

Editorial Policy

This integrated report aims to deepen our stakeholders' understanding of Ricoh Group efforts to increase long-term corporate value by producing and disclosing management policies and financial and ESG information.

The Ricoh Group continues to evolve in keeping with its goal of becoming a digital services company by 2025 that connects workplaces and supports worker creativity. This report presents value creation processes and specific examples of initiatives across the medium through long terms to enhance corporate value. We encourage all employees to understand how they can help create value and contribute to social progress. We also want them to remain aware of how their jobs relate to society and embody our concept of Fulfillment through Work.

In producing this report, we referred to the International Integrated Reporting Framework of the International Integrated Reporting Council and the Guidance for Collaborative Value Creation of Japan's Ministry of Economy, Trade and Industry. We also interviewed institutional investors regarding last year's report and made improvements based on their feedback.

Target readership

Current and future stakeholders of the Ricoh Group

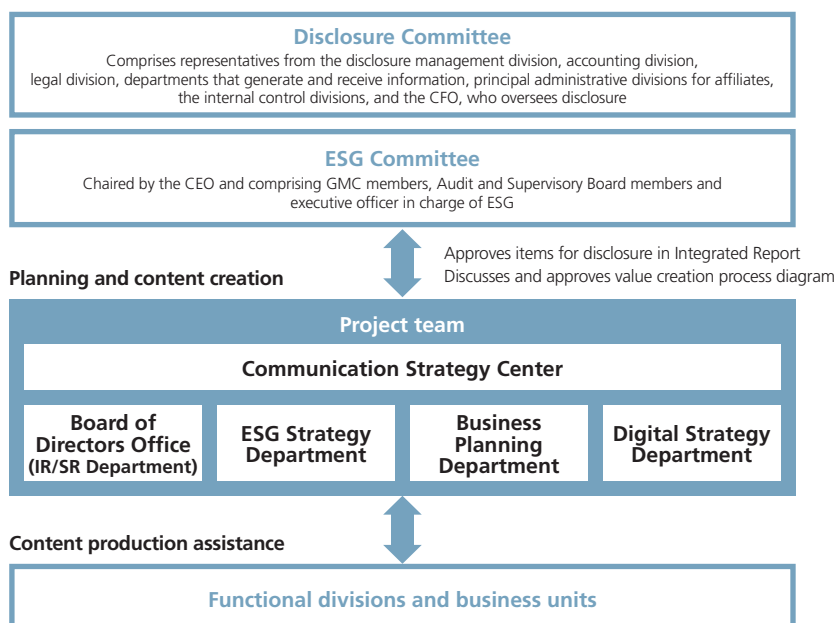
Scope of coverage

Ricoh Company, Ltd. and its consolidated subsidiaries

Reporting period

This report covers fiscal 2021 (April 1, 2021, to March 31, 2022). It also presents some activities after that period.

Editorial Structure



The Communication Strategy Center takes the lead in planning and developing the overall structure of this report. It collaborates with the Board of Directors Office (IR/SR Department), the ESG Strategy Department, the Business Planning Department, and the Digital Strategy Department.

We draw on assistance from functional divisions and business units, and discussions in the ESG Committee and other management-level meetings.

Disclosure was based on approval from the ESG Committee and Disclosure Committee.

Major Organizational Changes

None

Exchange Rate Used in this Report

The translation of yen-denominated amounts into U.S. dollar equivalents as of March 31, 2022 and for fiscal 2021, is solely for the convenience of readers outside Japan. We used an exchange rate of ¥121 = US\$1, the Federal Reserve Board's approximate prevailing rate on March 31, 2022.

Cautionary note regarding forward-looking statements

The data and projections in this Integrated Report are based on information available as of the publication date. They are subject to a range of factors. Results may differ materially from forecasts. Accordingly, do not rely unduly on these forward-looking statements. We assume no obligation to update these statements based on new information or future events.