

# Creating Value

Financial  
Social  
Environmental

**RICOH**  
imagine. change.



Ricoh Group Sustainability Report 2013

# 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 is comprised of the Founding Principles (“Love Your Neighbor, Love Your Country, Love Your Work” — or The Spirit of Three Loves ) and the Mission, Vision, and Values stated below. With these ideals to guide us, we create the Ricoh brand benefits: “Harmonize with the environment,” “Simplify your life and work” and “Support knowledge management.”

## 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

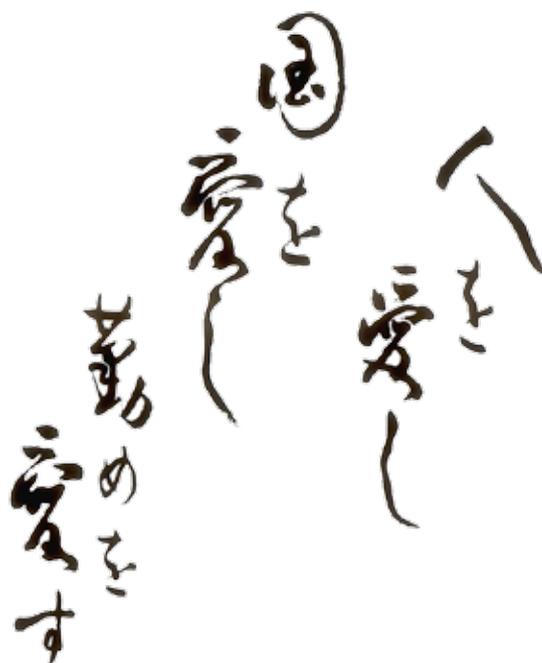
At the Ricoh Group, we are committed to providing excellence to improve the quality of living.

#### 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.

## Signatory to the UN Global Compact



Ricoh was among the first wave of Japanese companies to sign on to the United Nations (UN) Global Compact launched in 2000. Since 2008, Ricoh has been serving as one of the directors on the Global Compact Japan Network.

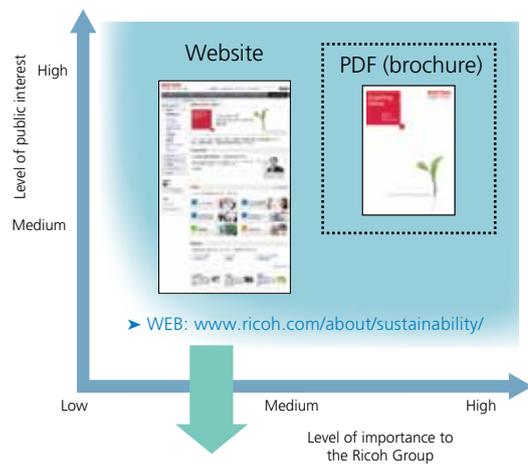
## The Ten Principles of the UN Global Compact

<b>Human Rights</b>	<ul style="list-style-type: none"> <li>• Businesses should support and respect the protection of internationally proclaimed human rights; and</li> <li>• make sure that they are not complicit in human rights abuses</li> </ul>
<b>Labour</b>	<ul style="list-style-type: none"> <li>• Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</li> <li>• the elimination of all forms of forced and compulsory labour;</li> <li>• the effective abolition of child labour; and</li> <li>• the elimination of discrimination in respect of employment and occupation</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Businesses should support a precautionary approach to environmental challenges;</li> <li>• undertake initiatives to promote greater environmental responsibility; and</li> <li>• encourage the development and diffusion of environmentally friendly technologies</li> </ul>
<b>Anti-Corruption</b>	<ul style="list-style-type: none"> <li>• Businesses should work against corruption in all its forms, including extortion and bribery</li> </ul>

## Policy on information disclosure

Communication is essential to mutual understanding between corporations and society. That is why the Ricoh Group's policy is to provide relevant information in a timely way.

Previously, we issued three annual publications — the Annual Report, Sustainability Report for Corporate Social Responsibility, and Sustainability Report for Environmental Initiatives. In 2012, we merged these into a single report that presents a comprehensive picture of our policies and activities. The Ricoh Group Sustainability Report includes details about our fundamental concepts, policies and strategies to help all our stakeholders deepen their understanding of and support for our efforts.



### • Web pages related to sustainability

#### Corporate information [About the Ricoh Group]

➤ WEB: [www.ricoh.com/about/](http://www.ricoh.com/about/)

#### [Investor Relations]

➤ WEB: [www.ricoh.com/IR/](http://www.ricoh.com/IR/)

#### [CSR Management]

➤ WEB: [www.ricoh.com/csr/](http://www.ricoh.com/csr/)

#### [Environmental Management]

➤ WEB: [www.ricoh.com/environment/](http://www.ricoh.com/environment/)

### Forward-looking statements

The plans, prospects, strategies and other statements, except for the historical events, mentioned in this material are forward-looking statements with respect to future events and business results. Those statements were made based on the judgement of Ricoh directors from the information that is now obtainable. 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

## Compilation based on the seven core themes of ISO26000

In compiling this report, the Ricoh Group reviewed and evaluated its major activities during the reporting period based on the seven core themes of ISO26000, the international standard for social responsibility (right). This report is structured according to the seven themes, and specific topics and activities have been selected for each theme to meet the diverse interests of our stakeholders.

### Guidelines

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

- GRI Sustainability Reporting Guidelines (G3.1)
- The Japanese Ministry of the Environment's Environmental Reporting Guidelines 2007
- United Nations Global Compact Communication on Progress Policy

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.

### 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, 2012 to March 31, 2013, however some activities from the fiscal year ending March 2014 are also included.

## The seven core themes of ISO26000

- Organizational governance
- Human rights
- Labor practices
- The environment
- Fair operating practices
- Consumer issues
- Community involvement and development

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, 2013 is included solely for the convenience of readers outside Japan and has been made using the exchange rate of ¥94 to US\$1, the approximate rate of exchange prevailing at the Federal Reserve Board on March 31, 2013.

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### FEATURE 1: Creating New Customer Value 15

ISO26000 : • The environment • Consumer issues • Community development

Today, in addition to multifunction devices, printers and other office imaging equipment, the Ricoh Group's portfolio comprises integrated solutions and services designed to meet the evolving needs and workstyles of our customers.



### FEATURE 2: Enhancing Corporate Value through Sustainable Environmental Management 21

ISO26000 : • The environment • Consumer issues

Sustainability has been the heart of the Ricoh Group's corporate vision since the 1990s, and we continue to work on solving environmental problems such as global warming, natural resource depletion and ecosystem degradation based on a long-term perspective and mid- and short-term targets.

Blue text indicates to which of the seven core themes of ISO26000 the section is most relevant.

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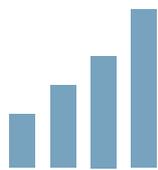
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# About the Ricoh Group

The Ricoh Group has business operations in approximately 200 countries and regions of the world. Our portfolio ranges from products designed to help people interact with information — including office imaging equipment (MFPs, printers, etc.), production printers, supplies, digital cameras and industrial products such as thermal-based media, semiconductors and factory automation cameras — to services and solutions such as Managed Document Services (MDS) and IT solutions.

In addition to technology, the Ricoh Group is known for its customer-centric approach. As a responsible global citizen, we are also working proactively to build a sustainable society through our business activities.



Consolidated Net Sales  
**1,924.4** billion yen  
(as of March 31, 2013)



Total Number of Employees  
**107,431** people  
(as of March 31, 2013)



Geographic Coverage  
Approx. **200** countries and regions worldwide  
(as of March 31, 2013)



A3 MFP Market  
**No.1\***

A3 MFP share including single-function copiers in terms of shipments in 2012  
\* Source: IDC's Worldwide Quarterly Hardcopy Peripherals Tracker 2013 Q2



Number of Patents Acquired Worldwide  
**45,604** patents  
(as of March 31, 2013)



Research Budget  
**6%** of total sales  
(as of March 31, 2013)

## Major Awards and Recognition



**The Global 100 Most Sustainable Corporations in the World:**  
Selected for **9** consecutive years  
Corporate Knights, Inc. (Canada)



**World's Most Ethical Companies:**  
Selected for **5** consecutive years  
Ethisphere Institute (USA)



**FTSE4Good**

**FTSE4Good Index Series:**  
A component for **10** consecutive years  
FTSE International Limited (UK)

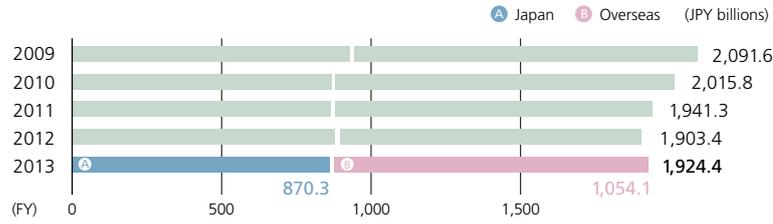


**Dow Jones Sustainability World Indices:**  
A component  
S&P Dow Jones Indices (USA)  
RobecoSAM (Switzerland)

## FY 2013 Highlights

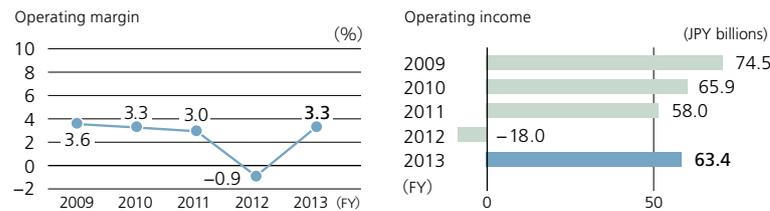
### Net sales

Consolidated net sales for fiscal 2013 (ending March 2013) were 1,924.4 billion yen, an increase of 1.1% from the previous year. Net sales were down 1.8% in Japan and up 3.6% overseas.

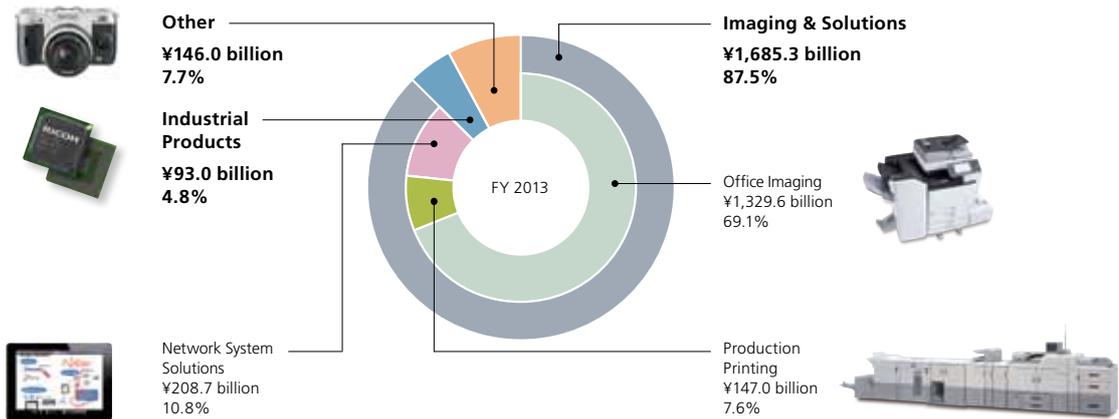


### Operating margin / Operating income

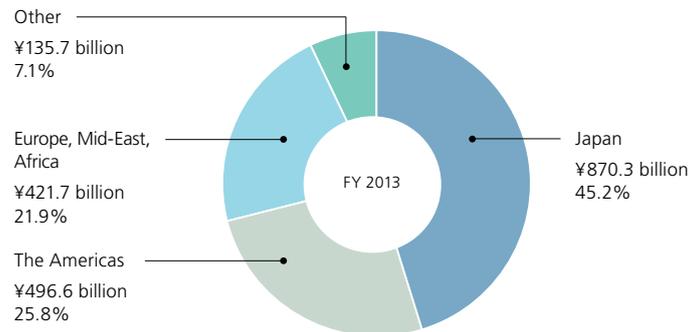
Due to structural reforms, operating income rose significantly to 63.4 billion yen.



### Sales by Category



### Sales by Geographic Area



### Major Organizational Changes

Established Ricoh Technologies Company, Ltd. (April 1, 2013)

The design functions of Tohoku Ricoh Co., Ltd., Ricoh Unitechno Co., Ltd. and Ricoh Elemex Corporation, along with some of the design functions of Ricoh Co., Ltd., were merged in the new company, Ricoh Technologies. This reorganization is meant to maximize design efficiency and development capabilities by creating a cross-organizational development system.

Established Ricoh Industry Company, Ltd. (April 1, 2013)

The production functions of Tohoku Ricoh Co., Ltd., Ricoh Unitechno Co., Ltd. and Ricoh Printing Systems, Ltd., along with some of the production functions of Ricoh Co., Ltd., were merged in the new company, Ricoh Industry. Through this reorganization, we will optimize management resources and lower manufacturing costs.

Acquired ADA - Das SystemHaus GmbH of Germany (June 20, 2012)

The acquisition of a company with outstanding resources and expertise in developing and providing services (including IT infrastructure and managed IT services) augments the IT solutions we can provide to small and medium enterprises in Germany.



# 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.

September 2013

\* See page 1.



**Shiro Kondo**  
Chairman

**Zenji Miura**  
President and CEO



## Top Interview

An interview with Zenji Miura, President and CEO



“The world is growing more digital and networked. Smart devices and social networks are proliferating rapidly, transforming the way we communicate and work. And the benefits that customers expect are also changing greatly.”

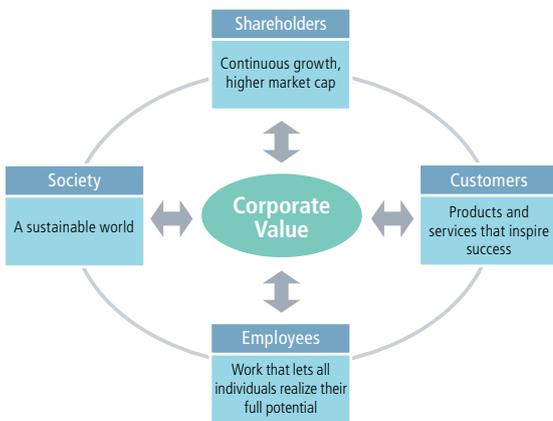
*In the following interview, Zenji Miura talks about the Ricoh Group's business environment and policies.*

**What are your goals as you take charge of the Ricoh Group?**

Since becoming president in April, I've been committed to using the upturn in our financial results to strengthen our competitive position. My goal is to raise the Ricoh Group's corporate value through organizational reform that opens a new path to growth. Our group's economic, societal and environmental worth will increase comprehensively as we meet the expectations of diverse stakeholders, maximizing our value to shareholders, customers, employees and society.

We can create new value that inspires our customers and fulfills our responsibility to a sustainable society by working to solve global environmental and social problems. These activities are inseparable from our business expansion in our quest to raise corporate value.

• **Raising corporate value**



**How can the Ricoh Group fulfill its responsibility to a sustainable society?**

“The RICOH Way” is the fundamental concept behind all Ricoh Group activities. It consists of our Founding Principles — “The Spirit of Three Loves” — and our Management Philosophy. The RICOH Way is a clear guide to how we should judge and act upon the highly complex issues confronting a company, no matter the era.

In recent years, The RICOH Way has taken on a crucial role as a means to harness the collective

power of the Group and channel it toward continuous growth in an ever-changing business environment. In fact, unless the global economy and society develop sustainably, there will eventually be no growth at all. The RICOH Way tells us that contributing to the creation of a sustainable society is an enlightened way to do business.

Today, the Group operates in more than 200 countries and regions and employs a very diverse range of talent, yet The RICOH Way, which has been handed down to us over decades, still guides the awareness and actions of our employees. I believe it is an asset that will help us continue to create new value and lead the world in finding solutions that benefit people and the planet.

**What is your view of the current business environment?**

World economic conditions remain uncertain. In sectors like our core business, MFPs and other imaging equipment, we cannot expect the vigorous growth of the past in developed nations, although moderate growth can be maintained.

In emerging countries, we foresee continued strong expansion, especially in Asia. Frontiers are opening up in places such as South and Central America and Africa. The product performance and service that customers expect vary considerably from region to region, however, so we need to tailor our offerings precisely to market characteristics.

The world is becoming more digital and networked. Smart devices and social networks are proliferating rapidly, transforming the way we communicate and work. And the benefits that customers expect are also changing greatly.

**How will Ricoh respond to these evolving market dynamics?**

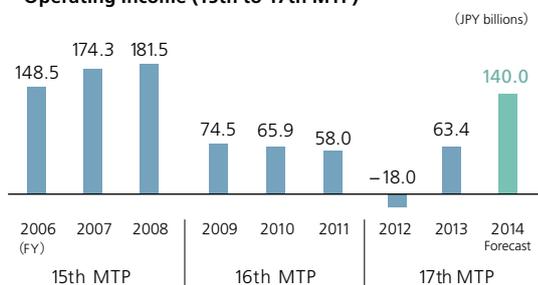
The changes in society as a whole are forcing us to reform our business strategy. We realize that our core business, Imaging and Solutions, is at a turning point, and that we have to go beyond simply making refinements. It is imperative to have a strategy based on a view of the future and to overhaul the very framework of our business so as to be in sync with that strategy.

While we will continue to take advantage of our leading-edge optical, image processing and other technologies in addition to our close customer relationships, we will also use these assets to develop new businesses in industrial, consumer and other sectors.

**What are the specific initiatives of the 17th Mid-Term Management Plan (MTP), which runs from April 2011 to March 2014?**

The two fundamental strategies specified in the 17th MTP are “business creation and integration” and the “establishment of highly efficient management.” By putting these two into effect, we greatly improved our profitability in fiscal 2013 compared to the previous year. The structural reforms we pursued have resulted in an expanded portfolio of products and services that offer new customer value.

• **Operating Income (15th to 17th MTP)**



Fiscal 2014 is a pivotal period for us. As the final year of the 17th MTP, it will reveal the true worth of our accomplishments so far. From here on, we are pursuing four key initiatives as ways to put us on a true growth trajectory.

• **Four Key Initiatives for Growth**

- Thoroughly reinforce earning power through core businesses
- Create new profit models in the current core business
- Accelerate development for new growth businesses
- Improve resource efficiency

**Could you discuss these initiatives, beginning with “Thoroughly reinforce earning power through core businesses”?**

The core business of the Ricoh Group is imaging and solutions. There is strong demand for A4 MFPs in Europe, Asia and elsewhere. By augmenting our lineup of these products and adding others that help customers boost their productivity while saving on energy costs, we have captured a very high market share.

These days companies seek out eco-friendly features such as lower energy consumption and recycled materials when they assign contracts. Not only that — they sometimes audit the working conditions of the production chain. So customers’ demands are getting more diverse and exacting. If the Ricoh Group can respond properly to these expectations, we can strengthen our relationships of trust with our customers.

**How about “Create new profit models in the current core business”?**

Our core business has long been MFPs and other equipment that handle paper documents. The world has quickly grown more digitized and networked, thus enabling people to work anytime, anyplace. We see opportunities in supporting these work styles that are untethered from the office, and have launched business models that help customers deal with issues that arise with new ways of working.

The Ricoh Group continues to provide document-related products and services, but we also have competencies in the management of IT environments. That makes us a one-stop source for solutions that enhance communication, including projection systems, videoconferencing systems and interactive whiteboards. By packaging the administration of IT systems with our other contracted services in this way, we are simultaneously deepening the relationships with our customers and building business models that can increase revenue.

**What are the elements of “Accelerate development for new growth businesses”?**

We must continually create new value for our customers if we are to grow over the long term. To that end, we are nurturing promising new technologies. In the field of industrial products, for example, we have launched a high-performance compact factory automation camera that can perform product inspections and positioning, tasks that until now required human workers on production lines. This is an illustration of how the amalgamation of optical, image processing and materials technologies can lead to new business domains. In consumer products, our aim is to increase our brand equity through products like the PENTAX Q10, a digital mirrorless interchangeable-lens camera that is incredibly compact and lightweight.

In sum, we are strengthening our overall processes for exploring, developing and generating new businesses.

### What is covered by the fourth key initiative, “Improve resource efficiency”?

Over the past few years we have pursued structural reform, eliminating duplicate functions, streamlining work processes and reassigning personnel to achieve greater efficiency. We have given priority to the allocation of personnel, capital and other resources to enterprises that involve a great deal of customer contact or that have growth potential. The returns from these decisions are increasing day to day, as proven by lower total costs and the launch and growth of new businesses.

But structural reform requires persistence. We will not stop transforming until every Group company and employee can focus on creating value that satisfies and inspires our customers.

I have been with Ricoh for some 40 years, and during that time I have worked in several regions and countries and in many organizations. Everywhere I went, I found teams of people with a high degree of professionalism as well as wide-ranging curiosity that extended beyond their specialties. Their individual efforts became an exponentially greater force when they worked together. I seek to build a corporate culture in which the collective strength of each person working autonomously with a strong sense of mission and integrity is firmly entrenched.

### In closing, tell us how the Ricoh Group is going to design the future.

The Ricoh Group has many assets: technical know-how supporting a rich range of products, outstanding solution development and service expertise, and a powerful global and local sales network. These assets represent the potential for a new business model that can provide great benefits to our customers and society. I believe they will enable us to head into a bright new future.

In April 2012, the Ricoh Group adopted “imagine. change.” as its corporate brand message. It reflects the reality that we are now at a stage where our challenges can no longer be answered by a mere extension of ongoing operations. The emergence of the Internet brought enormous changes to global society, making old ways of thinking and doing no longer effective as a response to today’s challenges. Yet this era presents a tremendous opportunity for innovation. We therefore have to “imagine” — that is, think about things from a future point of view. We must stay sensitive to changes in the business environment, and also have a clear vision of the

future we want so that we can “change” ourselves and realize that vision.

I want the Ricoh Group to be an organization that, through its success, benefits not only the present generation but also generations to come. Our challenge is to create new value for our customers, the future of humanity and the future of the global environment.



“We see opportunities in supporting work styles that are untethered from the office, and have launched business models that help customers deal with issues that arise with new ways of working.”

# Policy for Social Responsibility

## Sustainable solutions that benefit society and the environment while growing our business

Today, the world faces myriad challenges ranging from environmental degradation through poverty and human rights, to energy and resource supply issues. Our social responsibility policy focuses on using our capabilities as a business to improve lives and sustain our planet through contributions to local communities and society at large. In other words, to fully realize our potential as a global organization to make a better world through new value creation and innovation.

### CSR framework

Our commitment to social responsibility is woven into our corporate DNA, as it has always been part of the RICOH Way — the foundation of all our business activities.

Our CSR model is broadly divided into two parts: activities that respond to our fundamental obligation to society, and value-creating activities that have synergy with our growth strategy. These two pillars support and strengthen our corporate value.

Although we strive to discharge our social responsibility in every aspect of our operations, we

have identified four priority areas and specified action principles for them in the Ricoh Group CSR Charter, the Ricoh Group Code of Conduct, and other declarations.

### Value-creating CSR

By embedding value-creating CSR activities into our core business processes, we make the most of our talents and resources — technologies, products, services and employees — to help solve social issues while simultaneously fostering the growth of the Ricoh Group.

We defined the key areas of value-creating CSR in 2008 and every year since then have engaged in various measures across these areas. Our value-creating CSR concept has much in common with CSV (Creating Shared Value\*), an idea that is drawing attention in the CSR movement. [▶ P70](#)

### Promoting socially responsible activities across the value chain

As economic globalization accelerates, so do the expectations of stakeholders concerning labor and human rights standards associated with a company's entire supply chain.

The Ricoh Group works closely with suppliers and sales partners to implement socially responsible procurement through a self-assessment system for suppliers, risk management and related activities. [▶ P51](#)

### International initiatives and commitments

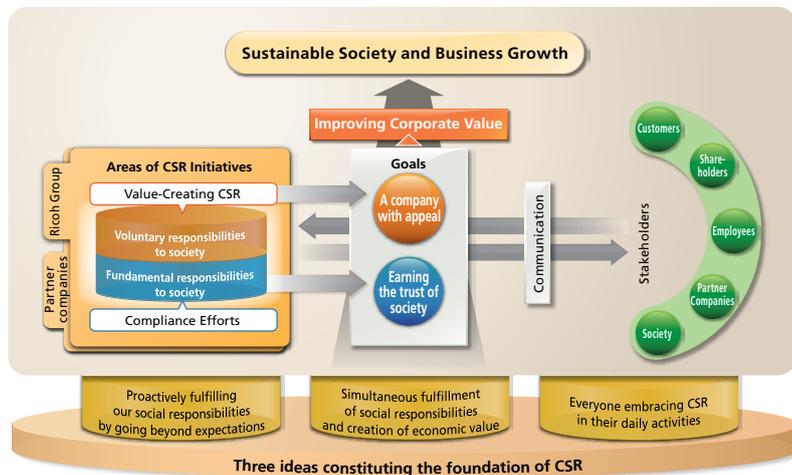
The United Nations Global Compact (UNGC) was launched in 2000 as a private sector-driven framework for sustainability.

Ricoh was among the first wave of Japanese companies to sign on to the UNGC in 2002. And we have joined other initiatives on a variety of issues including labor, human rights and the environment. [▶ P1](#)

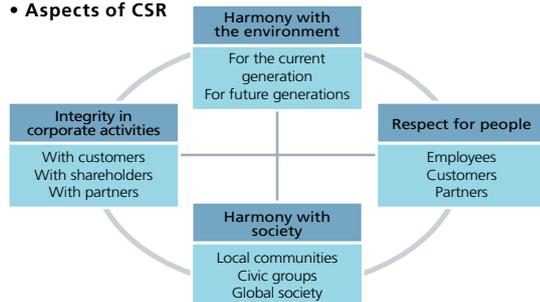
We have also implemented the principles of

\* CSV stands for "creating shared value," a business concept introduced by Harvard professor Michael E. Porter, a leading authority on competitive strategy, and Mark Kramer in a 2006 *Harvard Business Review* article. The core concept of CSV is that the competitive strength of a company and the health of communities around it are inter-reliant. So by addressing social needs and challenges, corporations can create value for their businesses as well as society.

#### • CSR framework



#### • Aspects of CSR



[▶ WEB CSR Management: www.ricoh.com/csr/](http://www.ricoh.com/csr/)

ISO26000 as well as other international environmental regulations and standards. By evaluating ourselves against these benchmarks, we are able to continuously improve our CSR activities.

### Sustainable environmental management

The Ricoh Group recognized early on that businesses can play a leading role in addressing global challenges such as climate change, natural resource depletion and ecosystem degradation.

In 1992, we established our Environmental Principles. These state our commitment to protect the Earth's ecology and set out the basic policy and action guidelines for the Group.

Moreover, we have also defined our view of future society in our Year 2050 Long-Term Environmental Vision. Through a process of back-casting, we have formulated mid-term targets for 2020 along with specific three-year action plans.

The Ricoh Group will continue to create products that lower the environmental impact of offices, reduce costs through efficient use of energy and resources, and promote work styles that improve operational and energy efficiency. ► P21-28, P59-68

### Stakeholder engagement

Stakeholder engagement is an essential part of CSR management. We listen carefully to our customers, suppliers and all other stakeholders, take their feedback seriously and incorporate their input into our internal reform efforts. We also collaborate with NPOs, NGOs and other social sector organizations in planning ways to solve social issues.

#### •Engaging stakeholders

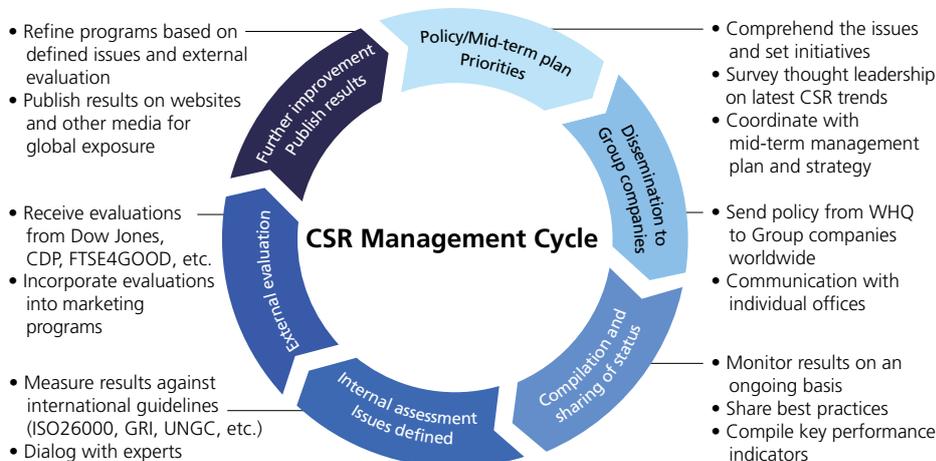
Customers	<ul style="list-style-type: none"> <li>• Increase customer value by offering products and services that embody the RICOH brand benefits</li> <li>• Offer safe and reliable products and services</li> </ul>
Shareholders and investors	<ul style="list-style-type: none"> <li>• Increase corporate value by achieving sustained business growth</li> <li>• Timely and appropriate information disclosure and communication</li> </ul>
Business partners	<ul style="list-style-type: none"> <li>• Build partnerships based on mutual trust and fair trade</li> <li>• Promote socially responsible activities across the value chain</li> </ul>
Society	<ul style="list-style-type: none"> <li>• Contribute to solving social issues through social contributions and business activities</li> <li>• Respect the cultures and customs of the countries and regions in which we operate, and contribute to their development</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Promote workplace health and safety and develop human resources</li> <li>• Promote respect for employee diversity and work-life balance</li> </ul>
Global environment	<ul style="list-style-type: none"> <li>• Conduct business activities in an environmentally friendly manner and contribute to the reduction of environmental impact</li> <li>• Contribute to the maintenance and restoration of the Earth's self-recovery capabilities</li> </ul>

### CSR global governance and monitoring across the Group

Our social responsibility efforts evolve in three stages: from assessing legal, regulatory and other external requirements; to mission- and responsibility-driven voluntary activities that proactively meet expectations from society; to the third stage, where we work to create shared value by solving social issues while concurrently accelerating our growth.

To govern and monitor Group-wide activity in each of the three stages, we deploy our CSR management cycle.

Under this system, the Head Office collects information and feedback from operating organizations on the ground to identify and provide necessary support. The Head Office and operating units also hold periodic opinion exchanges and discussion forums to improve the quality of their respective CSR activities.



## FEATURE 1: Creating New Customer Value

The Ricoh Group offers a diverse range of products and services that raise the productivity of customers around the world. Today, in addition to our heritage business of multifunction devices, printers and other office imaging equipment, our portfolio comprises integrated solutions and services including network communication products, document management systems, IT services and production print solutions. These are designed to meet the evolving needs and workstyles of our customers in keeping with our corporate mission to deliver value to all our stakeholders through innovations that enhance the way people live and do business.



Communication using the Interactive Whiteboard.

## Transforming our core business

Imaging and Solutions constitutes the core business of the Ricoh Group, and generates about 90% of total sales. In addition to multifunction devices, printers and other office imaging equipment, our products and services cover production printers and commercial printing technology.

In anticipation of changes to customer needs, we are adapting our Imaging and Solutions business to suit new business paradigms and the evolution of workstyles. These proactive measures will allow us to exceed the expectations of our customers and achieve more robust growth.

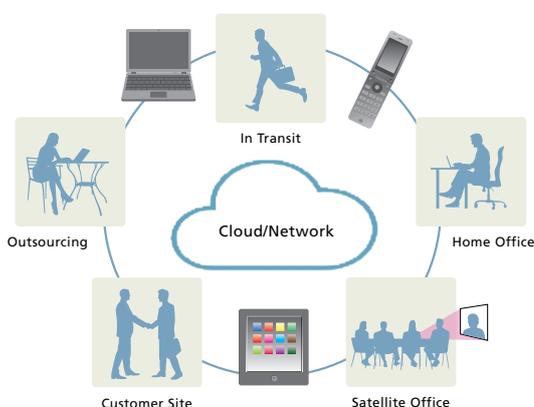


## Changing customer needs and workstyles

Recent years have brought significant changes in the world's social and economic environment, including globalization, the growth of emerging economies, and the evolution of network technologies. To gain a competitive edge, companies are upgrading their operational efficiency and productivity.

Against this backdrop, we see the focus of customer demand shifting from owned products to services. In addition, the workstyles of our customers are changing

### • New workstyles and venues



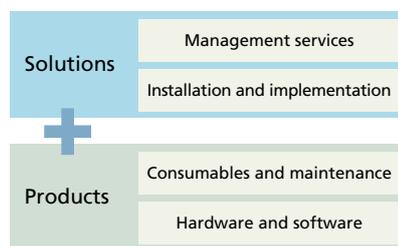
and becoming more diversified as advances in digital technologies and the widespread use of mobile devices such as smartphones and tablet PCs, together with cloud computing, have brought about a wider spectrum of communications options. For many knowledge workers, the workplace is no longer contained within four walls. They want to access and share information and print it out anytime, from anywhere, as easily and securely as they do in the office.

## Building a new business model

The Ricoh Group recognizes these changes, and we are fully employing our strengths — including an extensive global network and close relationships with customers — to visualize the challenges our customers face and respond with solutions for improving workflow, reducing the total cost of ownership, upgrading compliance and information security, reducing environmental impact and other business factors.

In developed markets, we are shifting from our traditional product-based business model to a new model composed of both products and solutions. Meanwhile, in emerging markets, we are expanding by offering MFPs and other printers designed to match local needs, and by ramping up our sales and service networks. We believe there will soon be greater demand for solutions and services in these vibrant emerging markets as well, since social changes similar to those that have taken place in developed markets are anticipated to arise and spread rapidly there.

### • New business model



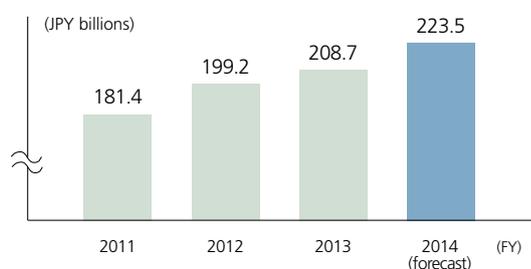
## Customer-centric one-stop solutions

The Ricoh Group offers one-stop solutions that support customers in many ways.

Our extensive offerings now include: managed document services (MDS), in which we operate and manage all document-related tasks for the customer; IT services that ensure optimal installation of office equipment and PC and network environments; and communications-related solutions that support video conferencing, paperless meetings and various other business interactions.

These new offerings are part of our rapidly-growing Network System Solutions business.

### • Sales of Network System Solutions



### Global MPS market share

# No.2

Source: Gartner, Inc., Competitive Landscape: Managed Print Services, Worldwide, December 31, 2012.  
\* MPS market share ranked second in the world (based on 2011 sales).

