

Océ
Sustainability
Report



2010



Canon
CANON GROUP

Contact information

The Océ Sustainability Report 2010 and other corporate publications can be accessed via the Océ corporate website (www.global.oce.com) or the dedicated sustainability website (www.sustainability.oce.com).

Océ welcomes any comments or suggestions relating to the contents of this report. These comments, as well as requests for additional information, should be addressed to:

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Reference documents

- Océ Annual Report 2010, published in March 2011 (www.investor.oce.com/reports/reports/annual-report/default.aspx)
- Océ Sustainability Report 2009, published in April 2010 (www.sustainability.oce.com/downloads.asp)
- GRI G3 Guidelines, released in October 2006, GRI publication (www.globalreporting.org)
- GHG Protocol Corporate Standard, published in April 2004 (www.ghgprotocol.org)

Océ N.V.

Sustainability Report for the financial year

running from 1 December 2009

to 31 December 2010

Océ enables its customers to manage their documents eco-efficiently and eco-effectively by offering innovative print and document management products and services for professional environments, while acting as a responsible corporate citizen.



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Management summary

In this Sustainability Report 2010, Océ provides an update of activities which reflect the company's inherent commitment to sustainable management practices and processes. This approach is clearly visible in product development and reuse, partnerships and specific achievements. Océ's activities are aimed at ensuring the organization continues to improve its sustainable record and protect the interests of its stakeholders, now and in the future.

With this report Océ aims to build on successful dialogue with stakeholders regarding the sustainability of every aspect of its operation. During the annual multi-stakeholder dialogue, stakeholders recognized and acknowledged improvements made. Océ's continuous efforts to improve transparency were also rewarded in 2010. The company was placed in the top 10 Dutch companies in the Transparency Benchmark and again featured in the top 10 companies in the Dutch Carbon Disclosure Leadership Index.

Following 2009, when Océ and Canon announced their intention of creating the global leader in the printing industry, 2010 was another historic year for Océ. In addition to capitalizing on the new opportunities this compelling combination presents, throughout 2010, Océ continued to work towards achieving more of the short, medium and long-term targets it had set itself. Building on the progress made in 2009, further important steps were made throughout the company.

Océ subsidiaries met more external requirements and received certification from various external bodies. Having extended the sustainability strategy to five focal areas in 2009, Océ embedded these throughout the organization in 2010.



Paper In addition to the long-standing Océ Recycled Label, Océ established a new Cradle to Cradle paper partnership in 2010. Under the scheme, waste paper is collected from customer sites and transported to a paper mill for recycling back into office paper. This reinforcing of the closed-loop philosophy is part of Océ's ongoing drive towards eco-effectiveness. The paper, launched at the beginning of 2011, has the Silver Cradle to Cradle certification.

In 2010, Océ North America Production Printing Systems gained Certified Green Partners certification, in recognition of its efforts towards minimizing the impact of deforestation and eliminating the use of fossil fuels. Reducing paper use and in particular paper waste is a major part of Océ's activities to save paper. An important aspect of the activities of Océ Business Services (OBS) is helping customers save paper by optimizing and digitalizing document flows. In addition, as part of Document Services Valley, the Open Innovation Center set up in 2010 by Océ and its partners includes research into innovation in document services.



Energy New products launched in 2010 included the energy-efficient Océ Arizona® 550 XT and the award-winning Océ ColorWave® 300 multifunction printer. Together with international ICT companies, Océ developed a platform-independent industry standard for network connected sleep states, the Ecma ProxZzy™ Standard. With respect to ENERGY STAR®, this qualification was obtained for all eligible products launched in 2010. It is now embedded in new product developments.

In addition to reducing the energy consumption of its products, Océ also worked to improve the energy efficiency of its own operations. The move by Océ Printing Systems to a 100% renewable energy source, hydroelectricity, is one example of steps Océ took to improve its operational performance in this focal area. As a result, the percentage of renewable electricity used by Océ production sites increased to 45%. Furthermore, Océ continued its policy of greening the car fleet. Compared with 2009, average emissions for European lease cars decreased by 6%. As a result of these operational improvements, the carbon footprint of Océ decreased by 8.3%.



Reuse Printing systems and components are developed for reuse in the Océ Prémia Class remanufactured product line and as spare parts.

The Océ Prémia Class product line, which provides a sustainable alternative to newly manufactured equipment, was extended in 2010 with the addition of the Océ VarioPrint® 2065 Prémia Class and the Océ TDS450 Prémia Class.

Océ's continuous efforts in the field of reuse were rewarded with a prestigious international Ruban d'Honneur. Océ was ranked among the best 10 in the category "Environmental Awareness", in recognition of its exceptional performance in the European Business Award's core principle of sustainability.

Océ received further acknowledgment for its achievements in design for reuse with a nomination in the category "Sustainable Production" for the Dutch sustainable innovation prize, *Ei van Columbus* (Columbus' Egg).



Product responsibility In 2010, Océ updated its Product Safety and Environment policy to reflect latest developments. The policy is aimed at

contributing to the sustainable development of society by continuous improvement of the total life cycle of products, to ensure that Océ's products are safe and do not harm the health and well-being of people, flora and fauna. Building on past innovations, Océ furthered efforts in 2010 to increase the sustainability of its product offering and maximize benefits to its customers. In 2010, the Océ PlotWave® 300, introduced in 2009, was named best eco-friendly wide format printer by BERTL, the independent industry analysts.



Employer of choice The combination with Canon offers new career opportunities to Océ employees. As Canon and Océ move towards creating

the overall number one presence in the printing industry, Océ employees will become part of a global leader. As part of a corporate-wide program to enable employees to achieve the best with their talents, for the benefit of themselves and the organization, 25 projects were started within the Reaching our Potential (RoP) initiative. Aimed at optimizing business processes and driving efficiency, RoP offered talented employees the opportunity to reach their potential and made a measurable improvement to company performance in 2010.

For the third consecutive year, Océ-Nederland was awarded the "TOP employer" of the year certificate in research accredited by the Dutch Ministry of Economic Affairs, Agriculture and Innovation.

Following the signing of the charter Talent to the Top in 2008, Océ has achieved the target of the percentage of women in the top and sub-top positions in The Netherlands three years ahead of schedule.

Targets and dilemmas

Addressing the challenges posed by sustainability dilemmas remained a priority for Océ in 2010. These dilemmas are outlined in this report. Progress made on the targets Océ set itself across its five focal areas during the year under review is also reported in this Sustainability Report 2010.

Highlights 2010



**HET EI VAN
COLUMBUS**
PRIJZEN VOOR
INNOVATIE &
DUURZAAMHEID

Nomination for sustainability prize

Océ was nominated for the Dutch national prize for sustainable innovation, the *Ei van Columbus* (Columbus' Egg), in the category "Sustainable Production" for its design for reuse approach. See chapter 6 page 49.



Océ Spain receives sustainability award

Spanish business magazine "Ejecutivos" has recognized Océ's work with respect to the environment. In the 20th edition of the Ejecutivos Magazine's awards Océ Spain was recognized in the category "Environmental Management". See chapter 6 page 50.



Océ in top 10 of transparent Dutch companies

Océ has been included in the top 10 Dutch companies in the annual Transparency Benchmark. See chapter 6 page 50.



Employees worldwide celebrated second annual Sustainability Week

In its efforts to help protect and promote the environment, Océ organized an employee awareness campaign. All over the world, staff marked the Océ Sustainability Week. See chapter 7 page 54.



Cooperation with Canon

Following the joint announcement of the two companies on 16 November 2009 to enter into a compelling combination, Canon declared the public offer for all the issued and outstanding ordinary shares of Océ unconditional on 4 March 2010 with the closing of the transaction five days later. See chapter 2 page 12.



Océ scooped the 'Editor's Choice' accolade in Green IT Awards

Océ's international expertise in making a significant contribution to improving the IT industry's environmental performance has been singled out in the Green IT Awards 2010. See chapter 6 page 49.



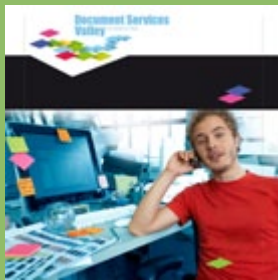
Océ North America earned Certified Green Partners certification

As part of the certification, Océ North America Production Printing Systems pledges to use certified paper from well-managed forests, purchase petroleum-free products, use 100% recycled or certified paper and recycle paper waste for all office products. See chapter 6 page 44.



Awarded with Ruban d'Honneur for environmental awareness

Océ stepped ahead of tough competition to be selected for a prestigious Ruban d'Honneur in round two of the European Business Awards. As one of 15,000 entrants from 30 countries, Océ succeeded in being ranked among the best 10 in the category "Environmental Awareness". See chapter 6 page 49.



Support for Document Services Valley

Dutch Ministry of Economic Affairs, Agriculture and Innovation and the Province of Limburg (The Netherlands) have granted EUR 1.2 million subsidy for Document Services Valley. See chapter 6 page 47.



Majority of stakeholders consider Océ "highly sustainable"

During the annual Stakeholder Dialogue, Océ asked a representative sample of customers, suppliers, employees and NGOs to comment on its sustainability policy and performance. The majority of participants told Océ they believe the company is "highly sustainable". See chapter 3 page 19.



Endowed Canon Océ chair

During his visit to the Dutch Municipality of Venlo, Canon Inc. Chairman and CEO Fujio Mitarai presented City Mayor Hubert Bruls with a gift: the Endowed Canon-Océ Chair in Business Services Innovation. The Endowed Canon-Océ Chair will be established at the Venlo campus of Maastricht University. See chapter 6 page 47.



Among the top 10 scoring companies in The Netherlands in Carbon Disclosure

Océ is featured - for the second consecutive year - in CDP's Dutch Carbon Disclosure Leadership Index. See chapter 6 page 50.

1 | Letter from the Chairman

R.L. van Iperen
Chairman of the Board
of Executive Directors
of Océ N.V.



Dear reader,

Océ and Canon are preparing the integration of their printing activities, aiming to create the overall number one presence in the printing industry. Our combined offering will capitalize on a complementary fit in terms of product range, geographical spread, channel mix, research and development and business lines, resulting in an enhanced client offering spanning the entire printing and document management industry. There is a strong strategic rationale for the venture, whereby both companies will grow and build on a proven track record in innovation and client servicing.

It is clear that 2010 presented Océ with both challenges and historic opportunities. The completion of our cost savings program led to higher margins and lower operational costs. At the same time, the kick-start of our compelling cooperation with Canon, following the completion of the transaction in March 2010, presented Océ with unique opportunities to foster profitable growth. In spite of difficult market conditions and preparing the integration, this report underpins the commitment of the Océ Board, our operating companies and individual employees throughout the world to sustainability.

The proliferation of numerous new applied technologies, such as the digitalization of information and more decentralized work hierarchies, has disrupted the traditional document lifecycle. The graphic arts market is increasingly adopting digital technology, which has captured a significant part of the book production market related to the printing-on-demand. Digital printing has become a high quality and often a better priced alternative to offset and, as the numbers of unsold books and newspapers reduces, a valuable contribution is made to saving paper.

In addition to facing an exponential increase in the quantity of information and documents, companies have to manage the shift to multi-channel communication (via paper, web, mail and applications, etc) with customers and other stakeholders. This has made it difficult for companies to adapt quickly to these megatrends. All of this complexity is the area in which Océ aims to innovate document services. It is here that Managed Print Services will also play an increasingly important role. Océ's innovation goes beyond hardware and software alone and will enable us to achieve an even better sustainable balance between People, Planet and Profit.

In all our activities, stakeholder engagement continues to play a key role in ensuring we address the expectations of our partners. In 2010, we held another successful and informative multi-stakeholder dialogue on sustainability.

Throughout 2010, our ongoing effort to achieve the optimum balance between People, Planet and Profit went further than our own activities as the importance of sustainability became more embedded in the industries we serve. We helped our customers make sustainable choices, to the benefit not only of their own operation and profits, but also the environment. Customers increasingly looked to us to help them in their efforts to reduce energy consumption and paper, and create a safer environment for their employees. We therefore continued to focus on minimizing waste from incorrect and unnecessary prints and increasing the energy efficiency of our equipment.

During 2010, hundreds of employees were involved in preparing the integration with Canon. This led to a significant increase in workload. The completion of the offer by Canon in March also sparked off a period of considerable change throughout the organization. A key internal objective of the combination is to provide new and enriched career opportunities for employees so that Océ remains an Employer of Choice. Although the workforce worldwide declined by 984 FTEs¹ compared to last year, reflecting the continued implementation of our cost-savings program, the sales and service force was trained to sell the Canon portfolio to the Océ customer base.

¹ Based on a 12 month period.

Throughout the year the Reaching our Potential program generated tremendous enthusiasm and motivation as employees identified ways to improve our operational processes. In a sweeping review of our performance culture, it became clear that the best way to achieve results is to stimulate end-to-end ownership. This is based on a firm commitment to implementing strategy through good leadership and behavior throughout all levels of our company.

Our thanks go to all our employees and partners who have contributed to the progress made in 2010 to become a leading printing company in all relevant segments, while remaining a responsible corporate citizen.

21 April 2011



Rokus van Iperen,
Chairman of the Board of Executive Directors

2 | Océ, the company

Printing and beyond Océ is one of the world's leading providers of document management and printing for professionals. The broad Océ offering includes high speed digital production printers and wide format printing systems for technical documentation and color display graphics, as well as office printing and copying systems.

Océ also provides document management outsourcing. Many of the Fortune Global 500 companies and leading commercial printers are Océ customers. The company was founded in 1877. With headquarters in Venlo, The Netherlands, Océ is active in over 100 countries and employs more than 20,000 people worldwide. Total revenues in 2010 amounted to € 2.7 billion¹. Océ is listed on NYSE Euronext in Amsterdam.

Océ and Canon: Stronger together

In 2010, Océ joined the Canon Group of companies with headquarters in Tokyo, Japan, to create the global leader in the printing industry. Canon develops, manufactures and markets a growing line-up of copying machines, printers, cameras, optical and other products that meet a diverse range of customer needs. At the end of December 2010, the Canon Group comprised approximately 197,000 people worldwide. Global net sales in 2010 were more than USD 45 billion.

In March 2010, Canon held the vast majority of the shares of Océ. Together Canon and Océ are well positioned to optimize the servicing of their customers and become the undisputed market leader. By enhancing the Océ portfolio with Canon products and technologies and selling Canon products through Océ distribution channels and vice versa, customers will continue to benefit from an enlarged range of high quality products and services through an extended global sales and service network.

Business model

Océ is active in the entire value chain of printing systems: from development via manufacturing, sales, services and maintenance to the provision of business services and financing. In a number of countries and market segments where Océ has only a limited market presence, part of the product range is made available via specialized distributors.

Through its own Research & Development (R&D) Océ develops core technologies and the majority of its own product concepts. Direct customer feedback serves as an important source of inspiration for new products.

In the Océ business model, cooperation with partners plays a major role in numerous fields. These partnerships cover areas such as R&D, manufacturing, ICT, sales (OEM), distribution, marketing and financing. Sustainability is a constantly present factor in the conduct of the Océ business.

Commercial organization

Océ's commercial organization is coordinated by three Strategic Business Units (SBUs): Digital Document Systems (DDS) for small format printing, Wide Format Printing Systems (WFPS) which also offers a broad range of media supplies, and Océ Business Services (OBS) for document management outsourcing.



Digital Document Systems The SBU Digital Document Systems focuses on document flow and printing management solutions for small format - maximum A3. In the office segment, Océ drew up go-to-market strategies jointly with Canon. As of mid 2010, Océ started selling Canon office printers through its own distribution channels, firstly in the US, then in Europe and by the end of the year, worldwide. In December 2010, Océ also announced a strategic alliance with manroland, consisting of cooperation in product development for the graphic arts segment as well as go-to-market strategy.

Océ Business Services is an important provider of document-related services and technology for the public and private sector. Océ's on-site specialists advise customers on how to cut costs by maximizing throughput and minimizing downtime and reduce the impact of their operations on the environment.



DDS customers include financial institutions and legal services providers, telecom and utility businesses as well as industry, the public sector and education. Services provided by DDS include consultancy, maintenance and financing (rental and leasing) as well as workflow and output management software. For the printroom environment in business, government and educational markets, DDS addresses the full-color and black & white requirements of print professionals. The SBU also supplies a range of high-volume continuous feed and cutsheet printing solutions for the graphic arts industry, transactional printing sectors and direct mail markets. In the high-volume market, the rise of digital technology continued and an increasing number of Océ customers benefited from this trend. In 2010, more readers gained access to an individualized color newspaper, for example, and Océ high-speed printers produced millions of on-demand books. Following the successful 2010 launch of its Managed Print Services offering in The Netherlands, UK and the US, Océ accelerated the Europe-wide consolidation of its document management capabilities. Océ Managed Print Services enable customers to control the costs and the environmental impact of their enterprise-wide printing activities and benefit from best practices in print and document workflows.

Wide Format Printing Systems The SBU Wide Format Printing Systems supplies a broad range of printing systems and media for technical applications and large format graphic arts communication. In technical applications, customers include

manufacturers, architectural and engineering offices, construction companies, industrial corporations, utility and telecom companies. For graphic arts customers in the advertising industry, WFPS high-productivity systems produce indoor and outdoor advertising such as full-color posters, banners, billboards, scaffolding sheets and retail promotional material.

Océ also supplies a wide selection of print media, both bulk and specialties, for its printing systems in small and wide format. The majority of these imaging supplies consist of plain or coated and recycled paper, including the Océ Black Label Zero carbon-neutrally produced paper.

Océ Business Services The SBU Océ Business Services is an important provider of document-related services and technology for the public and private sector. OBS enables its customers to increase efficiency, reduce cost, mitigate risk and enhance operational performance by improving their critical document management processes. Océ's on-site specialists also advise customers on how to cut costs by maximizing throughput and minimizing downtime and reduce the impact of their operations on the environment. New tools, such as energy consumption reports, support Océ Business Services staff as they help customers minimize the number of printing systems per site, reduce unnecessary prints and monitor energy consumption. Services provided include copying, printing, e-discovery, records management and mail processing.

Key aspects of Océ's R&D strategy are to create innovative products based on existing technologies, both those developed within Océ and by strategic partners.



In 2010, OBS customers benefited not only from Océ's advanced technology, but also from the professionalism and in-depth knowledge OBS staff have of Océ's and, increasingly, Canon's products and services.

OBS is an important unit for the future of Océ. The company aims to increasingly develop and deliver value-added services to its customers, to manage both physical and digital document management processes effectively. During the year, Océ set up the European OBS organization, enabling its sales companies to sharpen their customer focus while expanding the services portfolio. OBS also laid the groundwork for creating a joint back office system throughout Europe.

Research & Development

Sustainability considerations are at the core of Océ's approach to R&D. These include working to reduce energy consumption, unnecessary prints and emissions. Other key aspects of Océ's R&D strategy are to create innovative products based on existing technologies, both those developed within Océ and by strategic partners.

