

## **Initiatives Aligning ESG and Business Growth**

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- Today, I'll discuss how we're aligning ESG and business growth.
- We say "aligning" because we pursue ESG not for its own sake but to grow our business. I'll use some concrete examples to show how we're doing this.



**Review of 21<sup>st</sup> 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 21<sup>st</sup> Mid-Term Management Strategy**



## 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

## 19<sup>th</sup> Mid-Term Management Plan 2017~2019

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

## 20<sup>th</sup> Mid-Term Management Plan 2021~2022

Deployed management systems based on ESG targets

## 21<sup>st</sup> Mid-Term Management Strategy 2023~2025

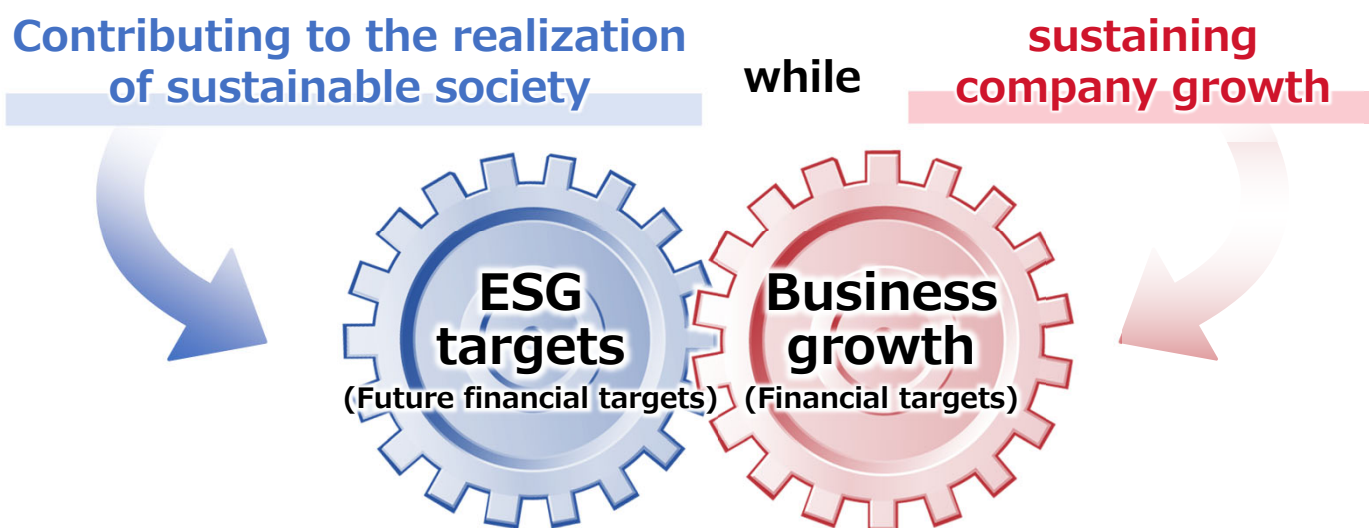
### Integrating management strategies and systems and strengthening disclosure

- 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

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

- I'll start by reviewing our 21st Mid-Term Management Strategy.
- Ricoh became Japan's first company to endorse RE100 under its 19th Mid-Term Management Plan. Under the 20th Mid-Term Management Plan, we deployed management systems based on ESG targets. Under the 21st Mid-Term Management Strategy, we accelerated efforts to integrate ESG into our management strategies. We pushed forward with a range of initiatives, including to link executive compensation and performance, resolve social issues through business and bolster proposals to customers, strengthen advocacy, and reinforce disclosure.
- We are working on ESG approaches for our next management strategy. Our steady progress has started driving business growth.
- Notwithstanding policy reversals in the United States and European Union efforts to streamline and relax ESG rules, we will continue striving to improve corporate value in keeping with the Spirit of Three Loves.



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

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

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- At Ricoh, we position non-financial goals as future financial targets and refer to them as ESG goals. We set financial and ESG goals as management objectives in the belief that we will deliver sustainable corporate growth while helping realize a sustainable society.
- Future financial targets, or ESG goals, refer to current activities that will improve our financial performance in three to 10 years. The 21<sup>st</sup> Mid-Term Management Strategy set 16 ESG targets for material issues, integrating them into our management systems and tying them to executive compensation.

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

- Here is a brief summary of our key 21st Mid-Term Management Strategy achievements. We rolled out activities based on our 16 companywide ESG goals to business units, functional organizations, and regions, and also reflected them in individual commitment sheets.
- We have made significant progress in cutting carbon emissions, far exceeding the 1.5-degree target on a calculated basis, particularly by deploying renewables. We are making steady progress in reducing our virgin material usage ratio, specifically with reducing such resources in manufacturing.
- On the Social front, we established a robust human rights due diligence framework and are running it through a disciplined cycle. We have enhanced reporting in line with ISSB and SSBJ standards.

