# Corporate Profile 2024

RICOH
imagine. change.

# Executive Message

Balancing job satisfaction and business growth is essential to sustainable economic and social development.

Our business has always been close to customers' work. We have defined Fulfillment through Work as Ricoh Way's Mission and Vision.

We deliver value to customers by connecting people and workplaces and transforming workflows with digital technologies.

We will unleash the potential and creativity of our customers through unique digital services that focus on their needs.

Akira Oyama
President and CEO

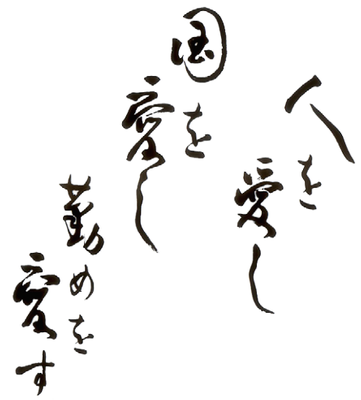
# Ricoh Way

**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"**



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.

**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

## 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**

2,348.9billion yen

(FY2023)

**Total Number of Employees**

79,544

(as of March 31, 2024)

**Number of Countries and Regions**

Approx. 200

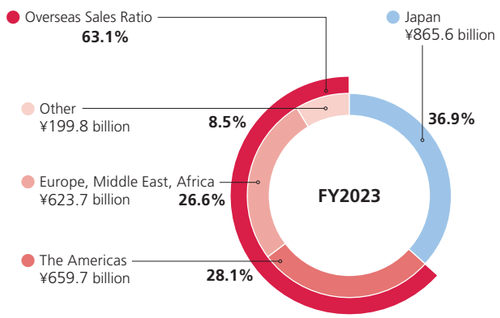
(as of March 31, 2024)

**Global Customer Base**

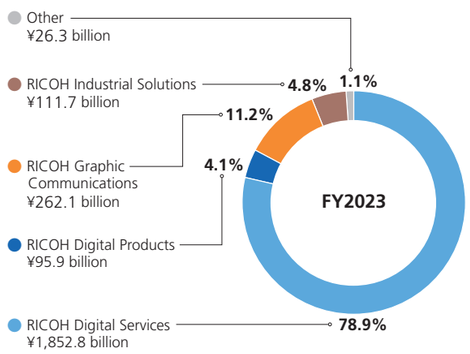
Around 1.4 million

(FY2023)

**Sales by Geographic Area**




**Sales by Business Segment (to external customers)**




# 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**

62.6%

- As of March 1, 2024
- Percentage of employees routinely teleworking more than half of the month
- Up to around 80% during pandemic (April-June 2020)

**Childcare leave utilization rate**

Women 110.9%

Men 111.8%

- Usage rates in FY2022
- Fiscal years in which children are born and in which employees take childcare leave may differ, so usage rates may exceed 100%



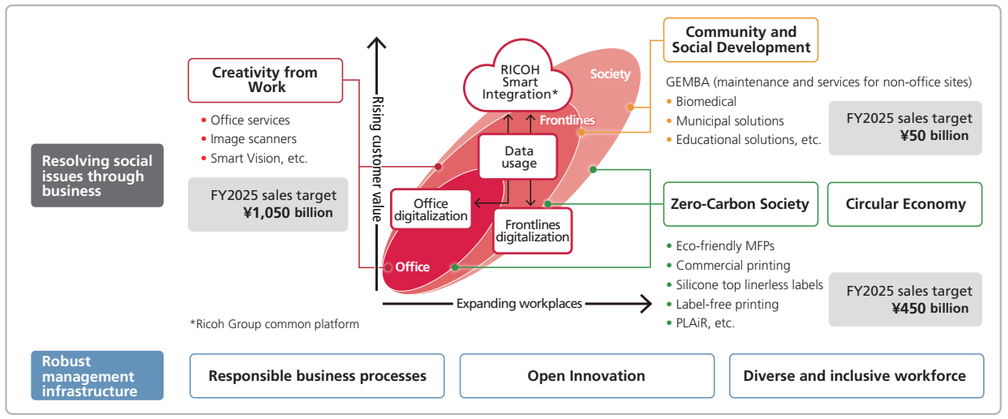
# Resolving Social Issues through Business

In 1998, Ricoh was one of the first companies in the world to advocate environmental management. We have since endeavored to align protecting the environment and generating profits. By aligning ESG and business growth, we strive to resolve social issues through business.

## Identifying Seven Key Social Issues

We have identified seven material issues to realize a sustainable society. The four key issues of Creativity from Work, Community and Social Development, a Zero-Carbon Society, and a Circular Economy are about resolving social issues through business. The other three issues cover a robust management infrastructure.

