

Value Creation Process

By 2025, Ricoh aims to become a digital services company that connects workplaces and supports the creativity of workers. We are broadening our value proposition by increasing customer value and expanding the scope of workplaces.

External environment

Changing work practices and lifestyles

Accelerating digitalization

Increasing inequality

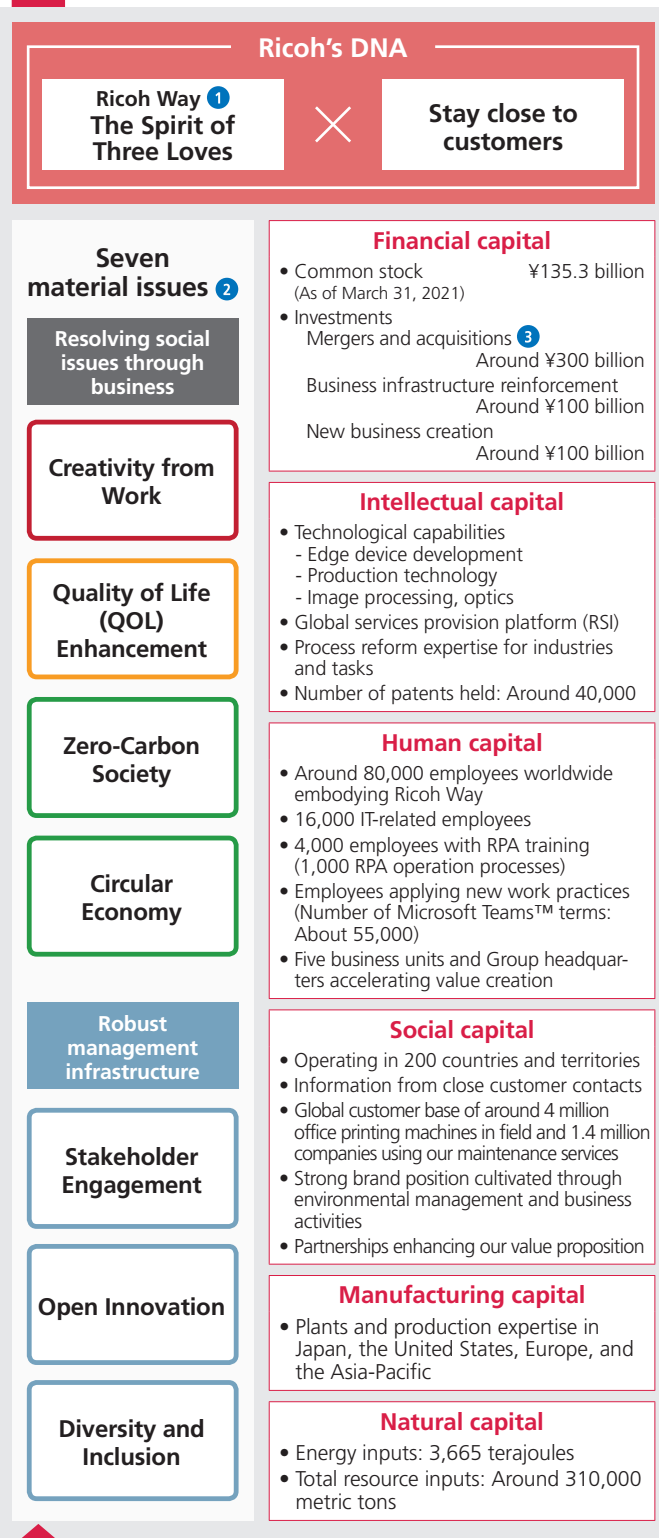
Transitioning to carbon-neutral society

Shifting to circular economy

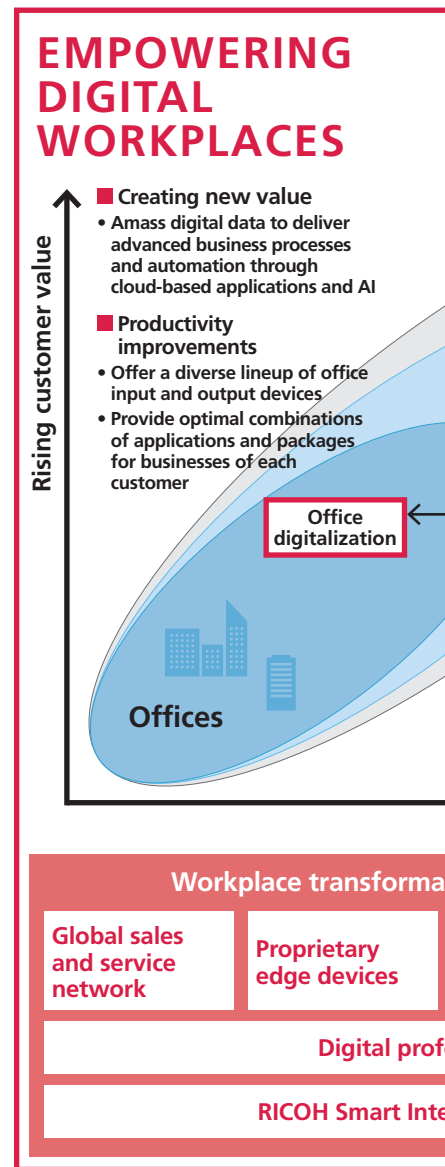
Human rights issues and supply chain management demands

Stepping up ESG investments

Input



Value Creation Process



*1. Global services provision platform

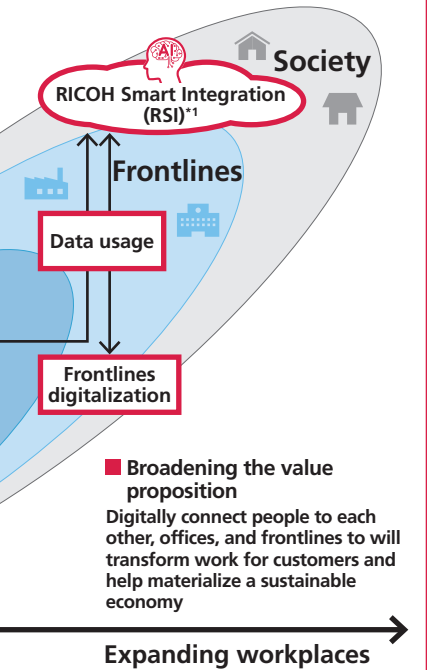


¹ Ricoh Way P. 1 ² Materiality and ESG Targets P. 15-16 ³ Strengthening of capital policy P. 39 ⁴ Human resources P. 33 ⁵ Our digital strategy for becoming a digital services company P. 35-36 ⁶ Corporate governance structure P. 59-68

Creating digital processes at offices and workplaces will connect them and transform entire workflows to enhance customer productivity. We will leverage data to drive operational advances and automation and help create new value that exceeds customer expectations by analyzing data.

through Digital Services

Leverage the power of people and digital technology to transform work for customers by connecting workers and workplaces



Drivers (strengths)

- Internal deployments and success stories
- Collaborating with partners
- Professionals 4
- Integration (RSI)**1 5

Transforming business structure by optimally allocating operational resources to enhance corporate value

- Technology and digital property
- ESG strategy
- Operational excellence strategy
- Governance 9

Output

Companywide management targets for 2025

Financial targets 10

- Financial capital 11**
- Return on equity (ROE)
 - Operating profit
 - Extensive growth investments
 - Shareholder returns
 - Return on invested capital (ROIC)

Future financial (ESG) targets 2

- Creativity from Work**
- Top score rate in customer surveys
 - Fulfilling value proposition for customers
 - Digital specialist development

- QOL Enhancement**
- Number of people to whom we contribute by improving social infrastructure