Particular progress was made in developing new businesses to create the first fully digital inner layer printer, based on inkjet technology for printed circuit boards. In the areas of embedded hardware systems, nanotechnology and mechatronics, Océ continued to work closely with partners within the PrintValley consortium. In 2010 Océ started activities to establish a European network of partners in the same field to extend the PrintValley project.

Since the initial announcement of the combination with Canon in November 2009, there has been more and more cooperation between R&D specialists from Océ and Canon. In 2010, teams worked together to jointly create new technologies and products, and integrate existing technologies in each other's equipment. Innovation in centrally coordinated document services took place within the context of the new Document Services Valley, established with the help of Dutch government grants. In the year under review, the infrastructure and the program for Document Services Valley were defined.

Dilemma CO₂ emissions

To reduce the cost price of its products, Océ has outsourced part of its manufacturing to countries with a lower cost structure. However, manufacturing goods in Asia entails increased transport for modules and machines as well as frequent travel for employees, thereby creating a negative impact on the environment. A positive aspect is the better spread of employment to emerging economies.

In 2010, Océ continued its efforts to optimize the efficiency of its global transportation activities and to increase local sourcing in the Asia-Pacific region. In all activities related to outsourcing manufacturing Océ tries to find the right balance between economic considerations (costs, lead-time) and environmental and social aspects. As part of new initiatives to optimize joint logistics operations, Océ with Canon also began exploring synergy in their global and regional distribution networks. These initiatives continue in 2011.

Manufacturing

During 2010, Océ products were manufactured in locations across the globe, including Océ's own facilities in Venlo (The Netherlands), Poing (Germany), Prague (Czech Republic) and Vancouver (Canada). These Océ factories manufactured products that originated from the company's own development work. Important materials from a strategic perspective such as toners, photoconductors, silicone materials, print heads, LED arrays and process drums were produced by Océ.

Océ continued to work towards reducing the impact of its manufacturing activities on the environment. Asset recovery and reuse activities were streamlined and more models were added to the Océ Prémia Class remanufactured product line. Océ's asset recovery facilities created a constant stream of reconditioned parts and units suitable for reuse as service parts and in new machines.

As part of the "Fit for Future" program, important steps were taken in 2010 towards increasing manufacturing quality. Self-managing teams played a key role in the ongoing drive to realize operational excellence. Océ and Canon manufacturing teams also began to share best practice with respect to production methods.

Global Logistics Organization

The Global Logistics Organization was set up to increase the efficiency of Océ's distribution activities worldwide. In 2010, implementation of a centrally managed European logistics operation for the major European operating companies took place.

Coordinated logistics and smarter distribution procedures are aimed at optimizing the efficiency of truck journeys and reducing total transport volumes within Europe.

Service

After-sales customer service is key to the long-term relationship Océ enjoys with its customers. A professional Océ Service & Support team combines with effective and efficient processes to meet the customers' after-sales requirements and reduce customer downtime. During 2010, the service force was trained to support the Canon portfolio within the Océ customer base.

Service & Support programs focus on:

- customer self help, supported by the Océ Knowledge Base
- call screening (either centrally or by the field force) supported by remote services
- optimized routing of the Field Service technicians
- enhanced service parts field stock management
- machines and field force performance management

Ambitions and strategy

Through the acquisition of the majority of the shares of Océ by Canon, Océ has been able to make an important step toward the realization of its strategy as outlined in last year's Annual Report. The combination with Canon has been created to arrive at sufficient scale and financing capacity. Together with its parent company Canon, Océ is able to expand its distribution power, and its sales force has gained access to a broad and highly competitive product portfolio. As a result Océ's strategy is increasingly focusing on capturing the

Strategic objectives for 2010

Customers

- To build and strengthen leading positions in very high production segments in small format environments (cutsheet as well as continuous feed).
 - To expand the existing position in outsourcing services toward document management services with high added value.
 - To build a leading position in Display Graphics Systems in selected wide format markets.
 - To be a supplier of print media that makes total solutions possible.
 - To address a global customer base through Océ's distribution channels.
 - To enable eco-efficient and eco-effective document management at customer sites.
-

Employees

- To be an attractive employer worldwide and establish Océ as the employer of choice.
 - To challenge employees to come up with beyond the ordinary ideas.
-

Shareholders

- To realize profitable growth.
 - To maintain a constructive dialogue with shareholders.
-

Canon

- To cross sell the products of both companies.
 - To initiate joint product development.
 - To prepare for integration.
-

Partners

- To cooperate in the technology sector with the top specialists in the industry.
 - To cooperate with high value suppliers of components, modules and machines.
 - To cooperate with market partners that make a substantial contribution toward boosting Océ's distribution power.
 - To cooperate with leading vendor lease partners.
 - To require from partners that they adopt the same norms and standards with regard to sustainability as Océ itself adopts.
 - To challenge partners to inspire Océ with new ideas.
-

Society

- To combine economic growth with reduced environmental footprint and increased well-being of people

benefits of closely cooperating with Canon, optimizing its business processes and expanding its businesses.

Canon and Océ are well positioned to become the global No.1 player in the digital printing industry with leading positions in most of its market segments. This offers great opportunities as Océ seeks to create value for all stakeholders by strengthening its profitability and by realizing sound growth.

Océ concentrates on strengthening existing, and building new leading positions in the market for professional document printing and document management systems, while executing strict cost and cash control.

Achievements in 2010

Customers

Launched the Océ ColorStream® 3500 to confirm Océ's leadership in continuous feed.
Introduced the Océ ColorWave® 300 to strengthen offering in wide format color.
Expanded successful Océ Arizona series and bolstered top position in flatbed UV-curable ink.
Concentrated on selling additional services to customers of Océ Business Services and developing value added services.
Increased use of Océ print media on Océ machines.

Employees

Improved productivity across many company areas.
Sales and service force trained to sell Canon portfolio to Océ customers.
Second global Océ Sustainability Week held.

Shareholders²

Total revenues increased 1% to € 2,674 million (2009: € 2,648 million).
Organically, non-recurring revenues + 0.6%; recurring revenues - 3.0%.
Normalized operating income almost doubled to € 72 million (2009: € 37 million).
Normalized free cash flow decreased to - € 36 million (2009: € 82 million).
Cost-savings program delivered € 65 million.
Internal improvement initiative 'Reaching our Potential' surpassed target.

Canon

By year-end Océ offered Canon printing products to its customers worldwide.
Successful cooperation between both companies of their leading technologies and products.
Preparations for integration according to plan.

Partners

Created partnership with manroland to sell and develop products for the graphic arts market.
Expanded the Océ JetStream series developed together with Miyakoshi.
Continued partnership with Fujifilm to sell substantial numbers of Océ wide format graphic arts systems.
Worked together with companies and educational institutions on developing new document services.

Society

Océ among the top 10 listed companies included in the Dutch Carbon Disclosure Leadership Index.
Océ included in top 10 Dutch companies in annual Transparency Benchmark.
Océ honored with European Business Award 'Ruban d'Honneur' for environmental awareness.
Océ North America Production Printing Systems earned certification from Certified Green Partners.
Océ organized third international stakeholder dialogue on sustainability.

3 | Océ's sustainability policy

Caring by nature Océ is focused on creating value for its stakeholders by realizing profitable, sustainable growth. The Océ strategy is aimed at optimizing business processes, strengthening its product portfolio and boosting distribution power. Sustainability underpins these strategic aims. A strong performance in sustainability contributes to operational efficiency as well as generating stronger product propositions and a more powerful market image. It is no coincidence that Océ embraced sustainability as part of its core proposition decades ago. The Océ sustainable proposition to the market is further strengthened by the Canon Kyosei philosophy, to protect and preserve the world we share, working for the common good.

Océ's sustainability mission is linked to Océ's inherent aim to combine its own sustainable business strategy with helping customers achieve their strategic and sustainable objectives with respect to document management. The basis of this approach is the overall reduction of the environmental footprint of Océ's products and activities.



Océ Sustainability Mission

Océ enables its customers to manage their documents eco-efficiently and eco-effectively by offering innovative print and document management products and services for professional environments, while acting as a responsible corporate citizen.

Océ uses the term eco-effectively to indicate that the business strives ultimately to achieve a closed cycle for industrial products (Cradle to Cradle philosophy). The materials used in Océ products should be developed in such a way that they can be fully reused or recycled, and the energy used in all Océ activities should be derived from sustainable sources. For activities where eco-effectiveness is not yet feasible, Océ works eco-efficiently to minimize any undesirable impacts Océ products may have on the environment.

As part of Océ's aim to remain a leader in sustainability, the company has structured its strategy in five clearly defined focal areas, with targets for the short, medium and long term. Each focal area plays an important role in Océ's efforts to make a sustainable contribution to People, Planet and Profit. They have been taken into account throughout the value chain from product design, purchasing and manufacturing through to product use by the customer, servicing, remanufacturing, end-of-life recycling and disposal.

Sustainability Focal Areas

- Paper
- Energy
- Reuse
- Product responsibility
- Employer of choice

Océ also contributes to a low-carbon economy. The first four focal areas combined help minimize Océ's direct and indirect carbon footprint.

Océ Sustainability Vision

Océ wants to be best in class regarding minimizing its environmental footprint and maximizing the well-being of people. Océ shows the world that documents can be managed eco-efficiently and ultimately eco-effectively.

Océ can only realize this objective by working closely with its stakeholders. This is why the company has drawn up not only an overall sustainability strategy, but also specific strategies for each of the five key stakeholder groups.

During the stakeholder dialogue, a large number of recommendations were made aimed at enhancing the company's sustainability policy and performance.



Océ Sustainability Strategy

Océ builds a competitive advantage by working together with its stakeholders to implement eco-efficient and eco-effective document management and printing.

Customers Océ helps its customers to develop further toward eco-efficient and eco-effective document management and does so by setting a good example.

Employees Océ offers an attractive place to work by challenging its employees to come up with ideas that go beyond the ordinary.

Investors Océ attracts investments from green investment funds by bringing its sustainability strategy into line with their criteria as much as possible.

Partners Océ requires its partners to adopt the same norms and standards with regard to sustainability as the company applies to its own activities, and challenges them to inspire Océ with new ideas.

Society Océ aims to combine economic growth with a reduced environmental footprint and increased well-being of people.

Stakeholder engagement

In dialogue with stakeholders

In November 2010 Océ hosted its third annual international multi-stakeholder dialogue. During the stakeholder dialogue, Océ asked a sample of customers, suppliers, employees, investors, academics and NGOs to comment on its sustainability policy and performance. Some 35 stakeholders provided valuable feedback and a range of sustainable ideas.

Feedback on focal areas The findings of a survey completed prior to the event formed a starting point for the discussion. Some 75% of respondents said they believed the five Océ focal areas are relevant, meaningful and comprehensive. A similar percentage of respondents said they felt their sustainability issues were addressed in the company's annual Sustainability Report, on the dedicated sustainability website (www.sustainability.oce.com) and in other publications.

IPEX At the IPEX Conference in the National Exhibition Centre in Birmingham, United Kingdom, Océ demonstrated a range of new digital print solutions. At the event for print, publishing and media, Océ welcomed thousands of visitors from more than 100 countries. As well as gathering to assess Océ's technology, crowds were entertained by a series of "industry affairs" discussions. Interviews were held with key stakeholders ranging from customers, industry leaders, journalists and analysts, as well as Océ specialists.



Implementation of last year's findings One of the key recommendations of the 2009 stakeholder dialogue was that Océ should make more use of knowledge from outside the industry. During this third stakeholder dialogue - entitled Explore, Engage, Empower - the attendees from various European countries heard presentations by TNT (post and express delivery), BAM (construction group), Van Gansewinkel ("waste no more") and the UN Global Compact. Océ also presented recent developments in sustainability, as well as the progress made following last year's findings. Much was learnt from each other's best practices.

Valuable stakeholder recommendations During the stakeholder dialogue, a large number of recommendations were made aimed at enhancing the company's sustainability policy and performance.

They included opportunities with regard to supply chain management, product and company carbon footprint, employee engagement and communication and transparency. After the event, stakeholders were asked to vote for the five action items that they believed should be priorities for Océ. The top five recommendations are:

- to incorporate CSR targets into the general performance targets and remuneration policy
- to formulate longer term sustainability targets that have specific phases and goals
- the CEO could take a more prominent role in communicating the CSR journey and successes
- to involve key suppliers in early product development stage
- to develop and use bio-degradable plastics in packaging and printers



The key findings from the stakeholder dialogue are on the agenda of the Océ Corporate Sustainability Forum. They will be addressed during the course of 2011.

In addition to the multi-stakeholder dialogue, Océ engaged regularly with key stakeholders.

Customers

Sales and service staff have daily contacts with customers and are well acquainted with the challenges of their customers. Via these contacts customer experience and feedback is channeled back to the organization.

Furthermore, to measure customer satisfaction and obtain feedback on products and services, Océ uses the Customer Experience Survey, an activity- and web-based survey system.

The survey is conducted on three key process elements: satisfaction about the Océ Service Technician, satisfaction about the maintained Océ System, and overall satisfaction about Océ.

The survey results enable Océ to analyze (trends in) the performance of Océ printing systems and services by technicians. In 2010 the Customer Experience Survey was rolled out in four additional Océ operating companies and is now being used in nine countries.

32,697 sustainability web page views

15,546 video views

2099 Yammer members

25,633,541 intranet pageviews

99 groups

13,200 Yammer messages

10,807 visitors Océ on Youtube

4,199 visitors Océ TV

24,096 blog visits

14,294 sustainability web visits

4,059,183 intranet visits

Employees

In 2010, Océ held structured consultations with employees and their representatives with the aim of stimulating communication between top level management and staff. Océ also monitored employee satisfaction using a variety of methods.

Océ continued to communicate with potential employees in the framework of pre-recruitment and recruitment events. For further information on these events see chapter 7.

Social media Via the company intranet, blogs and microblogging platform Yammer, Océ employees are able to share information, knowledge and best practices. These social media based platforms invite employees to share their opinion about themes such as the New Way of Working.

Océ TV Following the trend in the internet world where short, real-live videos are an excellent way to communicate, Océ introduced a new video platform: the Océ TV website. The website broadcasts around 100 videos showing interviews with employees and management, highlights of events and applications of Océ products.

Partners

Across its business, Océ works with national and international partners. These partners are an essential part of Océ's operation. Collaboration topics in 2010 included the Document Services Valley open innovation center, the new Ecma ProxZzzy Standard to improve printer energy efficiency and the recast of the Directive on the Restriction of Hazardous Substances (RoHS) in electrical and electronic equipment. More details on these partnerships are included in chapter 6, page 46.

Targets

In 2008 Océ formulated a clear sustainability strategy, including targets for the short, medium and long term. The status on these targets is presented here. More information can be found in the relevant chapters of this Sustainability Report.

Focal Area Paper



Target term	Target definition	More info on page
2009-2010	A minimum growth of 50% in the sourced volume of Océ recycled paper for the European market will be realized over 2008. Status 2010: Sourced volume decreased by 5% (2009: 3% decrease). Target not achieved.	34
	By 2010, more than 90% of the paper volume sourced will carry a certification label for sustainable paper. ¹ Status 2010: 69% (2009: 70%). Target not achieved.	34
>2014	Océ will work with media suppliers to explore the possibilities for marketing an alternative, more sustainable printing medium than recycled paper for digital printing by the year 2015. Status 2010: Co-development of Cradle to Cradle paper. Ongoing investigation.	34

Focal Area Energy



Target term	Target definition	More info on page
2009-2010	100% of newly introduced eligible product platforms will be ENERGY STAR qualified. ² Status 2010: Qualification obtained for all eligible products launched in 2010. Target achieved and embedded in new product developments.	36
2011-2013	By 2012, 100% of the electricity purchased for the production sites will be renewable electricity. Status 2010: 45% (2009: 12%). On schedule.	45
	By 2012, average emissions for European lease cars will be reduced to 130 g CO ₂ /km in line with the EU strategy. Status 2010: 143 g CO ₂ /km (2009: 152 g CO ₂ /km). On schedule.	45
	By 2013, average emissions for lease cars in the United States and Australia will be reduced to 200 g CO ₂ /km. Status 2010: US: 242 g CO ₂ /km (2009: 245 g CO ₂ /km). Slightly behind schedule. Australia: 227 g CO ₂ /km (2009: 284 g CO ₂ /km). Ahead of schedule.	45

Focal Area
Reuse



Target term	Target definition	More info on page
2009-2010	By 2010, the amount of reused parts in Océ developed products will be more than 20%. Status 2010: 17% (2009: 22%). Target not achieved.	39
2011-2013	By 2012, the amount of waste landfilled from the production sites will be reduced to 2% of these sites' total waste. Status 2010: 2.2% (2009: 2.2%). Behind schedule.	46

Focal Area
Product
responsibility



Target term	Target definition	More info on page
2009-2010	100% of newly-introduced eligible product platforms developed by Océ will have a toner/ink packaging for dust-free filling and environmentally friendly disposal at customer sites. Status 2010: No eligible product platforms introduced in 2010. Target embedded in new product developments.	41
	100% of newly-introduced office products will comply with the Blue Angel eco-labeling program. ² Status 2010: All newly-introduced office products complied. Target embedded in new product developments.	41
2011-2013	By 2012, Océ will introduce a new green flagship product. ^{3,4} Status 2010: On schedule.	41
	All products to be introduced by 2012 will improve on at least two of the four product-related focal points when compared to their predecessors. ⁴ Status 2010: On schedule.	41
	All products developed at one of the Océ R&D centers and based on Océ proprietary technology will be developed according to the Océ Eco Code from 2012 onwards. ⁵ Status 2010: On schedule.	41
>2014	By 2015, Océ will market two applications that will enable specific markets to become more eco-effective in their document management. Status 2010: On schedule.	41

Focal Area
Employer of
choice



Target term	Target definition	More info on page
2009-2010	An employee awareness program will be rolled out. Status 2010: Océ Sustainability Week organized in April 2010. Target achieved and embedded in organization.	55
	100% of sales and service employees will be educated on how to advise customers to operate more eco-efficiently and eco-effectively in document management. Status 2010: Target achieved for sales employees and embedded in all sales training programs. Service training programs in development, to be deployed in 2011.	53
2011-2013	In 2013, the percentage of women in top positions will be at least 5% in The Netherlands. ⁶ Status 2010: 6% (2009: 3%). Target achieved ahead of schedule.	55
	In 2013, the percentage of women in sub-top positions will be at least 9% in The Netherlands. ⁷ Status 2010: 9% (2009: 7%). Target achieved ahead of schedule.	55
>2014	In 2015, the percentage of women in management positions will be 30%. ⁸ Status 2010: 21% (2009: 21%). Behind schedule.	55

1 Sustainable paper is paper originating from certified sustainable sources. The following certification labels apply:

FSC, PEFC, SFI, EU Ecolabel. Recycled paper is not included.

2 In the case of OEM products the policy of the manufacturer will be respected. Excluded are remanufactured models or Factory Produced New Models (FPNMs).

