

Updated Information

The information below is subsequent to the publication of the Ricoh Group Integrated Report.

Updated on December 24, 2021

Ricoh included in Dow Jones Sustainability World Index for two consecutive years

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

U.S. firm S&P Dow Jones Indices compiles the Dow Jones Sustainability World Index (DJSI World), which assesses corporate sustainability from economic, environmental, and social perspectives. In 2021, the firm surveyed around 3,500 companies worldwide, selecting 322 for DJSI World. Ricoh was among 35 Japanese entities chosen.

As of November 12, 2021, Ricoh achieved the

highest score among 34 companies in the Computers & Peripherals and Office Electronics industry. It also scored top in 10 categories. These were Risk & Crisis Management, Supply Chain Management, Innovation Management, Environmental Reporting, Product Stewardship, Climate Strategy, Social Reporting, Talent Attraction & Retention, Corporate Citizenship and Social Contribution, and Living Wage.

Ricoh receives top-ranking five stars for third consecutive year in Nikkei SDGs Management Survey

**NIKKEI
SDGs**
Management Survey 2021
★★★★★

Nikkei Inc. sponsors the Nikkei SDGs Management Survey of corporate efforts to help resolve social, economic, and environmental issues by linking Sustainable Development Goals (SDGs) to their operations, thereby boosting corporate value. The survey covers SDGs strategy and economic value, social value, environmental value, and governance, producing 20 benchmarks based on questionnaires to companies, public data, and

other information sources to comprehensively evaluate corporate SDGs management. The 2021 survey covered 846 listed and privately held companies in Japan, with eight of them receiving the top-ranking five stars.

Ricoh received the Environmental Value Award in the debut survey in 2019 and the Grand Prize in 2020. It received five stars (for standard scores of at least 70) for the third consecutive year in 2021.

Ricoh has retained its Prime status in Institutional Shareholder Services ESG Corporate Rating

Corporate ESG
Performance
RATED BY
ISS ESG
Prime

Ricoh has retained its Prime status in the ESG Corporate Rating of Institutional Shareholder Services ESG, an investment solutions business unit of top proxy advisory firm Institutional Shareholder Services Inc. of the United States.

ISS ESG Corporate Rating analyzes more than 8,000 companies from environmental, social, and governance

perspectives, assigning Prime status to entities obtaining outstanding score in their industries.

Ricoh was in the top 10% in the Electronic Devices & Appliances industry (as of November 14, 2021) due to its highly recognized initiatives in decarbonization, resource conservation, human rights, and health and safety.

Ricoh stays on CDP A List for climate change leadership

CDP
DISCLOSURE INSIGHT ACTION
A LIST
2021
CLIMATE

Ricoh has remained on the A List of CDP*, a non-profit organization that maintains a global disclosure system for environmental impacts.

The A List is for companies delivering excellence in their climate change initiatives and strategies. CDP evaluated nearly 12,000 companies worldwide in 2021. Its A List for the year includes 200 companies, of which 55, Ricoh among them, are Japanese.

In March 2020, Ricoh reviewed its environmental goals in view of growing public concerns everywhere

about climate change. It decided to cut its greenhouse gas emissions by 63% from the 2015 level by 2030, more than double the earlier reduction target of 30%. The new goal meets Science Based Targets initiative criteria for helping limit the rise in global temperature to 1.5°C above pre-industrial levels. Ricoh committed to the recommendations of the Task Force on Climate-Related Financial Disclosures in 2018, and strives to enhance disclosure based on that entity's framework.

* CDP is a global non-profit that runs the world's environmental disclosure system for companies, cities, states and regions. Founded in 2000 and working with more than 590 investors with over \$110 trillion in assets and 200 major entities with \$5.5 trillion in purchasing power, CDP pioneered using capital markets and corporate procurement to motivate companies to disclose their environmental impacts, and to reduce greenhouse gas emissions, safeguard water resources and protect forests. Over 14,000 organizations around the world disclosed data through CDP in 2021, including more than 13,000 companies worth over 64% of global market capitalization, and over 1,100 cities, states and regions. Fully aligned with the Task Force on Climate-Related Financial Disclosures, CDP holds the largest environmental database in the world. CDP scores are widely used to drive investment and procurement decisions towards a zero carbon, sustainable and resilient economy. CDP is a founding member of the Science Based Targets initiative, We Mean Business Coalition, The Investor Agenda and the Net Zero Asset Managers initiative.

Updated Information

The information below is subsequent to the publication of the Ricoh Group Integrated Report.

Updated on March 31, 2022

Below is an overview of progress update on the 20th Mid-Term Management Plan ①, which Ricoh presented on March 3, 2022.

