

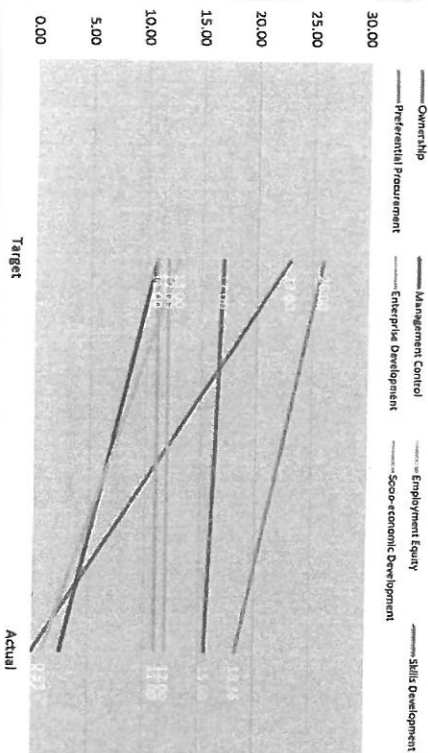


Ricoh SA (Pty) Ltd

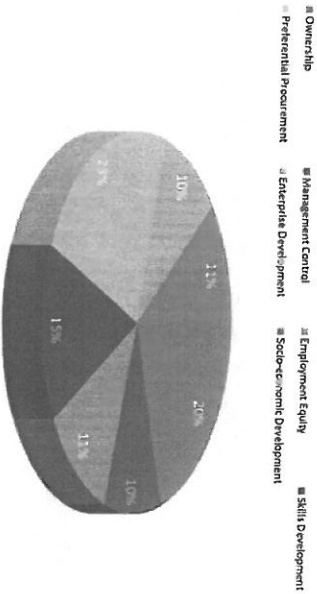
FINAL

Overall Scorecard

DII Generic Scorecard (Inc Bonus Points) vs Actual Score



DII Generic Scorecard Contributions



Element	Target	Actual
Ownership	23.00	0.00
Management Control	11.00	2.50
Employment Equity	13.00	0.93
Skills Development	17.00	15.60
Preferential Procurement	26.00	18.36
Enterprise Development	11.00	11.00
Socio-economic Development	12.00	12.00
Totals	107.00	60.39

Element	Points	RPP
Ownership	23.00	N/A
Management Control	11	N/A
Employment Equity	13	N/A
Skills Development	7	R 667 583
Disabled Skills Development	3	R 131 036
Leasingships	7	N/A
Preferential Procurement	12	N/A
PP with QSES/EMES	3	N/A
PP with black owned entities	3	N/A
PP with black woman owned entities	2	N/A
Enterprise Development	11	R 62 241
Socio Economic Development	12	R 17 115
Total	107.00	

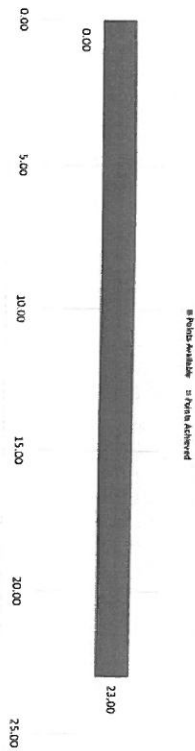
Element	Target	Actual
Ownership	23.00	0.00
Management Control	11.00	2.50
Employment Equity	13.00	0.93
Skills Development	17.00	15.60
Preferential Procurement	26.00	18.36
Enterprise Development	11.00	11.00
Socio-economic Development	12.00	12.00





