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## What is RICOH Way Production System?

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- It's the organized approach we take to ensure excellence in manufacturing. The methods we use are unique to **RICOH**.
- The following pages of this guidebook focus on the 12 Key Fundamentals of **RICOH** Way Production System. Each is explained in a simple way to help you understand what it is and why it's important, and to give you some examples of tools, systems, and methods we use to work according to **RICOH** Way.

## Why do we need this guidebook?

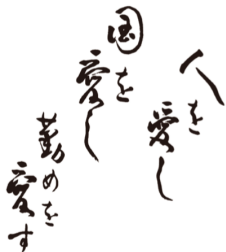
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- The 12 Key Fundamentals are the foundation of **RICOH** Way Production System. You must have a good understanding of these fundamentals, and apply them on a daily basis.
- All employees, regardless of organizational or functional role, must demonstrate behaviors and improve their skills consistent with the Key Fundamentals.

# Ricoh Way

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## Founding Principles



The Spirit of Three Loves

“Love your neighbor”

“Love your country”

“Love your work”

by Kiyoshi Ichimura, Founder

## Mission

We are committed to providing excellence to improve the quality of living and to drive sustainability.

## Vision

To be the most trusted global company.

## Values



### Customer Centric

*Act from the customer's perspective*



### Passion

*Approach everything positively and purposefully*



### Gemba

*Learn and improve from the facts*



### Innovation

*Break with the status quo to create value without limits*



### Teamwork

*Respect all stakeholders and co-create value*



### Winning Spirit

*Succeed by embracing challenges through courage and agility*



### Ethics and Integrity

*Act with honesty and accountability*

# Structure of RICOH Way Production System

In 1946, Kiyoshi Ichimura defined the **RICOH** Group's **founding principles**, which instruct us how to do business, encouraging us to constantly improve and contribute to the well-being of our families, customers, and society.

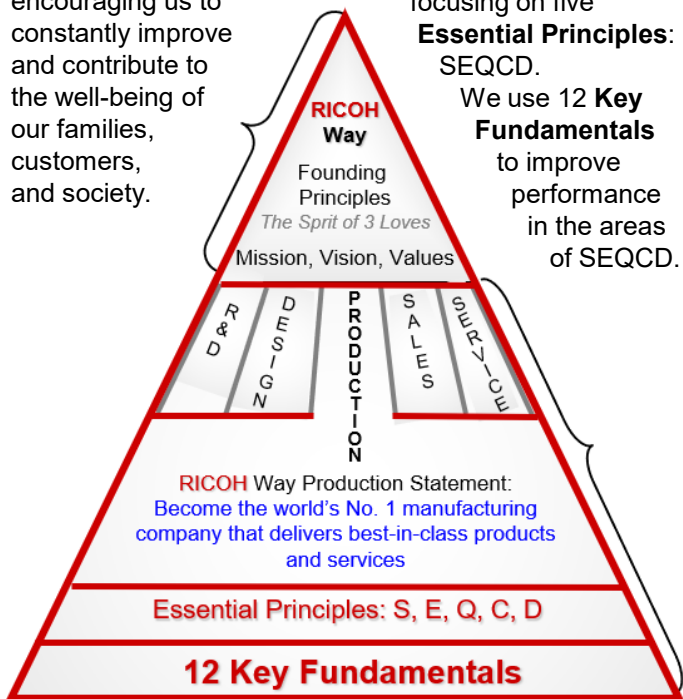
**RICOH Way Production Statement** is the ultimate goal in our production operations.

We reach that goal by focusing on five

**Essential Principles:**  
SEQCD.

We use 12 **Key Fundamentals**

to improve performance in the areas of SEQCD.



# 12 Key Fundamentals

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1. Think Safety; Act Safely

2. Embrace 5S

3. Foster Employee Development

4. Be Environmentally Responsible

5. Model Corporate Social Responsibility

6. Deliver Quality

7. Breathe Fact-Based Decision-Making

8. Use Visual Management

9. Deploy Standardization

10. Live KAIZEN

11. Pursue Super Low Cost

12. Implement Synchronization

**SDCA+PDCA**



Safety



Environment



Quality



Cost



Delivery