\* i-Invoicing: > P18

## Managed Document Services (MDS)

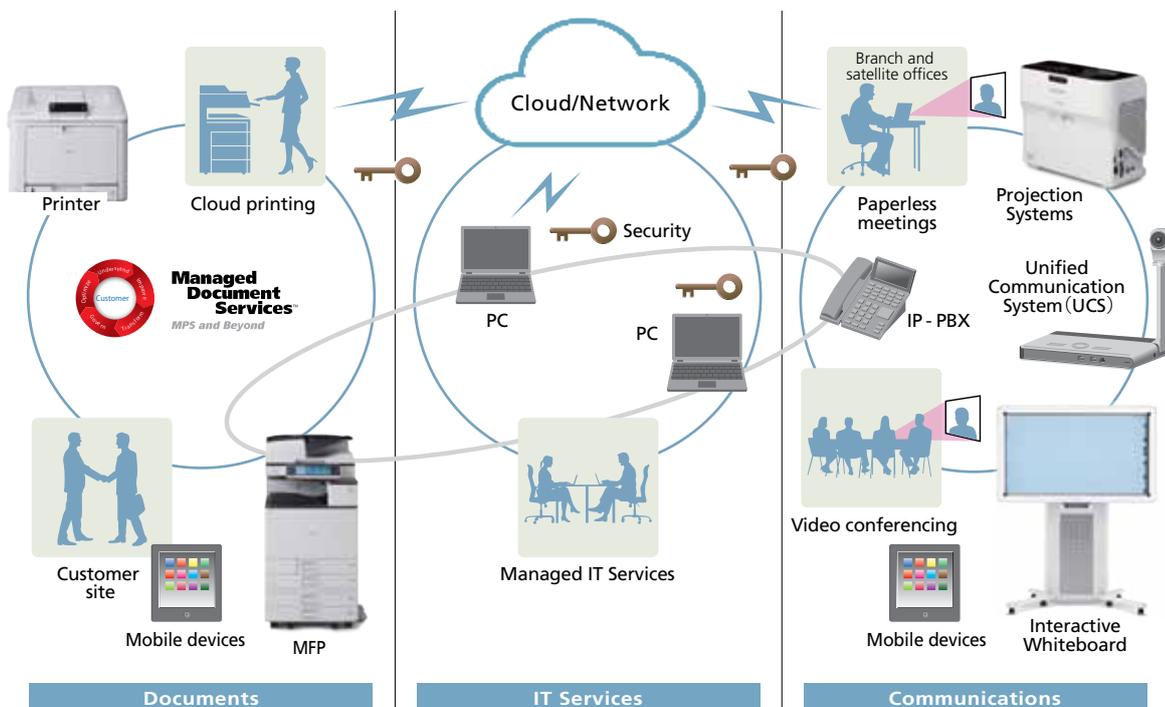
Ricoh's MDS relieves customers from the burden of managing all their document-related tasks, raising productivity while lowering fixed and hidden costs.

Customers can enjoy a frustration-free user experience that gives them quick access to the information they require. Specifically, we design, install and implement the optimal information infrastructure and workflow for entire document-related processes, ranging from document generation to throughput, and we follow up with continuous suggestions for improvement. Furthermore, the Ricoh Group provides in-depth operational solutions including i-Invoicing\*, document process outsourcing (DPO) and business process outsourcing (BPO).

According to Gartner, Inc., a leading US-based global IT research firm, Ricoh was the world's second-largest MPS provider based on 2011 sales, with a market share of 20%. We will continue to be a leading documentation management provider for a wide range of local, national and global customers.

> P48 > WEB 1

### • Expansion of Ricoh's business areas > P43-44 > WEB 2



> WEB 1 MDS: [www.ricoh.com/mds/](http://www.ricoh.com/mds/) > WEB 2 Collaboration (whitepaper): [www.ricoh.com/about/company/technology/wp/pdf/wp\\_ruc.pdf](http://www.ricoh.com/about/company/technology/wp/pdf/wp_ruc.pdf)

**IT services**

To raise productivity and reduce costs, many companies are concentrating an increasing share of their human resources in core businesses. Accordingly, more and more customers are turning to the Ricoh Group for administration of their computers and IT networks in addition to their office imaging equipment. In fact, demand for outsourcing of comprehensive IT-related processes — from development and implementation to ongoing management — is growing.

Smaller companies in particular often do not have dedicated IT departments, so tech-savvy employees have to divert time from their regular duties to deal with rapidly changing technologies. The Ricoh

Group can fulfill the needs of these companies with high-quality IT services, drawing on the information technology and network-related expertise we have gained through our work with office imaging and communications equipment. We provide a full range of support, including the adoption, operation, management, maintenance and continuous monitoring of entire IT systems including computers, servers, networks and other devices.

This all-inclusive service was built on the Group's experience in pursuing the most effective use of IT systems for our own operations. By serving as an IT department for our customers, we free them to focus on their core businesses rather than on IT concerns.

▶ WEB 3

**Solving customer problems with Ricoh IT services**

**[Problem]**

IT staff were too preoccupied with day-to-day IT administration (computer malfunctions, resetting of passwords, etc.) to devote time to the IT strategy that is indispensable for the company's growth.

**[Solution]**

Outsourcing IT support to Ricoh freed the IT staff to focus on strategically important tasks while ensuring a high level of IT support.

**i-Invoicing: A smooth transition to electronic invoicing**

Electronic invoicing achieves both greater efficiency and cost reduction. In Europe, most invoicing is still paper-based, but a growing number of companies are looking at the potential for e-invoicing.

In actuality, however, there has been little progress as existing software and solutions often require the conversion of all invoices to electronic form. This is usually not feasible unless the counterparty in the transaction is willing to completely digitize its accounting operations.

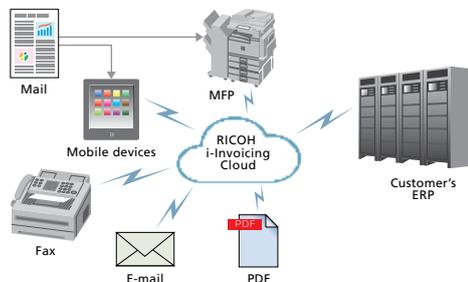
Ricoh Europe's i-Invoicing circumvents the problem by handling paper-based invoices as well. This capability also smooths the transition from paper to electronic form.

i-Invoicing begins with customers sending invoice data from their enterprise resource planning (ERP) systems to Ricoh's i-Invoicing Cloud. Ricoh then issues invoices to each customer's business partner in the format that the partner prefers (paper, e-mail, facsimile or other electronic means). The process works in reverse for accounts payable, with Ricoh capturing invoice data — which may be in paper (postal), facsimile or e-mail (e.g. PDF) form — and forwarding the data from the i-Invoicing Cloud back to the customer's ERP system.

There is basically no initial investment required from customers for this service, and specific implementations can be customized according to factors such as document volume and company size.

Information security is guaranteed. Ricoh is an ISO27001-certified company that stringently guards the customer data in its cloud environment, with backup systems to ensure that operations will continue even in the event of an emergency.

With global expertise in printing and scanning, the Ricoh Group is well-positioned to rapidly expand this intelligent electronic invoicing system throughout the world, starting in Europe.



▶ WEB 3 Ricoh IT Services: [www.ricoh.com/its/](http://www.ricoh.com/its/)

For more information

- Innovation: P39-44
- Customer Satisfaction: P45-48
- SCM: P49-54

## Unique ability to anticipate future needs

The Ricoh Group has created and will continue to create new value for customers based on our future-oriented research and development (R&D), accumulated technological excellence, systems for seeking and incorporating customer feedback, and global R&D, sales and service networks. Our innovations emerge from understanding that the sum of our individual efforts allows us to promptly respond to customer needs — or to identify and meet needs even before customers themselves are aware of them.

### Future-oriented research and development

Our R&D activities start with envisioning how office environments will change over the next decade. We then identify essential technologies to meet anticipated workplace needs. ➤ P40

### Accumulated technological excellence

Over the years, in the course of designing and developing cameras, diazo copiers, photo-sensitive paper, copiers, facsimiles, MFPs and many other products and solutions, we have invented and accumulated various fundamental technologies. These include expertise related to optics, chemical materials, electrophotography, mechatronics, telecommunications, semiconductors, inkjet printing, image processing, software and IT. In fact, as of

March 31, 2013, our R&D activities had earned 45,604 patents worldwide — clear evidence of our inventiveness. ➤ P42

### Systems for seeking and incorporating customer feedback

We listen closely to customers and incorporate their feedback into our products and services through our customer relations management (CRM) database, customer satisfaction surveys, call centers at more than 60 locations worldwide and other feedback systems that allow us to see in real time the changing needs of our diverse range of customers. Listening well has yielded benefits — for example, a configuration service that pre-installs optional items and settings such as IP addresses at the factory. ➤ P47

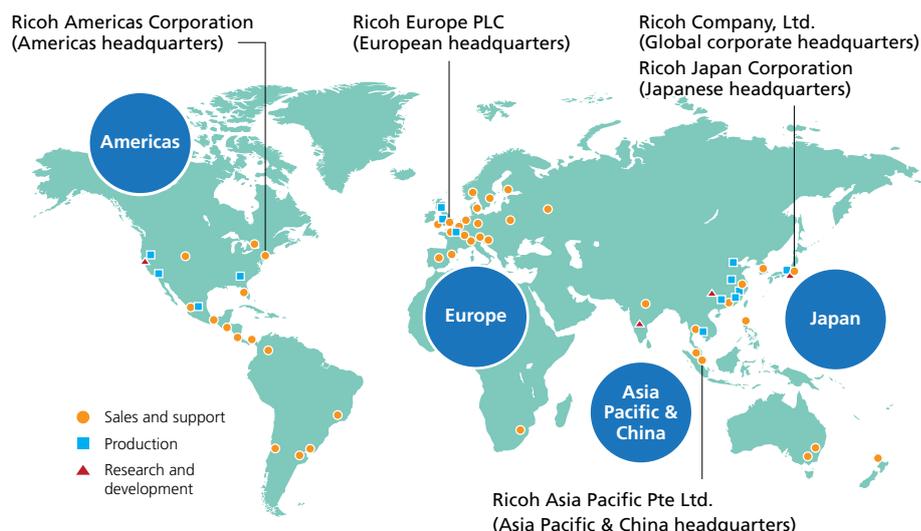
### Global R&D, sales and service networks

The Ricoh Group's global research and development structure harnesses exceptional talent and technical assets to devise outstanding support for customers worldwide.

We run our sales and service activities out of four regional headquarters — Japan, the Americas, Europe and Asia Pacific & China — to effectively meet the local needs of specific markets. We ensure a balance between worldwide reach and local expansion while we continue to strengthen our network and expand our service offerings, with mergers and acquisitions among the tactics we employ. ➤ P41, P52

### Major investments for service business expansion (M&A during the 17th MTP)

Year	Name of Company	Country	Domain
2011	Momentum Infocare Private Limited	India	IT services
2011	Print Solutions Group	Australia	MDS
2012	HSSK Forensics, Inc.	USA	MDS
2012	ADA-Das SystemHaus GmbH	Germany	IT services
2012	IMC Communications	Australia	IT services
2012	O1 Innovations Pte Ltd.	Singapore	IT services
2013	Aventia	Spain	IT services



## Growing together with our customers

Through a customer-centric approach and support services that let us rapidly identify, understand and solve issues, the Ricoh Group has built strong customer relationships that serve as the foundation for business expansion.

We place a priority on understanding the challenges customers face and the value they expect from us. By solving their issues, we can grow together with our customers as they succeed in their businesses.

## Solutions for major global meetings of the IMF, World Bank and APEC

In October 2012 — for the first time in 48 years — Tokyo was the venue for the annual meeting of the International Monetary Fund (IMF) and the World Bank Group, hosting about 20,000 participants from all over the world. In September 2013, Japan also hosted the APEC Transportation Ministerial Meeting for the first time. To ensure smooth and efficient operations, the Ricoh Group was chosen to provide integrated solutions that encompassed documents, IT services, communications, and installation and management of the document output environment. We will continue to provide one-stop solutions that encompass both advanced product technologies and high-value-added services, and leverage the synergy between our traditional and new businesses.



### Large-scale paperless meeting

The RICOH Smart Presenter, an application for tablet computers, can facilitate large-scale paperless meetings.



### Clickable Paper

Uses Ricoh's cloud service to seamlessly bring together paper and digital media to convey information effectively. \*1



### Digital signage

Displays conference schedules and other essential information on a real-time basis. Can be quickly set up using Ricoh's ultra-short-throw projector, which requires little space or time to install.



### Multi projection system

Links three ultra-short-throw projectors to display dynamic images on a large 3.84 meter-wide screen, all synchronized by one PC.



### Virtual help desk

A small-footprint virtual help desk — made by combining a Ricoh Unified Communication System with an ultra-short-throw projector — lets visitors interact with an operator to, for example, ask for directions and obtain a printout of a route map. \*2

\*1 APEC meeting only  
\*2 IMF and World Bank meeting only

## FEATURE 2: Enhancing Corporate Value through Sustainable Environmental Management

We took the initiative in the 1990s to make sustainability the heart of the Ricoh Group's corporate vision. Our efforts to solve such issues as global warming, natural resource depletion and ecosystem degradation begin with long-term perspectives, followed by mid- and short-term targets serving as mileposts. We then form action plans to hit those targets, carefully choosing our engagements not only by their impact on the environment but also by the risks and opportunities they present to our business according to the needs of customers who use Ricoh products, our future business growth, international environmental standards, our reputation and ratings for socially responsible investments.

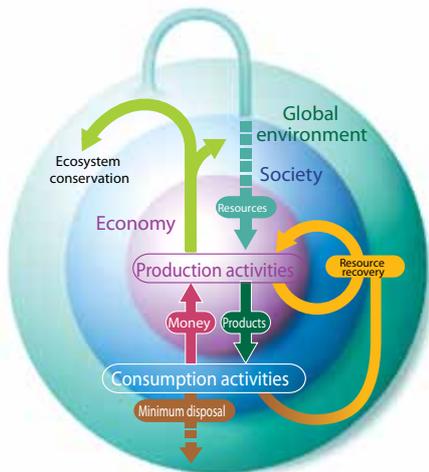


MFP display showing how much environmental impact can be reduced.

### Our vision for a sustainable society

The Ricoh Group sees a sustainable society as one that balances Planet (environment), People (society), and Profit (economic activities), reduces the environmental impact and maintains it at a level that the Earth's self-recovery capabilities can manage. To realize this vision, we strive to minimize our environmental impact from resource extraction, energy consumption, chemical discharges, emissions and other activities, and to conserve the Earth's precious resources. We are building a business model that minimizes the footprint of our activities while maximizing our economic value and contribution to society. We strongly believe that any enterprise without such a model will find it impossible to earn the support of its stakeholders and survive, let alone thrive, in the future.

- Society with balanced relationship between Planet, People and Profit (Three Ps Balance)



### Creating corporate value through sustainability

Our environmental conservation activities date back to 1976, when we established our Environmental Promotion Office. Those activities evolved into the Ricoh Group's "sustainable environmental management" concept, which we pioneered 15 years ago in 1998. The concept is often interpreted solely as a business strategy that seeks to balance activities that generate profit with greener practices. But our vision for sustainable environmental management goes deeper. We make organization-wide, continuous environmental conservation efforts integral to our business model.

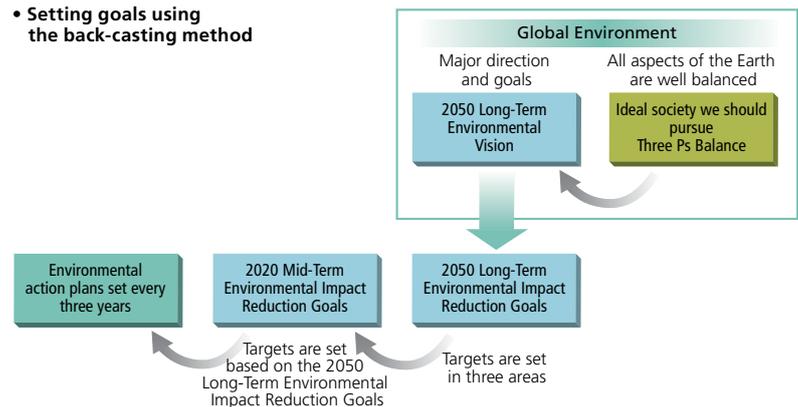
We also recognize that we must carry out solid, continuous efforts toward the long-term objective of ensuring that our environmental performance is effective enough to make a difference. Our

conservation activities will produce limited benefits if we conduct them only during prosperous times and neglect them to pursue profits in difficult times.

### Sustainable environmental management from very long-term perspectives

At the Ricoh Group, we formulate our goals for sustainable environmental management activities using the back-casting method, developing ultimate goals first and then determining target values as mileposts on the journey toward these goals. Our initial step was to create our Year 2050 Long-Term Environmental Vision to realize an ideal society, the "Three Ps Balance," followed by our Mid- and Long-Term Environmental Impact Reduction Goals and detailed environmental action plans. We believe this approach delivers a higher success rate than the conventional buildup method.

- Setting goals using the back-casting method



- Ricoh Group Mid- and Long-term Environmental Impact Reduction Goals

Energy conservation and prevention of global warming	Reduce the total lifecycle CO2 emissions by the Ricoh Group by 30% by 2020 and by 87.5% by 2050 from the 2000 level
Resource conservation and recycling	1. Reduce the new input of resources by 25% by 2020 and by 87.5% by 2050 from the 2007 level 2. Reduce the use of or replace the major materials of products that are at high risk of depletion (e.g., crude oil, copper and chromium) by 2050
Pollution prevention	Minimize risks of chemical substances throughout the product lifecycle by 2020 in compliance with the Strategic Approach to International Chemicals Management (SAICM) * Revised in March 2012



### Goals set by analysis of materiality

At the Ricoh Group, our sustainability efforts revolve around priority issues identified in our materiality analysis.

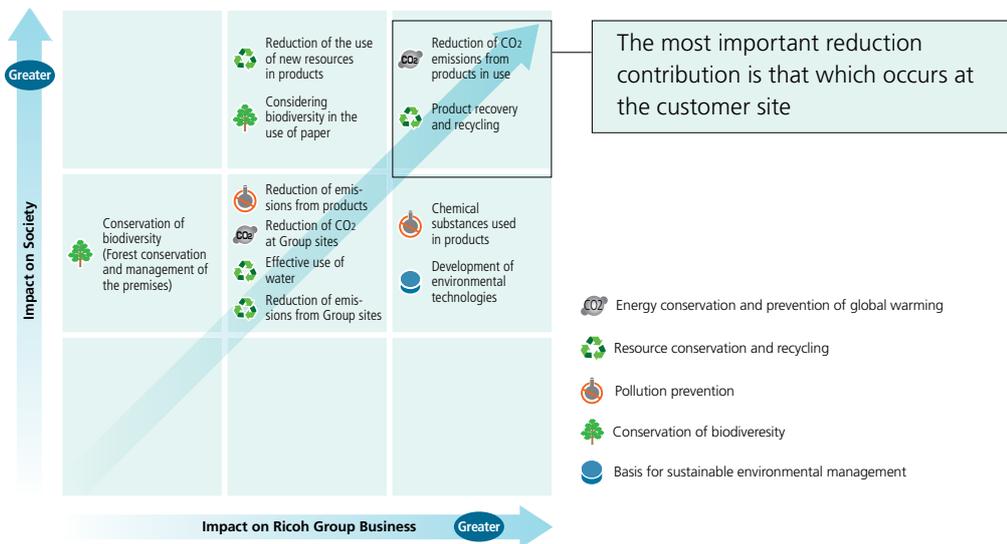
To determine those issues, we first measure how much environmental impact our processes have. We then display the results in an Eco Balance\* format and compile an inventory of possible environmental conservation issues. Then we estimate the impact — i.e., the risks and opportunities — of those issues on the global environment, society and our business, analyzing them from various aspects including the viewpoint of

our customers, future business growth potential, global trends in environmental standards, and evaluation of companies by rating organizations and socially responsible investment funds. Finally, we select and prioritize findings and develop a detailed action plan.

Among the priority material issues identified, we see reducing the environmental impact from customers using our products and services as crucial. Accordingly, we are taking strategic actions to reduce CO2 emissions our products generate and to promote product recovery and recycling.

\* Eco Balance refers to the preparation of a list of input and output data on environmental impact to identify, quantitatively measure and report the environmental impact that companies have — such as CO2 emissions, resource usage, environmentally sensitive substances contained in products and pollution. Based upon the same concept as LCA (life cycle assessment), Eco Balance includes the calculation of both direct and indirect environmental impact.

#### • Issues of materiality for sustainable environmental management



#### • The Ricoh Group's 17th Environmental Action Plan (FY 2012-2014) ► WEB 2

Areas	Objectives
Energy conservation and prevention of global warming	<ul style="list-style-type: none"> <li>Reduce greenhouse gas emissions that production activities cause</li> <li>Reduce greenhouse gas emissions that logistics activities produce</li> <li>Reduce greenhouse gas emissions that sales and maintenance activities generate</li> <li>Reduce CO2 emissions related to the energy Ricoh products consume</li> <li>Reduce CO2 emissions by encouraging product use that consumes paper resources more efficiently</li> <li>Develop environmental technologies that have lower mid- and long-term environmental impact</li> </ul>
Resource conservation and recycling	<ul style="list-style-type: none"> <li>Further reduce our use of new resources</li> <li>Work harder to sell recycled products, which will lower our use of new materials and parts</li> <li>Reduce waste generation</li> </ul>
Pollution prevention	<ul style="list-style-type: none"> <li>Establish a more comprehensive risk assessment system by evaluating risks related to chemicals, including their ecological impact</li> <li>Reduce the use and emission of environmentally sensitive substances</li> <li>Improve environmental functions of products</li> </ul>
Conservation of biodiversity	<ul style="list-style-type: none"> <li>Help maintain and restore the Earth's self-recovery capabilities</li> <li>Implement programs to support biodiversity within the premises of Ricoh plants</li> </ul>

See pages 59~68 for more information about Ricoh sustainable environmental management

## Reducing the environmental impact of our products and services at customer sites



### Case 1: Joining the EPEAT program: adopting international green labels and complying with environmental regulations

The Ricoh Group began registering its products in the Electronic Product Environmental Assessment Tool (EPEAT™)\* program in February 2013, as soon as the program's registry expanded to include imaging equipment such as MFPs and printers. The United States federal government uses EPEAT as part of its procurement process.

Established to promote the development and sales of environmentally friendly products, EPEAT has three registry categories — Gold, Silver and Bronze — that reflect the percentage of the assessment criteria met. The criteria cover the environmental performance of the products themselves; supplies, packaging and other related elements, which include performance in the areas of resource and energy efficiency, and reduced or restricted use of hazardous materials; and environmental activities performed by manufacturers.

In addition to the US federal government, state governments, municipalities and educational institutions have adopted EPEAT as their mandatory

or voluntary standard. The Canadian, Australian and New Zealand governments have also started preferential procurement of EPEAT-registered products. Given this momentum, the program is expected to have quite an impact on negotiations for large transactions with governmental agencies and businesses around the world.

The Ricoh Group had already established ambitious voluntary targets and actively disclosed its achievements, which include reducing standby power consumption levels to below 1 watt and a recycling rate of supplies collected of over 75%. As a result, we readily met the program's stringent standards and registered the largest number of Gold-rated models in the industry (as of August 21, 2013). Our ultimate goal is to have all our products placed in the EPEAT Gold registry. By meeting customer demand for higher environmental performance, we can strengthen our competitiveness while making a greater contribution to environmental conservation. [▶ WEB](#)

\* EPEAT is an environmental rating program intended to promote the development and sales of environmentally friendly products. The United States federal government uses it as an assessment tool during its procurement process. The program originally started in 2006 to evaluate PCs and monitors, and expanded in January 2013 to include imaging equipment. EPEAT registers qualified products under either the Gold (meeting 75% or more of the voluntary criteria), Silver (50% or higher), or Bronze (less than 50%) categories, based on their evaluation results against 33 mandatory criteria related to resource conservation, energy conservation, reduced or restricted use of hazardous materials, and other areas, as well as 26 additional optional criteria.

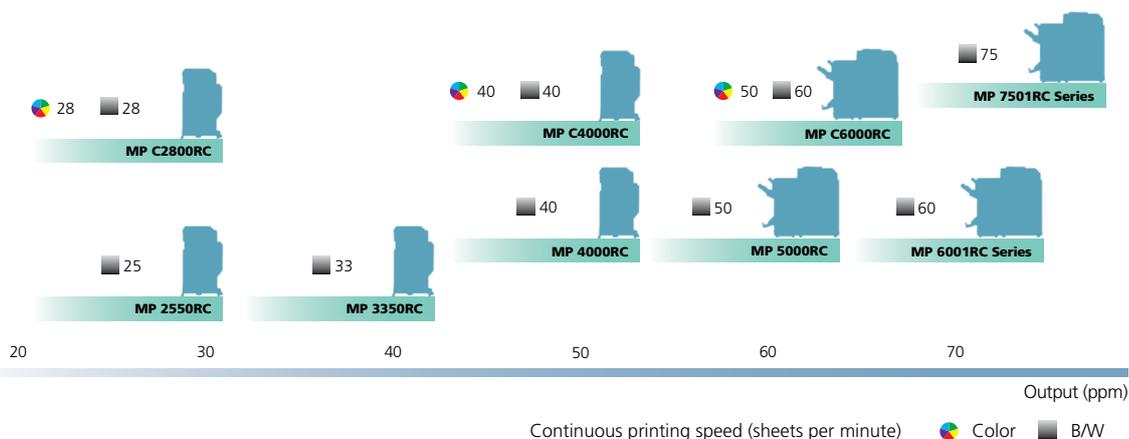
### Case 2: Expanding our product reuse business globally

A product reuse business will not last unless the reused products generate new economic value. Reuse efforts are worthless if they result in increases in related costs and environmental impact. Since the 1990s, the Ricoh Group's product reuse business has both improved profitability and reduced environmental impact. We accomplished this by planning and developing easy-to-reuse products

and components, devising new reuse technologies, building and improving the channels for collecting used products, and a variety of other efforts.

Since we released our first recycled copier in 1997, we have proactively expanded our lineup and now offer a wide range of recycled machines. The main reason for this success is the steady efforts we have made based on the Comet Circle concept.

#### • Lineup of recycled MFPs



[▶ WEB Environmental labels: www.ricoh.com/environment/label/](http://www.ricoh.com/environment/label/)

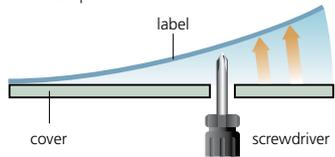
To encourage product reuse — the innermost loop of the Comet Circle™ — we build and operate product collection channels with optimal collection costs and quality and an inventory management system for the products collected. We have also developed a system to forecast the volume of used products to be collected — how many units of which model will be collected when — so that we can fulfill orders from customers without missing opportunities.

To promote product reuse at even lower costs, we design and develop products with recycling in mind. Specifically, we plan their useful life, durability, ease of disassembling and other elements based on our Policy on Environmentally Friendly Product Design. We also use environmentally friendly technologies, such as our dry-washing technology, which requires no water, so that our recycled copiers will have less environmental impact and reduced manufacturing cost.

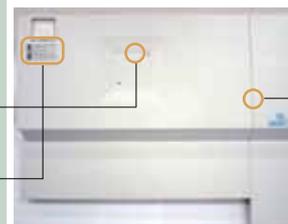
Our product reuse business is now spreading beyond Japan, and we are optimistic about its potential to succeed in markets around the world as we advance our initiative to raise corporate value while lessening environmental impact.

• Outer shell designed to ease recycling

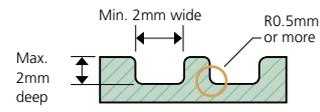
- Label is easy to detach  
A hole drilled into the outer shell allows the label to be pushed off from underneath.



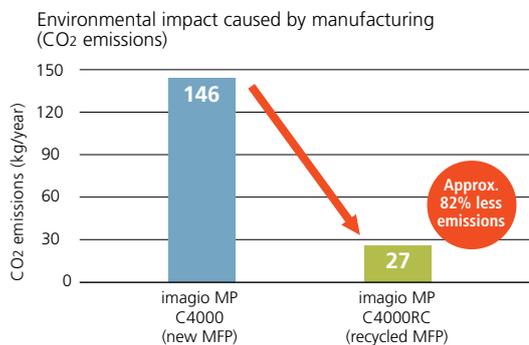
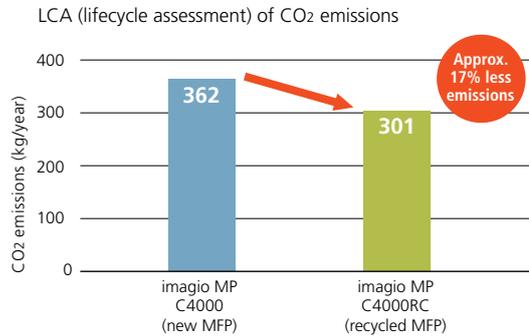
- Label attached to only one section  
Makes disassembly easier.
- Compatible label  
Does not need to be removed for recycling.



- Outer shell indentations  
Designed for easy cleaning and drying in preparation for recycling. The ditch on the outer shell and operational surfaces must be 2mm or more in width and 2mm or less in depth, with rounded corners of at least 0.5mm radius. Graphics are excluded from these requirements.



• Reduction of environmental impact: imagio MP C4000RC



### Case 3: Offering comprehensive support in reducing the environmental impact in the printing environment

The interests of business managers these days have shifted to simultaneously conserving the global environment and pursuing business sustainability. With corporate competition intensifying globally, customers are seeking greater management efficiency, which they expect will reduce the environmental impact brought about by their business activities and offset rising concerns about the environment.

In response to these needs, Ricoh Europe (RE), our European sales headquarters, currently offers a Sustainability Optimization Program (SOP) that visualizes the environmental impact and Total Cost of Ownership (TCO) associated with the printing environments of its customers. RE also monitors the effects of Ricoh services after their implementation so that we can offer support in making continuous improvements.

The SOP process first analyzes a customer's printing environment in detail and makes the cost and environmental impact visible. It then suggests the optimal equipment arrangement and helps set a specific goal for reducing the environmental impact.

As part of the implementation, RE supports customers in optimizing the environmental awareness and sustainable behavior of all employees through collaborative activities. Furthermore, RE provides training so that the customer can make the most of the energy-saving mode, double-sided printing, and other

functions. By monitoring variances between the target and actual figures, the program runs and manages the system toward continuous improvements.

The process then offers Carbon Balanced Printing, to offset the remaining and unavoidable CO<sub>2</sub> emissions by carbon credits generated by Clean Energy Projects in which Ricoh has invested\*1. Through this program, customers are able to achieve their environmental goals and consequently fulfill their social responsibility at a low cost.

Customers who have implemented the program have responded with high praise, making comments such as, "It is an outstanding program that has helped us to achieve both optimal business management and sustainability," and, "The program helps us to achieve our environmental goals." The series of programs have been certified by the global business standards organization BSI\*2, which confirms the effectiveness of the programs.

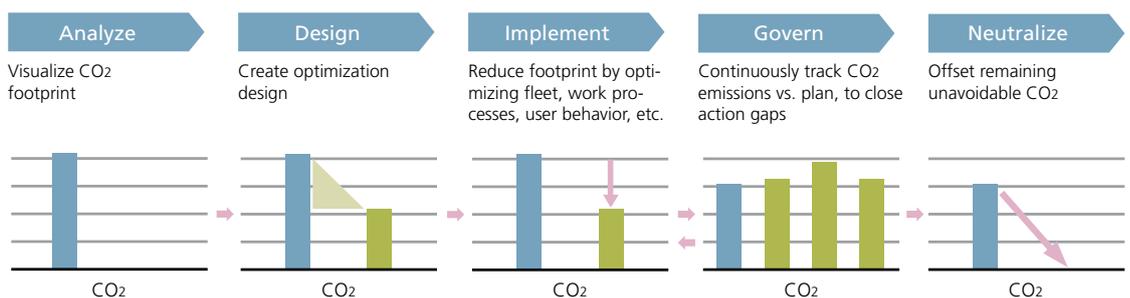
These trends have led us to propose more environmental impact-reducing SOP in FY2012 than any of our other TCO programs aimed at achieving efficient printing and reducing costs, and the CO<sub>2</sub> emission levels of our customers have reduced by 36% compared to those prior to SOP implementation.

The program was also launched in Australia in May 2013 in line with our policy of meeting customer needs on a global scale.

\*1 Carbon credit that, under the Clean Development Mechanism (CDM), Ricoh invested in and acquired after official U.N. approval.

\*2 The British Standards Institution

#### • The Sustainability Optimization Program



### Carbon offsetting in Europe: The Generali example

The Swiss branch of the insurance company Generali was the first business in Europe to receive the Ricoh Group's Certificate of Carbon Offset, and the second in Europe to achieve complete carbon offsetting.

Generali introduced Ricoh's Managed Document Service (MDS) four years ago, and decided to implement carbon offsetting in its office printing environment in order to further promote its environmental conservation activities.

Generali's CO<sub>2</sub> reduction initially began by switching to new models, but Ricoh Europe PLC (RE) took it further and proposed solutions that restrict resource consumption. These included the use of Ricoh eco technologies such as Quick Start-Up (QSU), which "wakes" a printer to full readiness in a few seconds from standby mode, reducing power consumption. Setting the default output to double-sided printing also reduces paper use, and monochrome rather than color printing cuts toner consumption. The company also used high-quality, energy-saving P×P toners, and Ricoh suggested a program for collecting used toner cartridges.

Finally, purchasing carbon credits offset the remaining unavoidable CO<sub>2</sub> emission. With this, Generali achieved a fully carbon-neutral document environment.

**About Generali:** Established 1831 in Trieste, Italy, Generali has over 500 offices in 68 countries around the world, and employs about 85,000 people. [www.generali.com](http://www.generali.com)



**"Ricoh's concept of document management is comprehensive and contributes significantly to our company achieving its environmental sustainability targets."**

**Manfred Balmer  
Project Manager  
IT Infrastructure  
GENERALI  
(Schweiz Holding AG)**

### Case 4: Carbon footprint labeling on catalogs for production printers

The catalogs of our production printers, such as the RICOH Pro C901/C901S, now display a Carbon Footprint of Products (CFP) label.

The CFP label indicates a product's CO<sub>2</sub>-equivalent greenhouse gas emissions during its entire life cycle, from raw material procurement to disposal and recycling. Through this visualization, we intend to generate demand for lower carbon emissions and alter social behavior.

CFP is being adopted by many sectors, including the printing industry. For instance, it is included in the

consideration points of the Green Purchasing Network's guidelines for offset printing services, and some offset print materials already display CFP labels.

As printing increasingly shifts to an on-demand basis, the need for CFP labels on on-demand documents are likely to grow as well. The Ricoh Group is taking the initiative to promote CFP labeling by displaying the carbon footprint of our products on catalogs and helping printing companies who use Ricoh production printers meet requests from customers who want to include CFP labels in their printing orders.

The cover of a Japanese RICOH Pro catalog displaying the CFP label.



### New value creation and innovation for a sustainable society

Our longstanding, continuous work in sustainable environmental management leading to new value creation has been recognized around the world.

Ricoh is included in leading stock indices for sustainability investment such as the FTSE4Good Global Index and the Dow Jones Sustainability World Indices. In addition, Corporate Knights Inc. of Canada has listed us in their Global 100 Most Sustainable Corporations in the World for nine

straight years, and oekom research AG, a leading German SRI rating agency, has awarded us their highest CSR ranking, Prime Status.

The Ricoh Group will continue to conduct and upgrade its sustainable environmental management and actively disclose related information. In this way, we can meet our social responsibility to create a sustainable world. ▶ P92

MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM





## Maintaining Ricoh's corporate value on behalf of all stakeholders

The Ricoh Group established The RICOH Way as a set of guiding principles and values that serves as the foundation for all our business activities. Abiding by these principles in corporate ethics and compliance and maintaining transparency in management, we continuously strive to improve our governance, and in doing so ultimately enhance our corporate value.

### Corporate Governance

We strongly believe that responsible global citizenship calls for a corporate culture that embraces a sense of mission to meet the expectations of diverse stakeholders — a culture that is committed to operating under the highest ethical standards in line with the expectations of society as a whole.

