

ESG Briefing

**Contributing to
Ricoh's Future
Finances through
ESG Management**

Mikako Suzuki

**Corporate Officer
ESG Strategy Division
Ricoh Company, Ltd.**

November 19, 2021

- Thank you all for attending today's briefing.
- I will speak about how Ricoh's ESG management contributes to the company's future finances.

ESG Highlights

ESG as Part of Management Strategies

Initiatives for a Zero-carbon Society

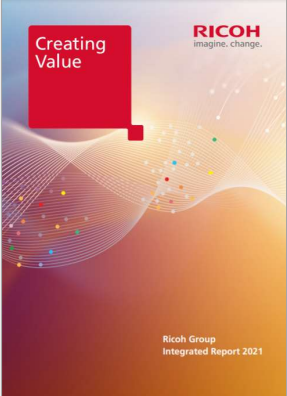
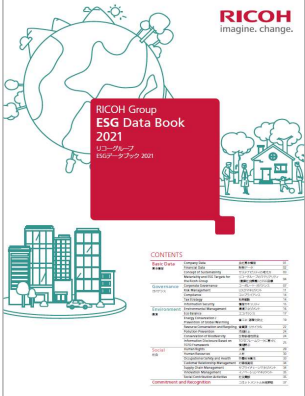
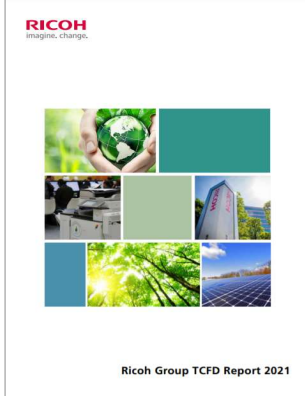

Challenges in Generating Future Finances

- I will focus on developments over the past year in taking you through ESG Highlights and ESG as Part of Management Strategies.
- I will then center on new initiatives aiming a zero-carbon society and tackle the challenges of generating future finances.



- I will first update you on external assessments since the previous ESG briefing in November 2020.
- In December 2020, we were included in the CDP climate change A List. In February this year, we earned an A score in the CDP2020 Supplier Engagement Program and secured a place on the Leaderboard.
- In March, we received prize in 2021 J-Win Diversity Awards.
- In November 2021, we were included for the second straight year in the Dow Jones Sustainability Index, earning the top score in our industry. We additionally received a top-ranking five stars for the third consecutive year in the Nikkei SDGs Management Survey.

**Simultaneously published Integrated Report, ESG Data Book and TCFD Report
Debut TCFD Report overviewed our decarbonization activities**

Integrated Report	ESG Data Book	TCFD Report	ESG Website
			

Revamped Value Creation Process
Government Pension Investment Fund of Japan's external asset managers listed as an excellent integrated report

Enhanced data in third edition

Published for first time in September 2021

Placed fourth overall in Gomez ESG Site Ranking 2021
Was first overall in 2020

- We strengthened ESG disclosure in 2021 by simultaneously publishing the Integrated Report, ESG Data Book, and TCFD Report in October.
- I will explain the Integrated Report later.
- Until 2020, we disclosed TCFD information in the ESG Data Book. From 2021, we published a distinct TCFD Report providing an overall picture of Group environmental initiatives to date and decarbonization activities.

Enhanced

- **Medium- to long-term value creation process (management level discussions)**
- **Disclosure of integrated report approval process**
- **Presentation of dual ESG and business activity management**

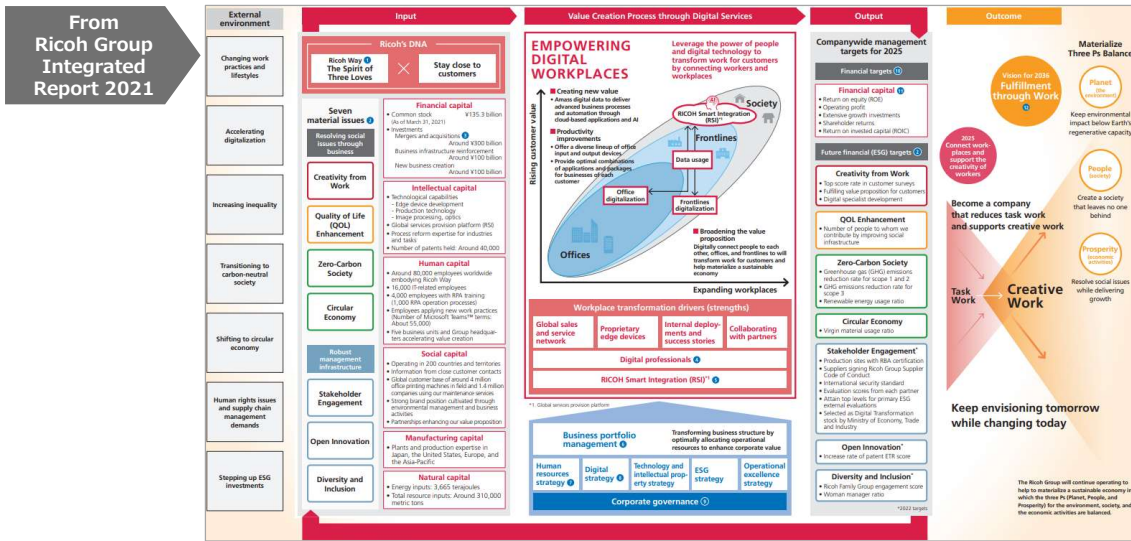
Maintained

- **Addressing questions and disclosure requirements of investors and ESG assessors**
- **Updating information as needed even after publication**

- This section shows the improvements we have made to the Integrated Report.
- We presented our medium- to long-term value creation process as a result of management-level discussions.
- We also presented our dual ESG and business activity management.
- Disclosure through the Integrated Report will continue to evolve. We are updating information as needed after publication to make the report responsive to capital market queries and disclosure requirements.

Revamped Value Creation Process



Creating value through digital services by formulating social vision and pursuing financial and future financial (ESG) targets



(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- This year, we began disclosing our value creation process in the Integrated Report.
- This chart shows how we create value and pursue financial and future financial (ESG) targets based on formulating our social vision.

Launched initiatives around 30 years ago; updating approach to match international standards. Will integrate human rights in companywide risk management framework and undertake human rights due diligence

Ricoh Group's Efforts		 <p>Human rights declarations of Ricoh CEO Jake Yamashita (left) and Ricoh Japan President Tomohiro Sakanushi</p>  <p>Human rights education intranet page</p>
Supply Chain Initiatives	April 2021 Formulates Ricoh Group Human Rights Policy May 2021 Participates in human rights project of Ministry of Justice of Japan From April 2021 Ricoh Digital Equipment obtain certification from Responsible Business Alliance following audits July 2021 Survey human rights risks at all Ricoh Group production sites October 2021 Educate Ricoh Group's 33,000 employees in Japan about human rights basics (more than 95% participated)	
	July 2020 Revises Supplier Code of Conduct to conform with Responsible Business Alliance Code of Conduct and publishes Japanese, English, and Chinese versions) From June 2021 Asks 226 key suppliers to sign Supplier Code of Conduct and conduct CSR assessments, with 86% thus far completing this process	

- We launched human rights initiatives around 30 years ago.
- In view of the current international situation, we updated our approach in April this year to comply with international standards, and are now undertaking new efforts.
- In April 2021, we updated the Ricoh Group Human Rights Policy. In May, CEO Jake Yamashita and Ricoh Japan President Tomohiro Sakanushi made declarations as part of the human rights project of the Ministry of Justice of Japan.
- We are deploying measures to address human rights risks at production and non-production sites, such as by having the Responsible Business Alliance audit and certify our manufacturing facilities.
- Supply chain initiatives have garnered particular attention recently regarding human rights issues.
- We revised our Supplier Code of Conduct to conform with the Responsible Business Alliance Code of Conduct in July 2020. We held ESG briefings and study sessions for suppliers from December 2020.
- We have asked 226 key suppliers to sign our Supplier Code of Conduct, with 86% of them completing that process to date.

About Japan Climate Leaders' Partnership.



This corporate entity was established in 2009 based on the recognition that industry must act swiftly to materialize a decarbonized society. It focuses on shaping policies, decarbonizing companies, providing decarbonization solutions, communicating with society, and collaborating with global networks. **Ricoh was a founding member of this group, which has more than 200 members.**

Excerpts from Japan Climate Leaders' Partnership October 1 press release (in Japanese only)

<https://japan-clp.jp/archives/9238>

Yoshinori Yamashita, President and CEO of Ricoh, and Masanori Imai, Chairman of Toda Corporation, Appointed Cochairs of the Japan Climate Leaders' Partnership

200-member Japan Climate Leaders' Partnership paving way to decarbonizing society

Ricoh is pursuing in-house decarbonization while helping lead Japan's efforts in this respect

(C) 2021 Ricoh Co. Ltd. All Rights Reserved

7

- On October 1 this year, Mr. Yamashita became a Cochair of the Japan Climate Leaders' Partnership.
- Ricoh was a founding member of that group, which has more than 200 members.
- That organization helps shape policies, provides decarbonization solutions, communicates with society, and collaborates with global networks.
- Ricoh will continue to play a leadership role by decarbonizing its operations and while helping lead Japan's efforts in that respect.

