer-centric value
4. Build a framework to enable an ecosystem



Integration of Processes, IT, and Data to Drive Business Performance and Scale Value

To achieve operational excellence, we are implementing company-wide business reforms (process DX) in Japan through the integration of processes, IT, and data. As a result, we achieved our ESG target under the 21st Mid-Term Management Strategy, with the Process DX Silver Stage certification rate reaching 54.0%, exceeding the 40% target.

Going forward, we will incorporate AI into our existing initiatives to improve productivity and enhance decision-making, while also optimizing internal and external resources through strengthened in-house capabilities, thereby contributing to improved business performance. Furthermore, we will apply the insights and know-how gained from these practices (Client Zero activities) to enhance customer value and contribute to solving their challenges.

Initiatives for Pilot Implementations that Connect In-House Practices to Customer Value

We have deployed the generative AI application development platform "Dify" company-wide in Japan, creating an environment where employees can integrate AI into their own frontline work processes and continuously improve them. Within the Ricoh Group in Japan, the number of registered Dify developers has reached 3,000, the number of applications has reached 9,300, and the number of workspaces has reached 700, demonstrating the progress of frontline employee-driven business reforms. Furthermore, we have established Dify as a certified skill within our internal process-DX talent certification system, and we are working to broaden the base of AI utilization by promoting its use by more employees.

Through these in-house practices, Ricoh has accumulated know-how from the challenges it itself faced and the processes used to solve them. Drawing on this expertise, we have begun offering the Dify Enterprise Plan, enabling us to offer practical solutions to enterprise customers including providing licenses, setting up the environment, supporting internal deployment, establishing governance, and addressing operational challenges.

Going forward, we will leverage the knowledge gained from the company-wide Data and AI Governance Subcommittee established within the Ricoh Group to support our customers' AI utilization, not only through the example of our own AI use but also by providing expertise in the governance area, which is essential for AI. This will enhance our value proposition and accelerate commercialization.