- 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	◎ <b>Five-star rating for 7 straight years</b> <b>Included in Prime Seat Companies category for 2<sup>nd</sup> consecutive year</b>	In <b>top 1%</b> of 830 companies in Japan 1 Grand Prix, 2 Environmental Value Awards, and 2 Prime Seat Awards
	DJSI	<b>85 points in World Index for 5<sup>th</sup> straight year</b>	Among <b>top 1%</b> of 13,000 companies assessed
	CDP	<b>Climate and Water: AA</b>	Among <b>top 0.4%</b> of 22,700 companies assessed
	EcoVadis	<b>Platinum</b>	Among <b>top 1%</b> of 150,000 companies assessed
Disclosure-based assessments	Global 100	<b>51<sup>st</sup> Sector leader</b>	<b>Top</b> among 8,359 companies in sector
	MSCI ESG	◎ <b>Ranked AAA in GPIF*1 index</b>	Among <b>top 14%</b> of 17,000 companies assessed
	MSCI WIN	◎ <b>Included in MSCI Japan Empowering Women Index</b>	Among <b>top 32.3%</b> of 700 Japanese companies assessed
	FTSE	◎ <b>4.5 in GPIF*1 index</b>	Among <b>top 12.3%</b> 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  
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- Here are our latest external assessments, which we seek in collaboration with internal departments. While one goal is to improve our reputation, we primarily use these assessments to check and improve our management health.
- The four double circles identify outcomes for fiscal 2025. We progressed to top levels under the 21st Mid-Term Management Strategy.

## **Pioneering Initiatives in View of Stricter Global ESG Regulations**

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



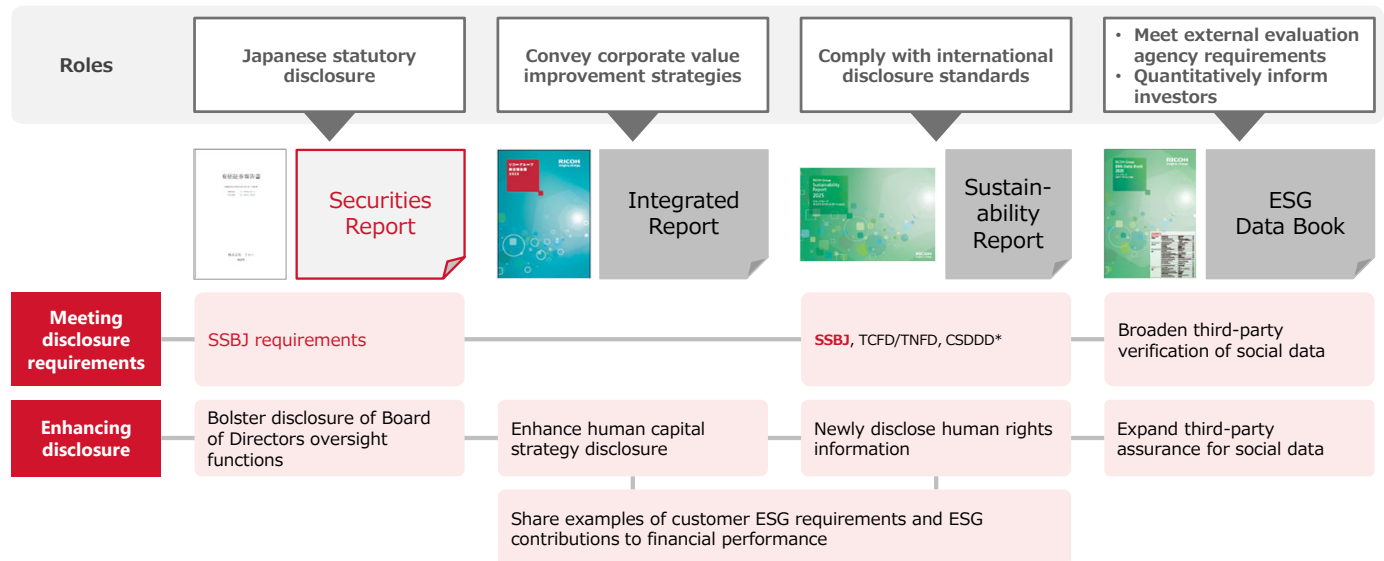




# Mandatory Requirement Preparations

- 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  
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- I'll now explain disclosure, human rights, and environmental initiatives in light of stronger global ESG regulations.
- I'll begin with sustainability disclosure. While SSBJ and CSRD are slated to become mandatory in fiscal 2027, we initiated SSBJ-aligned disclosure in fiscal 2025, mainly for our Securities Report and Sustainability Report.
- Here, we present our key disclosure tools. These are the Securities Report, the Integrated Report, the Sustainability Report, and the ESG Data Book. In the Securities Report, we bolstered disclosure of Board of Directors effectiveness assessments and oversight functions. We enhanced disclosure about our human capital strategy in the Integrated Report and newly disclosed human rights information in the Sustainability Report. A key point is that our reporting presents specific examples of customer requirements and contributions.
- The ESG Data Book compiles our data, and we have expanded third-party assurance for social data.