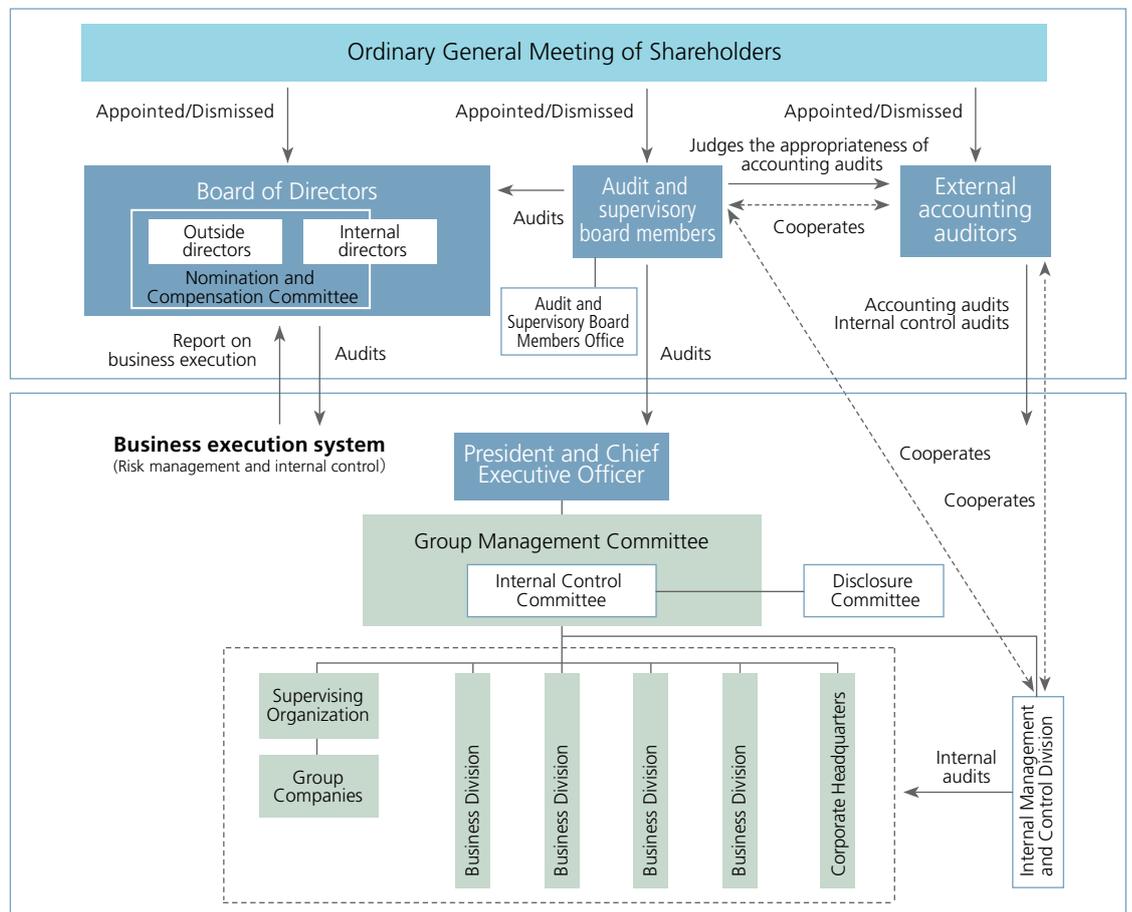
Based on this belief, we advance the operations of the entire Group under The RICOH Way, strengthening our governance and ceaselessly promoting a culture of integrity while working toward sustainable corporate growth.

The Ricoh Group has also introduced a corporate audit system, in which audit and supervisory board

members strengthen the effectiveness of audits and the monitoring of top management, while the Board of Directors, including outside directors, maintains strict oversight over the decision-making process to make sure it is always transparent and fair. Furthermore, by expanding the executive officer system, the segregating of duties between oversight and business execution is clarified, resulting in speedier decision-making.

The Group has also implemented an integrated risk management system for both business opportunities and business execution, and follows internal control procedures to achieve the success of our corporate strategies and business targets.

#### • Governance structure



## Comments from Outside Directors

### Globalization means we all compete on the same playing field, like it or not



**Mochio Umeda**

Director (outside)  
- Member of Nomination and Compensation Committee  
\* Since June 2010

(Currently)  
President, MUSE Associates LLC (USA); Outside Director, ASATSU-DK INC.; Managing Director, Pacifica Fund I, LP; President, MUSE Associates, Inc.

Our planet is vast and contains diverse cultures and values. Corporate management philosophies are equally diversified. Some companies constantly operate at high speed. Others race in bursts of explosive movement in pursuit of immediate gains. Whatever the business style, however, everyone in similar industries has to compete on the same playing field in this increasingly globalized world.

As an outside director, I strive to consider issues from a shareholder's perspective while keeping world affairs and competing businesses in mind. I work to extract key points from every proposal submitted to the Board, highlight issues and make recommendations. I endeavor to be a catalyst for free and open-minded discussions under pressure to ensure that Board meetings are productive.

Ricoh has established solid core businesses. Improving their performance will strengthen the corporate foundation and generate the revenue and time to pursue new initiatives that will underpin the company's prosperity over the next 30 to 40 years. I have great expectations for the future of Ricoh.

Mr. Umeda has advanced knowledge of information technology and experience in global business. This gives him expert ability to analyze our decision-making process and offer valuable recommendations from an external viewpoint. His attendance rate for the 12 Board meetings held in fiscal 2013 was 100%.

### In a fast-changing, competitive environment, management must pull together a global team with on-the-ground expertise and full awareness of corporate responsibility



**Kunio Noji**

Director (outside)  
- Member of Nomination and Compensation Committee  
\* Since June 2012

(Currently)  
Chairman of the Board, Komatsu Ltd.;  
Outside Director of NEC Corporation

In my capacity as the head of a major corporation, I have conducted business fully aware of corporate social responsibility, placing emphasis on the workplace and global teamwork in a tough and rapidly changing business environment that has included the global financial crisis, the Great East Japan Earthquake and the extremely strong yen. From experience, I believe it is important for top management to execute the following three points:

#### 1. Initiate communication with employees and business partners

Top management needs to communicate current issues, the company's charted course and strategies directly to employees and business partners (including distributors and vendors). The goal is to spread understanding so as to align all corporate activities in the same direction.

#### 2. Never put off dealing with risks

Risk is part of business. Every risk identified must be reported and dealt with adequately and promptly. This must be followed up by full enforcement of measures to prevent recurrence of unnecessary risk.

#### 3. Top priorities: Safety, environment and compliance

To create a corporate culture valuing these priorities, they must become part of the agenda of daily operations. For example, monthly and weekly meetings might start with reports on safety, environmental and compliance issues before moving on to business performance.

I hope to continue with constructive participation in board meetings as an outside director to enhance Ricoh's corporate value.

Mr. Noji was formerly president and CEO of Komatsu Ltd. He has abundant experience and expertise as a member of the top management of one of the leading companies of Japan. He has attended eight out of the 10 Board meetings held since his appointment (attendance rate: 80%).

## Management structure

### • Board of Directors Audit and Supervisory Board Members

#### Board of Directors

Maximum number of directors: 15

Current number of executives: 10 (including 2 outside directors)

Term: 2 years

#### Audit and Supervisory Board Members

Maximum number of directors: 5

Current number of executives: 4 (including 2 outside directors)

Term: 4 years

(As of June 21, 2013)

- The Ricoh Group has introduced a corporate audit system.
- The Board of Directors is responsible for management oversight and important decision-making concerning Group management. By appointing highly independent outside directors, the Group ensures greater transparency in its management and decision-making.
- Two of the Board's 10 directors are outside directors — part of an effort to incorporate various views and opinions and to eliminate arbitrary decision-making in management.
- To ensure a clear separation between management oversight and business execution, internal regulations stipulate that the chairman of the company — who in principle is not involved in the management of the business — serves as the chair of the Board of Directors.
- Audit and Supervisory Board Members hold discussions to determine audit and supervising policies and the assignment of duties, and monitor corporate management.
- Audit and Supervisory Board Members attend all important meetings, including but not limited to Board meetings, and exchange information regularly with the representative directors.
- The Audit and Supervisory Board Members Office, with designated support staff, has been established to ensure that the corporate auditors can work effectively.

- Under the executive officer system, the authority to carry out business has been assigned to respective functional departments so as to expedite decision-making and clarify the roles of each department.

### Group Management Committee

The Group Management Committee (GMC) consists of executive officers and is a decision-making body empowered by the Board of Directors. The GMC facilitates deliberations and renders decisions on the Group's overall management from the perspective of total optimization.

### Nomination and Compensation Committee

The Nomination and Compensation Committee — a unique permanent organ consisting of two outside directors and three internal directors — plans the appointment/dismissal policy of directors and executive officers as well as their compensation packages.

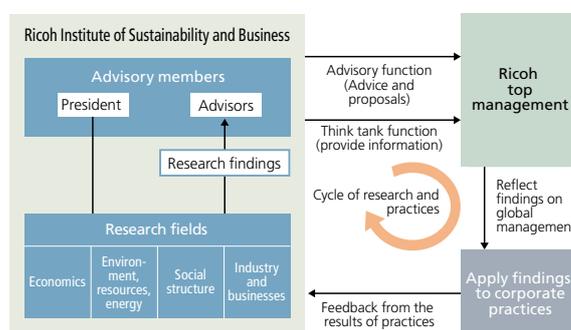
### Internal auditing

The Internal Management & Control Division, which is in charge of internal auditing, objectively reviews and assesses the status of business execution by respective business divisions according to clearly defined rules to ensure legal compliance and adequacy of execution practices. It also provides advice and recommendations for improvement. The results are regularly reported to the GMC's Internal Control Committee.

## Ricoh Institute of Sustainability and Business

The Ricoh Institute of Sustainability and Business has two think tank functions: to anticipate future socioeconomic trends and gauge their potential impact on corporate management; and to raise issues and offer advice to the top management of Ricoh based on its research.

The Institute enables Ricoh to gain an accurate understanding of structural transformations taking place in society and the economy that underlie ongoing changes to the business environment. At the same time, the Institute conducts independent analyses of Ricoh's specific business conditions and explores issues reflected in medium- and long-term management strategies. The latter includes objectives for corporate contributions to the resolution of universal problems such as global warming, how the company should respond to global competition, and the search for a new growth model. Through this cycle of research tied to corporate initiatives, we seek to sharpen our competitive edge while gaining further trust from the international community. ▶ WEB 1



### External auditing

Ricoh has formulated a set of guidelines called the "Policy and Procedures for Prior Approvals for Audit and Non-audit Services." In accordance with these guidelines, advance approval must be obtained from the Audit and Supervisory Board Members concerning the details of and fees for auditing contracts.

### Executive compensation

In its pursuit of increased shareholder value, the Ricoh Group employs executive compensation as an effective incentive to achieve a sustainable increase in corporate earnings over the medium and long term.

The base salary of Board directors consists of remuneration related to management oversight, remuneration reflecting the importance of individual roles and responsibilities, remuneration for the purpose of purchasing treasury stocks (except for outside directors), and variable remuneration linked to stock price performance during the relevant fiscal year. The Ricoh Group has been strengthening incentives for executives to increase shareholder value over the long term by allocating a portion of remuneration for stock repurchase so that executives will have a common interest with shareholders.

The amount of bonuses paid to directors is based on the attainment of key performance indicators — such as sales, operating income and ROA — that pertain to shareholder value and the company's competitiveness. Proposed bonuses for the Board of Directors are brought before the general

shareholders meeting for approval.

Compensation paid to the Audit and Supervisory Board Members is comprised solely of remuneration for their auditing duties.

#### • Executive compensation

	Number (People)	Base salary (¥ million)	Bonus (¥ million)	Total (¥ million)
Directors	16	572	—	572
Outside Directors	3	26	—	26
Audit and Supervisory Board Members	4	76	—	76
Outside Audit and Supervisory Board Members	2	14	—	14
Total	20	648	—	648

(For the year from April 1, 2012 to March 31, 2013)

#### (Compensation for external accounting auditors)

Ricoh verifies the appropriateness of time spent on auditing together with audit firms and certified public accountants (CPA), taking into consideration the scale and characteristics of our businesses to determine final compensation for auditing services.

#### • Compensation for auditing by external accounting auditors

	¥ million
Compensation for auditing services	1,028
Compensation for non-auditing services	112
Total	1,140

(For the year from April 1, 2012 to March 31, 2013)

## Interacting with shareholders and investors

### [General meeting of shareholders]

We review and revise our notifications of shareholder meetings and other materials as necessary to improve shareholder understanding of our business activities. We introduced the online Electronic Proxy Voting system to make voting more convenient for shareholders. We also hold a social gathering for executives and shareholders after each general shareholders meeting.

### [Various explanatory meetings]

Our CEO regularly holds meetings to explain Ricoh's mid-term management strategy and the progress of its implementation to investors. We also hold meetings to explain our quarterly financial results in detail.



### [IR site expansion]

Materials related to general meetings of shareholders, investor meetings and financial announcements are uploaded as they become available on our Investor Relations site for the benefit of shareholders and investors unable to attend related events. Ricoh's Investor Relations site was awarded the Internet IR Best Company Award by Daiwa Investor Relations Co., Ltd. in Japan in 2012.

### [Communicating with shareholders and investors]

Ricoh organizes various events for shareholders, including social gatherings, tours of our business offices and explanatory meetings to introduce the company's cultural and sports activities. (These kinds of events were held six times in fiscal 2013.) We also hold meetings with over 400 worldwide institutional investor firms annually. ▶ WEB 2, 3, 4

## Internal Controls

The Ricoh Group aims for continuous improvement based on the values embodied in The RICOH Way. That includes operating an internal control system designed to strengthen competitiveness while maintaining transparency based on principles of corporate ethics and legal compliance. Ricoh has established the Ricoh Group Corporate Management Principles as a set of guidelines for corporate activities, and follows the Internal Control Principles included therein.

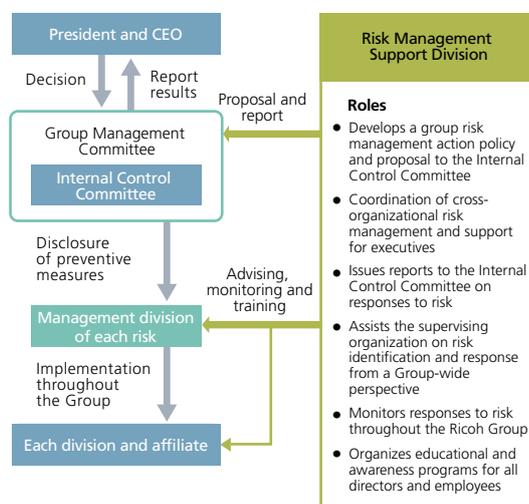
- The Ricoh Group established the Group Management Committee (GMC) to oversee the Group's overall business operations and to enable quick analysis and decision-making from the perspective of the best result for the Group as a whole.
- The Internal Control Committee was established within the GMC to determine action policies, report incidents, and evaluate and correct the control system regarding internal controls, risk management and compliance in particular.
- Corporate Management Regulations for Ricoh Affiliates stipulate the establishment of a supervising organization to oversee risk at all Ricoh Group companies.
- Ricoh has established a set of common rules that must be followed — the Ricoh Group Standards (RGS) — and ensures adherence to these rules across the Group.
- Ricoh has developed a basic disclosure policy to ensure that the corporate information it releases is accurate, timely and comprehensive, and set up the Disclosure Committee, an independent body charged with verifying the process, to prepare the information to be disclosed.
- Integrated internal audits (U.S. Sarbanes-Oxley Act audit, financial audit, operational audit, etc.) are conducted to ensure the reliability of our financial reports, improve operational efficiency, confirm compliance to laws and regulations, and to confirm that risk management measures are being implemented properly.
- The Ricoh Group has deployed its own Fraud Risk Management (FRM) program that includes a check for fraud risk. We have adopted a check sheet and use tools to detect anomalies within large volumes of data in the integrated internal audit.

## Risk Management

### Total Risk Management (TRM) system

Based on the Risk Management Principles stipulated in the Ricoh Group Corporate Management Principles, the GMC/Internal Control Committee has established a risk management area of responsibility for each business risk and implements thorough risk management in daily execution and business operations. In addition, the Group has established a Risk Management Support Division that provides comprehensive support for executives, risk management areas, and all divisions within the Group.

### • Risk management process



### Determining and reviewing business risk

The Group assigns a risk value based on frequency and degree of impact for external risks such as world trends, incidents and accidents, as well as for internal risks such as changes in the business structure, and creates a two-dimensional risk map to define business risk. This is reviewed annually at the time the business plan is being created.

### Major risks

The Ricoh Group pays particular attention to the following types of risk to prevent incidents that may have a major negative impact on corporate business activities, and to minimize the damage in the event that they do occur.

- Natural disasters
- Serious accidents
- Exchange rate fluctuations
- Serious quality problems
- Difficulty in acquiring raw materials
- Leaks of personal information and corporate secrets
- Bribery and corruption
- Insider trading
- Violation of environmental regulations
- Violation of export/import regulations
- Human rights issues
- Fraud in relation to business operations, etc.

**Responding to incidents and accidents**

To respond quickly and appropriately to an incident, we clarify areas of management responsibility and reporting levels according to the nature of the incident. At the same time, we determine the implementation sequence of emergency response procedures and reports to the president and relevant executives based on the president's policies as applied to the RGS.

**Business Continuity Plan**

The Ricoh Group has created a Business Continuity Plan (BCP) to enable the business to quickly recover and continue and to minimize the degree of damage in the event of an unanticipated disaster or accident. The BCP has been implemented throughout the Group to ensure a common response to new strains of influenza and widespread natural disasters in Japan.

**Participating in METI's competitive business model program**

Since the Great East Japan Earthquake, business continuity planning and energy management are issues that corporations and government institutions in Japan have had in common. In 2013, METI undertook efforts to enhance the competitiveness of Japanese companies and organizations, as well as institutional strengths and brands, by introducing its competitive business model. The Ricoh Group participates in this initiative.

**The Ricoh Group's competitive business model theme**

"Turning the Experience of the Great East Japan Earthquake into a Strength"

~ Strengthening competitiveness by utilizing a Business Continuity Management System (BCMS) throughout the entire supply chain ~



Sharing ideas at the kickoff meeting.

**Compliance**

We believe that it is important for every employee to adhere strictly to laws, company regulations and corporate ethics in their daily activities.

All Ricoh Group executives and employees in Japan receive annual training via e-learning on the Ricoh Group Code of Conduct, which provides principles of conduct in daily activities. Equivalent training is given to all overseas Ricoh Group companies.

An integrated internal audit checks the status of compliance in every organization.

**Anti-corruption initiatives**

The Ricoh Group stipulates its basic anti-corruption policy in the Ricoh Group Code of Conduct and promotes it across the Group through Code of Conduct education. In 2013, the Ricoh Group Standard for Bribery Prevention became a part of the RGS to help ensure total compliance with laws and regulations that prevent illegal transactions, such as the Foreign Corrupt Practices Act of the United States and the Bribery Act (2010) of Great Britain. In addition, the Ricoh Group Bribery Prevention Guidelines for Third Parties has been enacted as a means to prevent corruption among Ricoh Group business partners\*. ► WEB

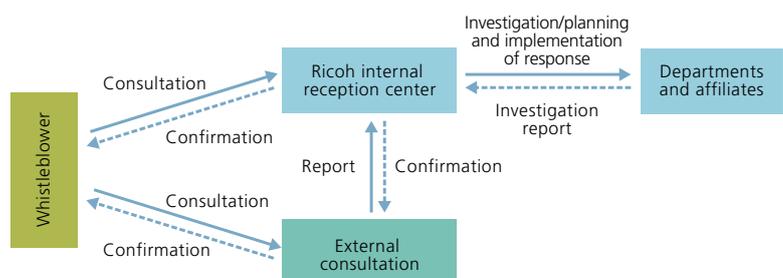
\* "Business partners" refers to organizations and individuals outside of the Ricoh Group that perform services that contribute to the profits of any Ricoh Group company or that represent any Ricoh Group company.

**Hotline system**

The Ricoh Group Hotline has been in operation since April 2003 in Japan as a contact point for employees wishing to report incidents or seek advice. Independent external contacts have also been established to supplement the internal contacts. To make the Hotline easier for employees to use, we continuously review its hours of operation and procedures. In addition, major Group companies worldwide have established and operate reporting and advice contacts.

Whistleblowers are protected from retaliation by rules prohibiting discriminatory acts against those who have contacted the Hotline.

**• Basic flow of the Hotline system in Japan**



# Respect for Human Rights

## Respect for human rights as a fundamental corporate stance

The global community expects companies to operate with due respect for human rights. Beyond meeting regulatory requirements and social expectations in countries and regions in which we operate, we are strengthening our commitment to human rights by proactively introducing more rigorous international standards such as the United Nations Global Compact and ISO26000.

### Strengthening human rights initiatives

Human rights are the basic rights that every individual is entitled to, and the issues related to them are both far-reaching and complex.

Ricoh's respect for human rights stretches back to our company's foundation, when "love your neighbor" was set as one of the key components of our corporate philosophy, The Spirit of Three Loves. Exemplifying the continued application of this tenet are measures we take to ensure there is no child labor or forced labor, not only within our own organization but within our supply chain as well. We mandate the Ricoh Group Supplier Code of Conduct and regularly monitor our suppliers to make certain they are complying with the code through CSR self-assessment reports. Deviations from the code are expected to be corrected immediately.

We have also reinforced our approach to dealing with conflict minerals\* — a particularly controversial topic — by launching a cross-organizational working group. ➤ P51

Our respect for human rights also extends to the health, security and safety of our customers. We pursue this objective in various ways, from making products easier to use to promoting "color universal design," which takes into account the diversity of color vision among the people of the world.

We will continue to strengthen our commitment to human rights, as it is at the core of our social responsibility as a global business.

### Two elements in addressing human rights issues

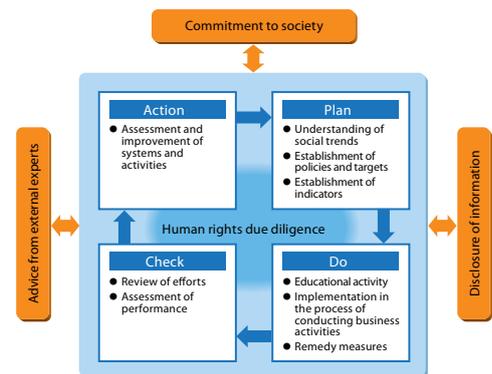
#### Risk avoidance

1. Human rights due diligence
2. Recognition of the extent of influence
3. Avoidance of taking part in conspiracy

#### Corporate value improvement

1. Protection of consumers
2. Respect for diversity
3. Coexistence with communities

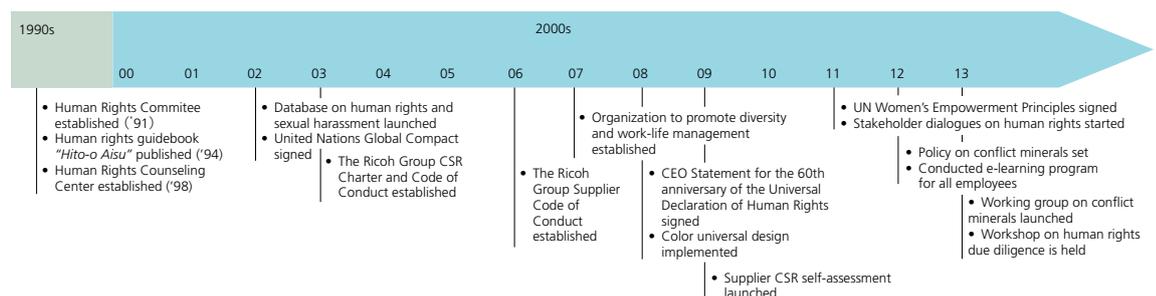
### Ricoh Group human rights respect promotion framework



### Major international standards and regulations implemented by the Ricoh Group

- Universal Declaration of Human Rights
- The 10 principles of the United Nations Global Compact
- Human rights guidelines based on the United Nations Guiding Principles on Business and Human Rights (the Ruggie framework)
- ISO26000 (social responsibility standard)
- OECD Guidelines for Multinational Enterprises
- ILO international labor standards

### Timeline of Ricoh Group human rights initiatives



\* "Conflict minerals" are raw materials mined in certain parts of the world under conditions of armed conflict and human rights abuses, whose trade finances illegal armed groups and sustains conflict. In the United States, under the 2010 Dodd-Frank Wall Street Reform and Consumer Protection Act, businesses are required to disclose their use of tin, tantalum, tungsten, gold and other materials designated by the Department of State as "conflict minerals" sourced from the Democratic Republic of the Congo or adjoining countries.

## Making respect for human rights a part of all operational processes

Our respect for human rights takes in all our stakeholders, and requires a deep understanding of human rights issues among our employees. Accordingly, Ricoh conducted a human rights education program for all employees on December 10, 2012 — World Human Rights Day.

An e-learning program, “Corporate Activities and Human Rights,” was launched to establish a culture that has international expectations regarding human rights as an integral part of day-to-day operations. The e-learning materials were developed in cooperation with the Center for Human Rights Education and Training, an organization devoted to human rights education.

To date, more than 10,200 Ricoh employees have completed the program, and in follow-up surveys about 90% of participants indicated increased awareness of human rights.

The next step in this educational program is a workshop that simulates human rights-related risks.

Through such initiatives, we hope to make respect for human rights an integral part of the actions of every Ricoh employee.

### • Outline of the e-learning program “Corporate Activities and Human Rights”

1. Introduction
2. Human rights
  - 2-1 What are human rights?
  - 2-2 Why should businesses respect human rights?
  - 2-3 International trends concerning human rights
    - (i) United Nations Global Compact
    - (ii) Ruggie Report
3. ISO26000 (international standards on social responsibility)
  - 3.1 Human rights are a major pillar of ISO26000
  - 3.2 Seven principles and seven core subjects
4. Corporate activities and human rights in a globalizing society
  - 4-1 Respect for human rights under international standards
  - 4-2 Key elements in addressing human rights issues
  - 4-3 Risk avoidance
  - 4-4 Boosting corporate value
5. Human rights initiatives by the Ricoh Group
6. Benefits for corporations that respect human rights

### A message from our partner, the Center for Human Rights Education and Training

## An awareness of human rights is key to being a global citizen

It was a great pleasure for us to work with Ricoh in developing e-learning materials that reveal international developments in human rights and their relevance to corporate activities.

In recent years, interest in corporate social responsibility has grown in pace with economic globalization. Reflecting this trend, the United Nations Global Compact, ISO26000 and other international frameworks are becoming de facto guidelines for corporate activities.

As human rights are mainstreamed into business practices, integrating human rights considerations into every employee’s everyday work is vital for a company to achieve growth and contribute to society.

We hope the e-learning materials we jointly developed will help CSR and human rights initiatives spread throughout the entire Ricoh Group.



Developing the e-learning materials.

The Center for Human Rights Education and Training is an incorporated public interest foundation that promotes human rights education and awareness in Japan. The Center develops materials, provides training, carries out surveys and research and other activities regarding human rights, working in collaboration with various organizations including national and local governments and private enterprises.



# Information Security

## A brand trusted by the information society

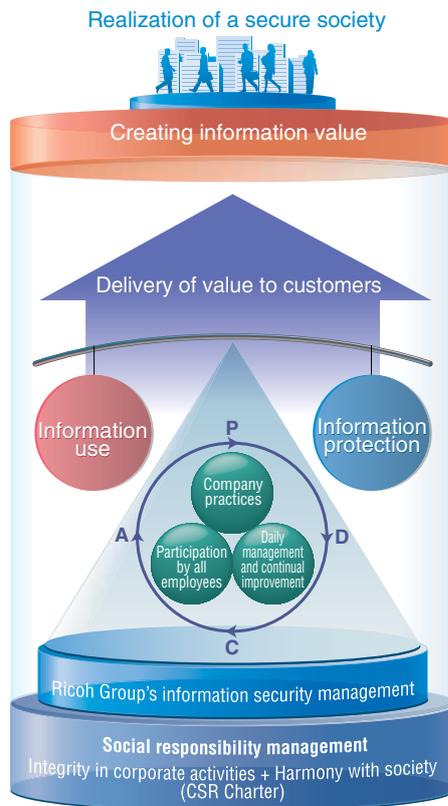
In an increasingly complex digital landscape, a crucial factor of Ricoh Group services is to provide tools that our customers can use with complete confidence when it comes to the security of their information.

All our employees are expected to include security in everything they do and to continuously improve security management at their daily worksites. This attitude is ultimately reflected in the security the Ricoh Group provides to customers. The information security built into our products, including MFPs, protects digital and paper-based documents, helping to safeguard the data of our customers.

### Information security management

To validate the trust that society places in us, the Ricoh Group involves all its employees in continuous improvement of information security management. Our aim is to balance utility and protection, simplifying the secure use of information by people with legitimate access rights — including business partners — while preventing unauthorized access and leaks.

#### • The Ricoh Group's information security framework



#### • ISMS certification mark



ISO27001/IS85241

#### • ISMS certificate



### Reinforcing our information security culture

The primary goal of the Ricoh Group's Information Security Management System (ISMS) is to have all employees engage in proactive, security-conscious behavior as a matter of course, beyond simply following legal requirements or rules. We call this our "information security culture," and reinforce it in three ways: (1) participation by all employees, (2) daily management and continuous improvement, and (3) company practices.

In particular, daily internal use of our products and services becomes in effect a continuous exercise in solving problems related to information security, and allows us to confirm the results of our efforts. The processes we achieve in this way are then passed on to our customers.

### ISMS Certification Status

The Ricoh Group obtained uniform ISMS certification (ISO27001) in December 2004. Since then, we have maintained our certification through annual inspections by external organizations and recertification inspections every three years.

As of March 2013, a total of 70 companies — 23 within Japan and 47 overseas — have received ISMS certification.

▶ WEB 1

### Information security incidents

In the fiscal year ending March 2013, there were no major incidents that required disclosures to external inspection or audit organizations.

▶ WEB 1 List of Ricoh ISMS registration scope: [www.bsigroup.jp/27001/ricoh](http://www.bsigroup.jp/27001/ricoh)

## Security in products and services: MFPs

In MFPs, the Ricoh Group was among the first to introduce measures to prevent leaks of digital and paper-based documents or falsification of data.

We consider all possible threats that may arise during the lifecycle of a digital or paper-based document — from the creation of a document through its processing, storage, preservation and disposal — and develop and deliver the functions necessary to protect the document from those threats.

For further security and to allow customers to use Ricoh products with greater peace of mind, we obtained international certification standards for a wide range of products, including the ISO/IEC 15408 security function certification backed by an objective third party, Common Criteria (CC).

The Ricoh Group will continue to safeguard the information assets of our customers with products adapted to their specific office environment and security policies. We will also issue reports on information security on a regular basis and support our customers in implementing security controls.

## Security around MFP products

As the information society has grown, we have become increasingly exposed to a variety of new threats such as computer viruses, leaks of personal information, and unauthorized access to data. Devising measures to counter these threats is now an imperative part of doing business.

These security threats are not limited to computers, servers and networks, so it is essential to set up and operate MFPs correctly. As one of the first to focus on security measures for MFPs, we have thoroughly considered all types of potential security breaches. ▶ [WEB 2](#)

### Obtaining Common Criteria certification

To confirm the effectiveness of our security functions, we applied for Common Criteria certification of international security function standards (IEEE 2600.1), and in February 2010 we became the world's first organization to obtain IEEE 2600.1 for an MFP, the imagio MP 5000 SP/4000 SP (launched in February 2008). Since then, we have developed a broad line of CC-certified products so that our customers can be assured that their information is safe.

## • Security threats in offices



Unauthorized access via networks



Unauthorized access via telephone lines



Tapping and alteration of information over the network



Unauthorized access via the device's operator panel



Information leaks from storage media



Information leaks via hard copies



Information leaks due to carelessness

### Hard disk security functions



#### Hard disk drive (HDD) encryption

Address books, authentication information and accumulated documents stored in multifunction copiers are encrypted as they are stored. This function prevents information from being leaked even if the hard disk drive is physically removed.

#### Data Overwrite Security System

When a document is scanned by an MFP or scanner, or when data is received from a computer, some data may be stored on the hard disk drive or memory device — for example, temporary image data, data the user has chosen to save, or device configuration data. When such data is no longer needed, this function erases the data by overwriting it.

#### Encryption key protection via TPM (Trusted Platform Module)

TPM is a tamper-proof hardware security module that performs cryptographic functions and securely stores cryptographic data. Ricoh uses the TPM to store the root encryption key that protects the hard disk data encryption key and the digital certificate of the MFP, and to perform a trusted boot operation that validates MFP firmware authenticity before permitting the MFP to operate. The root key and cryptographic functions are always contained within the TPM and cannot be altered from outside. This provides high-level assurance of the validity of the MFP's firmware, device identity and hard disk security.



CC: Common Criteria for Information Technology Security Evaluation (ISO/IEC 15408)

Common Criteria is an international standard for information security that provides assurance that the process of specification, implementation and evaluation of a computer security product has been conducted in a rigorous and repeatable manner. Customers can use CC to confirm that a product meets their security requirements and compare security specifications across different products.



# Innovation

## Innovating for the future, connecting people with information

“At the Ricoh Group, we are committed to providing excellence to improve the quality of living” is our Mission Statement and part of The RICOH Way. Since its founding in 1936, Ricoh has been an innovator in products and services for information and communication, beginning with photosensitive paper and progressing to cameras, copiers, MFPs and IT services. And we remain as committed to innovating as ever.

We start by anticipating how societies and workstyles may change in the future, then consider what we can do to offer our customers new value and contribute to sustainability.

The foundation for these innovations is Ricoh’s wide variety of resources fostered over the many years we evolved our major products in the field of imaging equipment. These include technologies that range from electrophotography, image processing and chemistry, to optics, networking and software. We believe that by combining these highly developed technologies with new ideas, we can create unprecedented value. > [WEB 1](#)



Brainstorming at Ricoh Innovations Corporation, Silicon Valley.

## Daring to innovate

Today, while networks facilitate the exchange of ideas and the production of intellectual assets, we are confronted with urgent issues such as overpopulation and the depletion of natural resources. This is a time to rethink the way we work, examining an unprecedented range of options.

Concurrently, in industrial products and services we are pressed to raise levels of productivity and safety, and to consume energy efficiently as a responsibility to future generations. The Ricoh Group continues to innovate, devoting research and development resources to meet these challenges.

### *Six trends transforming the office, and the office of the future*

Ricoh has consistently provided new value for working people by improving the way they interact with information, pioneering office automation in the 1950s.

We start from a vision of the office of the future, then draw an R&D road map to get there. Our definition of the "office" is the totality of the way people work, their business processes and work environment. Based on this definition and changes in society, we have projected six trends that will transform the office:



Non-core business outsourcing



Workflow collaboration



Emerging markets



Anytime anywhere



Environmental conservation



Security and safety

We anticipate that a decade from now, business processes will be distributed as the norm. For example, tasks will be shared between advanced and emerging markets or between internal and external staff. Such arrangements will demand seamless communication and workflows, so that people working at home or on the road can do so just as securely and efficiently as if they were in the office. This would be a world in which everyone could enjoy the conveniences information and communications technology (ICT) creates. ▶ WEB 2

Based on these trends, the Ricoh Group is focusing its R&D on technologies that support these workstyles and simultaneously lessen environmental impact. ▶ P43-44

▶ WEB 1 Technology: [www.ricoh.com/about/company/technology/](http://www.ricoh.com/about/company/technology/)

▶ WEB 2 Research on the Office of the Future: [www.ricoh.com/about/company/technology/rd/office.html](http://www.ricoh.com/about/company/technology/rd/office.html)

▶ WEB 3 Accessibility of products: [www.ricoh.com/about/accessibility/mfp/](http://www.ricoh.com/about/accessibility/mfp/)

### *Making a comfortable social infrastructure*

As IT grows more prevalent, becoming safer and easier for everyone to use, we can expect society at large to benefit from rising levels of productivity and become more prosperous.

#### [Products and services designed for diversity]

When the capabilities of products and services become more sophisticated and complex, so does the literacy that users need to make full use of those capabilities. We build accessibility into everything we offer so that more people can enjoy the benefits of our innovations regardless of age or physical ability.

#### Enhancing MFP accessibility

- The scanner operating unit goes on a desktop, apart from the rest of the product, so persons in wheelchairs can also use it with ease
- Seated users can adjust the angle of the operating unit for easy operation
- The barrier-free color management mode lets users with color weakness easily convert color tones to those easy to see ▶ WEB 3



#### [Innovative industrial products]

Ricoh innovates industrial products with an eye on the future. The company is grounded in the many technologies, developed over the years, that are incorporated into our own production equipment as well as our imaging equipment and other products.

