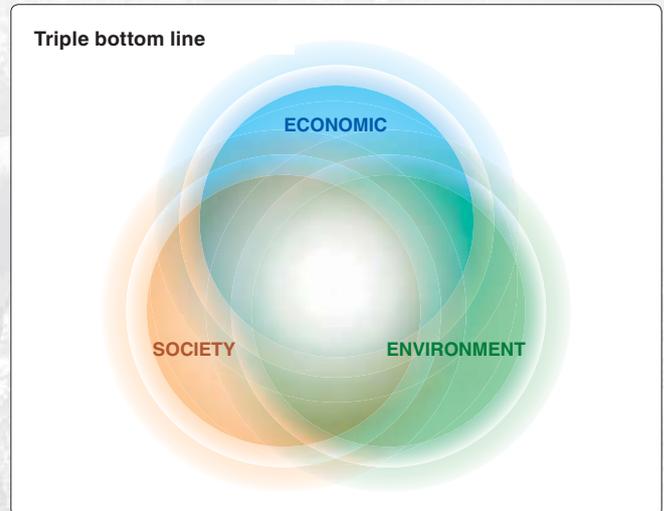


Sustainability

Increasing corporate value with a three-pronged focus on society, environment, and economy, the Ricoh Group actively pursues sustainability in its business operations.

Contributing to the sustainability of human society and the global environment

As a good corporate citizen, the Ricoh Group is committed to making meaningful contributions to the creation of a sustainable society based on the belief that environmental, social, and economic objectives are not incompatible. We aspire to go beyond simply responding to changing societal needs in a timely and appropriate fashion to becoming part of the solution of a wide range of urgent issues, such as global warming, overpopulation, economic inequality, poverty, food and water shortages, and scarcity of energy and other resources, just to name a few. To this end, the Ricoh Group is working to develop innovative technologies and new business models that can meet social needs and help create a better society. We are engaged in these initiatives together with our stakeholders, including our customers, business partners, and shareholders and other investors, in the hope that our corporate-level activities will serve as a catalyst for broader innovations across society.

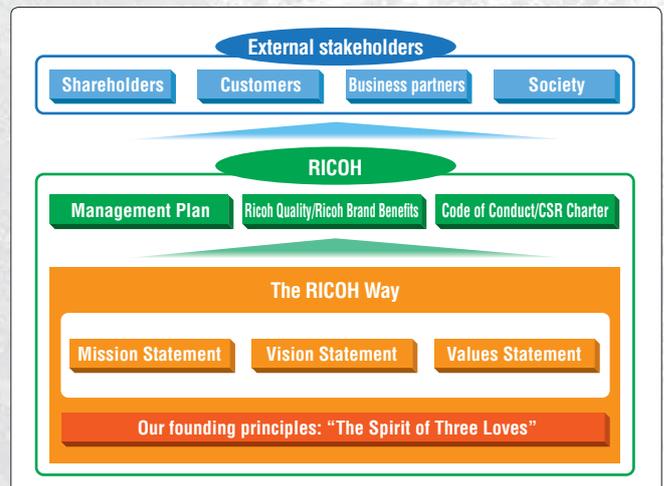


Integrity in corporate activities ISO 26000: Fair operating practices

The RICOH Way—the foundation of every aspect of our business

The RICOH Way, which comprises our founding principles (“Love your neighbor, Love your country, and Love your work”) and Management Philosophy (Mission Statement, Vision Statement and Values Statement), is the foundation of the Ricoh Group’s management policy and strategy.

The Ricoh Group is striving to address the needs of various stakeholders by undertaking global corporate activities in a responsible and ethical manner. Keenly aware that our corporate culture provides the disciplining framework for individual actions, we will continue to maintain and enhance our culture by taking appropriate actions based on the RICOH Way.



