



To Our Stakeholders

The Ricoh Group has consistently helped raise office productivity with its innovative technology, and continues to be an industry leader. During this year — our 77th since Ricoh's founding in 1936 — we achieved Group consolidated net sales of approximately 2,000 billion yen (USD 20 billion), and evolved into a global organization with more than 100,000 employees around the world.

The foundation of our business activities is "The RICOH Way,"* which is comprised of our Founding Principles and Management Philosophy. We seek to earn trust and continue to thrive by helping customers manage their information, develop their enterprises and solve their business problems. At the same time, we as a Group have made it our mission to contribute to social and environmental sustainability alongside the growth of our organization.

As globalization advances, the problems surrounding society and our planet's resources are becoming more complex and interrelated. In parallel, our business environment is transforming at an ever faster pace. It is therefore imperative, now and in the future, that we raise our corporate value not only by delivering greater profitability, but also by being an effective force in efforts to solve global issues.

In response to these challenges, the Ricoh Group's 17th Mid-Term Management Plan, initiated in April 2011, defined "business creation and integration" and the "establishment of highly efficient management" as its key strategies. We have also strengthened and expanded our imaging business — the main generator of our revenue — while actively developing new businesses.

In fiscal 2013, structural reforms implemented throughout the Group increased profits in our core business and enabled us to bring new value to our customers. In the area of industrial products, for example, we entered new markets that allowed us to use our optical technology to advantage. Yet we continue to take on the challenge of helping our customers build their future success, and every member of the Ricoh Group remains focused on creating customer value.

We believe that, through the sum of our initiatives, we can meet the diverse expectations of all our stakeholders while simultaneously growing our business. That is what it means to act in accordance with The RICOH Way.

As we innovate with a view to the future, look for a new era in the evolution of the Ricoh Group.

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* See page 1.



Shiro Kondo
Chairman

Zenji Miura
President and CEO