#### [Examples of innovative industrial products]

- Optical technology and image processing technology to visualize phenomena previously invisible to the human eye
- Environmental technologies synchronized to human activity, developed through precise visualization of electric power management
- Reusing energy that would have been wasted at manufacturing sites
- Simulation technology to do fast, high-level analysis of verification processes that would otherwise cost significant time and money
- Expanding the scope of applications of a washing technique that uses no water or solvent in washing processes during production and recycling

With a wide range of initiatives in place for solving social issues, our challenges go far beyond the traditional definition of an office.

## Structure for creating innovation

### Technology development process

The Ricoh Group's R&D (Research and Development) is structured to help us gain customer knowledge, anticipate the future based on global economic, social, and technological trends, and realize comfortable 21st-century workstyles.

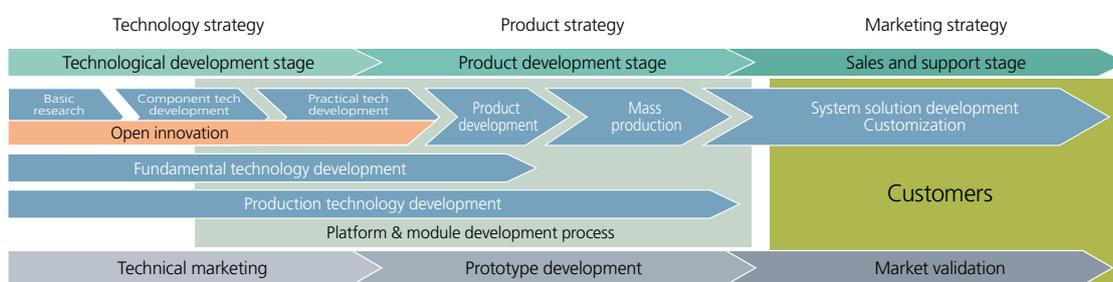
We call the values we provide "RICOH Brand Benefits." Our innovative technology development is based on the ideals of "Harmonize with the environment," "Simplify your work and life" and "Support knowledge management." This leads to products and services that delight our customers.

The sequence from research and development

to product design and marketing begins with a technology strategy for R&D aimed at creating new businesses and renovating existing ones.

Next, our product strategy guides our product merger system, under which we combine platforms and modules and 3D simulation for more efficient development.

Our marketing strategy at the sales and support stage is set up to involve our customers in creating value together with us. Initiatives include our developer program and, at Technology Centers around the world, system solution development and customized development.



### Research and development infrastructure

#### [Global technology development system]

The Ricoh Group has research and development sites worldwide, including in Japan, the United States, India and China. Each site studies market needs and conducts research, technology development and design in a regionally appropriate manner. Technology Centers and Printing Innovation Centers can also be found around the world, and are part of a system for learning market needs directly from customers by providing them with support.

#### [Open innovation]

We practice open innovation, actively collaborating with universities, research institutes and companies that possess the technical expertise we need.

These flexible, win-win partnerships with different businesses and industries let us accelerate the pace of creating leading-edge technologies.

In 2012, for example, we took part in the "Next-Generation Printed Electronics Materials and Processes Basic Technology Development" project of NEDO, Japan's largest technology development organization, for the creation of energy-efficient reflective color electronic paper. No light source is necessary to illuminate this paper, which won a prize in the Projects division of the Nanotech Awards. We also collaborated on the Green University of Tokyo Project for more efficient energy management, and participated in big data HEMS/BEMS field tests using an IEEE 1888-compliant "smart tap."

#### • Principal research centers of the Ricoh Group ► WEB 1

Location	Name	Main functions	Research subjects
Japan (Kanagawa, Miyagi, others)	Ricoh Co. Ltd. (R&D headquarters, others)	Worldwide R&D integration with research and development from basic to practical core competences for pioneering new markets.	Basic, component and environmental technologies, implementation of R&D, design, solutions, etc.
USA (Silicon Valley)	Ricoh Innovations Corporation	Produce innovative Silicon Valley technologies and new business ideas that seamlessly connect all things and people all the time.	Intelligent sensing, computational optics, image processing, wireless communication, cloud collaboration, etc.
India (Bangalore)	Ricoh Innovations Private Limited	Create new IT solutions onsite by leveraging core technologies developed at the Ricoh Group and adapting them to local needs.	IT solutions for education, media and entertainment, healthcare.
China (Beijing)	Ricoh Software Research Center (Beijing) Co., Ltd.	Promote R&D in IT supported by abundant human resources.	Image and video processing, embedded system, wireless network, system control, data mining, etc.

► WEB 1 Global R&D / Open Innovation: [www.ricoh.com/about/company/technology/rd/global.html](http://www.ricoh.com/about/company/technology/rd/global.html)

**Continuous investment in R&D**

The Ricoh Group consistently invests about 5% to 6% of sales in R&D to continue bringing forth innovations. R&D expenses for fiscal 2013 (ended March 31, 2013) were 112.0 billion yen (about 5.8% of sales). Over 16% of this investment, or 18.0 billion yen, went to basic research.

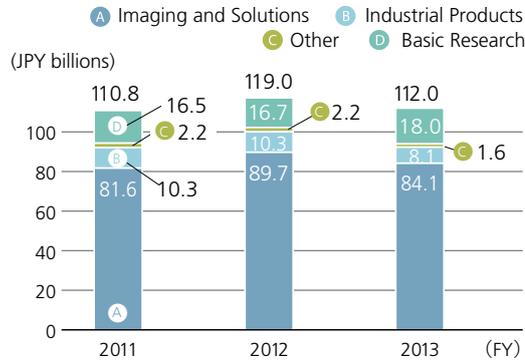
**Initiatives for intellectual property**

Intellectual property — the fruit of our R&D — is one of our most valuable resources and a vital component of Ricoh Brand Benefits. We are also active in acquiring and implementing intellectual property that protects and grows our business. In fiscal 2013, for example, we published roughly 4,400 patents and issued more than 25,000 patents in Japan and over 20,000 in other countries. Patents outside Japan facilitate the global expansion of our business.

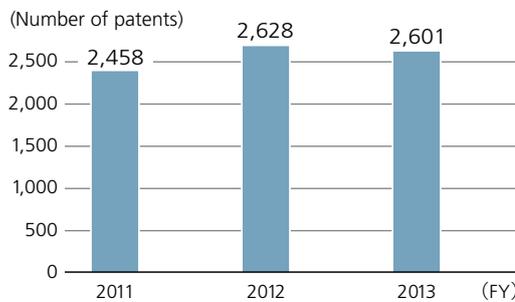
As a result, Ricoh was named one of 2012's Top 100 Global Innovators. The list, published by Thomson Reuters\*, "identifies the most innovative organizations in the world through a series of patent-based metrics including overall innovation (patent) activity, patent grant success rate, globalization and



**Changes in R&D investment**



**Number of patents registered overseas**



influence." Ricoh earned high praise for meeting the selection standards "overall patent volume," "global reach of the portfolio" and "patent influence as evidenced by citations," recognizing the success of our continuous technological innovation.

\* Thomson Reuters is an organization that provides "intelligent information" to businesses and professionals. Based in New York City, it also has major offices in London and Eagan, Minnesota and about 60,000 employees in over 100 countries.

**White papers**

Ricoh publishes white papers that reveal our approach to innovation, as well as background on our products, services and R&D initiatives. They also provide our views on various topics, including technology and market trends. These publications help our customers and partners better understand the value the Ricoh Group provides. The following white papers are currently available, and we continue to add to the list. [▶ WEB 2](#)

- "Creating a Sustainable Society through Environmental Management"
- "Ricoh's Unified Communication brings Renovation to Collaboration"
- "Ricoh's Next-Generation Machine Vision: A Window on the Future"



## The six trends in the transformation of the office: R&D and case studies



### Non-core business outsourcing

By making use of the expertise within Ricoh Group companies, we are able to offer one-stop support for our customers so that they can focus on their core competencies.

#### [IT services]

We provide a multivendor approach to building and managing complex IT environments, and also offer @Remote, which continuously tracks equipment status through the Internet, including the monitoring of supply levels for automatic reordering. This frees customers from dealing with the details of equipment operation. > P45

#### [Document management]

Ricoh's Managed Document Services (MDS) facilitates all document-related workflows and administration, and is adding such services as the i-Invoice electronic billing system. > P18



### Workflow collaboration

We can seamlessly bring together different departments, companies and mobile workers into one horizontal workflow.

#### [Enhanced MFP with improved cloud connectivity and other functions]

Our barrier-breaking MFP, launched in May 2013, is a shared information terminal that facilitates many business tasks. It can become the control center for our cloud-based services such as FlexRelease CX (printing) RICOH Scan CX (scanning) and RICOH e-Sharing Box (document management based in a private cloud).

#### [Remote communication]

The RICOH Interactive Whiteboard D5500, released in January 2013, lets up to four remote sites share displayed and handwritten content in real time. Head office design teams and offshore manufacturing sites can each write on blueprints and enjoy smooth, stress-free collaboration. Proprietary Ricoh technology makes the whole process intuitive by letting users write clearly and on the fly, just as if they were writing on paper.



### Emerging markets

In February 2012, we opened an advanced IT research laboratory in the southern Indian city of Bangalore to provide leading-edge IT core technologies in line with the needs of emerging markets. Having a local presence in India has demonstrated the adaptability of our core technologies to solutions in the fields of education, entertainment and healthcare. Moreover, in April 2013 we endowed a course at the Indian Institute of Technology Gandhinagar for joint academic-industrial projects and research on IT usage and user interfaces.

We are also looking to the potential of reverse innovation — the process by which solutions built for new markets breed innovations in advanced economies.

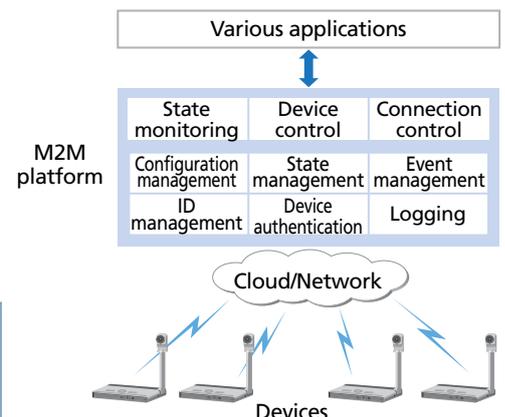
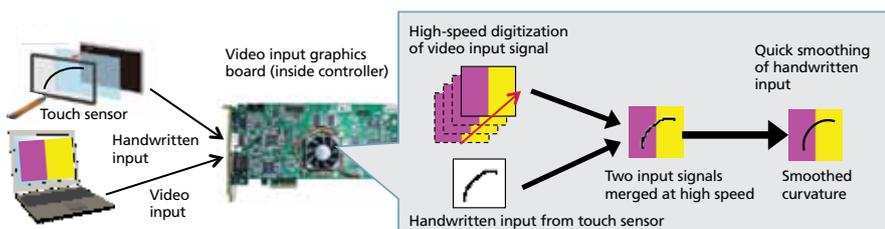


### Anytime anywhere

By combining unique, user-friendly Ricoh products and services like our portable videoconferencing system, paperless conference app and ultra-short-throw projector, we are able to propose ideas for new workstyles.

#### [Portable videoconferencing system]

We have followed up our 2011 launch of the P3000 Unified Communication System with PC and iPhone apps for more efficient mobile work in fiscal 2013. These innovations are based on our proprietary M2M communications platform technology that eases Internet connectivity. M2M makes possible cloud-based services for real-time two-way video and voice communications among multiple locations. > WEB 1



> WEB 1 Unified Communication System: [www.ricoh.com/about/company/technology/tech/039.html](http://www.ricoh.com/about/company/technology/tech/039.html)

**[Paperless conferences]**

The RICOH Smart Presenter app was created in response to the spread of tablets and growing environmental awareness. Since the Smart Presenter's introduction, its usage scenarios have expanded considerably. A server system capable of synchronizing up to 350 tablets and an iPhone version were introduced in 2013.

Smart Presenter played a key role at the APEC Transportation Ministerial Meeting held in Japan in September 2013. It was incubated at TAMAGO Labs., located in Japan, which Ricoh founded to hatch new businesses rapidly.



Smart Presenter makes it easy to share information via tablets or smartphones for successful communications at paperless meetings.

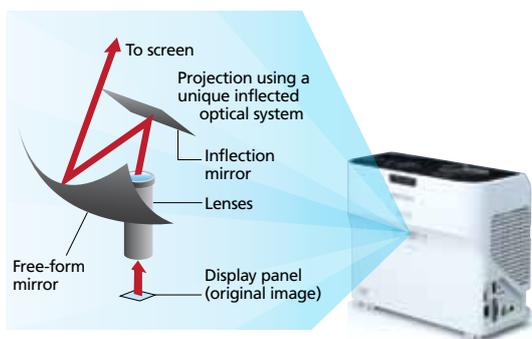
**TAMAGO Labs.**

"Tamago" is Japanese for egg, and the aim of Tamago Labs. is to give quick birth to applications that leverage Ricoh's original technology. Several hatchlings of TAMAGO Labs. have been uploaded to its website, and they are available free of charge so that users can try them and collaborate in their evolution.

➤ WEB 2

**[Ultra-short-throw projector]**

Far more compact and lightweight than conventional projectors, Ricoh's ultra-short-throw projector can be used even in tight spaces as it can enlarge images from an extremely close distance. Its superior versatility lets it offer unique solutions in situations such as ad hoc video conferences, paperless conferences and digital signage. Innovative optical technology is used to keep both its footprint and weight to a minimum. ➤ WEB 3



➤ WEB 2 TAMAGO Labs.: [www.ricoh.com/software/tamago/](http://www.ricoh.com/software/tamago/) ➤ WEB 3 Free-Form Mirror and Deflection Technology for Ultra-Close-Range Projection: [www.ricoh.com/about/company/technology/tech/040.html](http://www.ricoh.com/about/company/technology/tech/040.html) ➤ WEB 4 Rewritable Laser System: [www.ricoh.com/about/company/technology/tech/062.html](http://www.ricoh.com/about/company/technology/tech/062.html) ➤ WEB 5 Security for Multifunction Products: [www.ricoh.com/about/security/products/mfp/](http://www.ricoh.com/about/security/products/mfp/)



**Environmental conservation**

In addition to its initiative to reduce the environmental impact of MFPs over their life cycle, Ricoh has capabilities in managing the energy use of entire offices and environmental technology for industrial applications.

**[Continuous improvement of the environmental performance of MFPs]** ➤ P61, 63-64

**[Office energy management]**

Ricoh is developing office energy management solutions using technology that visualizes energy consumption over the entire office floor, technology to automatically control LED lighting and office equipment, and technology that detects the presence of people to adjust power settings to an optimum level.

**[New applications for rewritable media]**

We put a layer on rewritable media to block oxygen and ultraviolet light and developed an algorithm to eliminate character crossing points, which cause media to deteriorate. We have also begun demonstration tests of a rewritable laser system in the field of logistics. This system can rewrite 1,000 times with laser contactless technology. This won a technology award from the Imaging Society of Japan for fiscal 2012. ➤ WEB 4



**Security and safety**

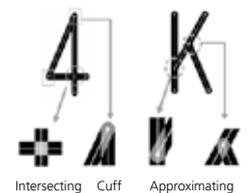
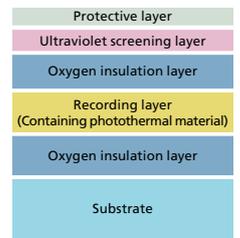
As networked IT equipment, MFPs are also subject to security threats. We take a variety of measures against such threats. Our website is full of relevant information, including our stance on security to a list of threats and countermeasures to them, an introduction to security functions, and a list of internationally certified products. ➤ P37-38 ➤ WEB 5

**[Common Criteria certification initiatives]**

In 2010, Ricoh MFPs became the first to earn Common Criteria certification, which indicates that copiers and printers meet international standards for security. A wide range of models have subsequently earned the certification.

**[Hard disk security functions]**

The TPM (Trusted Platform Module) security chip is installed in Ricoh MFPs (MP series), printers (SP series) and production printers (Pro series). It creates a second layer of encryption for encryption keys used on hard disks to further enhance security.



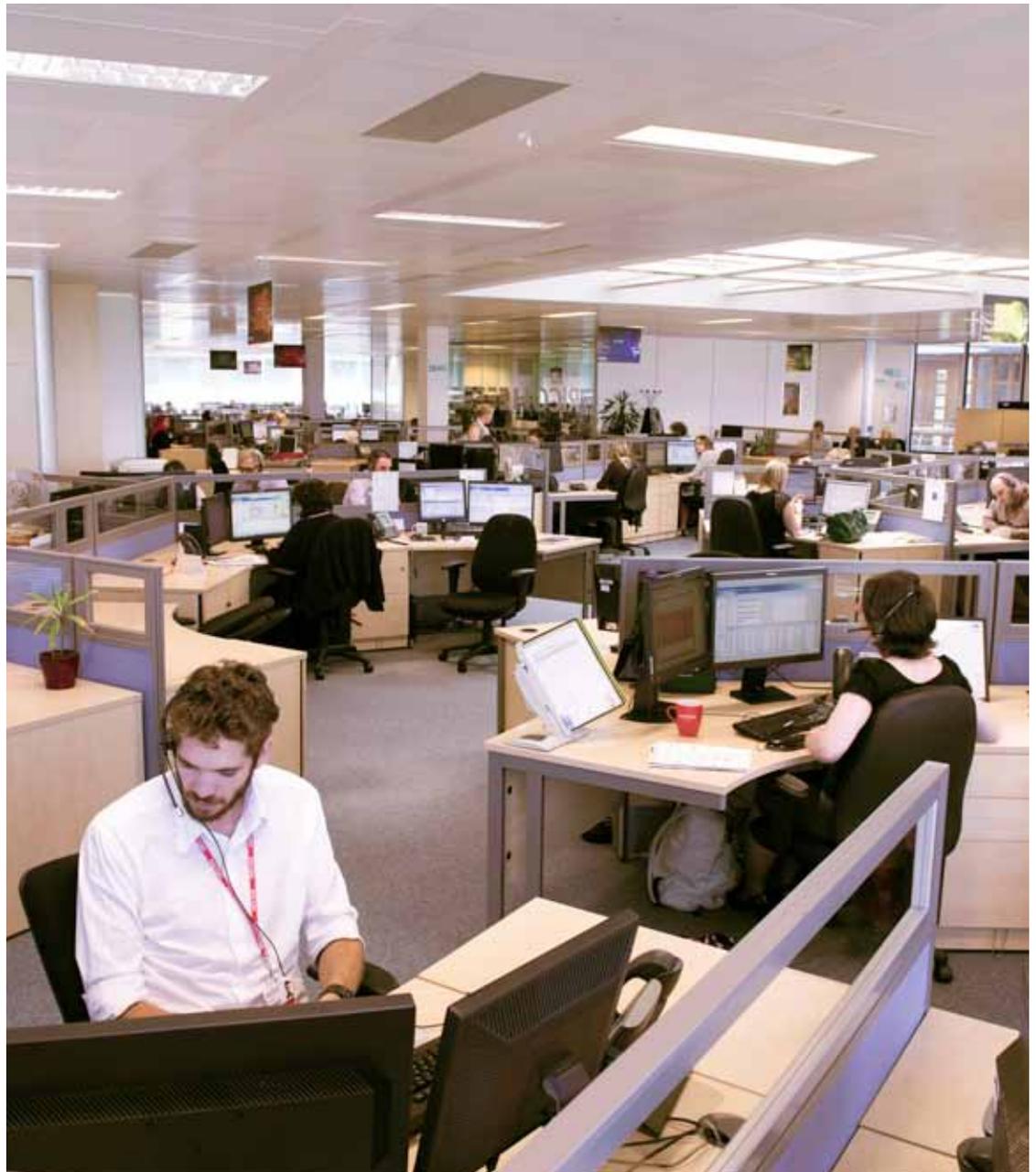


# Customer Satisfaction

## The customer drives our approach to value creation

Customer satisfaction is at the core of everything we do, beginning with the acquisition of a deep understanding of what the customer needs. Beyond simply listening to their feedback, we strive to perceive feelings and expectations that customers may not be able to articulate. We then propose solutions based on the customer's perspective.

Our aim is to offer RICOH Quality that delights our customers. This commitment is embedded in the corporate values that all Ricoh Group employees are expected to uphold so that they will act with full awareness that ensuring quality and customer satisfaction is their most important mission.



The call center at Ricoh UK Ltd.

### Initiatives for customer satisfaction

The goal of RICOH Quality is to “consistently delight and inspire our customers” by strengthening basic quality — such as safety and reliability — based on continuous communication with customers. This lets us imbue our products and services with the values that exceed customer expectations.

#### In pursuit of product safety and reliability

Building in safety from the design and development stage is crucial to ensuring that customers can use our products and services with confidence. The Ricoh Group regularly reviews product safety standards, strictly adhering to them and continually upgrading quality. This procedure is formulated in our Basic Policy for Product Safety Activities and our Action Policy for Product Safety Activities.

In 2009, we improved our structures for product compliance with laws, regulations and official standards on an international level. We introduced controls using target management tables for the product design and development stage. Since meeting each country’s regulatory requirements is mandatory, the database for compliance check sheets is constantly updated with the latest data on national and international rules.

In addition, we continue to step up Ricoh’s own (and more rigorous) standards to ensure safety for children, elderly people and other vulnerable members of society.

As new technologies and businesses for which product safety standards do not yet exist require a framework to identify possible risks, Ricoh is expanding its Product Safety Risk Assessment program. This is an effective means of confirming the safety of products in new business areas and in existing products to which new technologies or mechanisms have been added. Through this combination of standards, we are doing our utmost to ensure the safety of every new product we bring to market. ▶ P87

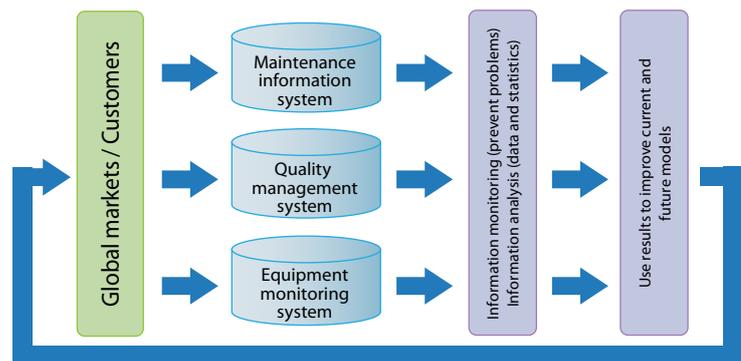


#### Quality assurance data

The Ricoh Group employs three market information databases related to product quality.

The Maintenance Service Information system contains historical information on machine failures confirmed by customer engineers, along with the maintenance services we provided. The quality management system links data obtained in Japan on product quality issues to data from our other markets around the world. If a quality-related problem occurs, the Design and Manufacturing Department discusses what action to take based on information in this database, and provides prompt feedback to those involved. Finally, the Device Monitoring system allows us to obtain statistics on how customers use our equipment on a daily basis through @Remote, our global remote device management service.

The Ricoh Group uses these systems in an integrated way to obtain market information from multiple aspects. Based on this data, we can immediately identify and address problems, and take action to prevent similar problems from occurring in the future.



#### @Remote™ for worry-free equipment use

Ricoh’s @Remote technology is an Internet-based management system for monitoring customer device data. The @Remote service automatically collects and uploads meter readings daily from MFPs and printers, keeping track of their usage status, maintenance records and machine conditions. This enables us to provide essential services (like replenishing supplies and dispatching maintenance personnel) promptly, without the customer having to contact us.

We offer @Remote globally, so that customers can use their equipment with confidence at all times. ▶ WEB

#### Advantages of @Remote

- Prevents equipment failure
- Quick action cuts downtime
- Useful equipment management tool
- Information obtained can be used in consultations

### **Quality management system**

Ricoh Group sales companies around the world improve quality based on our quality management system and the ISO9001 standard. Most of our production sites and sales companies have earned ISO9001 certification in our drive to enhance the

quality of everything we do, from manufacturing through sales to customer service.

Our service personnel in Japan take part in skills competitions and certification exams, while overseas we have instituted a variety of similar programs to raise service standards.

### **Turning customer feedback into products and services**

In our continual pursuit of RICOH Quality, we reflect feedback from customers and rapidly respond to their changing needs. This allows us to provide customers around the world with value that is unique to Ricoh. We also look ahead to anticipate what new values customers will require in the future, and engage in customer-centric improvement initiatives.

#### ***CRM databases enable us to propose solutions suited to the customer's business***

In the approximately 200 countries and areas where we operate, Ricoh Group sales and support establish close ties to the local market while maintaining a consistent global strategy.

Sales companies in each country within our four major business regions — Japan, the Americas, Europe and Asia, Oceania and China — have direct contact with customers, operate and oversee customer relationship management (CRM) databases and track customer data such as equipment information and maintenance histories.

Customers look to us for solutions tailored to their specific needs or industry sector, using their CRM databases to seek a higher level of customer support. Apart from national CRM databases, the Ricoh Group has centrally and globally managed information on customers around the world that covers not only sales and equipment information but also histories of special orders and customizations.

#### ***Customer satisfaction surveys***

The Ricoh Group periodically conducts customer satisfaction surveys worldwide to gauge how successful we are at achieving RICOH Quality. We also send out unique new product and service satisfaction surveys. Feedback is applied to service improvement programs. ➤ [P87](#)

#### ***Making full use of customer comments***

We listen closely to customer comments and have programs in place to apply this vital input to the development of our products and services.

Our marketing staff tracks customer needs

and feeds this information back to development personnel, who use it for R&D and improvements. Sales and product development staff also share data and observations whenever we launch a new product or develop a new market.

Serious quality issues are dealt with according to Ricoh's Major Quality Problem Response Rules, which dictates the immediate involvement of our risk management staff.

### **Gathering customer voices**

#### **Call Centers**

Call Centers in more than 60 locations worldwide respond attentively and in a manner appropriate to regional conditions, channeling customer input to those working to improve products, sales and service.

#### **Customer Centers**

Sales companies in each country give us direct contact with customers, but the Ricoh Group also has independent Customer Centers that customers can contact directly. Customer requests, complaints and claims are fed back to relevant departments within our organization.

#### **Technology Centers and Printing Innovation Centers**

The Ricoh Group has Technology Centers in seven countries and Printing Innovation Centers in 10 countries around the world.

These on-the-ground facilities are extremely useful in picking up customer needs that can lead to the creation of new technology.

## Case study: creating new customer value through our initiative

The Ricoh Group aims to understand our customers, meet their requests, devise solutions, and ultimately delight those who use our products and services.

### USP & QUIRON Hospital Group: Improving patient care with an Electronic Health Record system



"It was a major project. Failure wasn't an option. Ricoh accompanied us at all times, driving the project forward and responding to our needs with impressive speed and commitment. Patients are the prime beneficiary. Armed with accurate and timely information, our medics are able to provide more effective treatment."

- Chief Information Officer,  
USP & QUIRON Hospital  
Group

"It was a professional relationship conducted in a common language."

- Medical Director,  
USP & QUIRON Hospital  
Group

With a network of 24 hospitals, 38 consultation centers and 10,000 medical professionals treating over four million patients annually, USP & QUIRON Hospital Group is one of the largest private operators of hospitals in Spain.

Previously, the group generated over 20 million paper-based medical records every year. This legacy system, however, compromised patient care and required significant administrative resource to maintain. Patient records were fragmented, there was little standardization of forms, and it took time to retrieve critical information and share it with relevant departments.

Referencing its document management expertise and knowledge of the healthcare sector, Ricoh España S.L.U. migrated the group to an Electronic Health Record (EHR) system with automated workflows and electronic forms.

The EHR system provides end-to-end management of patient records. Now, medical records are scanned at the point of admission and uploaded to the EHR when a patient attends a group hospital for the first time. New information, such as pathology notes generated while the patient is in the hospital's care, is appended using electronic forms (eForms).

This has transformed administration at USP Hospitales. Key workers can now access complete electronic records on demand. Information is shared instantly, enabling clinicians to make better informed decisions in less time. Billing cycles are shorter as well, with administrative staff able to quickly access insurance records.

To safeguard patient confidentiality, the electronic records are encrypted. Floor space that had been used to store paper-based records has been liberated and the hospital group is enjoying a 20% reduction in document related costs.

The EHR system has dramatically improved productivity and is allowing clinicians to focus more time on patient care. ▶ [WEB](#)



## Global SCM reorganization brings us closer to the customer and raises profitability

The Ricoh Group has 21 major production bases across Japan, the Americas, Europe, the Asia-Pacific region and China. In close collaboration with their respective sales teams, they deliver products and services designed to meet customers' specific needs efficiently and sustainably. Ricoh has reorganized its supply chain management (SCM) across the Group, coordinating design, information systems and more with functions covering everything from procurement to collection and recycling. By aligning processes and embedding a customer-driven approach, our SCM structural reform has advanced our goal of creating value while fulfilling our social responsibility, enhancing our business in ways that bring benefits to both society and the planet.

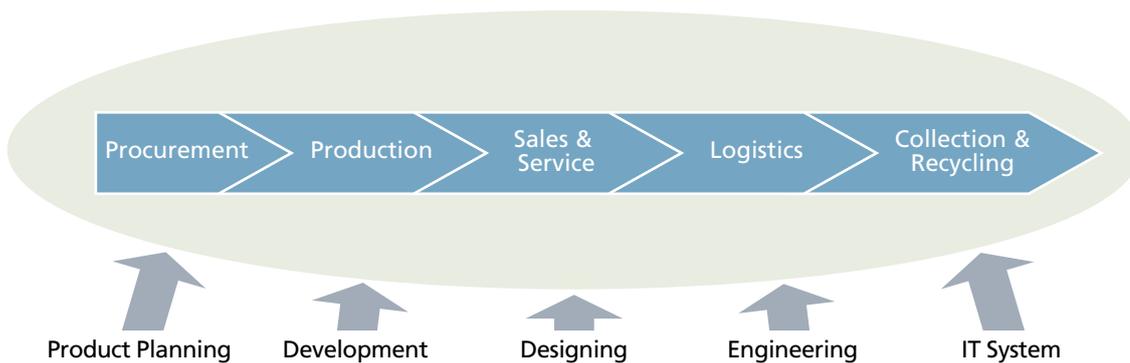


The MFP production line at Ricoh Electronics, Inc.

## Group-wide SCM structural reform

The Ricoh Group works continuously to upgrade its manufacturing process at every stage, from procurement through production, sales & service to logistics and collection & recycling. Our supply chain system integrates product planning, development, design, technology and information systems to encompass all our business functions, and it coordinates all major regions and departments to enable Group-wide improvements.

### • SCM concept



### **Optimization of global inventory**

Our supply chain is handling an ever-growing number of products as Ricoh expands into new territories and emerging markets. Even as our business grows, however, we are limiting the size of our inventory to make procurement and management systems more efficient. Our goal is to have a supply chain nimble enough to increase production flexibility while meeting customer requirements precisely.

### **Optimizing procurement and minimizing purchasing costs**

In response to the growth of Asian markets, we are stepping up our production capacity in the ASEAN region — centered in our Thailand plant — to realize our plan to create strategic products there. Together with this manufacturing shift, we are working to lower purchasing costs and reorganize our parts production network throughout Asia.

### **Lowering logistics costs**

The Ricoh Group is simultaneously lowering logistics costs and environmental impact by reducing waste in five areas: packaging, transportation, space utilization, transshipment and storage. Our global initiatives include improving the space utilization of containers and optimizing transportation routes and logistics base locations.

### **Cost and energy savings through production process innovation**

Our aim is to continually reduce production costs while mitigating the environmental impact generated by our supply chain operations. We are making our production lines smaller, boosting the energy efficiency of production equipment, and switching to natural energy sources such as natural gas. We are developing alternative materials, using renewable resources, reusing components, recycling and cutting waste. And we are reducing our consumption of virgin resources and augmenting our environmental contribution by sharing the know-how gained from these efforts with society at large.

### **Expanding SCM to growth regions**

To expand our business, we are bolstering our procurement and production systems and reorganizing and optimizing our logistics network among the high-growth BRICS (Brazil, Russia, India, China and South Africa) and ASEAN nations.

### **Global supply chain innovation**

Ricoh has gained significant knowledge through SCM upgrades in Japan and our other major business regions, and we now share that experience throughout the Group to further improve our global processes.

## Business continuity management (BCM)

As our sales territory expands, so does our supply chain. This expansion brings with it a variety of risks, both natural and political, and the Ricoh Group is responding by strengthening the risk management of the supply chain.

A key takeaway of the Great East Japan Earthquake is the need to possess enough production capacity to avoid having to halt or slow down our customers' business operations, since MFPs, printers, fax machines and other equipment collectively represent a means of communication that society depends upon, even during times of disaster.

The Ricoh Group's policy is to ensure that customers never have to suspend their work, and we have made our support of social infrastructure operations a high priority. We are therefore requiring our suppliers to strengthen their BCM by maintaining redundant production bases and parts procurement channels, and to increase their stocks of materials and components in case of a widespread disaster such as those caused by earthquakes, tsunamis, floods, fire, accidents or new strains of influenza.

## Social responsibility within the supply chain

Our business activities give us a large sphere of influence when it comes to social accountability, so it is crucial for the many companies and individuals along our supply chain to help the Ricoh Group avoid or minimize unintended negative effects. To that end, we make sure not only our employees, but also the employees of our suppliers, always act ethically. We spotlight this concern in our international guidelines on human rights, labor, the environment and more, and are working continuously to raise our initiatives to the next level.

### Initiatives against child labor

A critical TRM (total risk management) issue is underage labor. All Ricoh Group production sites are monitored for compliance with laws banning child labor, and periodic CSR self-assessment is employed among our suppliers.

We have been able to verify that there have been no violations of child labor laws anywhere along our supply chain, and we will continue rigorous monitoring.

## Procurement



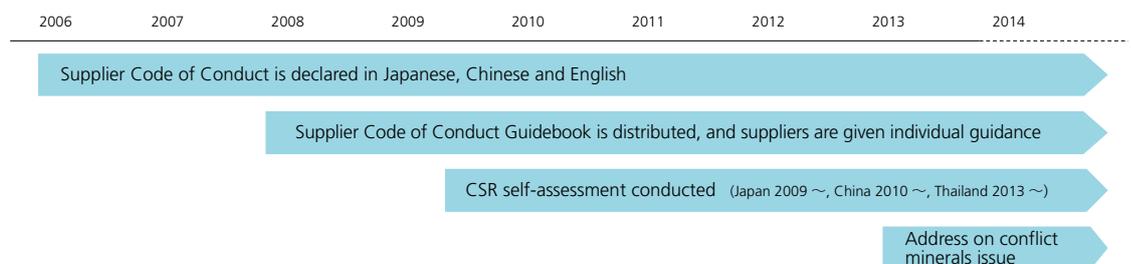
Since procurement is integral to the Ricoh strategies of "intensive production" and "local production for local consumption," we have implemented a global online procurement system that optimizes costs, suppliers and other factors. Our environmentally and socially responsible methods of procurement are given further support by the strong, cooperative ties we have with our suppliers.

### Purchasing policy

We work closely with suppliers to ensure our purchasing is socially responsible throughout the supply chain. Ricoh's policy focuses on: 1) establishing long-term, cooperative, reliable relationships with suppliers that emphasize mutual benefit; 2) fairness of transactions (comprehensive evaluations of suppliers

based on their participation in economically rational corporate social responsibility activities); 3) devising an environmental management system and reducing our environmental burden through the purchase of eco-friendly products; 4) compliance with the law; and 5) respect for ethics. ➤ [WEB 1-3](#)

#### • Rollout of supply chain CSR



- [WEB 1](#) Basic policy on purchasing activities: [www.ricoh.com/csr/concept/supply.html](http://www.ricoh.com/csr/concept/supply.html)
- [WEB 2](#) Supplier Code of Conduct: [www.ricoh.com/csr/data/pdf/supplier.pdf](http://www.ricoh.com/csr/data/pdf/supplier.pdf)
- [WEB 3](#) Green procurement: [www.ricoh.com/environment/guideline/](http://www.ricoh.com/environment/guideline/)

### Supplier CSR procurement self-assessment

Our suppliers are expected to comply with The Ricoh Group Supplier Code of Conduct, which contains rules related to environmental conservation and human rights, such as the prohibition of child labor.