January 2021	Ricoh Japan launches Technology Development and Demonstration Project
March 2021	Lifts fiscal 2030 target for renewable energy usage rate to 50%
March 2021	Participates in WIPO Green, an international framework for exchanging environment-related technologies
May 2021	Begins supplying RICOH EH DSSC Series of solid-state dye-sensitized solar cell modules delivering 20% more power than previous model
June 2021	Japan International Cooperation Agency selects Ricoh's proposal for 3D-pico hydro generator system for its agency's Small and Medium Enterprises and SDGs Business Support Project
June 2021	Joins with Godo Sangyo to initiate micro-hydropower generation with water supply facilities
June 2021	Concludes Mizuho Eco Finance loan deal with Mizuho Bank
August 2021	Begins providing samples of bendable environmental power generation devices to contribute to a recharging-free future
September 2021	Ricoh and Ricoh Japan join with nonprofit organization Sodateage Net to Digital Support Program for Young People
September 2021	Launches RICOH EH Environment Sensor D201/202 environmental sensing devices, which do not need battery replacements or wired connections
October 2021	Deploys on-site power purchase agreement model at four production and sales affiliate sites in Japan and abroad to accelerate use of renewable energy

Areas in red detailed later in this presentation

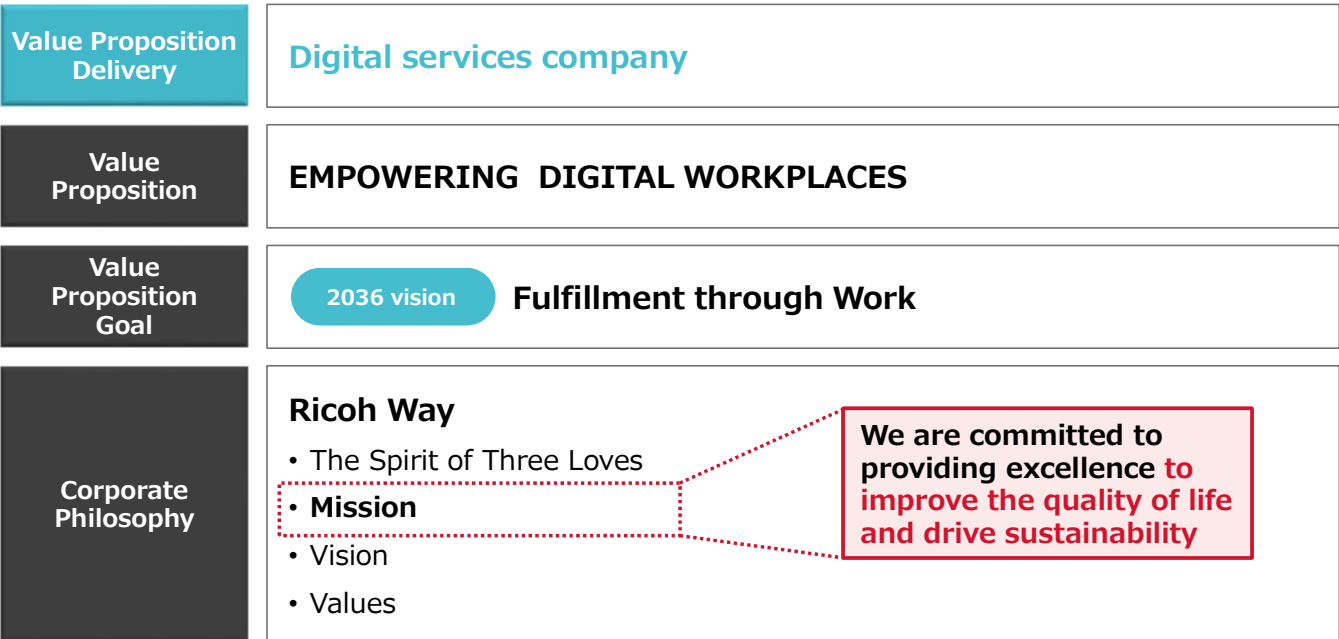
- There are also other noteworthy ESG-related topics and updates.
- I will detail these today, with a particular emphasis on the developments shown here in red.



ESG as Part of Management Strategies

- Ricoh Way and Sustainability
- 20th Mid-Term Management Plan and ESG Targets
- Implementation Structure and Compensation System





- I will now explain ESG as part of our management strategy.
- Ricoh is becoming a digital services company. Over the years, we have focused on improving office working environments by supplying business equipment and other offerings that boost operational efficiency and productivity.
- The COVID-19 pandemic of the past two years led us to conclude, however, that we should not only focus on enhancing productivity but also on helping provide fulfillment through work. We see our mission as creating useful new value and fulfilling our responsibility of improving the quality of life and driving sustainability.

Materialize sustainable society (3Ps Balance)*

Sustainably enhance corporate value



Contribute to SDGs and Paris Agreement

* The Ricoh Group initiated the 3Ps Balance in 2002 to help materialize a sustainable society in which Prosperity (economic activities), People (society), and the Planet (the environment) are in balance.

Key ESG Activity Themes And Disclosure Items

Environment

- Climate change
- Circular economy
- Chemical substance management
- Biodiversity preservation

Social

- Human rights protection
- Diversity and inclusion
- Customer satisfaction enhancement
- Supply chain management
- Social and regional contributions

Governance

- Corporate governance
- Risk management
- Compliance
- Information security

- You see that as part of our overall ESG initiatives we are endeavoring to sustainably enhance corporate value by resolving social issues so we can help materialize a sustainable society. At the same time, we aim to contribute to SDGs and help materialize Paris Agreement goals by 2030.



- We began setting ESG management targets from fiscal 2020.
- Although people often think of ESG targets as non-financial, we position them as future financial targets because they will contribute financially five to 10 years down the track.
- For Ricoh, financial and ESG targets, or future finances, coexist and are companywide management objectives.

Become digital services company that innovates workplace productivity.

FY22 **ROE > 9%**

Driven by business growth and capital profitability improvements

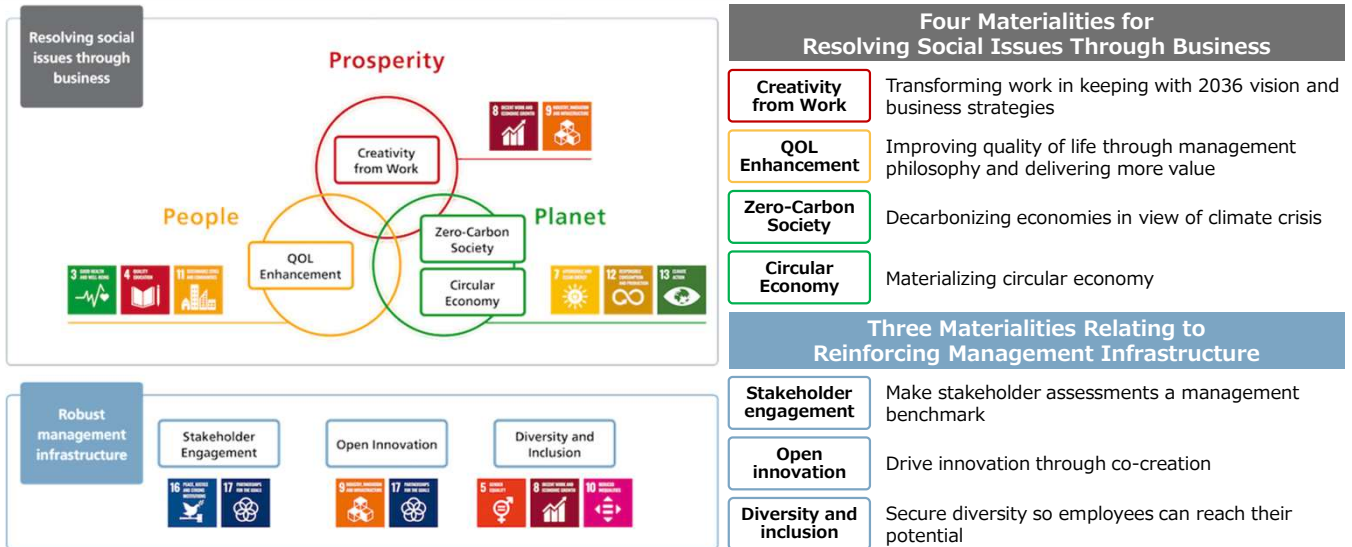
Financial Targets	
Financial Indicators	FY2022
Operating profit/margin	¥100 billion/5%
Sales	¥2,000 billion
ROIC	More than 6.5%
Office Services business operating profit*	8%

* Based on previous segments

Future Financial Targets	
Targets by stakeholder (from 17 ESG targets)	FY2022
Customers: Top score from customers	30%
Society: GHG Scope 1 and 2 (from FY15) GHG Scope 3 (from FY15) Electricity from renewable energy sources New resource content in products	30% 20% 30% <85%
Employees: Employee Engagement Score	50 th percentile in each region
Partners: Rating score from each partner	Set by partner
Shareholders: ROE	9%

- This slide is from our Investors' Meeting on March 3, 2021, and presents our 20th Mid-Term Management Plan goals.
- Our financial targets are in the table on the left. The right shows our future financial targets.
- These targets by stakeholder are from the 17 ESG ones we set companywide. This is how financial and future financial targets coexist for us.

Identified materialities and set 17 ESG targets in light of management philosophy, business strategies, and stakeholder demands



(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- This chart shows our seven material issues.
- We have set four materialities to resolve social issues through business and three that relate to reinforcing our management infrastructure. There are 17 ESG targets associated with these seven materialities.

Set to reach fiscal 2022 targets; will bolster environmental strengths and reinforce position in such social aspects as diversity and inclusion, supply chain management

7 Material Issues	Key Performance Indicators	FY2020	FY2022 Targets	FY25 Targets
Resolve Social Issues Through Business	Creativity from Work (Economy) Top score in customer surveys Fulfilling value proposition for customers Digital specialist development	Japan: 28%; Americas: 28%; Europe: 24%; APAC: 40% 10% Disclosing from next fiscal year	30% or more 20%*1 IPA ITSS L3 1.5 times*2	30% or more To be decided Level 5 in METI's Digital Transformation Promotion Indices*3
	QOL Enhancement (Society) Number of people to whom we have contributed by improving social infrastructure	1.6 million	10 million	15–20 million
	Zero-Carbon Society (Environment) GHG emissions reduction rate for scope 1 and 2 (vs. fiscal 2015) GHG emissions reduction rate for scope 3 (vs. fiscal 2015) Renewable energy usage ratio	36.5% 31.7% 17.6%	30% 20% 30%	40% or more 25% 35% or more
	Circular Economy (Environment) Virgin material usage ratio	90.7%	85% or less	80% or less
Reinforce Business Foundations	Stakeholder Engagement Production sites with Responsible Business Alliance certification Percentage of suppliers signing Ricoh Group Supplier Code of Conduct International security standard Evaluation scores from each partner Primary ESG external evaluations Selection as Digital Transformation stock by Ministry of Economy, Trade and Industry (METI)	3 86% signed Not disclosed Not disclosed Included in Dow Jones World Indices and CDP climate change A List 2020 Selected as DX Certified Business Operator	6 100% signing Reinforce and complete based on ISO/IEC NIST Establish by partner Top-level acquisition and adoption Selection as digital transformation stock	Setting for each mid-term management plan in light of ESG issues
	Open Innovation Patent ETR score increase rate (vs. fiscal 2020)*4	Disclosing from next fiscal year	20% increase	
	Diversity and Inclusion Ricoch Family Group engagement scores (regional percentiles) Female manager ratio	Japan: 48 th percentile Americas: 35 th percentile Europe: 21 st percentile APAC: 31 st percentile Global: 15.1% (Japan: 5.8%)	50 th percentile 16.5%	

*1: Domestic Scrum Package customer ratio. *2: IPA: Information-technology Promotion Agency. ITSS: IT Skill Standard set by IPA (levels 0 to 6).
*3: DX Promotion Index: Self-assessed benchmark of digital transformation progress. Ricoh aims to reach maturity level of 5 in developing and retaining human resources.
*4: ETR (External Technology Relevance) score indicates number of patents cited by other companies.