CSR Charter; Code of Conduct; Supplier Code of Conduct

The Ricoh Group established the Ricoh Group CSR Charter and the Ricoh Group Code of Conduct in 2003 to ensure the Group fulfills its responsibility to society through every aspect of its operations. In addition, the Ricoh Group Supplier Code of Conduct, which the Group’s suppliers are expected to comply with and monitor their performance against, was formulated in 2006.

Examples of products and services that make a difference in society

- (1) Products and services that follow Color Universal Design (CUD) principles to ensure the easy and differentiated perception of color by all people
- (2) Wheelchair-accessible MFPs with a detachable scanner and/or an angle-adjustable operating panel
- (3) Voice-activated MFPs

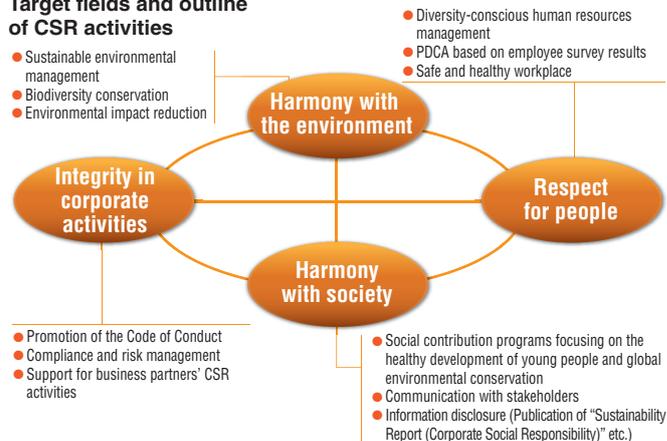
CSR activities at the Ricoh Group

The Ricoh Group's CSR activities have a two-tier structure: first-tier CSR signifies fundamental responsibilities to society while second-tier CSR involves voluntary responsibilities to society. We promote a wide range of activities, mainly in the four areas specified in the Ricoh Group CSR Charter. We are stepping up our efforts regarding the second-tier or "value-creating" CSR activities, which are intended to help solve various social issues through the application of the Ricoh Group's technologies, products and services, and human and other resources.



Aiming at aggressive and effective implementation, we develop specific action plans based on the four objectives specified by the Ricoh Group CSR Charter.

Target fields and outline of CSR activities



Harmony with society ISO 26000: Community involvement and development

Support for Japan's disaster restoration and reconstruction efforts

The Ricoh Group made a pledge to contribute a total of 300 million yen to support relief and recovery efforts following the Great East Japan Earthquake. Accordingly, we donated 200 million yen to local governments in the affected areas and related NPOs, made digital cameras and printers available to local governments and utilities companies, leased out copiers to local governments free of charge, and provided relief supplies. We also launched our own Quake Restoration Support Office in June 2011. Under the leadership of the newly established office, the Ricoh Group will utilize its resources to support the affected areas. For instance, we will visit communities in affected areas offering printing services.



Expressing Ricoh's support for Japan's disaster recovery efforts on our eco-billboard in New York's Times Square

Framework for supporting social contribution activities

- (1) A social contribution reserve system, under which the company saves a portion of its profits for use in social contribution activities, upon the approval of shareholders at annual general meetings
- (2) FreeWill, Ricoh employees' social contribution club, which collects a portion of its members' salaries to donate to and support NPOs, NGOs and other organizations selected
- (3) Volunteer service leave program

Social contribution programs

Reserve funds for social contribution are allocated to the Ichimura Nature School Kanto, the Ricoh Science Caravan, Forest ecosystem conservation projects and other activities that benefit society.