Progress under 20th Mid-Term Management Plan

The impacts of COVID-19 have lasted longer than expected, such as tighter supplies of semiconductors, causing sales opportunity losses from stagnant production activities and parts shortages, as well as higher logistics costs. At the same time, coexisting with the coronavirus has become the norm, through accelerated efforts to digitalize processes across a range of fields and embracing new work practices. Given the circumstances, Ricoh aims to materialize its vision for 2036: Fulfillment through Work by becoming a digital services company that connects workplaces and fosters worker

creativity. Key measures and reforms have included adopting a business unit structure, deploying business portfolio management, expanding office digital services and reinforcing its structure, digitalizing frontlines, strengthening our business foundations (transforming human capital and reforming organizational infrastructure), implementing a capital policy, and driving sustainability management. Through such measures, we will continue to steadily transform into a digital services company while striving to achieve our 20th Mid-Term Management Plan goals.

20th MTP Policy
1

Enhance business competitiveness

Business units have embraced the authority that the global headquarters delegated by making progress in autonomous operation, and will continue to leverage PDCA cycles to tackle their challenges.

Progress in adopting business unit structure

Achievements: Business units tackled challenges stemming from the COVID-19 pandemic, and are overcoming the crisis

Challenges: Reinforcing integrated business unit structures and overhauling headquarters functions through ongoing drive to resolve challenges through PDCA activities

Billions of yen Figures in parentheses indicate year-on-year changes.		Sales FY2021 forecasts	Operating profit FY2021 forecasts	Key achievements during year to date
RDS	RICOH Digital Services	1,542 (+165.4)	34.0 (+36.6)	<ul style="list-style-type: none"> Expanded Scrum Asset sales in Japan and bolstered capabilities through acquisitions and personnel shifts in Europe Enhanced global software portfolio and increased sales expansion
RDP	RICOH Digital Products	378 (+20.9)	42.0 (+25.6)	<ul style="list-style-type: none"> Cultivated operational excellence amid challenges, such as by reinforcing manufacturing structure and reducing costs Pursued collaboration within the industry, such as by jointly developing modules and parts
RGC	RICOH Graphic Communications	196 (+36.1)	-3.5 (+43.9)	<ul style="list-style-type: none"> Brought forward structural reforms, particularly in Commercial Printing Capitalized on print demand recovery
RIS	RICOH Industrial Solutions	147 (+31.8)	6.5 (+8.1)	<ul style="list-style-type: none"> Evaluated digital services for Thermal business Accelerated business selection and concentration
RFS	RICOH Futures	-353	-29.0	<ul style="list-style-type: none"> Expanded social infrastructure business by beginning collaboration with local governments Improved prospects for commercializing PLAiR biodegradable plastic
	Others + Eliminations and Corporate			
Group headquarters				<ul style="list-style-type: none"> Began business portfolio management Transformed human capital to become job- and digitally-based, switched to cloud computing for IT infrastructure and overhauled R&D
Total		1,910 (+228)	50.0 (+95.4)	

① For more information, refer to the following pages: ① Medium- to Long-Term Outlook and the 20th Mid-Term Management Plan: Ricoh Lift Off P. 21-22

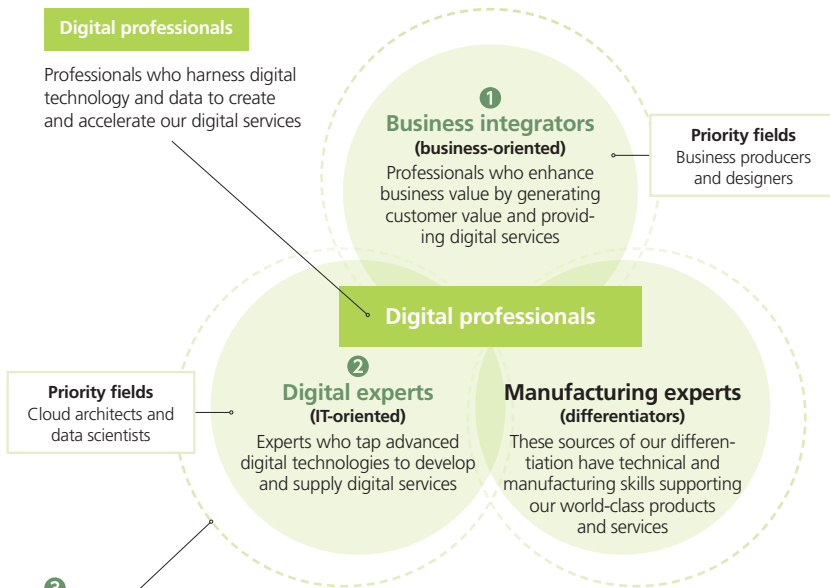
Strengthen management underpinnings

In transforming into a digital services company, we are developing and securing technology and data experts to create and accelerate digital services.

