

Initiatives Aligning ESG and Business Growth



December 12, 2025

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Ricoh Company, Ltd.**

Review of 21st Mid-Term Management Strategy

Pioneering Initiatives in View of Stricter Global ESG Regulations

Alignment Outcomes: Serving and Engaging Customers

Our ESG Strategic Direction

Review of 21st Mid-Term Management Strategy



Becoming a Global ESG Leader

Shifting social trends around ESG

- U.S. policy reversals
- European Union streamlining and relaxing ESG rules
- Japanese progress with disclosure regulations and growing awareness of human rights
- Stronger ESG requirements from customers
...ESG practices taking root at corporate level

21st Mid-Term Management Strategy 2023~2025

Integrating management strategies and systems and strengthening disclosure

- Pursuing materiality and ESG targets to support business strategies
- Further integrating management systems, including by linking compensation and performance
- Resolving social issues through business and bolstering proposals to customers
- Strengthening advocacy and global communications
- Deepening stakeholder engagement

**Next
management
strategy**

20th Mid-Term Management Plan 2021~2022

**Deployed
management
systems based on
ESG targets**

19th Mid-Term Management Plan 2017~2019

**Led the way in
launching initiatives
based on SDGs and
Paris Agreement**

Steady progress has started driving business growth, and we will keep striving to improve corporate value in keeping with the Spirit of Three Loves

Alignment of ESG and Business Growth

Contributing to the realization
of sustainable society

while

sustaining
company growth



Future financial initiatives should improve our financial performances in 3 to 10 years

The 21st Mid-Term Management Strategy set 16 ESG targets tied to executive compensation

Key 21st Mid-Term Management Strategy Achievements

- Deepened ESG management systems integration (rolled out ESG target-based activities to business units, functional organizations, and regions)
- Progressed with decarbonization in response to customer and social expectations (setting 2040 targets, steadily reducing greenhouse gas emissions, and employing more renewable energy)
- Embedded human rights due diligence in processes and established grievance mechanisms
- Maintained top scores in major external ESG assessments and provided advanced reporting based on disclosure standards

Environment	GHG reduction rates <hr/> Scope 1 and 2 59.1% Scope 3* 46.8% *FY2024	Renewable energy utilization ratio <hr/> 43.2% *FY2024	Virgin material usage ratio <hr/> 78.3% *FY2024	Enhanced reporting in line with ISSB/SSBJ, TCFD, TNFD, CSDDD, and other ESG standards and regulations
Social	Human rights <hr/> ICT sector leader *FY2025 Corporate Human Rights Benchmark score forecast	High-risk suppliers <hr/> 0 *Direct materials supplier results for FY2024	Female-held managerial position rate <hr/> Japan 8.4% Global 17.2% *FY2024	
Governance	Decision-making systems <hr/> Annual ESG Committee meetings 4 Board of Directors time allocated to ESG 22.3%* *In FY2024, allocated by agenda theme	Executive compensation <hr/> ESG targets tied to stock-based compensation; Dow Jones Sustainability Indices Ratings linked to bonuses	Compliance <hr/> Group companies with low compliance risks At least 90% (FY2025 forecast)	

Latest External Assessments

- In FY2024, key assessment ratings improved further from mid-term management strategy launch to **reach top-tier levels**

Assessment benchmarks		Latest results (◎ shows FY2025 results))	Position
Assessments based on survey responses	SDGs Management edition of Nikkei Sustainable Comprehensive Survey in Nikkei SDGs Management Grand Prix	◎ Five-star rating for 7 straight years Included in Prime Seat Companies category for 2nd consecutive year	In top 1% of 830 companies in Japan 1 Grand Prix, 2 Environmental Value Awards, and 2 Prime Seat Awards
	DJSI	85 points in World Index for 5th straight year	Among top 1% of 13,000 companies assessed
	CDP	Climate and Water: AA	Among top 0.4% of 22,700 companies assessed
	EcoVadis	Platinum	Among top 1% of 150,000 companies assessed
Disclosure-based assessments	Global 100	51st Sector leader	Top among 8,359 companies in sector
	MSCI ESG	◎ Ranked AAA in GPIF*¹ index	Among top 14% of 17,000 companies assessed
	MSCI WIN	◎ Included in MSCI Japan Empowering Women Index	Among top 32.3% of 700 Japanese companies assessed
	FTSE	◎ 4.5 in GPIF*¹ index	Among top 12.3% of 406 Japanese companies assessed

*1 : The GPIF-adopted ESG indices are FTSE Blossom Japan Index, FTSE Blossom Japan Sector Relative Index, MSCI Japan Equity Select Leaders Index, MSCI Japan Empowering Women Index, S&P/JPX Carbon Efficient Index, and Morning Star Japan ex-REIT Gender Diversity Tilt Index

