Corporate Profile 2026

RICOH
imagine. change.

90th ANNIVERSARY

Executive Message

Ricoh has remained close to the changing nature of work since its founding in 1936.

Rapid advances in artificial intelligence (AI) and other technologies are transforming the world of work. We help our customers adapt so they can compete more effectively.

We made Fulfillment through Work our mission and vision because we want to enable people to be creative, accomplish meaningful things, and realize their potential.

We will accordingly continue to drive innovation, support creativity at work, and contribute to a more sustainable world.

Akira Oyama
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 and Vision

Fulfillment through Work

At Ricoh, we empower individuals to find Fulfillment through Work by understanding and transforming how people work so we can unleash their potential and creativity to realize a sustainable future.

Values

CUSTOMER-CENTRIC
Act from the customer's perspective

PASSION
Approach everything positively and purposefully

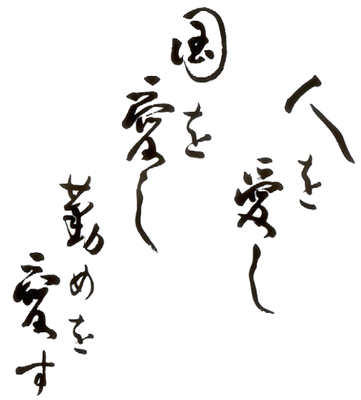
GEMBA
Learn and improve from the facts

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.

Remaining close to our customers

1936
Establishment

Manufacturing and selling sensitized paper

1950s
Enters office equipment field

In 1955, we launch the Ricopy 101, Japan's first desktop diazo-wet copier, which revolutionizes office work efficiency.

Automating document duplication

1970s
Advocates office automation concept

In 1973, we launch RIFAX 600S, the world's first high-speed office facsimile machine, and advocate office automation in 1977.

The notion of having machines handle routine tasks so people can do more creative work remains true today.

Transmitting documents swiftly to remote locations

1990s
Digitalization and globalization

Shifting from analog copiers to digital multi-functional printers, cultivating networking and colorization.

2000s
Expanding services business

Helping to transform work by offering information technology services and devices.

Enabling color copying and printing

Supporting hybrid work

2020s
Becoming a digital services company

In 2020, we committed to becoming a digital services company that supports workers' creativity.

We will transform customers' work by combining our devices, applications, and services with those of partners while remaining close to customers with an industry-leading sales and support structure.

Digitalizing frontlines tasks

Fulfillment through Work

Changing the world of work

- From writing by hand to using word processing
- Uptake of business facsimile machines
- One PC per person
- Rising use of color content
- Increasing internet usage
- Accelerating communication speeds and capacity
- An increasingly paperless world
- Remote work going mainstream
- Digitalization accelerating
- Expanding use of artificial intelligence

About the Ricoh Group

Consolidated Sales

2,608.3 billion yen
(FY2025)

Total Number of Employees

75,635
(as of March 31, 2026)

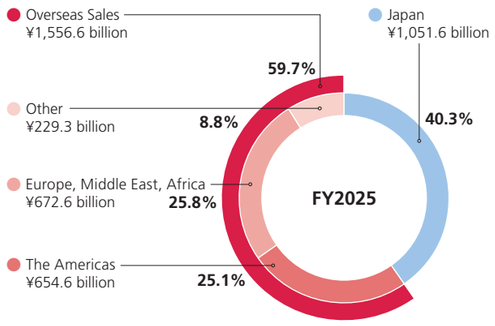
Number of Countries and Regions

Approx. 200
(as of March 31, 2026)

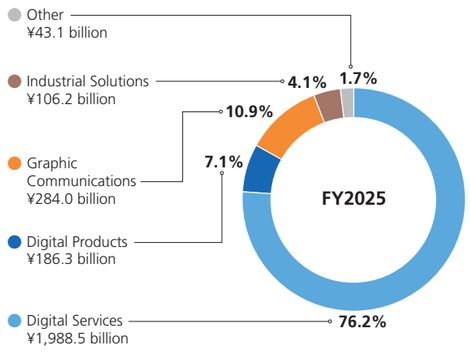
Global Customer Base

Around 1.4 million
(FY2025)

Sales by Geographic Area



Sales by Business Segment (to external customers)



*Excluding inter-segment sales

Programs Fostering Self-Motivated Employees

Ricoh encourages employees to find Fulfillment through Work by enhancing their skills. They can, for example, learn how to create digital services at the Ricoh Digital Academy, participate in the in-house second job program, or learn how to build new businesses through our Accelerator Program. On top of that, we offer hybrid work environments to enable employees to pursue new challenges.