3 A green flagship product is a product that sets a new benchmark within its own product category in the market on at least two of the four product-related focal points.⁴

4 Product-related focal points are:

- (1) Minimize incorrect and unnecessary prints;
- (2) Minimize energy consumption per print;
- (3) Maximize reuse of materials and minimize landfill;
- (4) Minimize emissions of ozone, dust, toner and noise.

5 The Océ Eco Code will be finalized in 2011.

6 The top has been defined as the Board of Directors and its Senior Management. Senior Management refers to the two levels below the Board of Directors.

7 The sub-top has been defined as middle management and professionals who are expected to reach the top. The sub-top comprises the third level below the Board of Directors.

8 A management position is any position in which the employee leads one or more employees.

4 | Océ's management systems

Corporate governance Océ's corporate governance structure is based on the fact that it is a publicly listed company. At the same time Canon Inc. ("Canon") holds, directly or through its subsidiaries, approximately 90% of the ordinary shares in Océ. These two elements determine how Océ's governance structure is tailored. The changes to the corporate governance structure as a consequence of Canon's offer are also set forth in the Offer Memorandum dated 28 January 2010 and various press releases issued in connection with the offer.

Structure, policy and compliance

Océ N.V. is an international holding company within the meaning of Article 2:153, para. 3b of the Dutch Civil Code. This implies that shareholder rights are not restricted by the rules that are applicable in The Netherlands to companies subject to what is known as the "structure regime". Océ's corporate governance structure is based on the Dutch legislation, jurisdiction and codes of best practices.

In The Netherlands the Dutch corporate governance code (referred to below as "the Dutch Code") has been applicable since December 2003. The Dutch Code was given legal status with effect from 1 January 2005. As from the 2003 financial year Océ has included in its Annual Report a paragraph on corporate governance matters explaining the way in which it applies the Dutch Code.

Océ and Canon have agreed that Océ will continue to adhere to the Dutch Code as long as Océ shares are listed on Euronext Amsterdam. This includes the principle that in case of a conflict of interest, the conflicted members of the Supervisory Board will not participate in the decision making process; this also applies to the members of the Supervisory Board appointed on the nomination of Canon.

The Executive Board and the Supervisory Board of Océ subscribe to the basic principle that was applied when drawing up the Dutch Code: a company is a long-term collaboration between the various parties involved. These parties, the stakeholders, are the groups and individuals that directly or indirectly influence (or are influenced by) the achievement of the Company's objectives and they include employees, shareholders and other providers of capital, suppliers and customers, but also government and civil society. The Executive Board and the Supervisory Board have overall accountability for achieving the right balance between the interests of the stakeholders so as to safeguard value creation and ensure the continuity of the business.

The risk management and internal control system

The Executive Board is responsible for the structure and functioning of the system of risk management and internal control that is applied within Océ. This system is focused on identifying and controlling the strategic, operational and financial risks and risks in the area of legislation and regulations so as to enable the Company's objectives to be achieved. The system is based on the first reference model of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). As regards information technology the reference model of the Information Technology Governance Institute (CobIT, Control objectives for Information and related Technology) has been applied.



The Board of Executive Directors of Océ N.V.
From left to right:
A.H. Schaaf,
H.A. Kerkhoven and
R.L. van Iperen, *chairman*

Océ applies the structure of these models in the measures that have been taken to control its business processes and in the principal objectives for financial reporting. The details of the models are worked out centrally and are applied as consistently and clearly as possible in the various parts of the organization and legal entities. An overall risk analysis is anchored in the strategic business plans.

During the year under review no material weaknesses were found in the internal structure for risk control.

For more details on corporate governance and risk management see the Océ Annual Report 2010, pages 30-43, and the Océ website www.investor.oce.com under the heading "Corporate governance".



The Océ Corporate Sustainability Forum advises the Board of Executive Directors on a range of sustainability issues.

Sustainability governance

Corporate Sustainability Forum

The task of the Océ Corporate Sustainability Forum is to advise the Executive Board on a range of sustainability issues, including organization, policies, procedures and reporting systems. Forum members, each with their own specific knowledge and experience, come from a cross-section of disciplines within Océ. These include Manufacturing & Logistics, Research & Development and the Strategic Business Units. The forum reports directly to the Chairman of the Executive Board on the progress of implementing actions in the sustainability strategy. The Senior Vice President Corporate Public Affairs & Sustainability is the Chairman of the forum and manager of the Corporate Sustainability Department, and has overall responsibility for Océ's corporate sustainability policy.

In the year under review the Corporate Sustainability Forum addressed a number of sustainability issues. To explain Océ's position towards reuse and recycling, as well as Océ's approach to analog versus digital document management, the forum decided to publish two white-papers. They are available on Océ's corporate sustainability website.

Follow-up was given on the key findings from the stakeholder dialogue held in 2009. The results were presented to the stakeholders on the multi-stakeholder dialogue Océ hosted in November 2010.

The forum also reviewed Océ's sustainability strategy and targets. A start was made to define new targets. These targets will be finalized and formalized in 2011.

Sustainability management systems

Product safety and the environment (PS&E)

In 2010, Océ actualized its PS&E policy to reflect current practices. The policy is aimed at contributing to the sustainable development of society by continuous improvement of the total life cycle of products to ensure that they are safe and do not harm the health and well-being of people, flora and fauna. This includes the development, manufacture, marketing, transport and distribution, maintenance, take back, reuse, recycling and disposal of products. The applicable laws and regulations form the minimum basis to which all products and activities must comply. However, within its capabilities, Océ takes measures beyond those laws and regulations to provide additional protection to its stakeholders and the environment. In order to achieve this, Océ applies its own set of requirements (Océ Standards) for the product and process quality.

With regard to product safety and environmental risks, Océ applies a low risk tolerance. Taking into account both proper use and foreseeable misuse, the products must offer the safety and environmental quality that may reasonably be expected in their market, based on the prevailing state of knowledge and technical standards.

At commercial release, product compliance with the Océ Standards is confirmed by the Senior Vice President Research and Development. Through Product Lifecycle Management the safety and environmental performance of products during their whole technical lifetime remains under control of Océ. Corporate responsibility for product safety and the environment rests with the Chief Technology & Operations Officer, who is a member of the Executive Board.

 www.sustainability.oce.com/pse-policy.asp

Human Resources Management

The Chairman of the Executive Board is responsible for overall Human Resources Management (HRM) policy. The Senior Vice President of Corporate Personnel and Organization oversees operational aspects of corporate HRM. In the Océ supply centers, responsibility for HRM has been delegated to the Chairman of the local executive committee, and in the operating companies the Managing Director is in charge of the local HR operation.

Human rights

With its Corporate Human Rights Policy Océ is committed to making all reasonable effort to integrate human rights into day-to-day activities and to respect the laws of the countries in which it operates. Corporate responsibility for human rights rests with the Chairman of the Executive Board. Managing directors of the Océ operating companies are requested to report any incident concerning the enforcement of the Universal Declaration of Human Rights (UDHR) or to report on compliance with the Corporate Human Rights Policy in the annual Letter of Representation. In 2010, no incidents were reported.

 www.sustainability.oce.com/human-rights.asp

Health, safety and environmental protection (HS&E)

The aim of Océ's corporate HS&E policy is to conduct all business activities in a socially responsible way, preventing health, safety and environmental risks, and achieve sustainable and profitable growth.

Corporate responsibility for HS&E rests with the Chairman of the Executive Board. For each operating company or manufacturing site, this responsibility has been delegated to the local Managing Director. At each company, responsibility for HS&E is regarded as an integral part of site management. In the major operating companies a steering committee, reporting directly to local management, has been appointed to oversee the definition and implementation of HS&E policy. This steering committee is made up of operational managers for all relevant disciplines, with support staff specializing in key sub-themes.

 www.sustainability.oce.com/hse-policy.asp

Certificates

Certificates on quality (ISO 9001) and environmental (ISO 14001) management provide assurances on the management of these areas. The table below presents an overview of Océ's current certificates.

Océ site	Certificate	
	ISO 9001	ISO 14001
Océ-Ceská republika	x	x
Océ-France	x	x
Océ-Hungária	x	x
Océ-Iberia (Spain, Portugal)	x	x
Océ Printing Systems (Germany)	x	x
Océ Schweiz	x	x
Océ-Slovenská republika	x	x
Océ-Technologies (The Netherlands)	x	x
Océ UK ¹	x	x
Océ-Belgium	x	
Océ-Deutschland	x	
Océ-Italia	x	
Océ-Poland	x	
Océ-Nederland	x	
Océ-Nordic Holding (Norway, Denmark, Sweden, Finland)	x	
Océ-Österreich	x	

¹ Océ UK is also OHSAS 18001 certified, a certificate on occupational health and safety management.

Fraud risk management

Since 2007, Océ has had a formal Fraud Risk Management Policy in place. With this policy, Océ implemented an extensive set of control guidelines, procedures and measures to prevent, discourage and detect fraud, with respect to the reliability of the annual financial statements and all other processes within the company.

A fraud risk assessment program is performed annually. Each local company has assigned independent assessors trained in risk management. In 2010, the fraud risk assessment program maintained 95% coverage of the Océ companies.

Under the Whistleblower Policy, one complaint was filed which required thorough investigation and steps to be taken.

Supply chain management

In 2009, Océ joined the Electronic Industry Citizenship Coalition (EICC), a partnership established in 2004 with more than 40 global companies in the electronics and ICT industry and their suppliers in their membership database. The EICC promotes an industry Code of Conduct for global supply chains. This Code of Conduct outlines standards to ensure that working conditions in the supply chain are safe, that workers are treated with respect and dignity, and that manufacturing processes are environmentally responsible.

By joining the EICC, Océ is committed to progressively aligning its own operations with the provisions of the EICC Code of Conduct and to support and encourage its first-tier suppliers to do the same. Corporate responsibility for supply chain management rests with the Chief Technology & Operations Officer.

 www.eicc.info

Anti-competitive practices

The guiding principles for Océ's dealing with competition are laid down in the Océ Policy Principles. The aim of the policy is to increase the market value of the company and to generate a solid return on capital through honest competition with other companies in the global marketplace. Océ's Antitrust and Competition Law Handbook provides further guidance. Corporate responsibility for the prevention of anti-competitive practices by members of the Océ group rests with the Company Secretary & Chief Legal Officer.

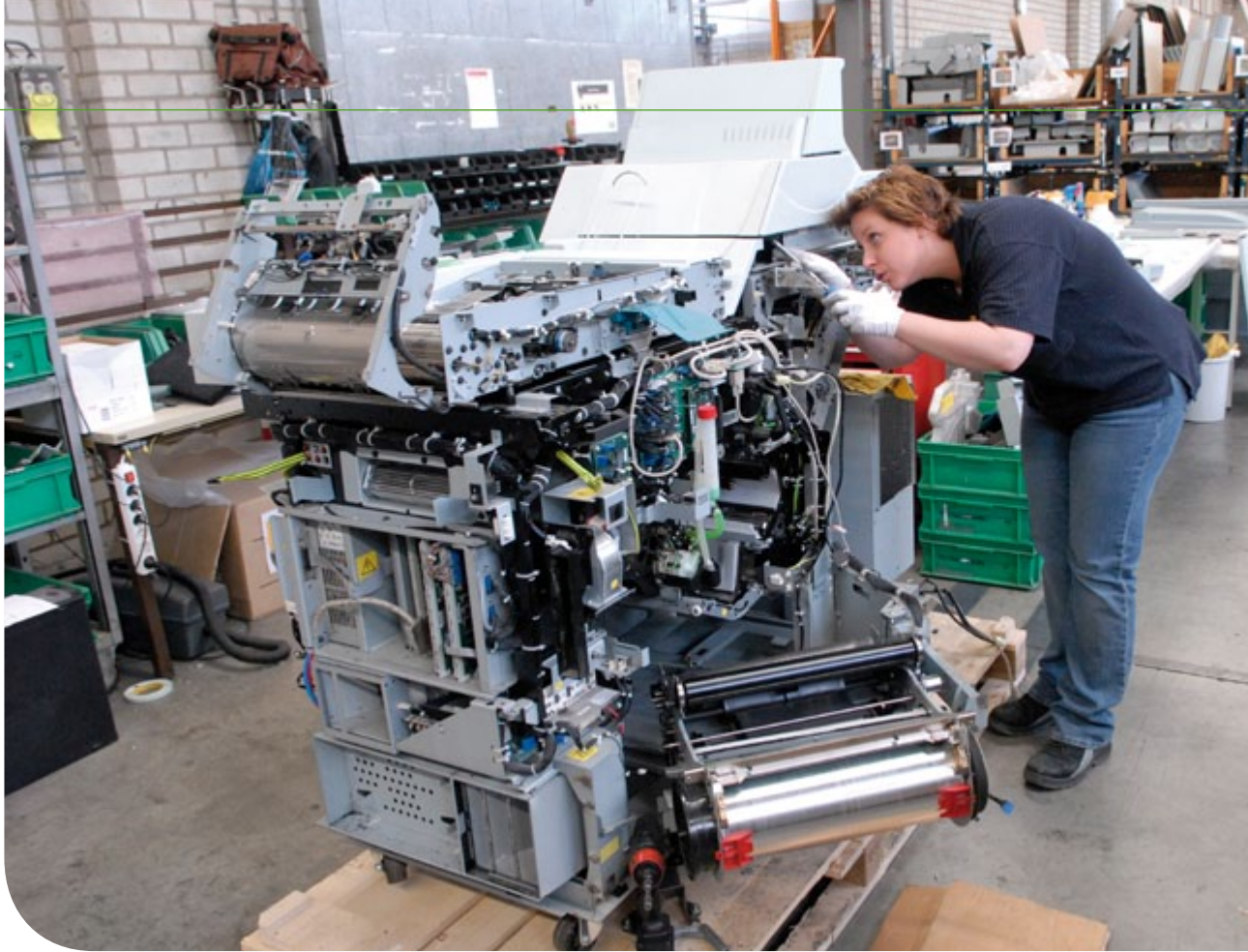
With respect to intellectual property (IP) rights, Océ has an Intellectual Property Policy in place. This policy provides guidelines and instructions for the protection of the Océ intellectual property and proprietary information, licensing practices and respecting the intellectual property rights of others. Corporate responsibility of IP matters rests with the Chief Technology & Operations Officer.

Corporate Public Affairs

The main focus of Corporate Public Affairs is to create new avenues for innovative technology projects in close cooperation with appropriate partners. Involving government authorities in innovation helps accelerate the progress of these projects. In addition, selected technology spin-off projects are being initiated, coordinated and supported by Océ.

In 2010, relationships with governmental authorities were intensified. The Corporate Public Affairs Department was directly involved in a proposed amendment of the RoHS Directive to facilitate a resource and energy efficient reuse of electrical and electronic parts. In November 2010, the European Parliament voted in favor of the recast of this Directive. With regard to the launch of the Document Services Valley Open Innovation Center, the Corporate Public Affairs Department developed the infrastructure to optimize communication and collaboration with the various partners. Within the company, the subsidy process was structured and optimized in interaction with external parties.

Océ's continuous efforts in maximizing the reuse of products were recognized in the year under review.



United Nations Global Compact

Since 2002, Océ has subscribed to the United Nations Global Compact. The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption.

In 2010, Océ participated in the Global Compact International Yearbook. The Yearbook offers in-depth information on key sustainability issues relevant to stakeholders around the world and seeks to promote comprehensive knowledge exchange and learning in the spirit of the Global Compact principles. A two-page article on the Océ Sustainability Strategy has been published in the 2010 Yearbook as a best-practice example. The article showcases Océ's approach to the implementation of the ten Global Compact principles.

As a member of the UN Global Compact, Océ is committed to report annually on the steps taken to achieve progress in (one of) the Global Compact principles. In 2010, Océ made progress with regard to the environmental principles. For many years, Océ products are designed, developed and manufactured with the total life cycle in mind. These continuous efforts in maximizing the reuse of products were recognized in the year under review. Océ was nominated for the *Ei van Columbus*, the Dutch prize for sustainable innovation, and ranked among the best 10 in the category Environmental Awareness of the European Business Award competition. Océ's high rankings were based on the progress made in reusing components and parts of printing systems, which significantly reduces its environmental impact.

www.unglobalcompact.org



5 | Eco-efficient and eco-effective products

Sustainability as the foundation for the Océ product

offering At the heart of Océ's sustainability mission is a commitment to supporting its customers in their sustainability efforts by developing eco-efficient and eco-effective products and services. An eco-friendly approach to product development ensures that Océ systems, software and print media provide an efficient and sustainable process for customers in all aspects of their document management operation.

This chapter outlines in more detail the specific activities in the first four focal areas of Océ's sustainability strategy relating to eco-efficient and eco-effective document management: paper, energy, reuse and product responsibility. The fifth focal area, employer of choice, is covered in chapter 7.

Paper



Reducing the paper used and ensuring that as much paper as possible comes from sustainable sources form the two key aspects of this focal area. This two-pronged approach involves Océ employees throughout the company. R&D engineers, for example, ensure Océ machines are reliable and avoid paper-wasting jams. In addition to innovative hardware solutions, Océ's print workflow software also helps customers to avoid misprints. Océ Imaging Supplies endeavors to source the considerable quantities of paper handled by Océ machines from approved sustainably managed forests. The Océ Paper Sustainability Program set up by the business group in 2009 concentrates not only on sustainable forestry, paper recycling and paper waste, but also on energy (CO₂ emissions).

Supporting sustainable forestry

In 2006, Océ Imaging Supplies became Forest Stewardship Council (FSC) certified with a Chain of

Custody (CoC) certificate. In the same year Océ started to sell its first FSC certified paper, making the company one of the first printer manufacturers to do so in Europe. In 2009, Océ Imaging Supplies gained also the PEFC (Programme for the Endorsement of Forest Certification schemes) certification. Like FSC, the PEFC is a global umbrella organization that promotes sustainable forest management. The certification provides a number of important assurances on the legality and sustainability of the paper, from the forest to final use. Océ is now entitled to use the PEFC label and logo on its packaging.

Océ also offers EU Ecolabel-certified paper. This European certification system covers the total production process, from the fibers used, to energy usage, emissions of pollutants and waste management. Following the lead of Océ Imaging Supplies, Océ-Nederland and Océ-Belgium are also FSC CoC certified. As part of global efforts within Océ to ensure more and more of the paper used comes from sustainable sources, Océ operating companies in the UK, Germany, France, Italy, Spain and Portugal began working towards gaining FSC accreditation for 2011.

Promoting paper recycling

The Océ Recycled Label has been in the company's product range for many years alongside Océ white recycled papers. In 2010, Océ worked together with partners to develop the first Cradle to Cradle paper. Waste paper is picked up at customer sites and transported to a paper mill. Here it is recycled into office paper. The new paper is then sold to customers again, thereby closing the loop. This new Cradle to Cradle Silver certified paper was launched in January 2011.

One of the steps in the production of recycled paper is the removal of ink from the paper pulp. Océ cooperates with various partners in the field of de-inking. As a member of the Digital Print De-inking Alliance (DPDA), Océ supports research into practical and cost-effective solutions for recycling inkjet printed paper. In April 2010, DPDA members shared the first of a series of scientific research investigations into the de-inkability of inkjet printed papers at a symposium held in Munich, Germany.