Pioneering Initiatives in View of Stricter Global ESG Regulations

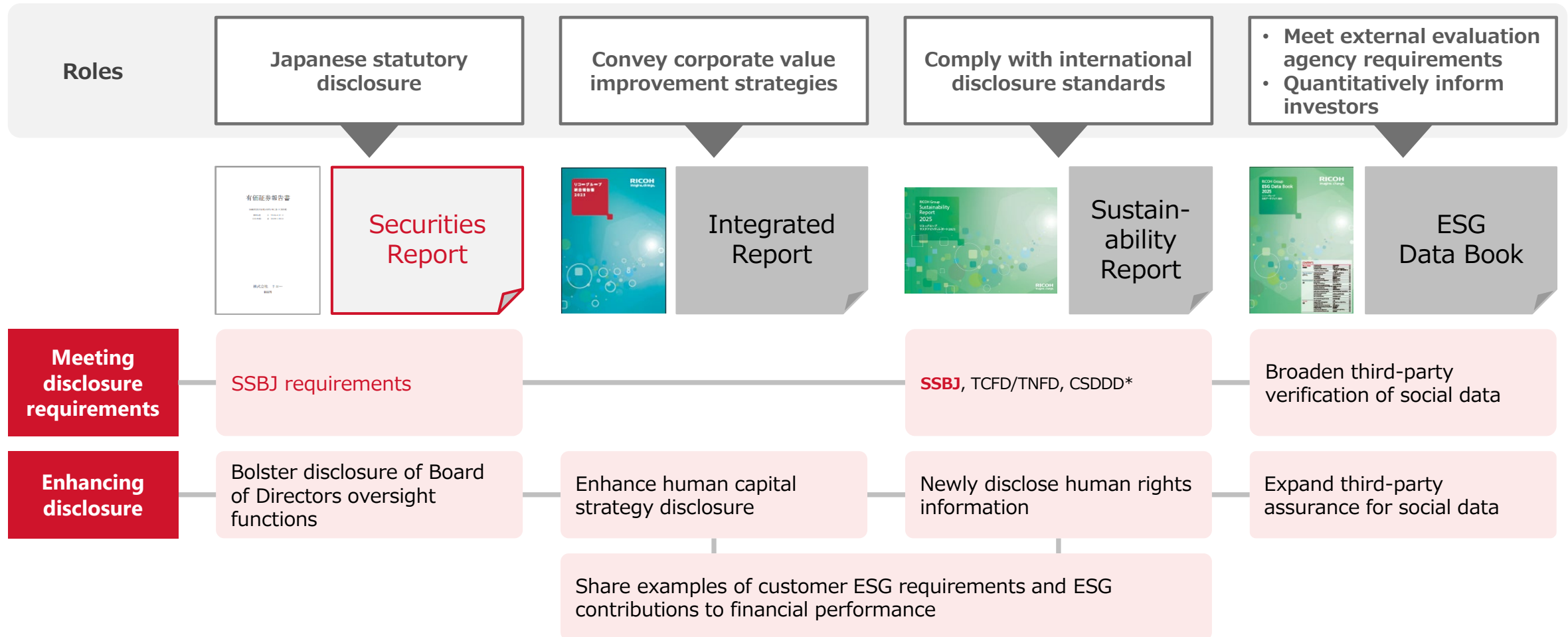
1. Sustainability Disclosure
2. Human Rights
3. Environmental Action



Mandatory Requirement Preparations

- From FY2025, will launch disclosure ahead of Sustainability Standards Board of Japan (SSBJ) requirements for governance, climate change, and other areas

*Ricoh's disclosure to become mandatory from fiscal year ending March 31, 2029



* TCFD : Task Force on Climate-related Financial Disclosures, TNFD : Taskforce on Nature-related Financial Disclosures, CSDDD : Corporate Sustainability Due Diligence Directive

FY2024 Securities Report Disclosure

- Reorganized overall sustainability structure in line with SSBJ disclosure framework*¹
- Enhanced disclosures by expanding information on **board oversight** and presenting **decarbonization roadmap**

Cited as an exemplary approach in a Financial Services Agency FY2025 study group gathering on October 16 to collect corporate narrative information disclosure good practices

株式会社リコー (1/2) 有価証券報告書 (2025年3月期) P26-27,31

【サステナビリティに関する考え方及び取組】 ※一部抜粋

(1) サステナビリティ全般

(a) ガバナンス

環境・社会・グループ経営のガバナンス分野における課題を経営レベルで継続的に議論し、グループ全体の経営品質向上につなげる目的でESG委員会を設置し、取締役会による監督体制を構築しています。

(b) 監督体制

① サステナビリティ・ガバナンス

取締役会においては、当社グループの重要社会課題(マテリアリティ)の決定をはじめとしたESGに関する方針・事業計画の確定・執行及び経営リスク・機会に対する監視・監督・助言を行っています。ESG関連の課題において、2024年度は全従業員との協働の時間を創出し、課題の解決に向けた取り組みを進めています。また、2024年度は、ESG委員会(マテリアリティ・ガバナンス)の設置により、取締役会による監督体制を構築しています。

(c) サステナビリティに関する直近の取締役会報告内容

- ・2024年度ESG関連情報開示について
- ・2024年度外部評価結果報告
- ・グローバルのESG開示規制動向について

(2) 取締役のサステナビリティ・ガバナンス

当社グループが目指す、3つの「P」が保たれた社会(Three Ps Balance)を実現すべく、持続的な株主価値・企業価値の向上に不可欠と考えるESGの取り組みを通じて社会課題解決を推進するため、「サステナビリティ」のスキルを取締役の主要なスキルの一つに定めています。具体的には、事業を通じて社会課題解決や「気候変動への対応」「循環型社会の実現」等、当社グループにとって重要なサステナビリティ課題への知見・経験があることを指しています。取締役及び監査役のスキルマトリックスについては、「第4 提出会社の状況 4 コーポレート・ガバナンスの状況等」(2) 役員の状況を参照ください。

