








Resolving social issues through business

Materiality (Material issues)	2030 targets	Resolution of social issues and business strategies	ESG targets		FY2022 Results	Efforts / Topics
			KPIs	20th Mid-Term Management Plan Targets (FY2022)		
 <p>Creativity from Work</p>	<p>Contribute to “Creativity from Work” of all customers to whom we deliver value</p>	<p><u>Social issues</u> For sustainable development, companies need to reform employees’ work styles, boost productivity by using IT and increase employees’ work satisfaction.</p> <p><u>Business strategies</u> We will help customers achieve “Creativity from Work” by providing them with digital technologies and services.</p>	Top score rate*1 in customer surveys	30% or more	Japan: 37% Europe: 20% APAC: 32% Americas: 89%	Customer surveys were used to calculate overall satisfaction of major customers in each region. The scopes and survey methods varied by region, so these scores are not inter-regional comparative scores. In Europe, the upper rating ratio (the ratio of “very satisfied” and “satisfied”) is 60%. In the U.S., we earned high satisfaction rate by performing detailed follow-up through monthly meetings with Managed Services customers.
			Fulfilling value proposition for customers*2	15%	15.5%	In FY 2022, we sold 82,000 Scrum packages, and cumulative sales reached 290,000 packages since their launch in FY 2017.
			Digital specialist development	IPA*3 ITSS L3*4 1.5times	1.53times	We raised the base level of our employees through measures such as the visualization of the skills of digital experts and the Group-wide deployment of online training courses. The number of persons with ITSS level 3 or above has increased to 2,232 from 1,459 in FY 2020.
 <p>QOL Enhancement</p>	<p>Contribute to the enhancement of social infrastructure for 30 million people</p>	<p><u>Social issues</u> It is necessary to eliminate disparities in medical, educational and regional services between developed and developing countries and between urban and rural areas.</p> <p><u>Business strategies</u> We will help improve medical, educational and regional services by utilizing the digital technologies and know-how that we have accumulated for office solutions.</p>	Number of people to whom we have contributed by improving social infrastructure	10 million people	10.01 million	We have received orders for Road Surface Inspection System from 21 municipalities. In particular, we were able to receive multiple orders for prefectural government projects, which contributed to achieving our targets.
 <p>Zero-carbon Society</p>	<p>- Reduce GHG emissions by 63% for scope 1 and 2, and 40% for scope 3 - Switch to 50% renewable electricity</p>	<p><u>Social issues</u> As the impact of climate change is becoming more severe, it is necessary to enhance and speed up countermeasures.</p> <p><u>Business strategies</u> Upholding the Science Based Target (SBT) *5 of “1.5°C,” we will work to reduce GHG emissions substantially and supply products and solutions that contribute to the decarbonization of society as a whole</p>	GHG scope1, 2 reduction rate (vs. FY2015)	30%	45.5%*11	<p>In addition to energy conservation activities in Japan and overseas, through the active use of renewable energy, such as the introduction of onsite PPA, we have reduced our GHG Scope 1 and 2 emissions by 209 kt from FY 2015. For scope 3, we have established internal goals in procurement, logistics and usage category, and promoted reduction activities. We have reduced our GHG Scope 3 emissions by 733kt from 2015.</p>
			GHG scope 3 reduction rate (vs. FY2015)	20%	31.4%*11	
			Renewable energy utilization rate	30%	30.2%*11	

	<p>Ensure efficient use of resources throughout the entire value chain and achieve 60% or less of virgin material usage rate</p>	<p><u>Social issues</u> For sustainable use of natural resources, it is necessary to foster the recycling of resources and reduce the use of new resources.</p> <p><u>Business strategies</u> We will further enhance our 3Rs measures and reduce the use and foster the substitution of plastic materials and provide on-demand printing service, thereby helping customers make efficient use of resources.</p>	<p>Virgin material usage rate</p>	<p>85% or less</p>	<p>84.9%*11</p>	<p>In FY 2020, we formulated the “Ricoh Group Plastic Policy for products” to promote the reduction of new resource usage fees for products and packaging materials. In the IMC series announced in February 2023, the recycled plastic utilization rate was 50%.</p>
---	--	---	-----------------------------------	--------------------	-----------------	---