- Here, we present our 17 ESG targets.
- We are progressing steadily toward reaching our goals for fiscal 2022 and 2025.
- In July 2021, we disclosed progress with ESG targets for fiscal 2020. From fiscal 2021, we will particularly reinforce our position in such social aspects as diversity and inclusion and supply chain management.

Business Units	ESG Targets		7 Material Issues						
	ESG Indicators	FY2021 Targets	Creativity from Work	QOL Enhancement	Zero-Carbon Society	Circular Economy	Stakeholder Engagement	Open Innovation	Diversity and Inclusion
RDS	xxx		•						
	xxx						•		
	xxx		•						
	xxx		•						
RDP	xxx		•						
	xxx		•						
	xxx					•			
	xxx						•		
RGC	xxx				•				
	xxx						•		
	xxx						•		
	xxx						•		
RIS	xxx				•				
	xxx					•			
	xxx				•				

Cutting production process CO₂ emissions by xxxx metric tons
Obtained Responsible Business Alliance certification at xx sites



- We have disclosed 17 ESG targets, and we have broken them down further for each business unit.
- For business units with particularly large carbon dioxide emissions, we have set specific numerical targets, such as to cut emissions by tens or hundreds of thousands of metric tons. We have also set goals, such as to obtain Responsible Business Alliance certifications at each business unit.

Group Companies also Initiating ESG Targets

	Material Issues	Ricoh Group ESG Indicators	FY2022 Targets
Resolve Social Issues Through Business	Creativity from Work	Top score in customer surveys	30% or more
		Fulfilling value proposition for customers (percentage of customers deploying Scrum packages)	20%
		Digital specialist development (number of people with at least IPA ITSS L3, compared with FY2020)	1.5-fold
	QOL Enhancement	Number of people to whom we have contributed by improving social infrastructure	10 million
Zero-Carbon Society	GHG emissions reduction rate for scope 1 and 2 (vs. fiscal 2015)		30%
		GHG emissions reduction rate for scope 3 (vs. fiscal 2015)	20%
	Renewable energy usage ratio	30%	
Circular Economy	Virgin material usage ratio	85% or less	

Ricoh Japan also setting ESG targets in view of company-wide ESG goals

	Ricoh Japan ESG Indicators	FY2021 Targets
Resolve Social Issues Through Business	Top score in customer surveys	30%
	Fulfilling value proposition for customers	15%
	● Percentage of customers deploying Scrum packages	64.8 million
	● Annual hours saved from deploying these packages	
	Annual increase in number of employees qualifying under Ricoh Japan proprietary professional certification program	5%
	Number of people to whom we have contributed by improving social infrastructure	2 million
	Company's decarbonization efforts	
	● CO ₂ reduction rate (CO ₂ reduction amount)	Vs. FY2015 -25.7% (23,500t)
	● Support for customer decarbonizations	1,312t
	● CO ₂ reductions from launching key MFPPs and planting mangrove trees	3965.1 t
	-	-
	-	-

Group companies other than Ricoh Japan also looking to set ESG targets

	Material Issues	Ricoh Group ESG Indicators	FY2022 Targets
Reinforce Business Foundations	Stakeholder Engagement	Production sites with Responsible Business Alliance certification	6
		Percentage of suppliers signing Ricoh Group Supplier Code of Conduct	100%
		International security standard	Reinforce & complete based on ISO/IEC NIST
		Evaluation scores from each partner	Establish by partner
		Primary ESG external evaluations	Top-level acquisition
		METI selection as Digital Transformation stock	Yes
	Open Innovation	Patent ETR score increase rate (vs. fiscal 2020)	20%
Diversity and Inclusion	Ricoh Family Group engagement scores	50 th percentile	
	Female manager ratio	16.5%	

	Ricoh Japan ESG Indicators	FY2021 Targets
Reinforce Business Foundations		-
		-
		-
		-
	Top score in dealer assessments	30%
		-
	METI Digital Transformation certification	Acquired
		-
	Engagement score	36.5
	Female manager ratio	7.5% or more by FY2025

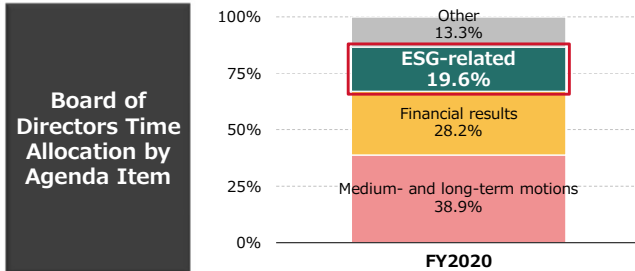
- As well as companywide ESG targets, we have set goals for each business unit. From fiscal 2021, we also set ESG targets for Group companies in line with their businesses.
- On this slide you see example of ESG indicators that Ricoh Japan set for itself based on companywide ones. We are now looking to have other Group companies across Europe, America, and the Asia-Pacific set their targets.

ESG Committee Overview and Role

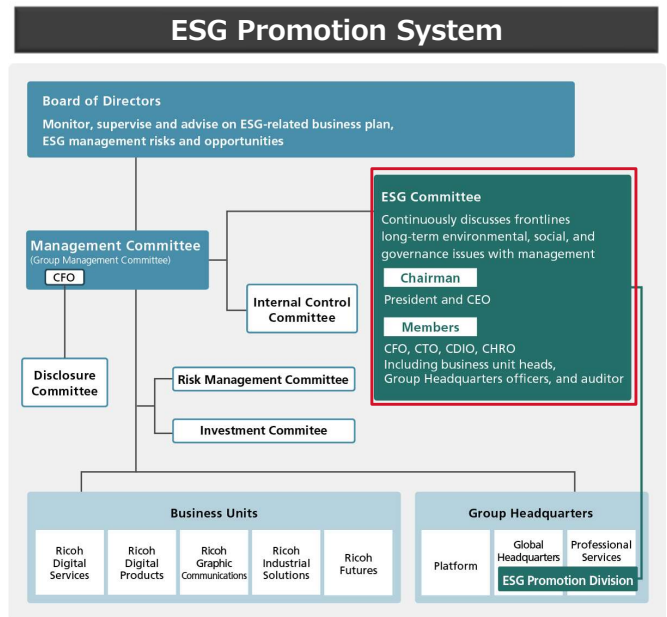
- Chaired by president and CEO and comprising Group Management Committee* members, Audit and Supervisory Board members, and executive officer overseeing ESG
- Deliberation and decision-making centers on ESG issues
- Established in 2018 and meets quarterly

Main Agenda Items in Fiscal 2020

- TCFD compliance and decarbonization Policy
- Integrated Report
- Revision of ESG and environmental goals
- Formulation of Ricoh Group Human Rights Policy

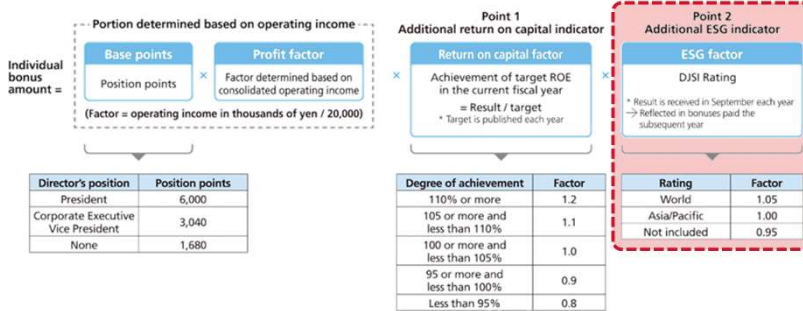


* The Board of Directors delegated authority to this decision-making body, which comprises executive officers meeting certain requirements.



- To date, we have explained how we set ESG targets, materiality, and other goals.
- The ESG Committee deliberates and decides on setting targets.
- The president and CEO chairs that body, which comprises members of the Group Management Committee and the Audit and Supervisory Board and the executive officer overseeing ESG. It meets quarterly.
- The main agenda items in fiscal 2020 were specifics about TCFD disclosure, our decarbonization policy, the Integrated Report, the revision of ESG and environmental goals, and the formulation of the Ricoh Group Human Rights Policy.
- In 2019, the ESG team tasked with helping meet the Science Based Targets goal of limiting the global temperature rise to 1.5°C above pre-industrial levels sought to revise the target to “well below” 2°C. Management decided, however, to adhere to the more challenging 1.5°C.
- In March 2020, Ricoh accordingly received Science Based Targets approval for aligning with the 1.5°C criteria.
- In fiscal 2020, the Board of Directors will allocate about 20% of its time to ESG-related issues, receiving advice from in-house experts and applying it to decision-making.

Formula for Calculating Director Bonuses from 2020



① Establish a performance indicator using ROE results for each fiscal year, as an incentive to enhance return on capital

② Establish the annual DJSI* Rating, which the Company as a whole is pursuing, as a performance indicator, as an incentive to enhance ESG indicators
 * Indicators related to return on capital and ESG will also be added to the formula for Executive Officers.

Key CEO Assessment Items

Financial perspectives

Mid-Term Management Plan and business plan progress, return on capital, and other key performance indicators

Shareholder and capital market perspectives

Such stock-related indicators as Total Shareholder Return (TSR) and evaluations

Non-financial (ESG) perspectives

Including ESG measures, customer and employee satisfaction, and safety and product quality

For executive officers, progress toward departmental ESG targets is also linked to assessments and compensation

- We are linking ESG indicators to compensation. Below is the formula for calculating director bonuses.
- Elements in the calculation include operating profit, return on capital indicators, and ESG indicators.
- We have also linked the compensation of executive officers as well as directors to undisclosed performance levels in reaching ESG targets for each business. Evaluation for the CEO also reflects ESG, financial, and shareholder and capital markets components.
- That ends of my explanation of ESG highlights for the past year and ESG as part of our management strategy.



