



RICOH



R I C O H   G R O U P



S U S T A I N A B I L I T Y



R E P O R T  
(CORPORATE SOCIAL  
RESPONSIBILITY)

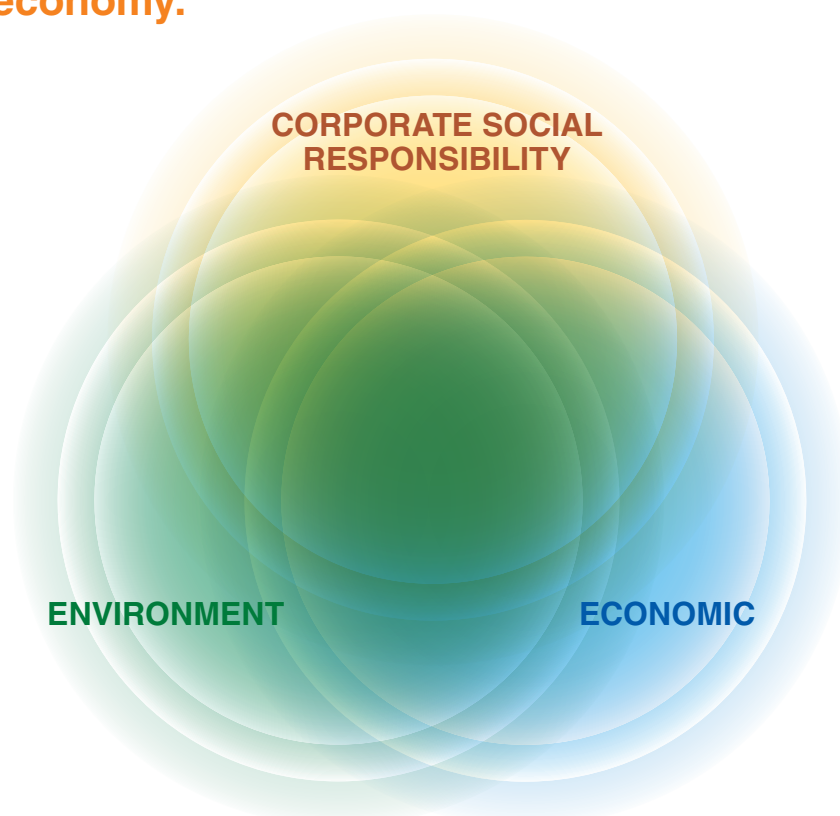


2010



## As a good corporate citizen, the Ricoh Group continues to increase its corporate value with a three-pronged focus on society, environment, and economy.

Based on the belief that social, environmental, and economic objectives are not incompatible, the Ricoh Group is committed to making meaningful contributions to the creation of a sustainable society. In the course of business activities undertaken toward this end, we communicate with our stakeholders and seek their understanding and support through appropriate and timely disclosure of information on what we do and how we do it. We also listen carefully to stakeholders and incorporate their voices into our efforts to improve our business and build greater corporate value. As part of these efforts, we publish this report for the purpose of providing information on the Ricoh Group's socially-responsible management.



### RICOH 2010 (CORPORATE PROFILE)

<http://www.ricoh.com/about/>



- Corporate profile
- Business activities
- Sustainable environmental management
- Corporate social responsibility
- Network
- Corporate history

### Sustainability Report (Corporate Social Responsibility) 2010

<http://www.ricoh.com/csr/>



- Concept of CSR
- Integrity in corporate activities
- Harmony with the environment
- Respect for people
- Harmony with society

### Sustainability Report (Environment) 2010

<http://www.ricoh.com/environment>



- Concept of sustainable environmental management
- Improving our products
- Improvements made at business sites
- Basis for sustainable environmental management
- Environmental communication/Conservation of biodiversity

### Sustainability Report (Economic) 2010

<http://www.ricoh.com/IR/>



- Management policy
- Management results
- Financial status

For information related to this report, please also visit

● Information security <http://www.ricoh.com/about/security/index.html>

### ■ Guidelines used for reference

GRI Sustainability Reporting Guidelines (G3)  
The Japanese Ministry of the Environment's Environmental Reporting Guidelines 2007  
United Nations Global Compact Communication on Progress Policy  
The Japanese Ministry of Economy, Trade and Industry's Information Security Reporting Model

### ■ Reporting period

This report covers the period from April 1, 2009, to March 31, 2010. However, some activities from year 2010 period are also covered.

### ■ Date of issue

Sustainability Report (Corporate Social Responsibility)  
The Report is issued in Japanese in June every year.  
The Report is scheduled to be issued in English and Chinese in September.

### ■ Important changes to the organization occurred during the reporting period

- Established the Global Marketing Group (June 1, 2009)  
The new group serves as a core organization for realizing innovations for expanding business fields. The Group develops marketing strategies and implements marketing activities for the five regions in the world (Japan, the Americas, Europe, China, Asia-Pacific).
- Established the Ricoh Institute of Sustainability and Business (April 1, 2010)  
The institute was established as an in-house organization aimed at contributing to "business growth" and "the realization of a sustainable economic society." The research results will be reflected in Ricoh's medium-to-long term business strategy.

## Editorial Policy of the Ricoh Group

### ◎Our approach to reporting

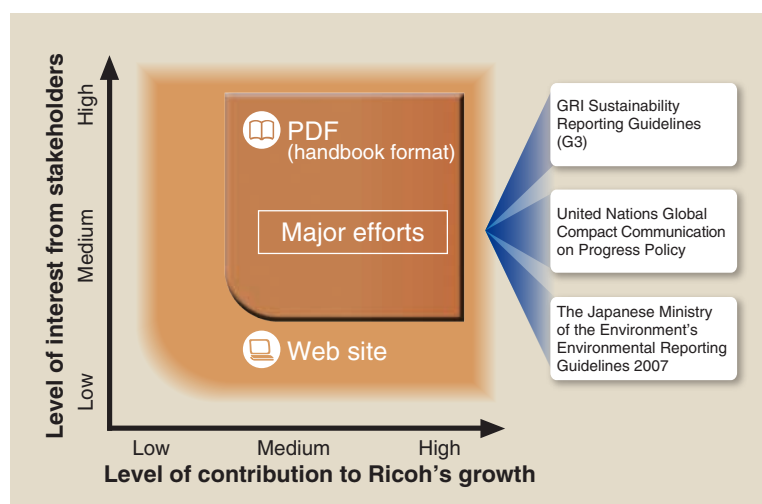
With the goals of timely disclosure and reduction of environmental impact, our corporate social responsibility efforts will be disclosed and distributed exclusively through our web site starting this fiscal year. We will no longer produce printed copies of our reports. Instead, we will provide PDF files in easy-to-read handbook format. The PDFs will be created in three languages (Japanese, English and Chinese) and be easily accessible worldwide from our global web site. Through our web site, we will make efforts to distribute the latest global information in a more timely manner. The information targets stakeholders such as customers, shareholders, employees, partner companies, and society at large.

### ◎Thoughts on reporting content

In compliance with the Ricoh Group CSR Charter, the Group reports CSR activities in four areas (integrity in corporate activities, harmony with the environment, respect for people, and harmony with society) in a systematic and comprehensive manner, to enable readers to easily understand the disclosed information.

The reporting content is based on two major pillars: “Level of interest from our stakeholders” and “Level of contribution to Ricoh’s growth.” The most important efforts have been documented in PDF format.

We also referenced the GRI Sustainability Reporting Guidelines (G3) and United Nations Global Compact Communication on Progress Policy to maintain reliability and transparency as a sustainability report.



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## Simultaneous Realization of Business Growth and Rich Sustainable Society



**Shiro Kondo**  
Representative Director  
President and CEO

### Amid global economic change

Since the global recession triggered by the financial crisis, the operating environment for companies has changed greatly. The Ricoh Group has provided numerous products, services and solutions centering on imaging equipment, aiming to create value based on its previous customer-driven approach. However, in this unprecedentedly dynamic change in the global economic society, we feel that our customers' standards of value are changing drastically. Unless we respond speedily to these changes, we may lose our company's *raison d'être* as a public organization. For me, the financial crisis was a good opportunity to review the way corporations function and the way we conduct our work.

It became an opportunity to reconsider the role of companies and the role of each and every employee in order to provide products and services that truly satisfy customers worldwide and realize an affluent and sustainable society no matter what kind of situation we are facing.

### The "Spirit of Three Loves"

The Ricoh Group's corporate philosophy is based on the "Spirit of Three Loves" principles advocated by our founder, Kiyoshi Ichimura. This philosophy states: "love your neighbor"—in other words, cherish people, be of use to people, and provide new values that help customers; "love your country"—think not only of your company's profit but contribute to society and the Earth through business; and "love your work"—find meaning of your work and perform your duties with a sense of mission, meet new challenges, and grow. As the recession forces us to reconsider what a company is, we take pride in the fact that we have such a wonderful corporate philosophy. This spirit is still alive and well today at Ricoh.



### **Awareness for building a sustainable future**

Corporations are increasing their roles and influence as members of society and residents on planet Earth. We are faced with so many issues that need to be worked on by society as a whole, such as environmental destruction and poverty. At Ricoh, we believe it is important to seriously consider what we can do as a company as well as outside the realm of a corporation, and take specific action. In other words, we have a strong awareness that companies are the engines for realizing a sustainable society and making the future happen. The Ricoh Group has always considered socially responsible management as a means of creating corporate value, and we have rolled out appropriate global activities on a group-wide basis. In 2002, we were one of the first Japanese companies to sign the United Nations Global Compact and we have been promoting corporate activities based on its principles. Through these engagements with society, we have been able to learn a lot from our many stakeholders. Based on the lessons learned from these activities, we plan to interact with the community as much as possible, engage in highly ethical and sound management, and actively work on preventing and solving social issues.

### **Our role in realizing the sustainable society**

Global environmental problems pose great risks to humankind. We need to stop being a society based on mass-production and mass-consumption that produces massive amounts of waste, and make a transformation as big as the industrial revolution in order to create a society based on new rules and values. The purpose of environmental conservation is to reduce environmental impact to a level that the Earth's self-recovery capability can deal with and thereby sustain the global environment. The Ricoh Group considers global environmental conservation our mission as residents on planet Earth, and we are governed by Environmental Management—which simultaneously realizes environmental preservation and profit creation. From long-term goals, we have derived high target goals that need to be worked on immediately. We are also working on developing cutting-edge environmental technologies such as technology for innovating production processes and technology that provides products with both eco-friendly features and user friendliness. In addition, in terms of global environmental conservation, it is important to

reduce environmental damage while also maintaining and mending the Earth's ability to recover. In March 2009, we devised the Ricoh Group Biodiversity Policy and clarified specific policies to give more consideration to biodiversity in our business activities. Based on this policy, we track the effect our business activities have on biodiversity, and work on reducing environmental impact and reducing its effects as part of our management approach. In addition, we aim to be a top environmental business that realizes major results and profits as part of the "environmental industrial revolution." To this end, we will tirelessly take on challenges as a member that contributes to this transformation. However, we cannot do this alone. We aim to be a company that joins hands with customers, suppliers, shareholders and investors, NGOs/NPOs and citizens, and stakeholders around the world to realize a sustainable society, and continue to grow with the global environment.

### **Enhancing all our business activities including the supply chain**

To realize sustainable progress, we believe in the need to track the effects of not only the Ricoh Group but the entire supply chain, both upstream and downstream, and the need to take appropriate action as part of our responsibility. In addition to the green procurement we have been promoting, in fiscal 2009, we launched "CSR procurement" activities concerned with such CSR issues as labor practices (including the banning of child labor) and human rights. With our suppliers, we established a system for regularly monitoring suppliers' adherence to the Ricoh Group Supplier Code of Conduct and running a PDCA (plan-do-check-act) cycle. With our dealers, we seek their understanding of the importance of socially responsible management, and help strengthen their management structures. As we have shown, we aim to improve the level of our CSR efforts along with our partner firms with consideration for ISO 26000, an international standard for social responsibility which will be issued in December 2010.

### Becoming a truly global company

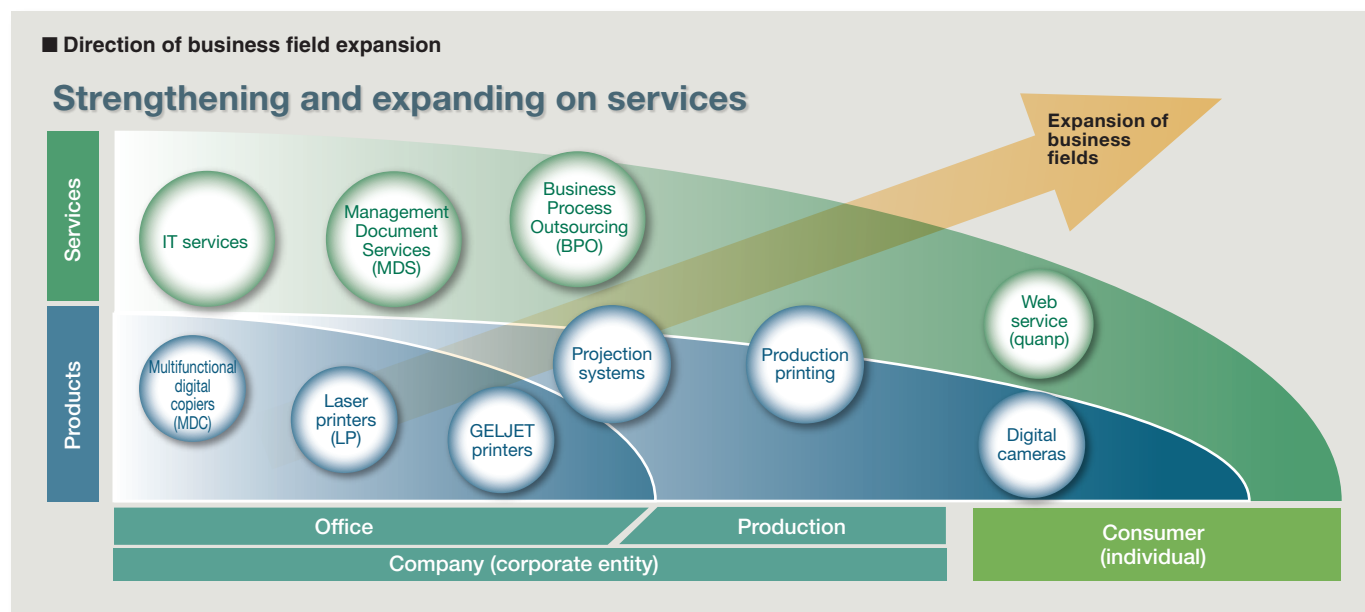
The Ricoh Group's management philosophy is to "constantly create new value for the world at the interface of people and information." We believe that we can contribute to creating an affluent society by responding speedily to the changing needs of our customers, providing customers worldwide with Ricoh-specific values, identifying their future needs, and creating new value (hardware/software/service) that meet those needs. To achieve this goal, we will actively continue expanding our business fields by metabolizing businesses with an eye to developing a highly efficient management structure that will sustain the Ricoh Group as a global company. We hope to realize business growth by strengthening our organizational reform efforts more than ever, making the transformation to a leaner management structure and investing our resources into new businesses. We truly believe that activities aimed at the realization of this ideal will create innovation, and we will promote these on a global scale.

In addition, we aim to become a company where employees who conduct these activities, as well as partners who will be cooperating with us, shareholders, local residents and other supporters can share in the joys of our achievements.

The Ricoh Group has seen a rapid increase in alliances in the past year or two, and it has grown into a company that employs roughly 110,000 people, with employees outside Japan comprising two-thirds of the total. We respect the various cultures and customs of different countries and regions as well as the diversity of our employees. We seek to create an environment where our employees can work enthusiastically, and strive to become a truly global company in name and substance.

We established the Ricoh Institute of Sustainability and Business on April 1, 2010, as an in-house organization. Based on the fruits of its research, the Institute will give advice to and raise issues with Ricoh senior management. While seeking a new growth model for the direction of corporate activities, the Institute will influence Ricoh's business strategy.

In this harsh business environment, as an executive, I sincerely believe we are an entity with a strong social presence, that we will continue to espouse a socially responsible management and will pursue our goal of simultaneously realizing business growth and an affluent, sustainable society. As always, your comments and opinions are very much appreciated.



## Toward building a sustainable society

# The new Ricoh Institute of Sustainability and Business

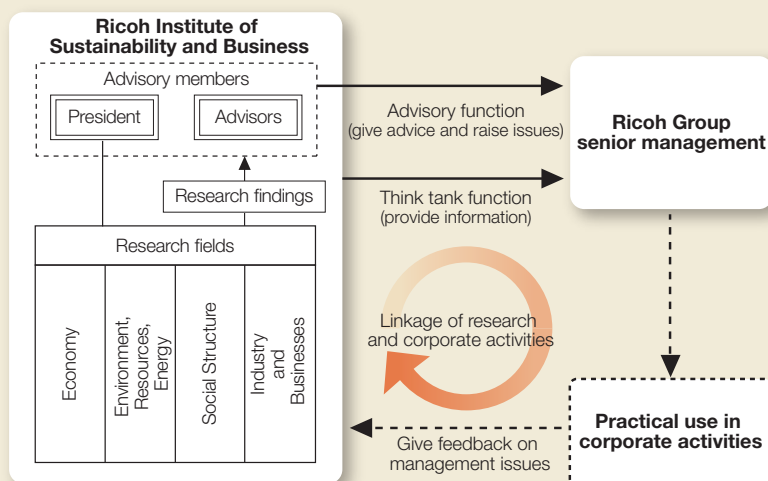
Ricoh Institute of Sustainability and Business

### Enhancing competitiveness and earning the trust of the international community

The global community is undergoing unprecedented and dynamic economic and societal change. Against this background, we established the Ricoh Institute of Sustainability and Business as an in-house organization on April 1, 2010, with the goal of achieving business growth through corporate activities, and contributing to the realization of a sustainable society.

Exploiting the Institute's functions, Ricoh will gain an accurate understanding of the structural changes taking place in society against a backdrop of growing change in the business environment. At the same time, we will conduct penetrating independent analyses in light of Ricoh's own business conditions. We will seek a new growth model for the direction of corporate activities, based on solving global issues such as global warming and the depletion of resources. We will also look at the role of business in global competition. By reflecting these findings in our medium- to long-term management strategies, we plan to enhance our competitiveness as a company and at the same time "earn the trust of the international community."

### ■ The Institute's structure and concept



This institute will call upon business executives and intellectuals with advanced insight from outside the company.

Advisors: **Kunio Nakamura** (Chairman of the Board, Panasonic Corporation)

**Shoei Utsuda** (Chairman of the Board of Directors, Mitsui & Co., Ltd.)

**Hiroyuki Itami** (Professor, Tokyo University of Science)

### Linkage of research and corporate activities

The Institute will serve dual functions, a "think-tank function" to research the impact the economy and society will have on future trends and business management, and an "advisory function" whereby, based on the fruits of its research, the Institute will give advice to and raise issues with Ricoh senior management. In order to ensure that research findings are linked to real corporate activities—as a research institute of a globally active company—the advisory members consisting of the Institute's president and advisors will give advice to and raise issues with Ricoh senior management, and contribute to the realization of a prosperous and sustainable society. The Institute will study four areas with strong links to corporate activity—"Economy," "Environment, Resources and Energy," "Social Structure" and "Industry and Business" and conduct research that will be linked to practical corporate activities. Ricoh intends to widely disseminate the results of its in-depth research gained from the linkage of studies and corporate activities for the benefit of society at large and the advancement of management studies.



**Nobuo Inaba**

President  
Rico Institute of Sustainability and Business  
(Director & Corporate Executive Vice President of Ricoh)



## Value-Creating CSR

## CSR that is good for society and good for business

To take responsibility for the future and contribute to the sustainable development of society, Ricoh utilizes its core competencies to become part of the solution to today's social issues with an eye on business.



Children studying at our field survey site in a deprived area in India (see page 10)

Ricoh is helping achieve the Millennium Development Goals (MDGs), a set of goals adopted by the United Nations in 2000 that aim to resolve a variety of issues being faced by today's world. Among such activities, this Feature Article highlights the next installment of our social contribution activities in Afghanistan that were initiated in 2003, the exploration of new possibilities for our social contribution programs, employee awareness promotion, the recent launch of a cross-functional project, and others.

### After seven years of reconstruction assistance, the social contribution program has grown as a business

#### Progress of our activities in Afghanistan

In our Sustainability Report (Corporate Social Responsibility) 2007, we reported on how we were supporting Afghanistan's reconstruction efforts. This social contribution activity was initiated by Ricoh Netherlands, then NRG Benelux B.V., in response to its Afghan employees' wish to help reconstruct their home country. Since 2003 the company has donated 150 copiers to schools in Kabul for duplicating learning materials, most of which had been destroyed in the war. In order to guarantee maintenance service and supply deliveries for the school machines, Ricoh Netherlands supported an Afghan national with founding his own copier sales and service company in Kabul in 2007. This also contributed to the economic independence of the area through the creation of employment opportunities.

The project is widely recognized by the Afghan government and local communities, also helping our business growth in the region. Our support for Afghan reconstruction will continue and evolve; Ricoh Netherlands is currently working with NGOs and Kabul University toward possible implementation of projects designed to help bridge the digital divide\*.

\* "Digital divide" refers to the gap in educational and employment opportunities, economic status and so forth, between those who have access to information technology (e.g., computers and the Internet, and who are literate in their use) and those who do not.



At an elementary school in Kabul in September 2005, Mohammed Wasseli, an employee of NRG Benelux speaks in front of the students. "This day was a special day for the students because they did not have a single copier in the school before."

#### ■ Milestones in our support/business in Afghanistan

2003	Donated 75 recycled copiers to schools in Kabul. Launched a local sales and service unit (hired four engineers). Sold 60 copiers.
2005	Donated another 75 recycled copiers to schools and the Kabul University. Increased the market share in the businesses with governmental organizations, the United Nations, and NGOs, thanks to the enhanced reputation through our donations and other support programs.
2007	Nashuatec Kabul became an official sales agent of Ricoh with 17 employees. Sold 450 copiers and represented 60% of the sales in the Kabul market.
2008	Implementation of reprographic site (with 14 employees) at the Afghan Ministry of Education. Started to market in other regions.
2009	Workforce increased to 36 employees.

## Interview

**“It’s my great pride to work for a corporation highly trusted by society.”**

### Najeeb Ahmad

Senior Provincial Engineer, Nashuatec Kabul

I joined Nashuatec Kabul in January 2006. Originating from a copier donation project for schools, this is the only copier maintenance service provider operating across Afghanistan, and has earned and maintained trust from the public. The level of confidence is manifested in the fact that governmental and UN organizations are among key customers of the company and that we can fly with the UN's airplanes to visit our customers in rural areas to provide maintenance services. We go to great lengths to ensure that all our customers, including those who work in less secure areas, can receive our service to the fullest extent possible, although we face many challenges—such as timely delivery of maintenance parts. All in all, working for Nashatec Kabul gives me a great sense of pride.



Children and Najeeb Ahmad (right) with the new copier

## Exploring new possibilities for our social contribution programs

### Stakeholder dialogue on bridging the digital divide

Ricoh intends to strengthen its global activities leading to both social issue solutions and business opportunity creation, one example being the Afghan project mentioned above. As stated in its management philosophy, Ricoh will “continue providing new value at the interface of people and information.” In accordance with this philosophy, we are planning to launch a program to help those affected by the digital divide as an extension of our business. To obtain broad perspectives and insight for developing Ricoh’s quintessential programs, we hosted a dialogue meeting, inviting representatives from among our stakeholders, including NGOs and international organizations that work on social issues in developing countries and corporations that lead the efforts to alleviate digital divide issues. Ricoh’s participants comprised management strategists, technology developers, and CSR people, among others. The meeting adopted the “World Café\*” model, under which participants moved between small discussion groups and engaged in active discussions.

\* The World Café is a meeting and discussion technique where participants are divided into smaller clusters, and reshuffled several times after a certain period. It is designed to enhance participants’ knowledge and awareness through multiple processes of sharing opinions with different members.

### New program ideas emerged through opinion sharing among specialists with diverse backgrounds

During the discussion, which lasted about three hours, stakeholders and Ricoh employees developed a short list of issues that Ricoh could help resolve using its core business strengths, and discussed specific program ideas for implementing those issues. As a result, three ideas were developed, which intend to provide: (i) support for teachers, (ii) marketing and logistic support in “One-Village-One-Product” campaigns,

and (iii) support for small and middle-sized companies. Through continued communication with meeting participants, we will finetune these ideas further, with a view to making them happen.

### ■Comments from meeting participants

- “There are few opportunities where NGOs and businesses get together and discuss one theme on an equal footing. I found the discussion approach innovative, allowing participants to bring their special knowledge and expertise together, share opinions, and learn together to create specific program ideas.” (Ms. Matsubara, Microsoft)
- “As many countries in the world actually need the programs suggested in the discussion, I hope to see the proposed programs implemented as soon as possible with “a small but quick start” policy.” (Mr. Nishigori, UNDP)

\* To view more participant comments, please visit our website:  
<http://www.ricoh.com/csr/activity/special.html>



Discussion at the stakeholder dialogue

Participants in the dialogue meeting: Yuka Iwatsuki, ACE; Hideki Kaji, Save the Children Japan; Keiko Kiyama, JEN; Miyoko Takagi, CARE International Japan; Shoko Hashimoto, Chiaki Yamada, ADRA Japan; Toshiya Nishigori, UNDP; Teruhiko Kawashima, IBM Japan; Tomoko Matsubara, Microsoft Corporation.



## Employees look to the future

Roughly 4 billion of the world's 6.8 billion people live on less than 3,000 US dollars in annual income. In a bid to eliminate poverty among this so-called BOP (Base of the Pyramid), or the socially disadvantaged living in developing nations, many businesses aiming for a sustainable society are being set up in various regions. The Ricoh Group, a multinational firm employing over 110,000 employees worldwide, aims to harness its comprehensive strengths to help solve social issues. As the first step in such efforts, we have taken specific measures such as the "CSR workshop," "Consideration of BOP businesses by the Kokorozashi team" and "Research activities in India" in fiscal 2009.

## CSR workshop for enlightening people on social issues

Our employees' awareness is essential to resolving social issues through business. For employees who already have a strong sense of awareness, we regularly conduct study sessions for BOP volunteers to learn about the plight of developing countries and the true nature of social issues. To raise the awareness of all our employees, we actively offer CSR study sessions in various divisions around the company. At the CSR workshops conducted at the study sessions, we ensure that employees gain personal insight and work on issues by considering ways to solve social problems. We also participate in the Stand Up and Take Action Campaign to share the significance of resolving social issues with other employees\*.

\*Please refer to page 47 for details.



BOP Volunteer Study Group

## Interview

### The shock I felt while attending a CSR workshop led me to a new approach to technical development.

#### Michitaka Fukuda

Controller R&D Strategy Center & Development



#### I could not write a single word

I had been attending the regular employee study sessions, and I happened to hear about CSR at one of these sessions. After a general explanation on CSR, I participated in a workshop and engaged in a group discussion. When asked what Ricoh could do to solve poverty and other global issues using its mainstay business, I could not write a single word. This experience was a profound shock and—at the same time—it made me realize that "understanding issues in my head" was not enough.

#### Participating in a division-wide contest made CSR feel close to home

This experience was the starting point and gradually helped me share my thoughts on social contribution and corporate profit making. I did not have an opportunity to immediately use the knowledge at work, but several months later, I entered

a user-interface development contest held in the Controller Development Division. I chose "education" as the theme, because I had studied it earlier at a CSR study session. I created a system that uses our multifunctional printers to provide educational services in both advanced nations and developing nations, and I won the contest.

#### Wanting to develop new technology with a focus on society

I am currently engaged in developing new technology related to future business plans. I believe that Ricoh can provide new value to society by using its strengths (its value chain, conducting the entire process from planning, development, manufacturing to sales). When developing controllers in my line of work, I hope to make proposals that incorporate a CSR perspective.



## New cross-divisional “volunteer team” to consider BOP business potential

In October 2008, we launched the “Kokorozashi team” which discusses efforts to solve social issues, considers business opportunities in the BOP market and takes action. The team was formed when six employees who shared same “Kokorozashi” (which means “vision” or “motivation” in Japanese) naturally came together, and voluntarily decided to form a team. Members consist of employees in new business strategy, new technology strategy, and CSR division, including employees who have participated in non-governmental organizations or the Japan Overseas Cooperation Volunteers program. The team’s approach is to drop all conventional thinking that targets only advanced nations for Ricoh’s business, and hold discussions with local community members in target nations or regions to determine truly needed products and services. In fiscal 2009, as the first step in these efforts, we began searching for partners and gathering information by conducting a market survey to identify the true problems and needs of developing countries.