In 2010, Océ also continued to cooperate with INGEDE, the international de-inking industry association which works to improve the recyclability of graphic printed products. The Océ ColorWave 600 received a “good de-inkability” certification from INGEDE for its color prints.

Paper sourcing targets

Short term (2009-2010)

A minimum growth of 50% in the sourced volume of Océ recycled paper for the European market will be realized over 2008.

By 2010, more than 90% of the paper volume sourced will carry a certification label for sustainable paper.

Status

Océ continued to promote the use of recycled paper. However, market demand is relatively weak. The number of customers for recycled paper remained the same in 2010, with a small decline in volume due to the economic crisis. As a result, the demand for Océ recycled paper decreased by 5% in 2010 (2009: 3% decrease).

The company did not achieve its target for sustainable paper. In 2010, the percentage of sustainable paper sourced amounted to 69% (2009: 70%). Not all of Océ’s paper suppliers and converters are certified yet. Although the target was not achieved, the Océ Imaging Supplies business group is committed to embedding sustainable sourcing in its processes. It will therefore be a matter of time before the entire Océ paper range will carry a certification label for sustainable paper.

Long term (2014 and beyond)

Océ will work with media suppliers to explore the possibilities for marketing an alternative, more sustainable printing medium than recycled paper for digital printing by the year 2015.

Status

In 2010, Océ worked closely together with waste processing partner Van Gansewinkel to develop a Cradle to Cradle (C2C) paper. This paper was launched in January 2011, with a Silver C2C certificate. In addition, new initiatives were started in R&D in the search for alternative media. User needs, toner adhesion, de-inkability and media recycling were aspects considered during this research phase.

Paper saving

Maximizing uptime and reducing misprints is a key consideration in the design of Océ machines. Océ also helps customers avoid paper waste with the “WYSIWYG” (what-you-see-is-what-you-get) Océ PRISMA® prepare pre-production software. In 2010, Océ introduced the next generation of Océ PRISMA prepare all-in-one document preparation software. This software adds value, functionality and intelligence to the preprint workflow and enables users to see the finished document on-screen prior to printing. This visualization eliminates waste caused by wrongly finished documents.

As well as cost savings and efficiency improvements, Océ Managed Print Services offer environmental benefits that help customers meet their sustainability goals. By rationalizing print workflows, concentrating print volume on energy-efficient devices and reducing unnecessary prints, significant savings are achieved in paper and energy consumption. Following the successful launch of its Managed Print Services offering in The Netherlands, UK and the US, Océ extended its Managed Print Services across other European countries in 2010.

The outcome of Océ’s efforts to reduce paper waste resulted in an industry-first capability in the Océ ColorStream® 3500. The Océ ColorStream 3500 is the first drop-on-demand piezo electric continuous feed inkjet printer that can produce quality in the speed ramps between the full stop and the nominal production speed, as well as from production speed to a full stop, for example for press proofs, sensor adjustments or print quality inspection. That capability and the built in print pause without paper waste results in a reduction of wasted paper and thus saves resources in the paper production and recycling phase. Through this capability, an Océ ColorStream 3500 with a monthly volume of 5 million A4 pages that is stopped once per paper roll saves more than 3.7 tons of paper over a 7 year lifetime of the printer. That equals about 13 m³ of wood or an estimated 414 m² of forest and more than 26,000 l of water saved during the production of the paper.



Océ worked closely together with waste processing partner Van Ganswinkel to develop a Cradle to Cradle paper.



Reducing CO₂ emissions

Acknowledging the role CO₂ emissions play in causing global warming, Océ became the first printer manufacturer to market a carbon-neutrally produced paper. Océ Black Label Zero is produced in an integrated pulp and paper mill. The mill's own pulp making process produces part of the energy needed for the paper production. Remaining energy required comes from bio-fuels and no fossil fuels are used. In 2010, several activities were set up to promote this unique product in Océ's European operating companies. This addition to the Océ range of sustainable paper is certified with the FSC label, the EU Ecolabel and the Nordic Swan.

Expanding green newspaper publishing

Leading the field in "smart publishing" Océ extended its Digital Newspaper Network (DNN) in 2010. As a growing global web of high performing printshops DNN delivers short-run digital production of a variety of newspaper titles at locations far from the publishers' home markets. This has a major impact on the environment as printed newspapers are no longer distributed over the world. Readers also benefit by receiving newspapers on the day they are produced. More than 25 million newspaper copies have been produced globally through the network since 2001, making Océ the world market leader in digital newspaper production.

All in the balance - Paper versus digital

The environmental impact of document management is an increasingly important factor in the printing industry. As a result, there has been an ongoing debate about paper (analog) versus digital document management for some time.

Paper is manufactured from in principle renewable raw materials, but as paper use increases, the availability of cultivated wood and the energy and water needed for paper production give cause for concern. On the other hand, with digital data management considerable energy is needed for data storage and rare minerals and water are needed to produce devices such as e-readers.

Within this context, Océ is confident of being able to address both sides of the argument. To choose one side only would be to misalign, and lose sight of Océ's vision and mission. The answer is to achieve and maintain the right balance between printed and electronically managed information. Analog and digital worlds need to co-exist and co-evolve. The future of analog and digital document management should operate in a climate of sustainable collaborations, to keep the challenges of each side in balance.

To read the full white paper on this challenge:

 www.sustainability.oce.com/downloads.asp

In 2010, London-based print service providers Stroma and Symeta from Belgium both started to produce newspapers on the Océ JetStream® continuous feed, full-color inkjet production printer. The Océ JetStream has a lower energy usage, a more economical use of ink, and produces less waste than its competitors.

Printing books on-demand

The Océ JetStream 1000 full-color web-fed digital inkjet production printer launched in early 2010 increased the ability of publishers to print short runs of books on-demand. This addition to the successful Océ JetStream series proved extremely popular with publishers looking to reduce their eco-footprint while increasing flexibility and performance. The reduction in the numbers of unsold copies by printing on-demand is making an important contribution to helping reduce waste in this industry.

Energy



Smart heating

Océ is keen to reduce the total energy costs of printing. Approximately 80% of the energy cost of each printed page comes from producing the paper. The remaining 20% of total energy consumption is mainly used during the fusing process (heating). As printers are not in continuous use, low energy consumption between prints and short warm-up times are key sustainability factors. This is especially important in wide format printing in engineering environments, where for many years Océ has had various models with instant technology.

ProxZzy ensuring energy efficiency

Apart from work on reducing the energy consumed by Océ's proprietary imaging technologies (such as copy press and radiant fusing), Océ has engaged in an industry project within Ecma International to increase the energy efficiency of network communication interfaces of these products. A new Ecma ProxZzy Standard for network connected sleep states has been published. More information on this can be found in chapter 6 page 48.

Smart products

In 2010, Océ continued to extend its range of products designed with minimizing energy consumption at their core. For example, the Océ Arizona 550 XT printer,

launched in January 2010, consumes less than a third of the energy of many competitive systems. It also uses UV curable inks that do not contain volatile organic compounds. As a result, the print room needs less ventilation. This reduced need to extract or heat/cool large volumes of air from the printing environment results in substantial energy and cost savings.

The Océ ColorStream 3500 has a lower energy usage and a more economical use of ink than its competitors, extending the Océ environmental sustainability commitment to the high volume color inkjet market.

Energy target

Short term (2009-2010)

100% of newly-introduced eligible product platforms will be ENERGY STAR qualified.

Status

ENERGY STAR is a joint program between the US Environmental Protection Agency (EPA) and the US Department of Energy. Since many years Océ is a partner of the US-EPA ENERGY STAR Program and applies the ENERGY STAR label on Document Printing and Wide Format Printing Systems to demonstrate energy efficient design. Meanwhile this voluntary label has gained global recognition, and is part of customers' green procurement policies. All eligible Océ products are ENERGY STAR qualified. The target has been achieved and embedded in new product developments.

Product Carbon Footprint

The Product Carbon Footprint (PCF) helps customers make sustainable purchasing decisions by providing an indication of greenhouse gas emissions associated with products over their lifecycle. The development of an internationally recognized PCF standard is just one of a broad range of measures and initiatives at EU and national level to encourage energy efficiency and environmental performance of ICT products. Océ supports the development of universal environmental disclosures that are scientifically underpinned and easy for consumers to understand. Given the increased complexity of IT products and the wide variances in assessment methods and assumptions, it is necessary to develop internationally recognized standards before carbon footprint labels for comparison of IT products in the marketplace are viable.



The Océ ColorStream 3500 has a lower energy usage and a more economical use of ink than its competitors.

As part of its contribution to the Product Carbon Footprint discussion, Océ is a member of the task force of the International confederation for printing & allied industries (Intergraf). In February 2010, Intergraf's Environmental Working Party released a recommendation defining the parameters that should be included in any calculation of CO₂ emissions of a printing site or a printed product.

Helping customers become greener

Océ-Nederland In an integrated customer-oriented approach Océ introduced energy consumption monitoring for customers in The Netherlands as part of the managed print services proposition. The new service provided customers with valuable data regarding energy consumption and helped reduce consumption at customer sites.

Océ North America launched the Océ Eco Start Carbon Offset Program in partnership with Trees for the Future. The program is aimed at helping customers get started with a full year of carbon offset. At the heart of the scheme is a comprehensive Eco-calculator that predicts the carbon emissions related to the electricity consumption of any Océ production printing system and calculates the number of trees that must be planted to offset its emissions.

Océ UK Under its strategic alliance with Shining Earth, established in 2007, Océ UK offsets 200% of the operational CO₂ for each Océ VarioPrint® 6000 series. This has resulted in more than 5,000 tons of CO₂ being offset over the past three years - equivalent to driving 23.5 million km or 589 times around the world in a family car.

Supporting customers in resolving their dilemma

In 2010, Océ continued to support HGA Architects and Engineers in their efforts to reconcile their demand for large format printing with the company's commitment to environmental stewardship. Océ's Eco Design technology features low ozone and heat emissions, quiet operation and extremely low energy consumption. In addition, Océ's radiant fusing technology eliminates warm-up time and conserves energy during stand-by. HGA wastes less paper through increased usage of electronic document viewing and sharing instead of printing. During the course of the five-year partnership with Océ, HGA estimates that it has saved \$ 2 million in energy, time and overhead costs on top of a reduction in wasted paper and ink.

Rewarding customers

In 2010, Océ North America ran its third annual "Green reprographer of the year award". ProRepro, Orange County's fastest growing reprographics company, was recognized as the winner for its exceptional sustainable business practices. This award attracts numerous entries and in offering this award Océ shows its commitment to supporting reprographers who are continually striving to reduce their impact on the environment by providing eco friendly, sustainable equipment capable of producing high quality prints.

Reuse



The ability to reuse materials, particularly in the manufacturing sector, is an integral part of the Océ Sustainability Strategy. This is why rather than focusing on recycling, Océ remanufactures used machines. Océ's R&D engineers design parts and modules that are not type-specific and so can be used in a range of printing systems. Remanufacturing has been a best practice within Océ since the 1990s. The company was one of the first in its industry to establish a complete Asset Recovery factory.

Green benefits of machine reuse

Remanufacturing machines, units and parts has significant environmental benefits. In remanufacturing, 80 - 90% of the weight of the machine is reused, saving energy and lowering CO₂ emissions. The 2010 recast of the RoHS Directive has a beneficial effect on these activities, as it is now permissible to reuse non-RoHS-compliant parts and components manufactured before 2006 in new equipment.

The reuse approach underlines Océ's commitment to applying the Cradle to Cradle philosophy.

End-of-Life Management

When remanufacturing is no longer feasible from a quality or economic point of view, machines are completely disassembled. Waste materials are carefully sorted and offered for recycling to Océ's certified waste processing partners. Sorting at the source is an important process. By keeping impurities low, these waste materials result in high quality recyclates preventing downcycling as they can be used to produce high quality products again. Not only does recycling save valuable resources, it also minimizes landfill waste.

Océ Prémia Class

Océ Prémia Class is a clear demonstration of Océ's commitment to design for reuse. Océ Prémia Class products are fully remanufactured from end-of-use products to give them a new lifecycle and reduce waste. Following the introduction of the Océ VarioPrint 2070 Prémia Class in the summer of 2009, the suite of products was extended in 2010. New products were the Océ VarioPrint 2065 Prémia Class, the smaller version of the Océ VarioPrint 2070, and the Océ TDS450 Prémia Class in the wide format market segment. Every Océ Prémia Class system is built to order and undergoes a rigorous multi-point certification process, at the component and system level, by engineers and technicians. Each system is individually inspected, measured, calibrated and checked for compliance with original specifications. This process guarantees the same quality as a newly-manufactured Océ product. The Océ Prémia Class offers a wide range of remanufactured products from copiers and production printers to wide format printing systems.

Dilemma reuse

Increased sales through resellers implies a reduction in the number of leased systems. As a result, fewer systems return to Océ and the opportunities for reclaiming parts and remanufacturing diminishes.

To deal with this dilemma, Océ is actively promoting the leasing of systems in core countries. Under Océ's direct sales concept, customers can find the complete solution for their needs via one single point of contact: Océ Finance. Océ Finance offers a range of lease contracts that cover all the elements of the printing solution including shipping, installation, software, machines, maintenance, consultancy and training. At the end of the lease contract, Océ retrieves the system, and may remanufacture the machine, as well as reclaim parts. Océ Finance facilitates an optimal and sustainable cycle of Océ equipment.

A class above the rest - Reuse versus recycling

Océ has a leading position in the industry in relation to reuse and recycling. In its efforts to balance People, Planet and Profit, Océ prefers reuse over recycling. With reuse, (elements of) discarded items are used again for their original purpose, enabling the highest level of material reuse, whether it is a machine, a module or a part. With recycling, end-of-life items are separated and processed into raw materials, to be used (mostly) for another purpose. Poorly separated materials can lead to downcycling: a reduced quality in the physical properties of the material. To avoid this, objects need to be sorted carefully into the correct categories.

Océ practices its reuse philosophy in terms of design for reuse, asset recovery and the Prémia Class remanufactured product line. In the face of challenges such as legislative rulings and the resistance of public opinion towards reuse in the past, Océ established its policies for reuse and recycling several years ago and has maintained them for more than two decades.

To read the full white paper:

 www.sustainability.oce.com/downloads.asp

Recyclable toner containers

The vast majority of Océ developed products utilize toner containers instead of toner cartridges. These toner containers are 100% recyclable. The plastic used for the bottles is of a high quality and can be easily recycled into new plastic material.

The Océ sustainability website provides information on the most environmentally friendly method of toner bottles disposal.

 www.sustainability.oce.com/care-and-dispose.asp

Reuse target

Short-term (2009-2010)

By 2010, the amount of reused parts in Océ developed products will be more than 20%.

Status

In 2008 Océ set a corporate target for the reuse of materials. Océ achieved this target ahead of schedule in 2009, with the amount of reused parts in Océ developed products at 22%. In 2010, however, this amount decreased to 17%. As Océ continued its efforts in reuse, there was an increase in the number of newly manufactured machines compared to 2009, resulting in the lower overall reuse percentage.

Product responsibility



Product safety and environment

The product target for safety and environmental quality is set at the level "appreciated in the market, now and in the future". This requires that Océ products:

- cause no exposure to danger or serious nuisance
- are not carcinogenic, mutagenic or reproduction-toxic to humans
- do not lead to contamination of the environment with hazardous substances
- at minimum, comply with the laws and regulations applicable in the countries in which they are marketed, as well as with recognized international standards
- are verified and approved by independent experts and recognized certification bodies
- offer relevant safe use information to the user
- contain measures for the protection of the environment
- where appropriate, are qualified to carry leading eco-labels, which Océ regards as a benchmark of responsible sustainable product development

Océ designs are focused on convenient and safe use and avoiding hindrances and discomfort. For instance the Océ TonerPearls, which make a totally clean system: there is no fine dust, and no ink pollution or vaporizing inks.



In order to achieve this, Océ sets high requirements for the product and process quality via its Océ Standards. In general terms, these internal standards are stricter than external standards and norms. These requirements include consideration of:

- applicable legislation and standards in force in countries served by Océ
- eco-efficient and energy-efficient labels
- relevant competition
- current thinking regarding future market requirements

The Océ Standards are continuously updated, based on the most recent views and insights.

Océ products are accompanied by appropriate health, safety and environmental information for customers and authorities. In addition to user manuals, Océ also supplies product safety data sheets on equipment and material safety data sheets on consumables and supplies that offer a condensed overview of its safety and environmental performance.

Emissions

Océ systems always share the workplace with people. This poses challenges, especially in heavily populated office environments. Océ designs are focused on convenient and safe use and avoiding hindrances and

discomfort. This is demonstrated by the quiet operation and low emissions of ozone, odor, dust and toner particles of its printers.

Océ's self-developed electrophotographic printers use Océ Copy Press® technology with a low-temperature fusing process and without electrostatic transfer, therefore producing far less ozone than comparable printers. To prevent any ozone from entering the workplace, relevant Océ printers are additionally equipped with highly effective filters. In addition, the Océ Copy Press technology also effectively prevents emissions of dust particles.

Océ is well-aware of public concern and media attention regarding the emission of ultrafine dust from printing equipment within the office environment. The company actively participated with other printer manufacturers in the German BITKOM-Fraunhofer WKI project to analyze and define the emissions of ultrafine particles from office printers. The study, which was completed in December 2010, concluded that the release of ultrafine particulates is related to the printing or copying technology used and can be characterized as an aerosol of organic-chemical origin. The research results counter misleading comparisons of particles from laser printing systems with demonstrably health hazardous particles from road traffic or cigarette smoke.

Product responsibility targets

Short term (2009-2010)

100% of newly-introduced eligible product platforms developed by Océ will have a toner/ink packaging for dust-free filling and environmentally-friendly disposal at customer sites.

100% of newly-introduced office products will comply with the Blue Angel eco-labeling program.

Status

With respect to products with a toner/ink packaging for dust-free filling and environmentally-friendly disposal, no new eligible products were introduced by Océ in 2010. The target, however, is embedded in new product developments.

The German "Blaue Engel" (Blue Angel) is the world's first and best-known eco-label. Since 1978, it has set the standard for eco-friendly products and services selected by an independent jury according to defined criteria. The Blue Angel is awarded to companies for products that reflect their commitment to environmental protection. In 2010, all newly-introduced office products complied with the Blue Angel eco-labeling program.

Medium term (2011-2013)

By 2012, Océ will introduce a new green flagship product.

All products to be introduced by 2012 will improve on at least two of the original four product-related focal points when compared to their predecessors.

All products developed at one of the Océ R&D centers and based on Océ proprietary technology will be developed according to the Océ Eco Code from 2012 onwards.

Status

All Océ products to be introduced by 2012 are on schedule to meet the medium-term targets. The Océ Eco Code was scheduled to be finalized in 2010. However, Océ decided to change the scope and set-up of the Code. The adapted Code will be formalized in 2011.

Long term (2014 and beyond)

By 2015, Océ will market two applications that will enable specific markets to become more eco-effective in their document management.