Percentage of employees largely telecommuting

69.9%

- As of March 2026
- Percentage of employees routinely teleworking more than half of the month

Childcare leave utilization rate

Women／**100.0%**
Men／**93.3%**

- Usage rates in FY2025
- Ricoh Company, Ltd.

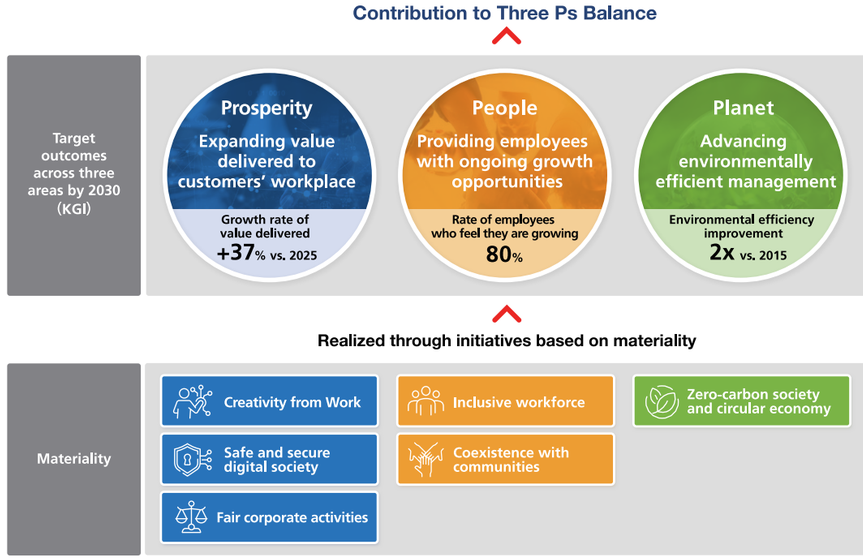
Driving Sustainability for Our Future

We seek to build better tomorrows by remaining true to the principles that Ricoh founder Kiyoshi Ichimura formulated in 1946. We accordingly strive to shape a sustainable future by operating in line with the Three Ps Balance. This is our vision for a sustainable society in which we balance Prosperity (economy), People (society), and Planet (environment).

We became an early proponent of environmental management in 1998. We have pursued both environmental conservation and profitability.

We built on that approach in recent years by aligning ESG with business growth. We consider ESG central to producing financial value over the next three to 10 years. We are thus integrating ESG and SDGs initiatives into our core management strategies and systems.

Under Mid-Term Strategy ‘26, which we initiated in April 2026, we established key goals (KGIs) for 2030 for each element of the Three Ps Balance. We identified six material issues based on social and customer expectations and that initiative to improve corporate value and contribute to Three Ps Balance progress.



Success Story

Achieving a Zero-Carbon and Circular Economy

Since 1996, we have collected used in-house multifunction printers (MFPs) and toner cartridges, reselling them as reused or recycled products. We recover parts and materials from equipment that we cannot remanufacture. These activities contribute to business growth.

Ricoh’s Strengths

- We streamline collection, disassembly, and regeneration processes by considering transportation, disassembly, and cleaning at initial design stages
- We tap our collection logistics network and equipment usage history data to optimize transportation and sorting for different reuse and recycling patterns
- We provide quality-assured remanufactured models in Europe, the Americas, Asia-Pacific, and Japan through in-house plants around the world

Helping Resolve Social Issues

- Through its recycling business, Ricoh reduced its annual new resources input by around 6,000 metric tons in FY2025

Alignment

Business Growth

- Years of ongoing efforts enabled the recycling business to handle around 50,000 units and generate ¥32 billion in revenue in FY2025
- Have expanded the value of the recycling business by keeping products up to date with the latest security features.

Operational Overview

Ricon supports customers' work through products and services and strives to contribute to a sustainable world that delivers fulfilling work and economic growth.