## BOP business ideas start with on-site surveys in India

In March 2010, Ricoh conducted its first on-site survey in India. Roughly 70% of India’s population reportedly lives in rural areas, and many of them are from low-income families. We went to a village near Mathura, a mid-sized city in northern India. We visited entrepreneurs and schools in the village, and talked to local people.

During this survey, we reaffirmed the importance of understanding the regional situation first-hand and finding solutions to local problems



Ms. Nakamoto (Rico) listens to children in a village, Uttar Pradesh, India

### Steps toward launching BOP businesses

#### ● Preparations for a market survey (Getting to know BOP)

- Gaining basic knowledge of BOP
- Selecting target nations
- Searching for cooperative partners
- Proposing ideas for products and services

#### ● Market Survey 1 (Experiencing the local community)

- Conducting a market survey in selected localities
- Finding issues and solutions along with local people

#### ● Market Survey 2 (Pilot test activities on site)

- Conducting tests of products and services in the BOP market

#### ● Developing business

- Launching business

together with local residents when proceeding with BOP businesses. We also learned that the important thing is how to connect a company’s sustainability with efforts aimed at making society affluent while transcending the framework of individuals, countries and companies. Ricoh plans to continue listening to the voices of local people and consider products and services together with the community with the goal of contributing to solving issues outlined in the Millennium Development Goals.



Mr. Furukawa from Ricoh (right) interviews an entrepreneur in the village

**We believe that global issues that are difficult for one company to resolve on its own can be resolved with the help of many partners. Ricoh welcomes the advice of its stakeholders and collaborate with them in order to help bring about a sustainable society.**

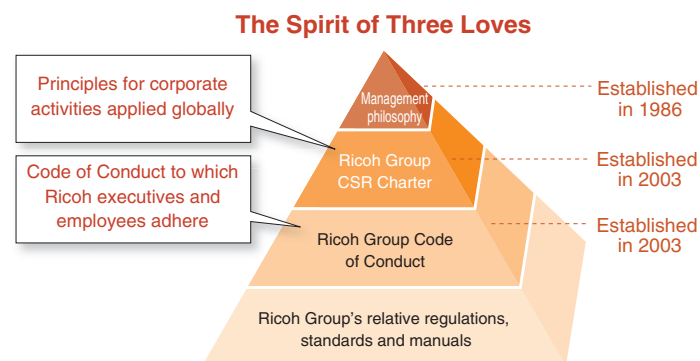
## Ricoh's CSR is rooted in its corporate philosophy

The Ricoh Group adheres to the “The Spirit of Three Loves” philosophy advocated by our founder, Kiyoshi Ichimura. This philosophy encourages people to “Love your neighbor” (as a member of the global community), “Love your country” (and planet) and “Love your work” (with a sense of mission). This idea is the basis of the Ricoh Group's CSR initiatives. Ricoh's management philosophy was established in 1986 based on these Guiding Principles so as to develop a corporate and business structure that can respond to changes in today's world, such as the acceleration of the advanced information society and the diversification of values.

In addition, we established the Ricoh Group CSR Charter and the Ricoh Group Code of Conduct in 2003 so as to lay down common values and behavioral principles to share

globally among all employees. The Group also continues to roll out CSR activities proactively with the understanding that CSR enhances corporate value.

### ■ Framework of corporate activities



#### [Founding Principles]

Love your neighbor  
Love your country  
Love your work



Founder Kiyoshi Ichimura

#### [Management Philosophy]

##### ● Our Purpose

To constantly create new value for the world at the interface of people and information

##### ● Our Goal

To be a good global corporate citizen with reliability and appeal

##### ● Our Principles

To think as an entrepreneur

To put ourselves in the other person's place

To find personal value in our work

#### [Ricoch Group CSR Charter]

To grow as a respected enterprise, the Ricoh Group must fully discharge its corporate social responsibilities (CSR) from a consistent global perspective and throughout every aspect of its operations. To ensure this, the following principles are to be observed, with the proper social awareness and understanding, compliant with both the letter and the spirit of national laws and the rules of international conduct.

##### ● Integrity in Corporate Activities

1. Every company in the Ricoh Group will develop and provide useful products and services, with high quality, reliability and ease of use, while maintaining security of information and giving proper consideration to the environment.
2. Every company in the Ricoh Group will compete fairly, openly and freely, maintaining normal and healthy relationships with political institutions, government administration, citizens and organizations.
3. Every company in the Ricoh Group will take responsibility for managing and safeguarding its own information and that of its customers.

##### ● Harmony with the Environment

4. Every company in the Ricoh Group will take responsibility, as a citizen of the world, working voluntarily and actively to preserve the environment.
5. Every company in the Ricoh Group, and all employees of each company, will seek to implement technological innovations that reflect environmental concerns and will participate in ongoing activities to preserve the environment.

##### ● Respect for People

6. Every company in the Ricoh Group will, apart from corporate group activities, maintain a working environment that is safe and that makes it easier for its staff to perform their duties, respecting their richly individual characteristics and encouraging their autonomy and creativity.
7. Every company in the Ricoh Group will respect the rights of all those connected with it, and will seek to create a cheerful working environment, free of discrimination.
8. No company in the Ricoh Group will permit forced labor or child labor, and none will tolerate infringement of human rights.

##### ● Harmony with Society

9. Every company in the Ricoh Group will, as a good corporate citizen, actively engage in activities that contribute to society.
10. Every company in the Ricoh Group will respect the culture and customs of its country or region, and will operate so as to contribute to their development.
11. Every company in the Ricoh Group will engage in the fullest possible communication with society, actively seeking to provide proper and unbiased disclosure of corporate information.

## ■ Signatory to the UN Global Compact (GC)

The UN Global Compact, launched in July 2000, proposes ten principles in the fields of human rights, labour, environment and anti-corruption. Ricoh joined the Compact, as one of the first Japanese companies to do so and

has been serving as one of the directors on the Global Compact Japan Network since fiscal 2008.



### The Ten Principles

#### [Human Rights]

- Businesses should support and respect the protection of internationally proclaimed human rights; and
- make sure that they are not complicit in human rights abuses.

#### [Labour]

- Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- the elimination of all forms of forced and compulsory labour;
- the effective abolition of child labour; and
- the elimination of discrimination in respect of employment and occupation.

#### [Environment]

- Businesses should support a precautionary approach to environmental challenges;
- undertake initiatives to promote greater environmental responsibility; and
- encourage the development and diffusion of environmentally friendly technologies.

#### [Anti-Corruption]

- Businesses should work against corruption in all its forms, including extortion and bribery.

## ■ The Ricoh Group Code of Conduct

The Ricoh Group Code of Conduct is intended to establish the basic standards to ensure that Officers and Employees of the company, when engaging in corporate activities to advance the Ricoh Group, shall act in accordance with social ethics and in full compliance with the law.

#### [Integrity in Corporate Activities]

1. Providing customer-centric products
2. Free competition and fair trading
3. Banning insider trading
4. Managing corporate secrets
5. Limits on entertainment and gifts
6. Doing business with public bodies and making political contributions
7. Strict control of exports and imports
8. Protection and use of intellectual properties
9. Participation in anti-social actions
10. Individual actions against the interests of the company
11. Protection of corporate assets

#### [Harmony with the Environment]

12. Respecting the global environment

#### [Respect for People]

13. Respect for human rights

#### [Harmony with Society]

14. Practical contributions to society
15. Harmonizing with society

## ■ The Ricoh Group Supplier Code of Conduct

Devised in January 2006 to encourage the Ricoh Group's partner companies to observe action guidelines conforming to the Ricoh Group Code of Conduct.

Please visit our Web site for the Ricoh Group Code of Conduct and the Ricoh Group Supplier Code of Conduct  
<http://www.ricoh.com/csr/index.html>

## ■ History of CSR Activities and Awards

1936–  
2000

- Foundation (1936)
- Receives the Deming Prize for excellent total quality management (Japan) (1975)
- Formulates the Ricoh Management Philosophy (1986)
- Establishes a childcare support system (1990)
- Establishes Ricoh Espoir Co., Ltd. (1994)
- Establishes a support system for the nursing care of family members (1996)
- Sets up a reserve fund for social contribution (1998)
- Receives the Japan Quality Award (1999)
- Volunteer Leave of Absence and Vacation System (1999)

2001–  
2004

- Establishes the Ichimura Nature School (2002)
- The Ricoh Group's main production sites in the world achieve a 100% resource recovery rate (Zero-Waste-to-Landfill) (2002)
- Establishes the Corporate Social Responsibility Office (2003)
- Establishes the Ricoh Group CSR Charter and Code of Conduct (2003)
- Establishes a "Hot Line" for whistle blowing (2003)
- Receives Gold Medal from World Environment Center (WEC), becoming the first Asian company to be so honored (2003)
- Obtains integrated certification for the ISMS Group (2004)

2005–  
2008

- Starts expanding CSR to our partner companies (Establishes the Ricoh Group Supplier Code of Conduct) (2006)
- Devises the Ricoh Group Supplier Code of Conduct (2006)
- Receives CS No.1 Title in five categories including copier, printer and solution (2007)
- Starts activities of color universal design project (2007)
- Begins holding events to read CSR reports with employees (2008)
- Ricoh Europe signs on to the United Nations Global Compact (2008)

2009–  
2010

- Ranked 1st in the world (in the IT division) for corporate social responsibility by Oekom Research AG of Germany (2009)
- Selected as one of the "Global 100 Most Sustainable Corporations in the World" for the sixth consecutive year by Corporate Knights (2009)
- Selected as one of the World's Most Ethical Companies for the second consecutive year by Ethisphere of the USA (2009)
- Ricoh MFP became the world's first multifunctional copier to meet the international standard for information processing security (2009)
- Received the Grand Prize for Environmental Reporting in the 13th Environmental Communication Awards (Ministry of Environment) (2010)
- Won the Special Award in the 13th Green Reporting Award and the Third Prize in the 13th Sustainability Reporting Award (Toyo Keizai Inc.) (2010)
- Established the Ricoh Institute of Sustainability and Business (2010)



## Taking CSR to the next level with PDCA

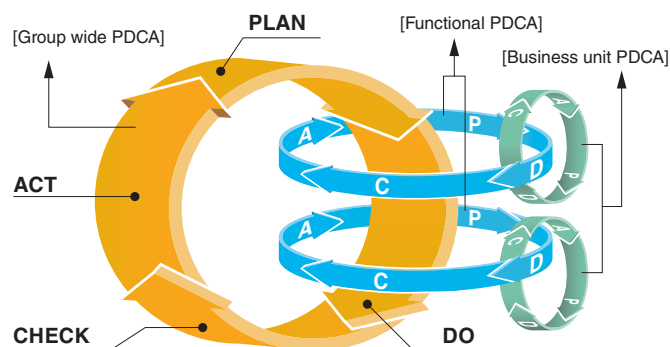
In accordance with our three CSR founding principles, the Ricoh Group engages in two-tier CSR activities with the goal to “become a company that is admired by society and whose continued growth is desired.” First-tier CSR points to the region of fundamental responsibilities to society and second-tier CSR points to the region of voluntary responsibilities to society, and we are promoting a wide range of activities mainly in the four areas specified in the Ricoh Group CSR Charter. We hope to achieve our CSR objective: earning society’s trust by permeating first-tier CSR, creating an attractive company by expanding second-tier CSR activities, and at the same time, increasing our corporate value.

This is how we visualize a reliable and attractive global company in line with our management philosophy, while contributing to the development of a sustainable society. In carrying out our activities, we join hands with other departments

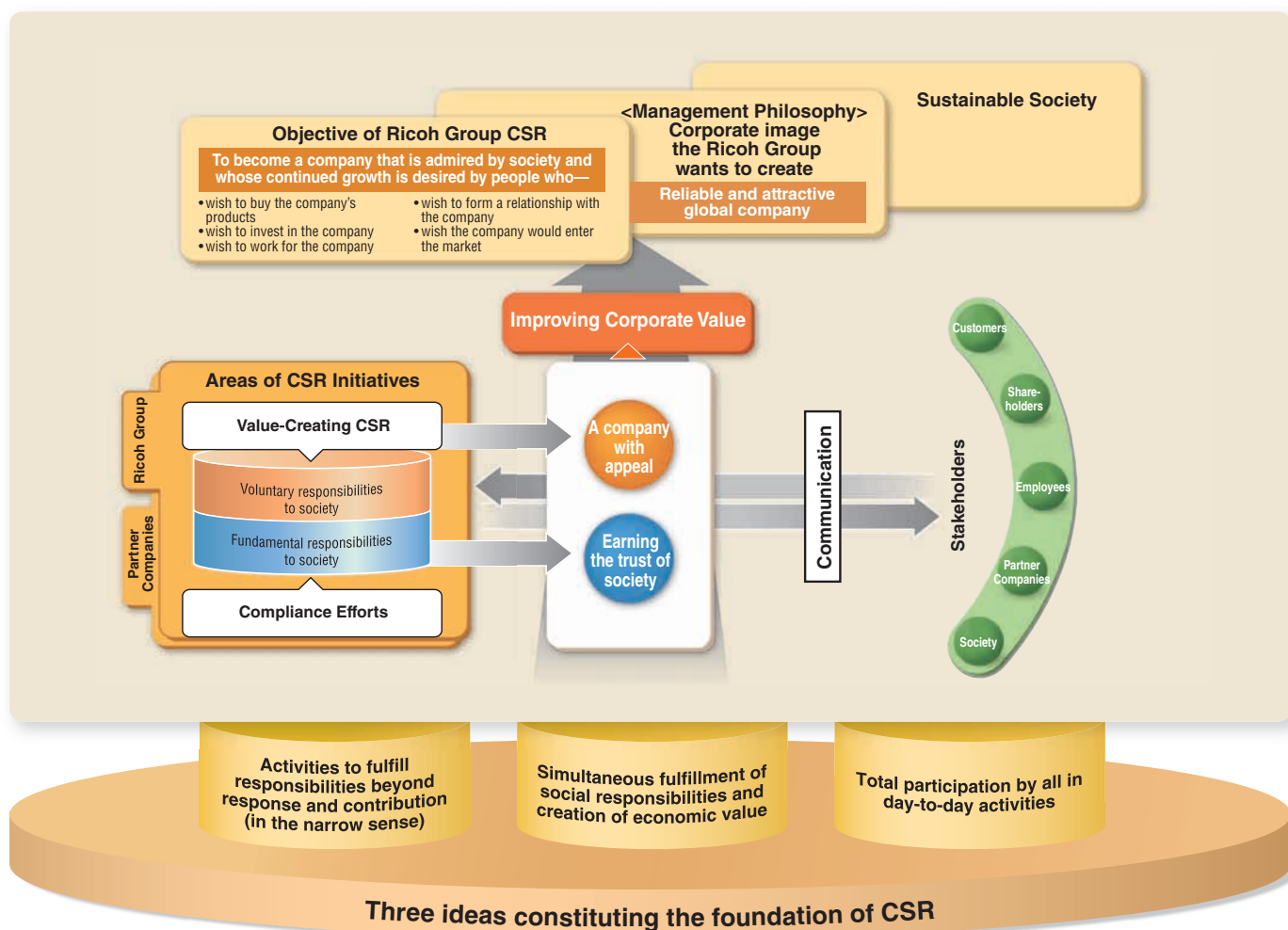
depending on the theme and issue, and repeat the PDCA cycle\* for each topic.

\* PDCA cycle: continuous improvement management system using a Plan-Do-Check-Act cycle

### ■ PDCA responsible for controlling group and business functions



### ■ Framework of the Ricoh Group’s CSR



## ● How we decide on CSR activities

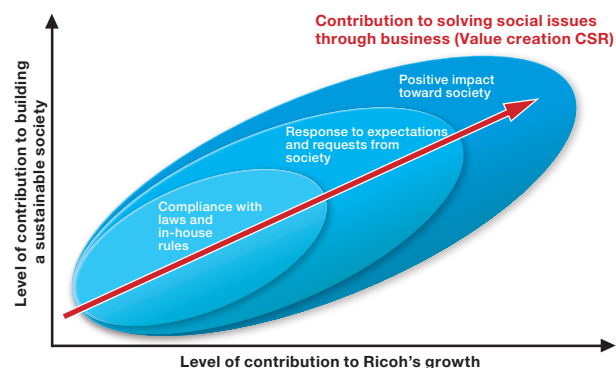
To further advance and deepen our CSR activities, the Ricoh Group acknowledges social issues from various angles and sets important agendas through dialogue with our stakeholders. Based on the draft ISO 26000 international standard on social responsibility scheduled

to be released in December 2010, Ricoh is now reorganizing its past efforts and reviewing them. By incorporating the globally common standard ISO 26000, we hope to make our domestic and overseas business activities more sustainable.

## ● Value-Creating CSR

The Ricoh Group's value creation CSR activities refer to initiatives that use the Ricoh Group's resources such as technology, products, services and human resources to contribute to solving the many issues faced by society today. We consider CSR activities to be the engine for simultaneously resolving social issues and achieving corporate growth. We plan to enhance our value creation CSR activities with the goal of creating a corporate culture where all employees are keenly aware of social issues and spontaneously take action.

### ■ Future direction



## ● Compliance efforts

In addition to legal matters, we observe compliance in the framework of manners and conscience, as well as engage in activities centering on risk management and Business Continuity Plans (BCP). Particular efforts are made to institutionalize the Ricoh Group Code of Conduct

by ensuring that it permeates the thought processes and actions of our employees. To this end, we are pushing ahead with related education and assessment of understanding within the Group.

## ● Involving partner companies

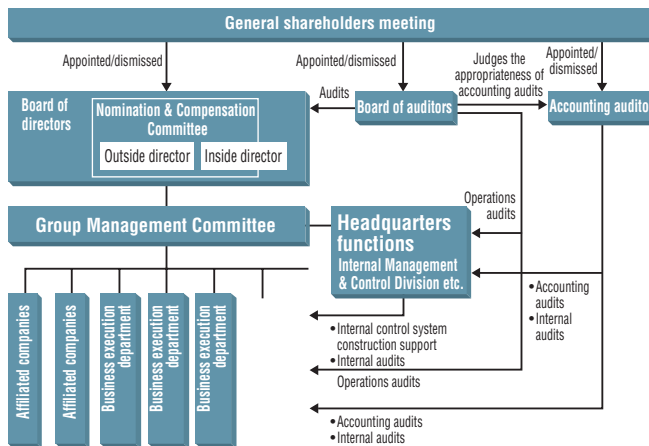
The Ricoh Group promotes CSR among its partner companies in the supply chain. In addition to abiding by the Ricoh Group Supplier Code of Conduct, we also developed a Self-Assessment Sheet to evaluate suppliers' current CSR performance. This enables us to

continue our PDCA cycle and aim for further improvements. We ask dealers to strengthen their CSR activities as part of our corporate value improvement support program based on know-how gained from Ricoh's practices.

### ■ Corporate governance system

The Ricoh Group's corporate governance system is designed to ensure transparent management underpinned by strong business ethics and legal compliance; to increase competitiveness in the market; and ultimately to achieve sustainable growth and increased group-wide enterprise value. We have identified four key stakeholder groups—customers, shareholders, employees, and society—and defined respective policies to address each of these groups. We have a corporate auditor system in place to strengthen our board of directors, and an executive officer system, to intensify our management oversight and business execution. By appointing some of our directors from outside the company, we ensure greater transparency.

### Corporate governance and internal control system diagram



## Our Major CSR Activities and Plans (1/2)

Targets for Our CSR Activities in the 16th Mid-Term Management Plan (Fiscal 2008 to 2010)

Integrity in corporate activities		Description	2010 Targets (level)
Integrity in corporate activities	Quality management	<ul style="list-style-type: none"> <li>Continuing efforts to maintain and improve the quality management of the Ricoh Group by offering opportunities and building systems to enhance product quality, focusing on becoming more competitive in order to continually provide customers with high value products and services</li> </ul>	<ul style="list-style-type: none"> <li>Ricoh Group quality target achievement: 100%</li> </ul>
	Customer Satisfaction activities	<ul style="list-style-type: none"> <li>Implementing improvement and reforms to create value for customers and a cycle in which PDCA functions effectively and is autonomously established through the management system</li> </ul>	<ul style="list-style-type: none"> <li>Established targets</li> <li>CS target achievement: 100%</li> </ul>
	Creation of user-friendly products	<ul style="list-style-type: none"> <li>Offering designs that take into consideration customers' feelings and ease of use, to increase customers' satisfaction levels while retaining market competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of easy-to-use designs: 100%</li> </ul>
	Information security	<ul style="list-style-type: none"> <li>Established a sense of information security within the Group, affording strength to our business activities, and receiving high evaluation</li> <li>Establishing group-wide cooperation through the Business Continuity Plan (BCP) to establish and review the Group's infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Development and establishment of a Common Standard for Information Security: 100%</li> <li>Completion of 1 PDCA cycle in the BCPs of our major business domains</li> </ul>
	Risk management and internal control	<ul style="list-style-type: none"> <li>Each employee acting in accordance with the Code of Conduct; the effective operation of TRM to prevent management risks</li> </ul>	<ul style="list-style-type: none"> <li>Written pledge to comply with the Ricoh Group Code of Conduct (or equivalent form): 100%</li> <li>Occurrence of management risk: zero (excluding risks attributed to external environment)</li> </ul>
		<ul style="list-style-type: none"> <li>Standardizing the internal control system of the Group to contribute to an improvement in management efficiency, thereby creating an effective mechanism for preventing acts of dishonesty and accidents</li> </ul>	<ul style="list-style-type: none"> <li>Completion of an integrated internal audit system by level and achieving zero "material weaknesses" or "significant deficiencies" under the U.S. SOX Act auditing</li> </ul>
	Expansion of CSR to our partner companies	<ul style="list-style-type: none"> <li>The understanding of Ricoh's CSR concepts and the voluntary development of related activities by our major partner companies</li> </ul>	<ul style="list-style-type: none"> <li>Major suppliers in Japan and China: Completing 1 PDCA cycle of CSR activities</li> <li>Major dealers: Implementing CSR programs</li> </ul>
Harmony with the environment			
Harmony with the environment	Efficient use of resources toward a resource-circulating society	<ul style="list-style-type: none"> <li>Reducing the total environmental impact due to the effective use of resources, and resources that are consistently being circulated</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of parts re-used from used products</li> <li>Amount of re-used parts: 1,910 tons in Japan, 6,000 tons outside of Japan, etc.</li> </ul>
	Implementation of advanced environmental technology development to address climate change; promotion of reduced energy use by business operations	<ul style="list-style-type: none"> <li>Due to the implementation of advanced environmental technology and reduced energy use by business operations, CO<sub>2</sub> emission volumes are falling and reducing environmental impacts which cause climate change</li> </ul>	<ul style="list-style-type: none"> <li>Reduce greenhouse gases caused by production activities</li> <li>CO<sub>2</sub> emission volumes: down 12% compared with fiscal 1990 (Ricoh and manufacturing subsidiaries in Japan) etc.</li> </ul>
	Strengthening chemical substance control to create highly environmentally-safe products and business operations	<ul style="list-style-type: none"> <li>Reducing risks of contamination by strengthening the control system for creating highly environmentally-safe products and business operations</li> </ul>	<ul style="list-style-type: none"> <li>Reduce emission of environmentally-harmful chemical substances; Down at least 80% compared with fiscal 2000 (Ricoh's manufacturing plants and manufacturing subsidiaries) etc.</li> </ul>
	Biodiversity conservation	<ul style="list-style-type: none"> <li>Promoting activities to conserve the ecosystem, aimed at improving the self-recovery capabilities of the global environment</li> </ul>	<ul style="list-style-type: none"> <li>Conserving biodiversity from two perspectives: business activities supported by society, and social contribution activities</li> </ul>



# Major Activity Plans, Achievements and Challenges for Fiscal 2009

Major activities	Achievements	Self evaluation	Challenges
<ul style="list-style-type: none"> <li>Defining and communicating Ricoh Quality</li> <li>Reforming the Group-wide quality management objective</li> <li>Achieving Ricoh Quality under a flexible, business line-specific approach</li> <li>Developing human capital that makes Ricoh Quality a reality</li> </ul>	<ul style="list-style-type: none"> <li>Defined and globally communicated Ricoh Quality</li> <li>Built an indicator structure containing the concept of Ricoh Quality</li> <li>Conducted activities and human capital development through pilot case</li> </ul>	○	<ul style="list-style-type: none"> <li>Conduct expanded Ricoh Quality activities and established group-wide common indicators</li> <li>Develop human capital through practices that makes Ricoh Quality a reality</li> </ul>
<ul style="list-style-type: none"> <li>Strengthening product design based on three Ricoh Values</li> </ul>	<ul style="list-style-type: none"> <li>Made new products that pioneer the future, and strengthened product design from the perspective of ecology and user-friendly comfort</li> </ul>	○	<ul style="list-style-type: none"> <li>(Continue to) strengthen product designs based on the three Ricoh Values</li> </ul>
<ul style="list-style-type: none"> <li>Maintenance of common group-wide certification and continued improvement of "common measure standards" and overseas expansion</li> <li>Prevention of accidents and incidents</li> <li>Continue implementing information security education</li> <li>Expansion of Business Continuity Plan (BCP) and management</li> </ul>	<ul style="list-style-type: none"> <li>After the second inspection, efforts were continued at 52 domestic firms and 46 overseas firms. Common standards were revised and implemented overseas</li> <li>Achieved improvements to incident and accident management database and developed preventative measures</li> <li>Implemented e-learning for all group employees</li> <li>Devised action plan concerning the new strain of influenza</li> </ul>	○	<ul style="list-style-type: none"> <li>Boost efficiency in risk assessment, and achieve continued common standards for overseas branches</li> <li>Continue to offer education &amp; training</li> </ul>
<ul style="list-style-type: none"> <li>Implementation of Business Continuity Plan (BCP)</li> <li>Implementation of the Total Risk Management Audit</li> <li>Implementation of education on Code of Conduct</li> <li>Building a system for preventing insider trading</li> <li>Establishment of internal reporting systems</li> </ul>	<ul style="list-style-type: none"> <li>Devised the Business Continuity Plan (BCP) for responding to the new strain of influenza and major earthquakes</li> <li>Conducted audits of 71 divisions and prepared for 49 risks</li> <li>Conducted Code of Conduct trainings and education programs</li> <li>Built a pre-trade business application database</li> <li>Promoted the establishment of internal reporting systems overseas in regions currently lacking them</li> </ul>	○	<ul style="list-style-type: none"> <li>Strengthen the TRM promotion system</li> <li>Specific progress in BCP</li> <li>Implement Code of Conduct education applied to each country and region</li> <li>Continue creation of internal reporting systems outside of Japan</li> </ul>
<ul style="list-style-type: none"> <li>Completion of an integrated internal audit system that conducts comprehensive business audits and theme audits under the U.S. SOX Act auditing</li> </ul>	<ul style="list-style-type: none"> <li>Completed integrated internal audits at 79 locations (Rico's divisions and affiliates) and proposed improvements to newly discovered issues</li> </ul>	○	<ul style="list-style-type: none"> <li>Further promote internal control contributing to the improvement of management efficiency</li> </ul>
<ul style="list-style-type: none"> <li>Domestic implementation of supplier self-assessment and preparation for the self-assessment in China</li> <li>Steady implementation at domestic dealers</li> </ul>	<ul style="list-style-type: none"> <li>Implemented self-assessment and feedback at 224 firms</li> <li>Built a system for assessment and support for dealers</li> </ul>	○	<ul style="list-style-type: none"> <li>Implement self-assessment in China</li> <li>Promote improvements based on assessment results</li> </ul>
<ul style="list-style-type: none"> <li>Steady implementation of system rebuilt in the Americas</li> </ul>	<ul style="list-style-type: none"> <li>Implemented reuse and recycle as planned by steadily implementing system rebuilt in the Americas</li> </ul>	○	<ul style="list-style-type: none"> <li>Promote reuse and recycling in all regions of the world</li> </ul>
<ul style="list-style-type: none"> <li>Implementation of well-planned energy-saving measures in each division</li> </ul>	<ul style="list-style-type: none"> <li>Achieved CO<sub>2</sub> emission reduction plan through improvement activities in each division</li> </ul>	○	<ul style="list-style-type: none"> <li>Continue energy-saving measures</li> </ul>
<ul style="list-style-type: none"> <li>Steady implementation of internal system meeting Europe's REACH regulation</li> </ul>	<ul style="list-style-type: none"> <li>Showed progress in data collection necessary for disclosure via the steady implementation and management of internal system meeting Europe's REACH regulation</li> </ul>	○	<ul style="list-style-type: none"> <li>Continue implementation and review</li> </ul>
<ul style="list-style-type: none"> <li>Specifying categories mentioned in policy</li> <li>Clarifying direction in preserving biodiversity</li> <li>Creating action guidelines for offices and plants</li> <li>Standardizing paper procurement standards</li> <li>Considering direction of incorporating environmental education</li> </ul>	<ul style="list-style-type: none"> <li>Clarified direction in preserving biodiversity</li> <li>Standardized paper procurement standards</li> <li>Determined direction of incorporating environmental education, implemented employee activities linked to regions and business divisions</li> <li>Determined forest preservation project</li> <li>Set up an environmental portal site</li> </ul>	△	<ul style="list-style-type: none"> <li>Implement biodiversity preservation activities within business activity regions and efforts toward EMS</li> </ul>

