

Corporate Profile

2021



Executive Message



The Ricoh Group has grown with its customers since its inception in 1936, bringing new innovations to the world through its revolutionary optical and imaging equipment.

We are responding to sea changes in lifestyles and work practices by evolving into a digital services company.

We made Fulfillment through Work central to our vision for 2036, when we commemorate our centennial. That is because in serving the working needs of our customers we have aided their efforts to streamline tasks while enhancing productivity. We have thereby empowered workers to gain a sense of satisfaction, achievement, and self-realization.

We hope to become essential to each one of our stakeholders by helping resolve social issues and reach the United Nations' Sustainable Development Goals through our business activities.

Yoshinori Yamashita
President and CEO

Ricoh Way

Ricoh Way is our corporate philosophy and is our essential guide to each daily decision and activity

Founding Principles

The Spirit of Three Loves by Kiyoshi Ichimura, Founder

"Love your neighbor"
"Love your country"
"Love your work"

Mission

We are committed to providing excellence to improve the quality of living and to drive sustainability.

Vision

To be the most trusted global company.

Values

CUSTOMER-CENTRIC

Act from the customer's perspective

PASSION

Approach everything positively and purposefully

GEMBA

Learn and improve from the facts

INNOVATION

Break with the status quo to create value without limits

TEAMWORK

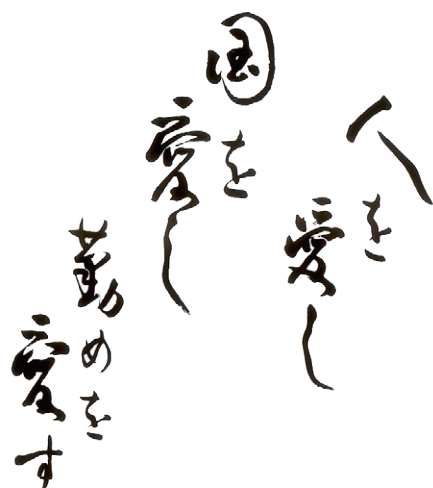
Respect all stakeholders and co-create value

WINNING SPIRIT

Succeed by embracing challenges through courage and agility

ETHICS AND INTEGRITY

Act with honesty and accountability



Kiyoshi Ichimura formulated the Ricoh Group's Founding Principles in 1946. They inform how we do business, encouraging us to constantly improve and contribute to the wellbeing of all stakeholders, including our families, customers, and society at large.

Fulfillment through Work: Our Vision for 2036

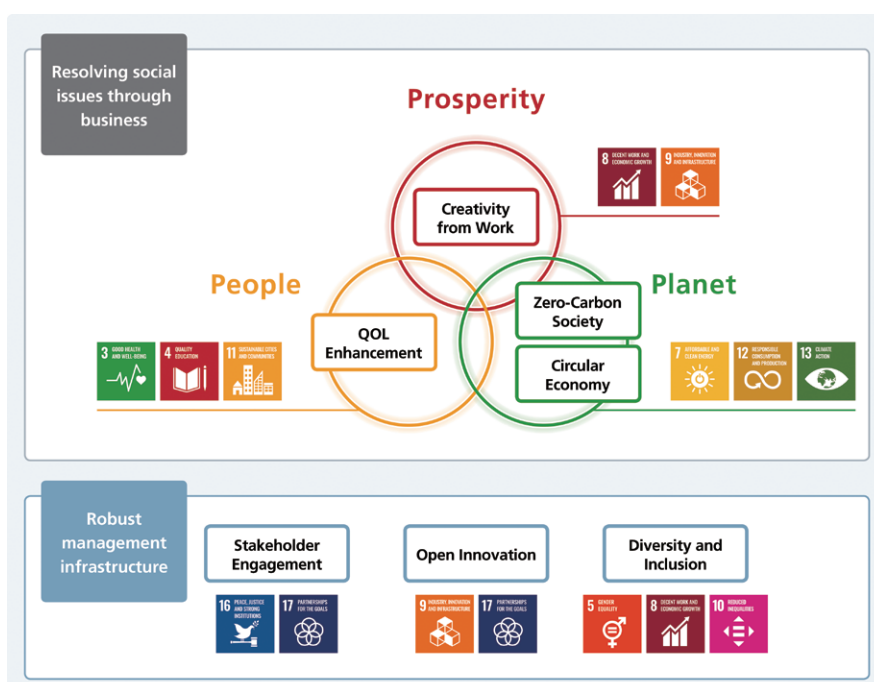
Work can be stressful. But it can also be incredibly fulfilling to overcome a challenge. The foundation of Fulfillment through Work is the Spirit of Three Loves, which Ricoh has pursued tirelessly since its establishment in 1936. Our advocacy of office automation in 1977 sought to revolutionize work by liberating people from tedious repetition. We wanted them to find achievement and realize their potential by completing more engaging tasks. In 2017, we took that approach a step further through a new value proposition called EMPOWERING DIGITAL WORKPLACES. The idea is to support individual creativity and improve workplaces. Our services enable individuals to work wherever and whenever they want. We look to connect all workers, workplaces, and workflows and contribute to a more sustainable economy that empowers people to innovate. Ricoh is changing today by imagining tomorrow, enhancing the quality of life by providing fulfillment through work.