The Ricoh Group Supplier Code of Conduct Guidebook is distributed to all our suppliers, and in 2009 we invited all major suppliers to a meeting at which they were presented the Ricoh Group's CSR activities. Our aim was to have them share our values by raising their awareness of the importance of CSR and the Code of Conduct.

Also in 2009, we introduced a CSR Self-Assessment System that helps suppliers implement a "plan, do, check, act" (PDCA) cycle by themselves. The system was initially rolled out in Japan and has since been gradually extended to other countries. Company activities that require improvement are identified by these assessments, with the results fed back to the suppliers together with advice and support on ways to meet society's needs and expectations. The CSR Self-Assessment System has been used by local suppliers in China since 2010, and was introduced to Thailand in 2013. ▶ P87

### Conflict Minerals Issue

The Ricoh Group believes the Conflict Minerals Issue\*1 is crucial. We are constantly working with our business partners to improve transparency in the supply chain to ensure responsible mineral sourcing practices. As of July 2013, about 800 companies globally had attended sessions to hear about our directives, and by November 2013 we plan to complete a survey of our suppliers, with results to be disclosed in May 2014. ▶ WEB 4

### Sharing information with suppliers

In 2001, the Ricoh Group launched RaVenderNET, a network for sharing information on production and environmental impact caused by raw materials and parts. RaVenderNET was expanded in 2005 to include overseas vendors. The network, which is maintained jointly with our suppliers, has streamlined the process of confirming the compliance of purchase orders with Ricoh standards from two or three days to just half a day, substantially shortening production lead times. The system has also been used to share information on socially responsible procurement since 2010.

\*1 "Conflict Minerals Issue" is the issue that the minerals mining or trading finances armed groups and fosters conflicts, or closely related to human rights abuses, labor issues or environmental destruction, etc. The Dodd-Frank Wall Street Reform and Consumer Protection Act enacted in July of 2010 requires specified companies to report the use of conflict minerals; tin, tantalum, tungsten, and gold and any other minerals determined by the U.S. Department of State, which are originated in the Democratic Republic of the Congo and/or an adjoining country.

## Production



The Ricoh Group aims to have all its products locally produced and locally consumed, as this not only improves production efficiency but also minimizes environmental impact. We are constantly innovating production processes and introducing high-efficiency equipment at all production sites to curb our global CO2 emissions. ▶ WEB 5

### Flexible production line

Starting in 1999, Ricoh gradually began eliminating fixed conveyor lines and replacing them with freeform production channels that can be dynamically reconfigured to handle changes in production volume and models.

One example is the cart production line, in which multiple carts powered by air cylinders are lined up in a row. The carts move down the line carrying products being assembled. Since conveyors — which consume high amounts of energy — are unnecessary, our unique system significantly reduces environmental impact and energy costs while boosting productivity.



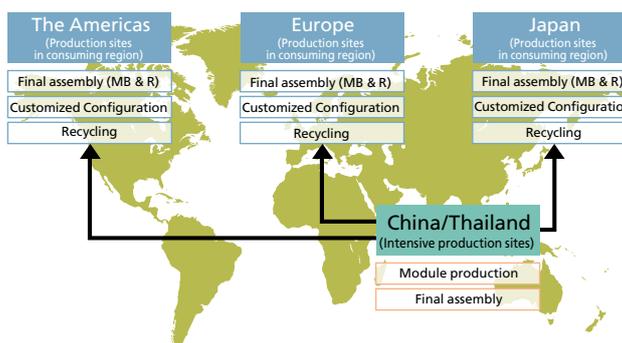
Cart production line

▶ WEB 4 Conflict Minerals Issue: [www.ricoh.com/info/120830.html](http://www.ricoh.com/info/120830.html)  
▶ WEB 5 Logistics reform: [www.ricoh.com/environment/office/](http://www.ricoh.com/environment/office/)

### Efficient production closer to the customer

Local production for local consumption allows us to reduce inventories of finished goods and management expenses as well. The production sites in our four regions of operation are all situated to maximize the efficiency of our MB&R (Modular Build & Replenishment)\*2 system, which utilizes manufacturing hubs and configuration centers to optimize quality and productivity while minimizing cost. Being close to the customer, the configuration centers can promptly fulfill orders within their region.

\*2 The MB&R (Modular Build & Replenishment) production method relies on final assembly at the last possible step of the production process. We make modules at lower cost at intensive manufacturing sites (China and Thailand) and assemble finished products at configuration centers in consuming regions (Japan, the Americas, Europe). This allows us to market model types best suited to regional needs or to respond quickly to changing demands.



## Sales and service



To quickly and efficiently provide the products and services that customers need, the Ricoh Group shares usage and customization information with its entire supply chain.

### Database for direct response

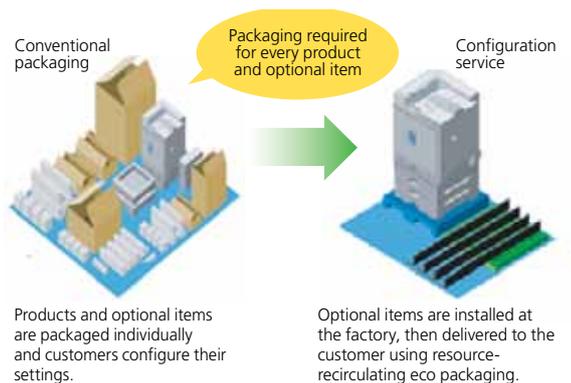
Personnel from sales to production can access a newly-developed customer information database that catalogs both the equipment used by individual customers and their customization details (such as combinations of built-in and external options). This data helps prevent mistaken orders and assists factories to build-to-order and deliver products by the customer's designated date.

### Customization on the production line

In accordance with customer preferences, our factories install memory, double-sided units, expansion trays and more onto products while they are still on the production line. IP addresses and system and program settings can also be customized during assembly so that equipment can be quickly integrated into a network environment. Products also

undergo an operating check under the customer's actual usage conditions while still on the line. The end result is reliable products that can go to work immediately upon installation.

#### • The traditional method versus configuration on the production line



## Logistics

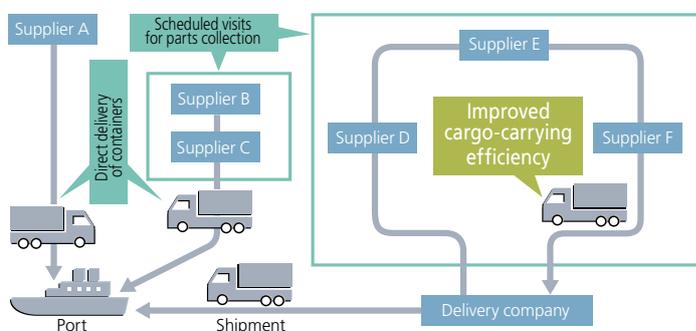


The Ricoh Group is lowering both costs and environmental burden by reducing waste in five areas of the logistics process: packaging, shipping, space, transshipment and storage. Global initiatives include increasing loading efficiency, practicing modal shift and optimizing transportation routes. > WEB 1

### The milk run system

In the milk run system, a single truck collects parts from multiple suppliers after the type and number of parts to be provided by each supplier has been compiled. This raises efficiency by reducing the distance the truck has to travel.

#### • How the milk run system moves cargo more efficiently



### Reducing waste and environmental impact with eco packaging

Eco-friendly packaging requires less cardboard. Since 2001, the Ricoh Group has adopted resin-based resource-recirculating packaging that can be used repeatedly. This is employed primarily in Japan for reconditioned products.

In addition, the Ricoh Logistics Group has adopted radio-frequency identification (RFID) for managing and recovering resource-recirculating eco packaging. RFID tagging helps us manage a series



of arterial (delivering goods to customers) and venous (collecting used products from customers for recycling or safe disposal) logistics flows that ensure proper recovery and reuse. > WEB 2

Resource-recirculating eco packaging

> WEB 1 Reducing environmental impact in logistics: [www.ricoh.com/environment/office/energy/06\\_01.html](http://www.ricoh.com/environment/office/energy/06_01.html)  
 > WEB 2 Recyclable eco packaging: [www.ricoh.com/environment/product/resource/02\\_01.html](http://www.ricoh.com/environment/product/resource/02_01.html)

## Collection and recycling

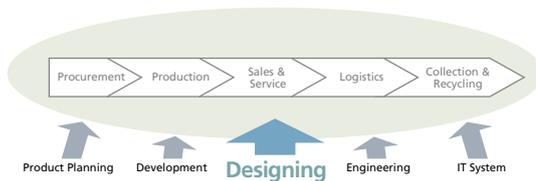
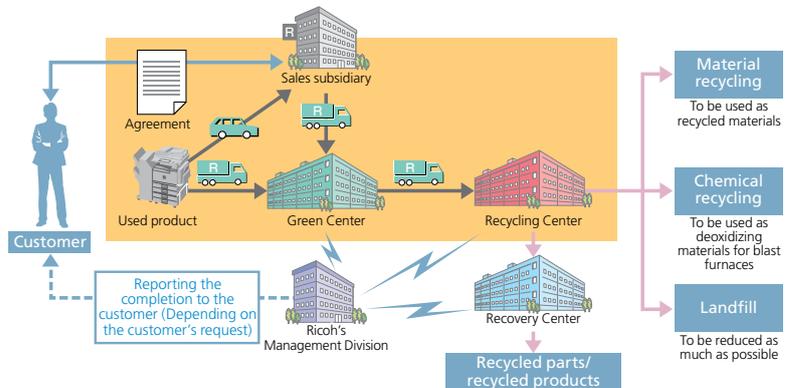


Having promoted recycling-oriented businesses since the 1990s, our product recovery network is highly efficient today. We have refined our entire logistics process and reduced our environmental impact by continuously refining our arterial and venous logistic flows.

### Product collection (reverse logistics)

Our logistics system integrates both arterial flows that deliver products to our customers and venous flows that collect used products.

In the reverse logistics of our collection process, information stored in a product's bar code is read into a product recycling database that compiles the number and ratio of recovered products and parts. This data is then used to develop plans for the sale of recycled products or reuse of parts.



## Designing

The Ricoh Group's design and development is integrated with our supply chain to fulfill increasingly diverse customer needs while raising development efficiency and lowering product costs. We have reimagined our entire design process from procurement to recovery and recycling.

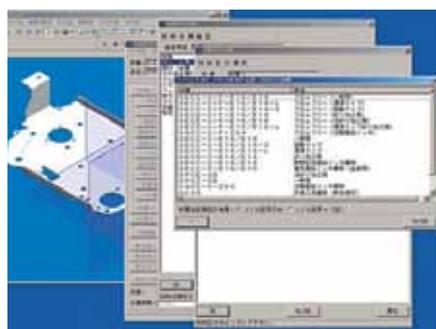
### Platform- & Module-type Development

Our Platform- & Module-type Development system uses modules with flexible specifications in the creation of new products.

By minimizing the need for new modules to upgrade product specifications, the system leads to improved quality while making design work more efficient. It also lets Ricoh channel resources to the creation of highly advanced new technology and to plan several generations in advance for the inclusion of recycled components in new models.

### ΣE System reduces total parts by more than 90%

The ΣE System, developed from 1996 to 2006, makes the selection of electronic parts more efficient, lowers procurement costs and shrinks inventories. It has helped us cut the number of discrete parts used in Ricoh products from 35,000 to just 3,000. Parts that are registered in the ΣE System database have their QCDE (quality, cost, delivery, ecology) certified by a group of specialists and are cleared for use by Ricoh engineers. The system accelerates parts selection in the upstream phase of the design process, ensures quality and reduces procurement costs and inventories.

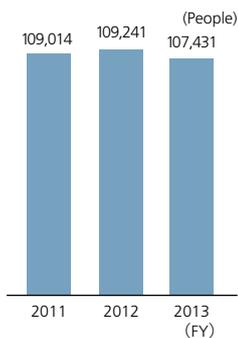


ΣE System

## Employee development and global mobility: key drivers of our worldwide operations

In our rapidly changing, intensely competitive environment, we need responsive and adaptable human resource (HR) management that helps create new value by cultivating talented people who can make smart and timely decisions from a global perspective, and by conducting strategic cross-border staff allocations. Fostering the true potential of all employees is an investment in our business and the aim of the Ricoh Group's HR management, together with advancing our business in ways that benefit both society and the planet.

• Ricoh Group global workforce (as of March 31, 2013)



We make an effort to create an environment — and an evaluation system — that offers people a sense of fulfillment, an opportunity to grow with the company, and room to exercise the complete extent of their abilities. Only then will individual members of the Ricoh Group make full use of their talent and act upon shared policies. To accomplish this requires an HR management system that goes beyond traditional paradigms and mirrors the evolution of society and the world of work.

At the Ricoh Group, we encourage our global workforce of approximately 110,000 employees to share the values of “The RICOH Way,” the core of our corporate philosophy. Common understanding and practice of The RICOH Way is how we are able to deliver consistent value to customers in whatever country or region they are located. We also continue to nurture employees that can respond to our rapidly globalizing operations and the changing business

environment, and select and train future business leaders. Our global human resources development programs produce new value and innovation and provide opportunities for professional and personal growth.

Managing what we know about the capabilities and characteristics of our employees around the world, and matching the right people to the right jobs, is another critical role of human resource management. The Ricoh Group is developing common evaluation criteria with cross-border applicability, a centrally managed HR database, and a unified system for performance evaluation, employee benefits, and delegation of responsibilities and authority. We also promote diversity and work-life balance to ensure input from employees with varying backgrounds and to help our people lead fulfilling professional and personal lives.

## Global Human Resource Management

The RICOH Way provides a framework for every employee to generate customer value and sustainable growth. It is reinforced by global training and development programs that provide each employee — particularly high performers and self-motivators — opportunities for individual success.

Through M&A and other strategic consolidations, the Ricoh Group now employs 110,000 people. The concerted efforts of this diverse and global workforce devoted to common objectives are expected to further unleash the Group's potential.

In October 2011, we finalized the Ricoh Group Human Resources Management Policy and launched a global leadership training program to identify and foster a pool of current and potential leaders. Priorities are: 1) wide dissemination of The RICOH Way; 2) training for top talent; 3) global mobility; 4) identification of top talent throughout the world; and 5) a global system of personnel management. Successful implementation of these priorities will require close cooperation between the personnel departments of all Group companies. To that



Global HR Management Conference

end, the Ricoh Group has established an inclusive global HR network that involves the participation of overseas regional headquarters, and a global organizational matrix for discussing matters related to personnel.

### The objective of global human resource management

#### Attracting talented people everywhere who are decisive and responsive to change

To thrive in the global market we compete in today, HR management at the Ricoh Group follows two major principles:

##### 1. Stay with fundamentals

Since its foundation, Ricoh has been fortunate to possess timeless core values that all Group employees should share — The RICOH Way.

##### 2. Change what should be changed

We are undergoing a transformation as we shift our HR management from a country-by-country basis to a globally unified one by building a series of programs and systems that can cover our human resource requirements around the world.

The ultimate objective of this initiative is to cultivate employee diversity throughout the Ricoh Group, as diversity will be indispensable to finding opportunities for growth amid a fast-changing, unpredictable global market. By attracting and nurturing exceptional people wherever they happen to be located, the Human Resources Division can make a pivotal contribution to the growth of the Ricoh Group.



Seiji Sakata  
General Manager,  
Human Resources  
Division,  
Corporate Senior  
Vice President,  
RicoH Co., Ltd.

## Diversity and Work-Life Balance Management

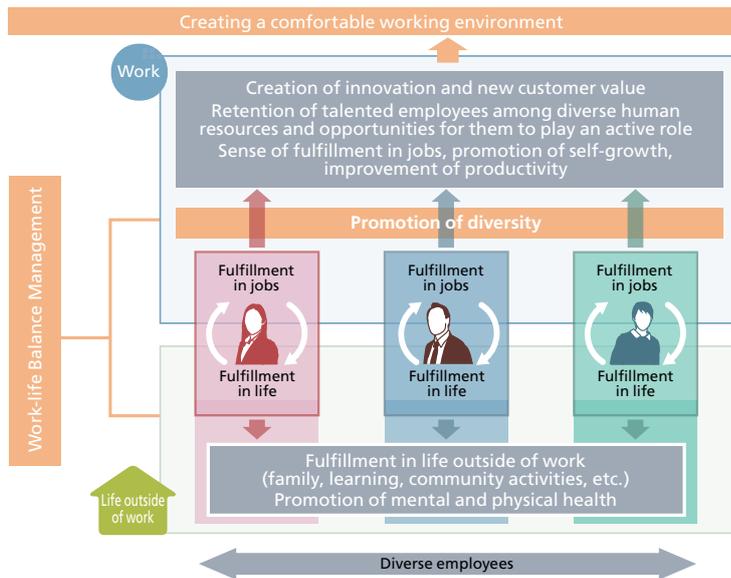
Global competition has become more intense, and customers' needs are more varied and sophisticated than ever. For the Ricoh Group to keep growing, we will need the higher added value that innovation can provide.

A diverse workforce aids innovation by bringing many perspectives and knowledge bases into play.

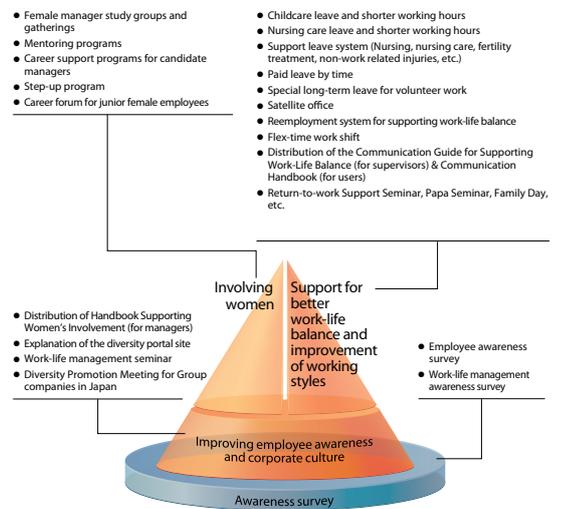
We aim to create a workplace where employees from many cultures can be productive while also fulfilling their lives away from work and career.

The Ricoh Group is actively promoting diversity and work-life balance so as to become an energized company where both organizations and individuals can thrive.

### • Correlation between diversity promotion and work-life balance management



### • Creation of a workplace that provides employees with diverse backgrounds with opportunities to play an active role



### An example of diversity management initiatives



Ricoh was listed in the Diversity Management Selection 100, a new program run by the Ministry of Economy, Trade and Industry (METI) to recognize companies that actively foster workplace diversity and thereby increase their corporate value.

METI kicked off the program in 2012 by citing 43 companies (out of 160 applicants) as demonstrating best practices in diversity management, which has the potential to be a key driver of growth. From 2013 onward, awards will be given to an aggregate of 100 companies.

Among the reasons for Ricoh's inclusion on the list is support programs for employees such as our Career Recovery Program designed to prevent an employee's evaluation or promotion from being adversely affected by family responsibilities necessitating leave or shorter working hours.

Another reason is Ricoh's efforts to raise the quality and quantity of opportunities for female employees so that they can maintain and advance their careers. For example, a growing number of women are taking overseas assignments offered to young employees by Ricoh's marketing division. Female involvement has also contributed to the success of CSR programs such as the Base-of-Pyramid business, in which a female approach to building and managing businesses has been used to support the independence of women in disadvantaged communities.



Diversity Management Selection 100 award ceremony.

## Occupational Safety and Health

### A safe and healthy place to work

The Ricoh Group places high priority on the health and safety of all its employees. Initiatives that include a healthy working environment, child care and a commitment to work-life balance make the companies of the Ricoh Group places where people from diverse backgrounds can fully exercise their abilities.

Moreover, we provide full disclosure of our safety record and present information about related programs to the public so as to raise the general standard of welfare in the communities where we operate.

### Managing the health of all employees

With the cooperation of the health insurance union, the Ricoh Group has developed an IT system to manage mental and physical health through the prevention and early detection of problems, with check-ups following treatment.

In fiscal 2012, we supplemented legally mandated diagnostic programs with inspections for lifestyle-related illnesses and early detection of cancer for all employees over the age of 35.

Our total health management covers all group companies and involves the collaboration of staff who work on mental health, physical health, and labor issues.

### Strengthening our programs

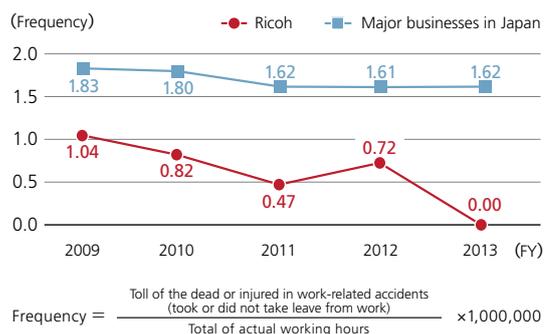
The Ricoh Group adopted an Occupational Safety and Health Management System (OSHMS) before any

other company, and we continue to improve our safety standards. We use a database of occupational accidents that occur within the Group to share information on causes as well as measures to prevent recurrence, and to implement group-wide safety standards. In 2013, the Group's priority is on eliminating accidents involving falls, cuts and abrasions, entanglement hazards, and lower back pain.

#### • Activities related to occupational safety and health

Occupational safety	Occupational health
<ul style="list-style-type: none"> <li>• Work-related accidents</li> <li>• Natural disasters</li> <li>• Fire</li> <li>• Explosions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Medical examinations</li> <li>• Health management as overwork measures</li> <li>• Mental healthcare</li> <li>• Anti-infection measures</li> <li>• Checking of work environment, etc.</li> </ul>

#### • Frequency of work-related accidents (Ricoh)



## Communication with employees

### Employee engagement survey

The Ricoh Group seeks to create a workplace environment where individual employees are encouraged to demonstrate their abilities to the fullest and enjoy a sense of ownership in their work. This is in keeping with The RICOH Way, our fundamental philosophy, values and action guidelines.

As part of our efforts, we regularly conduct employee engagement surveys. In fiscal 2013, we conducted these surveys at 21 group companies in Japan (with about 36,000 employees), and garnered a response rate of over 90%. The survey results, which were announced on our intranet and in-house publication, are used to plan measures for improvement.

These surveys will be extended to include overseas group companies in fiscal 2014, with the aim of making the Ricoh Group a truly global company built upon a common foundation, The RICOH Way.

### Employee Council

Ricoh Employee Council meetings are manifestations of our belief that employees are collaborators in the growth of our business. The Council's central meetings serve as a forum for communication between senior executives and other employees, with top management sharing information concerning the current state of the company and their management policies with representatives from 14 offices.

The information is subsequently conveyed to all employees through workplace meetings as well as through the Council's newsletters. Additional sectional meetings are held to deliberate company-wide issues such as pay raises, bonuses and event schedules, and the results of these deliberations are presented to Ricoh's senior executives.



## Business model for a sustainable society

Every business not only impacts our planet's natural resources and ecosystems — it also depends on them. Problems such as global warming, depletion of renewable and non-renewable natural resources and ecosystem degradation therefore pose business risks. In turn, however, protecting the environment can present business opportunities.

The Ricoh Group deploys sustainable environmental management practices that help to preserve the Earth's ecology while simultaneously improving our profitability. Our approach focuses on developing energy-efficient products, reducing costs and minimizing our own environmental footprint through economical use of resources, and supporting workstyles that enhance operational and energy efficiency. In short, we are committed to benefiting both society and the planet while raising our corporate value.

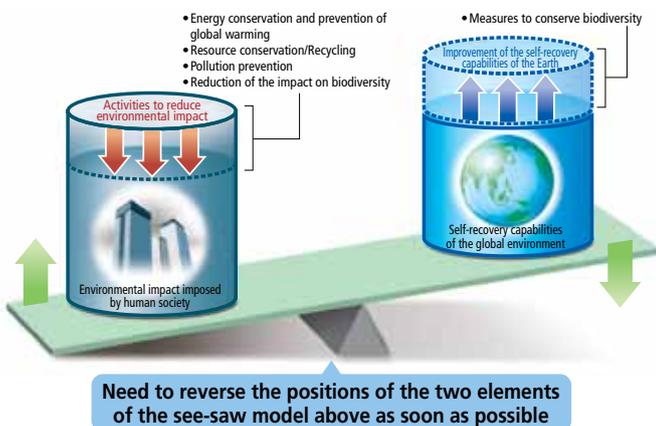


Used copiers are disassembled, have their parts cleaned, then reassembled.

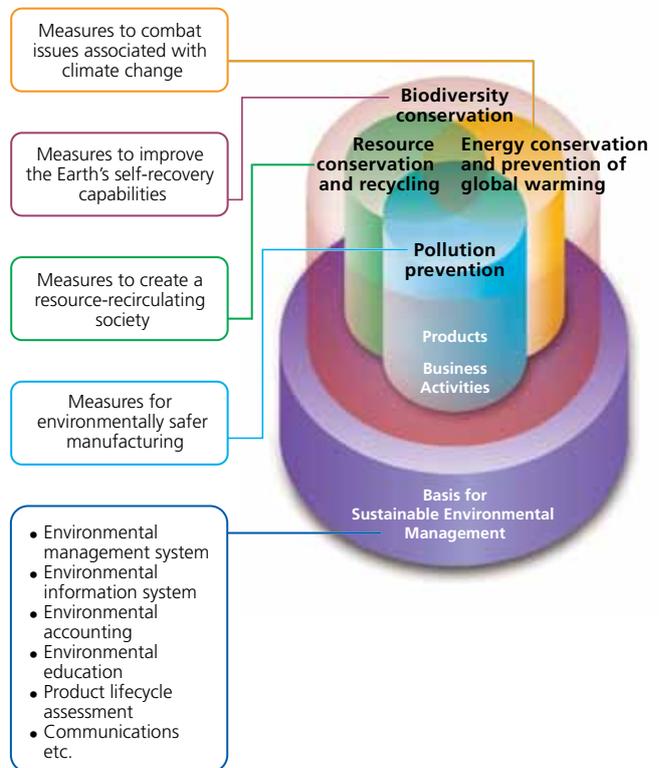
### The four pillars of our sustainable environmental management

It is crucial to limit humanity's environmental impact to a level the Earth's self-recovery capabilities can cope with if we are to achieve a sustainable society. The Ricoh Group's sustainable environmental management has four pillars: conserving energy and preventing global warming, conserving and recycling resources, preventing pollution, and preserving biodiversity. The first three pillars aim to reduce the environmental impact of our activities, while the fourth supports the Earth's self-recovery.

• **Keep environmental impact within the self-recovery capabilities of the Earth**



• **Overall picture of the Ricoh Group's sustainable environmental management**



### Three stages to create a sustainable society

The Ricoh Group's environmental conservation efforts have progressed through three stages: passive, proactive and now, responsible. During the first stage, we coped with social pressures by adhering to environmental laws and regulations. During the

proactive stage, while continuing to fulfill external (legal and social) requirements, we voluntarily set our own goals based on our sense of mission as a global corporate citizen. Today, in the responsible stage, we take an integrated approach that combines sustainable business growth with environmental protection.

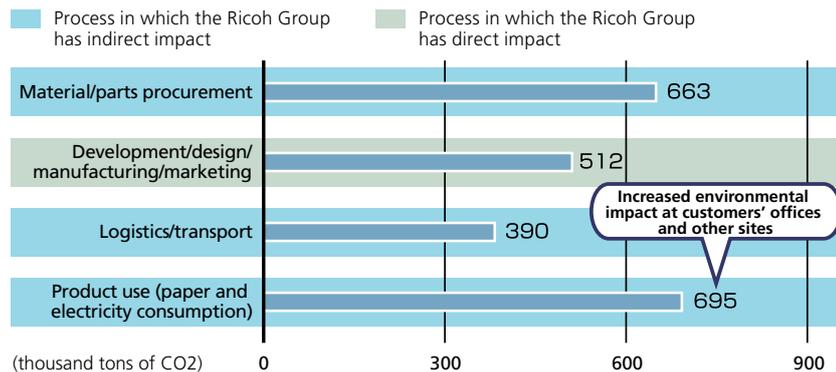
• **Three stages in environmental conservation activities (from the passive, to proactive to responsible stage)**

	Passive Stage	Proactive Stage	Responsible Stage
Purpose	Coping with external requirements • Laws and regulations • Competition • Customers	Carrying out its mission as a global citizen • Self-imposed responsibility • Voluntary planning • Voluntary activities	Simultaneously achieving environmental conservation and profits
Activities	Passive measures to meet laws and regulations, competing with other companies, and satisfying customer needs	1. High-aiming, aggressive activities to reduce environmental impact • Energy conservation • Resource conservation and recycling • Pollution prevention 2. Improved awareness of all employees	1. Environmental conservation activities (QCD activities*) E.g.,: • Reduced number of parts • Reduced number of process steps • Improved yield and operation rate 2. Environmental technology development * Activities to improve quality, control costs, and manage delivery times.

## Energy Conservation and Prevention of Global Warming

One of our goals is to reduce total lifecycle CO<sub>2</sub> emissions by 30% by the year 2020 as compared to the level of the year 2000. To reach this goal, the Ricoh Group is working to lessen the environmental impact throughout the life cycles of our products, focusing specifically on the phase that has the greatest impact — the daily usage of our products. Current Ricoh products require less energy and help our customers to practice eco-efficiency in their work.

### • Ricoh Group lifecycle CO<sub>2</sub> emissions from business activities



### Energy-saving MFP can recover from sleep mode in as little as 5.1 seconds\*<sup>1</sup>

\*<sup>1</sup> RICOH MP C3503.

\*<sup>2</sup> QSU (Quick Start-Up): A technology that quickly "wakes" a multifunction copier from energy-saving (sleep) mode. Direct heating (DH) is the newest color QSU technology for heating the fusing roller.

\*<sup>3</sup> RICOH MP C3302/C2802.

\*<sup>4</sup> Measured according to guidelines set by the International ENERGY STAR Program.

\*<sup>5</sup> As of August 22, 2013; survey by Ricoh.

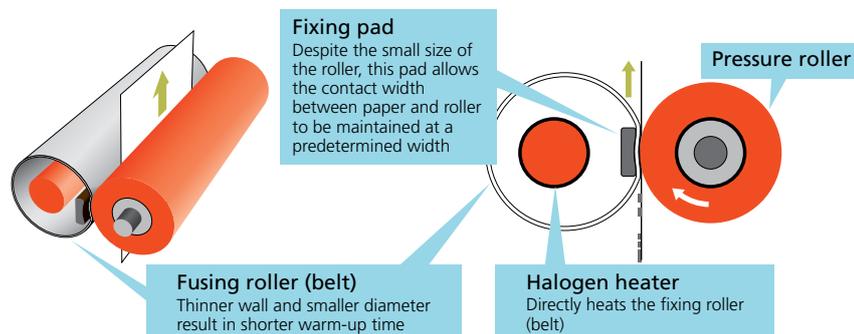
In June 2013, Ricoh launched the RICOH MP C6003/C5503/C4503/C3503/C3003 series, a family of full-color MFPs with a very short recovery time from energy-saving (sleep) mode. Ricoh's new Quick Start Up (QSU) fusing system\*<sup>2</sup> and Color PxP-EQ, a low-temperature fixing toner, were the keys to this achievement. Sleep mode power consumption was also cut to less than 1W through the use of an application-specific integrated circuit (ASIC) that uses a low level of electricity.

The RICOH MP C3503/C3003 series consumes

just 0.5 W in standby power, even when its network function is on, and also features a very quick recovery time of as little as 5.1 seconds — a vast improvement over the previous model\*<sup>3</sup> (7.8 seconds). And the RICOH MP C6003 achieves both high productivity (60 cpm for b/w and color) and total electricity consumption (TEC) of just 2.55 kWh\*<sup>4</sup>.

With these fresh energy-saving technologies, all of Ricoh's new MFPs realize a TEC rate that is the best in the industry\*<sup>5</sup>. ► WEB 1

### • Quick start-up using the Direct Heating Fixing System



### Efficient heating of fusing rollers

By giving the fusing roller a smaller diameter and thinner wall, and by placing the heater inside the roller, we achieved direct heating of the roller (belt) to improve heat transference and realize fusing at a lower temperature.

## New projectors achieve network standby power consumption of less than 1 W — a world first

The RICOH PJ WX3340N/X3340N/WX4240N/X4240N series of projectors boast high functionality and high image quality data as well as innovative energy-saving features and wired and wireless network connectivity. The series, launched in January 2013, contains proprietary network control technology that lowers standby power consumption to under 1W — a global first\*6. This means the projectors comply with the 2019 standards of the European ErP Directive\*7, the world’s most stringent network standby power restrictions. Power is also saved on a large scale by automatic brightness control, which cuts lamp intensity

by 70% (compared to conventional models) when there is no signal, and adjusts the lamp according to the ambient light level in the room and brightness of the image projected. ▶ WEB 2



\*6 Survey by Ricoh.

\*7 The world’s first restrictions to oblige manufacturers of energy-related products to incorporate eco-design for the entire lifecycle of the product, from raw materials acquisition to disposal. The regulation becomes more stringent in stages (2015: 6 W, 2017: 3 W, 2019: 2 W).

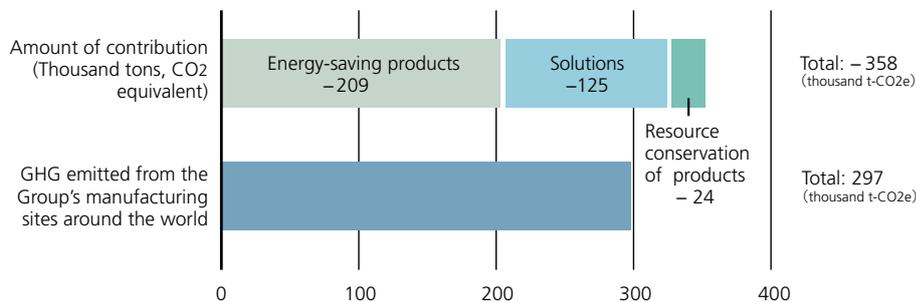
## Quantifying our “reduction contribution”

We established a scheme for quantifying values such as “reduction contribution” as a way to evaluate the lighter environmental impact our customers achieve by using Ricoh products and services/ solutions. During fiscal 2012, the total reduction was equivalent to 358,000 tons of CO<sub>2</sub>, which exceeds

all CO<sub>2</sub> emissions produced by the Ricoh Group’s manufacturing sites around the world.

We will continue working on increasing our reduction contribution as part of our efforts to minimize the environmental burden of our business activities.

### • Reduction contribution in FY 2013



### • Evaluation targets and calculation method

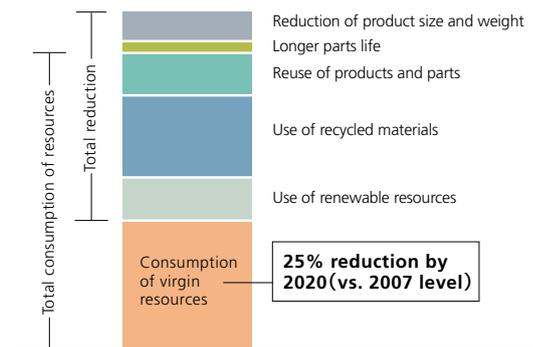
Contribution through:	Evaluation targets	Calculation method
Provision of energy-saving products	Amount (CO <sub>2</sub> equivalent) reduced through the introduction of models to customers' sites with enhanced energy-saving functions for Multi Function Printers (MFPs), printers and other equipment as well as CLARTE (LED lamps) to replace conventional lighting, among other energy-efficient products.	Calculations are made using relevant internal data, including the number of units sold, and by referencing external materials, including methodologies for quantifying contributions to carbon emission reduction attributable to products and services, introduced by four Japanese electrical and electronics industry associations in its joint Low-Carbon Society Action Plan.
Solutions/services related to energy conservation	Amount (CO <sub>2</sub> equivalent) reduced through the introduction of energy efficient solutions/services to customers' sites, including RICOH Unified Communication System and duplex and multipage functions of MFPs.	
Resource-conserving production process	Amount (CO <sub>2</sub> equivalent) reduced associated with procurement of raw materials and parts by lowering the input of new resources as a result of promoting reuse of recovered equipment, use of recycled materials, and production of more compact, lightweight models.	Ricoh's LCA calculation results are used.