Initiatives for a Zero-carbon Society

- Greenhouse Gas Reductions and Renewable Energy Adoption Progress and Outlook
- TCFD Risks and Opportunities
- Forest Conservation Activity Achievements



Lifted Scope 3 and renewable energy targets in March

Steadily reduced greenhouse gas emissions through fiscal 2020 with respect to 1.5°C Science Based Targets Initiative goals

Aiming to derive 30% of electricity from renewable energy by fiscal 2022

Procured renewable energy domestically and internationally through various means

Updated TCFD disclosure

Continued to conserve forests

We will keep contributing to international efforts to limit the rise in global temperature to 1.5°C above pre-industrial levels, use more renewable energy, and conserve forests

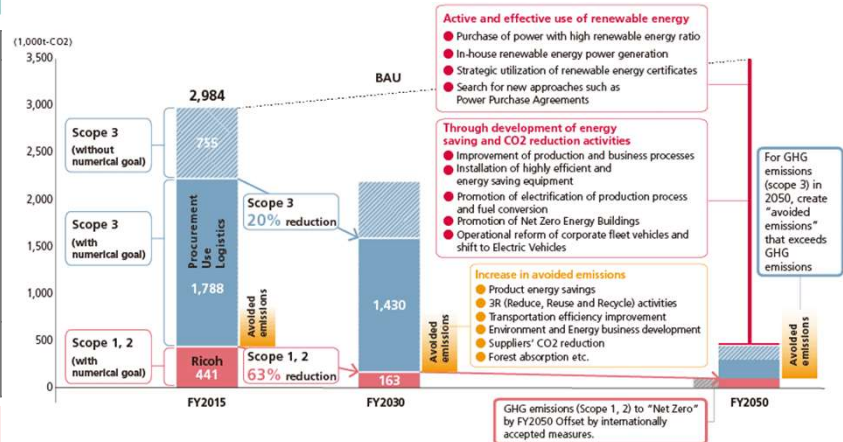
- I will now outline specific decarbonization efforts.
- This chart summarizes our decarbonization activities and highlights.
- I will then explain our contributions to global demand for greenhouse gas reductions with respect to the Science Based Targets Initiative 1.5°C goal, notably our efforts to use more renewable energy and conserve forests.

- Global targets: Obtained Science Based Targets approval for goals aligned with 1.5°C criteria; increased Scope 3 reduction and renewable energy targets in March 2020
- Setting clear milestones: Augmented targets for 2030 and 2050 by formulating and announcing goals for the current and next mid-term management plans
- To reach above targets, **formulated specific reduction scenarios through 2030** that accelerate renewable energy deployments and extensive energy conservation

Decarbonization-related Targets

Item	FY2022	FY2025	FY2030	FY2050
Scope 1 and 2 reduction rates (vs. FY2015)	30%	40%	63%	Zero greenhouse gas emissions from entire value chain
Scope 3 reduction rates in procurement, use, and logistics categories (vs. FY2015)	20%	25%	40%	
Renewables ratio	30%	35%	50%	

Ricoh announced targets in red in March 2021



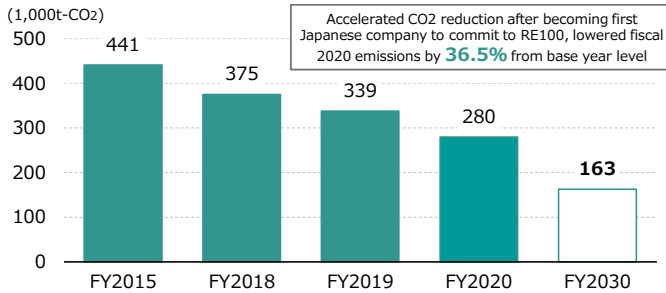
(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- I will explain our progress regarding global standards and the scenarios we are developing to attain them.
- In March 2020, we obtained Science Based Targets approval for goals aligned with 1.5°C criteria.
- That month, we significantly revised our Scope 1 and 2 targets.
- In March 2021, we increased our Scope 3 reduction and renewable energy targets.
- Furthermore, we set and announced not only medium- and long-term targets for 2030 and 2050, but also those for the final year of the 20th Mid-Term Business Plan and the next Mid-Term Business Plan, which we are currently working on.
- We formulated and are developing specific regional and site scenarios for specific measures to reach goals by employing renewables and conserving energy.

	Units	FY2017	FY2018	FY2019	FY2020
Scope1	1,000t-CO2	142.7	141.9	131.6	113.4
Scope2	1,000t-CO2	266.6	232.9	207.7	167.0
Total greenhouse gas emissions	1,000t-CO2	409.3	374.8	339.3	280.4
SBT 1.5°C achievement line Annual reductions of 4.2% since FY2015	1,000t-CO2	404.3	385.7	367.2	348.7
Emissions intensity to sales	t-CO2/¥100million	19.8	18.6	16.9	16.7

Meeting 1.5°C commitments since FY2018

Greenhouse Gas Emissions (Scope 1 and 2)



- Comfortably clearing Science Based Targets Initiative goal of limiting global temperature rise to 1.5°C above pre-industrial levels
- Meeting preferential interest rate terms of Sustainability Linked Loans
- Significantly reducing Scope 2 emissions through renewable energy deployments
- Steadily lowering emissions per unit of sales
- Formulated roadmap for reductions by 2030; will continue to reduce greenhouse gas emissions by conserving energy and the deploying renewables in drive for green recovery

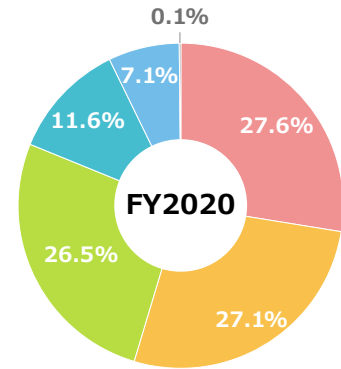
(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- This chart illustrates our progress in reducing greenhouse gas emissions. We have steadily reduced combined Scope 1 and 2 emissions.
- We are progressing steadily toward the Science Based Targets 1.5°C achievement line through annual reductions of 4.2% from the fiscal 2015 baseline.
- For Sustainability Linked Loans, which we employed in fiscal 2020, we have met preferential interest rate terms. We will continue to conserve energy and deploy renewable energy sources in keeping with our roadmap for reductions by 2030.
- As we expand our business, we will drive for a green recovery and avoid increasing greenhouse gas emissions.

Regional Emissions

Region	FY2015 Base Year (1,000t-CO ₂)	FY2020 (1,000t-CO ₂)	Percentage of Emissions	Year-on-Year Reduction	Reduction from Base Year
Japan	225.2	165.4	59.0%	12.9%	26.5%
Americas	72.7	42.9	15.3%	22.8%	41.0%
Europe	62.8	28.4	10.1%	28.6%	54.8%
China	56.0	28.2	10.1%	23.2%	49.7%
Asia-Pacific	24.6	15.5	5.5%	10.0%	37.0%
Total	441.3	280.4	100%	17.4%	36.5%

Business Unit Emissions



- Carefully managed regional and business unit emissions and developed reduction scenarios
- Japan accounts for 60% of regional total. RICOH Industrial Solutions, RICOH Digital Products, and RICOH Digital Services collectively account for 80% of business unit emissions
- In Europe, increased in renewable energy usage rate and cut fuel consumption of commercial vehicle fleet owing to lockdowns, resulting in significant reductions

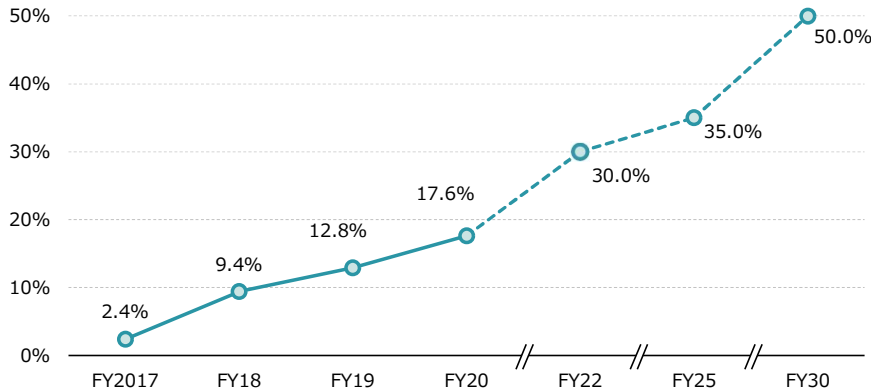
- Ricoh Industrial Solutions
- Ricoh Digital Products
- Ricoh Digital Services
- Headquarters and other
- Ricoh Graphic Communications
- Ricoh Futures

(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- The chart here presents greenhouse gas emissions by region and business unit.
- Japan accounted for 60% of greenhouse emissions in fiscal 2020.
- We have made significant reductions from the base year, particularly in Europe, from commercial vehicle fleet fuel consumption reductions owing to lockdowns, as well as from greater renewable energy usage rates from deployments of those energy sources.
- Ricoh Industrial Solutions, Ricoh Digital Products, and Ricoh Digital Services accounted for 80% of our business unit emissions.

	Units	FY2017	FY2018	FY2019	FY2020
Total power consumption	MWh	576,138	555,629	519,964	461,165
Renewables-derived electricity	MWh	13,827	52,229	66,758	80,941
Renewable energy ratio		2.4%	9.4%	12.8%	17.6%

Renewable Energy Usage Ratio



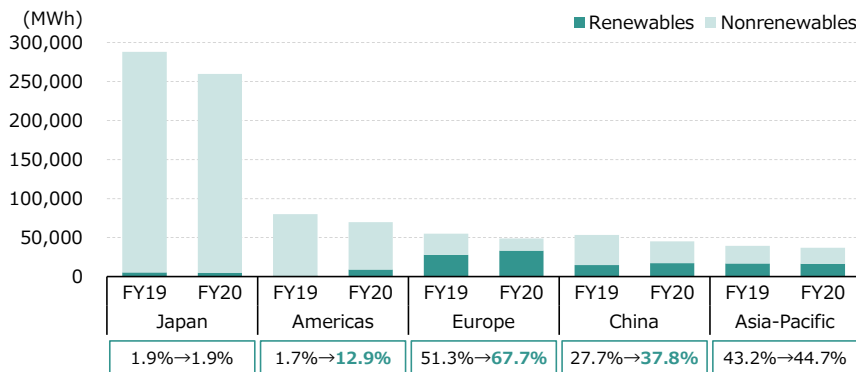
- Completed implementation of measures to reach mid-term renewable energy rate target of 30% by fiscal 2022, and are progressing as planned
- Lowered total power consumption by 20% from fiscal 2017 level
- Will lift renewable energy ratio by 5% to 6% annually over next two years to reach fiscal 2022 target of 30%

(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- This chart shows our usage of renewable energy.
- Our renewable energy ratio in fiscal 2020 was 17.6%. We are progressing as planned with measures to reach our mid-term renewable energy rate of 30% by fiscal 2022.
- We aim to lift our renewable energy ratio by 5% to 6% annually over the next two years to reach our fiscal 2022 target of 30%.

