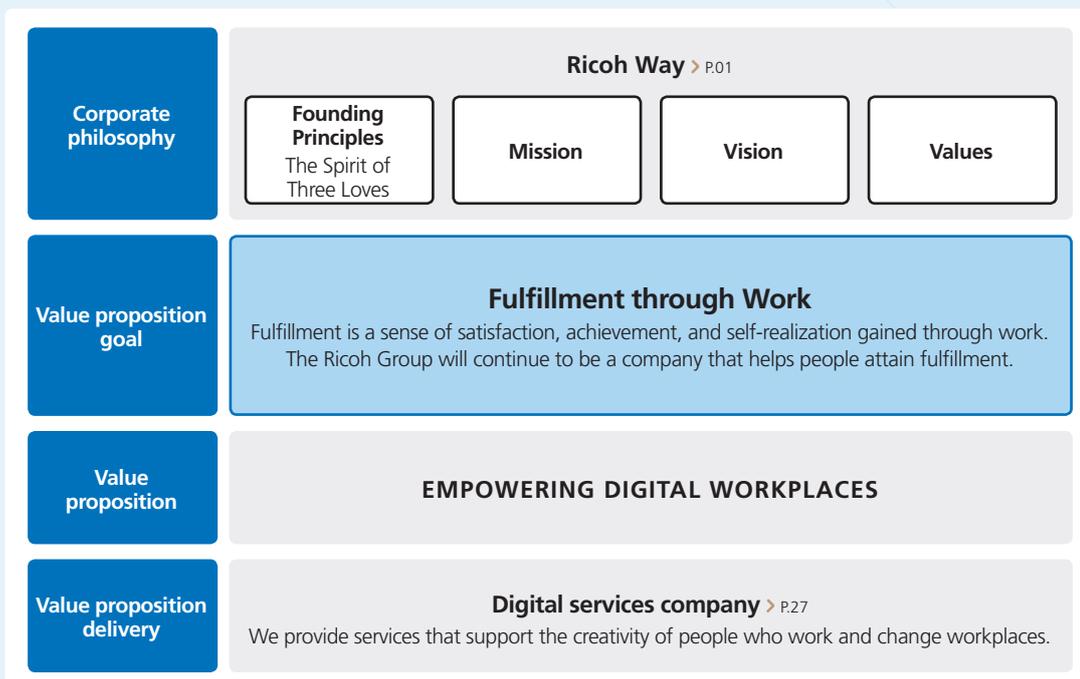


Fulfillment through Work: Our Vision for 2036

When we set about pioneering office automation, our stated goal in-house was to have machines handling manual tasks, with people performing creative work. That is because we believe that work that creatively adds value is fulfilling.

We made Fulfillment through Work central to our vision for 2036. That is because, in the course of serving the working needs of our customers, we have helped them streamline tasks and enhance productivity. In so doing, we have empowered their workers to gain a sense of satisfaction, achievement, and self-realization.



■ Our Value Proposition and Digital Services

In 2017, Ricoh created EMPOWERING DIGITAL WORKPLACES as a new brand proposition for its customers. This means connecting people to information faster and more conveniently to improve communication and creativity and enable them to leverage digital technology to cultivate the distinctiveness and vitality of people and organizations.

Our customers include workplaces and the people in them. We deliver value by empowering customers to harness digital technology to enhance the quality and quantity of their output.

The underpinnings of this approach are the Ricoh Way, imagine. change., Fulfillment through

work, and other elements of the Ricoh Group's ongoing business endeavors.

We seek to materialize our value proposition by becoming a digital services company. This approach will enable us to survive and prosper well into the future by growing out of being an office equipment manufacturer and transforming to being an entity that collaborates with customers to create new value and deliver new services.

We will continue to transform how we deliver value by anticipating social climate, market, and customer changes, contributing to worker creativity and offering services that change workplaces for the better.