# 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	
<p>(1) 【サステナビリティに関する考え及び方針】※ - 22頁</p> <p>(2) 【サステナビリティに関する考え及び方針】※ - 22頁</p> <p>(3) 【サステナビリティに関する考え及び方針】※ - 22頁</p> <p>(4) 【サステナビリティに関する考え及び方針】※ - 22頁</p>	
株式会社リコー (2/2) 有価証券報告書 (2025年3月期) P29-30	
<p>(1) 【サステナビリティに関する考え及び方針】※ - 22頁</p> <p>(2) 【サステナビリティに関する考え及び方針】※ - 22頁</p> <p>(3) 【サステナビリティに関する考え及び方針】※ - 22頁</p> <p>(4) 【サステナビリティに関する考え及び方針】※ - 22頁</p>	

## 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

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- The Securities Report for the fiscal year ended March 2025 was commended particularly for bolstering information on board oversight and decarbonization efforts. It went beyond just stating reduction targets to present a decarbonization roadmap. A Financial Services Agency study group gathering in fiscal 2025 cited this report as an exemplary approach.

# 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

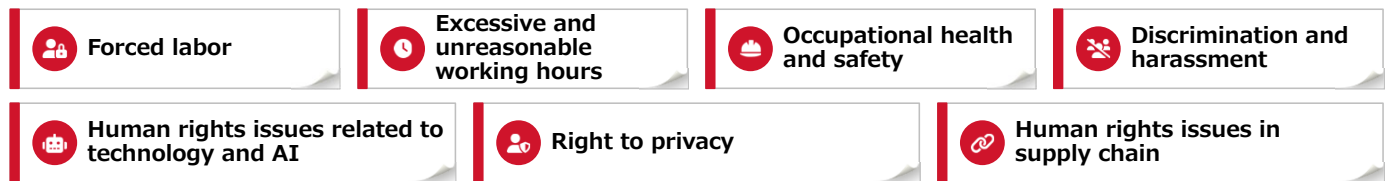
 <b>Global rollouts</b>	 <b>Ongoing improvements</b>	 <b>Grievance mechanism establishment</b>
<p><b>Distributing human rights self-assessment questionnaire</b></p> <ul style="list-style-type: none"> <li>• Started with plants and expanded to sales sites</li> <li>• Conducting these surveys annually</li> </ul> <p><b>Assigning human rights key persons</b></p> <ul style="list-style-type: none"> <li>• Appointed at each Group company</li> <li>• Each company constantly improving practices</li> </ul> <p><b>Ricoh Group Supplier and Partner Code of Conduct and self-assessment questionnaire distribution</b></p> <ul style="list-style-type: none"> <li>• Having suppliers sign code</li> <li>• Asking them to complete questionnaire</li> </ul>	<p><b>Issuing and improving Group guidelines</b></p> <ul style="list-style-type: none"> <li>• Issued Ricoh Group's Guide to Respecting Human Rights</li> <li>• Clarifying requirements and encouraging improvements</li> </ul> <p><b>Conducting assessments using Corporate Human Rights Benchmark methodology</b></p> <ul style="list-style-type: none"> <li>• Use methodology to identify improvement areas</li> <li>• Have third-party organizations verify improvement results</li> </ul> <p><b>Improving practices based on supplier and partner self-assessment questionnaires</b></p> <ul style="list-style-type: none"> <li>• Eliminate high-risk suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Established <b>supplier hotline</b> in 2020</li> <li>• From 2025, <b>handling external stakeholder grievances through Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) and Responsible business conduct hotline</b> in 23 languages</li> </ul> <div data-bbox="1069 660 1468 750">  Share a concern online            Share a concern by phone         </div>

- In human rights, our second key area, we rolled out our self-assessment questionnaire program beyond production sites to include suppliers and partners while encouraging them to sign the Ricoh Group Supplier and Partner Code of Conduct. We issued group guidelines, assigned human rights key persons for sites and regions, and pursued constant improvements. A key feature of our efforts is that we undertook ongoing human rights due diligence using Corporate Human Rights Benchmark methodology to identify improvement areas. We also broadened human rights due diligence improvement efforts to include suppliers and partners.
- Enhancing grievance mechanisms is today a societal imperative. We augmented our existing programs by establishing a supplier hotline, joining the Japan Center for Engagement and Remedy on Business and Human Rights, and setting up an internal responsible business conduct hotline that handles 23 languages.



## 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



### Specific responses and improvements

- |  |   |
|--|---|
|  <b>Reimbursing recruitment fees</b> <ul style="list-style-type: none"> <li>• In 2020, we learned that staffing agencies had charged recruitment fees to workers joining a Group production company in China</li> <li>• We reimbursed affected workers</li> <li>• We banned recruitment fees</li> </ul> |  <b>Eliminating disciplinary pay cuts</b> <ul style="list-style-type: none"> <li>• We concluded that disciplinary pay cuts could constitute forced labor</li> <li>• In 2023, we decided to abolish this practice</li> <li>• By 2024, we had eliminated disciplinary pay cuts at major Group companies in Japan and overseas</li> </ul> |
|--|---|

- Here are specific examples of improvements. Our human rights self-assessment questionnaire identifies seven key human rights issues. We present two specific responses and improvements here.
- One was that we learned that staffing agencies had charged recruitment fees to workers joining a Group production company in China. We reimbursed the affected workers for what we deemed a human rights violation.
- Second, we determined that disciplinary pay cuts, which are quite common in Japan, could constitute forced labor under global standards and do not align with human rights guidelines. We thus decided to abolish this practice in fiscal 2023 and eliminated it at major Group companies in Japan and overseas by fiscal 2024.