Key social issues link to offices, frontlilnes, society, and other workplace issues. By resolving each of these issues, we can simultaneously resolve social issues and deliver business growth.




Success Stories

## Creativity from Work

Helping transform the world of work by providing digital services that help customers become more productive and creative

Providing Scrum packages that help small and medium-sized businesses resolve industry issues

**Helping Resolve Social Issues**

- Leveraging our digital prowess to help small and medium-sized business adopt digital processes, contributing to Creativity from Work
- 82,177 package installations in FY2022 helped customers save a total of 53.25 million work hours
- Helped customers reduced greenhouse gas emissions by traveling less

Alignment

**Contributing to Business Growth**

- Ongoing Scrum package demand growth accelerating high-margin recurring revenue expansion
- Generated ¥50 billion in sales by FY2022 scale by increasing installations per customer

## Materializing Zero-Carbon Society and Circular Economy

Developed label-less thermal technology for printing directly on packaging materials

Helping customers to adapt their products and business models to a circular economy

**Helping Resolve Social Issues**

- Lowering environmental impact (making carbon footprint 80% smaller than that of thermal labels)
- Reducing dead stock
- Improving productivity

Alignment

**Contributing to Business Growth**

- Two leading convenience store chains in Japan adopted our technology in 2022
- Looking to generate at least ¥10 billion in sales by 2025 through deployments in other sectors and overseas expansion

# Operational Overview by Business Unit

The Ricoh Group is transforming into a digital services company. A structure in which five business units operate autonomously enables them to respond swiftly to changes in their respective markets and resolve social issues through business.

## RICOH Digital Services

Business Outline

We sell office imaging equipment to a global customer base. These offerings include MFPs and printers, in which we have top-class global market shares, as well as consumables. We also provide IT-related solutions that support customers' overall workflow reforms and work practice innovations, as well as other services to digitally resolve their management issues and enhance productivity

**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

## RICOH Digital Products

Business Outline

We develop and produce (including on an original equipment manufacturing basis) office MFPs, in which we are among the global market leaders, as well as printers and other imaging equipment, scanners, and 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

**RICOH Interactive Whiteboard**
Streamlines communication and collaboration in offices and educational settings

## RICOH 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**
We manufacture and sell industrial inkjet heads, inkjet ink, and industrial printers for diverse applications, including building materials, furniture, wallpaper, signage displays, and apparel fabrics

**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

## RICOH 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

**Industrial Products Business**
We provide products and solutions that employ optical and image processing technologies

**Label-Free Thermal Printing**
Direct printing technology for salad package wrappers and other packaging materials helps reduce film waste

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

## RICOH Futures

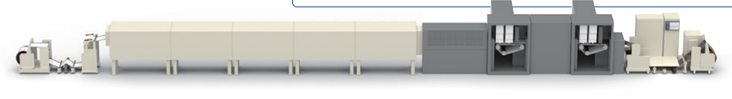
Business Outline

**New Businesses**
We have expanded opportunities in various areas, including our Smart Vision platform, PLAiR plant-derived material, healthcare, social infrastructure, environmental technology and environmental 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

**Lithium-ion battery manufacturing technology applying on inkjet printing technology**



## 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

## ESG Index Inclusions and Assessments

External organizations in Japan and abroad have included us in their ESG benchmarks. In July 2023, Japan's Government Pension Investment Fund included us in six major ESG indices for domestic equities that it has adopted.

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

Top 1%
S&P Global Corporate Sustainability Assessment (CSA) Score 2023

FTSE4Good

FTSE Blossom Japan

FTSE Blossom Japan Sector Relative Index

Corporate ESG Performance Prime
RATED BY ISS ESG

S&P/JPX カーボン エフィシェント 指数

CDP A LIST 2023
CLIMATE WATER

CDP SUPPLIER ENGAGEMENT LEADER 2023

MORNINGSTAR GenDi J
Japan ex-REIT Gender Diversity Tilt Index
TOP CONSTITUENT 2023

MSCI ESG RATINGS AAA
CCC B BB BBB A AA AAA

**2023** CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

**2023** CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

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## Awards and Recognition

Domestic and international awards and recognition attest to our excellence

NIKKEI Smart Work ★★★★★ 2024 Best 22

NIKKEI SDGs 経営調査 2023 ★★★★★

2023 健康経営優良法人 Health and productivity ホワイト500

- **Selected for Time magazine's World's Best Companies of 2023**

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

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

RICOH imagine. change.

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