

## Contents

- 01 Ricoh Way
- 02 Vision for 2036: Fulfillment through Work
- 03 Evolving and Growing
- 05 Contents/Information Disclosure Outside This Report

### 07 To Our Stakeholders

Our growth is the sum total of employee growth: striving groupwide to deliver Fulfillment through Work



### 13 Value Creation Process

#### 19 Medium- to Long-Term Outlook and the 20th Mid-Term Management Plan: Ricoh Lift Off

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

##### 21 **1** Enhance business competitiveness

- Deploying PDCA cycles under the new business unit structure
- Managing Ricoh-style business portfolio
- Ricoh Group digital services

##### 24 **2** Strengthening management underpinnings

- Management underpinnings
- Human resources strategy
- Digital strategy
- Operational excellence strategy
- Technology and intellectual property strategy

##### 33 **3** Improve capital returns

- Reinforcing capital policies
- Message from the CFO

#### 35 Fiscal 2021 Overview/Business Overview by Business Unit

##### Overview by Business Unit

**39 RDS**  
RICOH Digital Services

**41 RDP**  
RICOH Digital Products

**43 RGC**  
RICOH Graphic Communications

**45 RIS**  
RICOH Industrial Solutions

**47 RFS**  
RICOH Futures

#### ESG Initiatives

#### 49 ESG Strategy

#### 51 Materiality and ESG Targets

##### 53 Environment

- Achieving a zero-carbon society
- Information disclosure based on TCFD framework
- Realizing a circular economy
- Pollution prevention initiatives
- Conserving biodiversity

##### 59 Social

- Diversity and inclusion and work-life management
- Employee engagement
- Human rights
- Supply chain management
- Contributing to society

##### 67 Governance

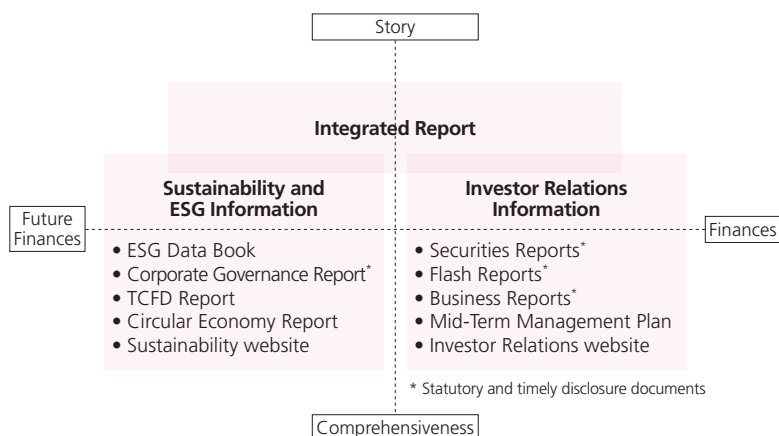
- Outside director dialogue
- Summary of Board of Directors effectiveness assessment for fiscal 2021
- Business risks
- Audit and Supervisory Board
- Information security, etc.

#### Corporate Data

- 91 Commitment and Recognition
- 93 Financial and Future Financial Highlights
- 95 Consolidated Financial Statements
- 100 Updated Information
- 103 Editorial Policy

# Information Disclosure Outside This Report

## Disclosure Framework



The Ricoh Group provides comprehensive disclosure of ESG information through the ESG Data Book, TCFD Report, and Circular Economy Report, in addition to the Integrated Report, which outlines the overall Ricoh Group's initiatives.



**Integrated Report**  
Comprehensively discloses entire value creation process



**ESG Data Book**  
Presents environmental, social, and governance data



**TCFD Report**  
Discloses climate change-related risks and opportunities based on TCFD Framework



**Circular Economy Report**  
Showcases policies and efforts to materialize a circular economy

Our website, ESG Data Book, and other vehicles present the following information.

		Website <small>Note: The PDF version of this report includes website links for content.</small>	ESG Data Book	Other vehicles
<b>ESG information</b>	<b>ENVIRONMENT</b>	Vision and basic policy • Pursuing the Ideal Society (Three Ps Balance) • Ricoh Group Environmental Principles	○	
		Environmental Action Plan		TCFD Report Circular Economy Report
		Environmental Management System	○	
		Acquisition of ISO 14001 Certification	○	
		Third-party verification of environmental and social data	○	
	<b>SOCIAL</b>	Ricoh Way and Human Resource Management	○	
		Occupational Safety and Health	○	
		Communication with employees (Employee Council)		
		Human Rights • Strengthening human rights initiatives • Implementation of human rights due diligence	○	
		Supply Chain Management • Ricoh Group supply chain • Supply chain Business Continuity Management (BCM)	○	
	<b>GOVERNANCE</b>	Risk Management	○	Corporate Governance Report (in Japanese) Convocation notice
		Internal Controls	○	
Compliance		○		
<b>IR information</b>	Investor Relations		Flash Report Presentation of consolidated results	
<b>Technology</b>	Technology/Open Innovation Intellectual Property Rico Design			
<b>Customer satisfaction</b>	Pursuit of product safety and reliability Utilizing customer feedback to products and services Customer satisfaction survey in each geographical area			
<b>Company history</b>	Company History			
<b>Company profile and data</b>	Company Data Performance Against Major CSR Indicators	○		