# 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
<b>Prosperity</b> Economic sustainability	<b>Pricing</b>
<b>Planet</b> Environmental sustainability	<b>Additionality</b>
	<b>Renewable energy</b>
	<b>Proximity</b>
	<b>Power mix</b>
	<b>Retail electricity supplier assessments</b>
	<b>Power producer ratings</b>
<b>People</b> Social sustainability	<b>Local investment ratios</b>
	<b>Other local contributions</b>

## [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



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- Here are two examples of environmental action. The first is that while environmental damage from installing solar panels has recently become an issue, we began focusing in fiscal 2021 on not just increasing renewables usage but also on the quality of that energy. We maintain a comprehensive renewable electricity assessment system based on the nine elements of our Three Ps Balance (Prosperity, Planet, People).
- In May 2025, we concluded a power purchase agreement with an agrivoltaics offsite solar sharing facility in Fukushima that repurposes abandoned farmland in the area, framed in red in the image below. We plan to partner with a local farmer to raise cattle on the site. This initiative also aims to help create local agricultural jobs.
- We focus not just on lifting our renewables ratio but also on visiting sites in person to observe operations and ensure that they meet standards.

## 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

- A second example of environmental action relates to our long commitment to manufacturing based on our Comet Circle concept and a circular economy. We are stepping up our efforts in this regard. This remanufactured MFP, which we rolled out in January 2025, features an average parts reuse rate of 86% and a carbon footprint that is 59% smaller than that of new models.
- It is also the first remanufactured MFP to support RICOH Always Current Technology, which allows customers to install the latest software and security updates without replacing machines. By eliminating the barrier between new and remanufactured machines, we launched this circular economy model to accelerate the shift from a linear to a circular economy.

## **Alignment Outcomes: Serving and Engaging Customers**



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- We are now aligning ESG with business growth by pushing forward with ESG initiatives that drive us in that direction.
- Next up, ESG Strategy Division and ESG Center General Manager Satoshi Abe will present specific customer requirements and how we address them.

### **Satoshi Abe** **General Manager, ESG Center, ESG Strategy Division**

- We have progressed with a range of initiatives ahead of regulatory and standards mandates. I will now explain how these link to how customers view these efforts and contribute to our performance.

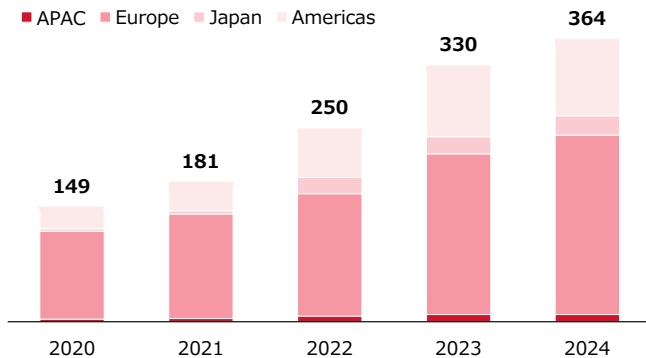
# Customers Requesting ESG Information

- 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

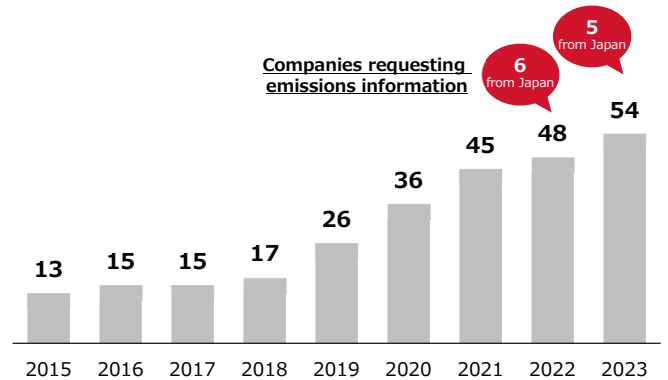
- By 2024, **number of disclosure requests** was about 2.5-fold higher than in 2020
- **More than 60% of all requests now come from European companies**