Self-evaluation ○: Exceeded plan ○: Achieved plan △: Partially achieved plan

## Our Major CSR Activities and Plans (2/2)

### Targets for Our CSR Activities in the 16th Mid-Term Management Plan (Fiscal 2008 to 2010)

Respect for people	Description	2010 Targets (level)
A vital and motivated culture	<ul style="list-style-type: none"> <li>Completing creation of an organization where each individual—regardless of gender, age, employment contract or nationality—can fully exert his/her skills</li> </ul>	(1) Percentage of female managers: 1.5% (2) Continue obtaining certification as a company that contributes to the development of future generations
Creating a safe, healthy and comfortable working environment	<ul style="list-style-type: none"> <li>Establishing a safe and healthy working environment for the employees of the Ricoh Group, in which they can exercise their abilities to the full, in turn improving business performance</li> </ul>	<ul style="list-style-type: none"> <li>Achieving management indicator goals regarding safety and health</li> <li>Implementing, improving and establishing a mechanism to manage safety and health</li> <li>Starting the development of measures and mechanisms on safety and health within the Group</li> </ul>
Promoting autonomy and creativity in the workplace	<ul style="list-style-type: none"> <li>Achieving effective functioning of the motivation cycle at Group companies in and outside Japan; and each Ricoh employee setting higher goals and taking on challenges responsibly. This in turn contributes to the performance of the company and its organizations, enhancing employee satisfaction and creating a sense of growth</li> <li>Obtaining and developing human resources to foster leaders in and outside Japan toward the growth of the global market; their nurturing, positioning and optimal utilization for the whole Group</li> <li>Establishing a system for handing down technologies, skills and know-how</li> </ul>	<ul style="list-style-type: none"> <li>Ricoh: exceeding the best points in previous surveys for important items in the employee satisfaction survey</li> <li>Group companies: establishing a management cycle to motivate employees</li> <li>Constructing a mechanism to select, acquire, systematically nurture and utilize human resources, in order to create business leaders for the Ricoh Group</li> <li>Establishing a mechanism to acquire, select, appoint and evaluate key personnel to realize our strategies</li> <li>Establish a mechanism to promote activities to hand down technologies, skills and know-how for each function, and implementing education</li> </ul>
Harmony with society		
Social contribution activities	<ul style="list-style-type: none"> <li>Improving the visibility and participation rate of FreeWill, a social contribution activity, across the Ricoh Group</li> </ul>	<ul style="list-style-type: none"> <li>Visibility of FreeWill among Ricoh employees: 85%; participation rate: 40%</li> </ul>
	<ul style="list-style-type: none"> <li>Employees participating in the Ricoh Science Caravan, in which Ricoh acts in cooperation with local communities, taking advantage of its corporate power, and the wide development of this program across Japan</li> </ul>	<ul style="list-style-type: none"> <li>Domestic: Repeatedly hosted at five central locations, established structure for nationwide practice (establishing an organization to cooperate with NPOs)</li> </ul>
	<ul style="list-style-type: none"> <li>Subsidiaries and business sites in Japan and overseas sharing activities, creating social contribution in harmony with local communities</li> </ul>	<ul style="list-style-type: none"> <li>Building a mechanism to collect and share information on activities within the Group that promote voluntary activities</li> </ul>
Communication	<ul style="list-style-type: none"> <li>Establishing and implementing Ricoh's unique communication style</li> </ul>	<ul style="list-style-type: none"> <li>Completing a new communication style</li> </ul>
Value-Creating CSR	<ul style="list-style-type: none"> <li>Developing color universal design (CUD) initiatives to offer the benefits of colors to society, the CUD concept being reflected in our products and communication tools</li> <li>Implementing activities aimed at earning the public trust in each Ricoh Group company in the field of user-friendliness</li> <li>Creating products, services and solutions that contribute to realizing a sustainable society</li> </ul>	<ul style="list-style-type: none"> <li>Reflection rate of CUD concept in our products and communication tools: 100%</li> <li>Setting up and developing themes at major Group companies</li> <li>New themes being set and implemented</li> </ul>

## Major Activity Plans, Achievements and Challenges for Fiscal 2009

Major activities	Achievements	Self evaluation	Challenges
<ul style="list-style-type: none"> <li>Promotion of diversity (empowering women)</li> <li>Implementation of work-life management</li> </ul>	<ul style="list-style-type: none"> <li>Continued information-sharing activities with group firms, launched Career Support Program for career female employees to come back to the work after childcare leaves</li> <li>Re-established a system to support work-life balance, implemented "Seminar for Papas", implemented employee satisfaction surveys on work-life management to review work styles</li> </ul>	○	<ul style="list-style-type: none"> <li>Create appropriate environment and disseminate information to raise awareness of employees and managers</li> </ul>
<ul style="list-style-type: none"> <li>Efforts toward improving group management indicators</li> <li>Improvements and sustained development of occupational safety and health standards</li> <li>Creation of a group mechanism for optimal safety and health</li> </ul>	<ul style="list-style-type: none"> <li>Devised common group-wide safety standards, implemented a group-wide stress check, strengthened a health-management follow-up system</li> <li>Standardized a risk assessment guide targeting injuries and chemical substances within the group</li> <li>Built a new health management system and common group-wide mental health program</li> </ul>	○	<ul style="list-style-type: none"> <li>Further strengthen improvements to group management indicators</li> <li>Continue to create a group mechanism for optimal safety and health</li> </ul>
<ul style="list-style-type: none"> <li>Training personnel by personality type</li> <li>Achieving structure and promotion of career development</li> <li>Developing global personnel</li> </ul>	<ul style="list-style-type: none"> <li>Released a database for sharing information on the four manager education courses and activities aimed at passing on skills to future generations</li> <li>Promoted a challenge toward individual employee goals through career design training</li> <li>Expanded educational menus and made pre-overseas-dispatch training compulsory</li> </ul>	○	<ul style="list-style-type: none"> <li>Strengthen training personnel by personality type and promote activities aimed at passing on skills to future generations</li> <li>Implement support measures for career development</li> <li>Devise educational programs for global personnel candidates</li> </ul>

<ul style="list-style-type: none"> <li>Investigation into visibility of FreeWill and activities aimed at boosting participation rate</li> </ul>	<ul style="list-style-type: none"> <li>Implemented FreeWill 10th anniversary events for promoting acknowledgement and membership</li> </ul>	○	<ul style="list-style-type: none"> <li>Implement a new structure for the content and dissemination method for improving the visibility and participation rate of FreeWill</li> </ul>
<ul style="list-style-type: none"> <li>Expanding Ricoh Science Caravan (Child participant goal: 9,500 children a year)</li> </ul>	<ul style="list-style-type: none"> <li>Established a system for implementing cooperation with affiliates nationwide; achieved roughly 13,500 child participants, largely surpassing the goal</li> </ul>	◎	<ul style="list-style-type: none"> <li>Improve quality of current program and proposed new program</li> </ul>
<ul style="list-style-type: none"> <li>Sharing activities between offices and companies in Japan and overseas</li> </ul>	<ul style="list-style-type: none"> <li>Collected 23 "CSR Hikarimono" from each overseas region (improvement from last year)</li> <li>Improved the web dissemination case numbers and shared information with regions in a timely manner</li> </ul>	○	<ul style="list-style-type: none"> <li>Collect and share information from each overseas region in fields outside of social contribution activities</li> </ul>
<ul style="list-style-type: none"> <li>Considering and testing Ricoh's unique and new communication style</li> </ul>	<ul style="list-style-type: none"> <li>Implemented dialogues, meeting targets and purposes, and factory visits for shareholders</li> </ul>	○	<ul style="list-style-type: none"> <li>Review current activities through the ISO 26000 perspective</li> </ul>

<ul style="list-style-type: none"> <li>Expanding color universal design (CUD) activities</li> </ul>	<ul style="list-style-type: none"> <li>Released products equipped with CUD-compatible-printing</li> <li>Released CUD certified digital cameras</li> <li>Continued development of communication tools</li> <li>Built structure for evaluating maturity</li> </ul>	◎	<ul style="list-style-type: none"> <li>Establish maturity evaluation and establish activities through developing standardization</li> </ul>
<ul style="list-style-type: none"> <li>Activities aimed at selected themes</li> </ul>	<ul style="list-style-type: none"> <li>Conducted activities under selected themes at three firms, but progress is partially delayed</li> </ul>	△	<ul style="list-style-type: none"> <li>Propose measures to deal with each firm's agendas</li> </ul>
<ul style="list-style-type: none"> <li>Planning theme related to resolving global social issues</li> </ul>	<ul style="list-style-type: none"> <li>Conducted market survey in India for the BOP market and understanding of needs</li> <li>Conducted dialogues to create a new social contribution program</li> </ul>	◎	<ul style="list-style-type: none"> <li>Propose specific BOP business programs</li> <li>Decide target countries, regions and partners</li> </ul>

Self-evaluation ◎: Exceeded plan ○: Achieved plan △: Partially achieved plan

## Ricoh Quality provides products and services of the highest quality that consistently delight and inspire our customers, and co-creating value

At the Ricoh Group, nothing is exempt from our quality management activities. All our divisions are striving to improve and reform their operations in order to enhance customer satisfaction. In other words, we want to ensure that everything we do—which of course includes, but is not limited to product-related processes, such as manufacturing, sales, and services—is customer driven. We aim to raise the level of the quality of our products and services continuously: making customers' experiences evolve from reassurance to amazement. Going forward, we will work to establish "Ricoh Quality" through our Group-wide efforts and solidify trust-based relationships with customers.

### Thoughts behind Ricoh Quality

The value expected by customers from products and services has been changing recently. High-quality features and highly functional, highly reliable products have become standard and even taken for granted. Something extra is required to convince customers to choose certain products and services. Ricoh Quality means delivering products and services that will make customers say, "This is something that only this service can provide," or "I'm glad we chose this," or "I want to continue using this," and seeking consistent quality that always delights and inspires customers. All Ricoh Group employees should share the same ethos, embody Ricoh's own distinctive values (the Ricoh Values) in the process of co-creating values and providing products and services to all customers, and conduct creative activities in order to not only just delight customers but also inspire them.

### Fiscal 2009 Activities Review

#### <Ricoh Group>

##### ● Defining and communicating Ricoh Quality

In addition to realizing quality that exceeds customer expectations, we announced the Ricoh Quality Statement globally over the web with the goal of improving awareness of the fact that we are seeking values that customers want based on their perspectives.

##### ● Reforming our Group-wide quality objective management systems for greater customer value

In order to engage in full-scale activities starting fiscal 2010, we changed our group quality target system and built a Ricoh Quality indicator system reflecting our thoughts.

##### ● Achieving Ricoh Quality under a flexible, business line-specific approach

We conducted a pilot program for Ricoh Quality activities, and identified "Ricoh's insistency" for implementing activities.

##### ● Developing human capital that makes Ricoh Quality a reality

We have been training employees through the Ricoh Quality activity pilot program.

### Plan for Fiscal 2010

#### <Ricoh Group>

##### ● Steady development of activities to implement Ricoh Quality (expanding target divisions and fields)

We will expand target divisions and fields from our pilot program activities in fiscal 2009; not only to steadily achieve basic quality, but also to determine what is most important for customers and engage in steadily developing activities to implement Ricoh Quality to include the key elements in our products and services.

##### ● Establishing the Ricoh Quality group-wide common indicator

Based on the knowledge gained from implementing activities, we will establish the Ricoh Quality group-wide common indicator in order to determine the direction they should take.

##### ● Developing human capital that makes Ricoh Quality a reality

We are training staff who can voluntarily engage in plan-do-check-act (PDCA) and to ensure that every single employee involved in the implementation of Ricoh Quality tracks, understands and determines "what values are significant for customers."

### ■ How we position Ricoh Quality





## Ricoh Quality Statement announced

The Ricoh Group announced the Ricoh Quality Statement in March, 2010, expressing its profound commitment to the

### Consistently delighting and inspiring our customers

#### The Ricoh Quality Statement

We will always remain trustworthy and attractive for customers, consistently delighting and inspiring our customers by innovating while partnering with them to create valuable products and solutions.

customer. Within the Group, it is a promise to clarify Ricoh's dedication and vision and to express our intent to continue innovation (management and administrative reform) to boost corporate value, and contribute to establishing a strong global Ricoh brand.

#### Ricoh Quality activities

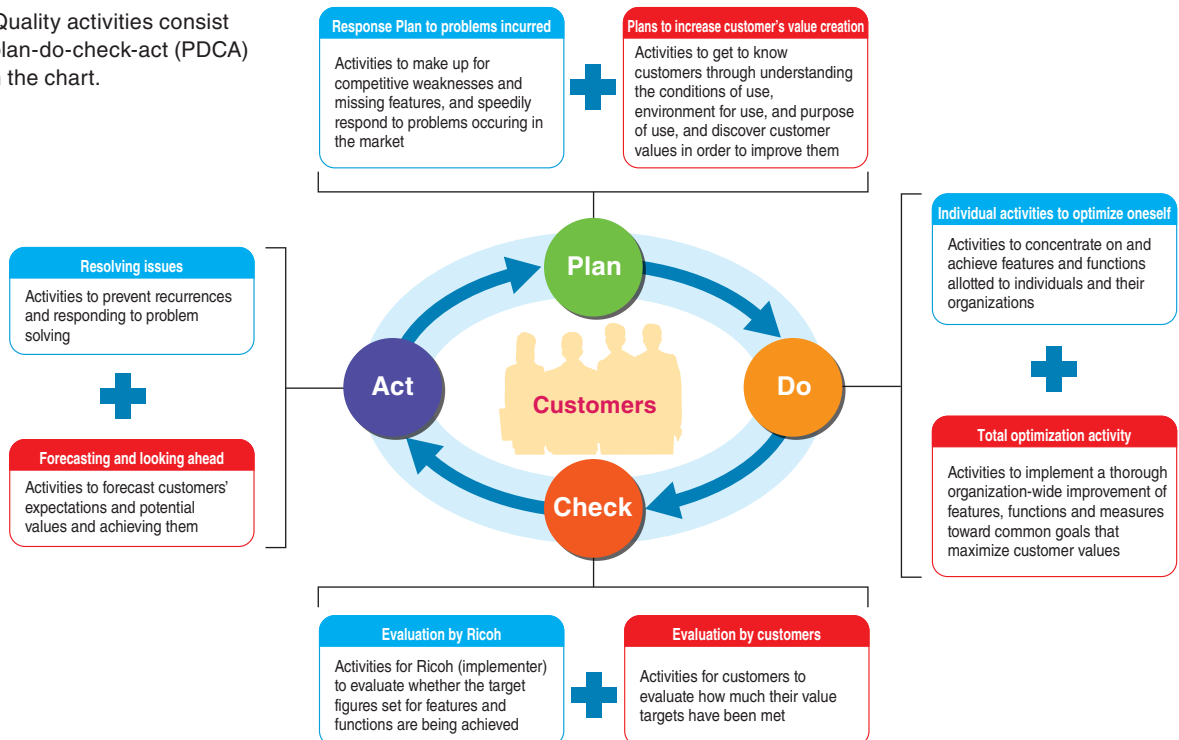
Ricoh Quality activities focus on creating new customer value based on the strong foundation of CS and quality management. United by a common purpose, all group employees share and understand the basis for Ricoh Quality and are dedicated to innovation on behalf of our customers. Before proceeding with our new quality activities, we conducted trials between August 2009 and March 2010, discovering key points and issues which we then integrated into our program. Based on conventional quality management, we were

able to clarify the PDCA cycle for new Ricoh Quality activities. (Chart below)

In fiscal 2010, we will expand our program throughout the group and steadily implement real world activities incorporating actual products and services. In addition, through these activities, we hope to understand the true value that customers are seeking, train Ricoh Quality employees who can perform PDCA on their own, and proceed with comprehensive programs for fine-tuning Ricoh specific values.

#### ■ The PDCA of Ricoh Quality activities

Ricoh Quality activities consist of the plan-do-check-act (PDCA) cycle in the chart.



## Ricoh Quality activities, from manufacturing sites to global sales network

In order to provide specific values to our customers, we have launched various innovations in all business activities, including not only products and services but also development and design, on-site sales, and the creation of a global sales support system. We would like to introduce some of these activities here.

### Example 1 : Ricoh Quality Activities

#### Defining customer value in digital cameras

##### <Ricoh Group/Global>

Ricoh's digital camera business, as exemplified by the GR DIGITAL series, has been transforming into a business that provides the features, functions and values that customers are looking for. This is partly the result of limiting our target to gear enthusiasts and keen photographers, and consistently focusing on the expansion of the shooting range\*, as we continue to innovate. All members of the camera division share a common vision and understanding of exactly why they are developing cameras. They are aware of the features and functions desired by customers through feed back on their own blogs in addition to tracking customer needs through marketing data. Surveys clearly show that these efforts result in an

amazing experience for customers.

Ricoh ranked first in comprehensive scores in an Ascii Media Works' survey of compact digital camera satisfaction conducted in January 2009. Specifically, Ricoh ranked first regarding optical zoom range, and received a high evaluation regarding wide-angle shooting features. In addition, although customers' post-purchase satisfaction generally tends to decrease from pre-purchase levels (as the graph shows) Ricoh's post-purchase satisfaction levels rose in most categories, showing that many users experiencing satisfaction beyond their initial expectations. We feel that we truly understood the value of expanded shooting range, which customers with a real understanding of cameras insist on, and we continued to reform our manufacturing process, resulting in many customers gaining satisfaction exceeding

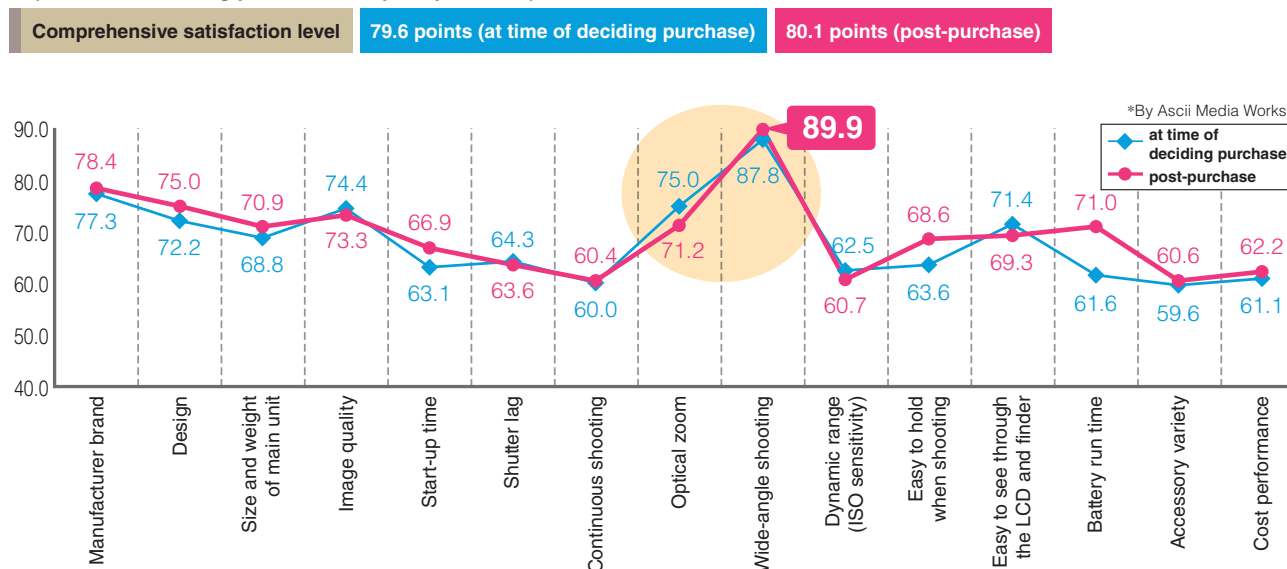


With the GXR digital camera, the unit that houses the lens, image sensor and image-processing engine can be removed from the body and replaced by a different unit.

their expectations. Using this evaluation as reference, Ricoh will continue to provide customers with cameras that give them an amazing experience during use.

\* Expansion of the shooting range refers to a feature allowing photos to be taken under all conditions, reducing incorrect exposures and increasing shooting opportunities.

■ Ricoh Camera's comprehensive satisfaction level and satisfaction level by category  
(At time of deciding purchase and post-purchase)



\*By Ascii Media Works

◆ at time of deciding purchase  
● post-purchase

## Example 2 : Ricoh Quality Activities

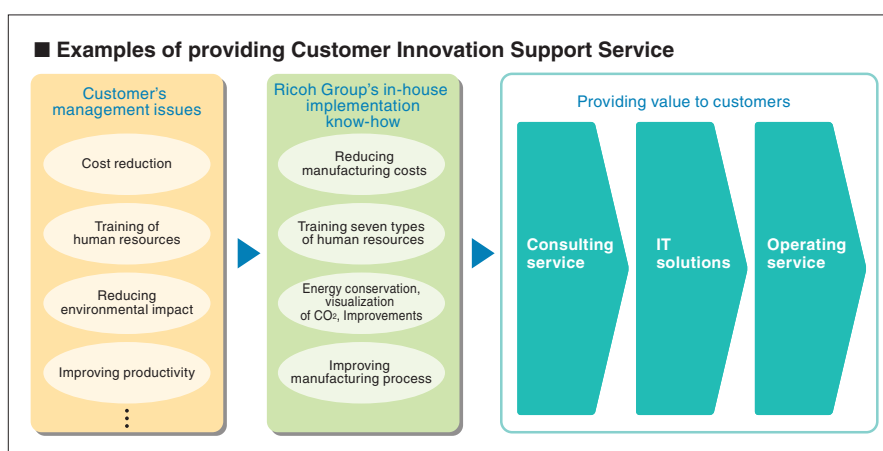
### New businesses provide know-how of group management

#### <Ricoh Group/Japan>

As part of Ricoh Quality activities, we are making efforts to boost quality—not only in providing products and services—but even during the process of co-creating values with customers. Our business concept is “Customer’s Customer Success,” which means we will continue providing value with the aim of satisfying the customer’s own customer. In doing so, management know-how is the most important factor in supporting the customers’ innovation and realizing success. This is why the Ricoh Group began a new service called CIS (Customer Innovation Support Service), which itemizes and makes available to the customer a range of know-how in management reorganization and administrative reform that Ricoh itself has been implementing using the Group’s comprehensive strengths. For example, we are providing solutions and consultation on improving administrative processes in fields such as manufacturing, including improvements of on-site manufacturing

processes, improvements of the five S’s, and training employees in manufacturing; the sustainable environmental management field including the visualization of energy consumption, environment improvement, and building environmental management systems; and the CSR field such as building structures for internal control, support for obtaining ISO 27001 ISMS (information security management system) certification, and support in training security personnel; and other fields. In order to provide higher value to customers, we will continue to

implement activities such as (1) creation of customer value by all employees from a customer first perspective (2) ensuring that customers consistently evaluate our support for customer innovation (3) pursuing activities aimed at raising in-house implementation levels. By continuing to follow this cycle of activities, Ricoh believes it can build a bond of trust with customers and continue to grow into a company that inspires customers.



## Example 3 : Ricoh Quality Activities

### Establishing a superior global sales support system

#### <Ricoh Group/Global>

Ricoh built a global sales network based in the five regions (Japan, the Americas, Europe, Asia-Pacific and China) that responds to customer needs. However, there were no full-scale global marketing functions that covered both advanced nations and developing countries, as the standard of values for products and services differs significantly. For this reason, the company was not able to meet customer demands in all areas, such as sufficiently providing products and services standardized on a global level.

In order to reform such a sales structure, Ricoh in 2005 established Ricoh Global Services, an organization specializing in organically linking sales subsidiaries in each region. The organization can offer optimal technical support by sharing customer information on a global scale through the use of a CRM (Customer Relationship Management) system that supports technical support activities during global negotiations. In June 2009, we established the Global Marketing Group, which offers marketing support in each region, maintaining an optimal balance between globally unified strategies and locally sensitive strategies, and offering

businesses that best match customer needs, regional characteristics and product features. As a way of strengthening control of Ricoh’s global sales network in the five regions, we launched Ricoh Japan Corp., a sales subsidiary in Japan in July 2010. We are now strengthening our timely response to customers nationwide while maintaining our local-community-focused sales network, which is one of Ricoh’s strengths. Amidst such activities, all employees share the measurement tool (insistence and vision) called Ricoh Quality, while each region joins hands to create new customer value.

For more information on our efforts to maintain quality, please visit  
For more information on our maintenance services, please visit

<http://www.ricoh.com/csr/activity/integrity/quality.html>  
<http://www.ricoh.com/csr/activity/integrity/support.html>

## Customer-driven approach to product development, aiming at greater user comfort and longer product life

With the advancement in performance and the increase in functions of information equipment as well as the colorization of information, manufacturers are now more than ever required to develop safe and usable products in all parts of the world. Ricoh is developing user-friendly products to offer the benefits of information technology to as many users as possible and at a higher level. To this end, we have been promoting the concept of Product Design Identity (PDI)\*, where we develop products from the perspective of three design values based on Ricoh Values (“harmonize with the environment,” “simplify your life and work” and “support knowledge management”).

\* A philosophy and actions for achieving integrated designs that enable customers who use our products to recognize Ricoh's originality

### Fiscal 2009 Activities Review

#### <Ricoh Group>

##### ●Stepping up our product development based on the three Ricoh Values

- 1) Create fresh ideas to innovate the future  
GXR: Ricoh developed an interchangeable unit camera system where the lens, image sensor, and image-processing engine are combined into one unit. By allowing the use of different units the system's possibilities are expanded. The new system offers easy lens exchange, high-quality resolution and mobility when shooting.
- 2) Developing products with usability and comfort
  - (i) Color Universal Design incorporated printing feature: When printing, this feature transforms colors into colors that even people with imperfect color vision can differentiate, enabling users to make their documents more understandable to a wider range of people.
  - (ii) App2Me: This provides a way to set up and control the features of multifunctional digital copiers on a PC or other device. The simple and clear design was highly rated.\*
- 3) Ecological design  
Eco-friendly multifunctional copiers: These copiers contain an average of more than 80% reusable parts that have met the same quality standards as new products. We released the imagio Neo 300RC/250RC, with greatly reduced CO<sub>2</sub> emissions during manufacturing, and won high praised from external sources.\*

\* Won the fiscal 2009 Good Design Award.

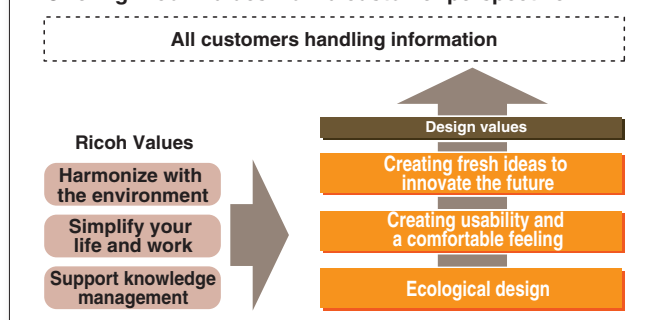
### Plan for Fiscal 2010

#### <Ricoh Group>

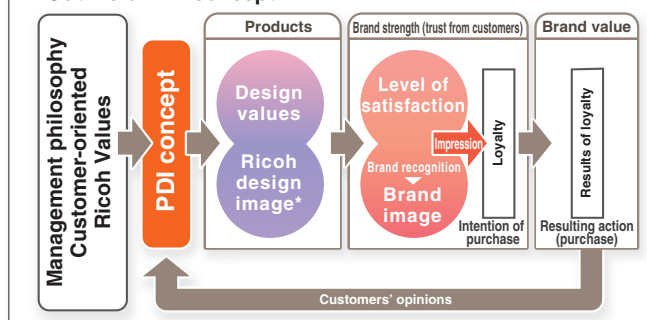
##### ●Stepping up our product development based on the three Ricoh Values

- 1) Create fresh ideas to innovate the future  
Adopting a customer-driven approach and assessing the intrinsic essence of our products, we will offer products and services with attractive shapes, colors and sounds.
- 2) Developing products with usability and comfort  
We will reflect universal design and color universal design in our products. To offer convenient and user-friendly operability to our customers, we will introduce the design of large-size color liquid crystal operation screens.
- 3) Ecological design  
From the viewpoint of energy and resource conservation and pollution prevention, we will create for sustainable and environmentally-friendly designs.