(3) ESG目標と役員報酬の連動

ESGの取り組みの進捗ツールとして活用している「B31年次レーディング」を社内取締役の業績連動型賞与の計算式に組み込むことで、ESGの取り組みへのインセンティブとしています。また、21次中経がスタートした2023年度からは賞与に加え、社内取締役向けにESG目標を組み込んだ業績連動型株式報酬を導入しています。全社で定めたESG目標の達成項目数と支給率を連動させています。

(4) 役員株式報酬制度の詳細については「第4 提出会社の状況 4 コーポレート・ガバナンスの状況等」(4) 役員の報酬等」を参照ください。

株式会社リコー (2/2) 有価証券報告書 (2025年3月期) P29-30

【サステナビリティに関する考え方及び取組】 ※一部抜粋

(1) 指標及び目標

① ESG目標の進捗

21次中経におけるESG目標の進捗は以下のとおりです。2025年度目標達成に向けておむね順調に推移していますが、①顧客からの評価、②エネルギー管理スコア、③女性管理職比率については遅れが生じており、課題の対応を進めてまいります。

ESG目標の進捗(事業を通じて社会課題解決)

マテリアリティ	2030年目標	21次中経ESG目標(2025年度末)	2023年度実績	2024年度実績
(2) 環境・社会	価値を提供するすべての顧客の“はたらく”の革新に貢献	①顧客からの評価 ②エネルギー管理スコア ③女性管理職比率	日本 26.3% 北米 39.3% 中米 64.8% 欧州 24.5% APAC ⁴ 17.4%	日本 26.8% 北米 38.6% 中米 45.5% 欧州 28.2% APAC ⁴ 30.8%
地域・社会の発展	3,000万人の生活基盤向上に貢献	②生活基盤向上貢献人数 350万人	1,794万人	2,235万人
脱炭素社会の実現	③GHGスコープ1、2の削減率(2015年比) 50% ④GHGスコープ3削減率(2015年比) 35% ⑤使用電力の再生可能エネルギー比率 50% ⑥削減貢献量 1,400千t	③削減率(2015年比) 50% ④削減率(2015年比) 35% ⑤再生可能エネルギー比率 50% ⑥削減貢献量 1,400千t	47.4% 38.1% 31.0% 1,059千t	59.1% 46.8% 43.2% 1,448千t
循環型社会の実現	バリューチェーン全体の資源有効活用と製品の循環利用を推進	⑦製品の循環利用利用率 80%以上	78.90%	78.3%

① デジタルサービスの普及としてご提供いただけた顧客の割合
② 中米はソリューション顧客を対象にした調査
③ APAC: アジアパシフィック
④ GHG(Green House Gas): 温室効果ガス
⑤ 組織別削減率の算定は、開示対象範囲を見直し、関連する数値を再算出しております
⑥ 第三者機関の認定値。認定値は2025年8月以下ウェブサイト上で開示予定
https://jp.ricoh.com/sustainability/materiality

好事例として着目したポイント

(1) 目標の進捗について、数値のみでなく企業としての評価コメントを記載。
(2) 目標、中期目標及び複数年度の実績を表形式で記載。

Key considerations

- Clarify oversight and execution roles
- Develop director skills and link compensation to ESG KPIs
- Qualitatively assess progress toward goals
- Evaluate targets with multi-year results

*1 : governance, strategy, risk management, and metrics and targets

Our Strengths and Differentiators

- Improved and globally deployed processes based on international standards
- Issued Ricoh Group's Guide to Respecting Human Rights to encourage ongoing improvements
- Established 23-language grievance mechanism for external stakeholders in Japan and abroad



Global rollouts

Distributing human rights self-assessment questionnaire

- Started with plants and expanded to sales sites
- Conducting these surveys annually

Assigning human rights key persons

- Appointed at each Group company
- Each company constantly improving practices

Ricoh Group Supplier and Partner Code of Conduct and self-assessment questionnaire distribution

- Having suppliers sign code
- Asking them to complete questionnaire



Ongoing improvements

Issuing and improving Group guidelines

- Issued Ricoh Group's Guide to Respecting Human Rights
- Clarifying requirements and encouraging improvements

Conducting assessments using Corporate Human Rights Benchmark methodology

- Use methodology to identify improvement areas
- Have third-party organizations verify improvement results

Improving practices based on supplier and partner self-assessment questionnaires

- Eliminate high-risk suppliers



Grievance mechanism establishment

- Established **supplier hotline** in 2020
- From 2025, **handling external stakeholder grievances through Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) and Responsible business conduct hotline** in 23 languages



Share a
concern online



Share a
concern by phone

Key Challenges and Responses

- Self-assessment questionnaires at Group companies revealed seven salient human rights issues
- Used human rights due diligence to improve situations in line with global standards

