



By accelerating the development of environmental technologies, the Ricoh Group will contribute to making reforms toward the creation of a sustainable recycling-based society while achieving its own ambitious targets.

Departing from a model of mass production and mass consumption to build a new business model

Climate change is having a disastrous impact around the world, leading to a number of severe events. Various problems associated with the global environment are now emerging as large-scale crises. In the markets, the depletion and price volatility of natural resources, as well as increasingly stringent environmental regulations have had a critical influence on business. These radical changes in the business world are challenging the traditional principles society and economies are built on. We must now depart from current societal models built on mass production, mass consumption and mass disposal and move toward the creation of a new society innovated with new values and rules. The Ricoh Group's businesses, providing our customers with imaging equipment and solutions, are also facing a time of great change. We can no longer continue the current business model that depends on mass consumption of resources and energy to realize mass trade of great numbers of products. The Ricoh Group believes we should look to a new business model where software can be updated easily so that the same products may be used with the most advanced functions for longer periods.

Taking action to achieve the ideal society for the whole of humankind

The world in which we live is coming to a big turning point: we must now choose whether to continue doing things as we did in the past, perhaps heading for disaster, or to reduce our environmental impact in a planned manner to achieve a sustainable society with a low environmental impact. It is clear that we must choose the latter. However, it is actually very difficult to make reforms to achieve this goal because there are conflicts of interest on multiple levels between nations, regions, companies and individuals. In order for the world to move forward in the right direction, we must make a concerted effort to implement all the necessary measures. In addition to conducting voluntary activities, we may also need to use the market mechanism and advocate the enforcement of certain laws and regulations. Companies grow through competition, and the market mechanism and regulations sometimes provide the driving force for growth. Humankind has overcome a range of problems to reach its present stage of development, but in order to overcome present global environmental problems, we must face up to all these problems and make vital changes to the way we function as a society. Only companies that can face and respond to the wave

of changes can become winners in the 21st century. Based on this recognition, the Ricoh Group will turn present difficulties into opportunity and take action toward the creation of the ideal society.

Strengthening measures to deal with global environmental problems through a four-pronged approach—by reducing environmental impact in three areas and by fostering biodiversity conservation

The Ricoh Group regards global environmental conservation as a mission that it must fulfill as a global citizen and is committed to sustainable environmental management to achieve both environmental conservation and profit making. To this end, we have been proactively reducing environmental impact based on the idea that measures for environmental problems do not merely generate costs, but that making appropriate responses to environmental issues is indeed rational behavior from an economic viewpoint. Environmental problems cannot be solved on a short-term basis and we must steadily act to find solutions from a long-term view. This is why we set up our Year 2050 Long-Term Environmental Vision, which expresses our belief that advanced nations need to reduce their environmental impact to one-eighth of fiscal 2000 levels by 2050. Subsequently in March 2009, we issued the Mid- and Long-Term Environmental Impact Reduction Goals, outlining specific steps to realize this vision. This is a "World First" in terms of articulating numeric targets for environmental impact reduction in three areas: energy saving and global warming mitigation, resource conservation and recycling, and pollution prevention. By incorporating these targets in our three-year action plan, we are acting with the participation of all employees to reduce CO₂ emissions throughout the lifecycles of our products, to conserve resources and avoid their depletion, and manage and reduce the use of chemical substances to minimize environmental risks. In conserving the global environment, it is also important to help the Earth maintain and recover its resilience while decreasing any damage caused to the environment. In March 2009, we set out our Ricoh Group Biodiversity Policy to express the specific biodiversity conservation policies that we are integrating into our business activities. Based on these policies, we will identify the impact of our business operations, including those upstream of the supply chain, on biodiversity, and strive to reduce it as part of our management responsibilities, as we do in the above three areas for environmental impact reduction.



Shiro Kondo 近藤 史朗
President and Chief Executive Officer

As a top runner in the field of environmental measures, we will continue to contribute to a more sustainable society by developing innovative environmental technologies

Whether our societies and economies can extraxct themselves from the turbulence of the early 21st century toward a future that presents significantly new values largely depends on the development of extensive environmental technologies by industry. This development must yield innovation on a scale that matches the Industrial Revolution. As a member of industry, the Ricoh Group sets challenging targets that need to be tackled right away from the long-term view, and we are working to develop outstanding environmental technologies. These technologies must both improve environmental performance (e.g. energy efficiency) and the user-friendliness of products. They must also renovate production processes to give higher energy efficiency, downsize and extend the lives of products, substantially reduce the exploitation of minerals and fossil resources used in manufacturing through the active recycling of resources and reduce the use of major materials with high depletion risks and chemical substances with high risk to

the environment and human health and substitute them with more environmentally friendly ones.

These measures will enable us to become a front runner in terms of environmental measures and achieve both environmental contributions and profit making through this “environmental industrial revolution.” At the same time, if we are to contribute to bringing about constant innovation in this “environmental industrial revolution,” we must also take up the challenge of helping to build a sustainable society in which the environment and the social and economic activities of people can all prosper. However, efforts undertaken on our own are not sufficient. We will continue working together with stakeholders throughout the world, including our customers, suppliers, shareholders and investors, NGOs, NPOs, and the public, to realize a sustainable society. Our goal is to become a corporation that continues to grow while taking care of the global environment.