### ■ Offering Ricoh Values from a customer perspective



### ■ Outline of PDI concept



\* 1) Ricoh's originality recognized by customers as a result of products based on the PDI concept

2) Having our customers expect convenient and user-friendly products from Ricoh, and feel a sense of trust



## Contributing to the creation of the IAUD/UD matrix by creating examples of products that fit

<Ricoh Co., Ltd./Japan>

Ricoh continues to develop products that fit, for example, detailed consideration for diverse users in the field of operational environment of multifunctional digital copiers. Through these technologies and know-how, we actively participate in creating the UD matrix which the IAUD\* is working on in order to contribute to the expansion of UD incorporated products and services. This matrix is aimed at creating a tool that can be used commonly in UD development. In addition to the conventional Excel and Web versions, the IAUD created

book-style tools in February 2010. We can boost the efficiency of development and deepen understanding of diverse users by referencing actual examples and matrices as necessary at product development divisions at companies, schools, and small to medium-sized companies lacking research divisions. At Ricoh, we will continue to inspect matrices and make improvements, and pursue user-friendly designs that make it easier for more people to use our products and services.

\* International Association for Universal Design  
<http://www.iaud.net/>



The "IAUD/UD Matrix user information guide and examples" which is laid out like a book and contains many examples

### ■ Example of multifunctional digital copier (imagio MP C5000it) that was provided for the IAUD/UD matrix



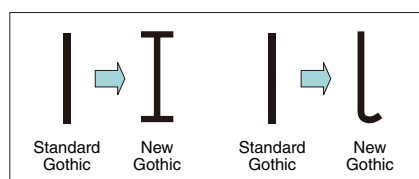
We darkened the color of the paper ejector to make it easier for users to see the paper. In addition, we added a lamp that lights to notify users when fax paper is ejected, making it easier to confirm from a distance.

## Developed a font that is easier to see and read

<Ricoh Co., Ltd./Japan>

As society continues to gray, an increasing number of people are suffering from weak eyesight due to amblyopia, presbyopia and cataracts. Meanwhile, people are using digital equipment such as cell phones and digital TVs more than ever. At Ricoh—which has developed many different font designs in the past—we believed that under these circumstances, it was important to develop fonts that are easy to see, easy to read, and easy on the eyes for all users including healthy people, the elderly, and those with visual impairments. Therefore, we realized a New Gothic font designed to make it easier to decipher letters intuitively. In developing this new font, we actually had 20 elderly people evaluate the font and test the quality. Ricoh's fonts, including the New Gothic, are contributing to improving operations with easy-to-read and easy-to-see letters, and used in in-vehicle information systems in BMWs, cell phones, medical devices, digital home appliances, etc.

### ■ Easy-to-distinguish letters



When we designed the New Gothic font, we emphasised the differences between similar letters to make it easier to distinguish between them.

## Developed "App2Me" software which makes it easier to use the multifunctional copier features that customers want to use

<Ricoh Group/Global>

Ricoh's imagio series of multifunctional digital copiers are equipped with many features that boost efficiency and are eco-friendly. However, survey results show that users are not sufficiently using these features because "the features are difficult to understand" or "the setting is difficult." For this reason, Ricoh developed "App2Me" software which enables users to access features on multifunctional digital copiers through easy manipulation on the screens of devices such as PCs and cell phones familiar to customers. We then made the software downloadable online. During the development stages, we sought feedback from general users as well as IT

professionals and bloggers, and clarified the values that App2Me can provide to users. Using App2Me, users can—for example—use a tool called a widget\* on their own PC screen, set printing preferences such as double-sided printing or saddle-stitch binding, and easily print out from a designated multifunctional copier over the network just by dragging and dropping the document onto the widget (Refer to chart). By setting up a file name and the destination to save to beforehand on the PC, users can easily digitize paper documents. The App2Me service is currently available in Japan, the Americas, Europe and Asia, and is scheduled to be offered in more regions soon.

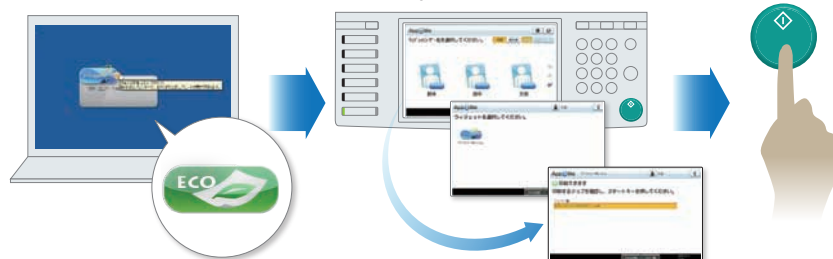
\* A simple application that can easily set up a multifunctional copier's features on a PC. There are widgets for each feature such as scanning and printing.

### ■ Using the "Eco-friendly print" widget

(1) Drag and drop a file onto a "widget" on the computer

(2) Choose your own widget on the multifunctional copier's control panel

(3) Push the start key



For more information, visit the App2Me web site <http://www.app2me.com>

## Creating an environment in which anyone can perceive colors freely and easily

Ricoh promotes color functions of office documents ahead of its rivals. One of Ricoh's major business pillars is bringing multifunctional color copiers and printers to the market which users can enjoy and with which they can leverage color to convey information more effectively. Nevertheless, there are many people with imperfect color vision, who face obstacles in an increasingly colorized society. Color universal design (CUD), which addresses these issues, has become a social mission at Ricoh in line with colorization of information. Color universal design (CUD), which addresses these issues, has become a social mission at Ricoh in line with colorization of information. We promote CUD activities as a common CSR theme for the Ricoh Group. We will step up our efforts to incorporate CUD into more products and fields of communication and create an environment in which everyone can enjoy the benefits of color.

### Fiscal 2009 Activities Review

#### <Ricoh Group/Japan>

##### ● Expanding CUD to new products and services

We continued to incorporate CUD in our multifunctional copiers, printers and digital printers. We also incorporated CUD into new digital cameras. (e.g.: imagio MP C1800 multifunctional digital copier, CX2 digital camera and other models.)

##### ● Expanding CUD to communication media

We used CUD on notice boards/posters, reports, company brochures, reports to shareholders and other documents at Ricoh Group's offices and plants. We incorporated CUD into our show rooms upon renovation, and newly obtained certifications under the Color Universal Design Management System (CUDMS) standards at PIC\* Shinagawa and PIC Kansai.

\*PIC (Printing Innovation Center)

##### ● Building a maturity-level review system

We developed a system for voluntarily reviewing the maturity level of CUD activities in each organizational unit.

### Plan for Fiscal 2010

#### <Ricoh Group/Japan>

##### ● Expanding CUD to new products and services

We will continue to actively incorporate CUD into our products and services.

##### ● Expanding CUD to communication media

We will incorporate CUD into sales proposals for customers and presentation materials for large-scale stakeholder meetings and other occasions. We will also incorporate CUD into the new building (under construction) of the Ricoh Technology Center in Ebina City.

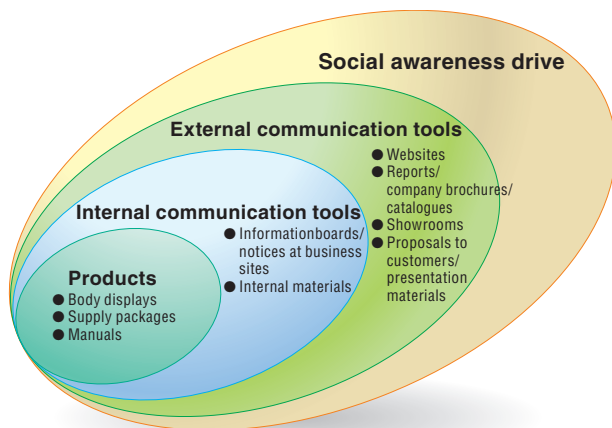
##### ● Spreading the maturity-level review

By using the maturity-level review several times since its full-scale operation, we will raise the maturity level of each organizational unit. In addition, we will consider measures to help CUD key persons continue their promotion activities.

##### ● Standardizing CUD procedures

We will standardize CUD incorporation procedures to ensure that CUD is reflected appropriately in our publications and other materials, and make CUD procedures one of our normal practices.

### ■ Expansion of color universal design activities



### About Color Vision Diversity

In the retinas of the human eye there are three kinds of cells designed to sense the wavelengths of red, green and blue light, respectively. Imperfect functioning of any of these cells results in imperfect color vision. Most affected people are classified as type P, with imperfect sense of red light, or type D, having imperfect sense of green light. Persons with all the cells functioning perfectly are classified as type C. Imperfect color vision is hereditary through the X chromosome, and often found in males possessing only one X chromosome\*.

People with imperfect color vision experience the following problems:

- Inability to quickly grasp the meaning of colored information boards at train stations, and having to read the words to understand a warning or direction;
- Difficulties in making distinctions in color-coded charts and figures and referring to legends;
- Difficulty in differentiating buttons on screens and operation panels;
- Difficulty in reading highlighted sections on electronic bulletin boards;

\* Affects one male in 20 and one female in 500, totaling about 3 million people in Japan and more than 200 million people worldwide.

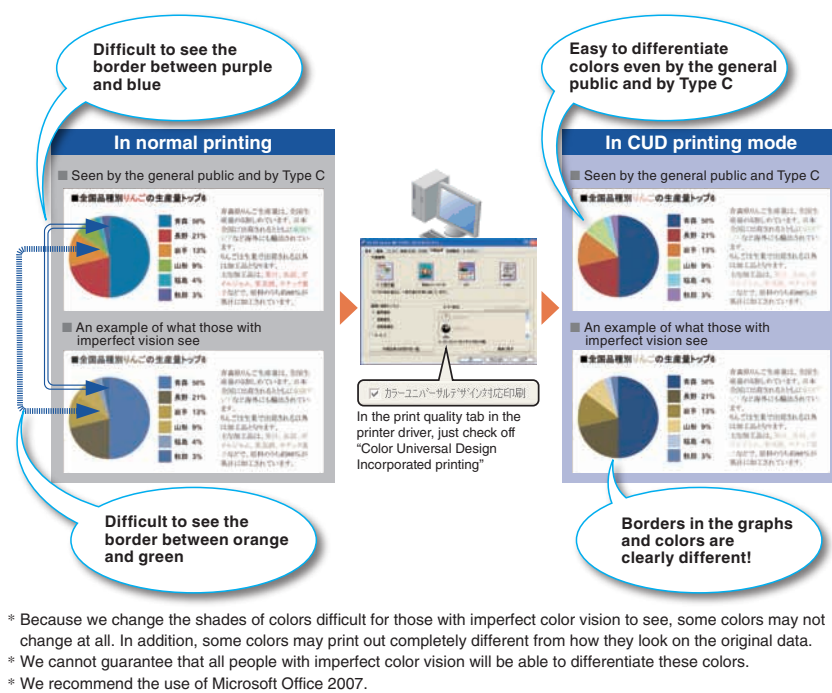
\* Source: Color Universal Design Organization (CUDO)

## CUD incorporated printer functions ensuring easy operation for those with imperfect color vision

<Ricoh Co., Ltd./Japan>

Until now, Ricoh had been providing easy-to-use multifunctional digital copiers incorporating CUD mainly in the display panel's LED lamp color or display and screen. Ricoh's high-speed, color, multifunctional copier imagio MP C7501/C6001—released in January 2010—is the industry's first printer to incorporate CUD. With this feature, users can select CUD incorporated printing, which will print out colors that are easier for those with imperfect color vision to see. For example, the red will come out with a stronger magenta, while the green will come out closer to blue-green.

### ■ The industry's first CUD-incorporated printer features



## CUD activities based on a master plan with the participation of all employees

<Ricoh Numazu Plant/Japan>

Ricoh Numazu Plant, which is a production site for consumables, has established a cross-sectional structure to promote CUD activities led by key persons in each division. These members devised a Master Plan with the goal of creating an ideal society where "CUD is incorporated unconsciously at offices and plants." The plan promotes the participation of all employees. Starting fiscal 2009, we have been incorporating CUD activities into our Occupational Safety and Health Management System to polish the content. To get all 1,900 employees at Ricoh offices and plants to incorporate CUD

into their daily activities, we implemented the following activities:

- 1) Implemented detailed education of CUD key persons selected from each division
- 2) Built a tool that shows simulated images of how those with imperfect color vision see certain target objects as well as the "before and after" images of target objects, then visualized and shared results
- 3) Shared awareness by using methods showing efforts, such as making an original CUD certification mark at offices and plants, and displaying them on locations where improvements were made. Through these promotional activities, we won the 10th Shizuoka Universal Design Grand Prize in the promotional activities division.

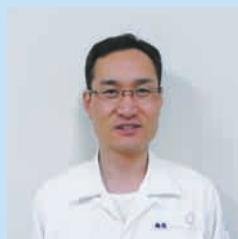
## Incorporating CUD when constructing new buildings at R&D bases

<Ricoh Technology Center/Japan>

Ricoh aims to further raise its level of CUD incorporation at its offices and plants. For example, at the Ricoh Technology Center in Ebina, it aimed to incorporate CUD into all possible equipment in the newly built office in August 2010 such as the light switches, elevator buttons and A/C switches. For this reason, Ricoh aims to closely join hands with companies in charge of facilities and equipment, and share its CUD awareness.

### Voices of CUD promotion key persons

As a result of all employees participating in CUD activities based on the Master Plan, we have heard on-site employees with imperfect color vision express gratitude for making safety and quality displays easier to read. Employees with perfect color vision say they learned that over-using colors in material would actually make it more difficult to see where the emphasis is. Through CUD activities, these employees say they are now considering using color and can produce very good documents. Such responses from employees are a great encouragement for future activities.



**Shinichi Umehara**  
Numazu General Affairs Center  
Environment Safety Group  
RS Products Division  
Production Business Group

### Major awards won

Tokyo Metropolitan Government:  
58th annual Tokyo Metropolitan  
Government's social welfare convention  
Governor's Certificate of Appreciation for  
Community Leaders (January 2010)

Shizuoka Prefectural Government:  
10th Shizuoka Universal Design Grand  
Prize in the promotional activities division  
(December 2009)

## Risk management and compliance in daily operations strengthen internal control

Management may face crises caused by various internal and external factors. The Ricoh Group considers taking preventive and preparedness actions against and being prepared for crises as one of its social responsibilities, and has established a risk management system and implements preventive measures, together with compliance, in its daily activities.

### Risk Management and BCP

The Ricoh Group built and operates a total risk management (TRM) system. The TRM system is designed to identify and address risk in a comprehensive manner. It aims at providing risk management that will lead to the consistent and sustainable growth of the Group's business and the enhancement of its corporate values. For this reason, each Group company conducts rigorous risk management as part of its day-to-day operations to avert any crisis that may have a significant adverse impact on the business activities of the Group. We have also devised a business continuity plan (BCP) on especially high-risk factors such as earthquakes and new types of influenza. We set up a task force that will speedily take action in the event of a crisis, and are devising an action plan of businesses that will be given top priority in such cases. In particular, the plan covers maintenance services and continued supply of consumables for printers and multifunctional copiers to clients who maintain social infrastructure, such as gas, electricity and water companies as well as government offices and medical institutions. We have established a system where the Ricoh Group can be socially responsible under any circumstances using the BCP.

### Fiscal 2009 Activities Review

#### <Ricoh Group>

##### ● Implementing BCPs

- 1) New type influenza outbreak:  
We developed a specific BCP for preparedness measures to share among Ricoh Group firms (both in and outside of Japan)
- (i) In the event of an outbreak of a new type of influenza, the Ricoh Group's Disaster Countermeasures Committee will issue Ricoh's proprietary warning levels, and take countermeasures based on the action plan prepared beforehand.
- (ii) Even in the event of a pandemic, the Ricoh Group plans to continue services as much as possible to clients in need of services to maintain social infrastructure.
- 2) A disastrous earthquake in the Tokyo metropolitan area or the Tokai region.  
We completed the development of a BCP for earthquakes measuring a weak six on the Japanese seismic scale. Because it will take large-scale investments into equipment to respond to such measures, we will start preparations as soon as possible after determining the priority of each need.

##### ● Conducting TRM audits

In fiscal 2009, we listed 49 risk factors that may affect business, and prepared prevention plans and response plans mainly in the management divisions. By the end of the fiscal year, we conducted TRM audits and reported on a total of 71 divisions for all risks.

### Plan for Fiscal 2010

#### <Ricoh Group>

##### ● Strengthening the TRM promotion structure

- 1) Overseas, the risks concerning differences in law, culture and customs are changing. We plan to strengthen our TRM promotion structure based on these changing circumstances.
- 2) We plan to confirm through TRM audits the results of these efforts to strengthen the structure and make further improvements.

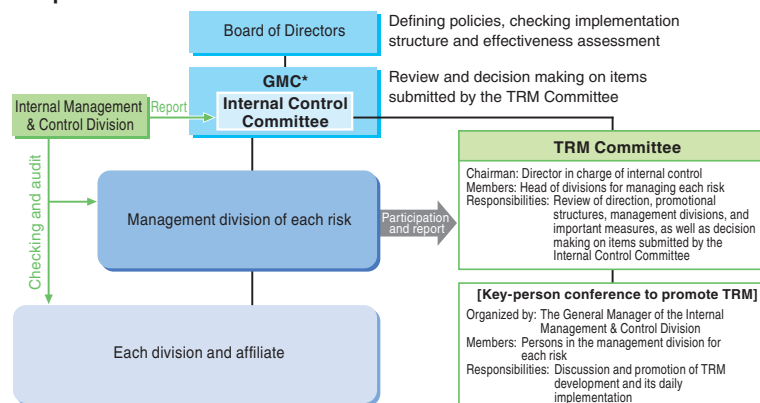
##### ● Implementing BCPs

- 1) Countermeasures to new types of influenza
  - (i) To prepare for highly-virulent, new types of influenza, we will promote the establishment of rules, education and training to implement the necessary action plans in each group firm.
  - (ii) During a pandemic, the top priority will be securing the basic infrastructure required to maintain necessary business. We will promote preparations for securing operations such as clarifying the minimum requirements of computer systems.
- 2) Countermeasures for a disastrous earthquake in the Tokyo metropolitan area or the Tokai region  
We are now duplicating our core systems, making our offices, plants and warehouses quake-resistant, and conducting emergency drills for earthquakes.

##### ● Monitoring our supply chain

We established rules against child labor and regularly monitor not only Ricoh Group firms in and outside of Japan, but also all businesses within our supply chain to ensure that our rules are being followed.

### ■ TRM promotion structure



For our environmental risk management, refer to the Ricoh Group Sustainability Report (Environment) 2010 on our website.



## Compliance

Each Ricoh employee is required to fully understand the Ricoh Group Code of Conduct and act in accordance with it, in order to strengthen compliance (observance of laws, regulations and corporate ethics). For this purpose we provide e-learning courses to help employees understand the importance of following laws, regulations and corporate ethics. These online education courses use dramatized educational video material to provide employees with better understanding and enable them to reflect what they have learned in their daily activities. In addition, we are working to ensure continuous improvement by checking the effects of education as well as the level of knowledge penetration and retention among employees.

### MQ-up Activities aiming at raising the awareness of compliance among the domestic sales group

#### <Ricoch Group/Japan>

In November 2002, we created a compliance policy for the domestic sales group. In order to raise the awareness of compliance among employees who interact with customers on a daily basis, we built a proprietary system for MQ-up activities\* and are implementing them diligently. For example, we produced handbooks and portable cards of rules such as "maintaining a higher sense of ethics" and "distinction between private and public matters" and distributing them to all senior executives and employees in the domestic sales group. In July 2004, a self-check system was launched for MQ-up (Management Quality

## Fiscal 2009 Activities Review

### ● Providing education on the Code of Conduct

#### <Ricoch Group/Japan>

In order to promote thorough understanding and implementation of the Ricoh Group Code of Conduct, we implemented many educational and promotional activities. In addition, employees have signed documents pledging their commitment to the Code of Conduct.

#### <Ricoch Group/Overseas>

Each country has different circumstances and customs. For regions where employees cannot pledge their commitment to the Code the Conduct, the employees signed a document confirming their completion of the Code of Conduct education.

### ● Building a system to prevent insider trading

We built a database for applications by Ricoh Group employees and senior executives to buy shares of Ricoh Corp. and Ricoh Leasing Co. Ltd. in Japan. We strengthened the pre-application system again.

### ● Establishing hot line systems

#### <Ricoch Group/Japan>

In addition to the original hot line systems implemented at group firms, we established a hot line system within the Ricoh head office that responds to reports and consultations with group employees.

#### <Ricoch Group/Overseas>

We are introducing hot line systems in regions that currently lack them.

Up) activities, in which employees reflect on their own actions and conscience regarding compliance on their computers. Once a month, all employees including senior executives conduct this self-check. In order to boost employees' knowledge and awareness, employees who give responses showing misunderstanding or a lack of

## Plan for Fiscal 2010

### ● Providing education on the Code of Conduct

#### <Ricoch Group/Japan>

In order to further permeate the understanding and implementation of the Ricoh Group Code of Conduct, we have proposed a continuing education plan and reviewed our educational content, and will implement those changes. We require our employees to sign documents pledging their commitment to the Code of Conduct every year.

#### <Ricoch Group/Overseas>

We will continue to implement education on the Code of Conduct with themes matching the circumstances of each nation and region.

### ● Reviewing hot line structure and system

#### <Ricoch Group/Japan>

We will establish consultation desks at major group firms to build a structure for Ricoh to work in conjunction with group firms, thereby strengthening speedy response to incidents and prevention of recurrences. In addition, we aim to improve the quality of key persons through education.

#### <Ricoch Group/Overseas>

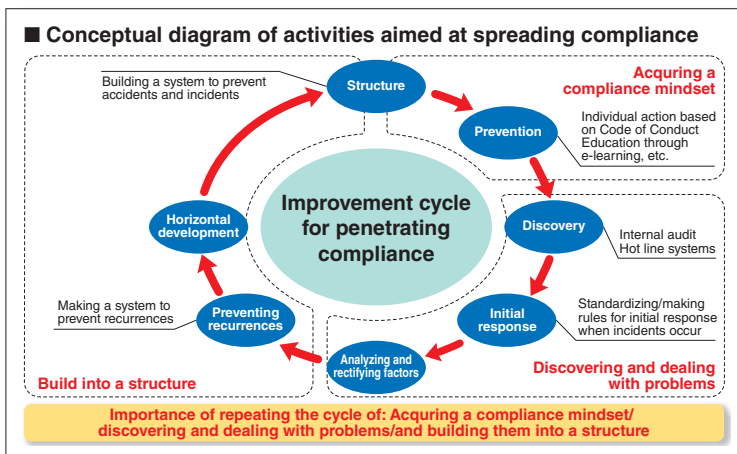
We will continue to establish hot line systems in regions that currently lack them.

understanding receive instruction from their supervisors. In addition, the Ricoh Group's division chiefs and our affiliates' managers conduct preventive measures by searching for the underlying factors of each problem.

\* Management Quality up activity (Activities implemented by all employees to boost corporate quality into one that is trusted by society)

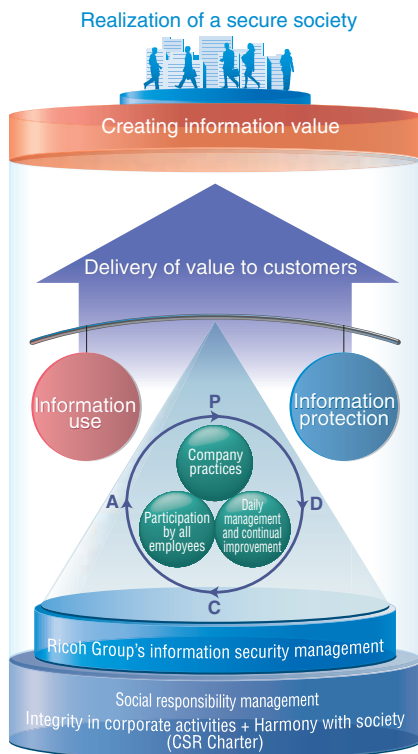


Portable cards concerning the compliance policy for Japan sales group



## Ensuring trust in the information age

Information is at the core of the Ricoh Group's business and we recognize that information security is indispensable for providing safe products and services to our customers. We therefore manage and improve the daily business activities of each of our employees based on an all-employee participatory approach. Based on this approach, we utilize our products and services internally to facilitate the creation of new value for our customers. At Ricoh information security management aims to implement "Integrity in Corporate Activities" and "Harmony with Society," as stipulated in the Ricoh Group CSR Charter.



### Fiscal 2009 Activities Review

#### <Ricoh Group>

##### ● Maintaining unified ISMS\* certification for the Group

Following the renewal review for unified ISMS certification for the Group, 52 group companies in Japan received their second renewal reviews and obtained certification. Overseas, Ricoh Singapore PTE Ltd. newly underwent the review and obtained certification. (In total 98 companies worldwide are certified: 52 in Japan, 46 overseas)

##### ● Overseas expansion of common standards for information security measures

Based on the results of the fiscal 2009 version of the common standards for information security measures, we added a category entitled, "Dealing with information generated when providing services to customers" and made revisions to the common standards to accurately reflect information-management methods. This new version has been adopted for fiscal 2010. The new common standards for information security measures are also being introduced overseas.

##### ● Preventing the recurrence of information security incidents and noncompliance with audits and reviews

During the year, there were no incidents significant enough to require either a public announcement or a report to any governing regulator or review body. We further improved a group-wide database system for managing information security incidents and began to implement group-wide measures to prevent recurrences of information security incidents.

##### ● Providing education for all employees

We conducted e-learning based on the three principles behind information security activities aimed at establishing and reinforcing information security consciousness among all employees within the Group.

##### ● Enhancing the Ricoh Group's Business Continuity Plan and management

To deal with outbreaks of new types of influenza, we created our own action guidelines and formulated an action plan under which Ricoh Group companies worldwide act as one.

\*Information Security Management System

### Plan for Fiscal 2010

#### <Ricoh Group>

##### ● Maintaining unified ISMS certification for the Group

We will conduct the second renewal review for the unified certification for the Group.

##### ● Overseas expansion of the common standards for information security measures

Because the standards are close to being finalized, we will take practical measures to incorporate the standards in information technology and improve or change operations. We will also consider boosting the efficiency of risk assessment in order to promote more effective information security activities. We will also continue to introduce the common standards overseas.

##### ● Enhancing the Ricoh Group's Business Continuity Plan and management

To prepare for risks against major earthquakes and virulent new strains of influenza, we will promote the establishment, review and improvements of a group-wide action guideline for dealing with emergencies.

##### ● Continuous education to raise awareness of information security issues

We will provide self-assessment-based education programs for all employees, aimed at greater awareness of information security issues and more effective implementation of related activities.

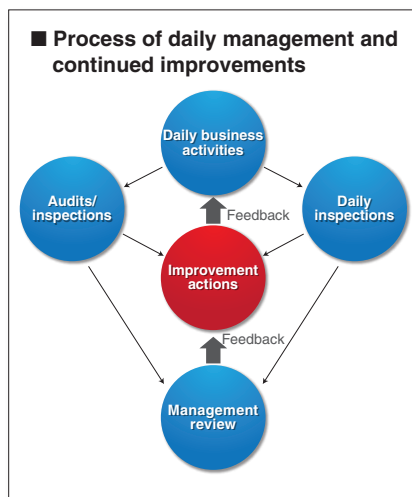
##### ● Using IT to prevent the recurrence of information security incidents

The use of information technology alone will not guarantee the prevention of recurrences. Each and every employee needs to be aware of the risk of information security incidents and information leakage. This fiscal year, we will work toward the prevention of incidents and recurrences by taking account of the human factor.