■ 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**

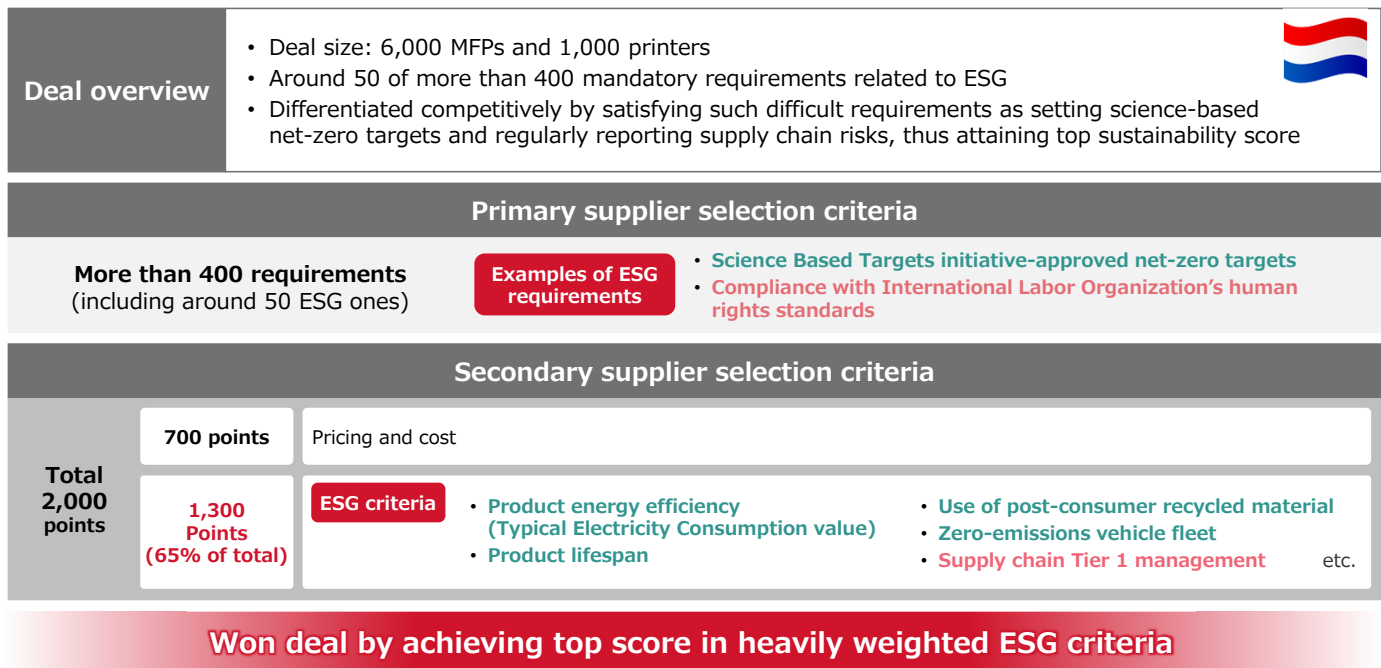


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- I will start by overviewing customer ESG requirements. The graph on the left shows cumulative customer disclosure request trends regarding scores from EcoVadis, a French ESG rating agency.
- In 2024, the number of requests was 2.5-fold higher than in 2020, with many customers seeking disclosure about the standards of our ESG initiatives. This reflects a growing demand to verify corporate ESG commitment levels when doing business. This demand is increasing year by year.
- The graph on the right shows a steadily rising number of carbon emissions disclosure requests through CDP, which assesses climate change initiatives. We receive customer requests for such disclosure when doing business with them.
- Sales to customers making these requests total tens of billions of yen, making it a significant factor in transactions with a considerable number of customers.






- I'll now present some specific business cases.
- The first is a public tender deal that we recently secured in the Netherlands. The deal encompasses 6,000 MFPs and 1,000 printers, all replacing equipment from other manufacturers.
- What makes this deal particularly distinctive is that 50 out of more than 400 mandatory requirements from the customer related to ESG. Some of those 50 requirements were especially challenging from corporate perspectives.
- For example, we had to meet very stringent Science Based Targets initiative-approved net-zero targets and report regularly on supply chain risks.
- Secondary selection followed an initial screening based on primary selection criteria. In that secondary stage, ESG items accounted for 1,300 of a total 2,000 points, of 65% of the overall score.
- Ricoh secured the most sustainability points of all five prospective vendors during the secondary selection and won the order.

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)