Ricoh Science Caravan

Commitment to society

- Becomes a signatory of the UN Global Compact (GC) in April 2002
- Participates in the Japan Business Initiative for Conservation and Sustainable Use of Biodiversity (JBIB) as one of the founding players in April 2008
- Signs the Leadership Declaration on the "Business and Biodiversity Initiative" in May 2008
- Participates in the Japan Climate Leaders' Partnership (Japan-CLP) as one of the founding members in July 2009
- Signs the Cancun Communiqué on Climate Change in December 2010
- Signs the Guidelines on Women's Empowerment in February 2011

Evaluation by society

- Chosen as one of the Global 100 Most Sustainable Corporations for seven years in a row (by Corporate Knights, Inc., Canada)
- Selected as one of the World's Most Ethical Companies for the third consecutive year (by Ethisphere Institute, an American think tank)
- Included in leading SRI indices



Harmony with the environment ISO 26000: Environment

Based on Ricoh's Environmental Principles introduced in 1992, the Ricoh Group is engaged in sustainable environmental management, aiming at the simultaneous achievement of environmental conservation and business growth. With a goal of developing a more farsighted approach to environmental activities, we have also presented our 2050 Extra-Long-Term Environmental Vision. In March 2009, the Group issued its Mid- to Long-term Environmental Impact Reduction Targets announcing specific steps to be taken to achieve the vision. With 2020 and 2050 designated key years, numerical targets have been set in three different areas: energy saving and global warming prevention, resource conservation and recycling, and pollution prevention. Various highly effective activities are being implemented to achieve the targets in each area.

Conservation of the global environment requires measures not only to reduce the impact of our business operations and products on the environment but also to maintain and improve the self-recovery capabilities of the global environment. Recognizing that our businesses depend on the global ecosystem and that biodiversity plays an indispensable role in the health of the ecosystem, the Ricoh Group laid down the Ricoh Group Biodiversity Policy. This policy requires that we take biodiversity considerations into account when deciding how to best operate our business, building upon the substantial efforts we have already made to conserve biodiversity through our environment-conscious social contribution activities.

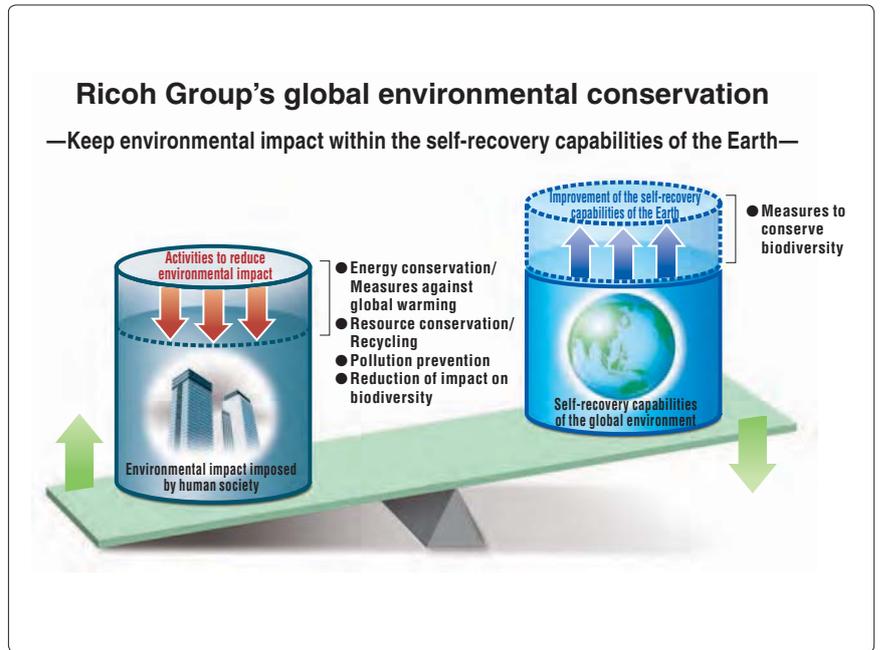
Business models for a resource-recirculating society

The Comet Circle [See page 24](#), established in 1994, illustrates a scheme to reduce our environmental impact across the entire lifecycle of our products. In other words, it represents our ideas on how to create a sustainable society. Under the resource-recirculating society business model, used products are treated not as waste but as valuable resources. The Ricoh Group operates a recycled copier business by establishing a system for the collection of used products from the market, recycling their materials and parts and re-launching them onto the market in a new form. In addition, we have established a system to reuse parts repeatedly in production by making use of an upgraded design. In partnership with recycling companies, we have also been working

on quality improvement of recycled resources and minimization of energy used and costs needed for reuse and recycling. This way, we are promoting a more economically rational recycling system that has a smaller impact on the environment.