Status

Existing software and hardware portfolio together with consultancy services allow customers to create and use an application that enables them to become more eco-effective in their document management already today. In addition, a new development program has been started to integrate digital distribution of documents next to physical production of documents in the Océ PRISMA workflow. This will ultimately increase the use of digital documents and reduce errors.

In The Netherlands, Océ introduced Dossierflow, a web-based software application for managing case folders, such as patient records, student files, lawsuits and insurance claims. The often large and dispersed paper files are replaced with clear digital files. The application improves efficiency, reduces paper archives and stimulates online collaboration. According to an independent comparative study of digital case management systems by consultants in E-government and E-business architecture, Dossierflow scored best on case processing, usability and simplicity. Océ plans to release an English language version of Dossierflow in 2011.

Compliance with the latest regulations

In recent years, the number of regulations from bodies such as the European Commission and the US Government has increased.

A team of Océ Product Safety & Environment specialists is engaged full time in researching new developments and representing Océ in international consultations with governing bodies and industry representatives. The result is that Océ is aware of the latest developments at an early stage, enabling the company to incorporate the most recent requirements in new products.

Océ complies with all relevant international directives, regulations and guidelines on sustainability such as RoHS, WEEE and REACH. Internal management rules and working methods are fashioned on compliance with concerning regulations.

Océ technology supports the visually impaired

Océ introduced the Océ Touch to Speech, a sophisticated talking printer that makes it easier for visually impaired people to carry out day-to-day printing and copying tasks. Océ Touch to Speech has been developed in such a way that the complete solution is embedded in the multifunctional device. There is no need for additional tools or software to be installed, maintained or serviced. The Océ VarioPrint devices feature soft keys instead of more common but often less user-friendly touch screens. This makes them suitable for a unique and specially designed Braille user interface pad, enabling visually impaired people to use Océ printers as easily as users with problem-free vision. This is improving office productivity through greater accessibility. This technology has been purchased by the University of Worcester, which recruits 40% more disabled students than the national average.

An important development in 2010 was the recast of the RoHS directive in which Océ played an active role (see chapter 6 page 47). More information on these directives, as well as on Océ's involvement in public and private bodies regarding product safety and environmental aspects can be found on the sustainability website.

 www.sustainability.oce.com/regulations-overview.asp

Communication on product safety and environment

Océ acknowledges that customers and other stakeholders increasingly require transparency from manufacturers regarding their environmental policies and requirements for the environmental performance of products. In addition to direct contact with customers, Océ communicates information about environmental performance of the company and its products in various ways:

- data on product safety and environment (PS&E) are made available on the internet. The information covers the environmental performance and safety assurance for products developed by Océ. In 2010, safety datasheets for both products and consumables were added to the site

 www.global.oce.com/support

- throughout 2010, PS&E experts presented Océ's PS&E policy and its implementation in lectures for their peers and for occupational health experts. This represented a valuable contribution to the internal and public debate on the environmental and safety requirements of electronics products

IT security

Océ in-product security policy

Océ is committed to providing customers with a secure printing environment. As a result, Océ R&D has formulated internal security standards. These standards are regularly updated based on changing market and technological requirements. The standards ensure that all newly-developed products have state-of-the-art security features. Océ also has processes in place to safeguard the security of customers' printing environments, during and after installation.

Security support for Machines In Field (MIF)

Measures to ensure Océ customers have up-to-date security of their printing environment include:

- Security Web pages for addressing Operating System issues relevant for Océ printers and for deploying security patches to the market
- the Océ Security Manual containing detailed technical information, tips, FAQs and security procedures to configure the required security settings on Océ systems
- a Security Officer in each operating company for any local questions, problems or advice

IEEE P2600 security standardization

In 2010, Océ continued to actively participate in IEEE P2600 Hardcopy Device and System Security taskforce. This group has defined industry standards for the security requirements for printers, copiers and multifunctional devices. This puts Océ at the forefront of developing technologies related to these requirements. The standards address security requirements including authorization, privacy, integrity, device management, physical security and information security.

Functionalities such as the Océ Touch To Speech and a Braille user interface increase the ease of operability for visually impaired people.



Awards for sustainable products

BLI Outstanding Achievement Award

In January 2010, Buyers Laboratory Inc (BLI) presented Océ VarioLink® 5522e with a Fall 2009 Outstanding Achievement Award for its five star performance in BLI's environmental testing. The model stood out from other models tested not only for its low projected annual energy consumption but also for faster than average recovery times, allowing users to save energy without losing productivity. BLI is a world-leading independent evaluator of document imaging products and solutions.

Océ Arizona 550 XT (& GT) Product of the Year

In October 2010, the Océ Arizona Series of UV flatbed printers received further recognition at the Specialty Graphic & Imaging Association's (SGIA) annual convention and exposition in Las Vegas. The Océ Arizona 550 XT and Océ Arizona 550 GT printers were presented with Product of the Year Award in three separate categories. As a result of the sustainable technology of the Océ Arizona printers, they consume one third of the energy of their competitors.

Further recognition for environmentally friendly Océ ColorWave 600

In November 2010, the award-winning Océ ColorWave 600 was further recognized by the industry when Océ won the High Tech Systems Platform (HTSP) Action Award with the wide format Océ TonerPearl® printer. The environmentally friendly printing system is the world's first color toner wide format printer using Océ CrystalPoint® technology. This unique technology uses TonerPearls for high quality prints on both plain and recycled paper without the need for chemical coatings, providing both economic and environmental advantages.

BERTL 5-star Exceptional Award for Océ PlotWave 300

Also in November 2010, the Océ PlotWave 300 was recognized by BERTL as "Best Eco-Friendly Wide Format Printer" and received the BERTL Five Star Exceptional rating. BERTL Inc. gives independent analyses on digital imaging solutions and devices.

6 | Setting a good example

In-house achievements Alongside activities aimed at creating eco-efficient and eco-effective solutions for its customers, in 2010, Océ further improved the example set by the company across all aspects of sustainability. This chapter covers the achievements of Océ teams around the world in the areas of energy, waste, paper consumption, sustainable partnerships and optimizing operational efficiency.

Océ and Canon: More sustainable together

Increased cooperation with Canon enabled Océ to further increase efficiency and improve its sustainability performance. Examples included combining several logistics centers with Canon and setting up joint purchasing initiatives.

Development and manufacturing excellence

The drive to minimize the cost of non-quality produced further important benefits for both the customer and the environment in 2010. Self-managing teams and Six Sigma played a key role in the ongoing drive to realize operational excellence. Increased product reliability not only saves downtime, for example, it also reduces the number of service visits needed, and therefore kilometers traveled, to maintain Océ machines.

Optimizing the efficiency of the service operation

Sustainable operational improvements made by Océ extend beyond the Océ machines themselves. Processes and information made a major contribution to increasing the efficiency of operational processes throughout the company.

In 2010, as part of the Reaching our Potential activities, improved call processing led to a reduction in the number of service visits necessary, and increased the efficiency of those made. This improvement in the service organization helped cut costs and lower CO₂ emissions from the service fleet. In a 12 month comparison with 2009, the number of service visits and the total number of kilometers driven by the service team decreased by 5% in 2010.

ISO certifications

In France, Océ Business Services received its own ISO 14001:2004 certification in September 2010 alongside that of Océ-France. Océ-Poland received ISO 9001 certification in 2010.

Paper



Saving paper is at the heart of offices throughout the Océ operating companies:

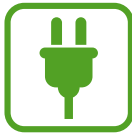
Océ-Iberia pursued simple but effective steps in 2010, such as reusing paper for notes and configuring PCs and laptops to print double-sided as standard.

Océ Printing Systems started an active saving program in 2009 in R&D and continued to realize significant results. In addition to the 650 tons reduction in paper usage in 2009, which represented a decrease of 30%, an additional reduction of 350 tons was achieved in 2010.

Océ North America Production Printing Systems

gained Certified Green Partners certification in 2010. This certificate recognizes the work of Océ in supporting the goal of preserving the world's forests and protecting the atmosphere by minimizing the impact of deforestation and eliminating the use of fossil fuels. As part of its Certified Green Partners certification, Océ North America pledges to use certified paper from well-managed forests, purchase petroleum free products, use 100% recycled or certified paper and recycle paper waste for all office products.

Energy



There are many examples of energy saving measures and improvements during 2010 at various Océ operating companies:

Océ Printing Systems achieved a significant reduction in energy consumption by optimizing the air conditioning system in its data centers.

Océ Display Graphics Systems replaced the existing fluorescent fixture ballasts and tubes that were found defective with more energy-efficient fittings, resulting in a 40% energy saving.

Océ-France introduced a number of measures to drive forward a reduction in energy consumption. These included an awareness program on eco-driving, travel by train throughout France and public transport in the suburbs of Paris.

Océ-Iberia achieved a reduction on electricity and fuel consumption through an awareness campaign covering internal consumption and eco-driving. During summer, the company implemented a dressing down policy for employees to reduce energy consumption, having programmed the air conditioning to 25 degrees Celsius in all offices.

Océ UK made energy-saving adjustments by optimizing the running time of boilers, pumps and chillers for the air conditioning system.

Océ-Nederland introduced a CO₂ neutral mail delivery service certified by TNT.

CO₂ emission targets

Medium term (2011-2013)

By 2012, average emissions for European lease cars will be reduced to 130 g CO₂/km in line with EU strategy.

By 2013, average emissions for lease cars in the United States and Australia will be reduced to 200 g CO₂/km.

Status

In 2010, average emissions for European lease cars were 143 g CO₂/km (2009: 152 g CO₂/km). Plans to ensure the target will be achieved were implemented in the European operating companies. Océ-Iberia approved new car models for the Field Service Engineers that emit under 120 g CO₂/km. Océ UK renewed more than 100 vehicles with an emission below 120 g CO₂/km in 2010.

Following the zero measurements taken in 2009, average emissions for lease cars in the US were 242 g CO₂/km (2009: 245 g CO₂/km) and in Australia 227 g CO₂/km (284 g CO₂/km) in 2010. With this first result Australia is well ahead of schedule, but the US is lagging behind. More attention for this target will be needed there to ensure it will be reached.

Renewable electricity target

Medium term (2011-2013)

By 2012, 100% of the electricity purchased for the production sites will be renewable electricity.

Status

At the start of the year under review, Océ Printing Systems moved to 100% renewable electricity (hydroelectricity). As a result, the percentage of renewable electricity used by Océ production sites increased to 45% in 2010 (2009: 12%).

On 1 December 2010, the manufacturing facility in Prague also began using 100% renewable electricity. Océ-Technologies in The Netherlands has adopted a phased approach to moving to 100% renewable electricity as part of its Energy Efficiency Plan (EEP).

Reducing waste



In 2010, Océ divisions around the world participated actively in waste separation and reduction programs, and new initiatives were introduced:

Océ Display Graphic Systems was recognized by its recycling partner, West Coast Plastics, as one of the top three plastics recyclers (based on delivered volume) in British Columbia.

Océ-Belgium moved to a single partner for waste collection in 2010. This expected to provide a better overview of the waste produced. Waste is split into paper, ink and toners, glass, shrink wrap from pallets-machine and paper towels.

Océ North America San Francisco office had an extensive separation program and participated in a landfill scheme in which the recyclable and compostable materials were kept out of landfill by separating waste into three different bins. All suitable materials were sent to a nearby location for composting.

Océ Printing Systems was involved in a project with AEG photoelectric for recycling used photoconductors.

Océ-Nederland further expanded the Dus Recycle Programma with partner Dusseldorp Inzameling & Recycling. Under the program solvent cartridges and ink waste are collected and recycled. To encourage customers to take part in the scheme Océ offered a reduced all-in rate for the collection of small chemical waste. By registering what has been collected Océ also provides customers with on-line details of their waste.

Océ UK continued its partnership with eReco for recycling toner bottles, ink cartridges and other print consumables. The aim is to extend the program in 2011 to include scrap metal and cardboard. In September 2010, eReco commissioned the first dedicated print consumable recycling plant, the only one of its kind in the UK.

Landfill target

Medium term (2011-2013)

By 2012, the amount of waste landfilled from the production sites will be reduced to 2% of these sites' total waste.

Status

In 2010, the amount of waste from the production sites going to landfill was 2.2% (2009: 2.2%). The production sites in Venlo (The Netherlands), Poing (Germany) and Prague (Czech Republic) already met the target in 2009.

Océ Display Graphic Systems will set up a waste assessment in 2011, with the aim of achieving the target by 2012.

Supply chain management

In June 2009, Océ joined the Electronic Industry Citizenship Coalition (EICC) and adopted the Electronic Industry Code of Conduct (see chapter 4, page 31 for more information). As part of the cooperation activities with Canon, Océ's policy regarding supply chain management will be aligned with that of Canon. During 2010, supply chain management formed part of discussions between Océ and Canon regarding aligning policies and implementing a combined approach. These discussions are expected to continue in 2011, as this and other aspects of the cooperation with Canon take shape.

Sustainable partnerships

Pioneering innovation in solar energy

At the Océ Inkjet Application Centre in Eindhoven, The Netherlands, a number of ongoing research projects continued throughout 2010. Working closely with various technology partners, Océ CrystalPoint technology is being applied to develop a new more efficient and cheaper way to produce solar panels. The research is partly funded by the Dutch innovation grants program *Pieken-in-de-Delta* as part of the Prototyping Inkjet Applications (PIA) project.

Canon Inc. Chairman and CEO Fujio Mitarai presented the Municipality of Venlo with the Endowed Canon-Océ Chair in Business Services Innovation.



Sharing best practices and insights

In November 2010, Océ also received a *Pieken-in-de-Delta* grant of € 1.2 million towards the establishment of its Document Services Valley Open Innovation Center (OIC). This funding is a result of the collaboration with the University of Maastricht and Exser, the Dutch institute for service innovation. In the OIC, companies, governments and educational institutions work together on developing new document services, benefiting from shared facilities and knowledge. The combination of these assets has already led to the establishment of new start-up companies. The first start-up to emerge from Document Services Valley, Fabaliz, provides services in the Dutch market that enable graphic arts companies to offer photo merchandising to consumers.

In October 2010, an Endowed Canon-Océ Chair in Business Services Innovation was established at the Venlo campus of Maastricht University. The chair, which will be jointly financed by Canon and Océ for a period of five years, is aimed at promoting innovation and knowledge development in Océ's home city.

Recast RoHS Directive beneficial for reuse

A good example of excellent collaboration between public and private partners is the amendment of the European Directive on the restriction of hazardous substances (RoHS) in electrical and electronic equipment. In November 2010, the European Parliament voted in favor of the recast of the RoHS Directive. With the adapted Directive, non-RoHS-compliant parts and components manufactured before 2006 are allowed to be reused in new equipment. The result is a further increase in the sustainability of Océ's products and manufacturing processes, and a reduction in the overall environmental impact. This not only saves the creation of unnecessary waste, but it also greatly reduces the use of resources and energy needed to produce and transport new parts through the global supply chain. This is a positive step forward, both ecologically and financially, in the implementation of the RoHS Directive.

Océ employees donated 95 bicycles to Las Vegas children through the Nellis Air Force Base First Sergeants Council.



New Ecma ProxZzy Standard

Océ worked with international ICT companies, such as Apple, Intel and Microsoft, to develop a platform-independent industry standard for network connected sleep states, and so improve the energy efficiency of network communication interfaces of printers. The Ecma ProxZzy Standard addresses a fundamental problem with today's PCs and printers; when they go to sleep, they disconnect from the network. This is a reason that many PCs and printers are left on continuously. Billions of euros per year of electricity, and consequent carbon emissions, could be saved by widespread use of a "network proxy" for devices like PCs, printers, game consoles and set-top boxes. Océ supported the development of the Standard and offered its expertise on the SNMP printer protocol.

Community involvement

Océ supports cultural, charitable and sporting initiatives through sponsorship and making donations. In 2010, Océ donated € 313,000 to various organizations and charities worldwide. In addition to financial donations, Océ supports printing activities for a variety of public events and associations. Where possible, Océ also donates used equipment to schools, sports clubs and hospitals.

Support for local charities

Océ UK supports local children's hospice Colleagues at Océ UK raised over €10,000 for their chosen charity, Little Havens Children's Hospice. More than €3,000 was raised from recycling employees own old mobile phones.

Océ North America almost doubled the cash donations made to multiple community projects and non-profit organizations compared to 2009. In addition to the \$ 33,000 the company also donated hours of service.

International Océ team supports disadvantaged children Océ employees from the United States, Germany, The Netherlands, Canada and Mexico contributed more than 2,000 volunteer hours building and donating bicycles valued at \$18,000 to the children of Nellis and Creech Air Force Bases enlisted personnel who otherwise could not afford them.

Océ-Australia colleagues succeed in grueling team challenge

The Oxfam Trailwalker is one of the toughest team endurance challenges held around the world. In Australia, the Océ team walked the 100 km through rough terrain, steep hills, and small roads in just 26 hours, well within the 48 hour deadline, and raised over AU\$ 5,000 for charity.

Océ-Iberia active with various institutions events

In cooperation with two of the main Spanish associations and leading architects, Océ-España sponsored two Architecture and Engineering events in Madrid. It also collaborated with the Official School of Languages in Barcelona, sponsoring students' folders and shared Document Management experience with students at Granada University. In collaboration with the Dutch Embassy in Lisbon, Océ-Portugal produced a book covering Portuguese/Dutch relations.

Océ Future Authors Project

In August 2010, Océ North America Production Printing Systems attracted other sponsors to hold the Océ Future Authors Project. Now in its fifth year, the free program is offered in partnership with the School District of Palm Beach County. During an eight-day summer workshop students are given valuable insight into the process of writing, editing and digitally publishing books by certified teachers, local published authors and Océ experts.

Since 2005, more than 250 students have participated in Océ Future Authors Project writing workshops. In 2010, the program also extended to Kenya. The student stories, together with photographs of the classes were printed, bound and then delivered to the Kenyan students in early 2011. Proceeds from sales of the books will go to the program.

Operational awards

Green IT Award

During the year under review, Océ was nominated for two awards by readers of the British magazine, Green IT and went on to win the Editor's Choice award. The award recognizes Océ's sustainability measures as world leading and acknowledges their considerable benefit to customers. Océ was commended for its sustainability ethos which it was recognized had been present in the company long before the environment became a global concern. Judges also acknowledged Océ's ongoing drive to help its customers become more sustainable.

Océ receives prestigious Ruban d'Honneur

The European Business Awards acknowledges some of Europe's leading businesses, based on their ability to demonstrate the three core principles at the heart of the program: innovation, business excellence and sustainability. In July 2010, Océ was selected as one of 15 companies to represent The Netherlands in the prestigious 2010 Awards program. At the finals, held in Paris in November, Océ was one of 15,000 entrants from 30 different countries. The company succeeded in being ranked among the best 10 in the category "Environmental Awareness" and was awarded a Ruban d'Honneur. The award celebrates businesses who demonstrate exceptional performance within their sector. On behalf of Océ, Harry Loozen, Senior Vice President Corporate Public Affairs & Sustainability, received the prize in recognition of the progress made in recent years in remanufacturing, which significantly reduces its environmental impact.