- Zero-Carbon Society**
- Greenhouse gas (GHG) emissions reduction rate for scope 1 and 2
 - GHG emissions reduction rate for scope 3
 - Renewable energy usage ratio

- Circular Economy**
- Virgin material usage ratio

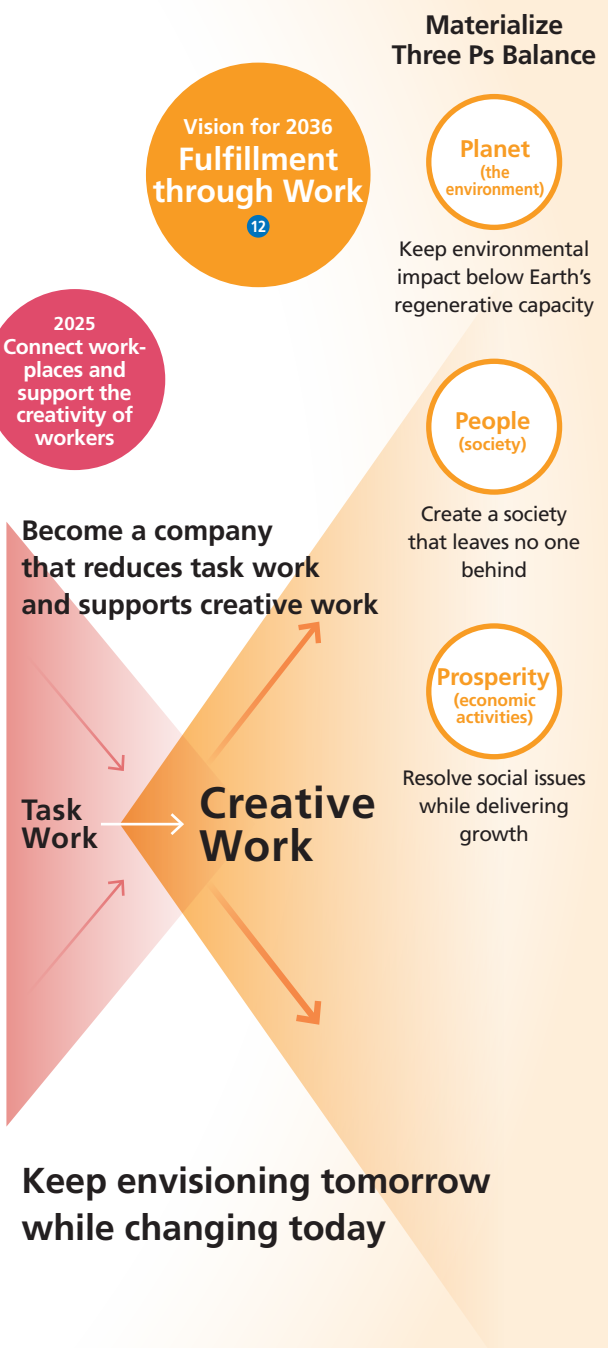
- Stakeholder Engagement***
- Production sites with RBA certification
 - Suppliers signing Ricoh Group Supplier Code of Conduct
 - International security standard
 - Evaluation scores from each partner
 - Attain top levels for primary ESG external evaluations
 - Selected as Digital Transformation stock by Ministry of Economy, Trade and Industry

- Open Innovation***
- Increase rate of patent ETR score

- Diversity and Inclusion***
- Ricoh Family Group engagement score
 - Woman manager ratio

*2022 targets

Outcome



The Ricoh Group will continue operating to help to materialize a sustainable economy in which the three Ps (Planet, People, and Prosperity) for the environment, society, and the economic activities are balanced.

5 Digital infrastructure technologies supporting co-creation platforms P. 36 6 Business portfolio management P. 24 7 Human resources strategy for becoming a digital services company P. 33-34 10 20th Mid-Term Management Plan P. 22 11 Growth investments approach and shareholder returns policy P. 39 12 Vision for 2036: Fulfillment through Work P. 2

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