Given the possibility that some mineral resources may be depleted in the near future, manufacturing styles cannot be said to be sustainable if they require large amounts of resources. The Ricoh Group will accelerate our shift to the new style of manufacturing, whereby the value of resources is maximized through recycling and use of new resources in production is greatly reduced.

* Please refer to Ricoh's initiatives to reducing its environmental impact in its business activities.



Ricoh Group's Mid- to Long-term Environmental Impact Reduction Targets

Mid- and Long-Term Goals	
Energy Conservation and Prevention of Global Warming	Reduce the total lifecycle CO ₂ emissions by the Ricoh Group (including emissions of the "five gases" converted into CO ₂) by 30% by 2020 and by 87.5% by 2050 from the fiscal 2000 level. * Equal to 34% reduction from the fiscal 1990 level (for domestic CO ₂).
Resource Conservation and Recycling	(1) Reduce the new input of resources by 25% by 2020 and by 87.5% by 2050 from the fiscal 2007 level. (2) Reduce the use of or prepare alternatives for major product materials that are at high risk of depletion (e.g., crude oil, copper and chromium) by 2050.
Pollution Prevention	Reduce the impact of chemical substances on the environment by 30% by 2020 and 87.5% by 2050 from the fiscal 2000 level.

* Targets are set based on the business areas and market share for fiscal 2000.

The Ricoh Group's sustainable environmental management incorporated into study materials at HBS

Sustainable environmental management at the Ricoh Group has been incorporated into case study materials for the Advanced Management Program at Harvard Business School (HBS) in Boston in the United States. The Advanced Management Program is a corporate leadership course that covers the latest issues in business administration using examples of best-practice management at global corporations. Ricoh's sustainable environmental management was selected to be the first case study when HBS decided to incorporate sustainability and management.



Vie & Couleurs project in factory premises

Ricoh Industrie France S.A.S. (RIF), our European manufacturing subsidiary, is promoting the Vie & Couleurs ("Life & Colors") project with the aim of increasing biodiversity at its 120,000-m² premises. Under the project, RIF has created a biotope pond, a pasture, and a field of some 1,400 m² planted with various flowers that provide year-round color. They have also installed birdhouses and developed an inventory list of on-site flora and bird species. During fiscal 2010, project participants created hedgerows, planted fruit trees, and conducted a feasibility study to determine the potential for sustainable beekeeping at the site.



A 100% clean-energy-powered electronic billboard in London

On June 28, 2011, a billboard powered only by natural energy was installed in the United Kingdom on the highway connecting London to Heathrow Airport. This eco-powered signage, the second of its kind following the 100% solar-powered billboard erected in New York's Times Square in 2009, is a symbol of Ricoh's commitment to promoting natural energy use as part of its sustainable environmental management. To best accommodate climatic conditions in London, a solar and wind power hybrid provides the electricity used to illuminate the billboard.



Eco-powered billboard in New York

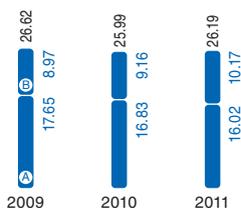


Eco-powered billboard in London

Environmental data

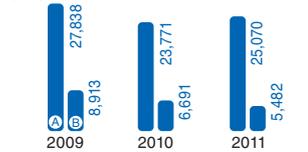
Energy consumption (CO₂-equivalent) <The Ricoh Group (production)>

(10 thousand tons-CO₂) A Japan B Overseas



Environmentally sensitive substances consumption and emissions

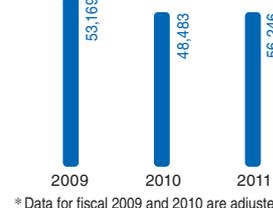
<The Ricoh Group (production)>
(tons) A Consumption B Emissions