Award nomination for sustainable innovation

In January 2010, Océ was nominated out of 339 entries for the Dutch sustainable innovation prize, *Ei van Columbus* (Columbus' Egg). Océ had been nominated in the category "Sustainable Production" for design for reuse. The jury report applauded Océ's unique approach to reuse from entire machines through to component level.



Recognition of Océ's environment management by Spanish business magazine

In the 20th edition of the Spanish business magazine Ejecutivos Magazine's awards, Océ-España was recognized for its Océ work with respect to the environment in the category "Environmental Management". Océ was honored as "one of the companies in its industry that is more than committed to the environment for more than 130 years globally and 25 years in Spain."

How Océ rated in 2010

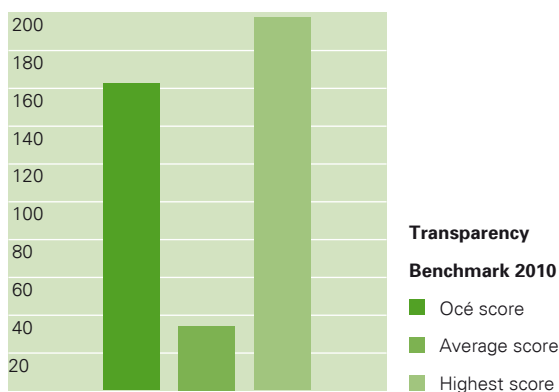
In 2010, Océ retained a leading position in important benchmarks.

Transparency Benchmark

The annual Transparency Benchmark is an initiative of the Dutch Ministry of Economic Affairs, Agriculture and Innovation to assess companies' transparency in terms of corporate social responsibility (CSR). The primary sources for this benchmark are the companies' annual reports and sustainability reports.

In 2010 the Ministry actualized the scope, criteria, and procedure of the Transparency Benchmark. The number of assessed companies increased from about 180 to the 500 largest companies in The Netherlands. All companies were asked to fill out a self-assessment questionnaire addressing 50 criteria. These criteria include CSR strategy, corporate governance and management approach, economic, social and environmental performance, relevance, reliability, and stakeholder engagement.

Océ scored well on these criteria, with a score of 162 points (200 points being the maximum score).



This high score put Océ in the top 10 Dutch companies in the Transparency Benchmark. Topics for further improvement were responsible supply chain management, Océ's remuneration policy and timely publication of the annual Sustainability Report.

www.transparantiebenchmark.nl

Océ commended by Carbon Disclosure Project

In 2010, Océ was once again commended by the Carbon Disclosure Project (CDP) for its approach to climate change disclosure. The CDP complemented Océ for its most professional approach to corporate governance in respect of climate change disclosure practices.

The CDP is an independent not-for-profit organization holding the largest database of corporate climate change information in the world. CDP represents some 534 institutional investors, with combined assets under management in excess of \$ 64 trillion.

The CDP approached the 50 largest public companies listed on Euronext Amsterdam for the third consecutive year. All respondents were scored on the quality of their disclosure using a standardized methodology focusing on greenhouse gas emissions, emission reduction targets and risks and opportunities associated with climate change. The 10 highest scoring companies form the Carbon Disclosure Leadership Index. High scores indicate good internal data management and understanding of climate change-related issues affecting the company. Océ attained a score of 79 and was featured in the top 10 listed companies included in the Dutch Carbon Disclosure Leadership Index for the second consecutive year.

www.cdproject.net



7 | Employer of choice

Talented, motivated employees The success of any organization depends on its employees. It is they who design, manufacture, sell and service the products and manage the processes that determine the effectiveness and profitability of the company. In 2010, Océ began implementing a measure as part of the Reaching our Potential program to maximize the potential of its employees and therefore of the company as a whole. In helping its employees to reach their potential, Océ continued to demonstrate the importance of its human capital and the role talented individuals can play in the long-term success of the company.



The challenges experienced by Océ, its customers and its employees in 2009 were also felt in 2010. Océ was forced to eliminate 1,104 job positions as part of the cost-saving program to maximize operational efficiency across the organization. On 31 December 2010, Océ employed 20,531 people (full-time equivalents) in over 30 countries.

Océ-Canon combination presents new opportunities

The completion of the offer for Océ by Canon in March 2010 kicked off a new period of considerable change throughout the organization, creating both uncertainty and new opportunities. A key internal objective of the Océ-Canon combination is to provide new and enriched career opportunities for employees involved.

Reaching our Potential

In 2010, 25 Reaching our Potential (RoP) projects were initiated across the organization. Some of them are outlined in this chapter, alongside a few of the other ways Océ worked to remain an Employer of Choice for the thousands of talented individuals who are working with their colleagues at Canon to create the global leader in the printing industry.

In addition to the financial benefits of RoP, the program also generated a great deal of enthusiasm and increased motivation across Océ. Employees saw how they can improve working methods and processes and directly make a difference to efficiency and profitability.

Reaching Our Potential is based on four main themes

- **Commercial Excellence:** improving sales, marketing and service activities. Enhancing customer focus and thus improving return on investment
- **Innovation and Industrial Excellence:** improving product development, manufacturing and logistics in collaboration with the Strategic Business Units and strategic partners
- **Lean Support and Infrastructure:** harmonizing support services while optimizing service levels
- **Performance Culture:** creating end-to-end ownership for results

Océ trained approximately 1,500 sales and service staff in selling and servicing Canon products in a series of two-day workshops at Canon Camps in the US and The Netherlands.



International human resources policy

In 2010, Océ's international human resources policy continued to support local efforts to identify individuals, anywhere in the world, who have the potential to make a greater contribution to the company. This policy is based on developing talent at all levels: from early career promise, high potentials and senior managers to top executives. The Océ Global Consulting Initiative developed internal consultants in efforts to retain knowledge in-house and reduce the cost of external consultants. It also provided a unique opportunity for talented individuals to grow.

Competencies management and leadership

A limited number of "leadership labs" were held in 2010 to develop specific leadership competencies. The Océ competencies management program continued to ensure that staff across the organization had the competencies and skills necessary for their job.

Executive development, succession planning and talent development

Specific performance monitoring by corporate HR management helped in the selection of key individuals to ensure Océ has sufficient management capacity at all times and all levels. In 2010, around 240 managers were appraised by senior management as part of the overall HR focus on encouraging and retaining top performers.

Training

In 2010, the Océ International Training Center in Venlo hosted numerous workshops and training events where thousands of sales staff, in particular, were trained. In the Digital Document Systems office segment Océ trained approximately 1,500 sales and service staff throughout its operating companies in selling and servicing Canon products in a series of two-day workshops at special Canon Camps in the United States and The Netherlands.

Blended learning, a sustainable approach

Océ uses a "blended learning approach". In this approach, classroom teaching is combined with (self-study) web-based learning modules and virtual classroom sessions. In some cases, classroom teaching has been replaced entirely by web-based learning modules and/or a virtual classroom. This "blended learning approach" continues to play an important role in Océ's efforts to maximize training opportunities, while reducing the need for employees to travel.

Life-long learning

Continuing to learn throughout life is essential to personal and professional growth. In 2010, Océ North America provided financial assistance to employees who opted to undertake efforts to improve their job-related knowledge and skills through formal education at an accredited college or university.

Training target

Short term (2009-2010)

100% of sales and service employees will be educated on how to advise customers to operate more eco-efficiently and eco-effectively in document management.

Status

Sustainability is well addressed and embedded in all product sales training and in the ProCamp (Wide Format Printing Systems), Océ Performance Program and MARCS (Document Printing) training events. The target has therefore been achieved for sales employees. For service, a "Green Associate" program will be launched in 2011, supported by training. This program is based on the Green Associate Certification Training introduced by OBS North America. OBS North America launched the scheme in 2010 and by the end of the year had trained over 3,000 employees. Employees on the training program received the basic tools and knowledge to identify sustainability opportunities and eco-friendly practices in the workplace, with a view to achieving operational cost savings for OBS and its clients.

Knowledge specialists projects

In 2009, the Dutch government approved an Océ application for an initiative promoting the retention of knowledge specialists. Seven projects involving 100 R&D employees received the go-ahead. The projects were carried out in cooperation with various universities and knowledge institutes, namely the Technical University of Eindhoven, Twente University, the Technical University of Delft, the Free University of Amsterdam, Radboud University Nijmegen and the Embedded Systems Institute in Eindhoven. The projects ended on 31 December 2010. During the course of these projects the cooperation and interaction between Océ and the knowledge institutes involved strengthened, and a long-term relationship was established.

(Pre) recruitment

Océ has worked together with 25 other companies for many years, to promote careers in engineering and technology through the *Maak het in de Techniek* foundation. In the 2009/2010 academic year Océ set up a daytime course in Process Engineering in cooperation with the Regional Training Center (ROC) Arcus College. In 2010, an agreement was reached between the *Maak het in de Techniek* foundation and the ROC Leeuwenborgh to start a daytime course for maintenance engineers. The first students will start in 2011. At the start of the year Océ-Technologies welcomed 1,000 local secondary school students to Venlo during the ninth regional Week of Process Engineering. The objective of the week is to interest young students in a career in engineering and technology such as machine operator, service engineer or laboratory technician. Various activities were organized at the Océ color toner manufacturing plant to give students practical experience and the opportunity to talk to Océ employees about their job.

Attracting the best

In May 2010, 24 top students from across The Netherlands attended Talent Quest, a four day business course organized by APG, Medtronic, Sabic and Océ. The students were challenged with a case study on the future integration of Océ and Canon. At the end of the year Océ R&D hosted the fifth Océ Research Competition at which 12 top level Master and PhD students with a technological background were challenged to work on a real-life R&D case. The Océ Research Competition is an excellent opportunity for students to get to know the working environment and challenges of Océ. For Océ, the business course is a way of strengthening its employer branding among national and international technological students in order to ensure the company continues to attract the best.

The photo contest was just one of numerous activities held as part of Océ's Sustainability Week. It was won by Simone Bonfanti of Océ-Italia with "Save the Planet".



Employee awareness

Sustainability is one of the main communication topics within Océ. The organization continues to focus on developing a responsible attitude among employees towards sustainable behavior, by promoting environmental engagement and embedding a sustainability mindset in their everyday work. In 2010, training and presentations were given to inform employees about sustainability aspects of Océ's operations and products, and regular newsletters kept staff up-to-date about the latest developments. Other initiatives included podcasts addressing the focal areas and the inclusion of specific information on sustainability in welcome dossiers for new employees. Also in 2010, a corporate-wide contest was announced by OBS North America for green initiatives implemented at client sites, as a result of the Green Associate Certification Training. The 156 site applications received were judged by members of the senior management team. Winners were selected based on the overall environmental and community impact of their initiatives.

Sustainability Week

Océ celebrated its second annual Sustainability Week from 15-22 April 2010. The corporate campaign to help raise sustainability awareness among Océ employees galvanized thousands of staff to participate in an array of activities held in several Océ offices worldwide.

Océ intranet played an important role in broadcasting information and updates on sustainability.

Daily communications provided information defining sustainability for Océ. Colleagues were also encouraged to take part in one of the many competitions. Examples of some of the Océ Sustainability Week activities included:

- **the Océ Sustainability Photo Contest** Employees could send in their photo impression of "green business". Around 125 pictures were submitted by Océ colleagues from 11 countries
- **Océ North America** posted daily podcasts on the intranet about Océ sustainability facts
- **Océ UK** organized a Go Green Day and made donations for Little Havens Children's Hospice
- **Océ-Italia** sent out a mailing to its customers and prospects about Océ's sustainable technologies and published a "Green" personnel magazine
- **Océ Display Graphics Systems** hosted a recycling bottle drive and raised money for the local Richmond Nature Park Society
- **Océ-France** served sustainable lunches in its restaurant
- **Océ-Technologies** organized a drawing competition for children of Océ employees

Employee awareness target

Short term (2009-2010)

An employee awareness program will be rolled out.

Status

Following the success of the first global sustainability awareness campaign for employees in 2009, Océ staged a repeat of the event in April 2010. This target has been realized and communication on sustainability is now an ongoing activity.

Diversity

Océ strives towards creating a balanced organizational culture that allows the development of talent irrespective of gender, age, nationality or background.

Diversity targets

Medium term (2011-2013)

In 2013, the percentage of women in top positions will be at least 5% in The Netherlands.

In 2013, the percentage of women in sub-top positions will be at least 9% in The Netherlands.

Status

In 2010 the percentage of women in top and sub-top positions in The Netherlands increased to respectively 6% and 9% (2009: 3% and 7%). This means Océ reached both targets ahead of schedule. HR management incorporated the targets into the succession planning and the executive development processes. To increase the internal awareness for gender diversity, Océ employees were offered a workshop "Adam and Eve" in 2010.

Long term (2014 and beyond)

In 2015, the percentage of women in management positions will be 30%.

Status

The worldwide percentage of women in management positions remained at the 2009 level of 21%. While Océ sites in The Netherlands, Germany and the UK showed some progress, other Océ sites will need to increase their efforts in this area to reach the corporate objective.

Age awareness policy

As part of the French government's mandatory senior plan, Océ-France carried out an analysis of the working conditions of older employees to assess difficult or potentially problematical situations and draw up suggestions for improvement.

Benchmarks for behavior

The Océ corporate culture is built around basic values and principles, and it unites employees from different backgrounds in over 30 countries. Océ believes that by incorporating these values in its daily operations the company can meet the needs of its stakeholders. The values and principles also help Océ to achieve its company goals and guide the organization towards a sustainable future.

Our values

Driven	Seek for quality at all times
Pragmatic	Be result driven
Involved	Put the customer first
	Behave ethically
	Show respect for human values
Eigenzinnig¹	Be entrepreneurial
	Be innovative

¹ Dutch for "independent thinking"

Labor relations

During an exciting yet challenging year, structured and open dialogue with employees via their representatives was important to Océ. Where appropriate, constructive and professional consultation took place with the local and pan-European Works Councils and trade unions. The year 2010 can be characterized as the year in which Océ prepared for integration into the Canon organization. The sound relationship Océ has with its employees helped create the foundation needed to build the company's future with Canon. In operating companies without Works Councils, employees were able to express their concerns and suggestions through direct contact with management or using a "hotline" located in the HRM department. Other methods of interaction include the corporate intranet, weblogs and online surveys, employee feedback boxes, team and bilateral meetings and employee satisfaction surveys.

Employee survey

In 2010, Océ-Technologies held a survey among its management and employees to ask their opinion on Océ's performance culture. Results showed that employees' awareness of the company's goals and as such the employees' contribution to these goals, could be improved. To improve the performance and to realize "end-to-end ownership for results" a dashboard was developed consisting of four themes: engagement, strategy into action, behavior and leadership. A base measurement was taken to determine the starting point and to define areas of success and potential improvement on a departmental basis. Océ-Technologies employees were asked to fill out a questionnaire related to the four themes. The high level of employee participation was reflected in a 75% response rate. The results were discussed with (senior) management and the input generated was used to help define specific directions and actions in the departments. The ongoing dialogue between management and employees will help define these actions further, to ensure the envisaged improvements are realized. Océ will monitor progress towards realizing "end-to-end ownership for results" by taking pulse measurements in the form of quarterly questionnaires for all employees in 2011.

Health and safety

A safe and healthy workplace is a prerequisite to any operation. Océ believes its health and safety policy should be based on more than just the minimum standards required by law (statutory regulations). Most Océ entities have their own health and safety committee to oversee the local situation. In Océ North America, this role is fulfilled by the Environment, Health and Safety (EHS) Council. Health and safety (H&S) is an integral part of everyday activities across the Océ organization. In 2010, the company continued to carry out regular risk inventories and evaluations, and provide regular updates and reminders to keep safety awareness at a high level.

Océ Printing Systems organized an occupational health and safety day in Poing for all its employees, based on "Risiko raus!" (Away with risk!). This H&S program was developed by the German professional and trade associations in cooperation with the Accident Insurance Companies. Activities in the H&S day included safe driving skills. The effects of alcohol on road behavior were simulated. Employees were also challenged to complete a reaction test on a driving simulator while distracted by using a mobile phone or looking for something in a handbag. The event was attended by representatives of the local police who provided employees with driving and cycling safety tips. Cartoon animations (so-called Napo films) were used to convey important H&S issues at work. The day was well received and will be repeated in 2011.

Océ-Technologies issued a new Health, Safety & Environment (HS&E) guide to its employees in 2010. The brochure provides useful information and suggestions for a safe and healthy working environment. As HS&E is the joint responsibility of employer and employee, the guide also includes the obligations of both parties and a description of the prevailing culture at the workplace.

Medical checks

Prevention is the most effective way of avoiding illness. The majority of Océ entities offer employees free medical check-ups to prevent and detect potential health problems. Special programs aimed at sports or lifestyle improvement also helped not only those affected by poor health. Existing initiatives were continued, such as the extensive fitness program where employees received a significant reduction in fees for their chosen sporting activity.

Performance data on occupational health and safety can be found in chapter 9b page 66.

Top Employers Nederland 2011



Highest score for Océ in conditions of employment, education and training, internal promotion opportunities, working environment and company culture.

Employer of choice awards for Océ-Nederland

Océ-Nederland received a number of awards in recognition of its innovative HR strategy and strong focus on employee development.

Highest score of all Dutch "TOP Employers"

The annual prize is awarded to organizations that distinguish themselves in conditions of employment, education and training, internal promotion opportunities, working environment and company culture. The research was carried out by the independent research institute CRF, and accredited by the Dutch Ministry of Economic Affairs, Agriculture and Innovation.

Third in the category "Most Satisfied Employees in The Netherlands"

The survey carried out by Intermediar - the recruitment organization for graduates - based the results on their extensive survey of 10,000 employees from various Dutch organizations.

Overall fifth in general research into the best employer

This included the results of the employees' survey carried out by Intermediar plus extensive research into HR policy and processes. Océ came an overall fifth, ahead of many other well-known leading Dutch organizations.

Best Sales Traineeship

The Océ Academy was awarded the Best Sales Traineeship prize by Nobiles Media, a publisher with almost 20 years experience in employment market communication for graduates and young professionals.

8 | Reporting principles

Scope This report covers the activities of all of Océ's sites for research & development and manufacturing. Océ's manufacturing facilities are located in Venlo (The Netherlands), Poing (Germany), Prague (Czech Republic) and Vancouver (Canada). In addition, the major operating companies responsible for sales and service activities are also included.

In line with previous years, the decision on which operating companies should be included in the Océ Sustainability Report was based on the following selection criteria for Océ's 2009 financial year:

- revenues of the entity >1% of total Océ revenues
- number of employees >1% of total Océ workforce (in full-time equivalents)

These selection criteria resulted in a coverage for this report of 90% of Océ's employees worldwide and 88% of Océ's total revenues for the financial year 2010.

The economic performance data in chapter 9a and the employee key figures in chapter 9b are an exception to the above-mentioned scope. These data cover 100% of Océ's activities. They were gathered by Océ's Group Controlling Department using the same reporting system as for the Océ Annual Report 2010.