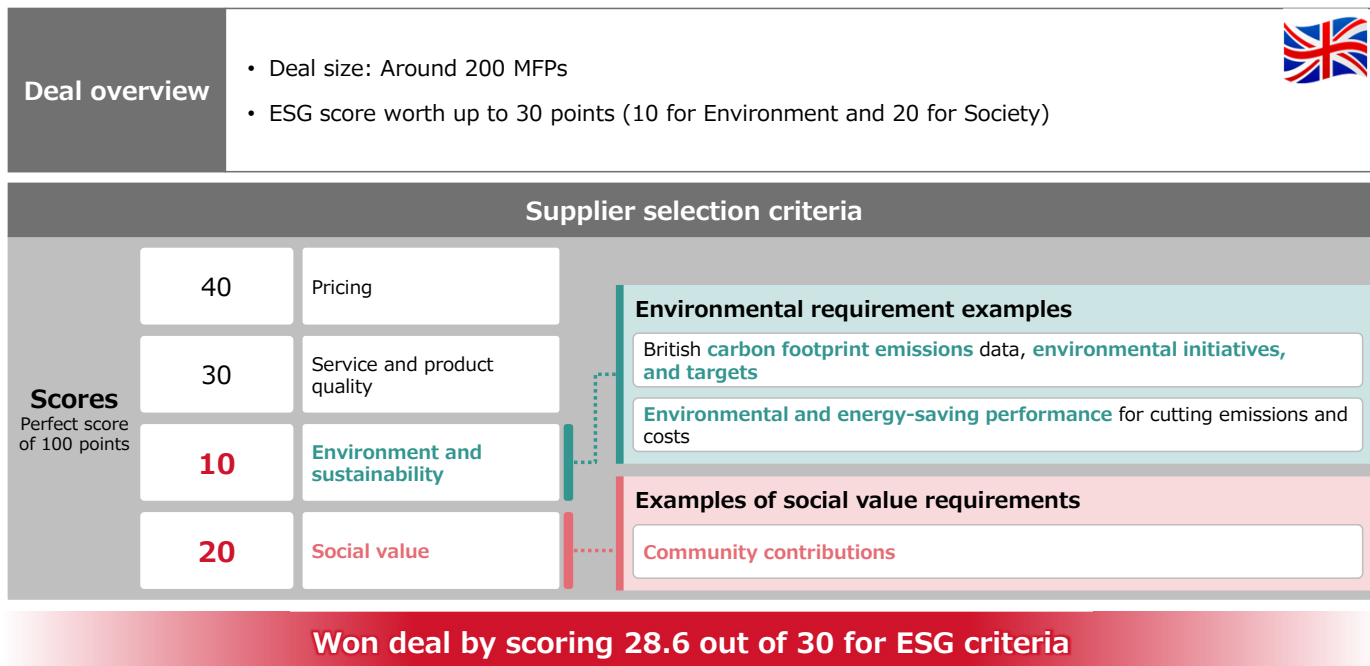
+

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

- The next example was a deal for the Netherlands Chamber of Commerce. This covered 100 MFPs plus print solutions. The environment represented 20 of 100 maximum points in the supplier selection criteria.
- One distinctive feature of this deal was that it mandated the winner to contribute to society by allocating part of the contract value to employment support for socially disadvantaged people. So, there was a social requirement for this deal as well as superior environmental product performance and collection and recycling systems. This was quite new for Ricoh.
- The chamber was happy with our previous initiatives in the Netherlands, and we are collaborating with it and the community to engage in integrated social contribution activities in the region.
- The chamber also gave us high marks for proposals combining the energy-saving performance of our MFPs with carbon offsets.



- Here, we highlight a public tender in the United Kingdom for around 200 MFPs. We scored an excellent 28.6 out of 30 points for a combination of Environment and Society categories.
- For this deal, 20 points went to the Society category in addition to assessments for our carbon footprint emissions data and energy-saving performance. The customer assessed social contribution initiatives in its community and rated the efforts of our British subsidiary very highly.

- 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		Major financial institution	
Deal overview	<ul style="list-style-type: none"> <li>• Offering: Global Managed Print Services (for 6,200 units)</li> <li>• Must meet environmental requirements</li> </ul>	Deal overview	<ul style="list-style-type: none"> <li>• Offerings: Global Managed Print Services (for 1,000 units)</li> <li>• Must meet social requirements</li> </ul>
	<div>Supplier ESG selection criteria</div> <div>ESG criteria</div> <ul style="list-style-type: none"> <li>• Environmental policy</li> <li>• Environmental certifications and external ratings</li> <li>• Decarbonization initiatives</li> <li>• Toner collection and recycling service</li> <li>• Packaging materials</li> <li>• Compliance with ENERGY STAR program, the Restriction of Hazardous Substances Directive, and Electronic Product Environmental Assessment Tool label</li> <li>• Carbon footprint data</li> </ul>		<div>Supplier ESG selection criteria</div> <div>ESG criteria</div> <ul style="list-style-type: none"> <li>• Environmental policy</li> <li>• Decarbonization goals</li> <li>• Code of conduct (including conflict of interest policy)</li> <li>• Vendor risk management policy</li> <li>• Diversity and inclusion initiatives</li> <li>• Human rights policy</li> </ul>

- Turning to the United States, ESG requirements from corporate customers continue to this day.
- Here, we show two Global Managed Print Services deals for a global healthcare company and a major financial institution. The healthcare company deal covered 6,200 units. The company chose us because we met diverse environmental requirements.
- The financial institution required us to meet social criteria as well as environmental ones. ESG standards were a prerequisite to bid. This deal shows that ESG is vital not only in the hardware business, but also in digital services.

