

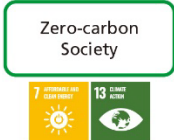









Resolving social issues through business

Materiality (Material issues)	2030 targets	Resolution of social issues and business strategies	ESG targets		FY2021 Results	Efforts / Topics
			KPIs	FY2022 Targets		
 <p>Creativity from Work</p>	Contribute to "Creativity from Work" of all customers to whom we deliver value	<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: 33% Europe: 28% APAC: 36% Americas: 82%	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 the U.S., we earned high satisfaction rate by performing detailed follow-up through monthly meetings with all customers surveyed (approximately 650 companies).
			Fulfilling value proposition for customers*2	15%*3	13%	In FY2021, we sold 76,000 Scrum packages, and cumulative sales surpassed 210,000 packages since their launch in 2017.
			Digital specialist development	IPA ITSS L3*4 1.5 times	1.28 times	We raised the base level of our human resources through measures such as the Group-wide deployment of online training courses as part of our development of a training platform aimed at visualizing the skills of digital experts and enabling employees to continue learning on their own as they strive to become digital professionals.
 <p>QOL Enhancement</p>	Contribute to the enhancement of social infrastructure for 30 million people	<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	10.82 million	We have received orders for Road Surface Inspection System in several prefectures and major cities, contributing to the improvement of infrastructure through more efficient road inspections. In February 2022, we also began slope inspection verification testing. We plan to gradually expand the inspection range to include roads, tunnels, slopes, and more, helping to create safe and secure cities.
 <p>Zero-carbon Society</p>	- Reduce GHG emissions by 63% for scope 1 and 2, and 40% for scope 3 - Switch to 50% renewable electricity	<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) 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%	42.6%	Through the active use of renewable energy, such as the introduction of onsite PPA in Japan and overseas, we have reduced our GHG Scope 1 and 2 emissions by 26.4 kt year-on-year. For scope 3, we are reducing emissions through the use of shipping company eco-delivery services and the promotion of ENERGY STAR compliant imaging products.
			GHG scope 3 reduction rate (vs. FY2015)	20%	28.5%	
			Renewable energy utilization rate	30%	25.8%	

 	<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>88.5%</p>	<p>We significantly increased the percentage of post-consumer recycled plastics used in six of our main models of MFPs and printers.</p>
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Robust management infrastructure

Materiality (Material issues)	Demand from society and management strategies	ESG targets		FY2021 Results	Efforts / Topics
		KPIs	FY2022 Targets		
  	<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*5 certified</p>	<p>6 sites</p>	<p>3 sites in total</p>	<p>At the sites for which we plan to obtain certification in FY2022, we established systems, held explanatory meetings, formulated plans, conducted internal audits, and carried out other measures, progressing according to our Mid-Term Management Plan.</p>
		<p>Suppliers signing on RICOH Group Supplier Code of Conduct</p>	<p>100% signed</p>	<p>86% signed</p>	<p>We established a new purchasing management organization and promoted the signing of codes of conduct by major suppliers of each business unit.</p>
		<p>International security standard</p>	<p>Bolstered security based on ISO/IEC*6 NIST*7</p>	<p>Undisclosed</p>	
		<p>Evaluation scores given by each partner*8 (suppliers, distributors/dealers, development partners)</p>	<p>Undisclosed</p>	<p>Undisclosed</p>	
		<p>Attain top levels for primary ESG external evaluations</p>	<p>DJSI, CDP*9 etc.</p>	<p>DJSI: World CDP: A-list</p>	<p>We were selected by the DJSI World Index for the second consecutive year. We claimed the top score in our sector and, in the S&P Global Sustainability Awards, were selected for the Gold Class, the highest level of distinction.</p>
		<p>Selected in Digital Transformation stock (by Ministry of Economy, Trade and Industry)</p>	<p>Selected</p>	<p>Not selected</p>	<p>Digital Strategy Meetings were held every other month and attended by the CEO and other senior management. At these meetings, participants discussed how to deal</p>

					with DX-specific management issues. Every other week, meetings regarding strategies, measures, and implementation were conducted with the DXOs of individual business units and the implementation of strategies was accelerated.
	<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>	Increase rate of patent ETR*10 score (vs FY2020)	20%	7%	We were selected for Clarivate Top 100 Global Innovators 2022.
	<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>	RFG*11 engagement score	50 percentile or more in each region	Japan: 51 percentile Americas: 42 percentile Europe: 29 percentile APAC: 33 percentile	We held online classes for managers in all group companies in Japan. At offices worldwide, we held training and took actions to improve employee engagement. (Note) Percentile data is based on different benchmark scopes in different regions, and therefore these scores are not inter-regional comparative scores.
		Female-held managerial position rate	Global: 16.5% or more (Japan: 7.0% or more)	Global: 15.6% (Japan: 6.3%)	In October 2021, we formulated our Global D&I Policy, and top management made announcements on the occasion of the policy's formulation. We also reinforced our talent management for women and young employees.

*1 Top score ratio: Highest score selecting ratio

*2 Scrum-package customers ratio

*3 Revised the target from 20% due to the shortage of ICT products.

*4 IPA: Information-technology Promotion Agency. ITSS: IT Skill Standard set by IPA (level 0-6)

*5 RBA: Responsible Business Alliance

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

*7 NIST: National Institute of Standards and Technology

*8 Evaluation score: Evaluation results from each partner for Ricoh.

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

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

*11 RFG: Ricoh Family Group