

Corporate Philosophy/Management Philosophy

The driving force behind Ricoh's business development is its corporate philosophy, called "The Spirit of Three Loves," and a management philosophy based on that corporate philosophy. Since its establishment in 1936, Ricoh has endeavored to establish new markets by constantly creating new value in its products and services that meet customer needs. Ricoh's achievements in the areas of copiers and facsimiles are good examples of this. In the early stages, copiers and

facsimiles were expensive and oriented toward limited markets and/or usage. However, thanks to Ricoh's corporate mission, which includes considering the customer's requirement in technological innovation, copiers and facsimiles are now popular all over the world, effectively expanding this market's potential. Such a corporate attitude still prevails even in this digital information and network era, in which we are working hard for our sustainable management.

Corporate Philosophy

– The Spirit of Three Loves –

Love your neighbor

Love your country

Love your work

I Corporate Philosophy

Kiyoshi Ichimura, Ricoh's founder, explained the Company's corporate philosophy as follows:

My motto in life is "love your neighbor, love your country, and love your work." I believe that a person's worth depends on the depth and breadth of the love that he/she feels. We have an innate love of ourselves, as all animals do, in the name of selfpreservation. Everyone at least loves himself/herself. As time passes, however, this feeling of love grows and expands to include parents, siblings, spouses, and children and, later, goes on to encompass neighbors, one's country and ethnic group, and, finally, all the people of the world. At this point, such people return the same amount of love or more to all people, plants, and animals. Therefore, I am convinced that our true worth depends on how much love we give and how far that love extends.

"The Spirit of Three Loves" is the foundation of Ricoh's approach to environmental conservation. All global citizens should carry out their mission and responsibilities by dealing with environmental conservation issues. However, these issues cannot be resolved by simply thinking about environmental laws and regulations, consumer interests, and the achievement of competitors. Ricoh, in developing its business on a global scale, recognizes the importance of becoming a leader in environmental conservation.

Management Philosophy

Our Purpose

**To constantly create new value
for the world at the interface of people
and information**

Our Goal

**To be a good global corporate citizen with
reliability and appeal**

Our Principles

**To think as an entrepreneur
To put ourselves in the other person's place
To find personal value in our work**

I Management Philosophy

Ricoh's management philosophy was formally introduced in 1986 to establish and nurture the corporate culture and system so that survival in a time filled with increasing change, information-oriented societies, diverse values and more intense competition can be ensured.

Our management philosophy is based on our corporate philosophy and explicitly states our purpose, goal, and principles.