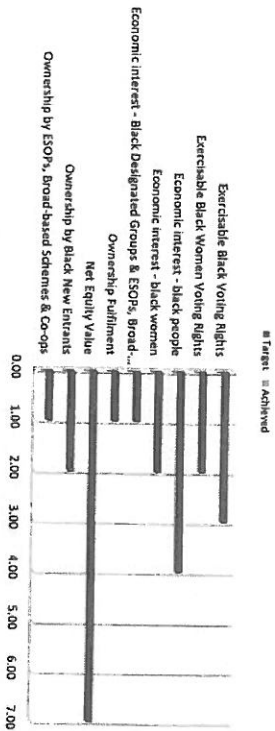
Ownership

Ownership - Overall Points Available vs Achieved



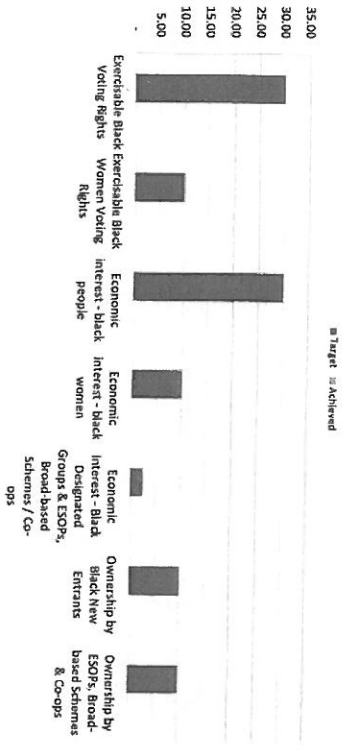
Ownership Points	Points
Points Available	23.00
Points Achieved	0.00

Ownership Points - Target vs Achieved



Criteria	Target	Achieved
Exercisable Black Voting Rights	3.00	0.00
Exercisable Black Women Voting Rights	2.00	0.00
Economic interest - black people	4.00	0.00
Economic interest - black women	2.00	0.00
Economic interest - Black Designated Groups & ESOPs, Broad-based Schemes / Co-ops	1.00	0.00
Ownership Fulfillment	1.00	0.00
Net Equity Value	7.00	0.00
Ownership by Black New Entrants	2.00	0.00
Ownership by ESOPs, Broad-based Schemes & Co-ops	1.00	0.00

Ownership - Target Votes & Shares vs Actual



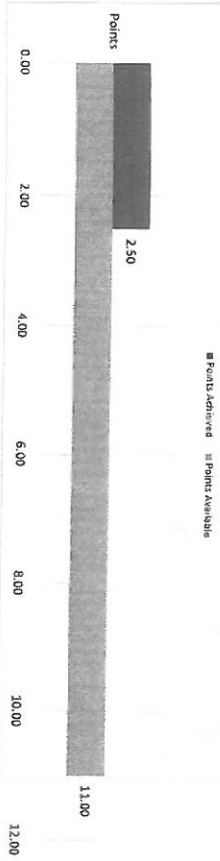
Criteria	Target	Achieved
Exercisable Black Voting Rights	30.00	-
Exercisable Black Women Voting Rights	10.00	-
Economic interest - black people	30.00	-
Economic interest - black women	10.00	-
Economic interest - Black Designated Groups & ESOPs, Broad-based Schemes / Co-ops	2.50	-
Ownership by Black New Entrants	10.00	-
Ownership by ESOPs, Broad-based Schemes & Co-ops	10.00	-





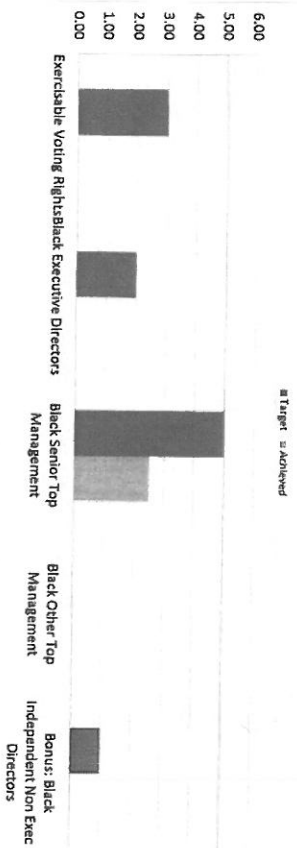
Management Control

Management Control - Overall Points Available vs Achieved



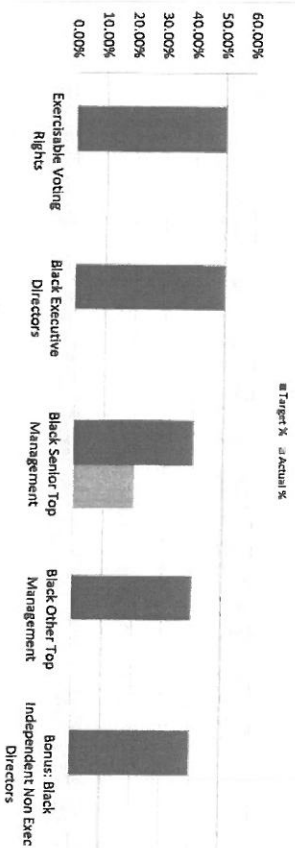
Management Control Points	
Points Available	11.00
Points Achieved	2.50