By Region

31 Group companies and 182 sites worldwide fulfilled RE100 commitment



By Business Unit

Entity	FY2020 Renewables Rates
RDS	30.4%
RDP	23.9%
RIS	12.2%
Headquarters and other	3.3%
RGC	0.0%
RFS	0.0%

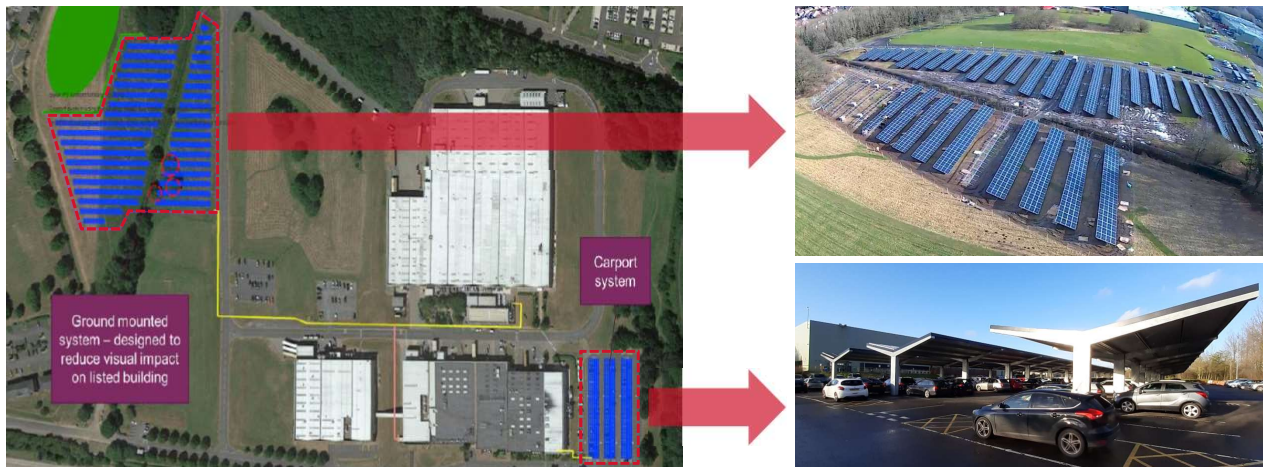
- Achieved steady growth in regions other than Japan, particularly in Europe, the Americas, and China; Implementing and exploring measures to increase renewable energy rates in Japan
- Developed measures in line with regional procurement situations and endeavored to switch to lower-cost procurement approaches even at sites that have fulfilled RE100 commitment
- Renewables usage for **thermal and toner-related plants** an issue for business units

(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- This slide shows progress with renewable energy rates by region and business unit.
- We have achieved steady growth in regions other than Japan. We are stepping up measures in line with regional electricity procurement conditions.
- The renewables rate was low for Ricoh Industrial Solutions.
- We recognize the need to increase renewables rates at thermal and toner-related plants while promoting the electrification from Scope 1 to Scope 2 and renewables utilization.

Production subsidiary Ricoh UK Products installed additional in-house generating equipment even after attaining RE100 target, and is pushing ahead with cost reductions

- Telford plant switched to 100% renewable energy in October 2019
- Looks to install in-house facilities to lower costs
- Solar facilities with a total capacity of 1.6 GWh has been operational since 2021 on parking lot roofs and vacant space on property, and can cover around 20% of the plant's annual power needs
- Savings over 10 years should total around 120 million yen



(C) 2021 Ricoh Co. Ltd. All Rights Reserved

27

- I will now present some examples of our endeavors.
- This slide illustrates the situation at a plant in Telford in the United Kingdom.
- The Telford plant had already attained RE100 goals through green electricity adoption. By additionally installing solar facilities on parking lot roofs and vacant space on its property, the plant positioned itself to generate savings of around 120 million yen over 10 years.

Deployed on-site power purchase agreement model* introduced at four domestic and overseas facilities

- Ricoh (Thailand), Ricoh Manufacturing (Thailand), Ricoh Elemex, and Ricoh Industry now employ this model
- Their combined renewable electricity capacity 5.47 GWh annually, equivalent to cutting annual carbon dioxide emissions by around 2,869 metric tons, or 1.2% of Ricoh Group's electricity consumption
- Savings at Ricoh Manufacturing (Thailand) should be around 180 million yen over 12 years
- In October 2021, Ricoh Elemex became first Ricoh Group company in Japan to adopt model, while Ricoh Industry's carport employs such a model



Rooftop of Ricoh Manufacturing (Thailand)



Ricoh Elemex Ena Plant Rooftop

* A power purchase agreement is a contract between a power producer and electricity consumer in which the producer installs generating facilities on the consumer's rooftops, premises, and other spaces, with the consumer purchasing renewables-based power without owning the generating equipment.

(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- As we announced in a press release on October 1 this year Ricoh (Thailand), Ricoh Manufacturing (Thailand), Ricoh Elemex, and Ricoh Industry deployed on-site power purchase agreements.
- These four sites together account for about 1.2% of the Ricoh Group's electricity consumption.
- Ricoh Elemex adopted its power purchase agreement model in Japan in October 2021. Ricoh Industry began employing that model at its carport.

Leveraged comprehensive renewable energy evaluation system to complete switch to 100% renewable-based electricity for headquarters

- Deployed comprehensive renewable energy evaluation system and assessed power suppliers and offerings from economic, social, and environmental perspectives while also assessing renewable energy quality
- From April 2021, began reviewing power contracts based on above setup, with annual electricity consumption of 4.3 GWh, reducing carbon dioxide emissions by 1,940 metric tons



100%-owned by local company



60%-owned by local company



51%-owned by local company

Supporting power producers by identifying and purchasing renewable electricity from above facilities

(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- This slide shows an example for Ricoh's headquarters office.
- Headquarters began running on 100% renewable energy from April 2021. In Japan, we look to assess the quality of renewable energy not just from price and other economic perspectives but also from social and environmental viewpoints.
- We deployed a comprehensive renewable energy evaluation system, and will draw on that setup to adopt renewable energy around Japan.

Selecting locations to adopt renewables and compare renewable energy sources

- Embodying Ricoh Group vision of sustainable society through Three Ps Balance, in which Prosperity (economic activities), People (society), and the Planet (the environment) are in balance
- For renewable electricity purchases, decided to comprehensively assess and choose sources from Three Ps perspectives; table below presents assessment items

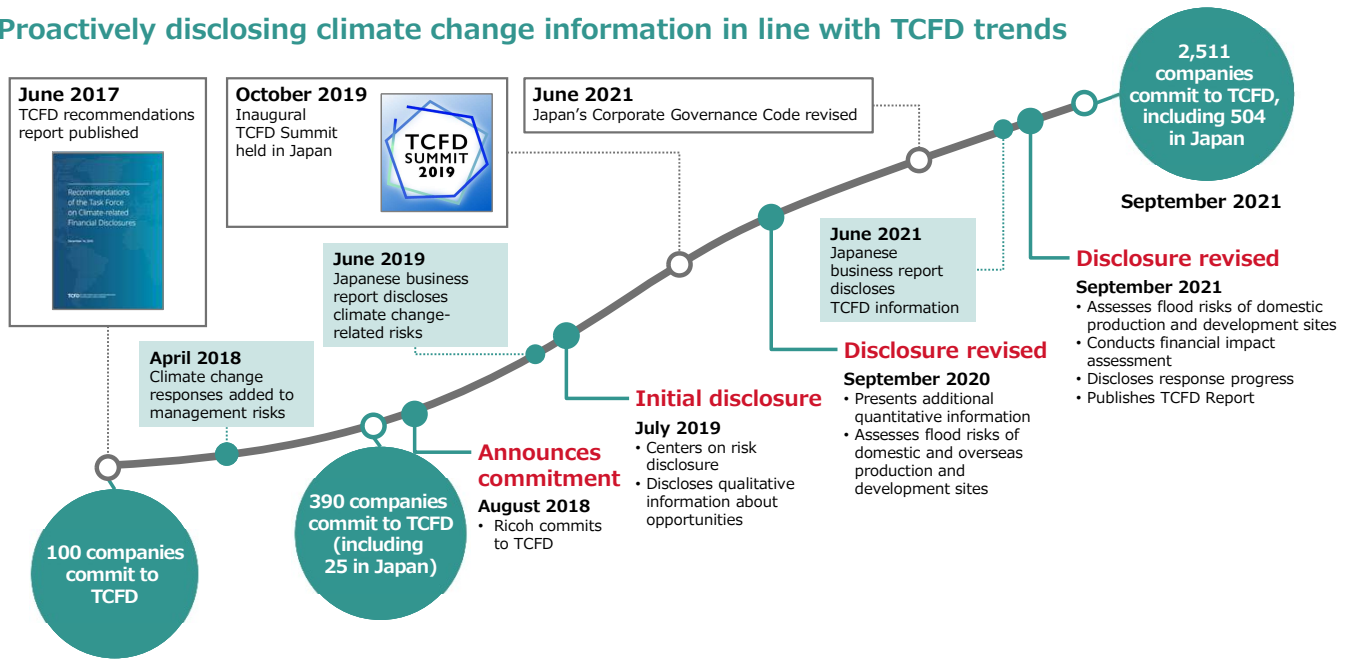
Prime Objectives		Draft Assessment Items		Information Category
Prosperity	Economic Sustainability	Pricing	High score for low pricing (price points)	Retail electricity information
		Additionality	High score for few years of operation	Power plant information
Planet	Environmental Sustainability	Renewable energy	High score for low environmental impact	Power plant information
		Proximity	High score if power plant and purchasing site are close	Power plant information
		Power mix	High score if electricity is also renewables-based	Retail electricity information
		Retail electricity supplier assessments	Score when the most recent CDP climate change score is at least A- or higher	Retail electricity information
		Power producer ratings	Score when most recent CDP climate change score is at least A-	Power plant information
		Local investment ratios	High score for high ratio	Power plant information
People	Social Sustainability	Other local contributions	Qualitative assessment of contributions to communities, job creation, and other areas	Power plant information

(C) 2021 Ricoh Co. Ltd. All Rights Reserved

30

- This slide presents our comprehensive assessment system for renewable electricity in Japan.
- We aim to deploy renewable energy based not just on price but also on the Three Ps Balance, encompassing the economic element of pricing, additionality, renewables, and other environmental elements, and local investment ratios and other social factors.
- We will deploy renewable energy in Japan in line with our comprehensive assessment approach.