Seven key human rights issues



Forced labor



Excessive and unreasonable working hours



Occupational health and safety



Discrimination and harassment



Human rights issues related to technology and AI



Right to privacy



Human rights issues in supply chain

Specific responses and improvements



Reimbursing recruitment fees

- In 2020, we learned that staffing agencies had charged recruitment fees to workers joining a Group production company in China
- We reimbursed affected workers
- We banned recruitment fees



Eliminating disciplinary pay cuts

- We concluded that disciplinary pay cuts could constitute forced labor
- In 2023, we decided to abolish this practice
- By 2024, we had eliminated disciplinary pay cuts at major Group companies in Japan and overseas

Procuring Renewable Energy Responsibly

- Since 2021, we have used a **comprehensive renewable electricity assessment system** to **increase the share and quality of renewable power at domestic sites**

Nine elements of Three Ps Balance

Prime objectives	Elements
Prosperity Economic sustainability	Pricing
Planet Environmental sustainability	Additionality
	Renewable energy
	Proximity
	Power mix
	Retail electricity supplier assessments
	Power producer ratings
People Social sustainability	Local investment ratios
	Other local contributions

【2025 success story】

- In May, we concluded a power purchase agreement with an agrivoltaics offsite solar sharing facility in Fukushima that repurposes abandoned farmland to support the environment and the local community
- Part of our headquarters uses renewable electricity from this site
- We plan to partner with a local farmer to raise cattle on the contracted site



Adopting an Eco-Friendly Business Model

- Realizing a Circular Society through **LC Transformation** - Accelerate the shift from a Linear to a Circular economy

Break perception that remanufactured devices are always a generation behind

Carbon footprint around **59%**
smaller than that of new models

Can use Ricoh Carbon Offset Service, which offsets emissions over device lifecycle

Average parts reuse rate of **86%**

Automated guided vehicles, robots, and other equipment efficiently sorts, recycle, and inspect reusable parts



First remanufactured MFP
to support RICOH Always Current Technology

Built-in software updatable to latest features and security settings

**RICOH IM C4500F CE/
IM C3000F CE**

launched in January 2025 in Japan

Alignment Outcomes: Serving and Engaging Customers



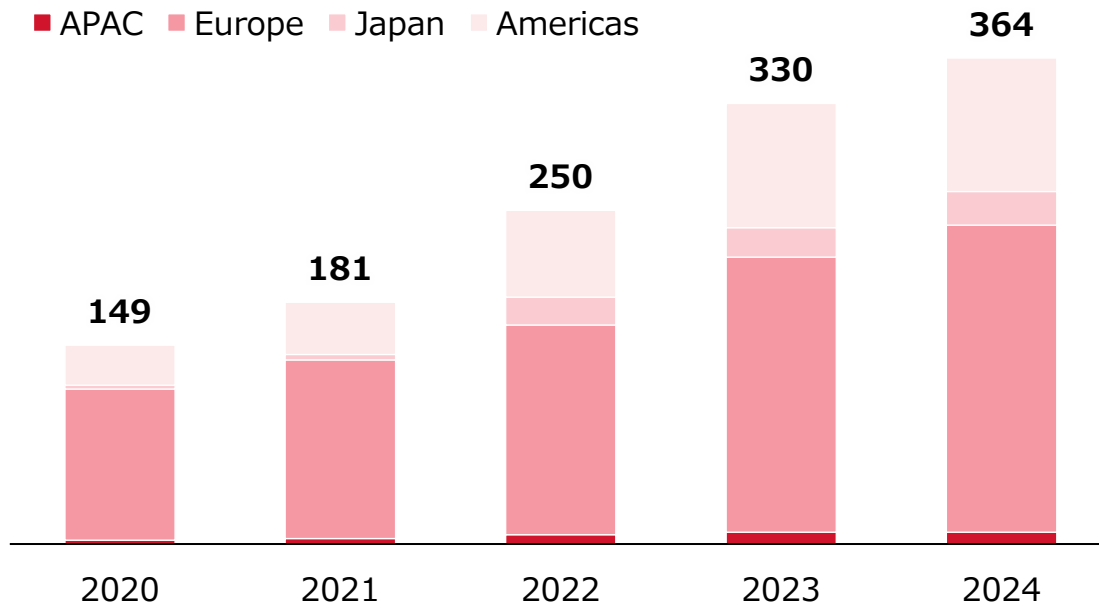
Customers Requesting ESG Information

- Requests to disclose EcoVadis scores and carbon emissions data through CDP increasing every year
- In FY2024, more than 60% of EcoVadis score disclosure requests came from European companies

