

- 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.

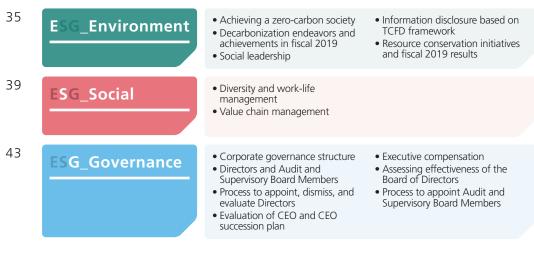
23 Special Feature 1 Emergency Response and Gearing Up: Ricoh's Responses to the COVID-19 Pandemic

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



- 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 Cornet Circle [™] • Vision—Ricoh Group Environmental Principles | 0 | |
| | | Strategy—19th Environmental Action Plan | | |
| | | Environmental Management System | 0 | |
| | | Acquisition of ISO 14001 Certification | 0 | _ |
| | | 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 | 0 | |
| | | Third-party verification of environmental and social data | 0 | |
| | Social | Ricoh Way and Human Resource Management | 0 | |
| | | Occupational Safety and Health | 0 | _ |
| | | Communication between senior executives and employees (Employee Council) | | _ |
| | | Human Rights • Basic policy • Strengthening human rights initiatives • Implementation of human rights due diligence | 0 | _ |
| | | CSR throughout Our Supply Chain • Supply chain BCM (business continuity management) • Building relationship with suppliers based on trust | 0 | _ |
| | | Global Policy for Social Contribution Activities | 0 | |
| | Governance | Internal Controls | 0 | Convocation notice |
| | | Compliance | 0 | |
| | | Risk Management | 0 | |
| | | 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 | | |