Reporting period

In previous years, Océ applied a 12 month reporting period, starting 1 December and ending 30 November in the next year. To align with Canon, Océ changed its financial year. This report describes the activities of the Océ group over the period from 1 December 2009 to 31 December 2010, covering a 13 month period. This has implications for the comparability of the information included in this report.

In chapter 9a and 9b, both the 12 month and the 13 month figures were gathered by Océ's Group Controlling Department. In chapter 9c, the 13 month

figures for 2010 and the 12 month figures for 2009 were gathered by Océ's Corporate Sustainability Department. The 12 month figures presented in the tables and bar graphs for 2010 are calculated on the basis of the 13 month figures multiplied by 12/13.

From 2011, the company's financial year runs from 1 January to 31 December.

Accuracy

Due to their nature, the data used for this report are subject to a degree of uncertainty caused by limitations in measuring and estimating data. Océ has in some cases been obliged to make estimates to ensure that all data cover the same scope. For the environmental performance data in chapter 9c, these estimates are based on comparisons between the various operating companies, or comparisons between years. In the energy consumption figures, 89% of electricity consumption and 83% of natural gas consumption are based on actual measurements. The same applies to 79% of drinking water consumption. In the waste figures, 100% of the hazardous waste volume and 96% of the non-hazardous waste volume are based on measurements.

In this report, tons are metric tons (1 metric ton = 1,000 kg).

Carbon footprint reporting

Carbon emissions are reported in accordance with the accounting and reporting standards defined by the Greenhouse Gas (GHG) Protocol. The GHG Protocol is a multi-stakeholder partnership of business, governments, NGOs and other organizations convened by the World Resources Institute and the World Business Council for Sustainable Development.

The GHG Protocol recognizes three types of carbon emissions, all expressed in kilogram CO₂e (kg CO₂e):

- **scope 1** emissions cover all direct emissions occurring from sources that are owned or controlled by the company

- **scope 2** emissions cover all indirect emissions from the generation of purchased heat or electricity
- **scope 3** refers to indirect emissions that are a consequence of the company's activities but occur from sources not owned or controlled by the company

In calculating emissions, Océ uses conversion factors that are made available by internationally recognized organizations, such as the GHG Protocol, and information reported by the energy suppliers.

 www.ghgprotocol.org

Verification

The information contained in this report represents the outcome of systematic data gathering and analysis. The process of aggregating the sustainability data reported by the selected sites and operating companies was verified by Océ's Internal Audit Department and subsequently reviewed by the external assurance provider.

This report was reviewed in full by the management responsible and by the Corporate Sustainability Forum. The final version was approved by the Océ Board of Executive Directors.

Océ asked the external assurance provider Ernst & Young Accountants LLP to provide assurance on this Sustainability Report. The scope of the assurance, the tasks carried out and the results of the external assurance process can be found in chapter 10 page 72.

In this Sustainability Report Océ reports on its efforts and the achievement of objectives in 2010. In addition, the company outlines its plans and vision for the future. This future-oriented information can be recognised by the use of words such as: continue, want, envisage, predict, expectation, goal, objective, vision, planning, ambition, scenario and intention. The outcome of future expectations is inherently subject to risks and uncertainties and their realisation is not certain. Ernst & Young Accountants LLP therefore provides no assurance concerning the realisation of future-oriented information.

Global Reporting Initiative

Since 2002, Océ has reported on sustainable development in accordance with the Global Reporting Initiative (GRI) Guidelines. GRI promotes a standardized approach to reporting, to stimulate

demand for sustainability information, benefiting both reporting organizations and report users. The GRI Reporting Framework is intended to serve as a generally accepted framework for reporting on an organization's economic, environmental and social performance.

In the process to define the content of this report, Océ's five focal areas - paper, energy, reuse, product responsibility and employer of choice - were leading. These focal areas structure Océ's sustainability-related activities. They have been taken into account throughout the value chain, from product design, purchasing and manufacturing through to product use by the customer, servicing, remanufacturing, end-of-life recycling and disposal. Chapters 5, 6 and 7 provide information on each of the five focal areas.

In chapter 11, an overview is given of the GRI Performance Indicators covered in this report. With respect to the GRI Application Levels system, Océ is of the opinion that its Sustainability Report 2010 is positioned at the B+ level.

 www.globalreporting.org

Stakeholder feedback on reporting

As in previous years, the Océ sites included in Océ's sustainability reporting were asked to review the Océ Sustainability Report 2009. In general their reaction was positive. The report was considered a useful tool to underpin Océ's commitment to sustainable business practices. The new chapter structure, introduced in the Océ Sustainability Report 2009, increased the readability of the report.

With regard to the eight-page brochure published in addition to the Océ Sustainability Report 2009 the reaction was also positive. The brochure, summarizing Océ's sustainability policy and performance in 2009, had added value. It was a useful tool for sales and helpful in communicating with Océ's stakeholders. A suggestion for improvement was to include more product-related information in Océ's Sustainability Report on the impact of Océ equipment to the environment. In view of the diversity of Océ's product portfolio, Océ has decided not to include this information in the Sustainability Report, but rather to make it available via the internet.

Sustainability communication and reporting was also one of the topics discussed at Océ's annual multi-stakeholder dialogue. For specific information on feedback given by the stakeholders present, see chapter 3 page 19.

9a | Performance data

Economic performance data

This section provides selected information on Océ's economic performance based on the structure laid down in the GRI Guidelines. Full details of Océ's financial performance can be found in the Océ Annual Report 2010. The 2010 figures have been prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union.

Changes in 2010 regarding size, structure or ownership

On 16 November 2009 Océ N.V. and Canon Inc. announced that they had reached conditional agreement to combine their printing activities. Canon officially submitted the Offer Memorandum on 28 January 2010. On 4 March 2010, Canon declared its offer unconditional and the offer was completed five days later.

During the financial year 2010, Océ has aligned its financial reporting with Canon's. As a result, the financial year 2010 reflects the period 1 December 2009 to 31 December 2010.

For the changes in equity, reference is made to the Consolidated Statement of Changes in Equity as disclosed on page 49 of the Océ Annual Report 2010.

Revenues

In 2010, Océ earned revenues of € 2,860 million and its net income was - € 165 million. The table gives a breakdown of total revenues by geographical area.

	2010 (13 months)		2010 (12 months)		2009 (12 months)	
	x € million	as %	x € million	as %	x € million	as %
United States	984	34	918	34	930	35
The Netherlands	309	11	288	11	294	11
Germany	309	11	291	11	292	11
France	210	7	195	7	199	8
United Kingdom	183	6	173	6	172	6
Rest of Europe	561	20	524	20	519	20
Countries outside Europe and the United States	304	11	285	11	242	9
Total	2,860	100	2,674	100	2,648	100

Operating costs

The cost of all goods, materials and services purchased in the financial year 2010 can be estimated by adding the cost price of Océ's products, the company's selling and marketing expenses, R&D expenses, general and administrative expenses and other income, and then deducting total payroll expenses. In 2010, this sum totaled € 1,666 million (2009: € 1,450 million).

Employee wages and benefits

Employee wages and benefits in 2010 totaled € 1,266 million.

These expenses were made up of the following elements:

	2010 (13 months)	2009 (12 months)	x € 1,000
Wages and salaries	- 1,021,220	- 978,646	
Social security	- 185,376	- 184,552	
Pension costs for:			
■ defined contribution plans	- 16,894	- 13,617	
■ defined benefit plans	- 43,340	- 31,337	
Share-based compensation:			
■ change in fair value outstanding share-based compensation	4,641	- 4,250	
■ settlement of share-based compensation	- 3,687	- 655	
Total	- 1,265,876	- 1,213,057	

Financial income and expenses

Financial expenses (net) as recognized in net income in 2010 totaled € 72 million.

These were made up of the following elements:

	2010 (13 months)	2009 (12 months)	x € 1,000
Financial income (interest income)	4,820	13,731	
Interest expenses	- 29,425	- 42,198	
Other financial expenses	- 47,805	- 8,698	
Total	- 72,410	- 37,165	

Payments to shareholders

The table shows the proposed appropriation of net income attributable to shareholders.

	2010 (13 months)	2009 (12 months)	x € 1,000
Preference dividend	2,765	2,553	
Cash dividend interim	-	-	
Cash dividend final	-	-	
Added to retained earnings:			
■ retained earnings	-169,737	- 51,482	
Total net income attributable to shareholders	-166,972	- 48,929	

Total capitalization

The table shows the balance sheet total, broken down in terms of debt and equity.

	2010 (13 months)	2009 (12 months)	x € million
Equity	488.1	579.2	
Liabilities	1,653.6	1,628.0	
Balance sheet total	2,141.7	2,207.2	

Community investments

In the financial year 2010 the formally registered donations to the community amounted to € 313,000. Additional information can be found in chapter 6 page 48.

9b | Performance data

Employee key figures

This section provides selected employee key figures, based on the structure laid down in the GRI Guidelines. For additional information on the figures reported in this section, see chapter 7.

Employee distribution

Distribution of employees by geographical area (in full-time equivalents (FTE))

	2010 (13 months)		2010 (12 months)		2009 (12 months)	
	number	as %	number	as %	number	as %
	United States	8,182	40	8,314	40	8,746
The Netherlands	3,556	17	3,556	17	3,668	17
Germany	2,301	11	2,307	11	2,501	12
France	1,357	6	1,354	6	1,363	6
United Kingdom	950	5	953	5	1,001	5
Rest of Europe	2,808	14	2,833	14	3,011	14
Countries outside Europe and the United States	1,377	7	1,391	7	1,345	6
Total	20,531	100	20,708	100	21,635	100

Employee distribution

Distribution and turnover of employees by geographical area (in headcount)

	2010 (13 months)		2009 (12 months)		turnover	
	number	as %	number	as %	number	rate ¹
	United States	8,296	39	8,864	40	2,367
The Netherlands	3,815	18	3,887	18	290	0.08
Germany	2,346	11	2,546	12	336	0.14
France	1,369	6	1,371	6	236	0.17
United Kingdom	964	5	1,009	5	167	0.17
Rest of Europe	2,903	14	3,108	14	555	0.19
Countries outside Europe and the United States	1,383	7	1,350	6	303	0.22
Total	21,076	100	22,135	100	4,254	0.20 ³

1 The turnover rate is calculated using the total headcount on 31 December 2010.

2 The high turnover rate in the United States is attributable to the nature of the business group located there (Océ Business Services, see chapter 2 page 13).

3 Océ group average turnover rate.

**Employee
distribution**

Distribution of employees by type of function (in FTE)

	2010 (13 months)		2010 (12 months)		2009 (12 months)	
	number	as %	number	as%	number	as %
	Business Services	6,716	33	6,723	32	7,004
Marketing and Sales	4,189	21	4,243	20	4,421	21
Service	3,976	19	4,062	20	4,328	20
Manufacturing & Logistics	1,722	8	1,776	9	1,923	9
Research & Development	1,562	8	1,565	8	1,559	7
Finance and Administration	899	4	894	4	924	4
Other	1,466	7	1,445	7	1,476	7
Total	20,531	100	20,708	100	21,635	100

**Employee
diversity**

Age distribution by geographical area (in FTE)

	2010 (13 months)			
	< 30 years as %	30-40 years as %	40-50 years as %	>50 years as %
United States	17	22	29	32
The Netherlands	8	25	35	32
Germany	8	18	44	30
France	15	30	35	20
United Kingdom	12	26	34	28
Rest of Europe	16	29	29	26
Countries outside Europe and the United States	18	37	27	18
Océ group average	14	25	32	29
Océ group average 2009 (12 months)	15	25	31	29

**Employee
diversity**

Gender distribution by geographical area (in FTE and headcount)

	2010 (13 months)			
	FTE		headcount	
	men as %	women as %	men as %	women as %
United States	66	34	65	35
The Netherlands	82	18	80	20
Germany	82	18	80	20
France	58	42	58	42
United Kingdom	71	29	71	29
Rest of Europe	68	32	68	32
Countries outside Europe and the United States	67	33	68	32
Océ group average	70	30	70	30
Océ group average 2009 (12 months)	71	29	71	29

**Employee
diversity**

Gender distribution of management positions⁴ by geographical area (in FTE)

	2010 (13 months)			
	men in mgt	women in mgt	women in mgt	women total
	number	number	as %	as %
United States	1,120	350	24	34
The Netherlands	267	41	13	18
Germany	274	32	10	18
France	99	43	30	42
United Kingdom	137	46	25	29
Rest of Europe	296	67	18	32
Countries outside Europe and the United States	170	63	27	33
Total	2,363	642	21 ⁵	30 ⁵
Total 2009 (12 months)	2,399	639	21 ⁵	29 ⁵

4 A management position is any position in which the employee is responsible for one or more employees.

5 Océ group average.

Employee training and development Training hours and training rate by type of function

	2010 (13 months)		2009 (12 months)	
	training hours	training rate ⁶	training hours	training rate ⁶
Business Services	63,462	9.4	70,628	10.1
Marketing and Sales	75,027	17.9	72,697	16.4
Service	97,624	24.6	80,749	18.7
Manufacturing & Logistics	18,962	11.0	8,835	4.6
Research & Development	30,351	19.4	11,693	7.5
Finance and Administration	18,733	20.8	15,414	16.7
Other	26,047	17.8	10,474	7.1
Total	330,206	16.1 ⁷	270,490	12.5 ⁷

Occupational health and safety Reported accidents resulting in injury and lost workdays by geographical area

	2010 (13 months)				2009 (12 months)			
	number of Lost Time Injuries (LTI)	number of workdays lost	workdays lost per LTI	LTI-rate ⁸	number of Lost Time Injuries (LTI)	number of workdays lost	workdays lost per LTI	LTI-rate ⁸
United States	37	1,007	27	0.45	60	1,255	21	0.69
The Netherlands	16	100	6	0.45	2	12	6	0.05
Germany	17	233	14	0.74	16	366	23	0.64
France	11	200	18	0.81	13	193	15	0.95
United Kingdom	5	20	4	0.53	5	68	14	0.50
Rest of Europe	26	304	12	0.93	35	381	11	1.16
Countries outside Europe and the United States	4	317	79	0.29	8	136	17	0.59
Total	116	2,181	19 ⁹	0.56 ⁹	139	2,411	17 ⁹	0.64 ⁹

In 2010, a total of 6 cases of occupational illness were reported, resulting in 434 workdays lost.

6 The training rate measures the number of training hours per FTE per financial year.

7 Océ group average.

8 The Lost Time Injury rate measures the total number of occupational accidents resulting in days away from work per 100 FTEs per financial year.

9 Océ group average.

9c | Performance data

Environmental performance data

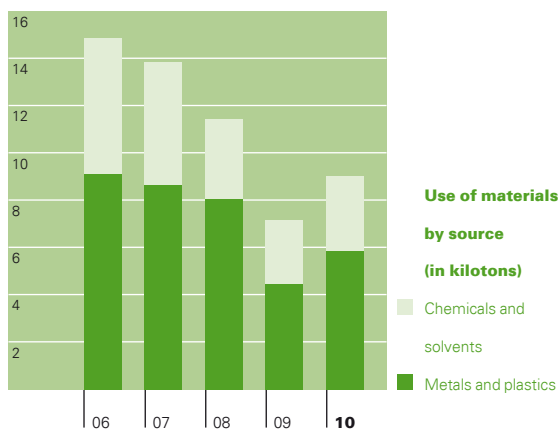
This section provides quantitative information on the environmental impact of Océ's operations. The figures presented here cover the four Océ manufacturing facilities, which are located in Venlo (The Netherlands), Poing (Germany), Prague (Czech Republic) and Vancouver (Canada). In addition, data have also been compiled from the major operating companies responsible for sales and service activities.

Océ reports on its environmental performance using the structure laid down in the GRI Guidelines. This section contains information on materials, water, energy, emissions and waste, as well as on compliance and environmental incidents.

Materials

An estimate has been made of the total quantity of materials used at the Océ manufacturing sites in Europe and North America for the production of printers, copiers and consumables. Printers and copiers are made primarily from metals and plastics, while chemicals and solvents are used for the production of photoconductors, toners, silicone products, process drums and inks.

	2010 (13 months)	2010 (12 months) ¹	2009 (12 months)
Metals and plastics (kilotons)	6.3	5.9	4.5
■ of which reused parts (%)	17	17	22
Chemicals and solvents (kilotons)	3.4	3.2	2.6



¹ The 12 month figures are calculated by multiplying the 13 month usage by 12/13.

Water

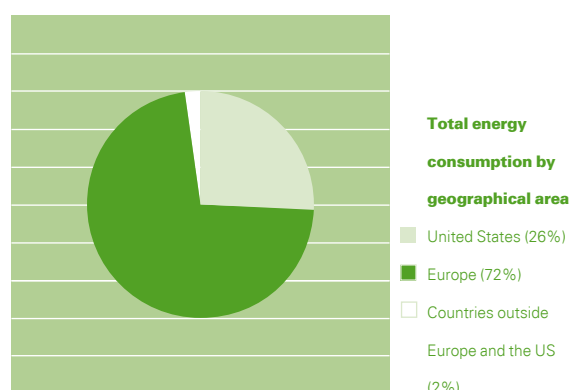
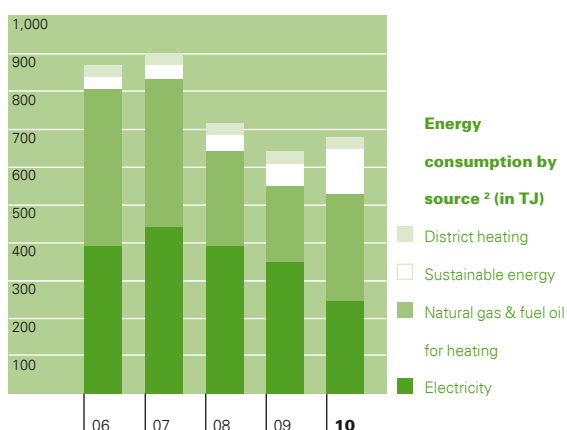
Water is used predominantly for domestic purposes within Océ. Water consumption is not a part of Océ's core business and is therefore not considered a material issue. Groundwater used for cooling or heat/cold storage purposes is infiltrated back into the aquifer and is therefore not considered to be actually consumed water.

	2010 (13 months)	2010 (12 months) ¹	2009 (12 months)
Water withdrawal			
■ drinking water (m ³)	160,000	150,000	140,000
■ groundwater for industrial and domestic purposes (m ³)	13,000	12,000	9,000
■ groundwater for cooling or heat/cold storage purposes (x million m ³)	1.0	0.9	1.2
Water discharge (<i>manufacturing sites only</i>)			
■ industrial and cooling water discharged to the sewer (m ³)	14,000	13,000	12,000
■ Chemical Oxygen Demand (tons)	5.6	5.2	0.7

Energy

In view of the emissions of greenhouse gases caused by the burning of natural gas and other fossil fuels, the use of energy is an important environmental indicator.