## Promoting daily vigilance management and continued improvements through internal audits

### <Ricoh Group/Japan>

Information security management can only be achieved when all participants implement security measures in their day-to-day business activities. The Ricoh Group rigorously establishes common standards and rules and conducts thorough education and training. To ensure that these standards are followed in day-to-day operations, we confirm implementation levels through each employee's self-assessment report, regular monitoring by supervisors, and audits and inspections by professionals, and speedily rectify problems or improve the situation. By implementing plan-do-check-act (PDCA) at every level—from regular employees to executives—we continue to improve security levels. We also position internal audits as one of the engines behind PDCA implementation for continued improvements and efficient daily management.



### ● Internal auditing structure

The Ricoh Group employs more than 1,700 internal auditors. The division in charge of auditing tracks the performance of internal auditors and manages their training through the use of a comprehensive internal auditor database. This thorough training and monitoring ensures a supply of well qualified internal auditors by grade, and contributes to the continuation and upgrading of ISMS (Information Security Management System) certification.

### ● Internal auditing system

There are three ranks of Ricoh Group internal auditors, based on their qualifications, experience and level of skill:

#### (1) Assistant internal auditor

This entry-level auditing position comprises those who have completed the information security internal auditor training course designated by the division in charge of auditing.

#### (2) Internal auditor

This designation is awarded to those who have conducted a certain number of audits or experienced auditing for a certain period in the past three years. These internal auditors play the role of audit team leaders.

#### (3) Chief internal auditor

This designation is reserved for those who have served as an auditing team leader more than a certain number of times in the past three years. We aim to maintain and boost our auditors' skills and qualifications through auditing education and training and practical experience.

## Imagio MP 5000 SP/4000SP first digital copier to obtain CC certification<sup>1</sup>

### <Ricoh Co., Ltd./Japan>

Previously, there were no international standards for security features in multifunction copiers and printers. Each manufacturer had equipped their products with security features based on their own standards. Under these circumstances, a working group was formed in 2003, led by major manufacturers. Ricoh has actively participated in this working group along with industry rivals, and contributed greatly to devising standards. In June 2009, the IEE 2600.1 international standard for information security features was created. This standard covers multifunction copiers and printers, and is defined as the required specification in extremely high-level security environments such as government offices and military establishments as well as regular offices (See Table). In March 2010, Ricoh's multifunctional digital copier imagio MP 5000 SP/4000SP<sup>2</sup> became the first in the world to obtain CC certification<sup>3</sup> which corresponds to IEEE 2600.1. This

offers users a stronger sense of security. Ricoh plans to promote efforts to obtain CC certification for other products, both for those sold in Japan and overseas, and will pioneer in the development of new security features to deal with every kind of risk facing our customers' information assets.

1. Certified as Common Criteria (ISO/IEC15408), which is a major international standard for information technology security evaluation.
2. The optional "imagio security card type 9" is necessary.
3. The world's first as of March 11, 2010, according to Ricoh's research.



The imagio MP 5000 SP the first printer in the world to obtain CC certification corresponding to IEEE 2600.1.

### ■ The major required specifications of IEEE 2600.1

Categories	Names of functions
Basic security functions	Identity authentication, access control functions, network protection features (encrypted communication functions), etc.
Delete functions	Information deletion functions such as deleting by overriding remaining information under designated patterns etc.
Management functions	Security management functions by administrator
Auditing functions	Auditing functions that enable the viewing of security-related log records etc.
Verification functions	Software verification functions that ensure the legitimacy of equipped software etc.

## Joining hands with our partners to raise CSR level in our supply chain

To achieve the development of a sustainable society, the Ricoh Group has adopted a CSR-oriented management approach in collaboration with our suppliers and sales partner companies. Our objectives are not limited to managing and reducing environmental and human rights risks throughout the supply chain; we aim to make a positive contribution to society. We believe our commitment to giving back to society will lead to greater trust from the public, which will then increase the morale of our employees, add a competitive edge to our business, and ultimately improve our business performance. To create this virtuous circle, there must be a deeper understanding and continuous implementation of effective CSR activities by all the parties involved, including our partners. We are therefore committed to further advancing CSR procurement\*, and providing comprehensive support to raise the corporate value of sales partner companies so as to expand CSR activities to the entire supply chain.

\* A procurement scheme in which CSR initiatives are taken by the supplier set as a condition for purchasing

### Fiscal 2009 Activities Review

#### <Ricoh Group>

##### ● CSR procurement activities

- 1) Began requiring major suppliers in Japan to conduct self-assessment. We provided feedback on the results and identified issues that needed to be dealt with.
- 2) Set up the structure and dates for implementing activities in China.

##### ● Green procurement\*

- 1) CO<sub>2</sub> reduction activities at suppliers
  - (i) Targets for improvement actions at nine model suppliers were almost met.
  - (ii) Confirmed the voluntary promotional activities of 171 suppliers worldwide.
- 2) Built a system and structure to help gather information from suppliers on their compliance with the EU's REACH regulation and implemented activities to support their efforts.

##### ● Implementation of procurement ethics (including the Act Against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors) at procurement divisions

Conducted self-checks at procurement divisions in Japan.

##### ● Full-scale expansion of CSR activities to sales partners

- 1) Built an assessment system for identifying issues concerning each stakeholder.
- 2) Shared good examples of CSR activities with partners.

### Plan for Fiscal 2010

#### <Ricoh Group>

##### ● CSR procurement activities

- 1) We will conduct the second self-assessment in Japan, confirm the progress of improvement actions, and support efforts to raise the level further.
- 2) For major suppliers in China, we will implement similar activities as in Japan.

##### ● Green procurement\*

- 1) CO<sub>2</sub> reduction activities among suppliers  
We will continue to help nine model suppliers achieve their fiscal 2010 targets, and expand the application of examples of on-site improvements.
- 2) Compliance with EU's REACH regulations  
We will conduct support activities aimed at achieving goals in the Imaging Business Group's various bases.

##### ● Implementation of procurement ethics (including the Act Against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors) at procurement divisions

We will review the results from the previous fiscal year and conduct a self-check for fiscal 2010.

##### ● Full-scale expansion of support for sales partner companies to boost corporate value

Based on assessments, we will offer full-scale support while introducing real world examples from Ricoh.

\* For details of green procurement refer to the Ricoh Group Sustainability Report (Environment) 2010, available on our website.

### Promoting CSR Activities at Suppliers

#### 224 Suppliers conduct self-assessment

##### <Ricoh Group/Japan>

In a bid to raise the CSR levels of our global supply chain, we built a self-assessment system for monitoring compliance with the Supplier Code of Conduct introduced in 2006. We began introducing this in Japan. In May 2009, we held a briefing in the five national regions for our major suppliers.

We provided a guidebook to allow suppliers to deepen their understanding of the Supplier Code of Conduct, and asked them to conduct self-assessment. The initial assessment categories included product safety, trade secrets, intellectual property, the environment, human rights, labor (including the prohibition of child labor) as well as safety and sanitation. We built a system where the responses could be

retrieved online, and received a very high 98% recovery rate. Through such self-assessment, we have suppliers voluntarily engage in the PDCA cycle, and enable them to respond to the needs and requests of society. In fiscal 2010, we will introduce similar measures at our Chinese subsidiaries in China, and later expand them to our local subsidiaries in Europe and the Americas.



## Interview

**Taizo Miyazawa**

President, Miyazawa Machinery Industrial Co., Ltd.



### Self-assessment helped us to redefine our company's current position and pave the way for further improvement.

To better understand self-assessments in the field, we visited Miyazawa Machinery Industrial Co., Ltd. (Tokyo), a company that presses parts, to get feedback from an actual supplier, and obtained valuable information.

#### We were able to gain new insight into areas such as working regulations and the management of classified information

These self-assessments were a good opportunity to recheck our company's regulations regarding personnel and labor issues. In addition, we were able to gain new insights from the perspective of protecting intellectual property and managing trade secrets, because we often use blueprints supplied by Ricoh during our interactions with outsourcing firms. For example, we now get data sent to us electronically instead of receiving paper blueprints. When exchanging this data with outsourcing firms, we felt the need to strengthen our information security with anti-virus software and other measures.

#### We would like Ricoh to provide more specific examples of activities to raise the level of CSR activities

Until now, I had thought that CSR activities were to address major social problems that had little relevance to small and medium-sized enterprises like us. However, through these self-assessments I was able to further understand the Ricoh Group's active efforts and I decided to boost our future level of CSR activities. In order to do this, I look to Ricoh to provide us with more specific examples of information security measures. If we learned about the specific activities being implemented at the Ricoh Group's small and medium-sized offices and plants, I am sure we could draw much inspiration from them.

### Promoting CSR Activities with Our Sales Partners

#### Helping major dealers in Japan boost their corporate value

##### <Ricoh Group/Japan>

In order to grow alongside our sales partners, we launched initiatives designed to boost the corporate value of major dealers. To start with, we decided to ask dealers to implement self-assessments from a CSR perspective. We wish to encourage the idea that building a strong relationship of trust with stakeholders like customers, communities and employees—and not simply achieving conventional sales targets—is what leads to sustained corporate growth and we provide examples of our own from the Ricoh Group. In fiscal 2009, we decided on the methods and categories for self-assessment, and implemented them

at Ricohjimuki Co., Ltd. (Tokyo) ahead of full-scale implementation in October 2010. With the self-assessments, we had the president and employees as well as the entity now known as Ricoh Sales Co., Ltd. which is a business partner, answer questions prepared beforehand in order to identify the issues. We have since set up a working group and implemented several improvements. President Kentaro Kamei said, "I believe that from now on, companies must raise their corporate value in addition to seeking better business performance. Conducting these assessments has helped us make many discoveries." We plan to conduct CSR activities that raise corporate value along with our sales partners.



Kentaro Kamei (President of Ricohjimuki) explains assessment results and newly found issues to his employees

## As economy in the developing world expands, CSR in China and the rest of Asia grows in importance. The Ricoh Group is committed to sustainability and maintaining harmony with society in the region.

### Efforts at a Thai Manufacturing Subsidiary

#### Training and motivating local employees

<Rico Manufacturing (Thailand) Ltd./  
Thailand>



Ricoh Manufacturing (Thailand) Ltd. (RMT), a production site for laser printers was established in Thailand's Amata City Industrial Estate and began production in September 2009. We are working to increase procurements of parts and materials within the industrial estate while at the same time, expanding personnel training programs so that local employees can eventually take charge of the entire operation. These efforts by RMT are an example of creating new bases in line with Ricoh's CSR Charter which pledges to "respect the culture and customs of any country or region, and will operate so as to contribute to their development."

#### Employees create awareness of equality and a sense of oneness

Based on the basic idea that "employees are collaborators in our business," Ricoh adopts a management style where the employees and senior executives work as one. As a way of reflecting this concept at RMT as well, the president, Japanese expatriates and local employees all take part in a 10-minute cleaning session every morning to implement the 5S activities\* together at the offices and plants. In addition, we are hiring engineers, operators and staff on the assumption that local employees will one day be exclusively in charge of the site's operations. For this

reason, we set up a mechanism for training employees, allocating day-to-day work, and sharing information with them.

\* Five categories regarding sorting, organizing, cleaning, maintaining sanitation and discipline

#### Implementing standardized CSR education

For the employees hired at RMT, we offer the same thorough education as all Ricoh Group employees worldwide as much as possible in order to give employees sufficient knowledge of CSR activities, including environmental conservation and information security management system (ISMS), to ensure that they implement these activities in their workplace and community. In addition, as part of the education and training curriculum, senior executives take time to directly deliver significant messages on such topics as the Group's management philosophy.

#### Providing a menu of benefits meeting the needs of local communities

While expanding the mechanism for education and training, we are also expanding the menu of benefits and creating a suitable workplace environment in a bid to motivate RMT's local employees to extend their employment period. For example, we started providing a bus service to make it easier for employees to commute from regions far from RMT. We also



Sports Day at RMT, Thailand

organize and host sports days, New Year's parties, employee bus trips and events to promote internal communication with local employees.

#### Continuing to improve training and benefits through dialogue with local employees

We adjust the training program and benefits provided to fit local customs and culture while thoroughly passing down product-making technology and know-how, and the Code of Conduct they should follow as employees of the Ricoh Group. For example, the training curriculum has been reviewed and improved after checking the trainees' level of understanding through questionnaires. The department in charge of these programs first inform local employees of what Ricoh is seeking, then decide on improvement measures after productive discussions leading to everyone's consent. In addition, RMT has a committee run by employees instead of a labor union. The management recognizes employee's voices through debates with this committee and debate on measures that benefit both sides. Through such efforts, RMT aims to grow into a business where all employees work together as one.



An employee trip

**Promoting environmental conservation and effective use of human resources that will serve as role models in the industrial districts of China, the world's factory**

<Ricoh Thermal Media (Wuxi) Co., Ltd./ China>



Ricoh established the Ricoh Thermal Media (Wuxi) Co., Ltd. (RTM) in China's Wuxi City High Technology Industry Development Zone which consolidated the manufacturing and sales of thermo-sensitive labels for bar codes and other products. Production began there in April 2008. Some 190 Japanese, European and American companies have already opened bases in Wuxi City, which has become the largest production site in the global economy. RTM (Wuxi) is promoting various efforts, aiming to become a model factory in the region.

**Realizing zero industrial wastewater to protect water sources**

In China, industrial wastewater from papermaking processes comprises 17% of total emissions of industrial wastewater nationwide, and is a major cause of water pollution. To contribute to resolving this issue, we installed at RTM (Wuxi) Ricoh's proprietary chemical-free wastewater processing system ahead of its competitors. The system dries up waste liquids, changes them into solid waste, reuses them as fuel, and completely eliminates the volume of waste water from the manufacturing process at plants. Because plants manufacturing thermal media use large volumes of liniment, it is very difficult to completely eliminate wastewater. However, we considered it an important

challenge for reducing environmental impact and actively took it on.

**Recycling activities aimed at Zero-Waste-to-Landfill**

RTM (Wuxi) also promotes the Zero-Waste-to-Landfill activities\* that the Ricoh Group is implementing worldwide. The company opened a proprietary recycling center to promote the recycling of waste. We then collected several dozen types of waste and recycled them. For example, waste liniment paper—which comprises more than 70% of all waste released from RTM (Wuxi)—is delivered to paper manufacturers by waste-collection businesses, and is 100% recycled as materials for toilet paper. In addition, we collect and reuse the cans and bottles of the chemicals used as ingredients for thermal liniment.

\* Ricoh's Zero-Waste-to-Landfill refers to 100% recycling rates and zero processing at landfills.



Recycling center that distinguishes the waste placement

**Progressive environmental conservation activities win high praise from the local community**

In addition to conforming to applicable Chinese laws, RTM (Wuxi) sets its own higher standards, and actively engages in environmental conservation. This stance has been highly praised by the local community. In March 2009, the company was certified as one of the district's most eco-friendly firms along with seven others. During the same period, the company passed the district's clean-production inspection\* and in June it won the title of Wuxi Environmentally Friendly Corporate Activities Green Rank. The company's

long-term diligent activities conducted in Wuxi City were recognized by Jiangsu Province as well. In March 2010, the company became one of five companies to be certified from a pool of several tens of thousands of candidate firms.

\* Production activities at Wuxi City aiming for such activities as pollutant reduction, energy conservation, and recycling. Few firms participated spontaneously.

**Maximizing human resources**

When creating a new base, we appoint experienced local Chinese staff as leaders. We train workers by accurately delivering Ricoh's views on manufacturing and explaining the Group's management policies. In this way, we have achieved a vertical launch in a short period of time. The presence of leaders also enhances communication between employees, which produced enthusiastic employees amid a comfortable environment. In addition, the company is taking various measures to create a sense of social responsibility among employees. In these ways, Ricoh is maximizing its diverse human resources while promoting cutting-edge environmental conservation so as to become a model manufacturer in China as well.

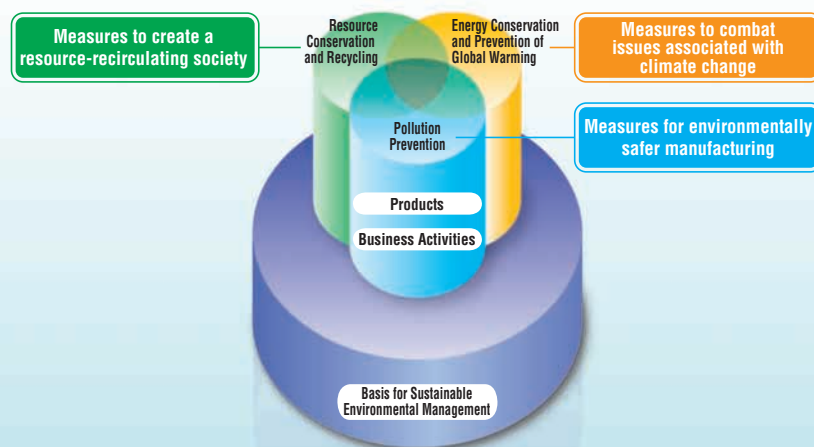




## Simultaneously achieving environmental conservation and profits

Amid environmental crises, companies are required to exercise their leadership in order to transform society. The Ricoh Group pursues environmental conservation and profit generation through its business. This is how we conduct business as a valued and respected member of society. Going forward, we will focus on cross-sectional environmental technology development and conserving biodiversity that supports the earth's regenerative ability.

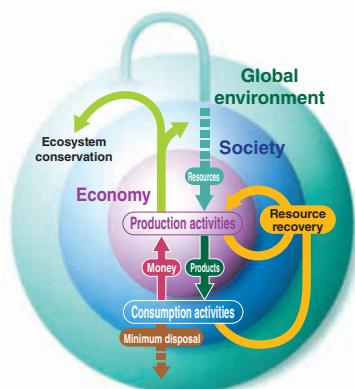
### Overall picture of the Ricoh Group's sustainable environmental management (basis and three Pillars)



### Pursuing an environment ideal

The purpose of environmental conservation activities is to reduce environmental impact to a level that the Earth's self-recovery capability can deal with and sustain the global environment. The Ricoh Group, by considering how the relationship among the three Ps (planet, people, and profit) in environmental, social, and economic activities has changed over time, defines the kind of society we should pursue and carries out its responsibility as a company to create such a society.

### Three Ps Balance™: Representing the relationship between the global environment and society



**Pursuing the Ideal Society**  
Environmental impact remains within the self-recovery capabilities of the global environment.

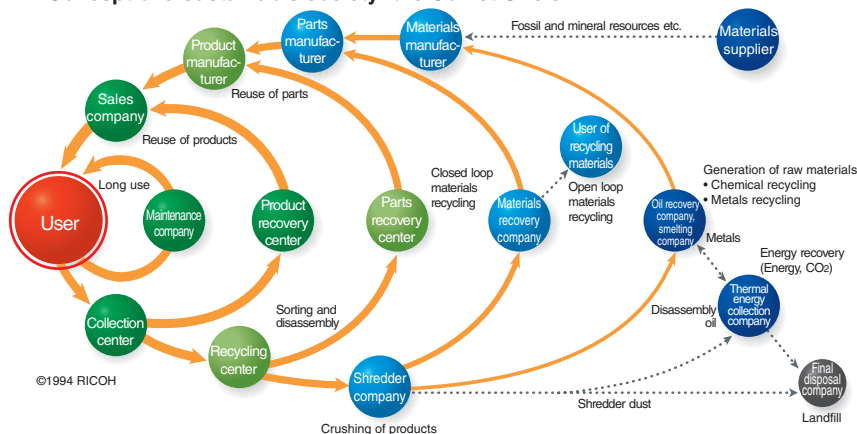
For details, refer to the Ricoh Group Sustainability Report (Environment) 2010 on our website.

### Contributing to the development of a sustainable society based on the Comet Circle concept

For the Ricoh Group to become the type of organization we envision, not only does the Group need to realize change towards the creation of a sustainable society but society as a whole also needs to realize such change. In 1994, we established the Comet Circle as the basis to encourage such change. The Comet Circle expresses the greater picture of our environmental impact reduction scheme, which includes not only the scope of the Ricoh Group as a manufacturer and sales company but also the entire lifecycle of our products, including upstream and downstream of our business activities. Being well aware that product manufacturers like Ricoh, because of their involvement in the early phases of a product's lifecycle, can make the greatest contribution to reducing environmental impact, we engage in all business taking into account the Comet Circle.

1. Identifying and reducing the total environmental impact at all stages of the lifecycle
2. Putting priority on inner loop recycling and promoting a multitiered recycling system
  - 2-1 More economically rational recycling
  - 2-2 Reducing the needs of new resources with greater use of recovered resources
3. Establishing a partnership at every stage

### Concept of a sustainable society: the Comet Circle™



\* For more information, please visit <http://www.ricoh.com/environment/management/concept.html>

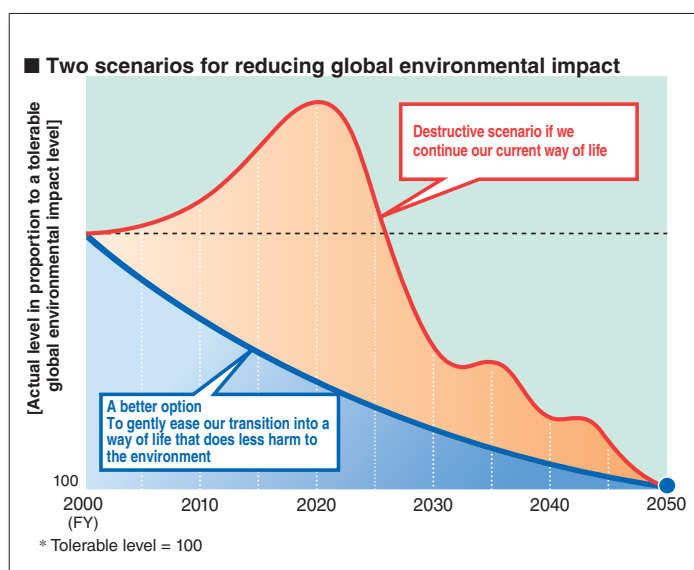


## Striving to achieve environmental impact reduction goals for 2050 which was set first in the world in three areas: energy conservation, resource conservation, and pollution prevention

In a bid to make long-term efforts towards its ideals, the Ricoh Group has projected how the world will look in 2050 based on an analysis of a wide range of data. In 2050, the global population will have grown to more than nine billion people. Fossil and mineral resources will have become depleted and the amount of useful land will have decreased. People must switch from petroleum to other energy sources to prevent global warming and there will inevitably be drastic changes in business models and the structure of society. If the environmental impact we generate will continue to rise by continuing the present business operation style, humankind will eventually be faced with a devastating future. Taking this into consideration, the Ricoh Group established the Year 2050 Long-Term Environmental Vision in 2005, on the understanding that advanced nations needed to reduce their environmental impact to

one-eighth of fiscal 2000 by 2050. In March 2009, we followed up on these efforts by establishing Mid- and Long-Term Environmental Impact Reduction Goals which identify specific steps to be taken to achieve our vision. With 2020 and 2050 being key years, the targets are set in three different areas—energy

conservation and global warming prevention, resource conservation and recycling, and pollution prevention—making them the first of their kind for business in the world. The numerical targets will be incorporated into the Environmental Action Plan formulated every three years, and effective activities will be developed in each area to achieve the targets. In parallel with these efforts to reduce



our adverse impact on the environment, we are also working to help the global environment restore and maintain its self-recovery capability. This commitment of ours to give consideration to biodiversity in conducting businesses is declared in the Ricoh Group Biodiversity Policy we established in March 2009.

### ■ Major ideas in the Ricoh Group mid- and long-term environmental impact reduction goals

Mid- and Long-Term Goals	Concept	Major activities
<b>Energy Conservation and Prevention of Global Warming</b>  <b>Reduce the total lifecycle CO<sub>2</sub> emissions by the Ricoh Group (including emissions of the “five gasses” converted into CO<sub>2</sub>) by 30%* by 2020 and by 87.5% by 2050 from the fiscal 2000 level.</b> <small>* Equal to 34% reduction from the fiscal 1990 level (for domestic CO<sub>2</sub>).</small>	<ul style="list-style-type: none"> <li>Set targets for the entire lifecycle with the aim of achieving the reduction levels set for society as a whole based on the warnings of IPCC.</li> <li>Reduce the CO<sub>2</sub> directly emitted from business activities by setting targets for each stage, including production and distribution.</li> <li>Reduce electricity consumption of the products in an active manner by setting high targets.</li> <li>Collaborate with suppliers at the procurement stage.</li> </ul>	<ul style="list-style-type: none"> <li>Develop technologies that improve the environmental functions of products and facilitate the use of such products.</li> <li>Make suggestions to customers to help them fully enjoy the environmental functions of our products.</li> <li>Realize “low carbon manufacturing” through innovation of production processes.</li> <li>Actively use solar power and other renewable energies for electric generation.</li> <li>Reduce CO<sub>2</sub> emissions at the procurement stage by making products smaller and their lives longer and by recycling more products.</li> <li>Support suppliers in their environmental impact reduction measures.</li> <li>Obtain more accurate information on CO<sub>2</sub> emissions during the distribution stage, increase distribution efficiency, and promote a modal shift.</li> </ul>
<b>Resource Conservation and Recycling</b>  <b>(1) Reduce the new input of resources by 25% by 2020 and by 87.5% by 2050 from the fiscal 2007 level.</b> <b>(2) Reduce the use of or prepare alternative materials for the major materials of products that are at high risk of depletion (e.g., crude oil, copper and chromium) by 2050.</b>	<ul style="list-style-type: none"> <li>Discourage new input of resources and promote efficient use of the limited resources in business activities.</li> <li>Recognize that resource conservation measures directly reduce production costs and help avoid risks accompanied by possible increases in resource prices and to ensure stable supplies of products in the future. Position the measures as a central part of management.</li> </ul>	<ul style="list-style-type: none"> <li>Develop technologies to make products/parts smaller and lighter.</li> <li>Develop technologies to improve reliability of products/parts, such as technologies to make product life longer.</li> <li>Increase recovery rates of used products.</li> <li>Increase recycling rates of products/parts/materials by developing technologies for recycling and efficient use of recycled items.</li> <li>Reduce the use of materials at a high risk of depletion or replace them with other materials, such as biomass plastics and toner inks.</li> </ul>
<b>Pollution Prevention</b>  <b>Reduce the impact of chemical substances on the environment by 30% by 2020 and 87.5% by 2050 from the fiscal 2000 level.</b>	<ul style="list-style-type: none"> <li>Implement risk management that covers not only impact on the environment but also impact on human health.</li> <li>Carry out risk management taking information on consumption, emissions, hazards, and exposure of chemical substances into consideration.</li> <li>Give priority to the high-risk chemical substances in reduction and replacement in order to prevent possible pollution.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the level of chemical substance management system to improve risk management.</li> <li>Promote reduction and replacement of high-risk chemical substances.</li> </ul>

\* Targets are set based on the business areas and market share for fiscal 2000 (see the news release at <http://www.ricoh.com/info/090501.html>).

## Ricoh Group's 16th Mid-Term Environmental Action Plan (Fiscal 2008 to Fiscal 2010)(extract) \*For items that do not specify a target year for achieving a goal, the target year is fiscal 2010.

