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Ricoh Lift Off covers five years through fiscal 2025, including our two-year 20th MTP. It is during that period that we aim to become a digital services company that connects workplaces and supports the creativity of workers.

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<ul style="list-style-type: none">• Adopting a business unit structure• Business portfolio management• Becoming a digital services company	<ul style="list-style-type: none">• Strengthen management underpinnings• Human resources strategy• Digital strategy	<ul style="list-style-type: none">• Strengthen capital policy• Message from the CFO

ESG Initiatives

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- Achieving a zero-carbon society
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Information Disclosure Outside This Report

Our website, ESG Data Book, and other vehicles present information not included in this report.

		Website Note: The PDF version of this report includes website links for content.	ESG Data Book	Other vehicles
ESG information	ENVIRONMENT	Vision and basic policy • Pursuing the Ideal Society (Three Ps Balance™) • Ricoh Group Environmental Principles	○	TCFD Report
		Strategy—19th Environmental Action Plan		
		Environmental Management System	○	
		Acquisition of ISO 14001 Certification	○	
		Third-party verification of environmental and social data	○	
	SOCIAL	Ricoh Way and Human Resources	○	
		Occupational Safety and Health	○	
		Communication with employees (Employee Council)		
		Human Rights • Strengthening human rights initiatives • Implementation of human rights due diligence	○	
		CSR throughout Our Supply Chain • Ricoh Group supply chain • Supply chain Business Continuity Management (BCM)	○	
	GOVERNANCE	Internal Controls	○	Convocation notice
		Compliance	○	
		Risk Management	○	
Financial irregularities at Ricoh India				
IR information	Investor Relations		Flash report Presentation of consolidated results	
Technology	Technology Intellectual Property Rico Design			
Information security	Information Security at the Ricoh Group Security of RICOH Products and Services			
Customer satisfaction	In pursuit of product safety and reliability Turning customer feedback into products and services Customer satisfaction survey in each area			
Company history	Company History			
Company profile and data	Company Data Our Performance Against Major CSR Indicators	○		

Forward-looking statements

The plans, prospects, strategies and other statements, except for the historical events, mentioned in this report are forward-looking statements with respect to future events and business results. These statements were made based on the judgment of Ricoh directors from the information that was obtainable at the time. Actual results may differ materially from those projected or implied. No assumptions concerning future events and business results should be made based on these forward-looking statements. The following important factors, without limiting the generality of the foregoing, could cause actual results to differ materially from those expressed in the forward-looking statements:

a. General economic conditions and business trends

b. Exchange rates and their fluctuations

c. Rapid technological innovation

d. Uncertainty as to Ricoh's ability to continue to design, develop, produce and market products and services that achieve market acceptance

No company's name and/or organization's name used, quoted and/or referenced in this report shall be interpreted as a recommendation and/or endorsement by Ricoh.

This report is not an offer or a solicitation to make investments. Please do not rely on this report as your sole source of information for your actual investments, and be aware that you yourself are responsible for decisions regarding investments.

Exchange rates referred to in this report

The translation of Japanese yen amounts into U.S. dollar equivalents as of March 31, 2021, and for fiscal 2020, ended March 31, 2021, is included solely for the convenience of readers outside Japan and has been made using the exchange rate of ¥111 to US\$1, the approximate rate of exchange prevailing at the Federal Reserve Board at the end of March 2021.