Cumulative EcoVadis score disclosure request trends

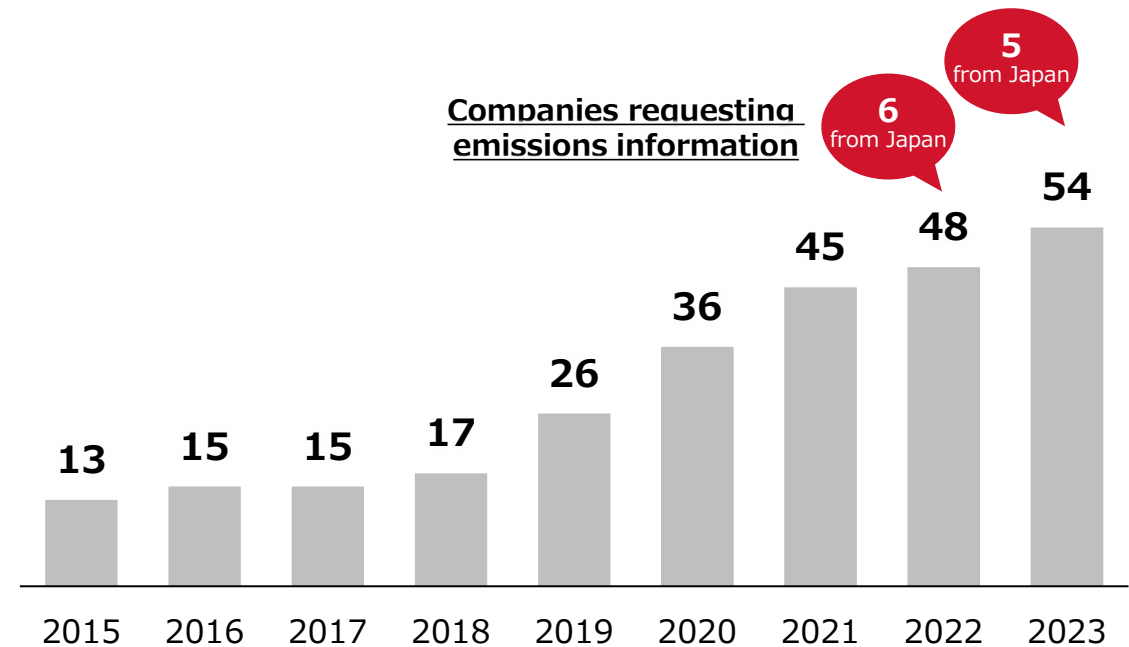
- By 2024, **number of disclosure requests** was about 2.5-fold higher than in 2020
- **More than 60% of all requests now come from European companies**

■ APAC ■ Europe ■ Japan ■ Americas



Number of requests for carbon emissions disclosure through CDP

- Number of companies requesting this data has **surged since FY2019, reaching 54 in FY2023**
- Ricoh Group sales to these 54 companies have **exceeded ¥34 billion**



Customer ESG Information Requests

(Dutch Public Tender in 2025)

Deal overview

- Deal size: 6,000 MFPs and 1,000 printers
- Around 50 of more than 400 mandatory requirements related to ESG
- Differentiated competitively by satisfying such difficult requirements as setting science-based net-zero targets and regularly reporting supply chain risks, thus attaining top sustainability score



Primary supplier selection criteria

More than 400 requirements
(including around 50 ESG ones)

Examples of ESG requirements

- **Science Based Targets initiative-approved net-zero targets**
- **Compliance with International Labor Organization's human rights standards**

Secondary supplier selection criteria

**Total
2,000
points**

700 points

Pricing and cost

**1,300
Points
(65% of total)**

ESG criteria

- **Product energy efficiency (Typical Electricity Consumption value)**
- **Product lifespan**
- **Use of post-consumer recycled material**
- **Zero-emissions vehicle fleet**
- **Supply chain Tier 1 management** etc.

Won deal by achieving top score in heavily weighted ESG criteria

Customer ESG Information Requests (Netherlands Chamber of Commerce in 2024)

Deal overview

- Deal size: Around 100 MFPs + print solutions
- Won deal through quality products and services and sustainability proposal
- Employment support for socially disadvantaged people was mandatory requirement



Supplier selection criteria

Scores
Perfect score
of 100 points

20

Pricing

30

Product and service deployment plans

20

Service quality

20

Resource circulation (including return flows for reuse, repair, refurbishment, collection, and recycling)

10

Proposals for the future (solutions for digital transformation)



Mandatory

Contribute to society by allocating part of contract value to **employment support for socially disadvantaged people**

Energy-saving MFP functions and the carbon offset proposal helped secure deal

Customer ESG Information Requests

(British Public Tender in 2024)

Deal overview

- Deal size: Around 200 MFPs
- ESG score worth up to 30 points (10 for Environment and 20 for Society)



Supplier selection criteria

Scores Perfect score of 100 points	40	Pricing	<div>Environmental requirement examples British carbon footprint emissions data, environmental initiatives, and targets Environmental and energy-saving performance for cutting emissions and costs</div> <div>Examples of social value requirements Community contributions</div>
	30	Service and product quality	
	10	Environment and sustainability	
	20	Social value	

Won deal by scoring 28.6 out of 30 for ESG criteria

Customer ESG Information Requests (U.S. Businesses in 2025)

- U.S. ESG demand also remains robust
- Solid environmental and social commitments have become essential for negotiating hardware and solutions deals alike



Global healthcare company

Deal overview

- Offering: Global Managed Print Services (for 6,200 units)
- Must meet environmental requirements

Supplier ESG selection criteria

ESG criteria

- Environmental policy
- Environmental certifications and external ratings
- Decarbonization initiatives
- Toner collection and recycling service
- Packaging materials
- Compliance with ENERGY STAR program, the Restriction of Hazardous Substances Directive, and Electronic Product Environmental Assessment Tool label
- Carbon footprint data

Major financial institution

Deal overview

- Offerings: Global Managed Print Services (for 1,000 units)
- Must meet social requirements

