

The Ricoh Group has continued to progress alongside its customers since its inception in 1936, bringing new innovations to the world through its revolutionary optical and imaging equipment. The operating climate has continued to change over the years. Today, issues such as climate change, globalization, the development of emerging economies, and the elimination of poverty as well as the promotion of human rights are among the key issues on everyone's agenda.

It was against this backdrop that we reinforced our dedication to our Founding Principles of *Love your neighbor, Love your country, Love your work* under our Mission Statement, through which we are committed to delivering new value to improve the quality of living and to drive sustainability.

Swift and dynamic reforms are vital for us to continue growing in this rapidly changing world. At the start of 2017, we launched RICOH Resurgent, our 19th Mid-Term Management Plan. This symbolized our determination to embark on a new start by casting aside the traditions and precedents that hinder progress. Under RICOH Resurgent, we have already begun to reform our cost structures and business processes and pursue business selectivity while strengthening governance.

We launched RICOH Ignite, our growth strategy plan at the start of 2018. This strategy sets out how we will drive growth and establishes challenging targets for the second and third years of our mid-term management plan.

EMPOWERING DIGITAL WORKPLACES is our new unified global value proposition which defines how all Ricoh Group employees bring value to our customers. It underpins our efforts to help people leverage their individuality to work smarter and grow. At the same time it broadens the value we seek to provide to organizations and society at large so we can help attain sustainable development goals through business.

We are leveraging our corporate tagline of "imagine. change." in the approximately 200 countries and regions in which we operate to imagine the future and change what we do today. We will continue striving to satisfy our customers and all stakeholders by creating unique value beyond their expectations.

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Yoshinori Yamashita
President and CEO

