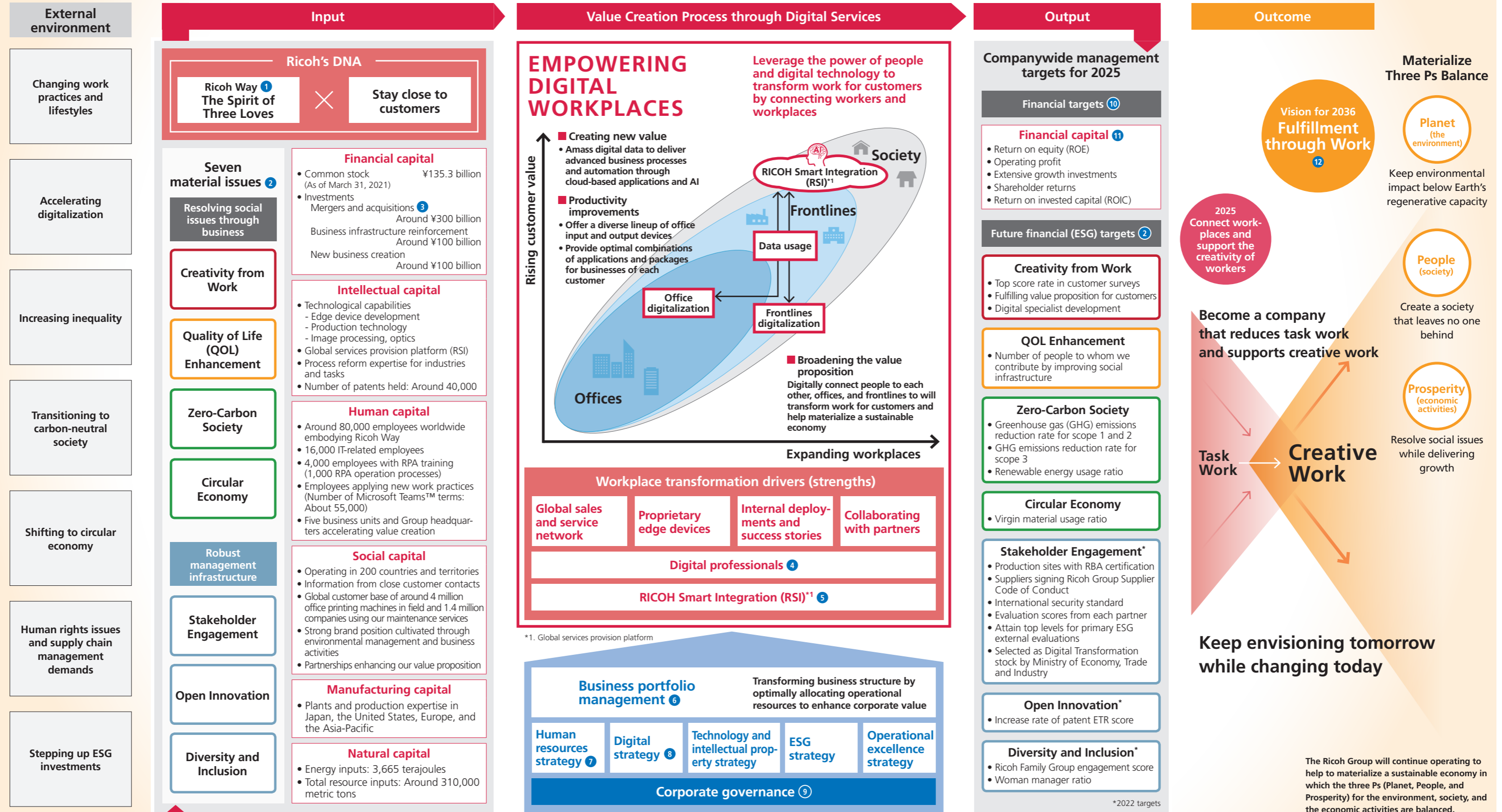


# Value Creation Process

By 2025, Ricoh aims to become a digital services company that connects workplaces and supports the creativity of workers. We are broadening our value proposition by increasing customer value and expanding the scope of workplaces.

Creating digital processes at offices and workplaces will connect them and transform entire workflows to enhance customer productivity. We will leverage data to drive operational advances and automation and help create new value that exceeds customer expectations by analyzing data.



● For more information, refer to the following pages: ① Ricoh Way P. 1 ② Materiality and ESG Targets P. 15-16 ③ Strengthening of capital policy P. 39 ④ Human resources P. 33 ⑤ Our digital strategy for becoming a digital services company P. 35-36 ⑥ Corporate governance structure P. 59-68

⑦ Digital infrastructure technologies supporting co-creation platforms P. 36 ⑧ Business portfolio management P. 24 ⑨ Human resources strategy for becoming a digital services company P. 33-34 ⑩ 20th Mid-Term Management Plan P. 22 ⑪ Growth investments approach and shareholder returns policy P. 39 ⑫ Vision for 2036: Fulfillment through Work P. 2

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