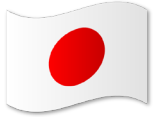
Supplier ESG selection criteria

ESG criteria

- Environmental policy
- Decarbonization goals
- Code of conduct (including conflict of interest policy)
- Vendor risk management policy
- Diversity and inclusion initiatives
- Human rights policy

Examples of ESG-related inquiries from Ricoh Japan Customers

- While recognizing the need for ESG, managements struggle to put it into action



We're expected to address
SDGs and ESG but don't know
where to start



We obtained Science Based
Targets validation but are
unsure how to move forward
on decarbonization



We want to know how to
engage suppliers and what
to ask of them



We're struggling to respond to
EcoVadis and CDP requests
from business partners



Internal buy-in is slow

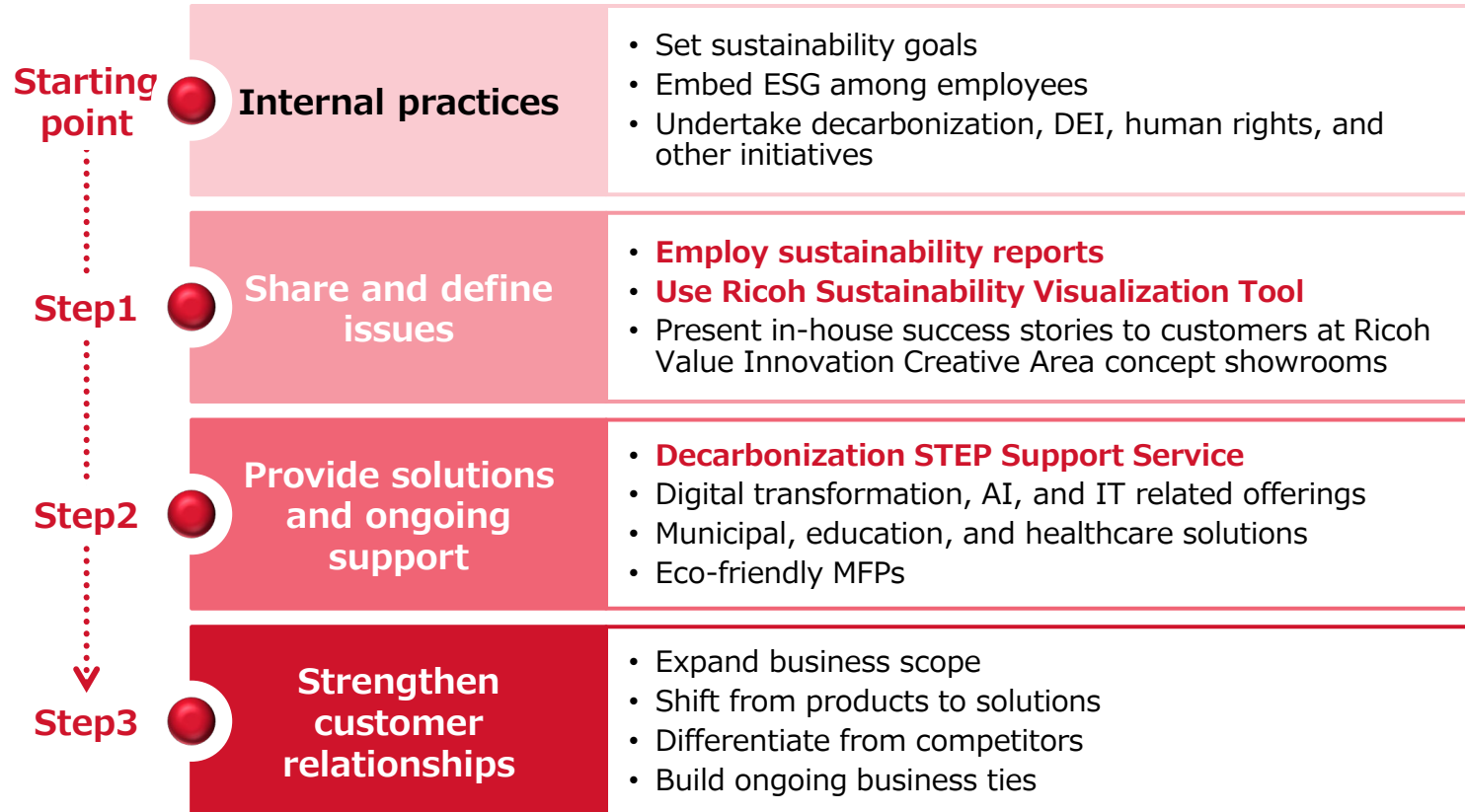


We're unsure how to
run human rights
due diligence and
grievance mechanisms



**Tap Ricoh Group initiatives and practices to resolve issues
and create business opportunities**

- Activities to support customer ESG activities based on internal practices, linking them to customer development and driving business performance



Use Sustainability Report as sales tool

- Publish for customers and employees
- Have sales reps present ESG activities to customers
- Identify management issues with sustainability visualization tools
- Propose solutions



Activities foundation

Maintain SDGs Key Persons and SDGs Key Professionals programs

SDGs Key Persons and SDGs Key Professionals Programs

- These implement ESG in-house and use know-how to resolve customer issues and provide solutions

