

The Ricoh Group has continued to progress alongside its customers since its inception in 1936, bringing innovations to the world through its revolutionary optical and imaging equipment. The operating conditions have continued to change over the years. Today, 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 drive sustainability.

Swift and dynamic reforms are vital for us to continue growing in this rapidly changing world. At the start of the year ended March 31, 2018, we launched RICOH Resurgent under 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. In the year ended March 31, 2019, we rolled out RICOH Ignite, under which we boosted profitability in core businesses while expanding new businesses. In the final year of our 19th Mid-Term Management Plan, we are striving to further enhance profitability in businesses that we have turned around and reach the targets of that 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 resolve social issues through business.

We will continue to leverage 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.

September 2019



**Yoshinori "Jake" Yamashita**

President and CEO