Robust management infrastructure					
Materiality (Material issues)	Demand from society and management strategies	ESG targets		FY2022 Results	Efforts / Topics
		KPIs	20th Mid-Term Management Plan Targets (FY2022)		
	<p><u>Requests from society</u> For the sustainable development of society, companies are required to enhance the sustainability of their entire global value chains.</p> <p><u>Management strategies</u> We will strengthen collaboration with our business partners and build Win-Win-Win relationships between our company, business partners and society.</p>	<p>Production sites with RBA certified</p>	<p>6 sites</p>	<p>5 sites</p>	<p>We acquired certification at Ricoh Industry Tohoku, Shanghai Ricoh Digital Equipment, Ricoh Manufacturing Thailand, RICOH Eco Business Development Center, and Ricoh Manufacturing China. We have decided not to acquire certification at Ricoh Industry Katsuta, for which the acquisition of certification had been planned.</p>
		<p>Suppliers signing on RICOH Group Supplier Code of Conduct</p>	<p>100% signed</p>	<p>98% signed</p>	<p>We completed signing at 303 of the 309 companies.</p>
		<p>International security standard</p>	<p>Bolstered security based on ISO/IEC⁶ NIST</p>	<p>Bolstered security based on ISO/IEC NIST</p>	<p>Passed 11,527 out of 11,528 NIST requirements audit items. We have formulated a response plan for items that did not pass, and are working on improvements.</p>
		<p>Evaluation scores given by each partner⁷ (suppliers, distributors/dealers, development partners)</p>	<p>Undisclosed</p>	<p>Undisclosed</p>	
		<p>Attain top levels for primary ESG external evaluations</p>	<p>DJSI, CDP⁸ etc.</p>	<p>DJSI: World Index CDP: A-list</p>	<p>We were selected by the DJSI World Index and acquired CDP A-list for the third consecutive year.</p>
		<p>Selected in Digital Transformation stock (by Ministry of Economy, Trade and Industry)</p>	<p>Selected</p>	<p>Selected as DX stock 2022</p>	<p>The entire Ricoh Group was highly rated for its initiatives, including the direction of initiatives toward transforming into a digital services company, concrete measures to utilize AI technology and data at production sites, and new value provision to solve customer’s business site issues.</p>

 <p>Open innovation</p>	<p><u>Requests from society</u> For sustainable development, innovation needs to be promoted across a range of industrial sectors.</p> <p><u>Management strategies</u> We will attribute importance to open innovation with universities, research institutes, other companies and business partners, and foster collaboration with these partners to solve social issues through efficient research and technological development as well as to create new value.</p>	<p>Increase rate of patent ETR⁹ score (vs FY 2020)</p>	<p>20%</p>	<p>20.1%</p>	<p>With the review of low-score patents based on business and technical strategies and the new acquisition of high-score patents, the rate of ETR score rose steadily from 7.4% in FY 2021 to 20.1% in FY 2022.</p>
 <p>Diversity and Inclusion</p>	<p><u>Requests from society</u> For sustainable development and innovation, it is necessary to promote decent work, which gives satisfaction and is humane, and respect diversity in society.</p> <p><u>Management strategies</u> We will respect the diversity of employees, upholding the empowerment of self-motivated employees in our management policy and strive to create workplaces where employees can work with vigor.</p>	<p>RFG¹⁰ engagement score</p>	<p>50 percentile or more in each region</p>	<p>Japan: 54 percentile Americas: 45 percentile Europe: 38 percentile APAC: 39 percentile</p>	<p>KPIs were set up for each business unit and functional organization, and measures were implemented. The scores have risen in all regions from FY 2020. Japan 48%tile→54%tile Americas 35%tile→45%tile Europe 21%tile→38%tile APAC 31%tile→39%tile (Note) Percentile data is based on different benchmark scopes in different regions, and therefore these scores are not inter-regional comparative scores.</p>
		<p>Female-held managerial position rate</p>	<p>Global: 16.5% or more (Japan: 7.0% or more)</p>	<p>Global: 16.3% (Japan: 6.9%)</p>	<p>The D&I Council, which leads the development of diversity and inclusion targets and measures, has been developed in each region. The ratio of female managers has increased from 15.1% to 16.3% globally and 5.8% to 6.9% in Japan from FY 2020.</p>

*1 Top score ratio: Highest score selecting ratio

*2 Scrum-package customers ratio

*3 IPA: Information-technology Promotion Agency

*4 ITSS: IT Skill Standard set by IPA (level 0-6)

*5 SBT (Science Based Targets): International initiatives to certify that GHG reduction targets of a company are consistent with scientific evidence

*6 ISO/IEC: International Organization for Standardization/International Electrotechnical Commission

*7 Evaluation score: Evaluation results from each partner for Ricoh

*8 CDP: Evaluation by an international NGO working in climate change and other environmental issues

*9 ETR (External Technology Relevance): Score indicating the number of patents cited by other companies

*10 RFG (Ricoh Family Group): Ricoh Group

*11 In the achievement of ESG goals for the FY 2022, the data of PFU, a subsidiary consolidated in September 2022, is reflected only in terms of GHG Scopes 1, 2, and 3, as well as the renewable energy ratio.