

Ricoh Way is our corporate philosophy and is our essential guide to each daily decision and activity

Founding Principles

The Spirit of Three Loves by Kiyoshi Ichimura, Founder

- “Love your neighbor”**
- “Love your country”**
- “Love your work”**

Mission

We are committed to providing excellence to improve the quality of living and to drive sustainability.

Vision

To be the most trusted global company.

Values

CUSTOMER-CENTRIC

Act from the customer's perspective

PASSION

Approach everything positively and purposefully

GEMBA

Learn and improve from the facts

INNOVATION

Break with the status quo to create value without limits

TEAMWORK

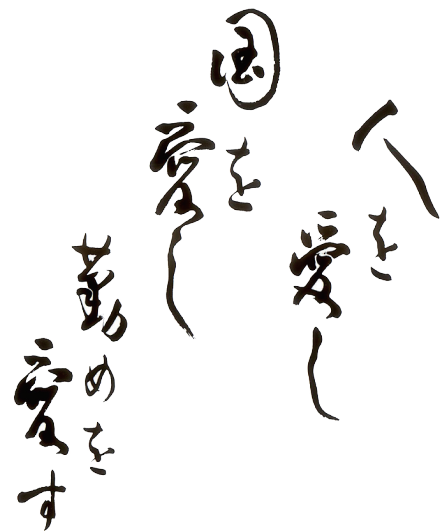
Respect all stakeholders and co-create value

WINNING SPIRIT

Succeed by embracing challenges through courage and agility

ETHICS AND INTEGRITY

Act with honesty and accountability



Kiyoshi Ichimura formulated the Ricoh Group's Founding Principles in 1946. They inform how we do business, encouraging us to constantly improve and contribute to the wellbeing of all stakeholders, including our families, customers, and society at large.



Founder, Kiyoshi Ichimura (1900–1968)

Ricoh founder, Kiyoshi Ichimura, oversaw the business based on the principles of “Love your neighbor, Love your country, Love your work” — The Spirit of Three Loves.

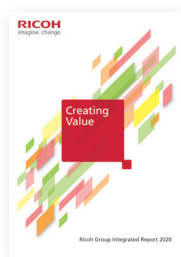
Editorial Policy

We are committed to disclosing timely information so stakeholders can learn about the Ricoh Group.

This Report aims to deepen understanding of the Ricoh Group's long-term efforts to improve corporate value by organizing and succinctly presenting its management policies and financial and ESG information.

This edition focuses on initiatives in fiscal 2020, which we have positioned as a year of emergency response and gearing up. Key focuses are on efforts to tackle a post-pandemic business climate and transform into a digital services company.

We have augmented the Integrated Report with the ESG Data Book and our website to strengthen overall ESG disclosure. We seek to gain stakeholder understanding and support about various aspects of our corporate activities while leveraging feedback to enhance our operations and corporate value. > P.04



Integrated Report

Overviews the Ricoh Group's value creation endeavors



ESG Data Book

Presents key environmental, social, and governance figures



Website

Comprehensively discloses information on investor relations, ESG, technologies, product information, and other business activities

Target readership

Current and future stakeholders of the Ricoh Group

Scope of coverage

Ricoh Company, Ltd. and its consolidated subsidiaries

Reporting period

This report covers fiscal 2019 (April 1, 2019 to March 31, 2020); however, some activities from fiscal 2020 are also included.

Guidelines

The following guidelines have been used for reference to ensure topics are appropriately selected and organized:

- GRI Standards > 1
- The Japanese Ministry of the Environment's Environmental Reporting Guidelines 2018
- United Nations Global Compact Communication on Progress Policy
- IIRC International <IR> Framework
- Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation

This version of the Integrated Report reflects suggestions from institutional investors and think tanks, on improvements to the previous report.

Major Organizational Changes

• Transfer of shares in Ricoh Leasing Company, Ltd., on April 23, 2020

Ricoh lowered its stake in Ricoh Leasing to 33.7% by transferring some of this shares in that consolidated subsidiary to Mizuho Leasing Company, Limited. Ricoh Leasing thereby became an equity method affiliate.

Forward-looking statements

The plans, prospects, strategies and other statements, except for the historical events, mentioned in this report are forward-looking statements with respect to future events and business results. These statements were made based on the judgment of Ricoh directors from the information that was obtainable at the time. Actual results may differ materially from those projected or implied. No assumptions concerning future events and business results should be made based on these forward-looking statements. The following important factors, without limiting the generality of the foregoing, could cause actual results to differ materially from those expressed in the forward-looking statements:

- a. General economic conditions and business trends
- b. Exchange rates and their fluctuations
- c. Rapid technological innovation

d. Uncertainty as to Ricoh's ability to continue to design, develop, produce and market products and services that achieve market acceptance

No company's name and/or organization's name used, quoted and/or referenced in this report shall be interpreted as a recommendation and/or endorsement by Ricoh.

This report is not an offer or a solicitation to make investments. Please do not rely on this report as your sole source of information for your actual investments, and be aware that you yourself are responsible for decisions regarding investments.

Exchange rates referred to in this report

The translation of Japanese yen amounts into U.S. dollar equivalents as of March 31, 2020 and for fiscal 2019 is included solely for the convenience of readers outside Japan and has been made using the exchange rate of ¥108 to US\$1, the approximate rate of exchange prevailing at the Federal Reserve Board at the end of March 2020.

 Refer to our website

 GRI Standards www.ricoh.com/sustainability/report/gr_guideline/