	2010 (13 months)	2010 (12 months) ¹	2009 (12 months)
Total energy consumption (TJ or 10 ¹² J)	738	682	640
■ derived from renewable sources (%)	17	17	7
Electricity purchased (GWh or 10 ⁶ kWh) (<i>manufacturing sites only</i>)	65	60	60
■ sourced from renewable sources (%)	45	45	12



2 For the United States the figures over the years are not comparable due to differences in the data gathering process.

Emissions

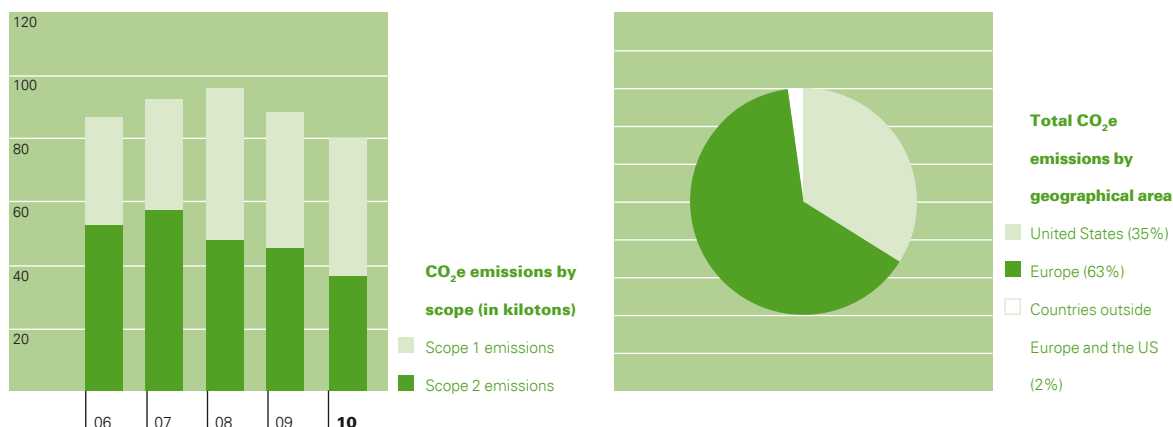
The Océ carbon footprint is reported in accordance with the Greenhouse Gas Protocol. See chapter 8 page 58 for more information.

	2010 (13 months)	2010 (12 months) ¹	2009 (12 months)
Greenhouse gas emissions			
■ scope 1 emissions (kilotons CO ₂ e)	48.0	44.3	43.7
■ from combustion (kilotons CO ₂ e)	16.4	15.1	12.1
■ from lease car fleet (kilotons CO ₂ e)	31.6	29.2	31.6
Number of lease cars worldwide	4,500	-	5,000
Number of kilometers driven by service employees (x million km)	37	34	36
■ scope 2 emissions (kilotons CO ₂ e)	39.6	36.6	44.5
■ scope 3 emissions (kilotons CO ₂ e)	not monitored	not monitored	not monitored
Total carbon footprint (kilotons CO₂e) (scope 1 & 2)	87.6	80.9	88.2
Solvent emissions			
■ solvent emissions to air (tons)	15	14	25

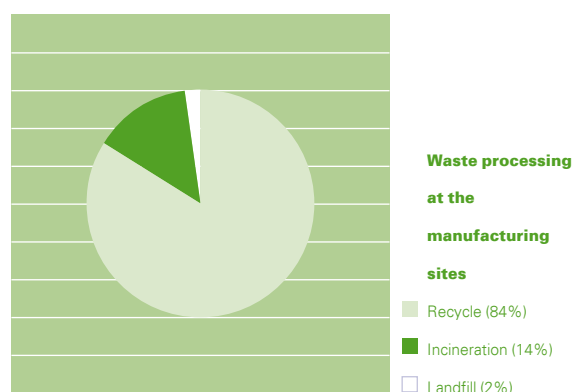
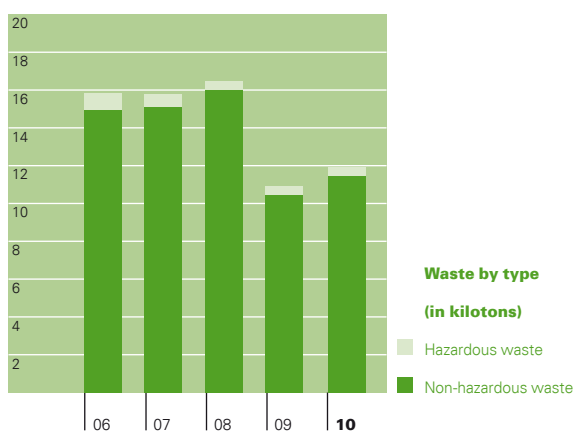
Ozone-depleting substances and NO_x / SO_x emissions

Océ's manufacturing facilities in Venlo and Poing have programs in place to replace ozone-depleting substances with hydrogen fluorocarbons in cooling units. With these programs Océ complies with statutory regulations.

Océ's manufacturing processes do not cause NO_x or SO_x emissions. NO_x is only emitted due to the use of natural gas (directly) and electricity (indirectly).



Waste	2010 (13 months)	2010 (12 months) ¹	2009 (12 months)
Waste production			
■ Hazardous waste (kilotons)	0.4	0.4	0.4
■ Non-hazardous waste (kilotons)	12.5	11.5	10.4
<hr/>			
Total waste (kilotons)	12.9	11.9	10.8
<hr/>			
Waste disposal (<i>manufacturing sites only</i>)			
■ Recycling (%)	83.4	83.4	85.5
■ Incineration (%)	14.4	14.4	12.3
■ Landfill (%)	2.2	2.2	2.2
<hr/>			
Total (%)	100	100	100



Compliance and environmental incidents

In the financial year 2010, no significant environmental incidents were reported, nor were any formal notices of non-compliance received concerning the provision and use of Océ products and services.



10 | Assurance report

To the Board of Executive Directors of Océ N.V.

Engagement

We have performed an assurance engagement on the following chapters of the Sustainability Report 2010 of Océ:

- chapter 3: Océ's sustainability policy;
- chapter 4: Océ's management systems;
- chapter 8: Reporting principles;
- chapter 9: Performance data.

Our assurance engagement is aimed:

- to obtain reasonable assurance that the information regarding ISO certification as presented on page 30 and the economic performance data as presented on pages 60, 61 and 62 (excluding community investments) is, in all material respects, a reliable and adequate representation of the policy, business operations, events and performance with respect to in these chapters mentioned aspects of corporate social responsibility (hereafter: CSR) during 2010.
- to obtain limited assurance that the other information in the chapters 3, 4, 8 and 9 in the Sustainability Report 2010 is, in all material respects, a reliable and adequate representation of the policy, business operations, events and performance with respect to CSR during 2010.

The procedures performed in order to obtain a limited assurance aim to verify the plausibility of information and probe less deeply than those performed for assurance engagements aimed at obtaining reasonable assurance.

Chapter 3, 4, 8 and 9 in the Sustainability Report 2010 of Océ contains forward-looking information in the form of ambitions, strategy, plans, forecasts and estimates. The fulfillment of such information is inherently uncertain. For that reason, we do not provide assurance relating to future information such as estimates, expectations or targets, or their achievability.

The management's responsibility

The management of Océ is responsible for the preparation of the Sustainability Report 2010 (especially chapter 3, 4, 8 and 9) that provides a reliable and adequate representation of the policy, business operations, events and performance with respect to CSR of Océ. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation of a CSR report that is free of material misstatements, selecting and applying appropriate reporting policies and using measurement methods and estimates that are reasonable in the circumstances. The choices made by management, the scope of this report and the reporting policy, including any inherent limitations that could affect the reliability of information, are set out in chapter 8 "Reporting principles".

The auditor's responsibility

We have performed our procedures in accordance with Dutch law, including Standard 3410 "Assurance standard relating to social reports". This law prescribes, among other things, requirements relating to independence of the assurance team member. We assessed chapter 3, 4, 8 and 9 in the Sustainability Report 2010 against the Sustainability Reporting Guidelines issued by the Global Reporting Initiative, the social reporting guide of the Dutch Accounting Standards Board (*Raad voor de Jaarverslaggeving*) and the reporting policy of Océ, of which a summary is given in chapter 8 "Reporting principles". We believe that these criteria are suitable for our assurance-engagement.

We have performed all the procedures deemed necessary to obtain the evidence that is sufficient and appropriate to provide a basis for our conclusions. Our main procedures with regards to the information for which limited assurance was provided, were:

- assessing the acceptability of the reporting principles used and its consistent application, and the significant estimates and calculations made in preparing chapter 3, 4, 8 and 9 in the Sustainability Report 2010;
- obtaining an understanding of the sector, the organization and the relevant social responsibility issues specific for the organization;
- obtaining an understanding of the design and existence of systems and methods used to collect, process and consolidate the reported information, including the consolidation process;
- assessing the plausibility of the information in chapter 3, 4, 8 and 9 in the Sustainability Report 2010 of Océ through the substantiation of the information in the report by a combination of analytical procedures and inquiries. For this purpose interviews with responsible company officers were conducted and relevant documents and external sources are reviewed;
- evaluating the overall presentation of chapter 3, 4, 8 and 9 in the Sustainability Report 2010 against the criteria mentioned above.

In order to obtain a reasonable assurance on the information regarding ISO certification as presented on page 30 and the economic performance data as presented on pages 60, 61 and 62 (excluding community investments) we additionally performed the following procedures:

- examining the existence and validity of the ISO certificates mentioned on page 30;
- reconciling the economic performance data on pages 60, 61 and 62 (excluding community investments) to Océ's 2010 financial statements dated, February 24, 2011 on which an unqualified Auditor's Report was issued.

Conclusions

Based on our procedures we conclude that:

- the information in regarding ISO certification as presented on page 30 and the economic performance data as presented on pages 60, 61 and 62 (excluding community investments) is in all material respects, a reliable and adequate representation of the policy, business operations, events and performance with respect to in these chapters mentioned aspects of corporate social responsibility (CSR) during 2010, in accordance with the Sustainability Reporting Guidelines issued by the Global Reporting Initiative, the social reporting guide of the Dutch Accounting Standards Board (*Raad voor de Jaarverslaggeving*) and the documented reporting policy of Océ.
- nothing came to our attention that causes us to believe that the information in chapter 3, 4, 8 and 9 of the Sustainability Report 2010, in all material respects, does not provide a reliable and sufficient representation of the policy, business operations, events and performance with respect to corporate social responsibility during 2010, in accordance with the Sustainability Reporting Guidelines issued by the Global Reporting Initiative, the social reporting guide of the Dutch Accounting Standards Board (*Raad voor de Jaarverslaggeving*) and the documented reporting policy of Océ.

Zwolle, April 21th 2011

Ernst & Young Accountants LLP

signed D.A. de Waard

11 | GRI Performance Indicators

	Indicator	Page(s) ¹
Strategy and Analysis	1.1 Statement from the CEO about the relevance of sustainability to the organization and its strategy	10-11
	1.2 Description of key impacts, risks and opportunities	10-11, 18-20, 23-25
Organizational Profile	2.1 Name of the organization	2
	2.2 Primary brands, products and/or services	12-15
	2.3 Operational structure of the organization	12-15
	2.4 Location of organization's headquarters	12
	2.5 Number and names of countries where the organization operates	12, 80-81
	2.6 Nature of ownership and legal form	26, AR 6
	2.7 Markets served	12-15
	2.8 Scale of the reporting organization	12, 60-62, 63-65
	2.9 Significant changes during the reporting period regarding size, structure or ownership	60
	2.10 Awards received in the reporting period	43, 49-50
	Report Parameters	<i>Report profile</i>
3.1 Reporting period for information provided		58
3.2 Date of most recent previous report		2
3.3 Reporting cycle		2, 58
3.4 Contact point for questions regarding the report or its contents		2
<i>Report scope and boundaries</i>		
3.5 Process for defining report content		16-25, 58-59
3.6 Boundaries of the report		58
3.7 Specific limitations on the scope or boundary of the report		58-59
3.8 Relevant changes in basis for reporting on joint ventures etc		60
3.9 Data measurement techniques and the bases of calculations		58
3.10 Explanation of the effect of any restatements of information provided in earlier reports		not applicable
3.11 Significant changes from previous reporting periods in the scope, boundary or measurement methods		58
<i>GRI content index</i>		
3.12 Table identifying the location of the Standard Disclosures in the report		74-79
<i>Assurance</i>		
3.13 Policy and current practice with regard to seeking external assurance for the report	59, 72-73	

¹ Page numbers preceded by "AR" refer to pages in Océ Annual Report 2010, referenced on page 2.

	Indicator	Page(s)
Governance, Commitments and Engagement	<i>Governance</i>	
	4.1 Governance structure of the organization	26, AR 30-37
	4.2 Indicate whether the Chair of the highest governance body is also an executive officer	AR 118
	4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	not applicable
	4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	19, 22, 55-56, AR 123
	4.5 Linkage between compensation for members of the highest governance body, senior managers and executives and the organization's performance	AR 31-35
	4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided	AR 30-43
	4.7 Process for determining the qualifications and expertise of the board members for guiding the organization's strategy on economic, environmental and social topics	AR 31
	4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental and social performance and the status of their implementation	18, 29-31, 55, AR 39
	4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance	AR 38-43
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	AR 31-37	
<i>Commitments to external initiatives</i>		
4.11 Explanation of whether and how the precautionary approach is addressed by the organization	29-31, 39-42, 56	
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	31, 32, 60	
4.13 Memberships in associations and/or participation in national/international advocacy organizations	42, 46-48	
<i>Stakeholder engagement</i>		
4.14 List of stakeholder groups engaged by the organization	19	
4.15 Basis for identification and selection of stakeholders with whom to engage	19-20, 26	
4.16 Approaches to stakeholder engagement	19-22, 59	
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns	19-22, 59	

	Indicator	Page(s)
Economic Performance Indicators	<i>Disclosure on Management Approach</i>	
	DMA Policy	26-27, AR 8-11, AR 14-19
	DMA Goals and performance	16-17, AR 7
	DMA Additional contextual information	AR 42-43
	<i>Economic performance</i>	
	EC1 Direct economic value generated and distributed	60-62, AR 7
	EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change	33-38
	EC3 Coverage of the organization's defined benefit plan obligations	AR 96-98
	EC4 Significant financial assistance received from government	46-47, AR 76-77
	<i>Market presence</i>	
EC6 Policy, practices and proportion of spending on locally-based suppliers at significant locations of operation	not tracked	
EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	not tracked	
<i>Indirect economic impacts</i>		
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	not tracked	
Environmental Performance Indicators	<i>Disclosure on Management Approach</i>	
	DMA Policy	18-19, 29-30, 33-42, 44-48
	DMA Responsibility	29-30
	DMA Goals and performance	23-24, 33-48, 67-70
	DMA Monitoring	67-70
	DMA Training and awareness	52-55
	<i>Materials</i>	
	EN1 Materials used by weight or volume	67
	EN2 Percentage of materials used that are recycled input materials	67
	<i>Energy</i>	
	EN3 Direct energy consumption by primary energy source	68
	EN4 Indirect energy consumption by primary source	69
	<i>Water</i>	
	EN8 Total water withdrawal by source	68
	<i>Biodiversity</i>	
	EN11 Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	none
	EN12 Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	not applicable

	Indicator	Page(s)	
Environmental Performance Indicators (continued)	<i>Emissions, effluents and waste</i>		
	EN16	Total direct and indirect greenhouse gas emissions by weight	69
	EN17	Other relevant indirect greenhouse gas emissions by weight	69
	EN19	Emissions of ozone-depleting substances by weight	69
	EN20	NO _x , SO _x and other significant air emissions by type and weight	69
	EN21	Total water discharge by quality and destination	68
	EN22	Total weight of waste by type and disposal method	70
	EN23	Total number and volume of significant spills	none
	<i>Products and services</i>		
	EN26	Initiatives to mitigate environmental impacts of products and services and extent of impact mitigation	33-42
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	not tracked	
<i>Compliance</i>			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	none	
Social Performance Indicators	Labor Practices and Decent Work		
	<i>Disclosure on Management Approach</i>		
	DMA	Policy	19, 30, 52, 55
	DMA	Responsibility	30
	DMA	Goals and performance	25, 51-57, 63-66
	DMA	Monitoring	56, 63-66
	DMA	Training and awareness	52-55
	<i>Employment</i>		
	LA1	Total workforce by employment type, employment contract and region	63-65
	LA2	Total number and rate of employee turnover by age group, gender and region	63
<i>Labor/management relations</i>			
LA4	Percentage of employees covered by collective bargaining agreements	not tracked	
LA5	Minimum notice period regarding operational changes, including whether it is specified in collective agreements	not tracked	
<i>Occupational health and safety</i>			
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region	66	
LA8	Education, training, counseling, prevention and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases	not tracked	
<i>Training and education</i>			
LA10	Average hours of training per year per employee by employee category	66	

Indicator	Page(s)
Social Performance Indicators (continued)	
<i>Diversity and equal opportunity</i>	
LA13 Composition of governance bodies and breakdown of employees according to gender, age group, minority group membership and other indicators of diversity per category according to gender, age group, minority group	64-65, AR 116-120
LA14 Ratio of basic salary of men to women by employee category	not tracked
Human Rights	
<i>Disclosure on Management Approach</i>	
DMA Policy	30
DMA Responsibility	30
DMA Goals and performance	30
DMA Monitoring	30
DMA Training and awareness	30, 55
<i>Investment and procurement practices</i>	
HR1 Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	not tracked
HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	not tracked
<i>Non-discrimination</i>	
HR4 Total number of incidents of discrimination and actions taken	no incidents
<i>Freedom of association and collective bargaining</i>	
HR5 Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	none
<i>Child labor</i>	
HR6 Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	none
<i>Forced and compulsory labor</i>	
HR7 Operations identified as having significant risk for incidents of forced or compulsory labor and measures to contribute to the elimination of forced or compulsory labor	none
Society	
<i>Disclosure on Management Approach</i>	
DMA Policy	19, 31-32
DMA Responsibility	31
DMA Goals and performance	31-32, 48-49
DMA Monitoring	31
DMA Training and awareness	31

	Indicator	Page(s)	
Social Performance Indicators (continued)	<i>Community</i>		
	SO1	Nature, scope and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting	not tracked
	<i>Corruption</i>		
	SO2	Percentage and total number of business units analyzed for risks related to corruption	31
	SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	31
	SO4	Actions taken in response to incidents of corruption	no incidents
	<i>Public policy</i>		
	SO5	Public policy positions and participation in public policy development and lobbying	31
	<i>Compliance</i>		
	SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	none
Product Responsibility			
<i>Disclosure on Management Approach</i>			
DMA	Policy	29, 39-42	
DMA	Responsibility	29	
DMA	Goals and performance	39-42	
DMA	Monitoring	39-42	
DMA	Training and awareness	39-42	
<i>Customer health and safety</i>			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	not tracked	
<i>Products and service labeling</i>			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	42	
<i>Marketing communications</i>			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion and sponsorship	not tracked	
<i>Compliance</i>			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	none	

Principal subsidiaries*

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* Where holdings are less than 95% of total equity, the percentage of capital held is stated. A list of affiliated companies is available for public inspection at the Chamber of Commerce Limburg in conformity with the provisions of Article 2:379 of the Dutch Civil Code.

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Colophon

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