

A Rambus executive has unethically breached Rambus' Code of Conduct. Rambus Code of Conduct is built upon Rambus' core values which dictate that:

- Your conduct must follow the language and spirit of this Code and seek to avoid even the appearance of improper behavior
- You should not engage in transactions with significant others which results in direct or indirect benefit or gain for someone with whom personally you has a close personal relationship
- There should be no conflict of interests
- You must be "honest and fair"
- You must "act in the best interest of Rambus"

There are several findings pointing to violations of these rules by Mr. Eric Ries. Eric is a member of Church of Jesus Christ Latter-days Saints (LDS Church), and his relationship with the LDS Church is extremely close. Since Eric was named Vice President and Managing Director of Rambus Japan office, there is a significant influx of members of the LDS Church to Rambus Japan office. Eric has been a generous benefactor of the LDS Church members (beneficiaries in this case) who enjoy doing business with Rambus. It is a fact that there was no member of the LDS Church associated with Rambus before Eric has joined Rambus. Since the intent is very clear, this difference cannot be regarded as a mere accident. Today, Rambus Japan does significant amount of business with LDS affiliated people and entities that Rambus Japan has become a den of the LDS church members. If you ask a question to a Rambus Japan employee "do you feel that Mormon influence within Rambus Japan?" he will answer "yes".

I cannot possibly name them all, but what we see could be just the tip of the iceberg. I suspect that there might be some other outsourced businesses which went to people affiliated with the LDS Church from Rambus. I can't name them all, but there are key people which I can name.

- John Dorff: Sub-region Director at TMF group who is the primary beneficiary and a member of the LDS Church. TMF is the company which Rambus Japan outsources HR, payroll, and accounting roles and functions.

- Koji Okumura: An LDS Church member who has been retained by Rambus Japan as a psychological counselor. He is a TMF advisor.

His religious position is revealed in the link below.

<http://mormonscholarstestify.org/2477/koji-okumura>

- Franklin Covey: a provider of time management training and assessment services established by Stephen Covey is a practicing member of The Church of Jesus Christ of Latter-day Saints. He served a two-year mission in England for the LDS Church. Franklin Covey benefits receiving numerous training contracts with Rambus Japan. Chris Lamatsch is Executive Coach, Facilitator, and Senior Advisor for Franklin Covey Japan, and has been training Rambus Japan managers.

<http://www.franklincovey.co.jp/training/event/4dxprocess-e.html>

Interestingly, Rambus USA has no training program with Franklin Covey. Rambus Japan employees had to attend the 7 Habit training.

- Ms. Mio Shiraishi: a new Rambus Japan secretary who is also a member of the LDS Church

These are only few, but are the main beneficiaries. I believe there could be others which I cannot name at all. It is believed that there are numerous other LDS Church members who worked as trainers and temporary workers for Rambus.

For example:

- Chris Lamatsch: Executive Coach, Facilitator, and Senior Advisor for Franklin Covey Japan. He has been hired as a trainer for Eric since Eric joined Rambus.

| <http://www.franklincovey.co.jp/training/event/4dxprocess-e.html>

| It is difficult to believe these people affiliated with LDS Church just happened to do business with, or employed by Rambus Japan, and concludes that these were merely accidents. To believe that you must be naive. I believe Eric has been engaging in transactions with significant others resulting in benefit for the LDS Church members without reporting his true relationship with these people to Rambus HR.

Upon your request, I could report more examples of such incidents which I believe Eric has violated Rambus' Code of Conduct. Or I may do so anyway since the very least I can do is to raise awareness about such matters.

The information (on Eric Francis) below provided here is to supplement the information I had provided previously. I will continue to provide more information to you in support of the allegation. Please wait.

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Eric Francis

Eric Francis is a representative partner of Maeser Institute Japan, Inc. He was a presentation skills training provider, and Rambus K.K. contracted presentation skills training to Maeser in May 2007 (see attached invoice file). He is now a lecturer at Kenichi Ohmae Graduate School of Business. He has Japanese Bachelor of Arts and Bachelor of Business Management degrees from Brigham Young University. It is highly likely that he is an LDS church member.

It is possible that the name "Maeser institute" derived from Karl Maeser, a prominent Utah educator and a member of The LDS Church.

[http://en.wikipedia.org/wiki/Karl\\_G.\\_Maeser](http://en.wikipedia.org/wiki/Karl_G._Maeser)

Lecturer, Kenichi Ohmae Graduate School of Business

[http://www.ohmae.ac.jp/curriculum/lecturer/second\\_year\\_mba\\_in\\_glovalization\\_subject\\_lecturer](http://www.ohmae.ac.jp/curriculum/lecturer/second_year_mba_in_glovalization_subject_lecturer)

Eric Francis

[http://www.ohmae.ac.jp/curriculum/lecturer/second\\_year\\_mba\\_in\\_glovalization\\_subject\\_lecturer/478.html](http://www.ohmae.ac.jp/curriculum/lecturer/second_year_mba_in_glovalization_subject_lecturer/478.html)

Lecturer, Kenichi Ohmae Graduate School of Business (web translation to English)

[http://translate.google.co.jp/translate?sl=ja&tl=en&js=n&prev=t&hl=ja&ie=UTF-8&layout=2&eof=1&u=http%3A%2F%2Fwww.ohmae.ac.jp%2Fcurriculum%2Flecturer%2Fsecond\\_year\\_mba\\_in\\_glovalization\\_subject\\_lecturer&act=url](http://translate.google.co.jp/translate?sl=ja&tl=en&js=n&prev=t&hl=ja&ie=UTF-8&layout=2&eof=1&u=http%3A%2F%2Fwww.ohmae.ac.jp%2Fcurriculum%2Flecturer%2Fsecond_year_mba_in_glovalization_subject_lecturer&act=url)