Refer to our website <https://www.youtube.com/watch?v=rBgLolmpto>

Materializing Sustainability through Business

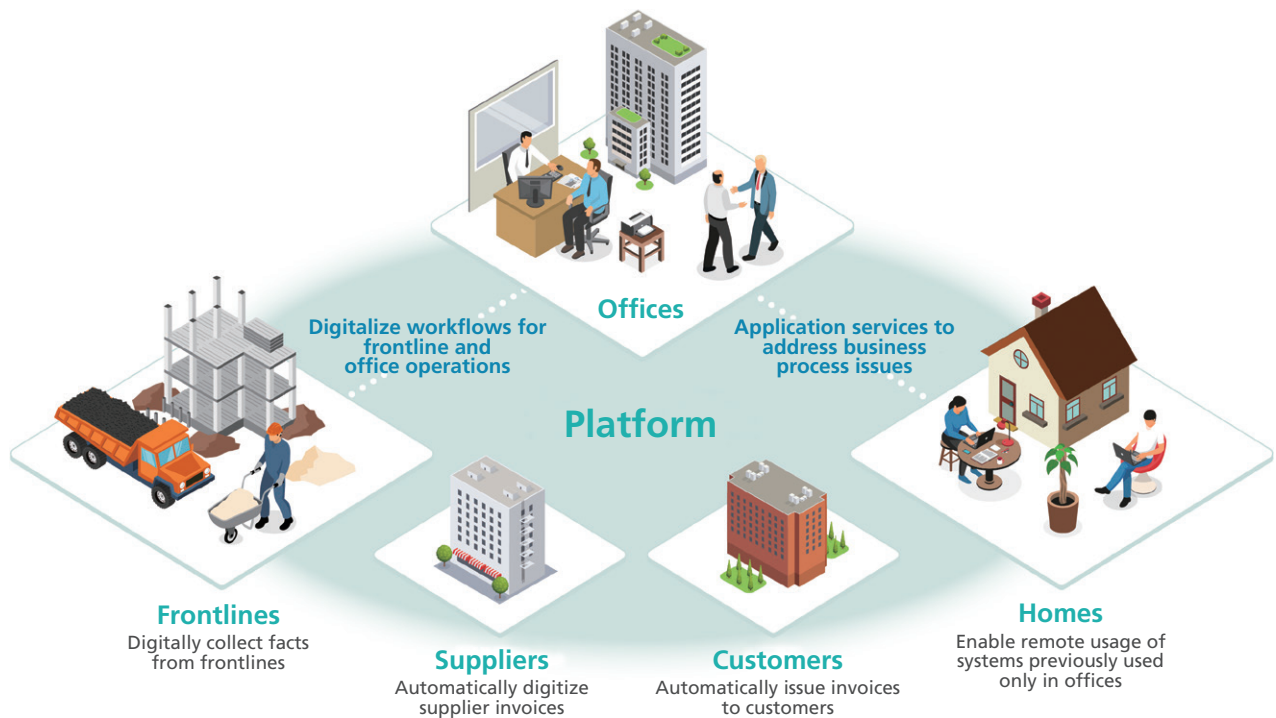
The Ricoh Group pursues sustainability through a Three Ps Balance—Prosperity (economic activities), People (society), and Planet (environment). We accordingly endeavor to resolve social issues through business while reinforcing our operations, and will help to attain the Sustainable Development Goals (SDGs) of the United Nations.