* Data for the substances specified in the environmental action plan, which consist mainly of the substances covered by the PRTR Law and includes other chemical substances used by the Group in large quantities

Total amount of waste generated <The Ricoh Group (production)>

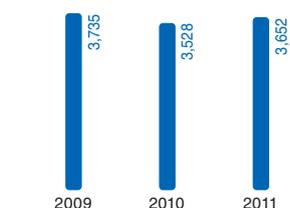
(tons)



* Data for fiscal 2009 and 2010 are adjusted

Volume of industrial water used <The Ricoh Group (production)>

(thousand tons)



* For details, please read the Ricoh Group Sustainability Report (Environment) 2011.

Respect for people **ISO 26000: Human rights/Labor practices**

Business activities deeply imbued with respect for human rights

At the Ricoh Group, two thirds of our employees are non-Japanese and we operate in many countries around the world, each of which has its own unique cultural values and customs. It is, therefore, imperative that as well as upholding fundamental human rights, we respect local cultures and customs in each country and region in which we do business. Based on this recognition, we have clearly declared our principles of respect for fundamental human rights—a prerequisite for mutual understanding—and the elimination of discrimination on the basis of race, religious faith, gender, social position, citizenship, sickness, handicap, etc. in our Code of Conduct. We have accordingly developed related policies and tools and provided employee education according to job class (from new entrants to managers) as well as e-learning programs. As the next step, we are working on new initiatives to reaffirm the importance of human rights, examples of which include a meeting for stakeholder dialogue on the theme of human rights in March 2011.

● **Human rights-related provisions of the Ricoh Group Code of Conduct** (excerpt)

[Respect for human rights]

- The Ricoh Group does not discriminate on the basis of race, religious faith, gender, social position, citizenship, sickness, handicaps, etc. (Basic Policy)
- Officers and employees must respect all fundamental human rights, and must not engage in any actions that ignore human rights such as discriminatory language, violence, sexual harassment, power harassment, etc. (Actions)
- Officers and employees must not make improper demands for labor. Again, they must not employ children under the legal working age of the country or region concerned. (Actions)

Building a diversity-friendly culture

At the Ricoh Group, we have been making continuous efforts to provide opportunities for employees to take on loftier goals and thereby realize their own professional growth and self-actualization. In addition to our ongoing efforts to further improve our human resources management system, we have developed easily accessible employee education programs and constructed mechanisms and a culture that facilitate the development of our employees' capabilities. Toward the successful implementation of our growth strategy, we are also working to achieve optimal employee training and optimal use of our human resources to accelerate our global expansion and aggressively attract and retain high-caliber talent for our newly launched and rapidly growing businesses.

The Ricoh Group is promoting workplace diversity together with work-life balance. This is because we fully recognize the growing importance of the creation of a diversity-friendly workplace, where employees can realize their full potential regardless their nationality or gender, or in other words developing an effective diversity management system, as our business has expanded globally and thereby we need to have an even deeper understanding of different culture and personal values.

● **Human resources-related programs**

[Human resources development]

- Human resources development programs designed for seven HR categories
- Goal evaluation system
- Career development support programs
- Job type-based certification programs on specialized fields
- Early development programs for prospective managers
- Global Executive Summit

[Promotion of diversity and work-life management]

- Employee survey on work-life balance management
- Study group for female managers
- Mentoring program
- Career development forum
- The Ricoh Group Diversity Promotion Forum
- Childcare leave
- Reemployment of former employees who resigned for parenting or family care reasons
- Nursing care leave for employees with sick or aged family members
- Volunteer leave and more

The Ricoh Group Diversity Promotion Forum

The seventh Ricoh Group Diversity Promotion Forum was held on February 8, 2011. The invited speaker, Ms. Sandy Smith, Senior Vice President of Human Resources & Education at InfoPrint Solutions, talked about how her company is promoting the “Diversity and Inclusion” program, taking diversity initiatives one step further to welcome minority employees into the workplace, learn about how their backgrounds inform their perspectives and ways of thinking, and incorporate such understandings into day-to-day decision-making and practices. InfoPrint, a joint venture between IBM and Ricoh, is known for its advanced employee diversity

programs, which are part of the DNA passed down from IBM. The company is headquartered in the United States, a country that is no stranger to issues relating to minorities, whether they be ethnic groups, transgendered people or war veterans. The speech was followed by a lively discussion among the 60 or so Ricoh Group employees participating in the forum.