SDGs Key Persons program

- Launched in FY2018, running through 49 offices and business units nationwide
- Keeps people up to date with ESG trends through headquarters-sponsored study sessions and other activities
- Undertakes internal and customer development initiatives

About **640** members nationwide



SDGs Key Professionals program

- Launched in FY2024, with sites in eight regions across Japan
- Keeps participants current with ESG trends through lectures from Ricoh management, external instructors, and other experts
- Spearheads regional customer development

25 members nationwide



Internal activities

Education and awareness-raising

Align business with SDGs/ESG

Business performance contributions

Direct and indirect

Deepen employee understanding of SDGs/ESG

Drive in-house SDGs/ESG initiatives

Support customers' SDGs/ESG initiatives

Share and roll out best practices

Customer Development and Support Example: Fuso Machine Works

Business Overview

design and manufacture automated production equipment and dies for automotive and electrical and electronic parts

350 employees

RICOH
imagine. change.

- Ricoh Japan helped Fuso Machine Works in Mie Prefecture handle customer SDG and ESG requests, expanding business with that company as a partner in resolving management challenges

SDG efforts began with a blank sheet

Challenges included not knowing how to integrate SDGs in daily operations and gaining internal buy-ins. With Ricoh Japan's support, the company is pushing forward with SDG initiatives.

Support from Ricoh Japan

- Explained Ricoh Japan's Sustainability Report
- Hosted tour of Ricoh Value Innovation Creative Area concept showroom
- Helped company with the RICOH Sustainability Visualization Tool
- Conducted SDG study groups and workshops
- Provided digital transformation tools that foster workstyle reforms and eco-friendly products

Fuso Machine Works actions & results

- Developed SDG policies and action plans based on practical examples
- Used Personal Ownership Sheets to turn actions into concrete plans
- Employees set and pursued their goals
- Established a roundtable to address issues and drive solutions
- Communicated SDG initiatives internally and externally



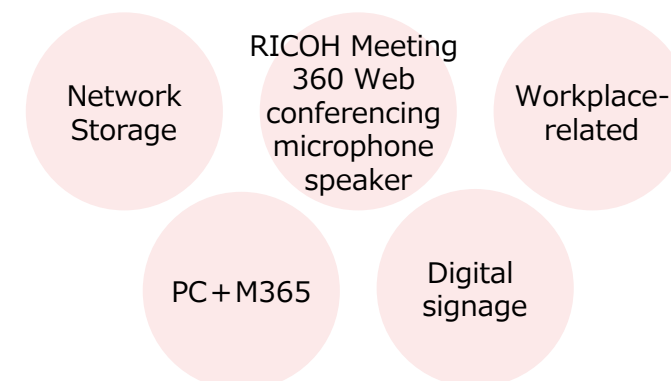
We are deeply grateful to Ricoh Japan for the tips and advice that shaped our SDG initiatives.

Koji Fujii
General Manager of Corporate Planning Department at Fuso Machine Works

Carbon offset now a standard for MFPs, with Ricoh Carbon Offset Service being adopted



Ricoh Japan
also increasingly selected for ICT-related deals



Customer Development and Support Example: Marugo Rubber Industries

Business Overview

manufacture and sell industrial rubber components

980 employees

RICOH
imagine. change.

- Joined Ricoh Japan Okayama Office's SDG forum to connect and foster local businesses

Ricoh Japan supports new eco-friendly business development and plant digitalization

Challenge

Contribute environmental and social progress

The company believed that its business might not remain viable over the long term without developing solutions as well as products.

Build sustainable foundations and ease frontline burdens

The company sought to streamline production progress management while exploring eco-friendly initiatives and plant process digitalization

Support outcome

Cocreated new social solutions venture

Ricoh Japan shared solar-powered data-collection guidance during aquaponics (which combines aquaculture and hydroponics) unit development, helping bring it to market.

Contributing to plant digital transformation

Marugo Rubber drew inspiration from inspection cameras it saw on a Ricoh Japan plant tour to buy its multiple work support cameras.

We can't build new ventures just with our own technology. It's vital to make new business connections. The SDGs forum brings together companies that care about sustainability. Those connections will help us move forward.

Masayuki Nakano

Director of Marugo Rubber Industries subsidiary FIVOR



Marugo Rubber Industries subsidiary FIVOR incorporated the RICOH EH CO₂ Sensor D101 in its aquaponics unit to monitor carbon dioxide concentrations and other environmental conditions