Eric Francis (web translation to English)

[http://translate.google.co.jp/translate?sl=ja&tl=en&js=n&prev=t&hl=ja&ie=UTF-8&layout=2&eof=1&u=http%3A%2F%2Fwww.ohmae.ac.jp%2Fcurriculum%2Flecturer%2Fsecond\\_year\\_mba\\_in\\_glovalization\\_subject\\_lecturer%2F478.html&act=url](http://translate.google.co.jp/translate?sl=ja&tl=en&js=n&prev=t&hl=ja&ie=UTF-8&layout=2&eof=1&u=http%3A%2F%2Fwww.ohmae.ac.jp%2Fcurriculum%2Flecturer%2Fsecond_year_mba_in_glovalization_subject_lecturer%2F478.html&act=url)

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Eric has been a generous benefactor to the LDS Church members. You may recall Chris Lamatsch, an LDS Church member, who has been serving Rambus K. K. as an external trainer for years. Chris also serves as Vice Chair on the Board of Directors of the Tokyo English Life Line (TELL), NPO which provides English counseling services in Tokyo.

As the attachment shows, to TELL Rambus K.K. has been paying donations whose amounts are expressly authorized by Eric. Eric's false pretense to justify these payments is that Rambus K. K., as a foreign business corporation in Japan, should support benevolent and laudable activities for charities causes to partner with local communities and organizations and to establish company's reputation as a good corporate citizen. But the truth of the matter is that he is subsidizing the organization, which is not exactly what you can call a local Japanese organization by any means, represented by someone who Rambus does business with and not at all at arm's length to each other. In fact, these are related parties transactions. Tokyo English Life Line (TELL )

<http://www.telljp.com>

[1a, b] : The first set of documents attached shows that Eric lavishly spent substantial amount of company money on training sessions in Franklin Covey Company's 7 Habits courses for all Rambus K.K. employees. There is other ongoing series of courses for some of which Chris Lamatsch seem to be serving as the Franklin Covey's consultant for Eric, namely: Goal Alignments, 4 Roles of Leadership, 4 Disciplines of Execution, and Executive coaching. I believe the evidence does point towards Eric's attempt to satisfy his hidden objective. First, Eric has contracted to Franklin Covey for employee training services for the delivery of learning which might seem quite innocent. However, at the same time he is making significant contribution to his LDS community. It is quite evident that the document contains the fact that on multiple occasions not insignificant amount of money has been funneled into a firm strongly affiliated with the LDS church. I believe that for Eric "employee education and training" is a very convenient smoke screen that masks his hidden agenda.

[2]: Eric and Chris Lamatsch are very creative in sourcing money from Rambus. The second set of document shows that Chris Lamatsch received "facilitation fee" on multiple occasions for facilitating intercultural workshop training by Japan Intercultural Consulting. You might wonder why Chris had to receive such facilitation fee in the first place if the workshop is not offered by Franklin Covey directly, and why he had to be paid multiple times, and what kind of facilitation has been done to deserve such high payments (considering the amount of work that would be involved in facilitation, the payment amount seem very excessive). Another question is why Eric did not decide to go directly to Japan Intercultural? Why did he have to go through Chris? In any case, this is another example of how Eric is preferentially and monetarily benefiting his fellow LDS church member. <http://www.japanintercultural.com/en/home/default.aspx>

[3]: The third set of document is related to [1]. Again, Chris does a lot of business with Rambus. Moreover, Eric invited to play a game of golf with Chris. Besides the fact that Rambus may have paid for the green fees, it shows how close the relationship between Eric and Chris is. Also, speaking of wasting a lot of money on bad investment, I think Rambus virtually got no return on its investment no matter how much Eric squanders company's good money on Franklin Covey's so-called leadership program because Eric's BD organization has been consistently scoring the climate survey leadership rating well below the company average for a number of years though Eric has been taking Chris' training for more than 7 years. Not to be too cynical, but perhaps, the student is bad, or the tutor is bad, or the program is bad, or

all of the above.

[4]: I have attached more evidence on Eric continuing to donate to Tokyo English Life Line, organization to which Chris is affiliated.

[5]: Eric has been donating significant amount of Rambus money to Boy Scouts of America. As you can see Boy Scouts has nothing to do with Rambus' business nor does donation to Boy Scouts has no meaning to charitable giving to the local communities. However, the LDS church is an avid support of Boy Scout. So donating to Boy Scout will almost like indirectly benefiting the LDS community as well as it will increase Eric's presence in the community.<http://www.mormonwiki.com/Scouting>  
[http://www.mormonwiki.com/Eagle\\_Scout](http://www.mormonwiki.com/Eagle_Scout)  
<http://ldsbsa.org/>  
<http://www.lds.org/pa/display/0.17884.5171-1.00.html>

[6]: Everyone in Rambus K. K. knows Eric's strong relationship with the LDS church though the extent of factual knowledge might vary from person to person.

I could invest more time to find more evidence to bring to light to support my allegations, but it seems like the task is almost endless. So, I shall stop for now and would like to conclude my active search to uncover more evidence for this case. In closing, I would like to state that the amount of evidence I found was more than sufficient to support my case. However, if I come across with any new information by any chance, I will bring it to your attention. If you take a look at each piece of information I brought forth independently, you may miss to see what is going on at the macro level and dots might not connect well. However, if you piece them together as I have, then you will see the whole picture, and hopefully you agree with me, and do feel that something wrong is going on, and the things have to be rectified soon, and the company has to manage the aftermath to restore a sense of normalcy in the workplace.