Progress in cultivating digital experts

Digital professionals

Professionals who harness digital technology and data to create and accelerate our digital services



- 3 Process digitalization professionals**
Professionals who fully understand business processes and identify the best solutions based on analysis of facts and data
- Business analysts: serve as business hubs, spearheading projects and themes
 - Citizen developers: drive the creation of digital transformation-based solutions

KPIs under 20th Mid-Term Management Plan for digital professionals and FY2021 progress

- Skillset shift from field technicians to system engineers (mainly in Europe)
- In April 2022, to launch Ricoh Digital Academy platform to accelerate training (Japan)
- In April 2022, to launch Ricoh-style job-based system

1 Business integrators Business producers/business designers

MTP target: Analysis of companywide digital transformation aptitude survey identified **around 3,200 prospective business producers**

Appoint 100 people

2 Digital experts Number of digital experts (certified IPA ITSS level 3 or higher)

MTP target: **2,189 people** (+50% vs FY2020)

FY2021: **1,878 people**
Ahead of schedule

3 Process digitalization professionals Cultivating process digitalization professionals

MTP target: **300 people** rating silver or higher in in-house certification program

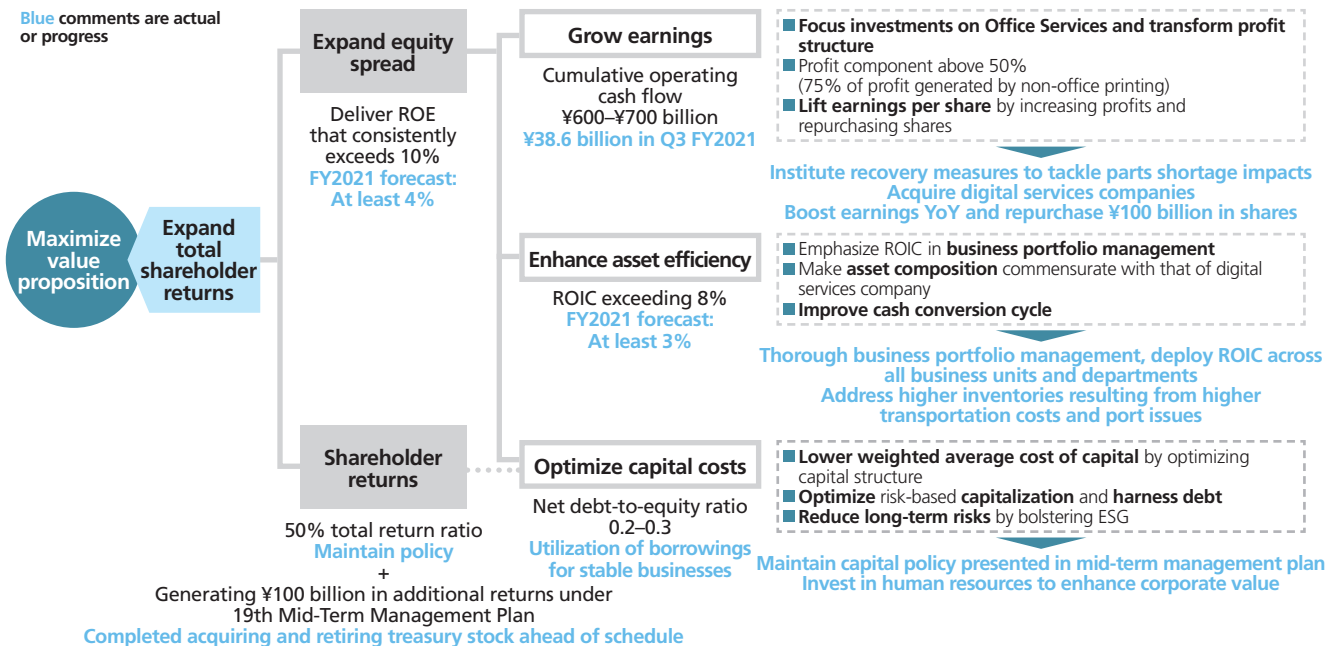
Completed program launch, **projecting 170** rated silver or higher
Ahead of schedule

Improve capital returns

While tackling a changing business environment resulting from a range of factors, we are enhancing asset efficiency by deploying return on invested capital goals in each business unit and optimizing capital costs through acquisitions and portfolio replacements.

Progress in enhancing asset efficiency and optimizing capital costs

Blue comments are actual or progress



Note: Figures other than shareholder returns are targets for fiscal 2025

WEB Refer to our website:

Visit the site on the right for details of the 20th Mid-Term Management Plan progress update that Ricoh announced on March 3, 2022.

Progress Update on the 20th Mid-Term Management Plan
https://www.ricoh.com/IR/events/investors_meeting

