Medium- and Long-Term Value Creation Strategies Financial Performance Future Financial Performance

Editorial Policy

This integrated report aims to deepen stakeholder 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 to transform into 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 Mission & Vision of Fulfillment through Work. In producing this report, we referred to the IFRS Foundationrecommended International Integrated Reporting Framework 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

All Ricoh Group stakeholders

Scope of coverage

Ricoh Company, Ltd., and consolidated subsidiaries **Reporting period** Fiscal 2022 (April 1, 2022, to March 31, 2023), also presenting some activities after that period



Disclosure Fra	amework Story Integrated Report Integrated Report website https://www.ricoh.com/about/integrated-report			
Future finances	Sustainability and ESG Information ESG Databook https://www.ricoh.com/sustainability/report/databook TCFD Report https://www.ricoh.com/sustainability/report/tcfd Circular Economy Report https://www.ricoh.com/sustainability/report/ce Corporate Governance Report* Sustainability website https://www.ricoh.com/sustainability	Secur Flash Busir Mid- Inves	Investor Relations Information rities Reports* a Reports* ness Reports* Term Management Strategy stor Relations website /www.ricoh.com/IR	Finances
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We augment the Ricoh Group Integrated Report, which outlines our overall initiatives, with comprehensive ESG information in the ESG Data Book, TCFD Report, and Circular Economy Report.

Significant Organizational Changes

In September 2022, we acquired 80% of the issued and outstanding shares of PFU Limited and made it a consolidated subsidiary.

Exchange Rate Used in This Report

The translation of yen-denominated amounts into U.S. dollar equivalents as of March 31, 2023, and for fiscal 2022, is solely for the convenience of readers outside Japan. We used an exchange rate of \$133 = US\$1, the Federal Reserve Board's approximate prevailing rate on March 31, 2023.

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. As results may differ materially from forecasts, do not rely unduly on these forward-looking statements. We are under no obligation to update them based on new information or future events.

Third-Party Verification of Environmental and Social Data

SGS Japan Inc., a third-party audit provider, independently verifies the Ricoh Group's environmental performance data, including GHG emissions (Scopes 1, 2, and 3), and social data, to enhance the credibility of our data and compliance. We post audit results on our website for easy stakeholder access.

Verification has encompassed information systems, data collection methods, tabulation and analysis, and data accuracy. We will keep

enhancing data credibility by using third-party verification services and broadening the scope of verification, thereby improving our environmental activities. See the website below for details.



Refer to our website: Third-party verification of environmental and social data