Refer to our website <https://www.ricoh.com/sustainability/materiality/>

Becoming a Digital Services Company

Ricoh has long advocated office automation to free office workers from repetitive tasks so they could engage in work that benefits from their creativity. We seek to embody that commitment in the new world of work by becoming a digital services company. We will accelerate advances in digital workplaces so people can work anywhere through application services that connect offices to frontlines. EMPOWERING DIGITAL WORKPLACES is about providing digital services that support individual creativity and transform workplaces, making work more fulfilling for customers while helping resolve social issues.



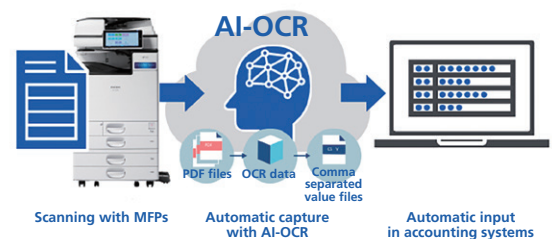
Refer to our website

<https://www.ricoh.com/about/empowering-digital-workplaces/>

Examples of digital services that support new practices in the new world of work

Leveraging advanced technology to streamline invoice processing

We are automating data entry by making it possible to scan invoices in various formats with MFPs and using robotic process automation to link data generated by artificial intelligence and optical character recognition with business systems. Such a setup enables customers to streamline operations, which frees up their time for more creative undertakings. Process digitalization also makes it possible to handle tasks remotely, transforming how people work.



Using THETA 360.biz to introduce diverse facilities and products

Challenging times have fueled demand for new ways to do all sorts of things remotely. Ricoh thus responded by offering THETA 360.biz, which makes it easy to present virtual tours of facilities and products. Users can navigate locations in 360° and enjoy far more realism than they can from regular flat images. The service introduces facilities and products to prospective customers who cannot visit in person.



Business Overview

On April 1, 2021, Ricoh adopted a business unit structure and recategorizedized its business segments.



Telecommuting package that makes it easy to deploy a teleworking environment

RICOH Digital Services

Office Services and Office Printing (sales)

Value provided

Solutions for people working in **offices and remotely**
Solutions for **frontline workers**

RICOH Digital Products

Office Printing (development and production)

Digital Communication Devices (development and production)

Value provided

Edge devices connecting workers
Manufacturing that supports digital services



RICOH MH5320/5340
industrial inkjet printhead



RICOH IM C6000
color laser MFP

RICOH Graphic Communications

Commercial Printing and Industrial Printing

Value provided

Solutions for **printing site** workers

RICOH Industrial Solutions

Thermal Media and Industrial Products

Value provided

Solutions for **manufacturing, logistics, and industry** workers



Thermal transfer ribbon used
in apparel care label



RICOH THETA SC2 360° camera

RICOH Futures

Smart Vision, healthcare, and environment (new materials and energy harvesting)

New businesses

Value provided

Creating **new businesses** to resolve social issues

Developing Technologies that Resolve Social Issues

We draw on core technologies and unique ideas to generate value that helps resolve social issues.

