

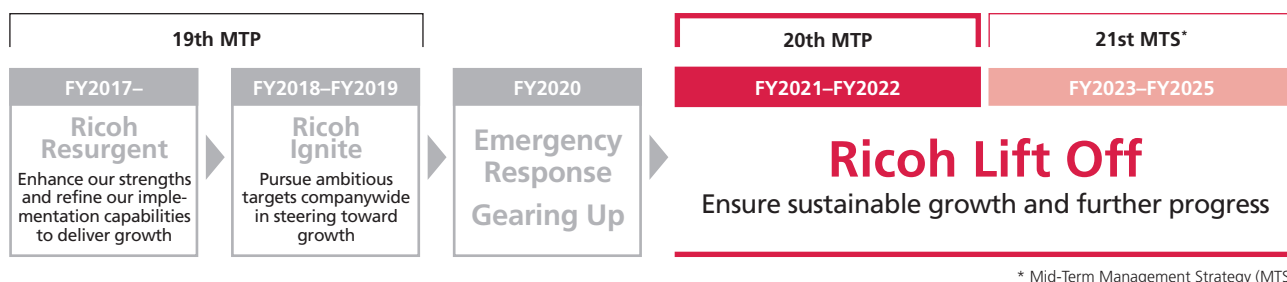
Medium- to Long-Term Outlook and the 20th Mid-Term Management Plan

Ricoh Lift Off

The 20th Mid-Term Management Plan (20th MTP) is a two-year initiative that we rolled out in fiscal 2021. We have positioned the five years through fiscal 2025, which encompass that initiative, as Ricoh Lift Off. By fiscal 2025, we aim to become a digital services company that supports worker creativity and connects workplaces. From a future financial (environmental, social, and governance (ESG)) perspective, we will undertake initiatives across the entire value chain to serve the growing ESG requirements of customers and investors, in keeping with a commitment to maintaining a top worldwide reputation.

On the financial front, we look for the Office Services business to continue growing and driving our overall performance. We aim to achieve a business structure target that can generate a return on equity (ROE) of 7%* in fiscal 2022, the final year of our 20th MTP, with returns consistently exceeding 10% by fiscal 2025.

* On May 10, 2022, we lowered our operating profit target for fiscal 2022, the final year of the 20th MTP, from an initial ¥100 billion to ¥90 billion, to reflect the recent pace of a recovery from the pandemic and the operating climate. We accordingly lowered our ROE target from at least 9%, to 7%.

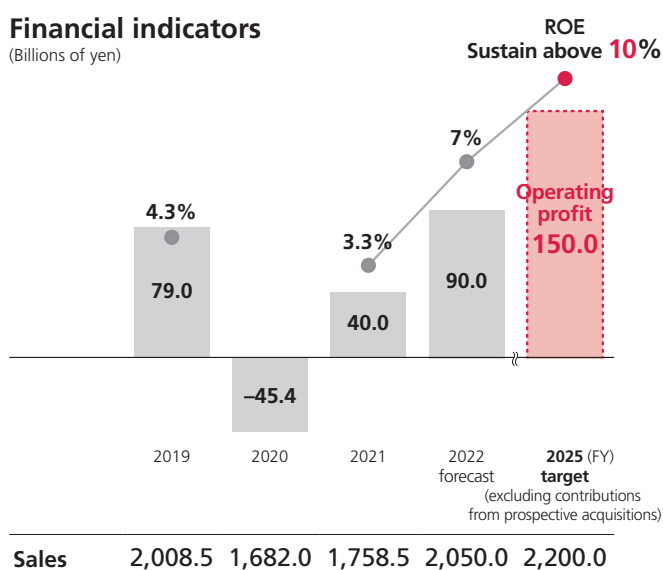


* Mid-Term Management Strategy (MTS)

Medium- to long-term targets for 2025

Financial indicators

(Billions of yen)



World-class sustainability and ESG ratings

Business Acknowledged as a digital services company

- Office Services business drive revenues and profits
- Five business units operate optimally for customers
- Headquarters focuses on group management

Finance ROIC management and capital policy for improved corporate value

- Maximize corporate value by keeping ROE above 10%
- Generate at least ¥150 billion in operating profit
- Manage ROIC-driven business portfolio
- Invest in growth and produce solid shareholder returns

20th MTP

Our 20th MTP objective is to become a digital services company that supports worker creativity and connects workplaces. We seek a return on equity of 7%. Financial targets to reach that goal include generating ¥90 billion in operating profit and ¥2.05 trillion in sales. Against this backdrop, we will pursue growth in Office Services under our new business unit structure by distinguishing investments in high-priority regions from those in other regions. In Office Printing, we will

reinforce the business structure to overcome a print-volume downturn through operational excellence. We will steadily strengthen our business foundations, primarily at Group headquarters. For future Financial (ESG) targets, which are as important as financial benchmarks, we have set 17 goals for our seven material issues and will endeavor to reach them.

Transform to a digital services company

Fiscal 2022: ROE 7%

By expanding businesses growth and improving capital profitability

Financial targets		Future financial (ESG) targets	
Financial indicators	Fiscal 2022	Targets per stakeholder (from 17 ESG targets)	Fiscal 2022
Operating profit	¥90 billion	Customers Top score from customers	30%
Sales	¥2.05 trillion	Society GHG Scope 1 and 2 (down from fiscal 2015 levels)	30%
ROIC	5% or more	Society GHG Scope 3 (down from fiscal 2015 levels)	20%
		Society Electricity from renewable energy sources	30%
		Society New resource content in products	85% or less
		Employees Employee engagement score	50th percentile in each region
		Partners Evaluation scores given by each partner	Set per partner and region
		Shareholders ROE	7%

Basic policies for 20th MTP initiatives

Our basic policies for 20th MTP initiatives are to become more competitive, strengthen our management underpinnings, and improve returns on capital.

To enhance business competitiveness, we adopted a business unit structure to accelerate decision-making and streamline capital management. We look for each business to independently help create value for customers.

To strengthen our management underpinnings, we set up a

small but robust Group headquarters. We will develop suitable strategies for operational resource allocation, research and development, human resources, and other areas to support business competitiveness.

We will improve returns on capital by maximizing corporate and shareholder values, formulating and implementing capital policies based on an optimal capital structure to ensure returns that exceed capital costs.



Enhance business competitiveness

Grow businesses and strengthen corporate structure, adopting business unit setup to increase autonomy of these operations and adapt swiftly to customer changes



Strengthen management underpinnings

New Group headquarters aims to reinforce human resources, infrastructure, and technology underpinnings



Improve capital returns

Sustainably increase corporate value through policies based on an optimal capital structure