Management Control - Target Score vs Achieved



Criteria	Target	Achieved
Exercisable Voting Rights	3.00	0.00
Black Executive Directors	2.00	0.00
Black Senior Top Management	5.00	2.50
Black Other Top Management	0.00	0.00
Bonus: Black Independent Non Exec Directors	1.00	0.00

Management Control - Target Percentage vs Actual



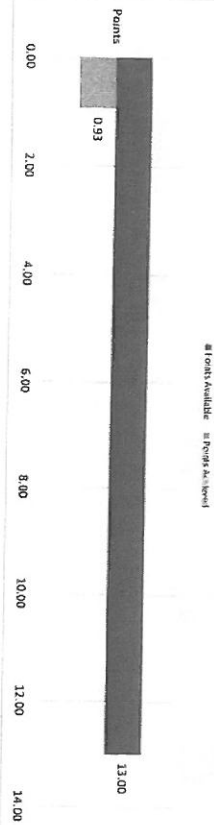
Criteria	Target %	Actual %
Exercisable Voting Rights	50.00%	0.00%
Black Executive Directors	50.00%	0.00%
Black Senior Top Management	40.00%	20.00%
Black Other Top Management	40.00%	0.00%
Bonus: Black Independent Non Exec Directors	40.00%	0.00%



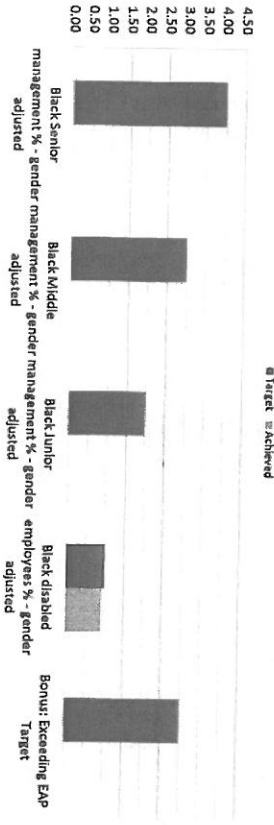


Employment Equity

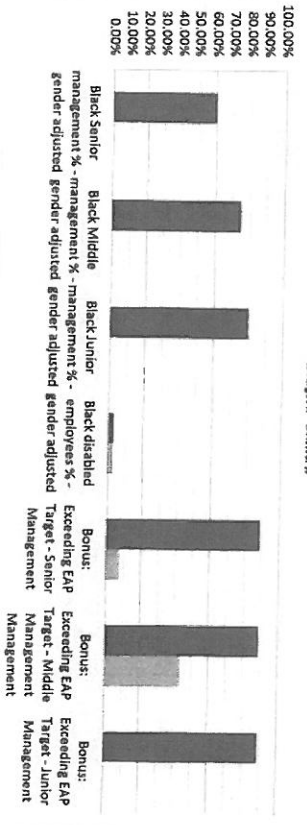
Employment Equity - Overall Points Available vs Achieved



Employment Equity - Target Score vs Achieved



Employment Equity - Target Percentage vs Actual



Employment Equity Points	
Points Available	13.00
Points Achieved	0.93

Criteria	Target	Achieved
Black Senior management % - gender adjusted	4.00	0.00
Black Middle management % - gender adjusted	3.00	0.00
Black Junior management % - gender adjusted	2.00	0.00
Black disabled employees % - gender adjusted	1.00	0.93
Bonus Exceeding EAP Target	3.00	0.00

Criteria	Target %	Actual %
Black Senior management % - gender adjusted	60.00%	0.00%
Black Middle management % - gender adjusted	75.00%	0.00%
Black Junior management % - gender adjusted	80.00%	0.00%
Black disabled employees % - gender adjusted	3.00%	2.79%
Bonus Exceeding EAP Target - Senior Management	88.89%	7.69%
Bonus Exceeding EAP Target - Middle Management	88.89%	43.26%
Bonus Exceeding EAP Target - Junior Management	88.89%	0.00%