Proactively disclosing climate change information in line with TCFD trends



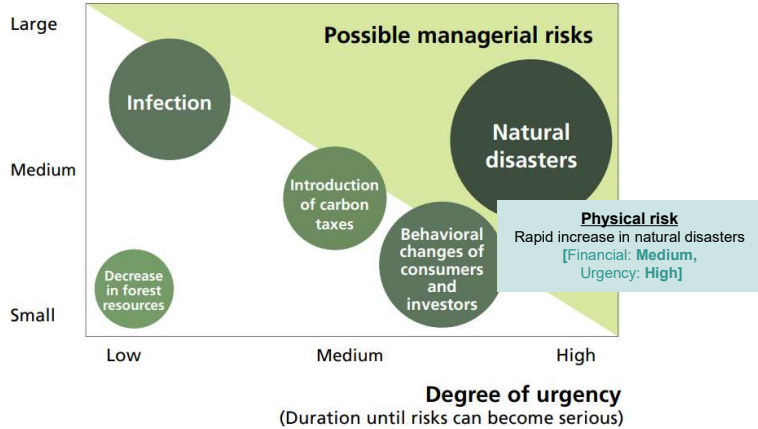
(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- I will now discuss our TCFD efforts, as shown in this slide.
- We committed to TCFD in August 2018. In July 2019, we began disclosure under the TCFD framework.
- In 2020, we presented additional quantitative information, particularly regarding opportunities. We also assessed the risks of flooding at domestic and overseas production and development sites.
- In 2021, we reassessed and disclosed the risks of flood damage, especially at domestic production and development sites.
- We started publishing our TCFD Report.

- Bolstered risk disclosure in fiscal 2021
- Under three-year plan starting this year, initiating required work in cooperation with relevant local governments, including to construct breakwaters

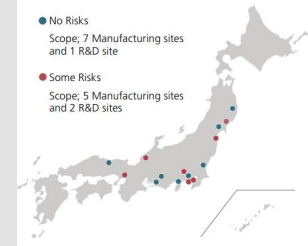
Financial impacts: Large (more than 50 billion yen), Medium (1–50 billion yen), and Small (several hundred million yen)
 Urgency: High (within 1 year), Medium (within 5 years), and Low (more than 5 years)

Degree of financial impact



Natural disaster risk countermeasures

Assessed flood risks at domestic business sites based on municipal hazard maps



- Consulted with relevant local governments and river bureaus of Ministry of Land, Infrastructure, Transport and Tourism
- Management approved policy to prepare for once-in-a-century flooding
- Determined measures for four exceptionally high-risk locations

- I will now explain fiscal 2021 climate change risks.
- I previously explained that we reviewed the risks of flood damage at production and development sites in Japan.
- As you can see, we reviewed these risks and began floodwall and other necessary construction work in cooperation with relevant local governments under a three-year plan that started in fiscal 2021. We are involving the relevant in-house departments in our efforts.

Expanding sales of solutions for infections

- Providing remote medical treatments, education, interviews, and workstyle reform solutions that reduce infection risks



(Financial impact in fiscal 2020)
Sales of solution packages for infectious disease reduction and decarbonization
70 billion yen

Expanding energy creation and energy-saving businesses

- Solar power operations and maintenance and electric vehicle charger installation and maintenance



- Lighting/air conditioning control system



- Electricity sales with low CO2 emission coefficient (including RE100 menu)

(Financial impact in fiscal 2020)
Product and parts recycling business sales
20 billion yen

Expanding products and parts recycling business

Expanding recycled product sales worldwide



Looking to expand sales of recycled systems by drawing on 3R-related technologies and global recovery structure amassed since 1994

(Financial impact in fiscal 2020)
Product and parts recycling business sales
30 billion yen

New environmental technologies (Alternative Plastic Materials)

- Foamed polylactic acid (PLA), a biodegradable plant-based resin



We will start shipping samples of foamed PLA in 2020 as a substitute for plastic containers and packaging. We aim to expand this material globally by selling materials to a wide range of industries including Ricoh products, providing manufacturing solutions, and licensing production.

3Rs based on Comet Circle-unique concept to materialize circular economy

- New resource inputs **cut 25%** over past 10 years
- **80% to 90%** reused parts content in recycled products
- Maintaining recycling rate of **at least 96%** or higher for collected products

- I will take you through examples of climate change opportunities and the financial impacts.
- We are expanding sales of solutions to support new work practices, mainly for multinational companies. In Japan, we are offering Scrum packages and assets and other solutions. In Europe, we are selling Work Together Anywhere solutions. Sales of these products were around 70 billion yen in fiscal 2020.
- Sales of energy creation and energy-saving business, including operations and management for solar power generation and electricity retailing, were about 20 billion yen in fiscal 2020. Product and parts refurbishment operations generated 30 billion yen in sales.
- For the products and parts recycling business, we employ the 3Rs based on the Comet Circle, which we initiated in 1994 and which we mention in the bottom right of the slide.
- We have cut new resource inputs by 25% over the past 10 years.
- We have maintained a recycling rate of 80% to 90% for reused parts content in recycled products and a resource recovery rate of at least 96% for collected products. We have disclosed the results of our efforts in this way over the past 20 years.
- Our efforts to develop new technologies have included work on foamed polylactic acid, a biodegradable plant-derived resin, as an alternative material for plastics. We are applying this foamed PLA to the protective material for glass surfaces of copiers and are forming alliances with several companies to expand solutions.

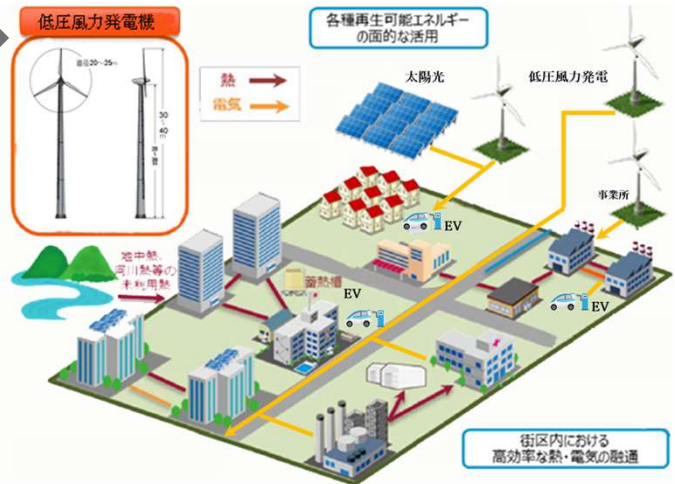
Technology Development and Demonstration Project for Low-Voltage Wind Turbine Generators

Leveraging digital technology in drive to help creation infrastructure for a zero-carbon society

- Participated in Ministry of the Environment fiscal 2020 project to develop and demonstrate technologies for enhanced carbon dioxide emissions reduction measures
- Three companies below developing and endeavoring to commercialize very socially acceptable wind turbine generator with rated output of 50 kilowatts
- Ricoh Japan overseeing development of AI-based remote diagnostic and other maintenance support tools

Envisaged energy system for local production and consumption

Participants	Main Roles
Zephyr Corporation	<ul style="list-style-type: none"> • Overall wind turbine engineering • Blade engineering • Automotive parts conversions • Field testing • Computing wind turbine control algorithms
Ricoh Japan	<ul style="list-style-type: none"> • Developing AI-based maintenance support tools
Silpheed	<ul style="list-style-type: none"> • Blade production



(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- This slide also shows an example of regional technology development.
- This effort entails developing technology and demonstrating small, low-voltage wind turbine generators.
- We are participating in the Ministry of the Environment’s fiscal 2020 project to develop and demonstrate technologies for enhanced carbon dioxide emissions reduction measures. Three companies are conducting these demonstrations. The first is Zephyr Corporation, which is designing wind turbines and blades. The second is Silpheed, which is producing blades. The third is Ricoh Japan, is developing artificial intelligence-based support tools.
- We are looking into conducting demonstrations at the Eco Business Development Center in Gotemba , Japan.

One Million Trees Project

Forest conservation is important, not just to protect biodiversity, but also to prevent global warming and ensure sustainable community development. We are endeavoring to conserve forests and increasing tree numbers

Goal

Plant **1 million** trees
between fiscal 2020 and fiscal 2030
(**260,000** had already been planted through fiscal 2019)

Fiscal 2020

92,000 planted

1 Forest conservation projects (1999~)

We conserve vital forests from global perspectives. We do not simply plant trees. Our goal is to establish a sustainable forest management framework, focusing on safeguarding indigenous species habitats and local communities.

We have participated in conservation activities at 14 sites in 10 countries, including in Brazil, Malaysia, and Mexico, and established a sustainable forest management system.



2 Forest conservation with stakeholders (2017~)

We develop forests with communities, government bodies, schools, customers, and other stakeholders.

Ricoh Elemex manages the Ena Forest Projects program, while Ricoh Japan's Okinawa, Saga, Yamanashi, Fukui, Gifu, and other branches also undertake initiatives.



3 Forest conservation with customers (2020~)

We pursue SDGs with customers. Ricoh Japan is planting trees in Indonesia and the Philippines in proportion to unit sales of energy-saving MFPs.



4 Planting trees in association with events

We help safeguard the environment through events or on other bases.

For Ricoh Cup golf tournament, we plant trees based on player scores. At the Gotemba Plant, we plant trees according to visitor numbers.



(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- Here, we present our forest conservation activities, which are important for decarbonizing.
- Ricoh has undertaken forest conservation since 1999. We planted 260,000 trees in our forests by fiscal 2019.
- In fiscal 2020, we initiated the One Million Future Forest Project to oversee four main initiatives.
- The first is our forest conservation projects. These are not simply about planting trees but also about safeguarding the habitats of indigenous species while protecting local communities and changing their lifestyles.
- The second is forest conservation with stakeholders. We collaborate with communities, government bodies, schools, customers, and other stakeholders to develop forests. We also plant trees in proportion to unit sales of energy-saving MFPs, as Ricoh Japan is doing.
- The third is forest conservation with customers. Ricoh Japan is planting trees in Indonesia and the Philippines in proportion to MFP unit sales.
- The fourth is planting trees in association with events. A good example of that approach is the Ricoh Cup golf tournament, for which we plant trees based on player scores.



