

01 **Ricoh Way**
 02 **Editorial Policy/Major Organizational Changes**
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 05 **To Our Stakeholders**

Dramatic changes in the operating climate present an opportunity to evolve from an office equipment manufacturer into a digital services company. We aim to deliver fulfillment through work and help resolve social issues.



11 **Sustainably Enhancing Corporate Value**

Reviewing fiscal 2019 and the 19th Mid-Term Management Plan, discussing our growth trajectory over the medium and long terms in view of changes in the business climate, and presenting our environmental, social, and governance initiatives and efforts to help materialize Sustainable Development Goals.

23 **Special Feature 1 Emergency Response and Gearing Up: Ricoh's Responses to the COVID-19 Pandemic**

Discussing the impact of the COVID-19 pandemic and swift management decision-making in response, efforts to balance employee safety and business continuity, and social contributions through business.

27 **Special Feature 2 Emergency Response and Gearing Up: Transformation to a Digital Services Company**

We aim to become a company that helps working people become more creative, supplying services that change workplaces. We present initiatives that help customers materialize new work practices through digital technology.

33 **Business Overview**

35 **ESG Initiatives**

35	ESG_Environment	<ul style="list-style-type: none"> Achieving a zero-carbon society Decarbonization endeavors and achievements in fiscal 2019 Social leadership <ul style="list-style-type: none"> Information disclosure based on TCFD framework Resource conservation initiatives and fiscal 2019 results
39	ESG_Social	<ul style="list-style-type: none"> Diversity and work-life management Value chain management
43	ESG_Governance	<ul style="list-style-type: none"> Corporate governance structure Directors and Audit and Supervisory Board Members Process to appoint, dismiss, and evaluate Directors Evaluation of CEO and CEO succession plan <ul style="list-style-type: none"> Executive compensation Assessing effectiveness of the Board of Directors Process to appoint Audit and Supervisory Board Members

54 **Commitment and Recognition**

57 **Financial Statements**

Information Disclosure Outside This Report

Our website, ESG Data Book, and other vehicles present information not included in this report.

	Website Note: The PDF version of this report includes website links for content.	ESG Data Book	Other vehicles	
ESG information	Environment	Vision and basic policy • Vision—Pursuing the Ideal Society (Three Ps Balance™) • Vision—The Comet Circle™ • Vision—Ricoh Group Environmental Principles	○	
		Strategy—19th Environmental Action Plan		
		Environmental Management System	○	
		Acquisition of ISO 14001 Certification	○	
		Promotion of sustainable environmental management • Goal of achieving a “zero-carbon society” • Goal of achieving a “circular economy” • Working on pollution prevention • Conservation of Biodiversity	○	
		Third-party verification of environmental and social data	○	
	Social	Ricoh Way and Human Resource Management	○	
		Occupational Safety and Health	○	
		Communication between senior executives and employees (Employee Council)		
		Human Rights • Basic policy • Strengthening human rights initiatives • Implementation of human rights due diligence	○	
		CSR throughout Our Supply Chain • Supply chain BCM (business continuity management) • Building relationship with suppliers based on trust	○	
	Global Policy for Social Contribution Activities	○		
	Governance	Internal Controls	○	
		Compliance	○	
		Risk Management	○	Convocation notice
		Financial irregularities at Ricoh India		
IR information	Investor Relations		Quarterly report Presentation of consolidated results	
Technology	Technology Intellectual Property Ricoh Design			
Information security	• Information Security at the Ricoh Group • Security of RICOH Products and Services			
Customer satisfaction	• In pursuit of product safety and reliability • Turning customer feedback into products and services • Customer satisfaction survey in each area			
Company history	• Company History			
Company profile and data	Company Data Our Performance Against Major CSR Indicators			