## Examples of ESG-related inquiries from Ricoh Japan Customers

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



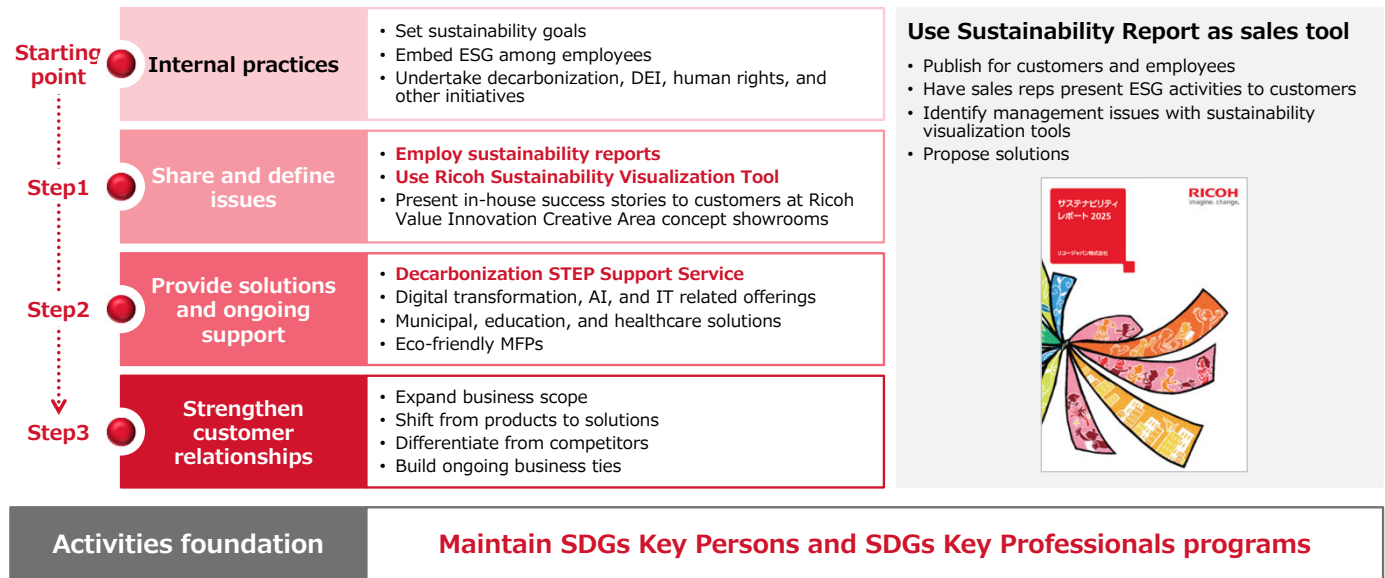
**Tap Ricoh Group initiatives and practices to resolve issues  
and create business opportunities**

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- I'll now turn to Japan. The situation here differs somewhat from those in Europe and the United States, for which we presented various ESG standard requirements in large deals. There are not that many domestic deals that become explicitly impossible without meeting ESG requirements.
- In fact, Ricoh Japan gets a lot of inquiries from small and medium-sized enterprises wanting to engage in ESG or receiving requests from customers but being unsure where to start or deciding to decarbonize but not knowing how to progress.

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



- Ricoh Japan has initiated efforts to help them to tackle their management and ESG challenges and expand their businesses. We link these efforts to customer development and support centered on SDGs and ESG.
- Customer development and support follow four steps. First, Ricoh Japan puts ESG into practice internally. It then consolidates results into reports and discloses them. It shares these disclosures with customers and helps them to address their challenges. This approach strengthens customer relationships, supports a shift from products to solutions, and helps drive domestic sales.
- These activities rest on programs for SDGs Key Persons and SDGs Key Professionals.

- 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 departments 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

- We have certified about 640 SDGs Key Persons across 49 offices and departments in Japan. They receive customer inquiries, route them to the right departments, and serve as the entry point for hands-on customer support.
- SDGs Key Professionals have deeper expertise and can support customers directly. There are 25 nationwide. Together, Key Persons and Professionals organize customer issues, provide ongoing support, and propose assistance that Ricoh can offer. We have teams across Japan that work closely with customers on their management challenges.

- 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

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

**Ricoh Japan**  
also increasingly selected for ICT-related deals

- Network Storage
- 360 Web conferencing microphone speaker
- Workplace-related
- PC+ M365
- Digital signage

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

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

- I'll now share some examples of customer development and hands-on support.
- Here's one for Fuso Machine Works, an automotive parts manufacturer and a customer for Ricoh Japan's Mie Office. Automotive manufacturers are rolling out SDGs initiatives across their supply chains, and Fuso Machine Works was asked to take part.
- It told Ricoh Japan that it was unsure what to do. Ricoh Japan assisted with SDGs/ESG compliance. Support extended from proposing MFPs bundled with carbon offset services to offering other ICT solutions. This is a prime example of growing our business while helping a customer address its ESG management challenges. For details, see page 58 of our Integrated Report 2025.



- 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.