Challenges in Generating Future Finances

- Capitalizing on global business opportunities by combining quality, cost, and delivery with ESG
- Creating business opportunities by supplying knowhow to domestic customers
- Reinforcing ties with customers through key SDG people
- Fostering employee uptake of SDGs



Social criteria added to Germany's Blue Angel environmental label

Blue Angel criteria encompass conflict materials policies and require Responsible Business Alliance certification. Outside Germany, other European countries also benchmark using Blue Angel, so **insufficient compliance affects business negotiations across the continent**

Nations everywhere have formulated human rights legislation

Germany imposes fines of **up to 800,000 euros (around 100 million yen)** on companies violating human rights due diligence. Cumulative penalties exceeding 175,000 euros **disqualifies companies from bidding for public contracts for up to three years**

In fiscal 2020, headquarters supported global deals with ESG requirements and helped obtain deals worth 10 billion yen

European public institutions and multinationals increasingly make **ESG commitments a prerequisite alongside quality, cost, and delivery in selecting suppliers**

Global regulatory trends suggest that ESG requirements will become increasingly important in negotiating business deals

- This is the last section of this briefing.
- Today's main theme was our efforts to generate future finances.
- I would particularly like to talk about the growing importance of ESG in negotiating international deals alongside quality, price, and delivery, and will present some examples.
- ESG requirements are increasing among customers overseas increasing. Germany has added social criteria to the Blue Angel Mark. Entities in other European countries benchmark against this environmental label in negotiating deals.
- With countries formulating human rights legislation, Germany is imposing fines of up to 100 million yen for violating human rights due diligence. It also disqualifies companies from bidding for public contracts for up to three years for non-compliance with its requirements.
- In Japan, we were able to win global business deals worth around 10 billion yen in fiscal 2020 by meeting ESG requirements. Regulatory trends suggest that customer ESG requirements will become increasingly important in negotiating business deals.

CSR is equivalent to economic value in bidding for Spanish public contracts.

Spain's basic public procurement framework

- Scoring for all public tenders is out of 100 points, which companies scoring higher receiving orders
- Spain's public procurement laws mandate a minimum order qualification score of 50 points
 - Points components include pricing, responsiveness, installation and training plans, service, and **CSR certification**



First example of tender in which Ricoh participated

Supplier selection factors

Points Perfect score would be 100 points	55 points	Pricing	
	40 points	Technologies	Relating to providing services
	5 points	CSR	Ricoh obtained this score for such efforts as participating in international initiatives and complying with guidelines

Ricoh España estimates that obtaining 5 points would enable the company to charge 12% more than others without such a score

- Here, we present a case study of a Spanish public institution.
- Scoring is out of 100 points, with 55 points for pricing, 40 for technologies, and 5 points for CSR.
- If we did not score those 5 CSR points, we might have had to reduce our price by 12%. Those 5 points also helped us to land the deal.

Second example of tender in which Ricoh participated

Deal negotiation overview

- Joint bidding for several public educational institutions
- Replacing MFPs for existing customer
- Deal revenues of worth around 600 million yen annually



Supplier selection factors

Points Perfect score would be 100 points	50 points	Pricing
	38.5 points	Including for product specifications, service, and operator education
	11.5 points	CSR: Encompassing environmental labels, energy-saving performance, donating traded-in machines to nongovernment organizations, and recycled toner cartridges

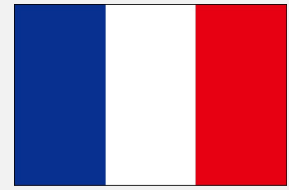
Score allocations for CSR exceed 10 points in some cases

- The next case study is also for a Spanish public institution.
- This deal was in fiscal 2021. We just showed a case in which CSR was worth 5 points. This year, CSR has been worth 10 or more points in some deal negotiations.
- Although we are unable to provide details about a deal in one particular country because it is still under negotiation, CSR in that instance is worth more than 20 points.

A major business deal in which we prevailed over a rival, with the company seeking to include ESG compliance in the contract just before the signing

Contractual requirements

- Participation in Supplier Ethical Data Exchange, or Sedex, a platform for sharing ethical supply chain data in which daily necessities, food, and other companies are involved and which aims to help enhance working conditions
- The right to audit Ricoh plants



Ricoh's response

- Although asked to comply with Sedex requirements, Ricoh explained its effort levels based on responses to and scores from EcoVadis and Dow Jones Sustainability Index
- Since on-site audits with multiple audit systems would increase site workloads, Ricoh suggested as an alternative the Responsible Business Alliance, the world's largest industry coalition for corporate social responsibility in global supply chains
- Although ESG was a last minute contractual requirement, the customer accepted Ricoh's suggestion

We won a multi-billion-yen replacement deal covering deliveries to about 30 countries

- The next case study was for a French company.
- That business manufactures and sells food products. They asked Ricoh to participate in Sedex, a platform for sharing supply chain data in the food industry.
- We were able to win the deal by responding that we are in the electrical and electronics industry and that we had obtained ratings matching that company's requirements from such external bodies as the Responsible Business Alliance, EcoVadis, and the Dow Jones Sustainability Index. As a result, we won a multi-billion yen replacement deal covering deliveries to about 30 countries.

Customers have required written declarations and compliance declarations with respect to their procurement policies, not for business negotiations and bidding

Example 1 American Multinational in March 2020

Refused to pay suppliers failing to fulfill social and environmental responsibilities

Requests for declaring compliance encompassed:

- Management compliance with Responsible Business Alliance Code of Conduct
- Formulating and announcing environmental targets, educating employees about environment, and conducting environmental activities (conserving energy and resources and reducing carbon dioxide emissions)
- Ensuring that Ricoh suppliers thoroughly implement above steps
- American company reserved right to assess Ricoh's progress in above respects

Example 2 British Multinational in August 2020

Would not buy new products from suppliers refusing to agree with its responsible purchasing policy

Asked Ricoh to submit declaration on company's purchasing procurement statement with regard to:

- Abolition of forced and child labor
- Reasonable working hours, guaranteed wages, freedom of association
- Ensuring safety
- Environmental protection

- An American multinational with which we have done business for many years has refused to pay suppliers that fail to fulfill their social and environmental responsibilities. A British multinational customer would not buy products from suppliers refusing to agree with its responsible purchasing policy.
- The examples on this slide are just the tip of the iceberg outside Japan.

Interest in ESG and SDGs expanding from big corporations to mid-tier companies

Mid-tier companies have begun responding to the revision of the Corporate Governance Code and the rising importance of supply chain management by exploring decarbonization and human rights initiatives and reflecting them in their management strategies

Receiving many benchmarking requests from Ricoh Group customers

Ricoh has received more and more requests to outline its ESG and SDGs initiatives, including in terms of approaches, and offer examples of initiatives

Ricoh Japan responding to customer requests, including through key Customer Innovation Support service and SDGs people

The Customer Innovation Support service (detailed on the next page) has helped identify business opportunities by evaluating customer requests and forwarding them to the right departments and having key SDGs people from Ricoh operations nationwide communicate with customers

* See next page for details

**We have reinforced customer relationships
by sharing expertise about ESG/SDGs**

(C) 2021 Ricoh Co. Ltd. All Rights Reserved

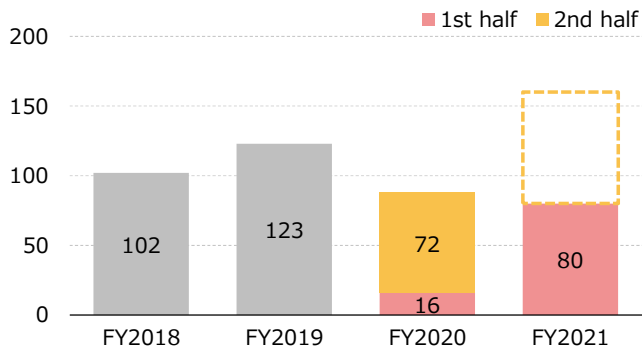
42

- From hereon, we highlight the expansion of ESG initiatives among customers in Japan and the activities of Ricoh Japan.
- This slide presents a summary. At one point, large companies were particularly interested in our efforts. The interest seems to extend as well to small and medium-sized enterprises.
- The number of Ricoh Group customer requests for benchmarking and lectures has surged. Ricoh Japan responds painstakingly to customer requests through key SDGs people. Its internal SDGs and ESG practices and its efforts to share expertise have proven very effective in reinforcing business performances and customer relationships.

Companies increasingly seek explanations and advice from Ricoh, which is strengthening relationships with them by accommodating their requests

Number of Requests for SDGs and ESG Benchmarks and Lectures

Total for Ricoh and Ricoh Japan, including for non-Customer Innovation Support service work



Request numbers declined in fiscal 2020 owing to the pandemic's impact but reached the level the entire previous year in the first half of fiscal 2021

About the Customer Innovation Support service

- Shares Ricoh Group's internal practices with customers to build trust and expand business
- Empowers Ricoh Group business units to respond swiftly to requests from customers and sales sites
- Increasingly receiving and addressing requests from customers for advice on SDGs and ESGs and strengthening relationships with them

Internal focuses for Customer Innovation Support service



- I will now go through some specifics.
- We are reinforcing customer relationships by sharing SDGs and ESG case studies.
- The Customer Innovation Support service is less about case studies and knowledge outside the company and more about sharing with customers the expertise and internal practices that the Ricoh Group has developed over the years. This enables us to build trust and expand business.
- The Customer Innovation Support service focuses on the lower right of this slide include sustainability, production, materials, and logistics case studies. These are vehicles for presenting the Ricoh Group's internal practices to customers to reinforce ties.
- The graph on the left shows the number of benchmark and lecture requests. In the first half of fiscal 2020, there were just 16 such requests, reflecting pandemic-related lockdowns. The number jumped to 72 in the second half of that year. In the first half of the current fiscal year alone, we received more than 80 inquiries or requests for lectures.

