

# About Ricoh Group Integrated Report 2023

April 2023 saw Akira Oyama become President and CEO of Ricoh Company, Ltd., with the Ricoh Group embarking on the 21st Mid-Term Management Strategy (MTS), a three-year initiative in which the Company is executing its vision of transforming into a digital services company.

The Ricoh Group Integrated Report 2023 outlines the Ricoh Group's medium- and long-term management strategies and its processes to create value. We improved the report as listed below, based on feedback from investors and other stakeholders who read the 2022 edition, as well as suggestions we received during initiatives to engage with these stakeholders.

---

## Management leadership under new structure

The "To Our Stakeholders" section discusses the strategic direction, initiatives, and underlying concepts guiding the Company's transformation into a digital services company, as well as presenting Ricoh's management structure.

The special feature, titled "A Conversation between the Board of Directors chairperson and lead independent director," offers insights into the CEO selection process and the considerations that shaped the 21st MTS.

## Ricoh's value creation process as a digital services company

We provide an overview of our value creation process and elaborate on key capital resources, our strengths and business model, and the nature of our digital services.

We assess the 20th Mid-Term Management Plan (MTP) and its strategies for generating value over the medium and long terms. We additionally present the financial and future financial targets and three basic policies of the 21st MTS. We disclose information to help readers grasp management's strategies for transforming Ricoh into a digital services company. We present our value creation model and related initiatives under Ricoh's unique strategic approach to human capital. On the financial and capital strategy fronts, we discuss return on invested capital-based management and capital policies supporting our growth.

## Creating value by aligning business growth and ESG management

We augmented groupwide financial targets focusing on capital efficiency with future financial targets encompassing our environmental, social, and governance (ESG) objectives, thus aligning companywide business growth and ESG goals.

We describe financial targets, risks and opportunities, and strategic initiatives, and highlight how our business units help us create value as a digital services company. Our four regional leaders share insights into how they are spearheading strategic action under the 21st MTS.

The report presents environmental and social initiatives and achievements that helped enhance corporate value. It also discloses efforts to make our governance structure highly transparent and effective.

---

We produced this report through close collaboration with various business units and departments and management deliberations in ESG Committee gatherings. The Disclosure Committee approved the report after determining that disclosure was necessary and that the report production process ensured accuracy.

We hope that this report helps stakeholders to better understand the Ricoh Group's efforts to enhance corporate value over the long term.