▶ WEB 2 Energy-saving projector: [www.ricoh.com/environment/product/energy/05\\_01.html](http://www.ricoh.com/environment/product/energy/05_01.html)  
 ▶ WEB Energy conservation / prevention of global warming: [www.ricoh.com/environment/product/energy/](http://www.ricoh.com/environment/product/energy/)

## Resource Conservation and Recycling

Our goal is to reduce the consumption of new resources by 25% by 2020 (from the 2007 level). To reach that goal, we utilize materials in the most effective way possible, including minimization of new inputs. We are making our products smaller and lighter, employing parts with longer lifecycles, recycling and reusing parts and products, and expanding the use of renewable resources.

### • Resource input structure and five reduction measures



### Smaller and lighter products

**Weight reduced by 65% and dimensions by 37%**

The full-color MFPs in the RICOH MP C6003/C5503/C4503/C3503/C3003 series (launched June 2013) are more than 65% lighter than previous models in their class. The series features thinner resin and metal plates, as well as a new, lightweight frame equipped with reinforced surfaces and corners for cabinet solidity.

After repeated simulations to test strength and shock resistance, we successfully lowered body weight from 209 kg to 102 kg. And by redesigning the paper-feed, we were able to integrate a side cabinet with the main unit, resulting in a 37% reduction of the dimensions.

Overall, by making it lighter and more compact — and by using recycled and biomass plastic — we have created a product that uses resources more efficiently to place less of a burden on the environment.

### Use of recycled materials

#### Products made from electric-furnace steel sheets

The Ricoh Group is maximizing use of renewable resources by developing new kinds of recycled materials suitable for imaging equipment.

Most imaging equipment primarily uses steel sheets made in blast furnaces (i.e. sheets made from iron ore), due to the need for thinness, conductivity and ease of processing. Steel sheets produced in electric furnaces (i.e. sheets made principally from steel scrap) are used mainly as construction material. The Ricoh Group, in cooperation with Tokyo Steel Co., Ltd., developed an industry first: electric furnace-made steel sheets that have properties similar to those of blast-furnace steel sheets. These new sheets — comprised of 100% recycled steel scrap — are suitable for imaging machines.

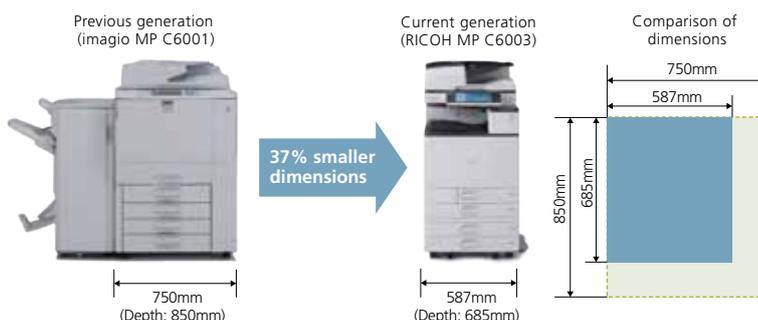
We first used electric-furnace steel sheets to make parts for the imagio MP 9002/7502/6002/6002GP series released in July 2012. In 2013, parts made from electric-furnace steel sheets are also being used in other Ricoh machines sold throughout the world — RICOH MP C8002 SP/C6502 SP, RICOH Pro6100 series, and RICOH Pro C5110S/C5100S.

We are continuing efforts to increase the use of recycled steel in our machines so as to reduce the need for new resources and cut the cost of procurement. To that end, the Ricoh Group has established a “closed loop materials recycling” system for iron\*1. This allows us to sell iron recovered from used Ricoh products to steel manufacturers and secure a stable supply of steel sheets.

Should the price of our scrap iron fall due to economic factors (such as a recession in emerging nations), this recycling program will become a heavier burden. We are preparing for this possibility by creating more uses for electric-furnace steel sheets. This will allow us to take advantage of scrap iron surpluses and make the program less vulnerable to price fluctuations. ► [WEB 1](#)

\*1 Due to the gap between the total volume produced annually by the steel industry (millions of tons) and the amount Ricoh consumes annually, not all the scrap iron we recycle will find its way back into metal sheets used in our products. We believe we have turned this situation into a virtual closed loop through cooperation with a steel manufacturer. By managing processes from the collection of scrap iron to the production of metal sheets in electric furnaces, we can compensate for the difference between the amount of scrap iron we supply and the amount of metal sheets we purchase.

### • Reduction of MFP size: Current and previous generations compared



► [WEB 1](#) Front Runner: [www.ricoh.com/about/company/technology/voice/f\\_runner/fr12/](http://www.ricoh.com/about/company/technology/voice/f_runner/fr12/)

### Reuse of products and parts

#### Marketing recycled products in Japan

Resource conservation and recycling has been one of Ricoh's key missions since the early 1990s, and that includes recycling MFPs, laser printers, toner cartridges and supplies. More than 200,000 used Ricoh products are collected each year and fully recycled\*2 or reused.

Since the release of our first recycled copier in 1997, Ricoh has expanded its lineup of pre-owned machines. We have now taken the industry lead in offering recycled machines, including 17 models from 9 series of copiers, with output ranging from 28 to 50 pages per minute in color and from 25 to 75 pages in monochrome.

Now we are taking our reuse business to countries and regions outside of Japan.

### Reuse of products and parts

#### GreenLine: sustainable printing systems in Europe

Ricoh Europe PLC (RE), the European sales headquarters, has long collected and recycled products to be distributed again. Currently RE offers its customers the GreenLine series, whereby MFPs are collected, selected, and renewed according to a common standard, before being placed with customers again.

RE sets a quality standard for recycled products that is the same level as that of the same product model currently out on the market, and carefully checks the quality of each component. New operating software ensures that GreenLine devices are right up to date. Products that are confirmed to have met the quality standard are certified with the GreenLine label before being shipped out.

The GreenLine recycling process has been audited and certified by the global business standards company BSI\*3, which confirms the reliability of the process.

This effort is highly rated as a best practice for sustainable businesses, as reported by the consulting firm McKinsey & Company in its "Towards the Circular Economy" report published by the Ellen MacArthur Foundation.



### Use of renewable resources

#### Metal-catalyst-free polymerization of PLA at low temperature

In 2012, with the cooperation of Shizuoka University, Ricoh developed technology that makes possible the polymerization\*4 of polylactic acid (PLA) at low temperatures without the use of a metal catalyst. Through the use of this technology, PLA — a bioplastic compound made from biomass (plant-derived) materials — can be produced using hyperbaric CO2 or supercritical\*5 carbon dioxide and organic molecule catalysts. As this does not require the use of organic solvents or metal catalysts, PLA can be manufactured in a safe, high-quality and low-cost way. Since its uses are not limited to imaging equipment, this new technology is expected to spur the use of biomass resources in a wide variety of products.



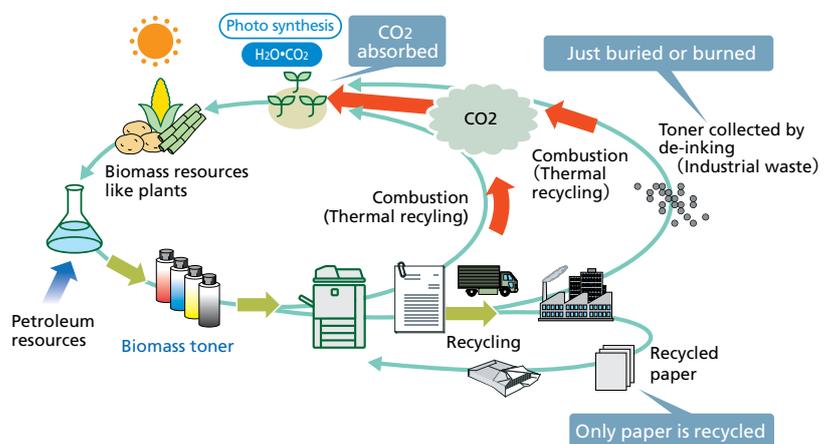
Polylactic acid made through the use of Ricoh technology.

### Use of renewable resources

#### Biomass toner

Ricoh has been working for several years on biomass\*6 toner, which uses recyclable, plant-based resin as a primary material in the toner for multifunctional copiers. In November 2009, Ricoh released the world's first MFP equipped with biomass toner — the "for E toner" — with a biomass content of 25%. Creation of the biomass toner involved the development of a new plant-based resin, since unlike conventional plant-based resins used for plastic parts, the resin used for toners must have excellent chargeability and fluidity as well as low-temperature fixing and heat resistance.

- \*2 Recycling rate: 99.5%
- \*3 The British Standards Institution
- \*4 Polymerization is the process whereby two or more small-molecule chemical compounds (whether of the same type or different types) are bonded chemically to form a single high molecule-weight compound.
- \*5 Supercritical refers to a state where a material is held at or above its critical temperature and pressure. It is difficult to determine the state of a supercritical material, whether gas or liquid, as such materials can be diffused like a gas and dissolved like a liquid.
- \*6 Biomass resources are organic resources that are biologically reproducible, excluding fossil resources.



## Pollution Prevention

To offer products with minimal adverse impact on environmental and human health, we identify and manage chemical substances following the SAICM\*<sup>1</sup> approach that lets us reduce the risks from the chemical substances that fill our lives. In addition, we work to minimize emissions of ozone, dust and volatile organic compounds (VOC). These controls extend to our suppliers, who are also expected to carefully manage sensitive substances.

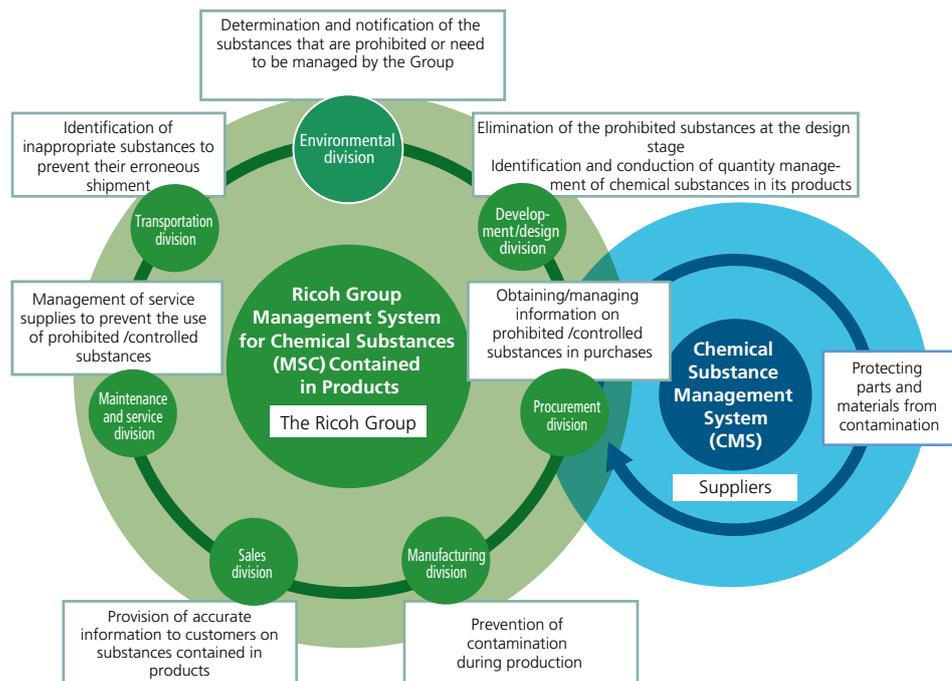
### Management of chemical substances in equipment

In 1993, Ricoh set in-house standards that restrict the use of environmentally sensitive substances in our products. By 2006, we had completed a chemical substance management system (CMS) for suppliers and a management system for chemical substances (MSC) contained in the products of the Ricoh Group. These systems are a reliable mechanism for reducing and managing environmentally sensitive substances across the entire manufacturing process

both at the Ricoh Group and our suppliers.

Our system uses an information database linked to the Joint Article Management Promotion-consortium (JAMP) system to determine levels of substances contained in different parts of a product. This allows us to take precise action to comply with various national and international regulations such as REACH\*<sup>2</sup> and react quickly to regulatory changes.

#### • Framework for chemical substance control (MSC and CMS)



\*1 Adopted by the International Conference on Chemicals Management (ICCM) in 2006, the Strategic Approach to International Chemicals Management (SAICM) is a policy framework to foster the sound management of chemicals.

\*2 REACH: Framework for the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) established by the European Union. It requires the registration and management of all chemical substances used in business to conform to safety standards. REACH came into force on June 1, 2007.

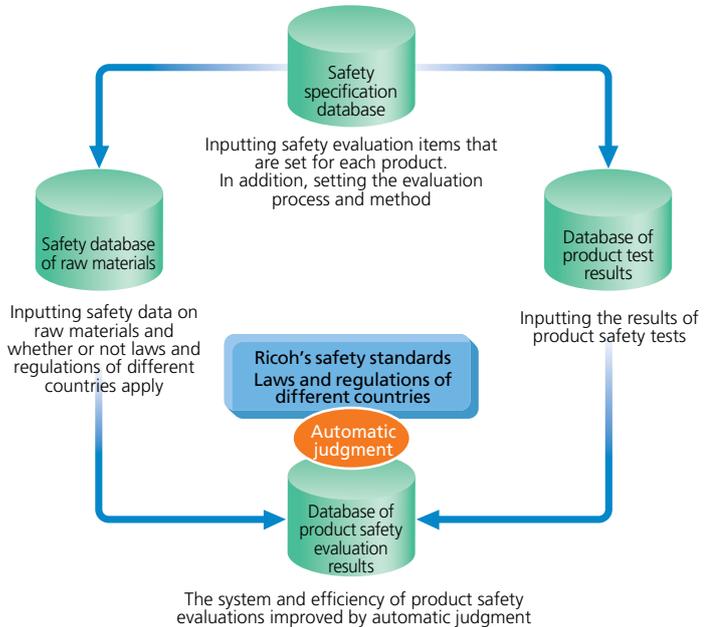
### Managing chemical substances in supplies

Toner, developer and other supplies contain a variety of chemical substances. As product safety is a fundamental part of our customer satisfaction policy, the Ricoh Group effectively controls chemical substances in its products with RECSIS\*3, a Ricoh-developed information system that automatically evaluates the safety of supplies. RECSIS generates a Material Safety Data Sheet (MSDS) and other safety specifications for Ricoh products and verifies their conformation to the regulations of various countries.

### Reducing environmentally sensitive substances generated during the use of our products

The Ricoh Group has established its own controls and standards for chemical emissions\*4 generated by products while in use. We measure the chemical substances emitted by products like copiers and printers in the Ricoh testing laboratory, which has been certified by Germany's BAM (Bundesanstalt für Material-forschung und-prüfung; Federal Institute for Materials Research and Testing). We also obtained ISO/IEC 17025-based accreditation for technical competence of our testing and calibration laboratories in February 2012. Such third-party recognition enables us to submit authoritative test results when we are seeking environmental labels and other certifications from independent accreditation bodies, helping us bring

#### • Safety evaluation system for supplies



environmentally friendly products to market more quickly and efficiently.

Moreover, under ISO/IEC 17025, we are qualified to test fine and ultrafine particles\*5, for which there is increasing demand for international standardization.

\*3 RECSIS: Ricoh Environmental & Chemical Safety Information System

\*4 Chemical emissions are chemical substances emitted by products and include ozone, dust and volatile organic compounds (VOCs).

\*5 Fine particles: ranging from 0.1 μm to 2.5 μm in diameter; ultrafine particles: less than 0.1 μm in diameter (Source: ECMA-328 Determination of Chemical Emission Rates from Electronic Equipment, fifth edition [December 2010])



Emission-measuring testing laboratory (Ricoh Ohmori office)

## Conservation of Biodiversity

Environmental conservation requires us to not only reduce our environmental impact but also to maintain and enhance the planet's ability to renew itself. Recognizing that our businesses depend on the global ecosystem, and that biodiversity is indispensable to the health of that ecosystem, we formulated the Ricoh Group Biodiversity Policy in March 2009. This directive aims to preserve our planet's ecosystem through both proactive initiatives and reduction of the adverse impact of our business activities on biodiversity.

### Ricoh Group Biodiversity Policy

All of us depend on the Earth's ecosystem, but collectively we have become a huge burden on it. Over the past 50 years, global biodiversity has been so badly degraded that if we do not act now, the way we live may be at risk.

To articulate the need to conserve biodiversity as well as natural resources, the Ricoh group

laid down the Ricoh Group Biodiversity Policy in March 2009. The Policy combines pre-existing environmental guidelines with new biodiversity conservation measures to enhance our efforts towards realizing an affluent society built on a sustainable way of life.

#### • Ricoh Group Biodiversity Policy

##### Basic Policy

Given that we gain a lot of benefit from living things and pursue business activities that have an impact on biodiversity, we will reduce the impact of our activities on biodiversity and engage proactively in its protection.

1. Management tasks	Treat biodiversity protection as essential for ensuring the sustainable growth of the company, and implement sustainable environmental management.
2. Understanding and reducing impact	Assess, grasp, analyze, and set numerical targets for the impact on biodiversity of all our business activities, including raw materials procurement, and work continuously to reduce this impact.
3. Implementation	Give priority to measures with a high degree of impact and effectiveness from a biodiversity and business perspective.
4. Developing new technologies	Aim to realize a sustainable society, develop technologies that make use of biological resources, learn from the mechanisms of ecosystems and the nature of living things, and employ the knowledge gained to develop technologies and sustainable production processes.
5. Working with local communities	From the perspective of sustainable development, work not only with government organizations, but also with local residents, NGOs, and other stakeholders to promote the protection of the precious global ecosystems and of the biodiversity of countries and regions where we conduct business.
6. Involving each person	By getting executives to take the lead and implementing Group-wide educational initiatives, enhance recognition of the importance of biodiversity among all employees to enable them to act independently.
7. Expanding the scope of our activities	By collaborating with customers, suppliers, other companies, NGOs, international organizations, and so on, share information of our activities, knowledge and experience concerning biodiversity, and expand the scope of our protection activities.
8. Communication	Contribute to raising awareness of biodiversity protection among people at large by sharing the experience of our activities and achievements proactively.

### Regulation of all wood-based products

In February 2010, the Ricoh Group established *Regulation of Ricoh Group Products Made of Wood*.

Applicable to all Group companies, the 2010 rules extend our 2003 *Environmental Standards for Paper Product Procurement* to encompass all wood-based products, from Ricoh brand plain copier paper and heat-sensitive paper to manuals, packaging, cushioning, and pallets.\*1

The regulations prohibit the use of wood

sourced from High Conservation Value Forests (HCVF)\*2 as raw material. HCVFs play a critical role in biodiversity.

The rules are applicable to all Group companies and suppliers, and include provision for the suspension of business with noncompliant suppliers.

This is another example of how we are minimizing the impact our procurement process has on the global ecosystem.

\*1 Recycled materials, including used paper, leftover wood and wood chips, are excluded, as it is difficult to trace the original source of recycled materials.

\*2 High Conservation Value Forests (HCVF) are defined as any forest that falls under the following categories: (1) Old-growth forests, (2) Primary/virgin forests, (3) Natural forests containing habitats of endangered species, (4) Forests for which multiple environmental groups claim protective measures.

## Mapping the relationship between business and biodiversity

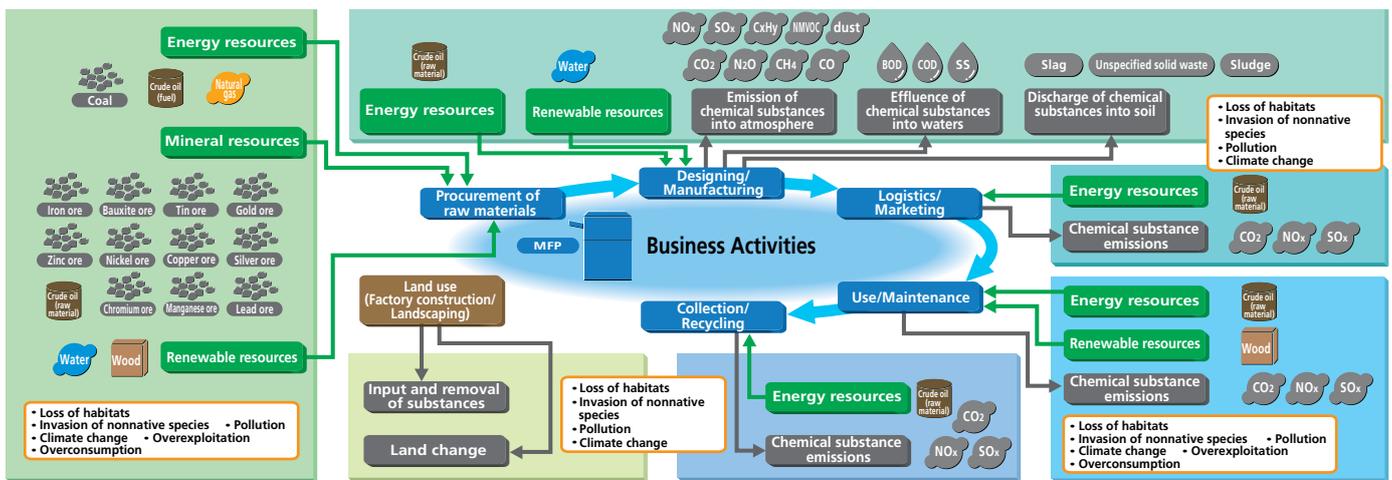
The Map of Corporate Activities and Biodiversity (below) pictures the relationship between the effects of our corporate activities — such as product lifecycles and land use — and biodiversity.

The map reveals that MFPs have a large impact on the ecosystem as they consume raw materials such as

pulp and metals during their manufacturing process and consume natural resources in the form of paper.

Mapping these diverse activities is a great help when it comes to coordinating our biodiversity conservation efforts.

### •Map of corporate activities and biodiversity (based on recycled copiers)



## Using integrated pest management to conserve biodiversity in office premises

The world over, green spaces are an important part of Ricoh Group offices and factories, with some locations possessing lush green forests within their premises. To conserve the biodiversity within our properties, our current Environmental Action Plan, effective for three years starting April 2011, calls for (1) maintenance of greenery coverage rates, (2) removal of invasive alien species, and (3) minimal use of chemical pesticides and fertilizers in keeping with the principles of Integrated Pest Management.\*3

At our office in Ohmori, Japan, employee volunteers started a project to remove weeds by hand to maintain their green spaces without using chemical herbicides.

The weeding project also provides the participants with an opportunity to interact with nature, as well as learn about measures that can preserve the natural environment. The weeds removed are added to a compost pile, and the resulting compost is recycled as fertilizer on the premises. As a side benefit, the compost lowers maintenance costs by reducing the amount of organic fertilizer that needs to be purchased.

In FY 2013, landscape management with no

chemicals or only IPM-standard chemicals was initiated at 16 Ricoh Group facilities including the Ohmori office. We will continue using IPM methods to incorporate sustainability in maintaining our greenery.



Weeding at the Ricoh Ohmori office

\*3 Integrated Pest Management (IPM): A method of pest and weed control that has been internationally adopted for agricultural operations. IPM aims to reduce the use of pesticides and other chemicals through an optimal combination of ecologically benign techniques to minimize hazards to human health and the environment. Major IPM components include (1) Use of light, sound, heat and mechanical methods, (2) Use of chemicals derived from natural ingredients, (3) Introduction of natural enemies of targeted pests, and (4) Improving soil quality through drainage, ventilation, etc.



## Growing with Society

### Committed to a sustainable future for the Earth, society and our business

The Ricoh Group believes in growing together with society. We have made it our mission to address the issues society faces, going beyond simply responding to a constantly changing world to create new value that can realize sustainable growth.

Our employees are dedicated to raising awareness of social issues, and to contribute to solving those issues through business operations, putting into action ideas that promise a sustainable future for all.



© Save the Children Japan

A workshop on the effective use of MFPs, held at a school in India.

### Contributing to solving social challenges

The Ricoh Group is working to solve society's problems in two ways — "Contribution to resolution of social issues through business activities" and "Commitment to and responsibility for social contribution."

Our efforts to solve social issues through business activities is one pillar called "Value-creating CSR," a strategy founded on the idea that corporate growth can come about by contributing to society. We study global issues to identify opportunities to provide effective solutions through our technology, products, services and human resources, as well as through collaborations with other stakeholders. These initiatives allow us to tap into new markets, find new customers and drive innovations that resolve or at least alleviate global concerns.

The other pillar, social contributions, refers to activities engaged by the Group or its employees in selected areas of focus. These may include support given to NPOs that are separate from our business functions.

To ensure continuing enthusiasm for both types of initiatives, we offer training to raise awareness of social issues among our employees and foster a corporate culture that is always ready to take on challenges.



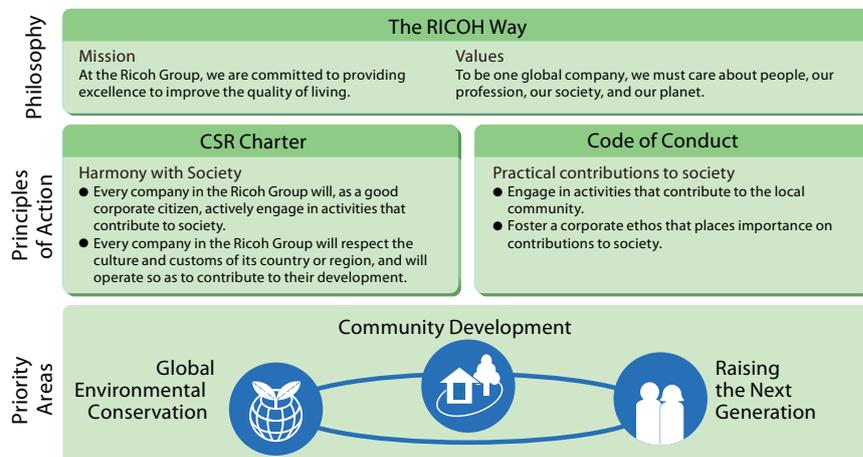
### Global policy on social contribution activities

The Ricoh Group has set fundamental principles on social contribution by which all Group companies around the world abide. We believe that by conducting social contribution activities based on a common concept, we can maximize the effects of our contributions toward solving challenges. Under these principles, individual Group companies are implementing measures by leveraging the Group's strengths in human and other resources.

#### The Ricoh Group's global policy on social contribution activities

The Ricoh Group, mindful of its responsibility as a corporate citizen, respects the cultures and customs of all countries and regions, joining in active partnership with like-minded people and inspiring employees to contribute to the development of a sustainable society and planet.

Reflecting a deep understanding of social issues in various parts of the world, Ricoh Group companies carry out social activities focusing on several priority areas.

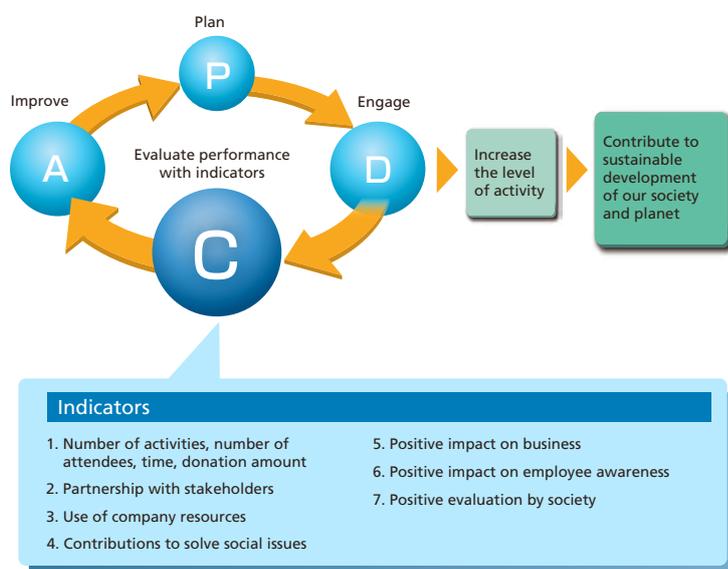


\* Only relevant parts from The Ricoh Way, CSR Charter and Code of Conduct are cited

## PDCA cycle for social contribution activities

To ensure the effectiveness of the Group's social contributions, we have created an original PDCA cycle for their evaluation and improvement.

Evaluation items include the scale and outcome of activities as well as "cooperation with stakeholders" and "effects on business activities." This creates an upward spiral in our ability to share knowledge and evolve social contribution activities throughout the Group.



## Major corporate programs

We are engaged in a variety of social contribution programs that fall under the category of "contributions to resolution of social issues through business activities" or "commitment to and responsibility for social contribution".

## Collaboration with partners

We share our mission and values with selected partners, make use of each other's resources, and build long-lasting relationships based on trust and respect.

Collaborations are based on guidelines that follow our principles of social contribution. We then set clear objectives and choose partners with proven organizational health and expertise.

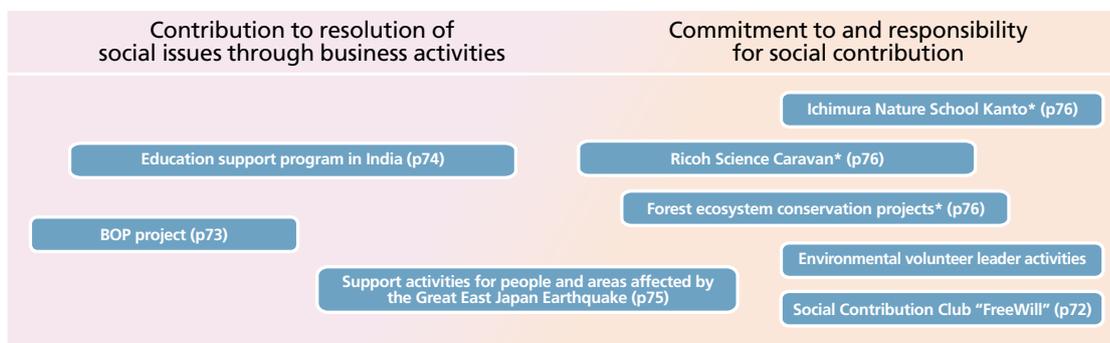
Projects are launched with decisions on respective roles, and mutual agreement on goals and duration. We then create a system to regularly monitor progress together.

Once the project is completed, we evaluate the achievement and publish a report.

### Processes for collaboration with the social sector

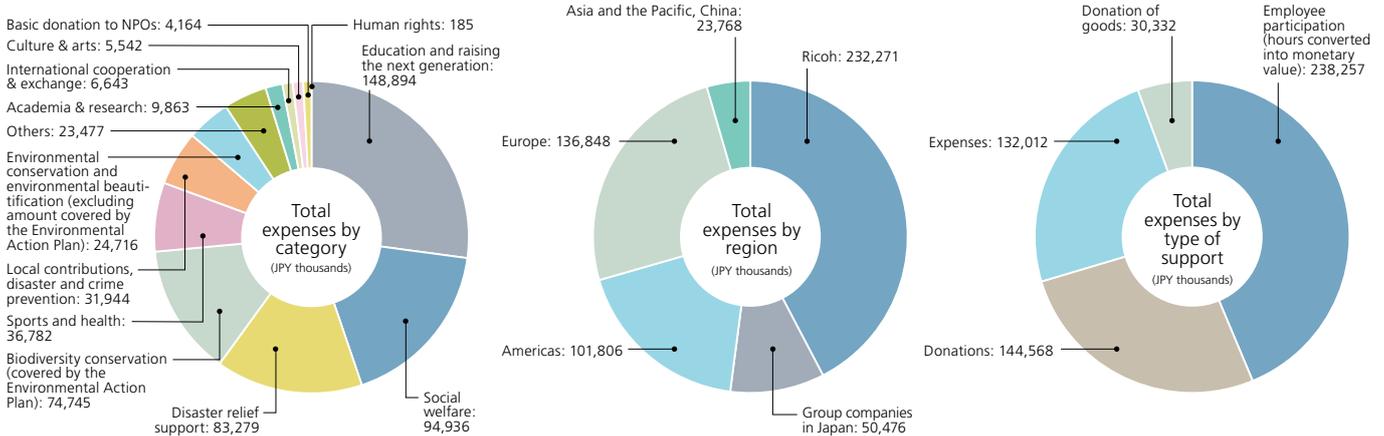


\* Programs marked with an asterisk are funded by Ricoh's social contribution reserve system, established to ensure stable, long-term social engagement. Following approval at the 1998 shareholder's meeting, Ricoh introduced the social contribution reserve system, under which a portion of profits is disbursed to the reserve's fund after approval by the board of directors. Currently, the fund is being applied to three programs: Ichimura Nature School Kanto, Ricoh Science Caravan, and the Forest Ecosystem Conservation Program.



## Ricoh Group social contribution activities and achievements

During the fiscal year ending March 2013, the Ricoh Group collectively made financial contributions of 545,169,000 yen. This amount includes monetary donations plus labor (man-hours) and donated goods converted into their monetary value.



Employee participation in activities accounts for the largest portion of the Ricoh Group's social contribution. In every region, Group companies support their employees in the planning and implementation of community activities and biodiversity conservation programs.

### Social Contribution Club "FreeWill"

FreeWill is an employee-led endeavor launched in January 1999 that aims to turn individual donations from employees into a sizable fund for social contribution activities. Employees of Ricoh Co. Ltd. and six Group companies currently participate.

FreeWill members donate a portion of their salary and bonus pay to support NPOs that conduct social benefit activities in wide-ranging areas. The fund also supports member-led social contribution activities.

In the period ending March 2013, FreeWill contributed to a total of 43 organizations. In Sukagawa in Fukushima Prefecture, for example, FreeWill committee members delivered messages and chocolates to the residents of temporary housing for those who lost their homes in the 2011 earthquake and tsunami, and joined them in making wreaths.



Making wreaths with residents of temporary housing in Sukagawa.

### Ricoh Global Eco Action

In 2006, the Ricoh Group designated one day in June as "Ricoh Global Eco Action" day, during which Group employees around the world think about and take action on behalf of the global environment. On this day every year, we hold a variety of environmental events, including biodiversity conservation activities and energy-saving campaigns.

This year, in London, employees of Ricoh Europe helped restore and improve parks in their community, tending to gardens and installing bird boxes.

In 2012, a database was created to record social activities, including Global Eco Action. Through the database, Group members can find out about activities occurring in other parts of the world and share their knowledge. ▶ WEB



Employees of Ricoh Europe installing a bird box.

## Value-creating CSR

In “value-creating CSR,” the Ricoh Group conducts collaborative activities with stakeholders to become part of the solutions for social issues. In doing so, we are able to simultaneously build new markets, attract new customers and introduce innovations. We make the best use of our technologies, products and services, and human resources in our value-creating CSR activities.

### BOP project



While various emerging and developing countries are enjoying rapid economic growth, many of their citizens are still living in poverty. Often referred to as the “base of the pyramid” or BOP, these people face a wide range of social challenges. We believe we can contribute to the sustainable development of their communities only after understanding their cultures and customs, identifying their problems and making a concerted effort to find solutions. To make this work, Ricoh staff members stayed within a local community to experience life there and built trusting relationships.

The first BOP activity took place in 2010 in a rural village in Bihar state in the northeast of India. While living in the village, Ricoh employees worked together with Drishtee, our project partner, and local people to generate sustainable business ideas. Two projects were selected to be run by local entrepreneurs: Photo Print Shop, which utilized Ricoh’s resources, and Women’s Shop, designed to empower and create jobs for women.