Participated in Company A's in-house customer management seminar

After seminar, senior management of Company A instructed purchasing section to choose Ricoh models when replacing printers

Explained TCFD disclosure and internal uptake measures to Company B

Session led to proposal for auditing plant energy conservation and thereby to several orders, including for conference systems

Explained plastic elimination and resource conservation measures to Company C

This provided an opportunity to introduce PLAiR, Ricoh's plant-derived polylactic acid sheet, to the customer's production site people

Sharing Ricoh's experience with customers helps to boost business

(C) 2021 Ricoh Co. Ltd. All Rights Reserved

44

- Here you see examples of how the Customer Innovation Support service has not only strengthened relationships with customers but has also driven results.
- In one instance, we participated in a company's in-house seminar for managements and we explained how to implement SDGs and ESG internally. That company was using printers from another manufacturer. The seminar was a catalyst for the company's senior management to step in a negotiation and order replacement models from Ricoh.
- With TCFD, we collaborate with various internal departments and disclose results. We also share examples of internal practices and our approaches to generating in-house uptake of ESG and SDGs. These efforts have led to auditing plant energy conservation for a customer, receiving conference systems and other orders.
- We also responded to a customer request to outline our decarbonization, plastic elimination, and resource conservation measures. This gave us an opportunity to introduce PLAiR, our plant-derived polylactic acid sheet to the customer's production site people.
- So, these are examples of how we don't simply apply ESG and SDGs to ourselves but also make them part of business activities. This approach has greatly benefited our performance.

As of October 2021, we had **414** such key people at branches and business units nationwide, to support and contribute to customer SDG initiatives



Goals and roles

Ensure SDG uptake within regional and business unit organizations, identify customer and regional issues, explore value Ricoh can offer, and share and deploy within business units

Improved Corporate Brand Value

Internal and external

Driving business and SDGs together

- Produce and support SDG contribution success stories (incorporate SDG perspectives in proposals to customers)
- Collect, disseminate, and deploy best practices
- Educate and engage employees
- Present Ricoh's activities through seminars, benchmarking, and customer visits

Results Contributions

Direct and indirect

- Here is an example of SDGs initiatives at Ricoh Japan.
- As of October this year, that company had 414 Key SDG Persons in each major department in Japan's 47 prefectures. These people help produce case studies that contribute to SDGs, collect examples of good practices and share them with employees, conduct seminars for customers, and undertake benchmarking.
- They have recently collaborated in seminars with chambers of commerce and industry and regional banks across Japan. Such activities help lift our corporate brand value internally and externally and contribute to operating results.

Prime Activities

- Participated in **more than 100 seminars**
- Created and contributed to **more than 57 business deals*¹** through their activities

*1: Number that these people identified and reported and not including all business efforts involving SDGs and ESG

Examples of SDG Efforts That Shaped Business Deals

- Received order for equipment and network services **after exchanging views with customer management**
- Secured order **without having to compete** by taking part in customer's internal seminar
- Immediately after an internal seminar, **customer accepted Ricoh's MFP proposal**
- Ricoh responded to question about benefits of deploying products from a company embracing SDGs and **beat a lower-priced rival in receiving an order**
- In a six-company competition, Ricoh **overcame price differences in receiving order** based on SDG efforts

Our business has progressed from key SDG people taking part in seminars and advising executives, earning acclaim for their efforts and enabling us to secure orders without having to compete or avoid having to discount in negotiating deals

(C) 2021 Ricoh Co. Ltd. All Rights Reserved

46

- Here, we outline the achievements of Key SDG Persons in the first half of this year.
- They participated in more than 100 seminars, creating or contributing to more than 57 business deals.
- Their efforts led, for example, to exchanging views with management of customers. They were able to secure an order without having to compete. They obtained an immediate acceptance of an MFP proposal in one instance. In other cases, they beat a low-priced rival and were able to overcome price differences in a competition in receiving an order.
- These examples illustrate how the efforts of key persons can bring us closer to customer managements and contribute to orders without having to offer discounts.

Japan SDGs Solutions Book

Presents 123 customer activity support solutions

The image shows the cover and several pages of the 'Japan SDGs Solutions Book'. The cover highlights '123 customer activity support solutions' and 'Your key SDG solutions'. The content pages are organized into sections like 'Customer's key issues - Materiality -' and 'Empowering Digital Workplaces', with specific solutions listed for each SDG goal.

Global SDGs Communication Book

Presents initiatives of Group companies worldwide and used in tenders and other activities

The image shows the cover and several pages of the 'Global SDGs Communication Book'. The cover highlights 'Presents initiatives of Group companies worldwide and used in tenders and other activities'. The content pages feature case studies from various countries, including 'Digital invoice distribution for Telefonos Argentina' and 'Sustainable Procurement', with photos of people and products.

Developing tools for proposals to customers in Japan and overseas

(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- This slide introduces tools used by Key SDGs Persons in Japan and key SDGs people and sales units outside Japan.
- The Ricoh Japan SDGs Solutions Book presents 123 customer activity support solutions and solutions that contribute to SDGs.
- The Global SDGs Communication Book presents examples of Group company initiatives relating to SDGs. We use this publication in tenders and other activities.

- During this month-long event, more than 2,400 groups within Ricoh Japan register activity themes and contribute to SDGs
- Sales departments register proposals to customers contributing to SDGs

Goals	<ul style="list-style-type: none"> • Build awareness of connections between SDGs and employees' jobs • Have all employees undertake SDG initiatives and accelerate their contributions
Overview of Action Month Program for June 2021	<ul style="list-style-type: none"> • Entities selected themes and registered them in the database <Example themes> <ul style="list-style-type: none"> ◆ Helping customers reform work practices by developing paperless teleworking environments ◆ Using renewable power proposals to help customers decarbonize ◆ Undertaking in-house measures to save electricity and making proposals to customers • Implemented activity themes during month (including to offer solutions for contributing to customer SDGs and implementing internal initiatives) • Posted results and best practices on database • Reported on and shared best practices in-house
SDGs Action Months to Date	Five since October 2018

In 2021, have shared best practices in interviews



**Proposing tools and solutions for presenting SDGs to customers
Sharing tools and other knowhow for action month through intranet**



- I will go through how we build awareness among employees.
- Ricoh Japan has held five SDGs Action Months since October 2018. A total of 2,400 groups within that company, including sales, service, back office staff, and operations, register activity themes and contribute to SDGs.
- The center of this slide shows some example themes. One entails helping customers reform work practices by developing paperless teleworking environments.

In 2019, we initiated Ricoh Global SDGs Action, held every June, to reinforce and build awareness of ESG and SDG activities and foster unity among Group employees everywhere



Fiscal 2021

- **SDGs World Tour**
Presents Group company SDG activities through videos
- **SDG Action Starts with What You Can Do**
All business unit employees take actions related to SDGs
- **Smile for SDGs Action**
Recognizes significant employee SDG action contributions



SDGs World Tour page



Group company SDGs Action examples

Fiscal 2020

- Videos presented company and business unit SDGs initiatives
- Events covered social issues learning and action
- Sustainability Photo Contest
- Seminar on worker issues
- Seminar presenting sites engaging in recycling



Grand Prize-winning entries in social issues learning and action event

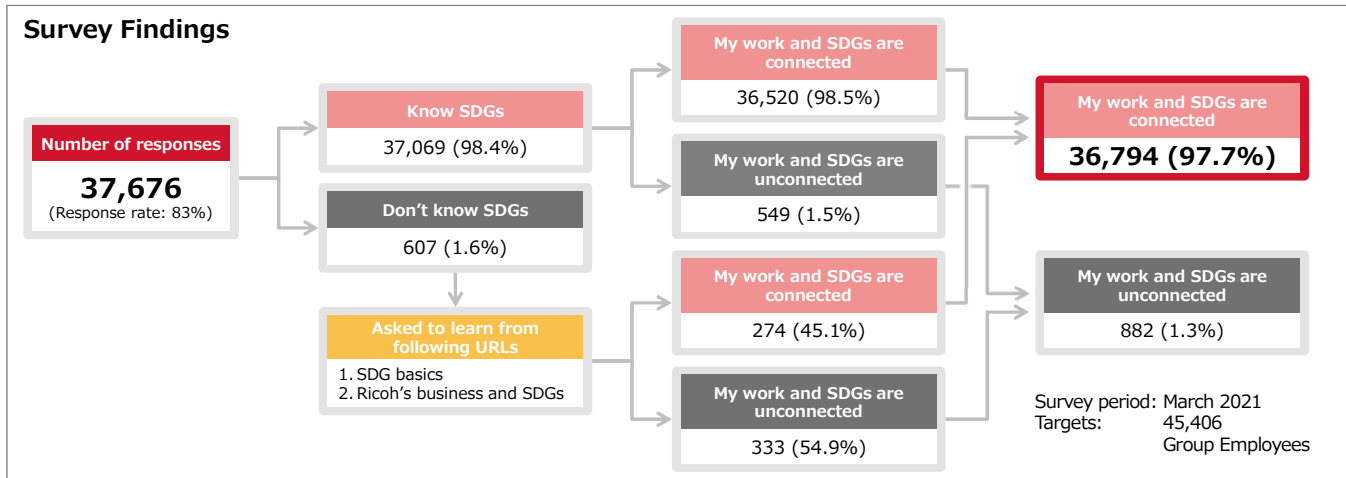


Photo contest Grand Prize winner

- We also conduct Ricoh Global SDGs Action, which was in June this year and in November last year.
- SDGs and ESG have become embedded in day-to-day work and our corporate culture.

Employees steadily embracing SDG- and ESG-oriented policies and strategies

- We asked all employees to explain how SDGs relate to their work
- 97.7% of respondents noted such connections
- This compared with 90% of employees in year's survey stating such a relationship



(C) 2021 Ricoh Co. Ltd. All Rights Reserved

- This slide covers employee acceptance of SDG- and ESG-related policies.
- We conduct our annual survey in March this year, mainly in Japan but also at some overseas sites.
- The more than 37,000 respondents explained how SDGs relate to their work.
- Almost 98% of employees noted such connections.

ESG-related initiatives should contribute financially over the next five or 10 years. Failing to focus on current efforts could damage our future financial and corporate value

We will draw on years of expertise and our organizational culture to identify connections between ESG and business growth and build support from stakeholders so we can enhance corporate value

- Today, I explained ESG topics, ESG in business strategies, decarbonization, and the challenges of generating future finances.
- We view ESG-related initiatives as future finances as they are vital for contributing financially over the next five to 10 years. Failing to focus on current efforts could damage our future financial and corporate value.
- As I explained today, ESG has begun to take hold in Ricoh's corporate culture. But it is more than that. We will continue to take on the challenge of showing the connections between ESG, business strategy, and growth, as I explained in the second half of this presentation, to help enhance corporate value for our stakeholders.
- Thank you very much for your time and attention today.

RICOH
imagine. change.