

Progress Report on Corporate Value Improvement Project

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Aim to generate over ¥60 billion in impact on the income statement, including future disclosures

Expected effects
 by FY2025 (in billion)

Transformation of Headquarters	Optimizing R&D	over ¥30.0	Reductions on cash basis; around half of effects going to bottom line
	Optimizing back-office functions	over ¥2.0	
Acceleration of Business selection and concentration		over ¥2.0	»
Transformation of Office Printing business structure	JV with Toshiba Tec	over ¥4.0	
	SCM optimization	over ¥3.0	
Acceleration of Office Services profit growth	Structural reforms in group companies	over ¥10.0	

Overall Corporate Value Improvement Project

Effects: Over ¥60.0 billion

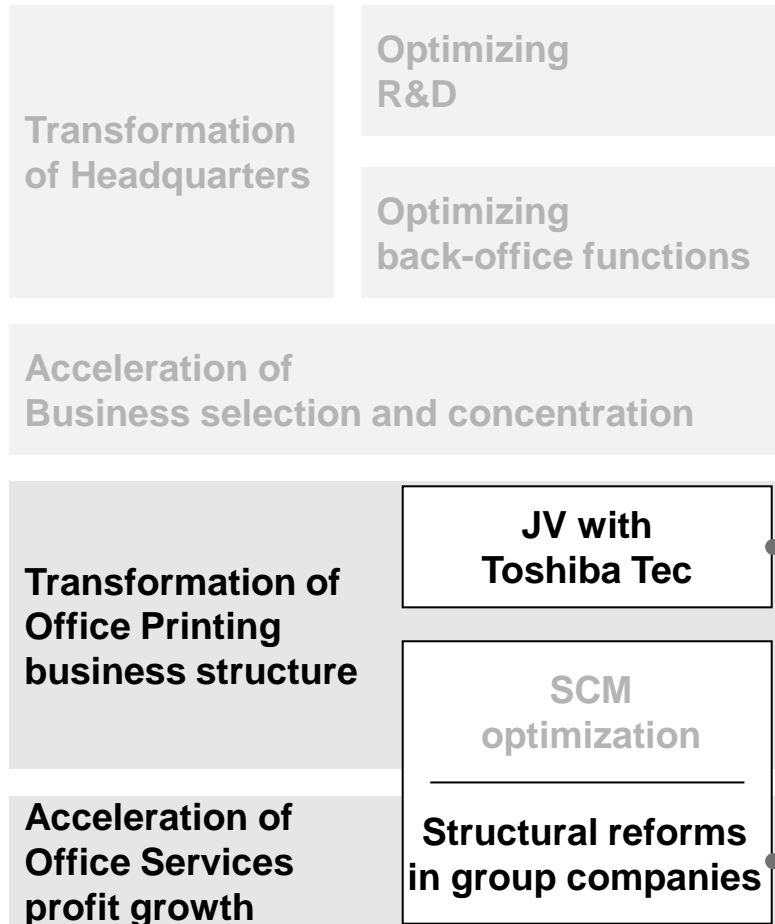
One-time costs: Under review

Amounts factored into FY2024 forecasts

Effects: Over ¥14.0 billion

One-time costs: ¥10.0 billion

Progressing well with measures delivering effects and one-time costs forecast for FY2024



Previous announcements

- Ricoh and Toshiba Tec establish ETRIA as a joint venture on July 1, 2024,
- Final phase of preparation for Day One to ensure a smooth business integration and early realization of synergies

Progress to date

- **Established on 1 July as planned**
 - **Currently projecting effects of ¥4.0 billion, with one-time costs of ¥2.0 billion**
 - **Initiating measures for swift attainments**
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- **Have deployed structural reforms at each Group company since first quarter**
 - **Currently projecting effects of more than ¥10.0 billion, with one-time costs of ¥8.0 billion**
 - **Have prepared to deploy additional measures**

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Note: These materials define fiscal years as:
FY2024 (or fiscal 2024) = Fiscal year ended March 31, 2025, etc.