At the end of August 2013, two Photo PrintShops and 12 Women’s Shops were operating in Bihar state and Uttar Pradesh state. Ricoh supports

A Women’s Shop event.



the operation of the shops and develops ideas for Ricoh products and services that can contribute to these businesses. In this way we aim to build new business models in rural areas. ► [WEB 1](#)

### A message from our partner, Drishtee

## “The capability of the community to sustain itself is key”

Drishtee envisions a world where all communities are empowered to achieve shared prosperity. The focus is on helping rural communities become sustainable and empowered. We measure our impact on broadly two parameters — new income and increased savings for the rural community. Activities resulting out of our partnership with Ricoh measure high on both these parameters. The model of Women’s Shops not only brings in new income to the village but also increases savings for the villagers. To top it all, the new income comes to the woman of the family. She is spending this money for educating kids and for the well-being of her family members.

Moving forward, we would like to continue our innovative journey with Ricoh. Providing solutions for the community would remain the theme while the focus would be on sustainable income for all stakeholders: Community, Ricoh as well as Drishtee. The future innovations would continue under the motto of ‘Think and Imagine’ where the solutions revolve around the basic needs of communities, such as agriculture and textiles. The partnership of Ricoh and Drishtee is now going to be extended to a Ricoh-Drishtee-Community partnership with the aim of win-win-win for all three of us.



Swapna Mishra, Vice President,  
Social Business Linkages,  
Drishtee

► [WEB 1](#) BOP Project: [www.ricoh.com/csr/activity/soc\\_harmony/bop.html](http://www.ricoh.com/csr/activity/soc_harmony/bop.html)

Children in class.

## Education support program in India

India has the most children in the world, yet many of them cannot complete the minimum education offered or even go to school at all. A variety of problems — low recognition of the value of education, poor quality of education services and lack of infrastructure and equipment — are the cause.

Ricoh is working with the NGO Save the Children on rectifying this situation. As digital duplicators can be used to print teaching materials as well as letters and notices for parents and community members — and to share information between teachers, schools and the authorities — we donated Ricoh digital duplicators to schools in India.

In May 2011, we began an education support program in Andhra Pradesh state, situated in the southern part of India. We donated digital duplicators to schools, authorities and NGOs working in education, and conducted workshops to teach effective ways of using digital duplicators to enhance class quality and share information.

Ricoh is also helping to build the educational infrastructure in a variety of other ways, including awareness and expertise enhancement, children's clubs and development of a network of people involved in education. Our ultimate goal is to enable communities to evolve their educational environment on their own.

As the program progresses, we are obtaining valuable information vital to conducting business in



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these localities. For example, we have learned the challenges that face rural areas located far from cities, such as damage done by rats to equipment installed at facilities and poor supply channels for paper refills.

The relationships we have built with educators and government organizations represent another achievement, as these connections can become a conduit for product promotion and public relations activities.

Ricoh is using the knowhow we gained in India to upgrade our educational offerings. And we are widening the scope of our collaboration with Save the Children, with teacher training in the use of projectors and development and use of digital content in class.

▶ WEB 2



© Save the Children Japan

Explaining the effective use of MFPs to high officials of the Indian Ministry of Education.

▶ WEB 2 Indian Education Program: [www.ricoh.com/csr/india\\_edu/](http://www.ricoh.com/csr/india_edu/)

## Commitment to and responsibility for social contribution

In addition to value-creating CSR, we are also committed to carrying out socially beneficial activities in a steady, responsible manner, both within and outside of our business functions. These activities include initiatives the Group and its employees lead as well as support given to nonprofit and nongovernmental organizations.

### Support activities for people and areas affected by the Great East Japan Earthquake

#### *Continuing assistance by new employee volunteers to communities hit by the tsunami*

In August 2011, we dispatched employee volunteers to a severely afflicted part of the town of Rikuzentakata, Iwate Prefecture, for five weeks. Recognizing that support for reconstruction efforts in affected areas is still needed — and that volunteer work can also benefit participants by enhancing their social awareness and giving them new perspectives — Ricoh made this part of its social contribution training for new employees in 2012. That year, new

employees were sent to Minamisanriku, a tsunami-stricken town in Miyagi Prefecture, where they helped in the area's main industry, fishing.

After their volunteer work, the trainees participated in a Value-Creating CSR Workshop, engaging in group discussions to devise business plans for promoting reconstruction through the use of new products and services. Based on insights obtained about the challenges confronting afflicted areas, each group made a presentation on their solutions, proving that their volunteer work was a valuable learning experience.

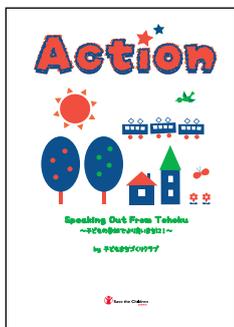


New Ricoh employees helping to harvest seaweed.

#### *Supporting children seeking to rebuild their town*

On August 6, 2011, the Ricoh Group and the National Museum of Emerging Science and Innovation co-hosted the Student Reconstruction Conference in Iwate Prefecture. Students explored the theme of community building as it applied to the reconstruction of their hometowns. The ideas the students produced were passed on to the Children's Community Building Club led by Save the Children Japan.

Ricoh is continuing to support the students in various ways, including printing their reports, brochures and survey results.



A pamphlet published by the Children's Community Building Club.

#### *Visualizing a city of the future*

From June 2011 to March 2012, Ricoh vehicles equipped with MFPs and PCs made regular rounds of temporary housing in areas damaged by the Great East Japan Earthquake to print and copy municipal announcements, certificates and other documents.

This led to a close relationship with Higashimatsushima City in Miyagi Prefecture, which in turn evolved into the "Revitalizing Higashimatsushima as a Future City" program run in cooperation with the Higashimatsushima Organization for Progress and Economy, Education, Energy (HOPE).

Ricoh Japan Corporation, a sales subsidiary in Japan, is taking the lead in two facets of this program, the School in the Forest, and assistance for senior citizens.

## The Ichimura Nature School Kanto

The Ichimura Nature School Kanto gives children a chance to “learn how to live from Mother Nature” in an agricultural community. The program runs for nine months, or one entire agricultural season from planting in March to harvesting in November.

Every second Friday after school, 28 boys and 28 girls come to the Nature School and work the fields until Sunday afternoon, growing some 40 different kinds of vegetables. In this way, they learn how to “develop yourself by thinking together, using each other’s ideas, and doing field work together with the blessing of nature.”

In 2011, the Japan Philanthropic Association recognized the Nature School’s 11 years of efforts by awarding it the 10th Corporate Philanthropic Award. The same year, graduates of the school reunited as a group named the Daichi no Kai (the Earth Club). The Ricoh Group began supporting the club’s activities in 2012.



Harvesting crops.

## Ricoh Science Caravan

After hearing reports that children were losing interest in science, Ricoh started a program designed to reignite their enthusiasm. The Ricoh Science Caravan visits science museums and schools throughout Japan, engaging children with unique science experiments run by volunteers from local Ricoh companies and using Ricoh products and technologies.

In fiscal 2012, we showed the mystery and joy of science to a total of 17,631 children over 32 sessions.



Children are fascinated by how copiers work.

## Forest ecosystem conservation projects

Forests, lakes and ponds, coral reefs and oceans all provide unique ecosystems for countless varieties of plants, animals and other organisms. When these habitats are disrupted, it ultimately affects the human environment as well.

Ricoh started a forest ecosystem conservation project in 1994 in cooperation with environmental NGOs and local partners, and now operates related projects in six regions in five countries. Unlike tree-planting projects, these sustainable forest management initiatives focus on conserving the lifestyles of the local people in addition to the habitats of endemic species. ▶ [WEB](#)

### • Forest ecosystem conservation projects (as of March 31, 2013)

Inception date	Country	Project name / NGO partner
November 2001	Japan	Nagano Kurohime Afan Forest Conservation / C.W. Nicol Afan Forest Foundation
November 2001	Japan	Conservation of the Yanbaru Forest in Okinawa / Yanbaru Forest Trust
May 2004	Russia	Conservation of the Taiga, home of the Siberian tiger / Friends of the Earth Japan
August 2007	China	Conservation of the biodiversity of the Three Parallel Rivers, a World Heritage Site / Asia Green-Culture Association
August 2007	Brazil	Restoration of the Boa Nova lowland tropical forests on the Atlantic coast / Bird Life International Asia Division
July 2011	Malaysia	Revitalization of mangrove forests on the north-central Selangor coast / Bird Life International Asia Division

# Brand Management

## Eco-Billboard

Ricoh was the first to install a billboard lit only by solar power in New York City's famed Times Square.

Ricoh Eco-Billboard's LED floodlights are powered by storage batteries charged by sunlight alone. As the batteries generate approximately 16 kilowatt-hours per day, they avert carbon dioxide emissions of about two tons annually that would otherwise be a by-product of conventional power generation.

Ricoh assumed from the start that due to weather conditions there would sometimes not be sufficient electricity to light up the billboard — but that a dark billboard would be further proof of the company's commitment to sustainability.

Additional Eco-Boards installed in 2011 in London, the UK and Sydney, Australia are sending out Ricoh's energy conservation message to other continents.



New York



Sydney



London

► WEB Eco-Billboard: [www.ricoh.com/about/company/promotions/eco-billboards/](http://www.ricoh.com/about/company/promotions/eco-billboards/)

## Sponsorship

The Ricoh Group supports sports and cultural activities through sponsorship of events and venues around the world. Our goal is to inspire the dream of a more harmonious global society among leaders of generations to come.



Ricoh Coliseum, Canada



Ricoh Arena, UK



ATP (Association of Tennis Professionals) Tournaments, Europe and Asia-Pacific



National Museum of Emerging Science and Innovation, Japan



A.C. Milan, Italy



LPGA Tour Championship Ricoh Cup, Japan



Ricoh Women's British Open, UK

► WEB Sponsorship: [www.ricoh.com/about/feature/story10/](http://www.ricoh.com/about/feature/story10/)



# Ricoh Group Consolidated Financial Results for Fiscal 2013

(Year ended March 31, 2013)

## (1) Operating Results

Consolidated net sales of Ricoh Group for the fiscal year 2013 (April 1, 2012 to March 31, 2013) increased by 1.1% as compared to the previous corresponding period, to ¥1,924.4 billion. Net sales would be at the same level compared to the previous corresponding period when excluding the impact of such foreign currency exchange fluctuation.

The Japanese economy has shown signs of gradual recovery with the increase in demand relating to the recovery and restoration of the areas affected by the Great East Japan Earthquake. However, with the strong Yen against the U.S. dollar and the Euro during most of the year, along with the continued worry of a global slowdown, the economic environment remained fairly stagnant throughout the fiscal year. The higher expectations arising from the economic recovery plans introduced by the new cabinet has helped to weaken the Yen and increase the stock prices during the end of 2012, but the overall economic outlook still remains unpredictable.

Under such conditions, domestic sales in the Other segment increased compared to the previous corresponding period due to the additional sales contribution from Pentax Ricoh Imaging Co., Ltd. but sales in the Imaging & Solutions segment and the Industrial Products segment decreased from the previous corresponding period. Overall, domestic sales decreased by 1.8% compared to the previous corresponding period.

Outside of the domestic market, the U.S. economy is showing signs of a modest recovery, but the European economy remains stagnant under the prolonged European debt crisis, along with the slowdown in growth occurring in China and the rest of the emerging markets. These economic conditions have affected the overseas sales of Ricoh.

As for overseas sales by region, sales in the Americas increased by 5.9% compared to the previous corresponding period (an increase of 0.9% excluding foreign currency exchange fluctuation) due to the weakening trend of the Yen against the dollar that began during the end of the year. Sales in Europe, Middle East and Africa increased by a mere 0.1% due to the continued economic uncertainties in the region along with the strong Yen against the Euro (an increase of 1.9% excluding foreign currency exchange fluctuation). Sales in Other region (which includes China, South East Asia and Oceania) increased by 6.9% (an increase of 3.2% excluding foreign currency exchange fluctuation). As a result, total overseas sales increased by 3.6% compared to the previous corresponding period (an increase of 1.6% excluding foreign currency exchange fluctuation).

Gross profit increased by 2.1% as compared to the previous corresponding period, to ¥768.6 billion due to increase in sales and the continued cost reduction activities implemented by the company.

The group-wide activities to streamline costs have contributed significantly in reducing selling, general and administrative expenses. The decrease in impairment costs of long-lived assets

and corporate restructuring costs, as well as decrease in goodwill impairment costs which were not incurred this fiscal year, contributed to a decrease of 8.5% in selling, general and administrative expenses as compared to the previous corresponding period; to ¥705.1 billion.

As a result, operating income increased significantly to ¥63.4 billion.

Other income and expenses have improved compared to the previous corresponding period due to significant reduction in losses from securities revaluation and the decrease in foreign exchange loss. As a result, income before income taxes increased as compared to the previous corresponding period; to ¥58.1 billion.

Consequently, net income attributable to Ricoh Company, Ltd. increased by ¥77.0 billion as compared to the previous corresponding period; to ¥32.4 billion.

Comprehensive income increased significantly, primarily by the increase in consolidated net income and the increase in cumulative translation adjustments.

## (2) Financial Position

### A) Assets, Liabilities, and Equity at Year-End

For Assets, cash and time deposits have decreased from the end of the previous fiscal year. In addition, the weakening of the Yen against foreign currencies during the end of the fiscal year has contributed to the increase in our assets held in foreign currencies. As a result, total assets increased by ¥71.3 billion; to ¥2,360.6 billion.

For Liabilities, repayments of debt have contributed to the decrease in the total amount of interest-bearing debt. As a result, total liabilities decreased by ¥8.3 billion; to ¥1,402.0 billion.

For Total Equity, the accumulated other comprehensive income increased due primarily to the fluctuation of cumulative translation adjustments reflecting exchange fluctuation from the end of the previous period. As a result, Total Equity increased by ¥79.6 billion from the end of the previous fiscal year; to ¥958.6 billion.

### B) Cash Flows

Net cash provided by operating activities increased by ¥113.3 billion from the previous corresponding period, to ¥124.5 billion due primarily to the increase in net income and decrease in inventory.

Even though purchases of fixed assets increased, the acquisition cost incurred in the previous fiscal year affected our overall net cash used in investing activities. The net cash used in investing activities decreased by ¥5.9 billion from the previous corresponding period; to ¥106.4 billion.

As a result, free cash inflows generated by operating and investing activities amounted to ¥18.0 billion while free cash flow was a negative ¥101.2 billion in the previous corresponding period.

Net cash used in financing activities in this period amounted to ¥64.3 billion due primarily to decrease in interest-bearing debt.

As a result of the above, cash and cash equivalents as of the end of this fiscal year decreased by ¥39.1 billion from the end of the previous corresponding period; to ¥117.0 billion.

## Consolidated Statement of Income

Ricoh Company, Ltd. and Consolidated Subsidiaries For the Years Ended March 31, 2011, 2012 and 2013	Millions of Yen			Thousands of U.S. Dollars
	2011	2012	2013	2013
<b>Net sales:</b>				
Products	¥ 935,280	¥ 876,399	¥ 868,128	\$ 9,235,404
Post sales and rentals	901,402	920,827	941,564	10,016,638
Other revenue	104,654	106,251	114,805	1,221,330
Total	1,941,336	1,903,477	1,924,497	20,473,372
<b>Cost of sales:</b>				
Products	647,155	626,426	628,509	6,686,266
Post sales and rentals	427,796	448,478	446,302	4,747,894
Other revenue	77,444	75,951	81,085	862,606
Total	1,152,395	1,150,855	1,155,896	12,296,766
Gross profit	788,941	752,622	768,601	8,176,606
<b>Selling, general and administrative expenses</b>	730,870	770,690	705,167	7,501,776
Operating income (loss)	58,071	(18,068)	63,434	674,830
<b>Other (income) expenses:</b>				
Interest and dividend income	(2,985)	(3,129)	(3,048)	(32,426)
Interest expense	8,528	6,979	7,377	78,479
Foreign currency exchange loss, net	5,956	4,355	121	1,287
Loss on impairment of securities	1,844	5,012	332	3,532
Other, net	559	652	479	5,096
Total	13,902	13,869	5,261	55,968
<b>Income (loss) before income taxes and equity in earnings of affiliates</b>	44,169	(31,937)	58,173	618,862
<b>Provision for income taxes:</b>				
Current	21,501	32,309	21,079	224,245
Deferred	909	(24,086)	(241)	(2,564)
Total	22,410	8,223	20,838	221,681
<b>Equity in earnings (losses) of affiliates</b>	(22)	39	31	330
<b>Net income (loss)</b>	21,737	(40,121)	37,366	397,511
<b>Net income attributable to noncontrolling interests</b>	3,107	4,439	4,899	52,117
<b>Net income (loss) attributable to Ricoh Company, Ltd.</b>	¥ 18,630	¥ (44,560)	¥ 32,467	\$ 345,394

Per share of common stock:	Yen			U.S. Dollars
	2011	2012	2013	2013
Net income (loss) attributable to Ricoh Company, Ltd.:				
Basic	25.68	(61.42)	44.78	0.48
Diluted	25.15	(61.42)	—	—
Cash dividends, applicable to the year	¥ 33.00	¥ 33.00	¥ 21.00	\$ 0.22

Per American Depositary Share, each representing 5 shares of common stock:	Yen			U.S. Dollars
	2011	2012	2013	2013
Net income (loss) attributable to Ricoh Company, Ltd.:				
Basic	128.40	(307.10)	223.9	2.38
Diluted	125.75	(307.10)	—	—
Cash dividends, paid	¥165.00	¥165.00	¥105.00	\$ 1.12

We have restated the figures for fiscal 2011 due to changing the fiscal year-end calculations of our subsidiaries in fiscal 2012. To see Critical Accounting Policies and Notes to Consolidated Financial Statements, refer to the URL [www.ricoh.com/IR/financial\\_data/sec\\_filings/](http://www.ricoh.com/IR/financial_data/sec_filings/)

- ▶ WEB FORM 20-F Fiscal Year Ended March 31, 2013: [www.ricoh.com/IR/financial\\_data/sec\\_filings/pdf/ricoh\\_20-F\\_1303.pdf](http://www.ricoh.com/IR/financial_data/sec_filings/pdf/ricoh_20-F_1303.pdf)
- ▶ WEB FY2013 Flash Report ended March 31, 2013: [www.ricoh.com/IR/financial\\_data/financial\\_result/data/25/flash.pdf](http://www.ricoh.com/IR/financial_data/financial_result/data/25/flash.pdf)
- ▶ WEB Financial Statements: [www.ricoh.com/IR/financial\\_statement/financial.html](http://www.ricoh.com/IR/financial_statement/financial.html)
- ▶ WEB Par Share Data: [www.ricoh.com/IR/financial\\_data/financial\\_indicators/data6.html](http://www.ricoh.com/IR/financial_data/financial_indicators/data6.html)

## Consolidated Balance Sheets

Ricoh Company, Ltd. and Consolidated Subsidiaries  
March 31, 2012 and 2013

	Millions of Yen		Thousands of U.S. Dollars
Assets	2012	2013	2013
<b>Current assets:</b>			
Cash and cash equivalents	¥ 156,210	¥ 117,051	\$ 1,245,223
Time deposits	2,461	3,280	34,894
Securities			
Trade receivables:			
Notes	43,921	36,772	391,191
Accounts	439,673	488,233	5,193,968
Less - Allowance for doubtful receivables	(16,380)	(15,424)	(164,085)
Current maturities of long-term finance receivables, net	219,716	235,889	2,509,457
Inventories:			
Finished goods	101,165	101,568	1,080,510
Work in process and raw materials	93,844	93,799	997,862
Deferred income taxes and other	65,896	65,051	692,033
<b>Total current assets</b>	<b>1,106,506</b>	<b>1,126,219</b>	<b>11,981,053</b>
<b>Property, plant and equipment, at cost:</b>			
Land	45,893	45,809	487,330
Buildings	265,843	271,272	2,885,872
Machinery and equipment	659,503	701,590	7,463,723
Construction in progress	9,576	17,891	190,330
<b>Total</b>	<b>980,815</b>	<b>1,036,562</b>	<b>11,027,255</b>
Less - Accumulated depreciation and amortization	(712,288)	(745,687)	(7,932,840)
<b>Net property, plant and equipment</b>	<b>268,527</b>	<b>290,875</b>	<b>3,094,415</b>
<b>Investments and other assets:</b>			
Long-term financial receivables, net	468,004	466,608	4,963,915
Investment securities	45,470	54,102	575,553
Investment in and advances to affiliates	444	1,026	10,915
Goodwill	195,251	221,217	2,353,372
Other intangible assets	112,914	107,702	1,145,766
Lease deposits and other	92,242	92,948	988,809
<b>Total investments and other assets</b>	<b>914,325</b>	<b>943,603</b>	<b>10,038,330</b>
<b>Total Assets</b>	<b>¥2,289,358</b>	<b>¥2,360,697</b>	<b>\$25,113,798</b>

## Consolidated Balance Sheets

Ricoh Company, Ltd. and Consolidated Subsidiaries March 31, 2012 and 2013	Millions of Yen		Thousands of U.S. Dollars
Liabilities and Equity	2012	2013	2013
<b>Current liabilities:</b>			
Short-term borrowings	¥ 111,272	¥ 65,219	\$ 693,819
Current maturities of long-term indebtedness	105,160	161,180	1,714,681
Trade payables:			
Notes	11,553	15,197	161,670
Accounts	240,656	241,341	2,567,458
Accrued income taxes	13,448	12,091	128,628
Accrued expenses and other	190,935	205,339	2,184,457
Total current liabilities	673,024	700,367	7,450,713
<b>Long-term liabilities:</b>			
Long-term indebtedness, less current maturities	525,435	476,381	5,067,883
Accrued pension and severance costs	164,757	164,289	1,747,755
Deferred income taxes and other	47,124	61,002	648,958
Total long-term liabilities	737,316	701,672	7,464,596
Total liabilities	1,410,340	1,402,039	14,915,309
<b>Equity:</b>			
Common stock	135,364	135,364	1,440,043
Authorized - 1,500,000,000 shares in 2012 and 2013			
Issued and outstanding - 744,912,078 shares and 725,081,018 shares in 2012 and 744,912,078 shares and 725,036,416 shares in 2013			
Additional paid-in capital	186,083	186,083	1,979,606
Retained earnings	742,549	759,783	8,082,798
Accumulated other comprehensive loss	(204,175)	(146,088)	(1,554,128)
Treasury stock at cost	(37,117)	(37,146)	(395,170)
19,831,060 shares in 2012 and 19,875,662 shares in 2013			
Total Ricoh Company, Ltd. shareholders' equity	822,704	897,996	9,553,149
Noncontrolling interests	56,314	60,662	645,340
Total equity	879,018	958,658	10,198,489
Total Liabilities and equity	¥2,289,358	¥2,360,697	\$ 25,113,798

To see Critical Accounting Policies and Notes to Consolidated Financial Statements, refer to the URL [www.ricoh.com/IR/financial\\_data/sec\\_filings/](http://www.ricoh.com/IR/financial_data/sec_filings/)

▶ WEB FORM 20-F Fiscal Year Ended March 31, 2013: [www.ricoh.com/IR/financial\\_data/sec\\_filings/pdf/ricoh\\_20-F\\_1303.pdf](http://www.ricoh.com/IR/financial_data/sec_filings/pdf/ricoh_20-F_1303.pdf)

▶ WEB FY2013 Flash Report ended March 31, 2013: [www.ricoh.com/IR/financial\\_data/financial\\_result/data/25/flash.pdf](http://www.ricoh.com/IR/financial_data/financial_result/data/25/flash.pdf)

▶ WEB Financial Statements: [www.ricoh.com/IR/financial\\_statement/financial.html](http://www.ricoh.com/IR/financial_statement/financial.html)

## Consolidated Statements of Changes in Equity

Ricoh Company, Ltd. and Consolidated Subsidiaries  
For the Years Ended March 31, 2011, 2012 and 2013

	Millions of Yen							
	Common stock	Additional paid-in capital	Retained earnings	Accumulated other comprehensive loss	Treasury stock	Total Ricoh Company, Ltd. shareholders' equity	Noncontrolling interests	Total equity
Balance at April 1, 2010, as adjusted	¥ 135,364	¥ 186,083	¥ 816,423	¥ (132,166)	¥ (36,756)	¥ 968,948	¥ 50,141	¥ 1,019,089
Loss on disposal of treasury stock			(28)			(28)		(28)
Dividends declared and approved to Ricoh Company, Ltd. shareholders			(23,943)			(23,943)		(23,943)
Comprehensive income (loss):								
Net income			18,630			18,630	3,107	21,737
Net unrealized gains and losses on securities				94		94	(6)	88
Pension liability adjustments				(158)		(158)	(7)	(165)
Net unrealized gains and losses on derivatives				(11)		(11)	(22)	(33)
Foreign currency translation adjustments				(38,207)		(38,207)	269	(37,938)
Total comprehensive income (loss)						(19,652)	3,341	(16,311)
Net changes in treasury stock					(82)	(82)		(82)
Dividends to noncontrolling interests							(595)	(595)
Balance at March 31, 2011	¥ 135,364	¥ 186,083	¥ 811,082	¥ (170,448)	¥ (36,838)	¥ 925,243	¥ 52,887	¥ 978,130
Loss on disposal of treasury stock			(31)			(31)		(31)
Dividends declared and approved to Ricoh Company, Ltd. shareholders			(23,942)			(23,942)		(23,942)
Comprehensive income (loss):								
Net income (loss)			(44,560)			(44,560)	4,439	(40,121)
Net unrealized gains and losses on securities				1,215		1,215	(7)	1,208
Pension liability adjustments				(20,085)		(20,085)	(78)	(20,163)
Net unrealized gains and losses on derivatives				15		15	68	83
Foreign currency translation adjustments				(14,872)		(14,872)	(194)	(15,066)
Total comprehensive income (loss)						(78,287)	4,228	(74,059)
Net changes in treasury stock					(279)	(279)		(279)
Dividends to noncontrolling interests							(603)	(603)
Equity transactions with noncontrolling interests							(198)	(198)
Balance at March 31, 2012	¥ 135,364	¥ 186,083	¥ 742,549	¥ (204,175)	¥ (37,117)	¥ 822,704	¥ 56,314	¥ 879,018
<b>Loss on disposal of treasury stock</b>			<b>(7)</b>			<b>(7)</b>		<b>(7)</b>
<b>Dividends declared and approved to Ricoh Company, Ltd. shareholders</b>			<b>(15,226)</b>			<b>(15,226)</b>		<b>(15,226)</b>
Comprehensive income (loss):								
Net income			32,467			32,467	4,899	37,366
Net unrealized gains and losses on securities				4,984		4,984	49	5,033
Pension liability adjustments				3,312		3,312	95	3,407
Net unrealized gains and losses on derivatives				292		292	131	423
Foreign currency translation adjustments				49,499		49,499	(129)	49,370
Total comprehensive income (loss)						90,554	5,045	95,599
Net changes in treasury stock					(29)	(29)		(29)
Dividends to noncontrolling interests							(697)	(697)
Balance at March 31, 2013	¥ 135,364	¥ 186,083	¥ 759,783	¥ (146,088)	¥ (37,146)	¥ 897,996	¥ 60,662	¥ 958,658

	Common stock	Additional paid-in capital	Retained earnings	Accumulated other comprehensive loss	Treasury stock	Total Ricoh Company, Ltd. shareholders' equity	Noncontrolling interests	Total equity
Balance at March 31, 2012	\$1,440,043	\$1,979,606	\$7,899,457	\$(2,172,074)	\$(394,862)	\$8,752,170	\$599,085	\$9,351,255
Loss on disposal of treasury stock			(74)			(74)		(74)
Dividends declared and approved to Ricoh Company, Ltd. shareholders			(161,979)			(161,979)		(161,979)
Comprehensive income (loss):								
Net income			345,394			345,394	52,117	397,511
Net unrealized gains and losses on securities				53,021		53,021	522	53,543
Pension liability adjustments				35,234		35,234	1,011	36,245
Net unrealized gains and losses on derivatives				3,106		3,106	1,394	4,500
Foreign currency translation adjustments				526,585		526,585	(1,373)	525,212
Total comprehensive income (loss)						963,340	53,671	1,017,011
Net changes in treasury stock					(308)	(308)		(308)
Dividends to noncontrolling interests							(7,416)	(7,416)
Balance at March 31, 2013	\$1,440,043	\$1,979,606	\$8,082,798	\$(1,554,128)	\$(395,170)	\$9,553,149	\$645,340	\$10,198,489

We have restated the figures for fiscal 2011 due to changing the fiscal year-end calculations of our subsidiaries in fiscal 2012.

▶ WEB FORM 20-F Fiscal Year Ended March 31, 2013: [www.ricoh.com/IR/financial\\_data/sec\\_filings/pdf/ricoh\\_20-F\\_1303.pdf](http://www.ricoh.com/IR/financial_data/sec_filings/pdf/ricoh_20-F_1303.pdf)  
▶ WEB FY2013 Flash Report ended March 31, 2013: [www.ricoh.com/IR/financial\\_data/financial\\_result/data/25/flash.pdf](http://www.ricoh.com/IR/financial_data/financial_result/data/25/flash.pdf)

## Consolidated Statements of Cash Flows

Ricoh Company, Ltd. and Consolidated Subsidiaries For the Years Ended March 31, 2011, 2012 and 2013	Millions of Yen			Thousands of U.S. Dollars
	2011	2012	2013	2013
<b>Cash Flows from Operating Activities:</b>				
Net income (loss)	¥ 21,737	¥ (40,121)	¥ 37,366	\$ 397,511
Adjustments to reconcile consolidated net income (loss) to net cash provided by operating activities				
Depreciation and amortization	93,677	91,137	85,905	913,883
Equity in earnings of affiliates, net of dividends received	22	(39)	(31)	(330)
Deferred income taxes	909	(24,086)	(241)	(2,564)
Loss on impairment of long-lived assets	842	10,070	1,379	14,670
Loss on impairment of goodwill	—	27,491	—	—
Pension and severance costs, less payments	(1,106)	(5,386)	(5,973)	(63,543)
Changes in assets and liabilities, net of effects from acquisition:				
(Increase) decrease in trade receivables	1,072	(20,393)	(16,292)	(173,319)
(Increase) decrease in inventories	(12,515)	(17,126)	14,010	149,043
(Increase) decrease in lease receivables	13,917	(25,667)	4,725	50,266
Increase (decrease) in trade payables	(11,850)	(5,096)	781	8,309
Increase (decrease) in accrued income taxes and accrued expenses	13,868	(5,623)	(2,616)	(27,830)
Other, net	8,063	26,045	5,513	58,649
Net cash provided by operating activities	128,636	11,206	124,526	1,324,745
<b>Cash Flows from Investing Activities:</b>				
Proceeds from sales of property, plant and equipment	1,389	1,532	1,712	18,213
Expenditures for property, plant and equipment, including interest capitalized	(66,875)	(73,271)	(86,569)	(920,947)
Expenditures for intangible assets	(18,807)	(14,504)	(12,226)	(130,064)
Payments for purchases of available-for-sale securities	(235)	(93)	(93)	(989)
Proceeds from sales of available-for-sale securities	126	68	208	2,213
Increase in time deposits	(401)	(385)	(374)	(3,979)
Purchase of business, net of cash acquired	(1,415)	(14,816)	(2,774)	(29,511)
Others, net	(5,688)	(10,974)	(6,351)	(67,564)
Net cash used in investing activities	(91,906)	(112,443)	(106,467)	(1,132,628)
<b>Cash Flows from Financing Activities:</b>				
Net proceeds (repayments) of debt with original maturities of three months or less	(31,873)	68,948	(59,046)	(628,149)
Proceeds from debt with original maturities of more than three months	64,478	148,403	153,361	1,631,500
Repayments of debt with original maturities of more than three months	(92,714)	(82,533)	(162,677)	(1,730,606)
Proceeds from issuance of long-term debt securities	79,741	—	20,000	212,766
Repayment of long-term debt securities	(87,975)	(22,444)	—	—
Dividends paid	(23,943)	(23,942)	(15,226)	(161,979)
Payment for purchase of treasury stock	(157)	(23)	(39)	(415)
Others, net	(520)	(586)	(694)	(7,383)
Net cash provided by (used in) financing activities	(92,963)	87,823	(64,321)	(684,266)
<b>Effect of Exchange Rate Change on Cash and Cash Equivalents</b>	(8,647)	(2,597)	7,103	75,564
<b>Net Decrease in Cash and Cash Equivalents</b>	(64,880)	(16,011)	(39,159)	(416,585)
<b>Cash and Cash Equivalents at Beginning of Year</b>	237,101	172,221	156,210	1,661,808
<b>Cash and Cash Equivalents at End of Year</b>	¥ 172,221	¥ 156,210	¥ 117,051	\$ 1,245,223
<b>Supplemental Disclosures of Cash Flow Information:</b>				
Cash Paid During The Year for-				
Interest, excluding interest capitalized	¥ 9,683	¥ 8,419	¥ 8,579	\$ 91,266
Income taxes	18,878	17,051	19,625	208,777

We have restated the figures for fiscal 2011 due to changing the fiscal year-end calculations of our subsidiaries in fiscal 2012.

To see Critical Accounting Policies and Notes to Consolidated Financial Statements, refer to the URL [www.ricoh.com/IR/financial\\_data/sec\\_filings/](http://www.ricoh.com/IR/financial_data/sec_filings/)

▶ WEB FORM 20-F Fiscal Year Ended March 31, 2013: [www.ricoh.com/IR/financial\\_data/sec\\_filings/pdf/ricoh\\_20-F\\_1303.pdf](http://www.ricoh.com/IR/financial_data/sec_filings/pdf/ricoh_20-F_1303.pdf)

▶ WEB FY2013 Flash Report ended March 31, 2013: [www.ricoh.com/IR/financial\\_data/financial\\_result/data/25/flash.pdf](http://www.ricoh.com/IR/financial_data/financial_result/data/25/flash.pdf)

▶ WEB Financial Statements: [www.ricoh.com/IR/financial\\_statement/financial.html](http://www.ricoh.com/IR/financial_statement/financial.html)

## Selected Financial Data

### Related Consolidated Profit and Loss

Ricoh Company, Ltd. and Consolidated Subsidiaries For the Years Ended March 31		Millions of Yen		
		2004	2005	2006
Net Sales		¥ 1,773,306	¥ 1,807,406	¥ 1,909,238
Cost of sales		1,013,249	1,058,232	1,114,238
Gross profit		760,057	749,174	795,000
Selling, general and administrative expenses		614,652	618,065	646,416
Operating income		145,405	131,109	148,584
Income (loss) before income taxes		138,472	130,983	152,766
Provision for income taxes		54,768	48,840	56,165
Income (loss) from continuing operations		89,049	80,537	95,022
Income from discontinued operations, net of tax		2,717	2,606	2,035
Net income (loss) attributable to Ricoh Company, Ltd.		91,766	83,143	97,057
Net income (loss) attributable to Ricoh Company, Ltd. shareholders per share (in yen and dollars)				
Basic		123.63	112.64	132.33
Diluted		123.63	112.64	132.33
R&D expenditure		92,515	110,478	110,385
Depreciation for tangible fixed assets		67,684	66,796	67,468
Capital investments		75,507	84,701	102,054
Free cash flow		87,676	33,089	53,428
Debt (Short-term borrowings and Long-term indebtedness)		432,732	410,085	381,277
Total assets		1,852,793	1,953,669	2,041,183
Shareholders' equity		795,131	862,998	960,245
Exchange rate	[yen/US\$]	113.09	107.58	113.26
	[yen/EURO]	132.65	135.25	137.86

\* As a result of the sale of a business, the operating results from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets" from fiscal year 2004 to 2006.

### Sales by Category

		Millions of Yen		
Imaging & Solutions		—	¥ 1,531,428	¥ 1,637,228
Office Imaging		—	1,332,299	1,446,635
Production Printing				
Network System Solutions		—	199,129	190,593
Industrial Products		—	119,408	120,636
Other		—	156,570	151,374

\* Figures for Sales by Category for FY 2004 are not available because Ricoh revised business segments prior to the start of FY 2005.

