



To Our Stakeholders

Since its establishment in 1936, Ricoh has constantly pursued the creation of new value through optical equipment and imaging equipment based on innovative technologies. Today, the Ricoh Group offers products, solutions and services, underpinned by a diverse line of office imaging equipment, in approximately 200 countries and regions around the world.

From our earliest days right through to the present, our business environment has been constantly changing. We have resolutely embraced change to foster new innovations all the time while charting corporate growth.

In recent years, the pace of change has accelerated, fueled by greater informatization and networks around the world, as well as evolving customer value perceptions and diversifying lifestyles. In addition, society has a mountain of issues to address on a global scale, from environmental concerns to poverty, human rights, and natural resource and energy consumption.

The Ricoh Group has a mission to provide excellence in its efforts to improve the quality of life for all and to drive sustainability, and going forward, the overriding objective will be to anticipate customers' changing needs and create new value linked to approaches that mitigate issues that impact society. This is how we will achieve further growth.

The three years of the current mid-term management plan have been set as a time to ensure long-term growth of the Group. The plan is founded on two basic strategies—to reinforce and develop earnings power for core businesses and to achieve growth by creating new profit generators—and the Ricoh Group is actively implementing measures for these strategies. In fiscal 2015, the first year under this mid-term management plan, we were able to secure a larger global share of the multifunction printer (MFP) market and reinforce the revenue base in our core office business domain. Meanwhile, in the production printing business, we were able to acquire a firmer footing for full-scale development of business in the commercial printing domain. In addition, in the industrial business domain, as a business pillar for the future, we established a structure to underpin swift decision making and promote effective management infrastructure matched to business pursuits and began to accelerate the expansion of associated activities. Also, in areas where the Ricoh Group has not yet made business inroads, efforts yielded the buds of new businesses.

In 2016, Ricoh will celebrate its 80th year in business. We are leveraging the collective talents of our people in keeping with our corporate tagline of “imagine. change.” We will look into the future, to the tomorrows of our customers, the human race and the environment, and we will strive to improve corporate value by constantly creating new value that serves a real purpose in the world and by meeting the expectations of all stakeholders, including—but certainly not limited to—shareholders and customers.

September 2015



Shiro Kondo
Chairman

Zenji Miura
President and CEO