

Our Major CSR Activities for the Three Years from Fiscal 2005

■ CSR achievements in the 15th Mid-Term Management Plan (fiscal 2005 to 2007)

Activities	Major items	Major activities	Achievements	Self-evaluation	Challenges
Integrity in corporate activities	CS (Customer Satisfaction)	<ul style="list-style-type: none"> Japan: Achieving the No.1 position in CS Global: Building an evaluation scheme to achieve the No.1 position in CS 	<ul style="list-style-type: none"> Ranked 1st in five categories in a customer satisfaction survey conducted by a special research organization (See Feature Article 56 on pages 9 to 12) 	◎	<ul style="list-style-type: none"> Creating a customer-oriented evaluation system for providing values that impress customers
	Corporate governance	<ul style="list-style-type: none"> Investigation of systems to strengthen internal control functions, including the supervisory function of the board of directors 	<ul style="list-style-type: none"> Enhanced management oversight function of board meetings (fiscal 2005) Enhanced executive function for the Group (fiscal 2005) Reconstructed internal control system (fiscal 2007) 	○	<ul style="list-style-type: none"> Securing effective and efficient TRM promotion to prevent management risks
	Information security	<ul style="list-style-type: none"> Completing acquisition of Group global unified certification by fiscal 2007 Japan: Maintaining and improving effectiveness of processes Global: Completing expanded review for production and sales affiliates 	<ul style="list-style-type: none"> Completed acquisition of Group ISMS unified certification for fiscal 2007 (91 companies in Japan; 46 global companies; 137 in total) Japan: Established a common standard and developed assessment Global: 20 sales affiliates passed expanded review 	○	<ul style="list-style-type: none"> Developing and familiarizing the Common Standard for Information Security Establishing the Business Continuity Plan (BCP)
	Compliance (achieving entrenchment of the CSR Charter and the Code of Conduct)	<ul style="list-style-type: none"> Japan: Determining to what extent the Charter and the Code are followed by employees and improving their performance Global: Promoting understanding of compliance 	<ul style="list-style-type: none"> Japan: Penetration level improved by implementing PDCA twice Global: Implemented global development, reporting delayed in some areas 	○	<ul style="list-style-type: none"> Further expanding our Code of Conduct by strengthening global development
	Risk management	<ul style="list-style-type: none"> Penetration and review of proactive measures for serious crises and their global development 	<ul style="list-style-type: none"> Penetration level improved in Japan by implementing PDCA; started global development Launched promotion of effective total risk management (TRM), covering a variety of risks 	○	<ul style="list-style-type: none"> Stepping up efforts to develop and promote TRM on a global level
	Offering useful products	<ul style="list-style-type: none"> Developing and creating appliance-like products 	<ul style="list-style-type: none"> Launched multifunctional copiers/laser printers based on the concept "Creation of User-Friendly Products" Expanded our usability design guidelines 	○	<ul style="list-style-type: none"> Developing design guideline into multifunctional models Enhancing training for employees in charge of development
	Expansion to our partner companies	<ul style="list-style-type: none"> Expanding and developing Ricoh's CSR activities to our partner companies to create a value chain 	<ul style="list-style-type: none"> Released the Ricoh Group Supplier Code of Conduct Implemented a survey of suppliers in Japan and China 	△	<ul style="list-style-type: none"> Clarifying our policies and supporting partner companies in understanding and familiarizing themselves with the policies
Harmony with the environment	Environmental management (Achieving environmental conservation and corporate profits)	<ul style="list-style-type: none"> Improving environmental performance of products and promoting environmental technology development 	<ul style="list-style-type: none"> Launched copiers, multifunctional copiers and printers that achieved energy saving goals Quantity of reused parts increased 5 times Quantity of recycled plastic used reached 1,346 tons 	◎	<ul style="list-style-type: none"> Developing new environmental technologies that contribute to a reduction of environmental impact in business and in society as a whole