### Sales by Geographic Area

		Millions of Yen		
Japan		¥ 907,121	¥ 966,273	¥ 966,224
Overseas		866,185	841,133	943,014
The Americas		326,380	325,597	387,412
Europe		402,392	408,906	434,800
Other		137,413	106,630	120,802

Millions of Yen							Thousands of U.S. Dollars
2007	2008	2009	2010	2011	2012	2013	2013
¥ 2,068,925	¥ 2,219,989	¥ 2,091,696	¥ 2,015,811	¥ 1,941,336	¥ 1,903,477	¥ 1,924,497	\$ 20,473,372
1,206,519	1,292,262	1,237,310	1,194,272	1,152,395	1,150,855	1,155,896	12,296,766
862,406	927,727	854,386	821,539	788,941	752,622	768,601	8,176,606
688,026	746,221	779,850	755,638	730,870	770,690	705,167	7,501,776
174,380	181,506	74,536	65,901	58,071	(18,068)	63,434	674,830
174,519	174,669	30,939	57,082	44,169	(31,937)	58,173	618,862
64,326	63,396	22,158	28,065	22,410	8,223	20,838	221,681
106,224	106,463	6,530	27,044	18,630	(44,560)	32,467	397,511
5,500	–	–	–	–	–	–	–
111,724	106,463	6,530	27,044	18,630	(44,560)	32,467	345,394
153.10	146.04	9.02	37.27	25.68	(61.42)	44.78	0.48
151.89	142.15	8.75	36.25	25.15	(61.42)	–	–
114,985	126,033	124,406	109,346	110,553	119,027	112,006	1,191,553
72,432	72,762	74,886	70,394	67,231	64,984	60,471	643,309
85,800	85,215	96,958	66,886	66,875	73,271	86,569	920,947
51,865	(3,987)	(195,684)	97,765	36,730	(101,237)	18,059	192,117
415,648	384,372	779,195	684,454	629,624	741,867	702,780	7,476,383
2,243,406	2,214,368	2,513,495	2,377,983	2,255,564	2,289,358	2,360,697	25,113,798
1,070,913	1,080,196	975,373	969,358	925,243	822,704	897,996	9,553,149
117.02	114.40	100.55	92.91	85.77	79.08	83.06	–
150.08	161.69	143.74	131.21	113.28	109.05	107.08	–

Millions of Yen							Thousands of U.S. Dollars
¥ 1,774,467	¥ 1,909,573	¥ 1,833,098	¥ 1,789,717	¥ 1,712,630	¥ 1,671,100	¥ 1,685,391	\$ 17,929,691
1,580,155	1,709,491	1,598,614	1,614,347	1,381,175	1,323,263	1,329,608	14,144,766
				150,044	148,564	147,040	1,564,255
194,312	200,082	234,484	175,370	181,411	199,273	208,743	2,220,670
133,387	144,340	115,550	101,692	107,032	98,052	93,094	990,362
161,071	166,076	143,048	124,402	121,674	134,325	146,012	1,553,319

Millions of Yen							Thousands of U.S. Dollars
¥ 1,002,251	¥ 1,016,034	¥ 938,331	¥ 876,498	¥ 875,819	¥ 886,425	¥ 870,397	\$ 9,259,542
1,066,674	1,203,955	1,153,365	1,139,313	1,065,517	1,017,052	1,054,100	11,213,830
426,453	434,799	502,862	558,942	520,000	468,728	496,605	5,283,032
507,158	603,219	523,407	456,563	428,519	421,373	421,740	4,486,596
133,063	165,937	127,096	123,808	116,998	126,951	135,755	1,444,202

We have restated the consolidated financial statement due to changing the fiscal year-ends of our subsidiaries from 2012/3.

We also recalculated the figure of 2010/3 and 2011/3 for reference.

Product lines included in Product Category was changed from 2013/3. We also recalculated the figure of 2011/3 and 2012/3 for reference.

Middle East and Africa sales have shifted from Other to Europe as of 2013/3. We also recalculated the figure of 2011/3 and 2012/3 for reference.

► WEB Key Financial Figures: [www.rioh.com/IR/financial\\_data/financial\\_indicators/data5.html](http://www.rioh.com/IR/financial_data/financial_indicators/data5.html)

► WEB Per Share Data: [www.rioh.com/IR/financial\\_data/financial\\_indicators/data6.html](http://www.rioh.com/IR/financial_data/financial_indicators/data6.html)

► WEB Sales by Categories: [www.rioh.com/IR/financial\\_data/financial\\_indicators/data7.html](http://www.rioh.com/IR/financial_data/financial_indicators/data7.html)

# Our Performance Against Major CSR Indicators

CSR Charter		Scope of Survey	Performance			Items Relating to Major Initiatives <sup>1</sup>	Note			
			Year ended Mar. 31, 2011	Year ended Mar. 31, 2012	Year ended Mar. 31, 2013					
Indicator										
<b>Integrity in Corporate Activities</b>										
1	Number of outside directors (total number of directors)	Ricoh Co., Ltd.	2 (11)	2 (12)	2 (11)	GRI: Organizational Profile 4.3 ISO26000: 6.2	As of March 31 of each year			
2	Attendance ratio of board meetings (%)	Ricoh Co., Ltd.	97	97	97	ISO26000: 6.2	Attendance by internal and external board members and auditors			
3	Cases of serious accidents involving consumer products	Ricoh Group	0	0	0	GRI: PR1, PR2 ISO26000: 6.7	The number of serious accidents involving consumer products, which jeopardize the life or physical health of consumers (which may result in death, serious injury, residual disorder, or cause carbon monoxide poisoning or fires, etc.)			
4	Customer satisfaction rating (place)	Japan	2nd	2nd	2nd	GRI: PR5 ISO26000: 6.7	Source: J.D. Power Asia Pacific Japan Color Copier Customer Satisfaction Study <sup>SM</sup>			
5	Response rate for CSR self-assessments conducted by suppliers (number of suppliers)	Japan	100% (82)	100% (115)	—	GRI: HR2 GC: 1, 2, 4-9 ISO26000: 6.3, 6.4, 6.5, 6.6, 6.7	Frequency of assessments changed to every other year due to improved results			
		China	99% (50)	—	100% (199)		Assessments of FY2013 covered a wider range of topics in response to the results of FY2011. Frequency of assessments may change depending on proof of improvements			
6	Number of serious incidents and accidents involving information security	Ricoh Group	0	0	0	GRI: PR8 ISO26000: 6.7	The number of serious incidents and accidents involving information security, both of which are required to be made public			
<b>Harmony with the Environment</b>										
7	Energy consumption	Total calories (TJ)	Ricoh Group	4,824	4,887	5,079	GR: EN3, 4 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 79.9%		
8	GHG emissions	Scope 1	CO <sub>2</sub> (kt)	Ricoh Co., Ltd.	46.0	47.4	46.8	GR: EN16 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 100%	
			5 gases (kt)		21.8	20.3	17.7	GR: EN16 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 100% CO <sub>2</sub> equivalent	
		Scope 2	CO <sub>2</sub> (kt)		91.6	86.5	82.7	GR: EN16 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 100%	
		Total (kt)			159.5	154.2	147.2	GR: EN16 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 100%	
		Scope 1	CO <sub>2</sub> (kt)		Ricoh Group	158.5	161.9	158.9	GR: EN16 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 69.7%
			5 gases (kt)			22.9	21.4	18.5	GR: EN16 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 100% CO <sub>2</sub> equivalent
		Scope 2	CO <sub>2</sub> (kt)			256.5	261.6	278.5	GR: EN16 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 81.2%
		Total (kt)				437.9	444.9	455.8	GR: EN16 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 78.0%
9	CO <sub>2</sub> emissions during product use	Scope 3 CO <sub>2</sub> (kt)	Ricoh Group	(492.2)		(447.4)	515.4 (440.1)	GR: EN17 GC: 7, 8, 9 MDGs: 7 ISO26000: 6.5, 6.7	Third-party inspection ratio <sup>*2</sup> : 85.4% CO <sub>2</sub> emissions based on lifecycle estimations of equipment sold in each year <sup>*3</sup>	
10	CO <sub>2</sub> reduction contribution	CO <sub>2</sub> (kt)	Global	—		—	353.0	GR: EN26 GC: 7, 8, 9 MDGs: 7 ISO26000: 6.5, 6.7	Reduction of CO <sub>2</sub> emissions due to the use of Ricoh products and/or solutions	
11	Water use	Total (km <sup>3</sup> )	Ricoh Group	4,018		4,012	4,290	GR: EN8 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 100%	
12	Wastes	Total amount (t)	Ricoh Co., Ltd. and manufacturing subsidiaries	58,670		66,984	66,095	GR: EN22 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 100%	
		Final disposal amount (t)		283	310	370	GR: EN22 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 100%		
		Resource recovery rate (%)		99.1	99.3	99.3	GR: EN22 GC: 7, 8 MDGs: 7 ISO26000: 6.5	Third-party inspection ratio <sup>*2</sup> : 100%		

\*1 Primary initiatives: Global Reporting Initiative (GRI), Global Compact (GC), United Nations Millenium Development Goals (MDGs), ISO26000 international standards for CSR

\*2 Third-party inspections conducted during FY 2013 by Bureau Veritas Japan K.K.

\*3 Starting in FY 2013, we are measuring CO<sub>2</sub> emissions from projectors, videoconferencing, web-based conferencing systems and LED lights in addition to imaging equipment. Numbers in parentheses indicate CO<sub>2</sub> emissions from imaging equipment only.

• For further information about environmental indicators and our performance > WEB: [www.ricoh.com/environment/data/](http://www.ricoh.com/environment/data/)

CSR Charter		Scope of Survey	Performance			Items Relating to Major Initiatives <sup>1</sup>	Note
			Year ended Mar. 31, 2011	Year ended Mar. 31, 2012	Year ended Mar. 31, 2013		
Indicator							
<b>Respect for People</b>							
13	Number of regular employees	Japan	40,072	38,519	37,401	GRI: Organizational Profile 2.8 LA1	Item 13 represents the total number of employees in all 227 companies in the Ricoh Group. Items 14 through 22 are data for the companies listed below  RicoH Co., Ltd.  • <b>Domestic Subsidiaries</b> RicoH Japan, RicoH Production Print Solutions Japan, RicoH Technosystems, RicoH IT Solutions, RicoH Business Expert, RicoH Technologies, RicoH Industries (formerly Tohoku RicoH, RicoH Printing Systems, RicoH Unitechno), RicoH Optical, Hasama RicoH, Yamanashi Electronic Industry, RicoH Elemex, RicoH Microelectronics, RicoH Lease, RicoH Creative Service, RicoH Imaging (formerly Pentax RicoH Imaging), RicoH Logistics  • <b>Overseas Manufacturing Subsidiaries</b> RicoH UK Products Ltd. (RPL), RicoH Industrie France S.A.S. (RIF), RicoH Electronics, Inc. (REI), RicoH Asia Industry (Shenzhen) Ltd.(RAI), RicoH Components & Products (Shenzhen) Ltd.(RCP), Shanghai RicoH Digital Equipment Co., Ltd (SRD), RicoH Thermal Media (Wuxi) Co., Ltd, RicoH Manufacturing (Thailand) Ltd.  • <b>Overseas Regional Headquarters</b> RicoH Europe PLC (RE), RicoH Americas Corporation (RAC), RicoH Asia Pacific Pte Ltd. (RA)  • <b>Overseas Sales Subsidiaries</b> Americas: 3 companies, Europe: 21 companies Asia-Pacific and China: 12 companies  • <b>Overseas R&amp;D Subsidiaries</b> RICOH Imaging Technology (Shanghai) Co., Ltd.  Indices are based on the following numbers of employees. (The data for the year ended March 31, 2013 covers 95% of the total number of RicoH Group employees, which stands at 107,431)
		Overseas	68,942	70,723	70,030		
		Americas	34,139	33,262	31,475		
		Europe	17,350	17,637	18,229		
		Asia Pacific, China	17,453	19,824	20,326		
RicoH Group in total			109,014	109,241	107,431		
14	Gender ratio (male: female)	RicoH Co., Ltd.	86:14	86:14	86:14	GRI: LA13 GC: 6 MDGs 3 ISO26000: 6.3, 6.4	
		Domestic subsidiaries	84:16	84:16	83:17		
		Overseas subsidiaries	65:35	63:37	63:37		
15	Average years of service (regular employees)	RicoH Co., Ltd.	Male	17.8	17.1	17.4	GRI: LA2,LA13 GC: 6 MDGs 3 ISO26000: 6.3, 6.4
			Female	16.4	16.3	16.9	
		Domestic subsidiaries	Male	18.4	18.6	19.2	
			Female	12.6	13.1	14.0	
		Overseas subsidiaries	Male	9.9	9.8	9.6	
			Female	7.0	6.8	6.6	
16	Percentage of female workers in management positions	RicoH Co., Ltd.	1.9	2.3	2.5	GRI: LA13 GC: 6 MDGs 3 ISO26000: 6.3, 6.4	
		Domestic subsidiaries	2.2	2.6	2.8		
		Overseas subsidiaries	2.6	2.5	2.5		
17	Percentage of female workers in executive management positions	RicoH Co., Ltd.	0.6	0.6	0.6	GRI: LA13 GC: 6 MDGs 3 ISO26000: 6.2, 6.3, 6.4	
		Domestic subsidiaries	0.8	1.2	1.5		
		Overseas subsidiaries	1.1	1.3	1.3		
18	Percentage of locally hired presidents	Overseas subsidiaries	75	80	75	GRI: EC7 GC: 6; ISO26000: 6.2, 6.3, 6.4	
19	Percentage of employees with disabilities	RicoH Co., Ltd.	1.96	2.06	1.89	GRI: LA13 GC: 6 ISO26000: 6.3, 6.4	
20	Annual working hours per regular employee	RicoH Co., Ltd.	1,998	2,020	2,007	GC: 4 ISO26000: 6.4	
		Domestic subsidiaries	1,920	1,891	1,888		
		Overseas subsidiaries	2,033	2,061	2,037		
21	Annual average hours of training per regular employee	RicoH Co., Ltd.	39.9	41.3	41.2	GRI: LA10 ISO26000: 6.4	
		Domestic subsidiaries	46.8	46.7	40.1		
		Overseas subsidiaries	27.6	54.8	38.4		
22	Number of complaints related to human rights	RicoH Co., Ltd.	15	14	9	GRI: HR11 GC: 1 ISO26000: 6.3	
		Domestic subsidiaries	22	29	33		
		Overseas subsidiaries	10	11	16		
<b>Harmony with Society</b>							
23	Amount of charitable donations (JPY millions)	RicoH Co., Ltd.	86	439	121	GRI: EC1 MDGs: 1-8 ISO26000: 6.8	Donations in FY2012 were greatly increased because of donations for the recovery of areas affected by the Great East Japan Earthquake. Numbers for overseas for FY 2011 and FY 2012 are for Europe + Americas only. Numbers include Asia-Pacific and China from FY 2013.
		Domestic subsidiaries	19	209	11		
		Overseas subsidiaries	162	212	52		
24	Hours spent for social contribution activities	RicoH Co., Ltd.	34,340	52,574	14,355	GRI: EC8 MDGs: 1-8 ISO26000: 6.8	Donations in FY2012 were greatly increased because of donations for the recovery of areas affected by the Great East Japan Earthquake. Numbers for overseas for FY 2011 and FY 2012 are for Europe + Americas only. Numbers include Asia-Pacific and China from FY 2013.
		Domestic subsidiaries	121,159	107,891	10,083		
		Overseas subsidiaries	12,800	16,754	39,469		
25	Total contributions to society (JPY millions)	RicoH Co., Ltd.	383	789	235	GRI: EC1, 8 MDGs: 1-8 ISO26000: 6.8	Calculations based on donations of products and labor converted to JPY equivalents. Donations in FY2012 were greatly increased because of donations for the recovery of areas affected by the Great East Japan Earthquake.
		Domestic subsidiaries	662	808	70		
		Overseas subsidiaries	—	—	52		
26	Number of cases of donations to organizations engaged in social contribution through RicoH's FreeWill club	RicoH Co. Ltd. and domestic subsidiaries	49	47	43	MDGs: 1-8 ISO26000: 6.8	The following 7 companies participate in FreeWill: RicoH, RicoH Japan, RicoH Technosystems, RicoH IT Solutions, RicoH Logistics, RicoH Lease, RicoH Creative Service.
27	Number of times RicoH Science Caravan was held (number of children who participated in the program)	Japan	29 (16,395)	42 (17,773)	32 (17,631)	ISO26000: 6.8	A nationwide program conducted by the RicoH Group in Japan to nurture educate the next generation.



# History of the Ricoh Group

**Ricoh began by marketing sensitized paper and cameras. Ever since then, we have continued to help people share information with innovations in image processing technologies.**

## The early years

Ricoh's origins date back to a decision of the Institute of Physical and Chemical Research to commercialize the fruits of its R&D by setting up Rikagaku Kogyo Co., Ltd. In 1936, the institute established Riken Kankoshi Co., Ltd. (renamed Riken Optical Co., Ltd. in 1938, and Ricoh Company, Ltd. in 1963) to manufacture and sell sensitized paper. In 1950, the company popularized cameras among consumers by mass producing them for the first time in Japan, and in 1955 entered the business machine field with the introduction of the Ricopy 101.

- |      |  |      |   |
|------|--|------|---|
| 1936 | Riken Kankoshi Co., Ltd. established to make and market sensitized paper, with Kiyoshi Ichimura appointed executive managing director. | 1957 | Wins Ohkochi Memorial Production Prize for establishing mass-production system for cameras. |
| 1936 | Renamed Riken Optical Co., Ltd. (until 1963).  | 1960 | Introduces the Ricoh Offset B4, the first offset printer for office use.                    |
| 1946 | Kiyoshi Ichimura becomes president.  | 1962 | Launches the Ricoh Auto Half, a half-frame model that proves a massive hit.                 |
| 1950 | Launches the Ricohflex III camera, which spurred the popularization of cameras.  |      | Establishes Ricoh Industries, U.S.A. Inc., a sales subsidiary.                              |
| 1955 | Enters office copier field with the Ricopy 101, its first diazo model.   | 1963 | Renamed Ricoh Company, Ltd.   |
|      |  | 1965 | Introduces the Ricopy BS-1 as its first electrostatic copier.                               |
|      |  | 1968 | Kiyoshi Ichimura passes away.   |



Kiyoshi Ichimura



Ricohflex III



Ricopy 101



Ricoh Auto Half



Ricopy BS-1

## OA pioneer

In 1974, Ricoh launched the Rifax 600S, the world's first high-speed office facsimile. In 1977, it coined the acronym OA for "office automation." During the 1980s, the company extended its support for office productivity by rolling out a lineup that included computers and word processors, optical filing systems and laser printers.

- |      |  |  |   |
|------|--|--|---|
| 1970 | Ricoh Pavilion at Japan Expo '70 highlights the theme of a "Better Vision for Humanity." | facsimile machine for offices, succeeds in transmission between Tokyo and New York via satellite communications. |   |
| 1971 | Introduces the Ricom 8, its first office computer.                                       | Establishes Ricoh Electronics, Inc., a manufacturing subsidiary in the U.S.                                      |   |
|      | Establishes Ricoh Nederland B.V., a sales subsidiary in the Netherlands.                 |  |   |
| 1972 | Launches the Ricoh PPC 900, its first dry-electrostatic-transfer plain paper copier.     | 1975   | Commercializes the Ricopy DT1200, a wet process-based plain paper copier that becomes the world's top-selling copier. |
| 1973 | Rifax 600S, the first high-speed   |  | Becomes the office automation industry's first recipient of the Deming Prize.   |

1976	Establishes the Environmental Promotion Section.		plain paper copiers in Europe and North America.
	Rifax 600S adopted for use in the Montreal Olympic Games.	1982	Introduces Ricopy FT4060, the first A3 plain-paper copier.
1977	Coins the acronym OA for "office automation."	1983	Establishes Ricoh UK Products Ltd., a manufacturing subsidiary.
1981	Starts marketing Ricoh brand dry process	1984	The Rifax 1300HS receives a Nikkei Product Excellence Prize.



The Ricoh Pavilion at Japan Expo '70



Rifax 600S



Ricopy DT1200

## The digital revolution

In 1987, Ricoh pioneered MFPs with the IMAGIO 320. In 1996, it helped popularize digital models by launching the imagio MF200, a compact and highly affordable MFP. The company subsequently released networked and color offerings.

1985	Receives the Ohkochi Memorial Production Prize for developing a multi-product production system for MFPs.		Establishes GR Advanced Materials, Ltd., a manufacturing subsidiary in the U.K.
	Develops speech recognition and optical character recognition technology.	1994	Ricoh UK Products Ltd. receives a Highly Recommended prize from the European Better Environment Awards for Industry for its chlorofluorocarbon-free recycling system.
1986	Adopts a new corporate logo in celebration of its 50th anniversary.	1995	Launches its first digital camera, DC-1.
1987	The OHP313R overhead projector wins the Good Design Grand Award.		Acquires Gestetner Corporation (U.K.) and Savin Corporation (U.S.).
	Establishes Ricoh Industrie France S.A., a manufacturing subsidiary.	1996	Ricoh Corporation receives the first of five straight ENERGY STAR awards from the Environmental Protection Agency of the U.S.
1989	Signs a Worldwide Sponsorship contract in the facsimile machine category for the 1992 Barcelona Olympic Games.		Establishes Ricoh Asia Pacific Pte Ltd., a sales subsidiary in Singapore.
1991	The Ricoh California Research Center develops the world's fastest color imaging compression algorithm.	1997	Establishes Ricoh Silicon Valley, Inc., an R&D facility in the U.S.
	Establishes Ricoh Asia Industry (Shenzhen) Ltd., a manufacturing subsidiary, in China.	1999	Ricoh awarded Minister of International Trade and Industry Prize in eighth annual Global Environment Awards from Japan Industrial Journal.
1992	Implements the Ricoh General Principles on the Environment that defines the Group's conservation policy.		Ricoh receives Japan Quality Award.
1993	Ricoh UK Products Ltd. is the first recipient of the Queen's Award for Environmental Achievement.	2000	Receives the first Eco Mark for an MFP.



imagio MF200



DC-1



ENERGY STAR logo

## A global company

Ricoh's overseas expansion began in the 1970s, when the company began selling on an original equipment manufacturer basis. U.K.-based Gestetner became part of the Group in the late 1990s as part of efforts to build a global sales support structure. The company has since expanded its operational scope, entering the production printing market and reinforcing its solutions business while deploying network appliances linked to cloud services.



San-Ai Dream Center

- |   |  |
|---|--|
| <p>2001 imagio Neo 350 series wins the Energy Conservation Grand Prize from the Ministry of Economy, Trade and Industry.<br/>Acquires Lanier Worldwide, Inc. (U.S.).</p> <p>2002 Given the world's highest ranking for corporate social responsibility by oekom Research AG (also in 2005 and 2006).<br/>Signs the United Nations Global Compact.</p> <p>2003 The Ricoh Group receives a Gold Medal from the World Environment Center.<br/>Establishes Ricoh China Co., Ltd.</p> <p>2004 Acquires Hitachi Printing Solutions, Ltd., which is renamed Ricoh Printing Systems.</p> <p>2005 Given highest (AAA) evaluation in the environmental ranking organized by Deloitte Tohmatsu Evaluation and Certification Organization (also in 2006).<br/>Given the world's highest ranking for corporate social responsibility by oekom Research AG (also in 2005 and 2006).</p> <p>2006 Lights up a major billboard atop the San-Ai Dream Center in Ginza, Tokyo.</p> <p>2007 InfoPrint Solutions Company, a Ricoh-IBM joint venture, starts operation.</p> <p>2008 Introduces the Pro C900 color production printer.<br/>Acquires IKON Office Solutions, Inc. (U.S.).</p> <p>2009 Releases its first reconditioned color MFP, the MP C3500RC/C2500RC series, in Japan.<br/>Produces the world's first commercial biomass toner, used in the MP 6001GP MFP.<br/>Establishes Ricoh Manufacturing (Thailand) Ltd.</p> <p>2010 Sets up a 100% eco-powered billboard in New York's Times Square.<br/>Launches the Projection System business.</p> | <p>2011 Launches the Unified Communication System that seamlessly integrates video, voice and other forms of data.<br/>Establishes PENTAX Ricoh Imaging Company, Ltd.<br/>Receives an award from the Ministry of Economy, Trade and Industry for dry washing technology that removes residue without the use of solvents or water.</p> <p>2012 Selected by oecom Research AG as the world's best performing business for sustainability in the IT industry.<br/>Establishes Ricoh Innovations Private Limited, an R&amp;D facility, in India.<br/>Releases MP 9002/7502/6002/6002GP series, the industry's first digital high-speed monochrome MFPs to feature parts made from steel scrap.<br/>Ricopy 101, the diazo copier launched in 1955, is included in the list of Japan's Mechanical Engineering Heritage.</p> <p>2013 The Ichimura Nature School Kanto wins the Philanthropy Grand Prize.<br/>Included in the Global 100 Most Sustainable Corporations in the World by Corporate Knights (Canada) for the ninth year in a row.<br/>Selected as one of the World's Most Ethical Companies by Ethisphere Institute (U.S.) for the fifth year in a row.<br/>Establishes Ricoh Technologies Company, Ltd. and Ricoh Industry Company, Ltd.<br/>Selected for inclusion in the FTSE4Good Global Index, a leading stock index for sustainability investment, for 10 years in a row.<br/>Becomes a component of the Dow Jones Sustainability World Indices for socially responsible investment.</p> |
|---|--|



RICOH Pro C900



PENTAX Q7

# Commitment and Recognition

## Commitment to society

A signatory to international agreements and policy guidelines, the Ricoh Group is fully committed to achieving a sustainable society.

April 2002	Becomes the second Japanese company to sign the UN Global Compact
June 2007	Signs Caring for Climate: the Business Leadership Platform of the UN Global Compact
May 2008	Signs the Japan Business Initiative for Biodiversity
December 2008	Signs the CEO Statement for the 60th Anniversary of the Universal Declaration of Human Rights by the UN
July 2009	Participates in the Japan Climate Leaders' Partnership as a founding member
December 2010	Announces its support for the Cancun Communiqué on Climate Change
February 2011	Signs a statement of support for the Women's Empowerment Principles by the UN Global Compact
November 2012	Participates in the Carbon Price initiative to counter climate change

## Major Awards and Recognition [▶ WEB 1](#)

Many international awards attest to the excellence of Ricoh Group products and business operations.

January 2012	Selected by oekom research AG as the world's best performing business for sustainability performance in the IT industry <a href="#">▶ WEB 2</a>
January 2012	RICOH Pro C901/C901S receives the Chairman's Prize of ECCJ in the Energy Conservation Grand Prize for excellent energy conservation equipment
January 2012	Receives the Excellence Award in the 15th Environmental Report Award in Japan
August 2012	Recognized by global consulting firm Deloitte as one of the top six global organizations ready for a "green and inclusive economy"
October 2012	Ricoh's reconstruction support activities in the wake of the Great East Japan Earthquake are given the International Association for Universal Design Award
October 2012	Receives the highest rank for environmental contributions from the Development Bank of Japan
October 2012	Recognized by the Carbon Disclosure Project for publication of information concerning climate change
November 2012	Awarded by the Japan Environmental Management Association for Industry for ecologically-sound packaging
December 2012	Selected as one of the Top 100 Global Innovators by Thomson Reuters
January 2013	Ricoh's CSR activities are given the 10th Corporate Philanthropy Award
January 2013	Included in the Global 100 Most Sustainable Corporations in the World for the ninth year in a row
March 2013	Selected as one of the World's Most Ethical Companies by Ethisphere Institute (U.S.) for the fifth year in a row
March 2013	Included in the Ministry of Economy, Trade, and Industry's Diversity Management Selection 100
May 2013	Selected for inclusion in the FTSE4Good Global Index, a leading stock index for sustainability investment for 10 years in a row <a href="#">▶ WEB 3</a>
July 2013	Designated a leader in MPS by IDC for the third year in a row
September 2013	Becomes a component of the Dow Jones Sustainability Indices for socially responsible investment



FTSE4Good



MEMBER OF  
Dow Jones  
Sustainability Indices  
In Collaboration with RobecoSAM

## Sponsorships to Develop Future Leaders

The Ricoh Group is a leading sponsor of student technology competitions.

RICOH & Java™  
Developer  
Challenge 2012  
(Japan)



Intel ISEF  
(International  
Science &  
Engineering Fair)  
U.S. [▶ WEB 4](#)



- [▶ WEB 1](http://www.ricoh.com/csr/concept/commitment.html#account) Major awards and recognition: <http://www.ricoh.com/csr/concept/commitment.html#account>
- [▶ WEB 2](http://www.oekom-research.com) oekom research: [www.oekom-research.com](http://www.oekom-research.com) [▶ WEB 3](#) FTSE4Good: [www.ftse.com/ftse4good/index.jsp](http://www.ftse.com/ftse4good/index.jsp)
- [▶ WEB 4](http://www.ricoh.com/environment/communication/stakeholders/05_01.html) Intel ISEF: [www.ricoh.com/environment/communication/stakeholders/05\\_01.html](http://www.ricoh.com/environment/communication/stakeholders/05_01.html)

# Executives

(as of August 1, 2013)

## Board of Directors



Date of birth: October 7, 1949  
 Joined the Company: April 1973  
 (Currently)  
 Chairman, Ricoh Co., Ltd.  
 (Formerly)  
 General Manager, Imaging System Business Group and General Manager, MFP Business Group, Ricoh Co., Ltd.

**Shiro Kondo**  
 Chairman of the Board  
 - Member of Nomination and Compensation Committee



Date of birth: January 5, 1950  
 Joined the Company: April 1976  
 (Currently)  
 President and CEO, Ricoh Co., Ltd.  
 (Formerly)  
 President, Ricoh France S.A.S.; General Manager, Finance and Accounting Division and General Manager, Corporate Planning, Ricoh Co., Ltd.

**Zenji Miura**  
 President and CEO  
 - Member of Nomination and Compensation Committee



Date of birth: December 23, 1949  
 Joined the Company: April 1972  
 (Currently)  
 Corporate Executive Vice President and General Manager, Business Solutions Group, Ricoh Co., Ltd.  
 (Formerly)  
 President, Gestetner Holdings PLC.; Chairman, Ricoh Europe B.V.

**Shiro Sasaki**  
 Director, CMO



Date of birth: November 11, 1950  
 Joined the Company: May 2008  
 (Currently)  
 Corporate Executive Vice President, Ricoh Co., Ltd.; President, Ricoh Institute of Sustainability and Business  
 (Formerly)  
 Executive Director, Bank of Japan

**Nobuo Inaba**  
 Director, CIO



Date of birth: April 15, 1956  
 Joined the Company: 1980  
 (Currently)  
 Corporate Executive Vice President and General Manager, Imaging Systems Development Group, Ricoh Co., Ltd.  
 (Formerly)  
 General Manager, Imaging Engine Development Division and General Manager, Controller Development Division, Ricoh Co., Ltd.

**Yohzoh Matsuura**  
 Director



Date of birth: August 22, 1957  
 Joined the Company: 1980  
 (Currently)  
 Corporate Executive Vice President and General Manager, Corporate Planning Division, Ricoh Co., Ltd.  
 (Formerly)  
 President, Ricoh Electronics, Inc.  
 <In charge of internal controls>

**Yoshinori Yamashita**  
 Director



Date of birth: October 21, 1956  
 Joined the Company: 1979  
 (Currently)  
 Corporate Executive Vice President and Representative Director, Ricoh Co., Ltd.; President and CEO, Ricoh Japan Corporation  
 (Formerly)  
 Representative Director and President, Ricoh Kansai Co., Ltd.

**Kunihiko Sato**  
 Director



Date of birth: November 19, 1952  
 Joined the Company: 1973  
 (Currently)  
 Corporate Executive Vice President and General Manager, Global Procurement, Ricoh Japan Corporation  
 (Formerly)  
 General Manager, Production and President, Ricoh UK Products Ltd.  
 <In charge of CSR and environmental promotion>

**Kenichi Kanemaru**  
 Director, CHO  
 - Member of Nomination and Compensation Committee



Date of birth: August 30, 1960  
 (Currently)  
 President, MUSE Associates LLC (USA); Outside Director, ASATSU-DK INC.; Managing Director, Pacifica Fund I, LP; President, MUSE Associates, Inc.

**Mochio Umeda**  
 Director (outside)  
 - Member of Nomination and Compensation Committee  
 \* Since June 2010



Date of Birth: November 17, 1946  
 (Currently)  
 Chairman of the Board, Komatsu Ltd.; Outside Director, NEC Corporation

**Kunio Noji**  
 Director (outside)  
 - Member of Nomination and Compensation Committee  
 \* Since June 2012

## Audit and Supervisory Board



Date of birth: August 15, 1954  
 Joined the Company: 1978  
 (Formerly)  
 General Manager, Finance and Accounting Division, Ricoh Co., Ltd.

**Kunihito Minakawa**  
 Audit and Supervisory Board Member



Date of birth: November 23, 1953  
 Joined the Company: 1978  
 (Formerly)  
 General Manager, Finance Department, Finance and Accounting Division and General Manager, Internal Management & Control Division, Ricoh Co., Ltd.

**Mitsuhiro Shinoda**  
 Audit and Supervisory Board Member



Date of birth: June 7, 1946  
 (Formerly)  
 Managing Executive Director, Sony Corporation; Managing Executive Director and CFO, ZENSHO HOLDINGS CO., LTD.  
 (Contributions)  
 Attended 12 of the 12 board meetings held in the term ended March 2013 (attendance rate: 100%). Attended 9 of the 9 auditors meetings held during the same period (attendance rate: 100%).

**Takao Yuhara**  
 Outside Audit and Supervisory Board Member  
 \* Since June 2008



Date of birth: August 22, 1956  
 (Currently)  
 Yabuki Law Office  
 (Background)  
 Mr Yabuki has global experience as a legal specialist, as well as extensive knowledge of corporate law and the responsibilities of an outside auditor.

**Kimitoshi Yabuki**  
 Outside Audit and Supervisory Board Member  
 \* Since June 2013



# Company Data

<b>Company Name</b>	Ricoh Company, Ltd.
<b>Date of Establishment</b>	February 6, 1936
<b>Head Office</b>	Ricoh Building, 8-13-1 Ginza, Chuo-ku, Tokyo 104-8222, Japan Phone: +81-3-6278-2111
<b>Representative Directors</b>	Shiro Kondo Chairman Zenji Miura President and CEO
<b>Capitalization</b>	135.3 billion yen (as of March 31, 2013)
<b>Consolidated Net Sales</b>	1,924.4 billion yen (Year ended March 31, 2013)
<b>Number of Consolidated Companies</b>	227 companies (as of March 31, 2013)
<b>Main Business</b>	<p><b>Imaging and Solutions</b></p> <ul style="list-style-type: none"> <li>• <b>Office Imaging</b> MFPs (multifunctional printers), copiers, laser printers, digital duplicators, facsimiles, scanners, related parts and supplies, services, support and software</li> <li>• <b>Production Printing</b> Cut sheet printer, continuous feed printer, related parts and supplies, services, support and software</li> <li>• <b>Network System Solutions</b> Personal computers, servers, network equipment, related services, support and software</li> </ul> <p><b>Industrial Products</b> Thermal media, optical equipment, semiconductor devices and electronic components</p> <p><b>Other</b> Digital cameras</p>
<b>Number of Employees</b>	107,431 (as of March 31, 2013)
<b>Stock Listings</b>	Tokyo, Nagoya, Fukuoka, Sapporo, Euronext Paris
<b>Independent Public Accountants</b>	KPMG AZSA LLC
<b>Shareholders Register Agent</b>	Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo
<b>Depository for American Depository Receipts</b>	The Bank of New York Mellon 101 Barclay Street, New York, NY 10286, U.S.A. Phone: +1-201-680-6825 US toll free: +1-888-269-2377 (1-888-bny-adrs) Website: <a href="http://www.adrbnymellon.com">http://www.adrbnymellon.com</a>

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- For comments and inquiries concerning this report, please contact us at the address below.

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This is our **Communication on Progress**  
in implementing the principles of the  
**United Nations Global Compact.**

We welcome feedback on its contents.