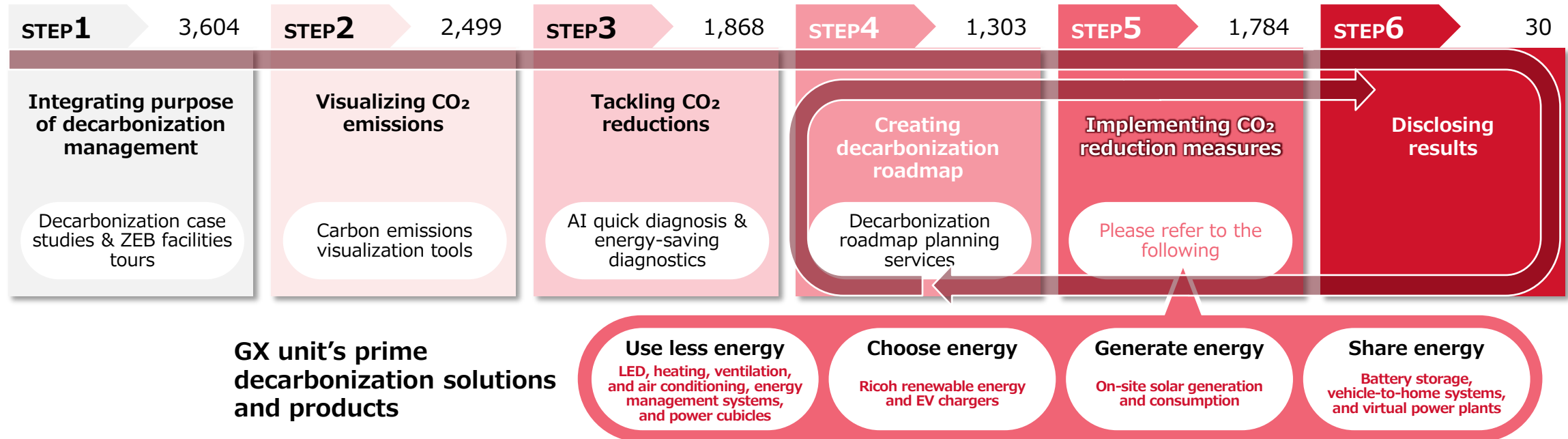
Marugo Rubber Industry deployed work support cameras from Ricoh Japan at its facilities
The cameras automatically collect work data to visualize operating hours and availability rates

Decarbonization Step Support Service

- Our GX unit shares our in-house decarbonization know-how and guides customers through six practical steps

Customer challenges	Large corporations	Struggle to translate their reduction targets into action, hampering decarbonization progress
	Small and medium-sized enterprises	Don't know where to start addressing business partner pressure to present reduction targets

Six Steps and the Number of customer business sites supported (as of September 2025)



Decarbonization Management Support Success Stories

- Collaborate with partners, municipalities, regional financial institutions*¹, and other stakeholders to accelerate local decarbonization
- Expand green transformation roadmap development and implementation support to 45 municipalities and regions nationwide

We joined Tokyo's program to help small and medium-sized businesses decarbonize

We partnered with Asuene to assist 300 Tokyo-based small and medium-sized business by focusing on Steps 1 through 3 of our Decarbonization STEP Support Service

Deliver value in Steps 1 through 3

STEP1 Decarbonization case studies & ZEB facilities tours

STEP2 Carbon emissions visualization tools

STEP3 AI quick diagnosis & energy-saving diagnostics

We began hands-on support for decarbonization management through the city of Akashi's program to step up efforts in that field

We are drawing on our nationwide experience and successes to guide decarbonization management among businesses in Akashi



*1 : We signed agreements with 159 regional banks, credit unions, and other financial institutions nationwide to support the digital and green transformation of small and medium-sized businesses.

New businesses that resolve social issues



New businesses that resolve social issues

- Resolving social issues with our unique technologies

Perovskite solar cells

Social issues

Reduce environmental impact with solar cells that generate power in low-light areas, even when mounted on vertical surfaces

Our strengths

Leverage cost- and productivity-advantaged inkjet-printed perovskite solar cells



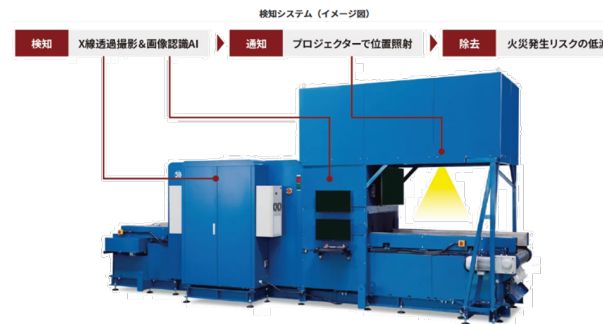
AI engine that detects lithium-ion batteries in waste

Social issues

Preventing fires from used lithium-ion batteries at waste treatment facilities

Our strengths

PFU scanning technology delivers high lithium-ion battery detection rates, with AI training enhancing improving recognition accuracy



Started offering Raptor VISION BATTERY in October 2025

Automobile painting

Social issues

Reducing energy and material waste generated in the automobile painting process and contributing to carbon-neutral plants

Our strengths

Inkjet head and system technology for full 360° coating of high-viscosity, large-particle paints



Next Steps for Our ESG Strategy



Next Steps for Our ESG Strategy

1.

Accelerate ESG business contributions through ESG

Resolve social issues through business and strengthen collaboration with overseas regions



2.

Strengthen ESG management that supports business growth

Drive ESG forward by anticipating social trends and customer expectations and reinforcing global governance



3.

Strengthen stakeholder communication

Deepen global employee engagement and enhance disclosure in line with global standards



Deepen ESG as a core growth strategy and drive sustainable corporate value

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- a. General economic conditions and business trends
- b. Exchange rates and fluctuations
- c. Rapid technological innovations
- d. Uncertainty as to Ricoh's ability to continue to design, develop, produce and market products and services that achieve market acceptance in intensely competitive markets

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Note: These materials define fiscal years as:
FY2025 (or fiscal 2025) = Fiscal year ending March 31, 2026, etc.

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