		<ul style="list-style-type: none"> Developing environmental conservation activities at business sites and offices, aiming at cost effectiveness 	<ul style="list-style-type: none"> Ricoh and its manufacturing subsidiaries in Japan: total emissions reduced 10.6% Manufacturing subsidiaries outside of Japan: total emissions increased 8.8% * Calculated on the assumption that CDM will be applied to cope with any increase in CO₂ emissions caused by business growth of over 4% per year and changes in CO₂ emissions conversion coefficients 	△	<ul style="list-style-type: none"> Reducing the total amount of environmental impact based on business growth
		<ul style="list-style-type: none"> Biodiversity conservation 	<ul style="list-style-type: none"> Implemented forest ecosystem conservation projects Ricoh Group companies implemented environmentally-friendly social contribution activities 	○	<ul style="list-style-type: none"> Making efforts to conserve biodiversity in our business activities
Respect for people	Creation of a vital and motivated culture	<ul style="list-style-type: none"> Establishing human resources management to foster excellence and encourage individual employees to challenge high goals 	<ul style="list-style-type: none"> Enhanced the dual-ladder human resources management system Improved a human resources development program to nurture highly specialized human resources Improved training to nurture leaders in the organization 	○	<ul style="list-style-type: none"> Nurturing global leaders promptly Familiarizing employees with the personnel system and further enhancing human resources development programs
		<ul style="list-style-type: none"> Creating a pleasant and comfortable working environment that meets the needs of our employees and fulfills our responsibilities as a corporate citizen 	<ul style="list-style-type: none"> Established a system for people with different skills and backgrounds to exercise their capabilities Implemented an employee satisfaction survey and made improvements based on the results Introduced a cafeteria-style welfare program 	△	<ul style="list-style-type: none"> Improving support for employees in developing their careers Strengthening activities to establish a motivation cycle in the Ricoh Group
	Health and safety	<ul style="list-style-type: none"> Improving the safety and security of the working environment 	<ul style="list-style-type: none"> Reduced extended overtime work and improved the health management system Introduced and expanded risk assessment in industrial safety Upgraded and expanded mental health care Established a scheme to respond to targeted medical examinations 	○	<ul style="list-style-type: none"> Improving the working environment by strengthening control of working hours and raising business efficiency Promoting early detection of health problems and assisting their prevention by improving mental health care
Harmony with society	Communication of social contribution activities	<ul style="list-style-type: none"> Clarifying Ricoh's original social contribution themes based upon current social issues both at home and abroad 	<ul style="list-style-type: none"> Established a basic theme for the Ricoh Group's social contribution activities Reviewed the existing theme based on this basic theme 	○	<ul style="list-style-type: none"> Expanding the activities of the Ricoh Science Caravan
		<ul style="list-style-type: none"> Developing social contribution activities in harmony with local communities 	<ul style="list-style-type: none"> Business sites, plants and Group companies both in and outside Japan voluntarily developed their own social contribution activities. 	○	<ul style="list-style-type: none"> Further promoting social contribution activities by building a system to collect and share information on locally developed activities
	Communication	<ul style="list-style-type: none"> Establishing a new communication style closer to our stakeholders 	<ul style="list-style-type: none"> Continued day-to-day communication with customers Successfully communicated verification of challenges to employees Held dialogues with CSR specialists 	△	<ul style="list-style-type: none"> Establishing effective communication with stakeholders by continuing trials
Earning the public's trust		<ul style="list-style-type: none"> Developing new themes to earn the public's trust 	<ul style="list-style-type: none"> Started color universal design activities as a new theme 	◎	<ul style="list-style-type: none"> Developing related activities in our daily communication as well as those regarding products Groupwide efforts