1	Using resources effectively to realize a resource-recirculating society	■ Develop environmental technologies aiming to reduce the use of resources.	
		Details of plan	Develop resource-saving technologies to reduce the input of new resources in business and society as a whole.
		Progress	While developing technologies to downsize products and extend their lives, we began developing technologies to use recycled resources heading toward 100% reuse and recycling and to reduce the use of materials with high depletion risks and replace them with other materials.
		■ Increase recirculation of resources and use resources effectively to reduce the use of new resources in products.	
		● Promote the reuse of parts.	
		Details of plan	Increase the use of reusable parts recovered from used products to 1,910 tons by fiscal 2010 (Japan).
		Progress	Weight of parts reused reached 1,703 tons.
		Details of plan	Increase the use of reusable parts recovered from used products to 6,000 tons by fiscal 2010 (outside Japan).
		Progress	Weight of parts reused reached 6,934 tons.
		■ Reduce waste generated by production activities.	
2	Developing frontier environmental technologies to cope with climate change problems and promoting business activities that reduce energy consumption	● Reduce waste of resources in the thermal media business.	
		Details of plan	Reduce the amount of waste generated by 10%, compared to fiscal 2006 figures.
		Progress	Waste generation was reduced by 5.7%.
		● Reduce waste of resources relating to packaging materials.	
		Details of plan	Reduce packaging material waste per production volume in the manufacturing of imaging products in Japan by 30%, compared to fiscal 2006 figures.
		Progress	Ricoh Gotemba Plant: Achieved a 24.4% reduction. Tohoku Ricoh Co., Ltd.: Achieved a 16.3% reduction. Ricoh Elemex: Achieved a 26.9% reduction.
		Details of plan	Reduce packaging material waste per production volume in the manufacturing of imaging products outside Japan by 30% compared to fiscal 2007 figures.
		Progress	RIF: Reduced by 3.3% RPL: Increased by 5.6% REI: Reduced by 19.3%.
		● Reduce waste generated in the manufacturing of polymerized toners.	
		Details of plan	Reduce waste generated per production volume by 17%, compared to fiscal 2007 figures.
		Progress	Reduced by 23.3%.
3	Upgrading chemical substance control aiming at environmentally safer manufacturing and business activities	■ Reduce greenhouse gas emissions in production activities.	
		Details of plan	Reduce CO <sub>2</sub> emissions by 12% by fiscal 2010 (Ricoh and manufacturing subsidiaries in Japan) compared to fiscal 1990 figures.
		Progress	Total emissions were reduced by 13.5%. * Increases of CO <sub>2</sub> due to business growth through M&A and change of the electricity conversion factor were calculated based on CDM. Based on this idea, the emissions for Ricoh Printing Systems, Ltd. and Yamanashi Electronics Co., Ltd. are treated as increases due to business growth.
		Details of plan	Reduce CO <sub>2</sub> emissions by 10% by fiscal 2010 (manufacturing subsidiaries outside of Japan) compared to fiscal 1998 figures.
		Progress	Reduced by 9.2% for the boundary set for the 15th Environmental Action Plan (FY 2005-2007). Increased by 7.6% when emissions due to business growth (Ricoh Thermal Media) are included.
		Details of plan	Reduce emissions of greenhouse gases other than CO <sub>2</sub> by 10% by fiscal 2010 (semiconductor business sector) compared to fiscal 1995 figures.
		Progress	Emissions of greenhouse gasses other than CO <sub>2</sub> were reduced by 47%.
		■ Expand CO <sub>2</sub> emission reduction efforts to involve suppliers.	
		Progress	We reduced CO <sub>2</sub> emissions in cooperation with model suppliers, specifically by setting targets for fiscal 2009 with our suppliers and providing them with in-house know-how.
		■ Contribute to the reduction of environmental impact at customers' sites.	
4	Conserving biodiversity	● Survey the frequencies of energy-saving and duplex copying functions used and raise their rates of use.	
		Progress	We made proposals to customers to encourage them to use the energy-saving mode. In fiscal 2010, we will continue to visualize the environmental impact of our products in use and make proposals to reduce their environmental impact both inside and outside Japan.
		■ Upgrade risk management relating to chemical substances.	
		● Establish a global system for management of risks from chemical substances.	
		Progress	In the LCA-based manufacturing process, we established a global system to manage health risks to local residents.
		● Reduce environmentally sensitive substances.	
		Details of plan	Reduce the amount of environmentally sensitive substances used by at least 30% (Ricoh production sites and manufacturing subsidiaries) compared to fiscal 2000 figures.
		Progress	Achieved a 74% reduction by reducing the use of solvents, substituting them with substances with a lower environmental impact, and recycling wasted solvents.
		Details of plan	Reduce environmentally sensitive substance emissions by at least 80% (Ricoh production sites and manufacturing subsidiaries) compared to fiscal 2000 figures.
		Progress	Achieved an 85% reduction through substituting with substances with lower environmental impact and the introduction of decontamination equipment.
4	Conserving biodiversity	■ Promote ecosystem conservation activities to enhance the self-recovery capabilities of the global environment.	
		Progress	All the Ricoh Group's targeted organizations (99) conducted biodiversity conservation activities.

## Development of alternative materials using biomass resins and launch of biomass toners

<Ricoh Co., Ltd./Japan>

As part of its efforts to develop alternative materials to realize a low-carbon and resource-recirculating society, Ricoh is working on the development of components and toners for copiers by utilizing biomass resins. While biomass resins have been receiving increasing attention recently because of their recyclability and lower impact on global warming than petroleum-based counterparts, there are several challenges related to cost, raw material sourcing, quality, and others, which need to be solved to apply the materials for practical use. Ricoh has been working to develop technologies that solve these problems and allow biomass resins to be used for a wider range of products.

In 2002, we started development of biomass

plastic for application in our copiers, and in 2005, rolled out the industry's first multifunctional digital copier equipped with biomass components (50% biomass content<sup>1</sup>) in its main unit. As collection and recycling of toners after printing is rather difficult, it is important to reduce the environmental impact of their components—currently, petroleum-based resins constitute the primary components. Ricoh has worked on the commercialization of biomass toners since<sup>2</sup> 2006, releasing them into market in November 2009.

Ricoh plans to continue technical development toward improving biomass content and expanding the use of biomass resins. At the same time, Ricoh plans to search for possibilities toward commercialization of other materials as well by reducing use of resources that are highly likely to dry up and focusing on alternative resources.

1. Percentage of biomass resins included in components.
2. Designed to be used for Ricoh products.

### Ricoh's policy on the technological development of biomass resins

- Do not use raw materials that have an adverse impact on food supply or ecosystems, including land use.
- Develop and commercialize materials that can slash the environmental impact of the resulting products without compromising the optimal properties required of parts and components for imaging equipment.



imagio MP 6001GP equipped with the world's first biomass toner

### History of Ricoh's biomass resin material development

	Milestones
2002	Began developing biomass plastic components as materials for copiers
2005	Became the industry's first to employ plastic with 50% biomass content in the main component of a multifunctional digital copier
2006	Began efforts toward commercialization of biomass toners
October 2008	Released the imagio MP C2200 model, which employs a newly developed plastic component with roughly 70% biomass content
November 2009	Released the imagio MP 6001GP, equipped with "for E Toner," and became the world's first manufacturer to employ a biomass toner (25% biomass content)

## Conservation with Customers

### Supporting customers' sustainable environmental management through the Total Green Office Solution

<Ricoh Group/Global>

The sales and service divisions of the Ricoh Group help customers around the world conduct sustainable environmental management by sharing the experience of Group's own efforts on various customer contact occasions, such as during sales activities, and when negotiating and closing purchase contracts.

These activities are called the Total Green Office Solution (TGOS), where we advise customers how they can reduce the Total Cost of Ownership (TCO),\* as well as reducing environmental impact and other costs by improved energy efficiency and reduced paper consumption. Example solution ideas

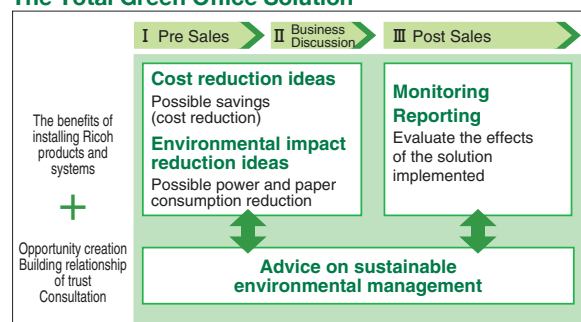
include more use of the energy-saving mode and double-sided printing ability of their Ricoh products, and the replacement of existing multiple printers and fax machines with a MFP to reduce the number of document devices. Even after introducing Ricoh products, customers also benefit from our monthly Green Report, which gives the evaluation results of the effects of the implemented solution.

Such comprehensive support for customers' sustainable environmental management, throughout the entire process from discussion of possible device installation to the post-installation phase, is unique to Ricoh. This customer support has grown to become an official service business called Sustainable Environmental

Management Consulting.

As a front-runner in the field of sustainable environmental management, the Ricoh Group, with its cross-departmental teams comprising of marketing, sales, service and environmental staff, will work to provide the TGOS service to more customers around the world. We aspire to become a reliable partner for sustainable environmental management.

### The Total Green Office Solution



\* Total costs associated with the installation, maintenance and management of the relevant device

## Employee diversity and work-life balance for a vibrant workplace

Based on its corporate philosophy, the “Spirit of Three Loves” (Love your neighbor, Love your country and Love your work), the Ricoh Group operates its business under a caring, people-centered management approach which also values self-initiative. In other words, we strive to help employees have a sense of purpose, think and act

proactively, and find fulfillment in work by contributing to society and customers, thus enriching their own lives while helping the company grow. In the three-year mid-term plan starting in 2008, our main goal was global expansion. The key to that global expansion is to create new value that enables a diverse group of employees to work enthusiastically.

### Fiscal 2009 Activities Review

#### <Ricoh Group/Japan>

##### ● Fostering workplace diversity

At Ricoh, we are working to make the workplace more female-friendly. Empowering female workers is a national priority in Japan, a country facing the twin issues of an aging population and a declining birthrate. Our major activities during fiscal 2009 include:

- 1) Introduction of a program to support the return to work of employees on childcare leave
- 2) Launch of a study group and a networking event for female managers
- 3) Hosting of the Diversity Promotion Forum on an ongoing basis to share information and raise awareness among employees of the Ricoh Group.

##### ● Managing work-life balance

- 1) Support employees with family responsibilities
- (i) Related programs were improved: childcare leave (turning part of the unpaid leave to paid leave), nursing care leave, shorter working hours for parent employees, reclaiming

unconsumed annual leave (fertility treatment became an eligible reason).

- (ii) A re-employment program was launched to provide an opportunity to return to work to employees who leave Ricoh for parenting, nursing care, and other duties
  - (iii) A paternity seminar (“Seminar for Papas”) was held to encourage fathers to take a greater role in child rearing.
- 2) Rethinking working styles
    - (i) We surveyed all employees to understand their views and learn about their actual practice of balancing their professional and personal lives.
    - (ii) We designated a greater number of “no overtime days,” continued to encourage employees to use annual leave, allowing the taking of annual leave on an hourly basis, among others, to increase employee productivity through enhanced working styles. In addition, we worked to improve operational efficiency (e.g., business process improvement through the effective use of person-hour management)

### Plan for Fiscal 2010

#### <Ricoh Group/Japan>

##### ● Fostering workplace diversity

- 1) A “Diversity & Work-life Balance Management” portal site will soon be launched to promote employee awareness. This tool will be used to communicate Ricoh’s diversity and other HR policies and programs, publicize examples of good practice by Group companies, and more.
- 2) We will organize forum events for junior female employees to support their career planning and development.
- 3) A mentoring program for female managers will be launched.
- 4) We will continue to hold seminars for employees on childcare leave to support their preparation for returning to work.

##### ● Managing work-life balance

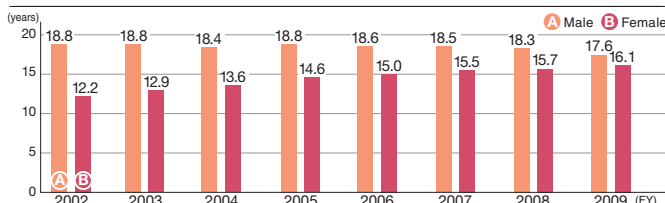
- 1) Support employees with family responsibilities
 

We will revise the “Employee Support Program Handbook” and newly develop guidelines for employees who intend to use parenting support programs, and their supervisors. We will also continue to hold seminars to encourage fathers’ active involvement in parenting.
- 2) Rethinking working styles
 

Necessary action will be taken to improve the productivity of each employee and workplace and foster employee/workplace awareness toward these objectives. We will also review and improve business processes to take operational efficiency to a higher level.

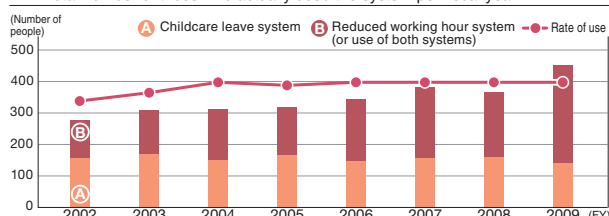
### ● Shift in Activity Results (Ricoh)

#### ■ Average length of service by gender

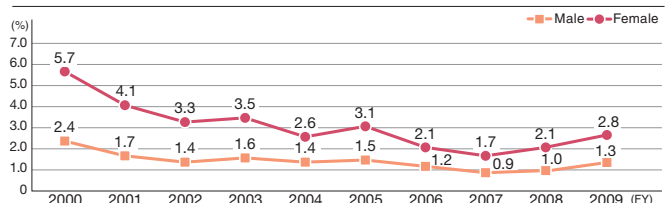


#### ■ Number and rate of employees who used childcare support system

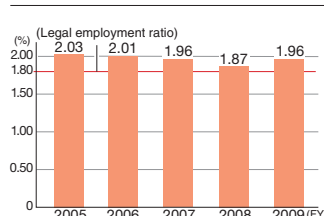
\* Total number of those who actually used the system per fiscal year



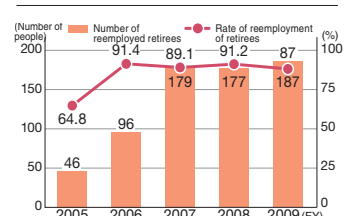
#### ■ Turnover rate by gender



#### ■ Rate of employees with disabilities



#### ■ Reemployment rate of retirees





## Employee surveys and seminars for a fulfilling professional and personal life

<Ricoh Co., Ltd./Japan>

To ensure every Ricoh employee can lead a fulfilling life, both professionally and personally, we promote workforce diversity and the management of a better work-life balance.

Specific actions toward this end include continual improvement of related policies and programs, awareness raising activities concerning diversity and work-life balance.

### ● Employee survey on work-life balance management

We surveyed all employees to understand their needs and the challenges they are facing regarding managing their work-life balance. In addition to obtaining insights useful for future activities, the survey also intended to raise employees' recognition and understanding of this issue.

### ● Seminars for parents

#### Seminar for those returning to work

The seminar was designed to address any employee concerns regarding their participating in the workplace and continuing to pursuing their careers while raising young children. Attendees learned about the improvements to the childcare support programs which had come into effect in April 2010, and the underlying principles and philosophy of Ricoh's career development support. They also joined a group discussion and listened to the experiences of other employees who had used the support programs and had come back to work. Participants said they left the seminar room with a positive, uplifted feeling free from worries or concerns.

### Seminar to encourage fathers' involvement in parenting ("Seminar for Papas")

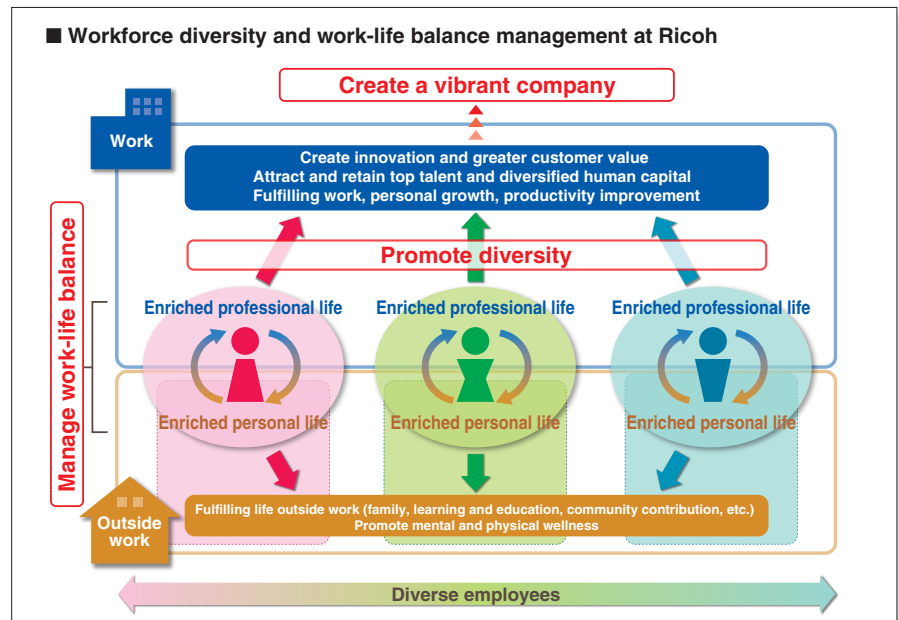
Despite their wish to play a greater role in parenting, in reality, many male employees hesitate to translate their wishes into action, worrying about the difficulty of balancing their professional duties with childcare leave, or the financial strain that could result. The seminar served as a forum to remove such concerns and provide some ideas for successful management of professional and family life. Many present and future fathers learned about the programs that are available at Ricoh under the revised childcare support system, listened to other employees' experiences, and participated in discussions.

Participants were inspired and determined to take a greater role in raising their children.

### ● User-friendly guidance on using support programs

Ricoh offers various childcare support programs for different parenting phases to facilitate its employees to pursue their careers. To encourage more use of these programs, we offer systematic, user-friendly guidance and information regarding what programs are available for which age groups of their children, as well as a guide on how to communicate with supervisors in using the relevant programs.

To see the list of related programs, please visit our website:  
<http://www.ricoh.com/csr/activity/respect/worklife.html>



## Fifteen-year efforts recognized by the Thai Princess

<Ricoh (Thailand)/Thailand>

In Thailand, the job market for people with disabilities is not welcoming. However, Ricoh Thailand actively recruits and retains workers with disabilities, recognizing that they can demonstrate just as excellent a performance as able-bodied coworkers when appropriate training and support is provided. Ratree Sasirachsiri is among those who demonstrate by example that employees with disabilities can contribute to the company's success as much as their colleagues when given such opportunities. This highly motivated telephone operator with visual impairment has always been striving for better performance during her 15-year professional life at Ricoh Thailand, and is well-respected by her peers. She was honored by Thai Princess Soamsawali in recognition of her role

model\* status among workers with disabilities. Ricoh Thailand will continue providing an inclusive and motivating working environment that enables its employees with diverse backgrounds to reach their full potential and achieve professional growth.

\* A role model is an individual whose behavior and attitude is exemplary and worth emulating by others.



Ratree Sasirachsiri receiving an honor from Princess Soamsawali

### Comments by Ratree Sasirachsiri on her award

I am so proud of having received an honor from the Princess, which is a rare achievement for a Thai individual with disabilities. I enjoy working with my kind and supportive supervisor and coworkers. I would like to continue working here until reaching

retirement age. Ricoh Thailand has enabled me to gain my independence by teaching me "how to fish" in order to lead a better life, rather than "giving me a fish." I am deeply grateful to the company for providing me with the opportunity to work.

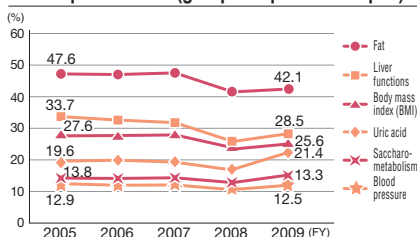
## A pioneering approach to the workplace

The Ricoh Group aspires to create a comfortable working environment following basic rules on health and safety management, and is implementing various initiatives, such as the Ricoh health management system. As one of the first Japanese corporations to acquire Occupational Safety and Health Management System (OSHMS) certification, promoted by the Ministry of Health, Labour and Welfare of Japan, the Ricoh Group is committed to improving health and safety activities, announcing cases where health and safety have been improved, and actively disclosing information.

### ■ Conceptual diagram of health and safety activities

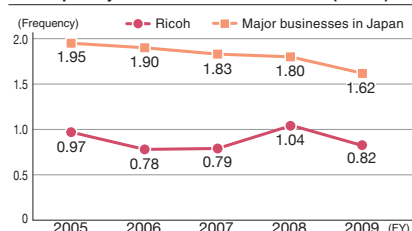


### ■ Percentage of employees surpassing Ricoh Group's standard (group companies in Japan)



\* This data is taken from the medical exams of Ricoh Group employees in Japan who are over the age of 35. Some of the data from fiscal 2009 was unavailable due to the launch of a new system.

### ■ Frequency of work-related accidents (Ricoch)



\* Frequencies have been calculated by the following formula.  
 Frequency = (Toll of the dead or injured in work-related accidents (took or did not take leave from work) / Total of actual working hours) × 1,000,000

### Fiscal 2009 Activities Review

#### <Ricoch Group/Japan>

##### ● Efforts to improve group management indicators

- 1) Preventing labor hazards  
A Safety Working Group, consisting of representatives from OSHMS-certified plants and others was launched. The new committee developed group-wide safety standards and took various actions to prevent any recurrence of similar occupational accidents in the Group.
- 2) Mental health  
Ricoch and Ricoch Technosystems Co., Ltd. have started stress checks under the new health management system.
- 3) Health management  
In cooperation with the health insurance union, some follow-up services by medical professionals such as occupational physicians and public health nurses were made available across the entire Group.

##### ● Improvements and sustained development of occupational safety and health standards

- 1) As a model for future development, the non-production site, Ricoch Ohmori Office, has launched a full program of occupational safety and health activities based on the 5S\* principles.
- 2) OSHMS-certified plants (Gotemba Plant, Numazu Plant, Fukui Plant, Tohoku Ricoch Co., Ltd.) as well as the Atsugi Plant (the development of the OSHMS system is underway) were evaluated against the OSHMS certification criteria. The Ricoch Group Assessment Guide (on injuries and chemical substances) was standardized.

\* Five categories regarding sorting, organizing, cleaning, maintaining sanitation and discipline

##### ● Creating a group mechanism for optimal health and safety

In consultation with the health insurance union, we developed the new health management system and group-wide mental health programs, and worked to implement these new system and programs across the Group.

### Plan for Fiscal 2010

#### <Ricoch Group/Japan>

##### ● Efforts to improve group management indicators

- 1) We will develop and introduce a group-wide labor hazard reporting system and cause analysis methodologies to reinforce our recurrence prevention measures. In addition, we will work on risk assessment and training for occupational safety and health.
- 2) We will also develop a contingency response plan (e.g., initial fire fighting, first-aid measures).
- 3) To raise occupational safety and health levels in the Group, we will improve relevant databases to enable the information on regulatory compliance status and problem rectification progress to be centrally managed and shared throughout the Group.
- 4) Stress checks and other programs under the new health management system will be expanded across the Group. Specialists' follow-up services will be introduced to Group companies.

##### ● Improvements and sustained development of occupational safety and health standards

- 1) The program launched at the Ohmori Office in fiscal 2009 will be introduced in other non-production sites within the Group.
- 2) We will promote employee awareness of occupational safety and health issues to create a comfortable workplace.

##### ● Creating a group mechanism for optimal health and safety

- 1) Details of revised health management programs and optimal specialist allocation across the Group will be determined in preparation for their implementation in fiscal 2011.
- 2) We will work with the health insurance union to develop a group-wide mental health program, and implement e-learning programs on managerial care (for managers) and self-care (for all employees) across the Group. Part of these programs was already implemented in fiscal 2009.





## Fostering a vital culture

Ricoh is proceeding with reform of its human resources management system to achieve effective functioning of the motivation cycle. We are promoting a vital culture where each Ricoh employee can take on higher goals, in line with "respecting employees' richly individual characteristics and encouraging their autonomy and creativity," as provided for in the Ricoh Group CSR Charter. Ricoh will proceed with its human resources development program comprised of seven categories of human resources, to achieve the Group's growth strategy, which includes increasing profits in our major businesses and venturing into new fields.

### ■ Motivation cycle



### Fiscal 2009 Activities Review

#### <Ricoh Co., Ltd./Japan>

##### ● Human resources development

- 1) We continued to offer four manager education courses: enhancing management capacity, nurturing subordinates, Quality Management (QM) training and human affairs and labor issues for managing subordinates. We also started to design training programs for junior positions.
- 2) "Technological Inheritance Database," a database of information about our efforts to transfer the Group's heritage of technical and engineering skills to younger employees, was launched. This database is also used for the training of new mid-career engineers.

##### ● Mechanism to accelerate career development

Offering a series of "Career Design Training" programs for employees aged 30, 40 and 52, we help employees define their career vision and motivate them to aim for more ambitious goals.

##### ● Developing global personnel

- 1) We have added some courses to our training program (currently a total of 23 courses are offered). Those who will be assigned outside Japan are now required to take the cross-cultural communication, international management, and QM training courses.
- 2) In addition to the TOEIC English proficiency test, employees are encouraged to take a Chinese proficiency test to address our expanding business in China.

### Plan for Fiscal 2010

#### <Ricoh Co., Ltd./Japan>

##### ● Human resources development

- 1) Manager education will be conducted in such a way that participants will practice what they learned in their day-to-day management and operation. We will also start to plan and operate training programs for junior-level employees.
- 2) Training to nurture innovative and creative thinking will be offered to employees in specialized fields.
- 3) Improve the content of the Technological Inheritance Database aiming to facilitate passing down technical knowledge and experience to younger generations.

##### ● Mechanism to accelerate career development

- 1) We will improve the operation of the annual training interview to ensure the program takes care of the items discussed in the relevant employee's career development interview.
- 2) For supervisors who conduct training interviews, we will develop and offer supporting tools to carry out effective interview. At the same time, we will provide the necessary support to enhance the quality of departmental counseling.
- 3) An in-house career counseling service function will be launched.

##### ● Developing global personnel

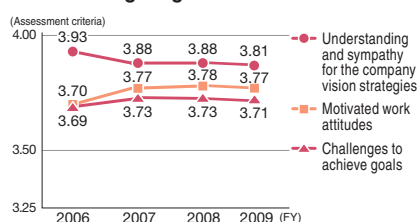
An employee education program for future global leaders will be started.

### Employee satisfaction survey

#### <Ricoh Co., Ltd./Japan>

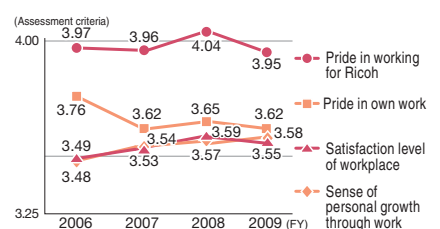
Ricoh has conducted its annual employee awareness survey since 2001 to determine

#### ■ Sharing a vision and voluntary challenges to achieve higher goals



whether it can be considered a "vital company" (as in the Ricoh Group vision) in quantitative terms and utilize the survey results by comparing them to targets

#### ■ General satisfaction rating of employees





set in the motivation cycle. In 2005, we added categories to check the level of understanding and practice of customer-oriented behavioral patterns that Ricoh should be strengthening. In fiscal 2008, we added 12 questions regarding themes

such as “health and safety,” “passing on technology and technical know-how,” and “CSR activities.” By analyzing the survey results, Ricoh is addressing the problems of each department and improving its human resources management system so

as to enhance employee satisfaction. In addition, each Group company conducts its own employee satisfaction surveys and introduces improvement cycles based on them.

## Bequeathing Skills and Technologies

### Transferring an excellent heritage to younger employees <Rico Group/Japan>

At Ricoh, excellent skills, knowledge, and manufacturing know-how have been developed and evolved over many years. As the documentation of these intangibles is rather difficult because of their implicit knowledge nature, field-specific knowledge and skills have been transferred from senior to junior employees in the course of daily operations and sometimes outside work. However, such a time-consuming process may no longer be effective in today's globalized and fast-moving business environment, which requires highly sophisticated and specialized technological capabilities.

Against such a background, Ricoh was determined to preserve its longstanding intangibles, so that each and every Ricoh employee will understand the importance of learning from the accomplishments of our predecessors and be inspired to acquire higher skills and capabilities. We considered this effort a necessary step to become a truly global brand. To translate this ambition into specific action, we launched a Technological Inheritance Database in the hope of creating a culture that values the

conservation of in-house skills and knowledge. Through the database, employees can access skilled employees' personal wisdom and the implicit knowledge based on their experience, and learn how other departments and Group companies are striving to pass senior staff's skills and knowledge to younger generations. Such information is a precious asset of the Ricoh Group, yet it could not be found in any documented form before. Many real-life examples and first-hand accounts from senior employees who have contributed to the success of Ricoh and many real-life examples will give the users of the database useful insights into what they should do to solve a difficult problem on the factory floor. Some Group companies also use the Technological Inheritance Database for employee training.

Going forward, we will continue to enhance and expand the coverage of the Technological Inheritance Database—not only in the fields of engineering but also in production, management, sales and other areas—so that our employees can share and benefit from valuable technological skills and expertise inherited in the Ricoh Group. This is part of our journey to become the world's best manufacturer, one

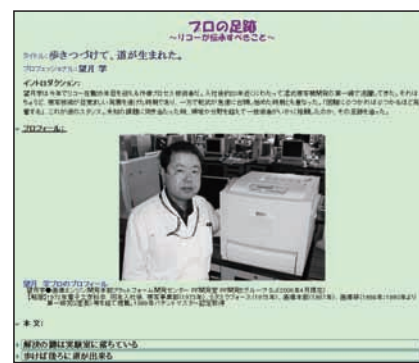
which delivers customer delight and astonishment.