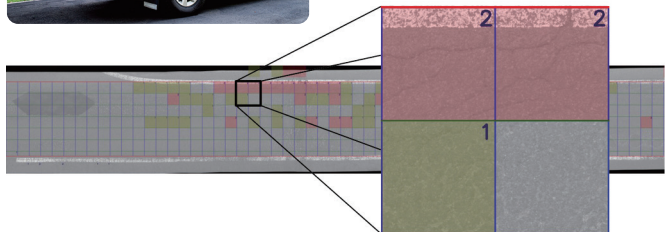
Noteworthy technological advances

Social infrastructure inspections

Maintaining the safety of aging roads and tunnels has become a key social challenge. Road surface inspections are usually with specialist vehicles, which is labor-intensive and expensive. Tunnel inspections entail conducting visual checks from the aerial work platforms of trucks. The work is dangerous and time-consuming. Ricoh thus developed photographic systems that enable operators to use regular vehicles to monitor road surfaces and tunnels. We look to enhance social infrastructure management by using artificial intelligence to streamline detection processes.



Multiple stereo cameras assess crack rates, rut depths, flatness, and other aspects of road quality in a single pass



Using artificial intelligence to automatically measure the extent of cracks



Solid-State Dye-Sensitized Solar Cell

The Internet of Things will become increasingly central to social infrastructure in the years ahead through sensors embedded in myriad objects. Energy-harvesting devices that independently power these sensors are attracting considerable attention. Ricoh became the first in the world to develop solid-state dye-sensitized solar cell modules that can generate electricity from indoor light and power small devices autonomously.



Refer to our website <https://www.ricoh.com/technology/>

A Solid Record of Innovating Value



1936

Established as Riken Kankoshi Co., Ltd.
Founder: Kiyoshi Ichimura (1900–1968)

1950

Launches Ricohflex III camera, which spurs popularization of cameras
First in Japan to introduce belt-conveyor system for manufacturing cameras

1955

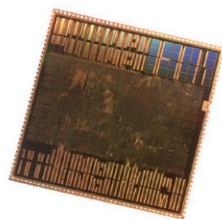
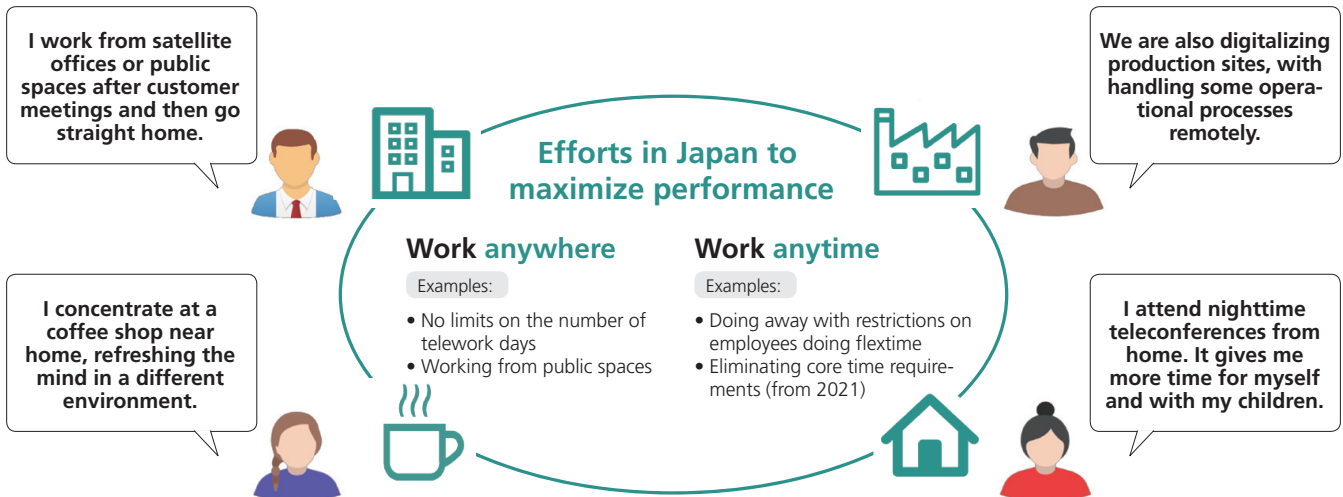
Introduces Japan's first diazo copier, which integrates exposure and wet development, entering the office equipment field