**Marugo Rubber Industries deployed the RICOH EH sensor for its new business venture**

Marugo Rubber Industries subsidiary FIVOR incorporated the RICOH EH CO<sub>2</sub> 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

**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.**

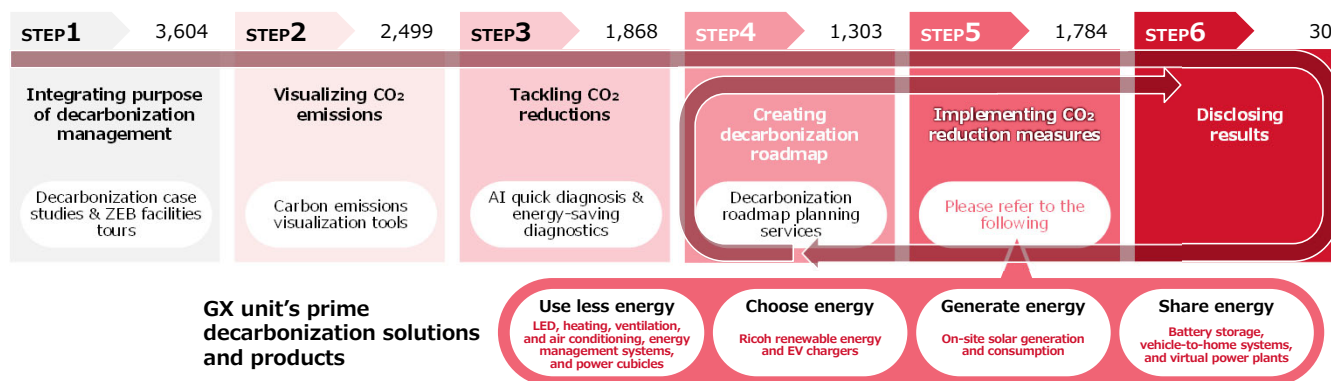
**Masayuki Nakano**  
Director of Marugo Rubber Industries subsidiary FIVOR

- Next is an example from our Okayama Office. It runs an SDGs forum that brings together local companies interested in SDGs/ESG.
- We encountered Marugo Rubber Industries through that forum. For its new business venture, we supplied an environmental sensor and work-support cameras to streamline its production line. As we helped the company tackle SDGs/ESG challenges, the business expanded steadily.

- 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 is one of the most common topics customers consult us about. To translate those consultations into concrete proposals, Ricoh Japan's GX unit offers the Decarbonization Step Support Service as a framework for structuring solutions.
- The service supports businesses through six steps. These are to integrate the purpose of decarbonization management, visualize CO<sub>2</sub> emissions, tackle CO<sub>2</sub> reductions, create a decarbonization roadmap, implement CO<sub>2</sub> reduction measures, and disclose results.
- The figures beside Steps 1 through 6 indicate the number of business sites we supported as of the end of September this year. For Step 5, for example, which includes providing products and solutions, we assist almost 2,000 sites.



- 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

\*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.

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## 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



- Here are two decarbonization management support success stories. As well as assisting individual customers, we collaborate with partners, municipalities, and regional financial institutions to accelerate local decarbonization.
- In Tokyo, we partnered with Asuene to help 300 small and medium-sized businesses decarbonize.
- In Akashi in Hyogo Prefecture, we are assisting decarbonization management for local businesses through that city's program to step up efforts in that field.
- Also, we signed agreements with 159 regional banks, credit unions, and other financial institutions nationwide. We are drawing on this collaborative framework to expand our decarbonization services.

## **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



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## 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



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## Mikako Suzuki

### Corporate Officer in charge of ESG and Risk Management

- In this section, I'll introduce three new businesses that resolve social issues.
- The first is perovskite solar cells, which harness our photoreceptor, inkjet head, and printing system technologies. We are running demonstration trials with the Tokyo Metropolitan Government and Ota Ward and are moving toward practical use. The New Energy and Industrial Technology Development Organization selected us for its Green Innovation Fund, through which we are accelerating validation and commercialization trials with Daiwa House Industry and NTT Anode Energy to bring this technology to market.
- The second business is an AI engine that detects lithium-ion batteries in waste. Using PFU's scanning technology, this engine achieves high detection rates and improves recognition accuracy through AI learning. It helps prevent fires and other harms from improperly discarded batteries. IHI adopted the engine for its lithium-ion battery inspection and measurement detection system.
- The third business is automobile painting. Conventional processes use a lot of paint and energy for drying. Our approach uses an inkjet method to spray high-viscosity, large-particle paint onto vehicle bodies from 360 degrees. This reduces paint waste and cuts energy use. We plan to scale our technology further.

## Next Steps for Our ESG Strategy





- Finally, I'll discuss next steps for our ESG strategy.
- Today, we shared several examples of how ESG contributes to business growth. We will accelerate these contributions and expand successful domestic models overseas.
- To strengthen ESG management to support growth, we will respond to rising social expectations, including human rights, disclosure requirements, and governance.
- ESG also requires both action and clear communication. We will strengthen disclosure and continue to embed ESG across our global workforce through ongoing education.
- We have positioned ESG as a core growth strategy. We will sustainably improve corporate value by deepening its integration.

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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.