Technological Inheritance Database Icon (image)



Top page of Technological Inheritance Database



Report of interviews with veteran employees

### Passing down customer service and support skills

#### <Rico Technosystems Co., Ltd./Japan>

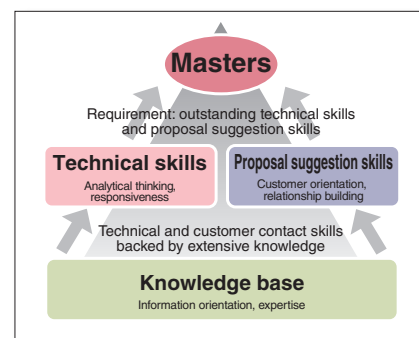
At support and service provider Ricoh Technosystems Co., Ltd. (RTS), highly experienced customer service engineers and other employees are certified as in-house “masters,” honoring their exemplary customer-centric activities. This certification program aims to share and spread these masters' excellent technical and problem solving skills across the company, and in turn to improve customer satisfaction and minimize possible downtime.

To showcase best practice by such certified

masters, the first “Masters' Contest for Passing Down Skills” was held in December 2009, using a video conference format.

In the online competition event, 6 finalists out of some 160 participants from across Japan gave presentations on how they strive day in and day out for high-quality customer services and support. The grand prize went to a master who revised customer engineers' workflows and started to share complicated device breakdown cases with others to earn customers' satisfaction and confidence. Through these activities, the first-prize winner aims to provide not only necessary device-related services but

also greater user comfort. This event for sharing excellent skills and practices will continue to be held in the future.



Master certification process

## Respect for human beings and respect for the Earth

The thinking behind the Ricoh Group's social contribution activities is to try to communicate with society through the company, its employees, and shareholders and to contribute to creating a more sustainable society. In line with this principle, Ricoh's social contributions focus on environmental conservation and providing young people with sound values. In implementing activities, each Ricoh employee believes in "fostering attitudes and actions that value human beings and the Earth" and takes action based on this concept. Through the use of corporate capital, including know-how, technologies and human resources cultivated through our business activities, Ricoh conducts social contribution activities that span the globe.

### Social contribution reserve system

<Rico Co., Ltd./Japan>

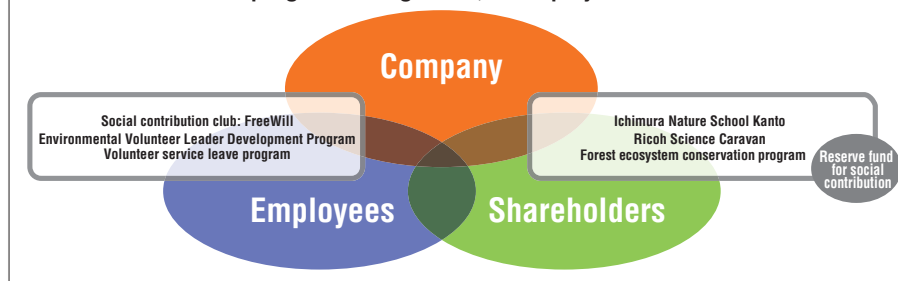
Ricoh's social contribution reserve system ensures stable and continuous social contributions. In accordance with this system, which was approved at the shareholders' meeting in 1998, the Board of Directors' meeting approved a measure to allocate a portion of profits toward three types of social contributions: the Ichimura Nature School Kanto, the Ricoh Science Caravan, and Forest ecosystem conservation projects. The reserve is now used for all these activities.

### "Learning how to earn a living from Mother Earth" at Ichimura Nature School

<Rico Co., Ltd./Japan>

The Ichimura Nature School was established in 2002 to commemorate the 100th anniversary of the birth of Ricoh's founder, Kiyoshi Ichimura. Based on the concept of "learning how to live from Mother Earth," the school offers programs

### ■ Social contribution program linking Ricoh, its employees and its shareholders



to nurture three societal values (care for nature, care for others and observation of good social behavior) as well as two abilities (independence, and the ability to recognize danger). Each year, every other weekend from March to November, children of various ages spend three days and two



nights together at the school's facilities and take part in agricultural and other activities.

Through agricultural experiences like planting and harvesting, children learn first-hand the significance of nature, the joys of self sufficiency and an appreciation for food. In addition to the school staff, Ricoh employees also serve as volunteers. Together, they follow the basic rules of "not offering children too much instruction, orders, lessons or excessive care" to help build a sense of independence, responsibility and cooperation among the children. The program boasts a more than 90% average yearly attendance rate per child and a total of more than 400 girls and boys have attended the school to date. We hope these children will become good citizens and help create a better world.

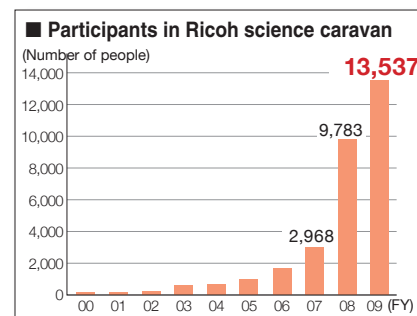
### Ricoh Science Caravan

<Rico Group/Japan>

Ricoh Science Caravan is a hands-on experience program designed to help

children nurture an interest in science. The program is operated by Ricoh Group employee volunteers who feel motivated by their interaction with the kids.

"Pretend you are a copier" is a popular program in the Ricoh Science Caravan, which enables children to experience six copier processes (the mechanism by which static electricity duplicates an image) through experiments. The program was held in 28 locations with more than 13,000 participants in fiscal 2009, compare with 18 locations and some 3,000 participants in fiscal 2007. This program represents how the Ricoh Group gives back to the communities in which it operates—leveraging the Group's capabilities (technologies, expertise, and human resources), voluntary participation by employees, and collaboration with local communities.



## Ricoh's social contribution club: FreeWill

### <Ricoh Group/Japan>

FreeWill is an employee-led social contribution club founded in January 1999 to support grass roots organizations. Members contribute a fraction of their monthly salaries and bonuses (less than ¥100 from an employee's monthly salary and less than ¥1,000 from his/her bonus), which is then allocated toward a wide range of social contribution activities, mainly support for nonprofit organizations



Tamami Midori no Kai, a recipient of FreeWill's support, offering local children opportunities to interact with nature

(NPOs) endeavoring to provide solutions to social issues.

Contributions have totaled more than ¥38.0 million to date, offered to a cumulative 274 organizations. In addition to donating funds, Ricoh will aim for social contribution activities involving more employee participation by developing programs in collaboration with NPOs receiving our support.

### FreeWill marks its 10th anniversary

In 2009, FreeWill celebrated its 10th anniversary. To commemorate this milestone, the social contribution club conducted "The Santa Project," where each Group employee became a Santa to donate goods in kind as an expression of friendship toward organizations that Ricoh has been supporting, and also to do something in cooperation with these organizations. Another commemorative event was held, featuring a lecture by Ken Noguchi, an alpinist and the Chairman of Seven Summits

Actions for Sustainable Society (SSASS).

Before an audience of 200 people, including FreeWill members and their families, he talked about a school construction being undertaken in Nepal by SSASS. The project is being supported by FreeWill.

Mr. Noguchi contrasted his personal struggle while climbing Mt. Everest with the daily hardships of local people in Nepal. To support the school construction project, FreeWill donated ¥4.8 million, sufficient to construct a dormitory and toilet facilities, to SSASS's Manasul Foundation.



## COLUMN

### Promoting science education in South Africa\*

**Toshinobu Kasuya**

Platform Development Center  
Imaging Engine Development Division

In September 2007, I took a two-year volunteer service leave\* to help a state-run science museum in the northernmost province in South Africa. My main responsibilities there were: (1) helping students perform science experiments which supplemented school education, (2) operating shows and events to raise young people's interest in science, and (3) producing exhibits and visual aids to help visitors' understanding the relevant themes. The museum is located in a province whose education level is one of the lowest in the nation. During the apartheid era, science education was not sufficiently provided there. Local schools do not have science



Teaching science in South Africa

laboratories—all they have are the bare necessities, such as blackboards, desks, and chairs. Neighboring junior high school and high school students



need to come to the museum to perform experiments to compete their school curriculum. Students in remote areas receive occasional visits from museum staff members who go and teach them. When I taught local students, I focused

on developing their scientific thinking and application skills by encouraging them to think and experience things by themselves, as I found most of them had basic theoretical knowledge but lacked the capability to apply the theory. It was my great joy to see the students develop their understanding of science and achieve not only academic but also personal growth. Such a delightful experience motivated me to work even harder to provide better support for them. Happy news continued even after my return to Japan; I learned that many of my students had graduated and moved on to the next level of education. I intend to continue making my humble contributions to making a difference in local and global communities.



Students using learning tools in the museum

\* Employees are entitled to take leave for a period from 1 to 26 months to participate in social contribution activities organized by national or local governments or other qualified programs.



## Together with local communities and NGOs, the Ricoh Group gives back to society

### Japan

#### Some 1,900 Group employees stood up to fight against world poverty

##### <Ricoh Group/Japan>

From October 16 to October 18, 2009, the Ricoh Group participated in the “Stand Up and Take Action” event, a global action program to fight against world poverty and achieve the United Nations’ Millennium Development Goals (MDGs). The campaign started in 2006, calling on people around the world to “stand up” and urged world political leaders to take aggressive action. The 2009 event was joined by 31,298 people in Japan and some 173 million people worldwide to send a strong message to the world.

The Ricoh Group first joined the global movement in 2008 to promote employees’ awareness of MDGs, a set of key global agenda, and make them realize that they can be a part of the solution to today’s issues by using Ricoh’s technologies and human and other resources. In 2009, the number of participants from Ricoh grew more than

sevenfold from the previous year to 1,915, the largest group from a single corporate participant.

From Ricoh Kansai Co., Ltd., for example, nearly 700 employees from 15 sites joined the campaign, partly thanks to active promotion by its CSR Department. At Ricoh Chugoku Co., Ltd., 190 people “stood up” at a management team meeting held outside of the campaign period. In Ichimura Nature School, children attending the course stood up after the school head’s lecture about the mission of this global action.

At a symposium held as a campaign event, we as a representative of the business world explained how the Ricoh Group has been working against poverty and what these activities mean to us.



Children stand up at Ichimura Nature School

Through active participation, we would like to continue to provide Ricoh Group employees and stakeholders with opportunities to raise their awareness of global issues and think about what each of us can do to address these issues as an individual and collectively as a corporate citizen.

#### Millennium Development Goals (MDGs)

Global goals adopted by the United Nation’s Millennium Summit, calling for their achievement by 2015



1 Eradicate extreme poverty and hunger



2 Achieve universal primary education



3 Promote gender equality and empower women



4 Reduce child mortality



5 Improve maternal health



6 Combat HIV/AIDs, malaria, and other diseases



7 Ensure environmental sustainability



8 Develop a global partnership for development

\* The pictograms above were designed by Hottokenai Sekai no Mazushisa (GCAP Japan)



Under the slogan “Let’s start with what you can do!” Ricoh Hokkaido invited its people to join in the Stand Up and Take Action campaign. In a photo contest for campaign participants, the company was a standout.

#### Participants’ voices

- I want to know more about world poverty and MDGs and share it with my family and friends
- The participants all looked motivated and fired up
- It’s great to see so many people passionate about making a difference. I’ll be sure to join next year!



## Working with local communities to establish a biotope\* pond in urban surroundings

### <Ricoh Group/Japan>

Ricoh has a program to develop environmental volunteer leaders who have a deep understanding of the importance of biodiversity and are capable of planning and operating environmental conservation activities. After completing such training at Ricoh Nature School, certified environmental volunteer leaders plan and implement various activities, inviting the participation of their coworkers and local communities. However, some leaders have a hard time coming up with activity ideas because there are no forests or natural setting in their local areas.

As part of efforts to help this situation, a project to construct a biotope pond with local children took place in Aoyama Elementary School in Tokyo on February 6, 2010. This nature school event started with an open class for participating fourth-graders, who learned the importance of considering the needs of other creatures and understood that the true purpose of the event was not

to create a biotope but to take voluntary action to interact with nature. Following the class, 18 volunteer pupils from the school and environmental leaders constructed the biotope. Work included activities such as solidifying the ground and planting water plants and weeds and finally filling the pond. Comments from the environmental leaders who participated in the event include: "Moving forward, we would like to invite the active participation of the local community. This project is not about creating a biotope but about raising understanding of the importance of conserving ecosystems," and "We would like to monitor the development of the biotope pond as a responsible custodian because we created the pond from scratch."

Fixed-point observation has been conducted on the biotope and the latest developments have been shared with local people. Recently, many frog eggs were found in the pond. For upcoming events, we are planning nature watching and vegetation surveys with children.

\* Biotope refers to a habitat of living creatures, whose lives are organically connected. The word "biotope" is derived from two German words: "bio" meaning "living organism" and "top (e)" meaning "place."



Elementary school students, local residents and Ricoh Group employees got together



Environmental volunteer members and pupils creating the biotope pond

### ■ Environmental volunteer leader development program

Ricoh's Environmental Volunteer Leader Development Program was launched in June 1999 for employee training purposes. In fiscal 2001, eligibility to participate in the program was extended to include all Group employees and retirees. By the end of fiscal 2009, a total of 496 people had been certified as environmental volunteer leaders.

## Award program to honor employees' volunteering activities

### <Ricoh Hokkaido Co., Ltd./Japan>

In addition to corporate programs, employees may engage in volunteer activities by themselves or with like-minded peers. Such grass root volunteering is also an integral part of a company's effort to create a harmonious relationship with local communities. With this recognition, our sales subsidiary Ricoh Hokkaido started an award program to commend such employees in fiscal 2007, aiming to create a corporate culture that encourages and values active contribution to society.

Among the candidates, including those who put themselves forward and those who were recommended by others, annual

awards go to the employee or group of employees conducting year-round activities which are continuous, have potential for wider participation, and are relevant to the company's business. In fiscal 2009, three activities: an individual's efforts to expand a social contribution activity network, a youth development sports program, and a sanitation service at mountain lodges for environmental conservation, received awards. Award winners are honored and their activities are introduced at the company's annual employee convention. With employees commending their coworkers' achievements together, the award presentation event builds stronger comradeship among Ricoh Hokkaido

employees and may inspire them to take their own actions.

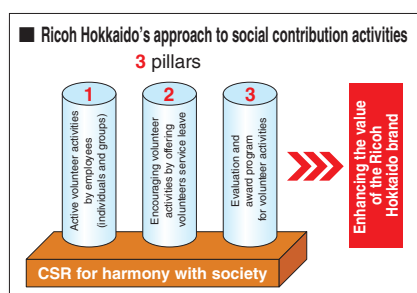
## Rugby event for local elementary and junior high school children

### <Ricoh Co., Ltd./Japan>

Ricoh Rugby Football Team hosted the 10th Ricoh Rugby Festival in June 2009. More than 500 children from Tokyo and Kanagawa prefectures joined the event, playing rugby with Ricoh players. Running around on the pitch, the little athletes learned many things, especially the importance of teamwork. Ricoh will continue to hold this Rugby event to encourage children to play more sport and to support their healthy development.



Tomohiro Sakanushi (President of Ricoh Hokkaido, right) and award winners



## Europe

■ Area: Europe, Middle East, Africa

### Creating an environment that encourages employee contribution to society

#### <Ricoh UK/U.K.>

Ricoh UK Ltd. (RUK), a sales subsidiary, held a fund-raising walk event on December 17, 2009. In organizing this event, RUK enhanced its in-house system that supports and enables employee volunteering—even during normal working hours—to encourage employees' voluntary activities for society. Despite a heavy snowfall the night before, 187 employees gathered at the Ricoh Arena soccer stadium. On a bitterly cold day, with a maximum temperature of just 3°C, the volunteers walked around the soccer pitch, listening to Christmas music played in the venue. These employees also raised personal sponsorships in advance from their own salary, friends, families, colleagues, and customers. A total of approximately 3,900 pounds (about 560,000 yen) was raised, which was donated to the following three organizations:

- School Governors One Stop Shop: Recruiting volunteers to become school governors
- Forest of Marston Vale: Planting trees to restore biodiversity in the local area
- Shaftesbury Young People: Working to improve the lives of children



The manager of Coventry City FC, which offered the event venue (left), RUK CEO David Mills (right), and RUK employee volunteers

In addition to encouraging employees' social contribution activities, contributing to environmental conservation was another objective of the event. The United Nations Climate Change Conference (COP 15) was held in Copenhagen in December 2009, aiming to agree on a post-Kyoto Protocol framework. To promote Ricoh's corporate support for the conference beyond the company, the event participants walked

5,350 laps and RUK pledged to plant 5,350 trees in the Forest of Marston Vale, a symbol of the distance from Kyoto to Copenhagen: 5,350 miles. As the next step, RUK will develop an inventory of volunteer programs aligned with its three major social contribution themes (environment, education, and local community) to encourage employees' engagement.

## Interview

### Coordinator of the walk event

**Ms. Charlene Withall**, CSR Advisor, Ricoh UK

All the participants enjoyed themselves and were able to see about how much of a difference we can make to the local community by doing such a simple thing as a sponsored walk. This was our first experience of organizing such an event and we believe that the successful outcome will encourage further employee volunteering during work-time.



### Comments from employee participants in the walk event

- A brilliant event and very enjoyable!
- Nice to meet so many colleagues from other parts of the company.
- So nice to do something for a good cause during work-time.
- Good to hear about these charities. I'm now considering becoming a school governor.



Employees completing the last few laps, commenting "Tired but happy!"



## Bridging the digital divide

### <Ricoh Europe, Ricoh Belgium/Europe>

Ricoh's sales subsidiary, formerly part of NRG Benelux B.V., provided eager support and cooperation in establishing "Close the Gap," an organization with the mission of closing the digital divide gap in developing countries by donating personal computers and other IT equipment and offering related education. Since May 2004, NRG Benelux has been an avid supporter of Close the Gap, offering a range of IT-based educational programs primarily to schools and hospitals in Africa (see table below). These activities aim to enable local

community members, particularly young people, to access information online and thereby help them to build a brighter future. This partnership has subsequently expanded from our Benelux companies to France. In 2008, Ricoh Europe, the regional headquarters, established a CSR Steering Group to coordinate social contribution projects across all Ricoh sales subsidiaries in Europe. One of the focus areas agreed for these activities is "closing the digital divide", both in developing countries and within disadvantages communities in Europe. In line with this, Ricoh Belgium teamed up with PC Solidarity, a Belgium-



Computer class in Uganda

based daughter project of Close the Gap, and donated Ricoh's multifunctional digital copiers to an organization supporting people with disabilities, as the first initiative under this partnership.

### ● Major activities in Africa

April 2005	Established the Digital Education Center in the University of the Western Cape, South Africa. Donated 200 PCs with HIV/AIDS education program installed and 15 printers.
October 2005	Provided a computer class in a hospital for children suffering chronic illness in South Africa. Donated 21 desktop computers and eight laptop computers.
May 2006	Established the Digital Education Center in Kenya. Provided computer skill training for young people to help them find employment. Donated ten PC units, developed network systems, and supported the purchase of necessary equipment and supplies in the Center and payment of teachers' salaries.
2007–2008	Donated 200+ PCs, MFPs, and printers to African nations such as Congo, Uganda, Tanzania, Niger, and Zambia. Assisted computer training, support for people with disabilities, and local community's information collection.

## Conserving biodiversity in Alsace

### <Ricoh Industrie France/France>

Ricoh Industrie France S.A.S. (RIF), a manufacturing subsidiary, is promoting the Vie & Couleurs [Life & Colors] project to conserve biodiversity in Alsace, together with RIF employee volunteers and a local environmental association. The project aims to help develop a "green network" in Alsace—a region active in environmental conservation and education and the location of RIF's factory. By creating a pond



and planting plants, flowers, and fruit trees, employee volunteers transformed 12 hectares of land on the factory premises into a biotope where indigenous plants, birds, insects, and other species are conserved in a natural way. The company is also considering the future installation of beehives there. In addition to this biotope creation, RIF has been conducting a variety of programs to raise awareness among its employees and the wider public of environmental conservation. Sample efforts during 2009 include external seminars and presentations to help other corporations conduct similar biodiversity conservation initiatives, as well as the production of a video presenting how a corporation



works for biodiversity on its site and provides related employee education. As an exemplary case of environmental education, the video was shown at French conferences on environmental education and sustainable development.

## The Americas

■ Area: North America, Latin America

### Ricoh employees and devices contribute to the Winter Olympic Games

#### <Ricoh Canada/Canada>

As an official supporter of the 2010 Vancouver Olympics and Paralympics, Ricoh Canada Inc. has supported the organization of the Winter Games in various forms over the past eight years, from the start of preparations through to the end of the event in March 2010. Before the opening of the event, the company created the Ricoh Olympic Spirit Awards (ROSA) to recognize exemplary volunteer community service displayed by employees with a view to encouraging them to undertake further social contributions. As a reward for the individuals commended at the Awards, they were able to take part in the torch run, and a total of 20 people from Ricoh Canada, including the president of the company participated in the torch run as runners.

With regard to the organization of the Winter Games, Ricoh Canada made a special contribution in the field of information systems. At the event,



Start line of the cross country skiing at the Winter Olympic Games

all the competition records were reported and printed utilizing Ricoh devices, which were equipped with an automatic duplex printing function as a standard default to minimize the use of printing paper for the conservation of the environment. Moreover, the machines installed by the company went into sleep mode but still produced the first copy immediately after exiting the mode, which helped save energy and reduce CO<sub>2</sub> emissions. The company also implemented fail-safe support measures to prevent machine failures by using the @Remote function, which manages devices via the Internet. These Ricoh devices and technologies were highly evaluated as innovative technologies for the reporting means to be used at the Olympics, and the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) awarded the Sustainability Star to Ricoh Canada.

From the summer of 2009, shortly before the opening of the Winter Games, 13 employees were dispatched from the company to various venues as technical support staff. During the actual period of the Winter Games, more than 200 technicians and about 2,300 Ricoh

devices (multifunctional digital copiers, printers, and facsimiles) supported the organization of the Games. In terms of labor hours, Ricoh Canada spent about 40,000 hours for technical support and about 10,000 for other support activities, including PR activities.

Supporting the 2010 Games was the single largest CSR event that Ricoh has ever done in Canada.

Employees dispatched to the venues were able to do their best and develop themselves just like the athletes and players participating in a great sports event and the sense of accomplishment and commitment was demonstrated by all employees of Ricoh Canada. The Olympic Organizing Committee highly praised the stability of Ricoh's technologies and its effective contingency responses.



President Glenn Lavery of Ricoh Canada running with the torch in his hand



Engineers on standby at Cypress Mountain



## Volunteer activities conducted by Ricoh Group companies

<Ricoh Americas Corporation, IKON Office Solutions, Ricoh Electronics /The Americas>

In the Americas, Ricoh Group companies are encouraged to conduct volunteer activities, and they participate in a range of initiatives to contribute to local communities throughout the year. These activities help strengthen the ties between employees and the local community and also help employees find more meaning and value in working for Ricoh.

- Ricoh Electronics, Inc. (REI) has an employee volunteer team. The members of this team, named Helping Others and Protecting Our Environment (H.O.P.E.) lead a range of volunteer activities. In 2009, they implemented 15 projects, including the cleanup of a local beach and a fundraising/walking event, and a total of more than 460 employees and their families participated in the activities.

- IKON Office Solutions, Inc. (IKON) has held IKON Volunteer Day on an annual basis for the past two years. In 2009, 426 employees and their friends and families participated in the event to make contributions to the local community, including the cleanup of schools and parks, and helping to prepare and provide meals to the homeless. Moreover, IKON has been supporting United Way, an NGO engaged in activities to help people raise their living standards, mainly from the three aspects of education, income, and health. In a fund-raising campaign held in October, employees contributed more than 1.1 million dollars to the NGO.

- Ricoh Americas Corporation (RAC), Ricoh's regional headquarters for the Americas, conducts more than 100 volunteer activities per year, focusing on the five fields of health, environment,

education, community, and donations. In fiscal year 2009, 1,800 employees spent approximately 8,000 hours in volunteer activities.



A total of 82 people, including employees and their families, participated in a beach cleanup activity and collected about 100 pounds (45 kilograms) of waste. (REI)



Employees at IKON's headquarters helped raise money for IKON's annual United Way campaign by washing 55 cars.

Employees conducted classes on economic awareness for elementary school students as part of their partnership with an NGO named Junior Achievement. (RAC)



### Opinions from employees participating in volunteer activities

- The CSR program is one of the methods of showing how Ricoh can contribute to bettering the world. It helps me grow myself and find more value in working for Ricoh.
- It is pleasant to be able to conduct volunteer activities with other employees and I feel very happy to be able to work for a company that is committed to using its resources for the benefit of society.

## Employees and companies working together to provide support to the victims of the earthquake in Haiti

<Ricoh Group/Global>

The major earthquake that occurred in Haiti on January 12, 2010, is said to be the worst in the past 10 years with up to 30% of the citizens being affected, including the death of more than 200,000 people. The Ricoh Group, led by companies in the Americas and with the participation of companies in

Japan and Spain, gave donations to the victims of the earthquake, wanting to help them recover from the disaster as soon as possible. For example, RAC, IKON, and REI asked employees to donate to the American Red Cross, and the companies themselves also donated, matching the amounts given by their employees. As a result of these three companies encouraging their employees to give proactive support to the victims, the donations made by the three companies and their employees totaled

86,236 dollars.

Ricoh Spain collected 3,728 euros from employees and donated it to the Spanish Red Cross. The company also donated the same amount to Doctors Without Borders, an organization engaged in medical care in the devastated area. Also, from Japan we donated five million yen to Japan Platform, an organization for humanitarian assistance, through which the NGOs belonging to the organization provided prompt emergency and recovery support throughout Haiti.

## China

■ Area: China

**Solar LED lamp posts reduced CO<sub>2</sub> emissions in park by 4.27 tons**

&lt;Ricoh Asia Industry (Shenzhen) Ltd./China&gt;

Since its foundation, manufacturing affiliate Ricoh Asia Industry (Shenzhen) Ltd. (RAI) has been focusing on sustainable environmental management activities, such as energy and resource saving and recycling.



Solar LED lamp posts donated to park

In recognition of this dedication, RAI received the Guangdong Eco-Friendly Manufacturer Award, the Shenzhen Eco-Friendly Manufacturer Award and other environmental prizes, together with financial rewards totaling 1.29 million yuan, from the City of Shenzhen. The company

decided to use the reward money to help the local community and donated 55 solar-powered LED lamp posts to neighboring Beacon Hill Park, a popular place for Shenzhen citizens. The park and RAI have been good partners in environmental conservation efforts, which include joint implementation of tree planting, periodical cleanups, and many other activities. At the donation ceremony in the park in December 28, 2009, the park representatives expressed their deep appreciation and gratitude for RAI's



Receiving a certificate of gratitude at the donation ceremony

continuous environmental efforts over the years.

The installation of the donated lamps is expected to reduce the park's annual power consumption by 5,540.7 kW and cut CO<sub>2</sub> emissions by 4.27 tons. The eco-friendly lighting has also helped raise local people's awareness of energy saving. RAI will continue to make efforts as an active environmental steward, in the hope that their activities will inspire other businesses and individuals to also take action.



RAI President Kazuhisa Daimon being interviewed by a Guangdong TV network about RAI's Declaration of Environmental Conservation

**Planting trees to raise money for children with heart disease**

&lt;Ricoh Group/China&gt;

As they have done for years, the Ricoh Group companies in the East China region, including Ricoh China Co., Ltd. (regional sales headquarters in China) and RTM Wuxi (manufacturing affiliate) planted trees in fiscal 2009. However, there was something different this time—the project was undertaken to support children fighting heart disease.

In China, more than 120,000 children develop heart disease each year. To support them, about 150 Ricoh Group employees in the country gathered in Shanghai to plant trees in a park. Under the theme of "Planting trees and giving love," these volunteers decided to donate 50 yuan per tree planted, and a total of 10,000 yuan was donated to a special fund for children with heart disease operated by the Shanghai Children's Health Foundation.

Employees volunteering for the project said they were delighted to join a meaningful project that helped not only the environment but also children suffering from heart disease. In their respective companies, the project participants reported on the objectives of the project and how it was carried out, and encouraged other employees to become interested in and actually join voluntary activities.

The park manager expressed his



Tree planting by employee volunteers

gratitude, saying "What you planted was more than trees. Thank you for bringing hope to the children."