1973

World's first high-speed facsimile machine for offices cuts transmission time from six minutes per page to just one, contributing significantly to popularizing this equipment

Making Employees Central to Corporate Progress

Changing work practices is a top priority companywide at Ricoh. We made working from home and other telecommuting standard during these challenging times. We seek to optimize individual and team performances by empowering employees to work when and where they see fit. We have also deployed a range of programs that encourage employees to embrace new challenges. A good example is TRIBUS 2020, Japan's first business accelerator program to integrate internal and external resources. The goal here is to create new businesses by having in-house entrepreneurs and startup enterprises draw on Group resources and learn from each other while engaging in friendly rivalry.



1990

Launches high-speed digital full-color copier that can output 15 color pages per minute, then a world record

2001

Image processing semiconductors boost speed and cut power consumption and are world's first to use software to process video images

2011

Ultra-short-throw projector showcases images just 11.7 centimeters from projection surface, then a world record, making it perfect for use in compact spaces

2013

Brings out world's first consumer imaging device that can capture fully spherical images rather than panoramic or semi-spherical images with single shutter release (based on Ricoh Imaging research, as of October 2013)



Refer to our website <https://www.ricoh.com/about/history/>

About the Ricoh Group



1,682.0
billion yen
(FY 2021/03)

Total Number of Employees



81,184
(as of March 31, 2021)

Geographic Coverage



Approx. **200**
(as of March 31, 2021)

A3 Laser MFP/Copier Market



No.1*

In terms of shipments in 2020

* Source: IDC's Worldwide Quarterly Hardcopy Peripherals Tracker, 2021Q1, A3 Laser, MFP/SF DC, Speed Range A4 less than 91ppm, Share by Company CY2020

Number of Patents Acquired Worldwid



40,458
(as of March 31, 2021)

Research Budget Ratio



5.3%
of total sales
(FY 2021/03)

ROE



-3.6%
(FY 2021/03)

Market Capitalization



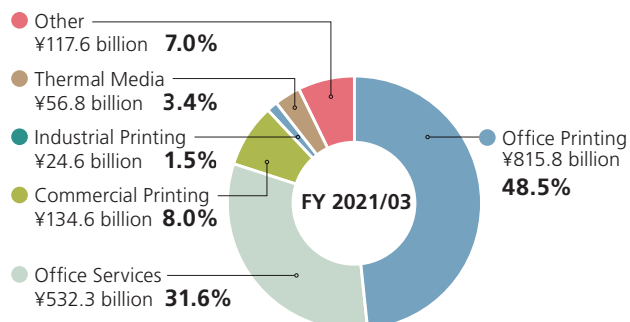
837.2
billion yen
(as of March 31, 2021)

Percentage of Overseas Sales

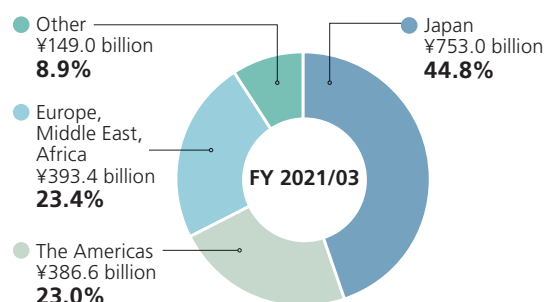


55.2%
(FY 2021/03)

Sales by Product Category



Sales by Geographic Area



About Ricoh <https://www.ricoh.com/about/>



Careers <https://www.ricoh.com/about/jobs/>