<Self-evaluation> ◎ Exceeded goals ○ Achieved goals △ Achieved goals in part

In Fiscal 2008, We Will Step Up Expansion and Promotion of CSR under a New Mid-Term Plan for the Coming Three Years

■ Targets for our CSR activities in the 16th Mid-Term Management Plan (fiscal 2008 to 2010)

Activities	Major items	Description	2010 Targets (level)
Integrity in corporate activities	Quality management	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Ricoh Group quality target achievement: 100%
	CS activities	<ul style="list-style-type: none"> Implementing improvement and reforms to create values for customers and a cycle in which PDCA always functions effectively and is autonomously established by means of the management system 	<ul style="list-style-type: none"> Completion of target establishment CS target achievement: 100%
	Creation of user-friendly products	<ul style="list-style-type: none"> Offering designs that take into consideration customers' feelings and ease of use, to increase customers' satisfaction levels while retaining market competitiveness 	<ul style="list-style-type: none"> Achievement of easy-to-use designs: 100%
	Information security	<ul style="list-style-type: none"> Achieving the establishment of a sense of information security within the Group, affording strength to our business activities, and receiving high evaluation Establishing groupwide cooperation through the Business Continuity Plan (BCP) to establish and review the Group's infrastructure 	<ul style="list-style-type: none"> Development and establishment of the Common Standard for Information Security: 100% Completion of one PDCA cycle in the BCPs of our major business domains
	Internal control • Risk management • Internal control within the Group	<ul style="list-style-type: none"> Each employee acting in accordance with the Code of Conduct; the effective operation of TRM to prevent management risks 	<ul style="list-style-type: none"> Written pledge to comply with the Ricoh Group Code of Conduct (or equivalent form): 100% Occurrence of management risk: zero (excluding risks attributed to external environment)
		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Completion of integrated internal audit system by level and achieving of zero "Material Weaknesses" or "Significant Deficiencies" under the U.S. SOX Act
Expanding CSR to our partner companies	<ul style="list-style-type: none"> The understanding of Ricoh's CSR concepts and the voluntary development of related activities by our major partner companies 	<ul style="list-style-type: none"> Expansion to major suppliers: achieving top level (internal ranking A or above) Major dealers: establishing code of conduct and ethics program and completing education 	
Harmony with the environment	Reducing integrated environmental impact	<ul style="list-style-type: none"> Reducing the total amount of environmental impact due to the effective use of resources in the establishment of a resource-recirculating society 	<ul style="list-style-type: none"> Integrated environmental impact: 20% reduction from fiscal 2000
	Reducing CO ₂ emissions	<ul style="list-style-type: none"> Implementation of advanced environmental technology development to address climate change; reducing energy use by business operations 	<ul style="list-style-type: none"> CO₂ emissions: 12% reduction from fiscal 1990 (Ricoh and its manufacturing subsidiaries in Japan) CO₂ emissions: 10% reduction from fiscal 1998 (manufacturing subsidiaries outside Japan)
	Strengthening chemical substances control	<ul style="list-style-type: none"> Establishing a management scheme for environmentally-friendly manufacturing and business operations, and thereby achieving results 	<ul style="list-style-type: none"> Emission of environmentally-sensitive substances: 80% or more reduction from fiscal 2000 (Ricoh production sites and manufacturing subsidiaries)
	Biodiversity conservation	<ul style="list-style-type: none"> Promoting activities to conserve the ecosystem, aimed at improving the self-recovery capabilities of the global environment 	<ul style="list-style-type: none"> Conserving biodiversity from two perspectives: business activities supported by society, and social contribution activities
Respect for people	Creation of a vital and motivated culture	<ul style="list-style-type: none"> 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 is to contribute to the performance of the company and its organizations, enhancing employee satisfaction and creating a sense of growth 	<ul style="list-style-type: none"> Ricoh: exceeding the best points in previous surveys for important items in the employee satisfaction survey Group companies: establishing a management cycle to motivate employees
		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Constructing a mechanism to select, acquire, systematically nurture and utilize human resources, in order to create business leaders for the Ricoh Group Establishing a mechanism to acquire, select, appoint and evaluate key personnel to realize our strategies
	Global human resource management	<ul style="list-style-type: none"> Establishing a system for handing down technologies, skills and know-how Implementing human resources management strategies and organically-linked human resources development 	<ul style="list-style-type: none"> Establishing a mechanism to promote activities to hand down technologies, skills and know-how Establishing, implementing and promoting an education system for each business function
Managing safety and health	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Achieving management indicator goals regarding safety and health Implementing, improving and establishing a mechanism to manage safety and health Starting the development of measures and mechanisms on safety and health within the Group 	
Harmony with society	Social contribution activities	<ul style="list-style-type: none"> Improving the visibility and participation rate of FreeWill, a social contribution activity, across the Ricoh Group Employees participating in the Ricoh Science Caravan, in which Ricoh acts in cooperation with local communities, taking advantage of its company power, and the wide development of this program across Japan 	<ul style="list-style-type: none"> Visibility of FreeWill among Ricoh employees: 85%; participation rate: 40% Japan: Repeated implementation of the program at five major sites Establishing a scheme for nationwide development (Setting up a management organization in collaboration with NPOs)
		<ul style="list-style-type: none"> Subsidiaries and business sites in and outside Japan sharing activities, creating social contribution in harmony with local communities 	<ul style="list-style-type: none"> Building a mechanism to collect and share information on activities within the Group that promote voluntary activities
Communication	<ul style="list-style-type: none"> Establishing and implementing Ricoh's unique communication style 	<ul style="list-style-type: none"> Completing a new CUD communication style 	
Earning the public's trust		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Reflection rate of CUD concept in our products and communication tools: 100%
		<ul style="list-style-type: none"> Establishing and developing themes to earn the public's trust in each Ricoh Group company in the field of user-friendliness 	<ul style="list-style-type: none"> Setting up and developing themes at major Group companies