

The RICOH Way constitutes the basis of all corporate activities of the Ricoh Group, and comprises its Founding Principles and its Mission, Vision, and Values.

Founding Principles

The Spirit of Three Loves

**Love your neighbor,
Love your country,
Love your work**

Mission, Vision, and Values

Mission Statement

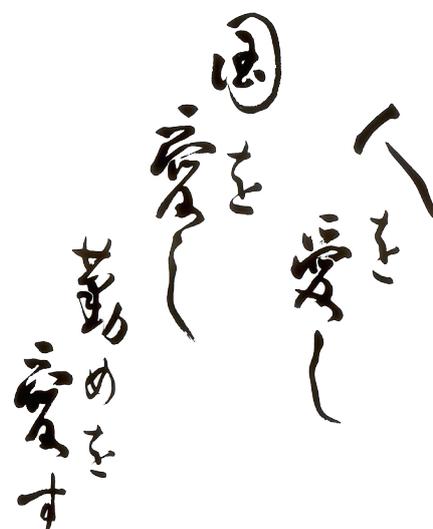
At the Ricoh Group, we are committed to providing excellence to improve the quality of living and to drive sustainability.

Vision Statement

To be the most trusted brand with irresistible appeal in the global market.

Values Statement

To be a global company, we must care about people, our profession, our society, and our planet. We must dedicate our winning spirit, innovation and teamwork to sharpen our customer-centric focus, and we also must commit to the highest standards of ethics and integrity.



Ricoh founder Kiyoshi Ichimura formulated The Spirit of Three Loves in 1946. These principles represent how we do business, encouraging us to constantly improve so that we may contribute to the well-being of all our stakeholders. The principles embody Mr. Ichimura's dedication by championing mutual respect, contributing to society by cherishing the planet, and encouraging our people to find meaning in work and passionately take on new challenges.

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 Sustainability 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 Sustainability 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. 67



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

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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 fiscal year from April 1, 2015 to March 31, 2016; however, some activities from the fiscal year ending March 31, 2017 are also included.

Guidelines

The following guidelines have been used for reference to ensure topics are appropriately selected and organized:

- GRI Sustainability Reporting Guidelines (G3.1)/(G4) > 1
- The Japanese Ministry of the Environment's Environmental Reporting Guidelines 2007
- United Nations Global Compact Communication on Progress Policy
- IIRC International <IR> Framework

This version of the Sustainability Report reflects the opinions of experts, including investors and think tanks, who offered their thoughts on how the previous report could be improved. > 2

Major organizational changes

• Ricoh Middle East FTZ commenced operations

(April 1, 2015)

Full-scale operations have commenced in Dubai as part of Ricoh's growth strategy for emerging markets, and the new company is extending Ricoh's ability to provide value-added products and services matched to the needs of customers in the Middle East and to offer new office solutions to the local market.

• P.T. Ricoh Thermal Media East Asia Pacific established and commenced operations

(July 1, 2015)

We set up this subsidiary to develop, manufacture, and market thermal transfer ribbons in Indonesia, which is poised to become Southeast Asia's biggest consumer of thermal products. We are drawing on this company to cultivate our business in Indonesia and around Southeast Asia.

• Two Impromat subsidiaries acquired in Eastern Europe

(July 7, 2015)

We acquired Impromat-CZ spol. s r.o. and Impromat Slov spol. s r.o., which offer maintenance and after-sales service for office equipment in the Czech Republic and Slovakia. The two subsidiaries enable Ricoh to provide high-quality, high-value-added services to customers in the two nations by enhancing its ability to combine local expertise with its products and services.

• AnaJet LLC of the United States acquired

(January 8, 2016)

AnaJet develops, manufactures, sells, and services direct-to-garment printers. The acquisition of this company enabled Ricoh to enter the promising market for such equipment and reinforce its industrial inkjet business.

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 material shall be interpreted as a recommendation and/or endorsement by Ricoh. This material is not an offer or a solicitation to make investments. Please do not rely on this material 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, 2016 is included solely for the convenience of readers outside Japan and has been made using the exchange rate of ¥112 to US\$1, the approximate rate of exchange prevailing at the Federal Reserve Board on March 31, 2016.

Refer to our website

- 1 GRI Guidelines www.ricoh.com/sustainability/report/gr_guideline/
- 2 Dialogue with Experts www.ricoh.com/csr/vision/concept.html