Workplace Services

Business Outline

We build on our global customer base to provide three core services. Process automation solutions optimize operations and use AI to boost productivity and create value. Workplace services enable people to collaborate from anywhere. IT services combine cloud infrastructure and strong safeguards to manage data efficiently and securely

Scrum Packages
We provide digital transformation support through industry and business packages for small and medium-sized businesses that combine MFPs, 360° cameras, and other unique devices with software, cloud services, and other offerings

RICOH Spaces
Cloud applications for reserving spaces, including office meeting rooms, desks, and open areas

Digital Products

Business Outline

We sell and maintain office MFPs, in which we are among the global market leaders, along with other imaging equipment and consumables. We also develop and produce (including on an original equipment manufacturing basis) printers, scanners, and other edge devices that support digital communication

A3 Color MFPs
Featuring an industry-leading post-consumer recycled plastic content rate of more than 50%, helping to lower environmental impact

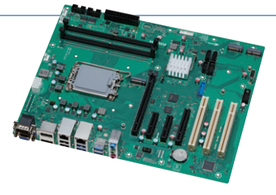
RICOH IM C6010/C5510/C4510/
C3510/C3010/C2510/C2010

Post-consumer recycled plastic content rate of around 50%*

*Ricoh calculated that about 50% of the total plastic content of this product by weight is from recycled materials

Received Energy Conservation Center Chairman's Prize in Product and Business Model Category of Energy Conservation Grand Prize Award in Japan

Embedded Computing
Providing reliable, high-quality products made in Japan that help customers grow their businesses



Graphic Communications

Business Outline

Commercial Printing Business
Solutions and services to printing industry customers include digital printing-related products, onsite printing workflows, and marketing support

Industrial Printing Business
We manufacture and sell industrial inkjet heads, inkjet inks, printers, and other products for such diverse applications as sign displays, apparel fabrics, building materials, and furniture

Commercial Printing
Converting from offset to digital printing to digitalize printing processes and shrink carbon footprints

Industrial Inkjet Heads
We offer an array of top-quality, highly reliable heads

Industrial Solutions

Business Outline

Thermal Media Business
We manufacture and sell thermal paper used for food point-of-sale, barcode, shipping, and other labels, as well as thermal transfer ribbons for printing clothing price tags, brand tags, and tickets

Smart Industrial Solutions Business
We produce and sell precision components, mainly for the automotive industry, as well as automation equipment and inspection devices for manufacturers

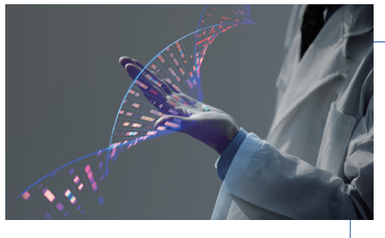
Label-Free Thermal Printing
Our On-demand Direct Printing Thermal Media technology reduces materials use and improves productivity for food and other packaging

Vehicle Painting Line Builder
Our unique inkjet technology has helped revolutionize vehicle coating processes

New Businesses

Business Outline

We aim to swiftly resolve social issues and create businesses through the Smart Vision, biomedical, and other businesses



Drug Discovery Support
We support drug discovery by leveraging core technologies to induce rapid differentiations of iPS cells and design and manufacture infrastructure for messenger RNA-based therapeutic drugs

RICOH360
Streamlining businesses through 360° digitalization for all sorts of spaces

Commitment to Society

We are endeavoring to help materialize a sustainable economy by endorsing and signing up for statements and guidelines.

UN Global Compact
In April 2002, we became the second Japanese company to sign this pact

RE100
In April 2017, we were the first Japanese company to join this collaborative, global initiative of influential businesses

Science Based Targets initiative
Approved Ricoh's near-term science-based emissions reduction targets in February 2020, and verified its net-zero science-based targets by 2050 in February 2026

ESG Index Inclusions and Assessments

External organizations in Japan and abroad have included us in their ESG benchmarks. In July 2026, Japan's Government Pension Investment Fund included us in six major ESG indices for domestic equities that it has adopted.

Dow Jones Best-in-Class (DJ BIC) Asia Pacific Index

FTSE4Good

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

MSCI ESG RATINGS AAA

Morningstar Japan ex-REIT Gender Diversity Tilt Index

2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

2026 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

See the Ricoh global website's Commitment and Recognition section for details of benchmarks and disclaimers.
https://www.ricoh.com/about/integrated-report/data/commitment

Awards and Recognition

Domestic and international awards and recognition attest to our excellence

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

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

RICOH imagine. change.
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