

# Creating new value and business growth while working toward a sustainable society

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

## The RICOH Way

### Founding Principles

Love your neighbor,  
Love your country,  
Love your work  
(The Spirit of Three Loves)

### Mission, Vision, and Values

#### Mission Statement

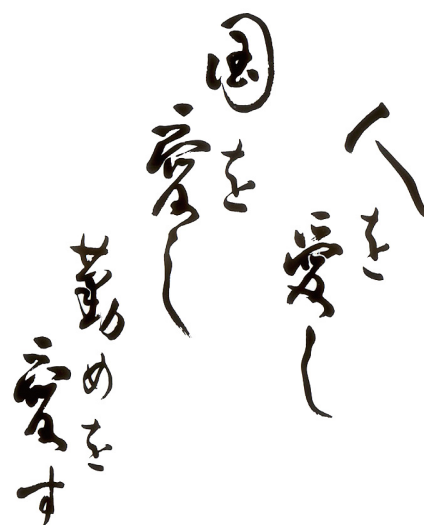
At the Ricoh Group, we are committed to providing excellence to improve the quality of living and to drive sustainability.

#### Vision Statement

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

#### Values Statement

To be one 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 inform how we do business, encouraging us to constantly improve so that we may contribute to the wellbeing 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.

### 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, 2015 is included solely for the convenience of readers outside Japan and has been made using the exchange rate of ¥120 to US\$1, the approximate rate of exchange prevailing at the Federal Reserve Board on March 31, 2015.

## Policy on information disclosure

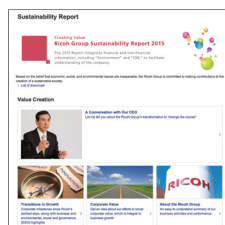
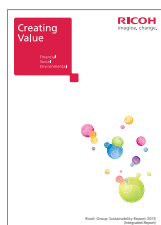
We take a proactive and fair approach to providing society with timely information and ensure that as many people as possible understand what the Ricoh Group is all about.

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.

Beginning in 2015, the Ricoh Group Sustainability Report is available in a booklet version (printed and PDF\*), which offers a concise account of stories and measures aimed at boosting corporate value, with specific activities and systems for realizing these objectives as well as associated results described in the online version. Please see page 62 for details. ➔ p. 62

\* Adobe PDF is a trademark or a registered trademark of Adobe Systems Incorporated in the United States and other countries.

**Booklet version  
(printed and PDF\*)**  
Concise presentation of stories and measures aimed at boosting corporate value



**Online version**  
Details on activities and results achieved, broken down by theme

### 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, 2014 to March 31, 2015; however, some activities from the fiscal year ending March 31, 2016 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)
- 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.

### Major organizational changes

- Ricoh Industrial Solutions Inc. commenced business (October 1, 2014)  
Ricoh Industrial Solutions Inc., drawing on the Group's technologies and human resources, particularly in the areas of optics, image processing and electronic components, made a full-scale entry into markets with growth potential, such as the automotive, factory automation and social infrastructure markets, to strengthen and expand the Group's industrial products business.
- Ricoh Electronic Devices Co., Ltd. commenced business (October 1, 2014)  
Ricoh Electronic Devices Co., Ltd. expedites decision making and has developed an efficient management infrastructure matched to operations, to increase its competitiveness in the semiconductor business—characterized by fierce market changes—and to reinforce the industrial products business as a new pillar of business.
- 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.