

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

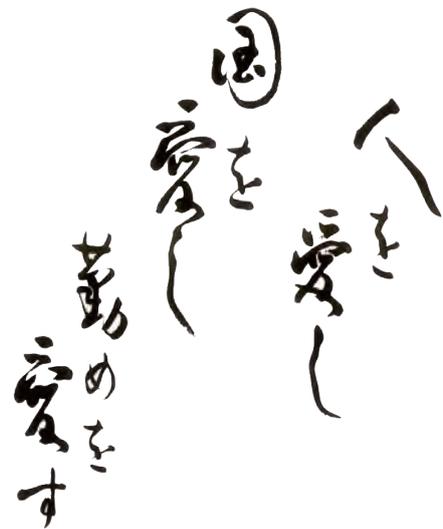
Respect all stakeholders and co-create value

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.

Policy on information disclosure

We take a proactive and fair approach to providing society with timely information and ensure that as many people as possible understand what the Ricoh Group is all about.

The purpose of the Report is to enable stakeholders to fully understand activities undertaken by the Ricoh Group to raise corporate value over the long term through a concise mixture of financial information, such as business performance and numerical results, and non-financial information, such as policies, strategies and underlying concepts.

The booklet version (printed and PDF*) of the Report briefly presents stories and measures about efforts to boost corporate value. The online version features specific initiatives to attain objectives and associated results.

> P.93



Booklet version (printed and PDF*)

Concise presentation of stories and measures aimed at boosting corporate value

Online version

Details on activities and results, categorized by theme

* Adobe PDF is a trademark or a registered trademark of Adobe Systems Incorporated in the United States and other countries.

Target readership

Current and future stakeholders of the Ricoh Group

Scope of coverage

Ricoh Co., Ltd. and its consolidated subsidiaries

Reporting period

This report covers the year from April 1, 2018 to March 31, 2019; however, some activities from the year ending March 31, 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 2012
- United Nations Global Compact Communication on Progress Policy
- IIRC International <IR> Framework

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 Logistics System Co., Ltd., on August 1, 2018

Ricoh transferred 66.6% (rounded down to one decimal point) of the issued and outstanding shares of Ricoh Logistics System Co., Ltd. (now called SBS Ricoh Logistics System Co., Ltd.), to SBS Holdings, Inc. SBS Ricoh Logistics System will continue to support the Ricoh Group as an equity method affiliate through logistics that helps reinforce core operations.

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:

- General economic conditions and business trends
 - Exchange rates and their fluctuations
 - Rapid technological innovation
 - 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 and for the year ended March 31, 2019 is included solely for the convenience of readers outside Japan and has been made using the exchange rate of ¥111 to US\$1, the approximate rate of exchange prevailing at the Federal Reserve Board at the end of March 2019.

 Refer to our website

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