Ms. Sandy Smith
SVP,
Human Resources & Education,
InfoPrint Solutions Company

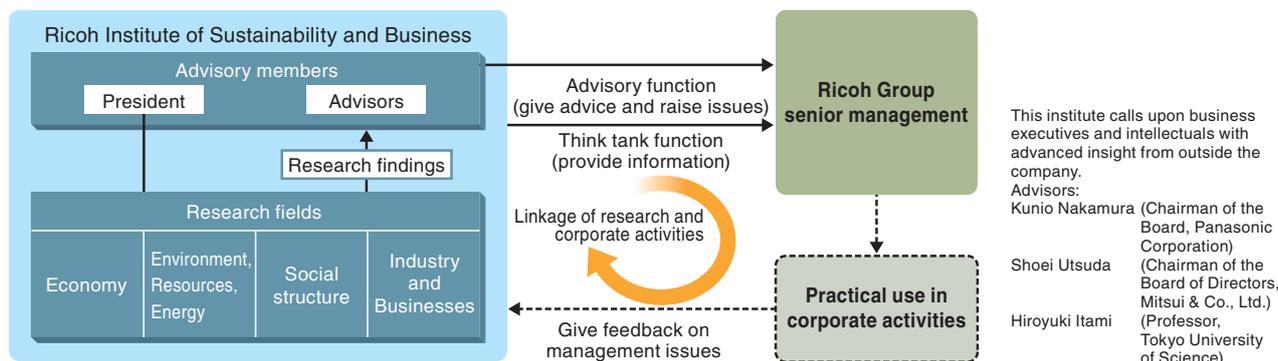
Establishment of the Ricoh Institute of Sustainability and Business

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.

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.

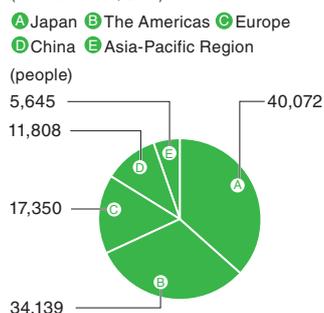
Exploiting the Institute’s functions, Ricoh will gain an accurate understanding of the structural changes taking place in society against a backdrop of growing change in the business environment. At the same time, we will conduct penetrating independent analyses in light of Ricoh’s own business conditions. 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

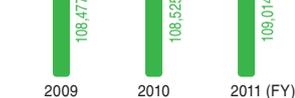


CSR related data

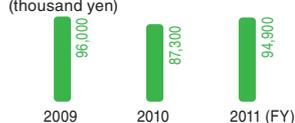
Consolidated number of employees by region (as of March 31, 2011)



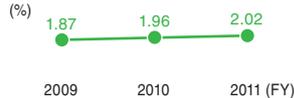
Consolidated number of employees (people)



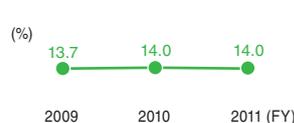
Social contributions (disbursement managed by Ricoh’s social contribution reserve system) (thousand yen)



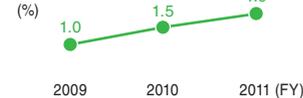
Rate of employees with disabilities <Ricoh Company, Ltd.> (%)



Percentage of female employees <Ricoh Company, Ltd.> (%)



Percentage of female managers <Ricoh Company, Ltd.> (%)



* For details, please read the Ricoh Group Sustainability Report (Corporate Social Responsibility) 2011.