**Supporting earthquake relief efforts in Qinghai**

&lt;Ricoh Group/China&gt;

On April 14, 2010, a devastating earthquake struck Qinghai province in western China, causing enormous damage and many victims (the death toll exceeded 2,000). For victims of this major earthquake, Ricoh Co., Ltd., Ricoh China and other Group companies in the country donated one million yuan to the Red Cross Society of China, Shanghai Branch on April 16, 2010. In addition to the contribution by Group companies, Group employees in China voluntarily raised funds and donated.



## Restoring bio-diversity on Motuihe Island

### <Ricoh New Zealand/New Zealand>

Ricoh New Zealand Ltd. (RNZ) has been cooperating with the Motuihe Island Restoration Trust since 2004, an organization engaged in the protection of biodiversity on Motuihe Island, one of the most beautiful islands in Hauraki, Gulf, Auckland, New Zealand. Jointly with the Trust, the company has been conducting environmental activities with the voluntary participation of its employees and their local friends. Specifically, they are engaged in the planting and protection of trees and other plants, cleanup of a local beach, and the removal of weeds. More than 10,000 trees have been planted by

the volunteers over six years, and the area in which Ricoh is conducting forestation activities is now known as "Ricoh Valley." Since 2006, customers of RNZ have also been participating in these activities. At the beginning, there were 58 volunteer participants and the number has increased to 140, including 13 MA customer companies by



2009. The activity is thus steadily expanding in size. From a customer who actually participated in the activity we received the following comment: "I enjoy spending the day in the volunteer activity with my family. It was also good to be able to see the planted trees growing taller. I was able to feel that I was a real part of the Ricoh team." RNZ has been giving support to the Motuihe Island Restoration Trust on a continuing basis, including support for the creation of brochures and other printed materials, and the donation of cameras for a photographic contest held by the organization, which the company supports as a sponsor.

## COLUMN

### <Ricoh Australia/Australia>

## Ricoh volunteers make a difference to children with special needs

Employees of Ricoh Australia Pty, Ltd. have been conducting volunteer activities at Arranounbai School since 2007. This special needs school is attended by children who are physically disabled or have illnesses and are aged 12 or younger, including those younger than school age. Employees spend the lunch time talking with children and play soccer, basketball, and card games with them. They also assist children with craft activities. The children are becoming more self-confident and gain more self-respect through communicating and playing with the employees. At present 36 employees are registered as members who visit



the school once every two weeks, and all the participating employees agree that they themselves have gained personally from their involvement in this activity.

### Testimonial

#### Ms. Judi Billingham, School Administration Manager

I would like to take this opportunity to say thank you to all our wonderful Ricoh volunteers. The difference they are making in our students' lives is really fantastic. The students can talk and have a laugh with the volunteers, who have become important and comfortable friends to them.

The excitement of the students when they know their "buddy" has arrived demonstrates this fact. Moreover, their input and ideas are very valuable to the school staff and the parents of our students also value their support. We all feel the Ricoh volunteers are truly part of the Arranounbai family.

## Taking our CSR to the next level through dialogue with stakeholders

### Communication with NGOs and International Organizations

#### Keeping stakeholders up to date with our agenda

<Ricoh Co., Ltd./Japan>

Ricoh has been working to help solve the challenges specified in the Millennium Development Goals. Recognizing the importance of active communication with NGOs and international organizations which have deep knowledge of, and have been endeavoring to address, global issues, Ricoh has held official stakeholder dialogues regularly for two years.

In a March 2009 meeting, members of six organizations were invited to share their views on what considerations are necessary for our future CSR activities. Their comments and advice were reflected in our activities in fiscal 2009, resulting in tangible improvements. For instance, a recommendation expressed in the meeting called for greater efforts from us to uphold human rights. In response, we held departmental study group meetings several times to obtain a better understanding of



Dialogue meeting in 2008

social trends in this area. We also followed advice received in the meeting and conducted a field study on the BOP market to explore how best to communicate with local people and assess the impact of this kind of business on the local market. In April 2010, or one year after the dialogue, we compiled and sent a report to the dialogue participants to inform them how their advice had been incorporated into our subsequent actions for

improvement and how we moved forward during the past year.

Through continuous communication with NGOs and international organizations, we will work to incorporate a broad spectrum of perspectives into our CSR activities.

### Communication with Developing Countries

#### Understanding issues facing developing countries

<Ricoh Co., Ltd./Japan>

Nippon-Keidanren International Cooperation Center (NICC)<sup>1</sup> organizes various international cooperation activities to help Asian and other developing economies achieve sustainable growth. As part of these initiatives, NICC operates an annual

training program for business managers from developing countries in cooperation with leading Japanese companies. Participants can learn a wide range of business skills, including manufacturing and quality control. Ricoh supports this program by sending our employees to teach sustainable environmental management and CSR.

Such support for the NICC program also

provides us with opportunities to talk with business people from developing countries. In fiscal 2009, we held a meeting with business executives from 14 countries<sup>2</sup> to learn that many companies in their home countries are taking various actions to meet the needs of local communities, such as personnel development and educational support and that they expect Japanese corporations to provide support in the areas of environmental and other CSR training, technology, and management skills.

We would like to continue seeking such opportunities to understand social needs and issues in developing worlds and adjust our approach accordingly.



1. To learn more about NICC, please visit <http://www.nicc.or.jp/en/index.html>

2. Bangladesh, Brazil, Cambodia, China, Indonesia, Laos, Malaysia, Mexico, Mongolia, Nepal, Pakistan, the Philippines, Sri Lanka, Vietnam



## Communication with Shareholders and Investors

### Factory tours for shareholders

<Ricoh Co., Ltd./Japan>

Using various occasions and opportunities, Ricoh strives to listen to its stakeholders and help them understand our business better. In fiscal 2009, we organized factory tours in October and December, in response to requests from shareholders. A total of 68 shareholders were invited to our Gotemba Plant to see how Ricoh manufactures its products and reduces environmental impact at its facilities. The shareholders also visited a biotope pond created in the

factory premises.

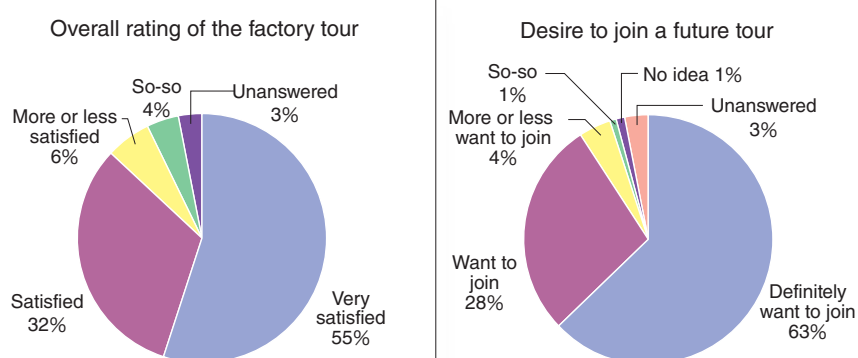
The tours were well-received by the participants. Nearly 90% of the participants surveyed said they were satisfied with the visit and would like to join a similar event in the future. The shareholders also provided us with many valuable insights,

including improvement opportunities they identified, as well as words of support and encouragement.

We will continue to meet and exchange views with our shareholders.



#### ■ Results of survey of factory tour participants



## Communication with Employees

### Ricoh Employee Council meets monthly to discuss issues with management

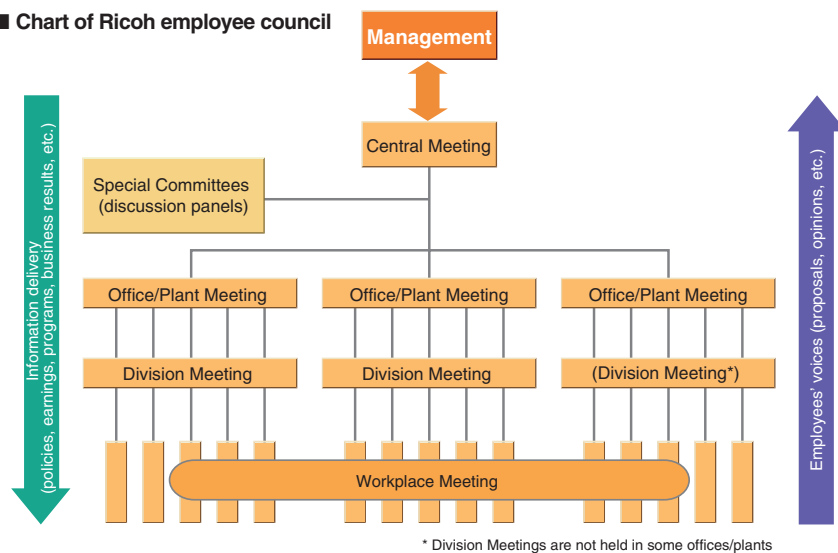
<Ricoh Co., Ltd./Japan>

As specified in its management philosophy, Ricoh believes that management and employees should work in unison to create a work environment where each member of the company can find personal value in their work. In other words, employees are important partners in the company's business. Fully recognizing the importance of communication with employees, management established Ricoh Employee Council (See the chart, right), a multi-tier system to facilitate internal communication, 40 years ago. These meetings have been held regularly since then. At the Central Meeting, held on a periodical and ad hoc basis, latest business updates and departmental (e.g., CSR, R&D) current activities are reported, which then are explained in detail to each employee at respective Office/Plant Meetings and Workplace Meetings. Enterprise-wide issues, such as the company's yearly

plan, and salary rise and bonus payment plans are discussed at relevant Special Committees, which seek and incorporate employees' opinions to the fullest extent possible. This dialogue-driven mechanism at Ricoh has attracted a lot of attention from other companies wishing to develop systems to facilitate active internal communication.



#### ■ Chart of Ricoh employee council



# Business Overview

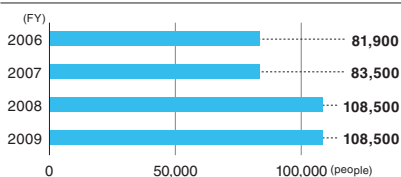
## Ricoh Group Outline

Ricoh Co., Ltd., was established in Tokyo, Japan on February 6, 1936. The Ricoh Group consists of Ricoh Co., Ltd., 266 subsidiaries, and 6 affiliates,\* with a combined total of approximately 108,500 employees worldwide. The Group offers imaging equipment products, such as digital copiers and printers, and other products as well as associated services and solutions in five regions around the world (Japan, the Americas, Europe, China, and the Asia-Pacific region).

\* This definition of a subsidiary/affiliate follows the U.S. Generally Accepted Accounting Principles (U.S. GAAP), which differ slightly from the definition given in Japan's GAAP.

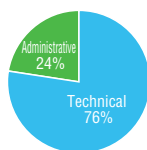
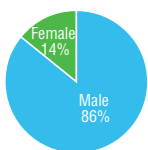
Ricoh Head Office  
Ricoh Bldg., 8-13-1, Ginza, Chuo-ku, Tokyo  
104-8222, Japan  
Main number: +81-3-6278-2111  
<http://www.ricoh.com/>

## Number of employees of the Ricoh Group (global)



### [Japan]

- Number of Employees (Rico Group): 41,118
- Average Yearly Salary (Rico Group): 7.15 million yen
- Average Age (Rico Group): 41.6
- Male to Female Ratio (Rico Group)
- Ratio of staff category (Rico Group)



### [Outside of Japan]

- Number of Employees: 67,407  
(Americas:35,000, Europe:17,239, China:10,143, Asia-Pacific:5,025)

## Scope of the report (extract)

### Japan

Ricoh Company, Ltd.  
Ricoh Elemex Corporation; Tohoku Ricoh Co., Ltd.; Ricoh Printing Systems, Ltd.  
Ricoh Optical Industries Co., Ltd.; Ricoh Microelectronics Co., Ltd.; Ricoh Keiki Co., Ltd.  
Hasama Ricoh, Inc.; Ricoh Unitech Co., Ltd.; Ricoh Leasing Company, Ltd.  
Ricoh Logistics System Co., Ltd.; Ricoh Technosystems Co., Ltd.  
Ricoh Hokkaido Co., Ltd.; Ricoh Tohoku Co., Ltd.; Ricoh Sales Co., Ltd.; Ricoh Chubu Co., Ltd.  
Ricoh Kansai Co., Ltd.; Ricoh Chugoku Co., Ltd.; Ricoh Kyushu Co., Ltd.

### Americas

Ricoh Electronics, Inc.; Ricoh Americas Corporation  
InfoPrint Solutions Company, LLC; IKON Office Solutions, Inc.

### Europe

Ricoh UK Products Ltd.; Ricoh Industrie France S.A.S.; Ricoh Europe PLC  
Ricoh Deutschland GmbH; Ricoh UK Ltd.; Ricoh France S.A.S.  
Ricoh Espana S.L.U.; Ricoh Italia Srl

### Others

Ricoh Asia Industry (Shenzhen) Ltd.; Shanghai Ricoh Digital Equipment Co., Ltd.  
Ricoh China Co., Ltd.; Ricoh Hong Kong Ltd.; Ricoh Asia Pacific Operations Ltd.  
Ricoh Asia Pacific Pte Ltd.; Ricoh Australia Pty, Ltd.; Ricoh New Zealand Ltd.

## Major product lines

### Imaging & Solutions

#### ● Imaging Solutions

Digital copiers, color copiers, analog copiers, printing machines, facsimiles, diazo copiers, scanners, multifunctional printers (MFPs), printers, and related supplies and maintenance services, related software, and others

#### ● Network System Solutions

Personal computers, servers, network devices, network-related software, applications, services and support, and others

### Industrial Products

Thermal media, optical devices, semiconductors, PC unit products, measuring instruments, and others

### Other

Digital cameras and others

Copiers, multifunctional copiers



Printers



Digital cameras



## Ricoh Group Main Brands

The Ricoh Group provides products and services under the brand names given on the right.

**RICOH**

**nashuatec**

**infotec**

**SAVIN®**

**Rex-Rotary**

**RICOH**  
InfoPrint Solutions

\* Launched on July 1, 2010

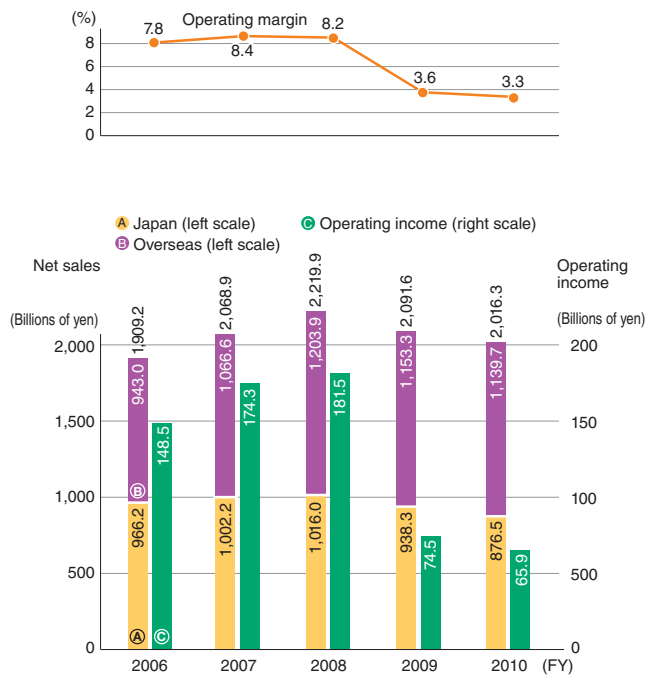
**LANIER**

**Gestetner**

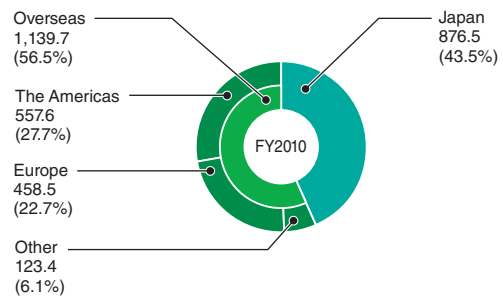
## Highlights of Fiscal 2010 (Ended on March 31, 2010) Results

### ■ Net sales, operating income, and operating margin

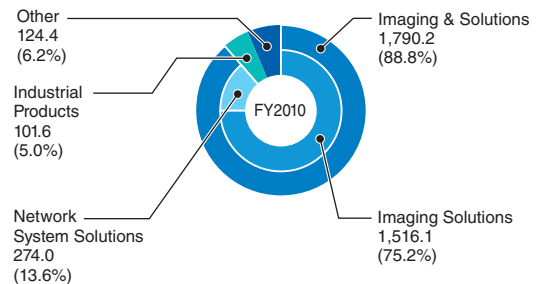
The Ricoh Group saw a sales decrease in all business segments, including Imaging and Solutions, as a result of the continued impact of the economic recession and the yen's appreciation. Overall sales decreased 3.6% from the previous year to 2,016.3 billion yen. Sales in Japan decreased 6.6% to 876.5 billion yen. Sales in overseas decreased 1.2% to 1,139.7 billion yen. Operating income decreased 11.5% to 65.9 billion yen, as positive contributions, such as cost reduction through our group-wide structural reform activities and continued efforts to reduce manufacturing costs, were not sufficient to offset weaker sales and the impact of the stronger yen.



### ● Sales by area (billions of yen)



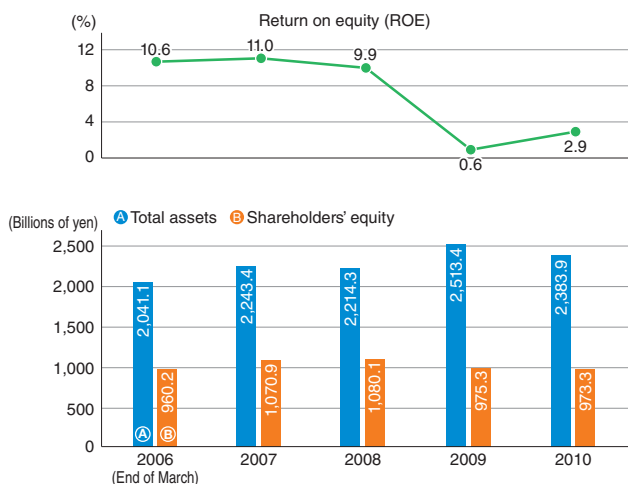
### ● Sales by category (billions of yen)



(As % of total sales)

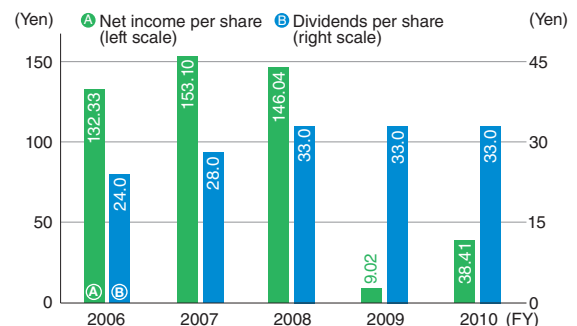
### ■ Total assets, net assets, and return on equity (ROE)

Total assets decreased by 129.5 billion yen from the previous year to 2,383.9 billion yen, primarily due to inventory reduction and the reduction of cash and cash equivalents to normal levels. Interest-bearing liabilities decreased by 94.7 billion yen to 684.4 billion yen, mainly resulting from the improvement of free cash flow and the reduction of cash and cash equivalents. Net assets decreased by 0.4 billion yen to 1,023.8 billion yen. Return on equity rose to 2.9%, compared with 0.6% in the previous year.



### ■ Net income per share and dividends

Ricoh announced an annual dividend declared of 33.0 yen per share, maintaining the same dividend level as the previous year.



For details, please refer to the Annual Report 2010.

## Major Awards and Recognition

Date	Subject	Organizer	Remarks
August to September 2009	Ranked No.1 in a color copier customer satisfaction study <sup>1</sup> for the third consecutive year and in a color laser printer customer satisfaction study (business users) <sup>2</sup> by J.D. Power Asia Pacific, Inc.	J.D. Power Asia Pacific, Inc.	1. J.D. Power Asia Pacific 2009 Japan Color Copier Customer Satisfaction Study <sup>SM</sup> , measuring customer satisfaction in two segments: large businesses (with 300 or more employees) and small/medium businesses (with between 30 and 299 employees). The 2009 study was based on responses from 813 large businesses and 2,912 small/medium businesses that use color copiers in their offices. 2. J.D. Power 2009 Japan Color Printer Customer Satisfaction Study <sup>SM</sup> , based on responses from 1,482 businesses (with 30 to 299 employees) that use color laser printers in their offices. <a href="http://www.jdpower.co.jp/jdp_e/index.html">http://www.jdpower.co.jp/jdp_e/index.html</a>
November			
December	Ricoh Global Services Business Center, Global Marketing Group received the 2009 CRM Best Practice Award.	CRM Association Japan	The award commends companies and organizations with excellent customer relations management (CRM) implemented in a customer-centric manner.
	Ricoh Numazu Plant won the grand prize in the UD Promotion category of the 10th Shizuoka Universal Design Award.	Shizuoka Prefecture	In recognition of its color universal design project
January 2010	Received a certificate of gratitude from the TMG governor at the 58th Tokyo Social Welfare Convention.	Tokyo Metropolitan Government (TMG)	In recognition of Ricoh's color universal design project
February	Selected as one of the Global 100 Most Sustainable Corporations in the World for the sixth consecutive year.	Corporate Knights Inc.	Corporate Knights Inc. of Canada evaluated the sustainability of the businesses surveyed.
	Won the Excellence Award at the 13th Environmental Communication Awards (Ministry of the Environment Award).	The Japanese Ministry of the Environment, and the Global Environmental Forum	Ricoh Group Sustainability Reports 2009 (Environmental Report, Corporate Social Responsibility Report, and Annual Report)
March	Ranked first in the Top Contributors to Global Warming Prevention	DIAMOND, Inc.	Evaluated and rated CO <sub>2</sub> emission reduction performance at 225 major corporations.
	Selected as one of the World's Most Ethical Companies for the second straight year.	Ethisphere Institute	Based on the results of numerous evaluation procedures, including comparisons with industry rivals.
April	The Ricoh Group was given the Special Prize in the 13th Green Reporting Award and the Third Prize in the 13th Sustainability Reporting Award.	Toyo Keizai Inc.	Ricoh Group Sustainability Report (Environment) 2009 Ricoh Group Sustainability Report (Corporate Social Responsibility) 2009

### Ricoh Stocks Included in Leading SRI Indices\*

In Japan, Ricoh's stocks are included in many eco funds and SRI funds. Also, the Morningstar Socially Responsible Investment Index has included Ricoh since its establishment in 2003. In addition, Ricoh has been selected for inclusion in the FTSE4Good Global Index for seven years in a row. The index is published by FTSE Group, a joint venture between The Financial Times (U.K.) and the London Stock Exchange.

\* As of May 1, 2010



### Product-related defects during the reporting period

#### ■ Multifunction monochrome laser printer Aficio SP 3400SF/3410SF

We have regretfully learned that this model is not be able to print out incoming data appropriately due to a failure of its fax feature. We sincerely apologize to the users of this product for the trouble and inconvenience caused.

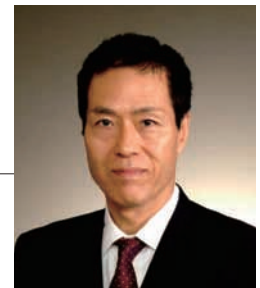
We have contacted the users of Aficio SP 3400SF/3410SF individually to notify them of the defect. Users of the model in question can have the product inspected and the installed software replaced free of charge.

We will revisit our product evaluation checklist items and procedures in order to prevent recurrence of the defect, achieve even better quality, and ensure users' satisfaction with and confidence in our products.



## Third Party Review

### Junichi Mizuo



#### ■ Profile

PhD in Business Administration. Professor at Surugadai University, Visiting Researcher at University of London, Lecturer at Tokyo Institute of Technology (undergraduate and graduate school), Deputy Chairman of Japan Association for Performance Excellence (JAPE). Also served as a member of the Panel on BOP Business Policy for the Ministry of Economy, Trade and Industry of Japan (2008–2010). Author of *Seven Principles of Management during the Rough Ride* (Asahi Shinsho) and *Use CSR to Your Advantage* (Toyo Keizai), along with a number of other books.

**I reviewed the CSR activities undertaken the Ricoh Group, a leading corporate contributor to the sustainable development of society, during fiscal 2009. I hereby express my opinion as an independent third party, which is informed by my background as an individual who has been promoting the integration of theories and practices of CSR activities into society, practicing CSR activities in the business sector and constructing theories as a university-based academic.**

#### Positive findings

**A well-balanced combination of proactive and defensive CSR activities, underpinned by Ricoh's management excellence**

I noted that the Ricoh Group's CSR activities, which take a dual-track approach, correspond to our CSR Initiative Committee's recommended practice model. It would be fair to say that Ricoh's fundamental responsibilities to society and voluntary responsibilities to society are synonymous with the Committee's defensive CSR activities for managing risks and strategically proactive CSR activities, respectively.

This report contains sufficient information on how the Ricoh Group is implementing CSR activities across its entire supply chain, which includes not only group companies but also suppliers of raw materials and dealers of Ricoh products; as well as how Ricoh is creating a stronger organization by ensuring integrity in its corporate activities. Supply-chain-wide engagement in CSR is essential for the sustainable development of both individual businesses and the broader society. In this respect, the Group's self-assessment program is quite an effective tool for managing CSR-related risks. Conducting

such self-assessment as part of a plan-do-check-act (PDCA) cycle allows the Ricoh Group to maintain its corporate integrity and, in turn, to create for itself a stronger business foundation.

Another notable initiative by the Ricoh Group is its early entry into the BOP business market. For example, the Group offers reconstruction support in Afghanistan, which not only helps solve social problems and but also helps the Ricoh Group achieve further growth. The Group's enterprise-wide dedication to achieving the United Nations' MDGs by 2015 through various efforts, such as the exploration and discussion of BOP business opportunities at CSR workshops and by voluntary teams, and field studies in India, is exemplary and worthy of emulation. In future articles, readers of this report can learn how the Ricoh Group has been practicing CSR activities for value creation, namely, making strategic investments with its resources while simultaneously helping solve societal problems.

#### Opportunities for improvement

**Clarifying the Ricoh Group's vision for the next 20 years**

The Ricoh Group has set and implemented a series of Medium-Term Management Plans to translate its management philosophy into specific corporate activities. As the next step, I would recommend that the Group set down its ideals in terms of its vision for the corporation it aspires to become by a certain point in time in the extra-long term, draw a roadmap to reach that goal and share the roadmap with employees and other stakeholders. Specifically, it would be advisable to formulate a "Ricoch Dream 2030" (for example) that defines the ideal Ricoh Group 20 years hence and draw a roadmap to take the Group where it wants to go. Clarifying ideal

roles and relationships with respects to employees, consumers, global communities and the global environment will enable the Ricoh Group to identify the position of its mid-to-long-term plan for the next three to five years on the roadmap it has created. Then, an annual plan should be developed in line with these longer-term plans and vision. This will ensure the effective implementation of the PDCA processes and ultimately to lead to further improved management of the Group's operations. I look forward to the Ricoh Group's further progress and hope to see it solidify its position as a corporate leader and top performer.

### Response to the Third Party Review

In our report this year, we focused on communicating our CSR activities implemented as a growth strategy and a means to achieving value creation. As a responsible global corporation, we identify social challenges from various perspectives and, in discussion with stakeholders, determine priority issues to be worked on. We then incorporate the key tasks into our Mid-Term Management Plan for implementation. Aiming for higher quality in our CSR efforts, we are planning to introduce international guidelines, conforming, for example, to ISO

26000, to review our activities, which are conducted for both aggressive and defensive objectives.

With regard to the extra-long-term corporate vision recommended, while we believe this has already been shared with our stakeholders through the Ricoh Group CSR Charter and Mid- and Long-Term Environmental Vision, among others, we will work to communicate the vision in a more specific manner by developing a roadmap as suggested.

**Mariko Azuma**, General Manager, CSR Office

Please send all comments and inquiries regarding this report to:

Ricoh Co., Ltd.  
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Ricoh Bldg., 8-13-1 Ginza, Chuo-ku, Tokyo 104-8222, Japan  
Phone: +81-3-6278-5202 Facsimile: +81-3-3543-9341  
e-mail: [csrinfo@ricoh.co.jp](mailto:csrinfo@ricoh.co.jp)  
<http://www.ricoh.com/csr/>

This report deploys principles of Universal Design  
in consideration of people with various types of color vision.



This is our **Communication on Progress**  
in implementing the principles of the  
**United Nations Global Compact.**

We welcome feedback on its contents.