

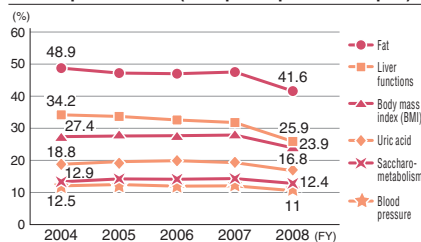
A pioneering approach to the workplace

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

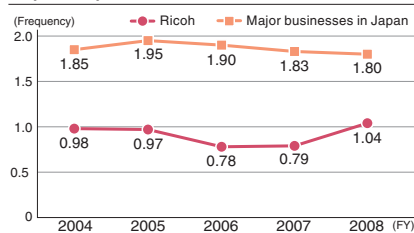


■ Percentage of Employees Surpassing Ricoh Group's Standard (Group Companies in Japan)



* This data is taken from the medical exams of Ricoh Group employees in Japan who are over the age of 35. Due to the launch of targeted medical checkups, some of the fiscal 2008 data could not be obtained.

■ 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 2008 Activities Review

<Ricoch Group (Japan)>

In the first year of the 16th Mid-Term Plan, we conducted the following measures.

● Clarifying the group management indicators and improving existing activities

- 1) For group management indicators, we set the number of work-related accidents, frequency of symptoms, the number of employees in need of mental health care, employees' safety and sanitation awareness points, and the number of Occupational Safety and Health Management Systems (OSHMS) that were introduced.
- 2) To strengthen the health management of employees who work long overtime hours, we expanded the scope of employees who can consult occupational physicians from "employees who work more than 80 hours of overtime a month" to "employees who work more than 45 hours of overtime a month."
- 3) We conducted stress checks and individual follow-ups on a regular basis (once a year).

● Boosting the level of the occupational safety and health management system

To further improve our management system, we improved the risk assessment process for chemical substances, which we identified as an issue, by implementing cross audits, and setting and implementing level evaluation standards for the management system.

● Expanding mechanisms across the Ricoh Group

- 1) We established an e-learning system under which Group companies can offer education on self-care and managerial care concerning mental health. The system will start operating in fiscal 2009.
- 2) We introduced a system that enables Group management of health management information. From 2009, data will be centrally managed.
- 3) In order to help efficiently introduce OSHMS into the Group, we shared manuals at OSHMS-certified plants in order to facilitate implementation of OSHMS, participated in internal audits, and evaluated the implementation levels of the systems, among other activities. The know-how gained from supporting implementation will be compiled as a support tool and provided to plants implementing OSHMS in order to accelerate efforts.

Plan for Fiscal 2009

<Ricoch Group (Japan)>

● Efforts to improve group management indicators

In order to conduct ongoing improvements within the Group, we will work on measures to improve management indicators related to occupational safety and health.

- 1) Preventing labor hazards
 Strengthening disaster prevention by investigating causes of previous disasters within the Group and establishing a disaster prevention working group
- 2) Mental health
 Strengthen primary prophylaxis through information on stress checks and other factors
- 3) Health management
 Strengthen health management and improvement (improve the percentage of employees free from health problems, and improve BMI) in cooperation with the health insurance union

● Improvements and sustained development of occupational safety and health standards

- 1) Introduction of 5S's* at non-manufacturing offices, risk assessments, and activities targeting danger recognition
- 2) Implementation and improvement of level checks on management systems at OSHMS-certified plants

● Creating a group mechanism for optimal safety and health

We will establish the Ricoh Group Occupational Safety and Health Committee and special committees, review past safety and sanitation activities which were conducted by each Group company and develop an optimal system for the entire Group.

- Optimal positioning of specialists
- Management of new health management system
- Reviewing assigned medical institutions for health management

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

Strengthening the health management of group employees

<Ricoh Group>

Ricoh's Human Resources Division aims to strengthen health management of group employees worldwide, led by occupational physicians. As part of these efforts, occupational physicians and public health nurses conduct regular visits at various sites. In fiscal 2008, they focused on responding to the spread of the new strain of influenza.



Tetsuya Morita, Administrative Occupational Physician, Human Resources Division; Takamatsu, public health nurse; and a local Chinese staff member

Health management activities for all employees

<Tohoku Ricoh (Japan)>

Tohoku Ricoh Co., Ltd. conducts a walking campaign every year as part of its health-conscious efforts to help reduce lifestyle-related diseases (diabetes, heart disease etc.) and relevant symptoms among all employees.

In addition, the company encourages communication among employees



by providing healthy menus, seminars on mental health care, and various sports games. In fiscal 2008, the company incorporated Nordic walking which involves 20% more energy consumption compared with normal walking.

Improved regional safety and sanitation levels as OSHMS-certified plants

<Numazu Plant (Japan)>

The Numazu Plant is the chief plant in the risk assessment promotion business hosted by the Numazu Labor Standards Supervision Office. This project aims to reduce chronic occupational hazards, and targets roughly 700 companies (including manufacturers) within the jurisdiction of the Numazu Labor Standards Supervision Office. In fiscal 2008, the project involved making easy-to-read risk assessment manuals, creating a handbook of model cases and educational videos to support the implementation of safety measures.

Strengthening and promoting mental health care measures and implementing them Group-wide

<Ricoh (Japan)>

Ricoh has been conducting managerial care education for operations managers, and roleplay and other practical training and basic education through e-learning since fiscal 2006. As many as 1,845 employees have already completed these courses. In addition, continuing to check stress levels of all employees has enabled early detection of employees with mental health care issues and the company's responses to them. Ultimately, we have strengthened our mental health care measures. Tohoku Ricoh, Ricoh Elemex, and Ricoh Technosystems conduct these measures for Group companies. In the future, the introduction of a new health management system will enable Group companies to conduct stress checks anytime online. In addition, each office and plant is conducting its own seminars on mental health care and other issues to educate and motivate employees.

Developing safe and clean mechanisms at production sites all over Japan

<Ricoh Group (Japan)>

Ricoh has already obtained OSHMS certification at four production sites in Japan (Numazu Plant, Fukui Plant, Gotemba Plant, and Tohoku Ricoh). In fiscal 2008, Ricoh Printing Systems Katsuta Plant also obtained this certification. In order to obtain OSHMS certification—which is being promoted by the Japanese Ministry of Health, Labour and Welfare—production sites must conduct a PDCA cycle for safety and sanitation, achieve goals, and build mechanisms aimed at continuously improving their systems. To help production sites obtain certification, Ricoh provides them with support tools and participates in internal audits. Cross audits are conducted at OSHMS-certified plants in order to improve their mechanisms.



Cross audit (Tohoku Ricoh audits Gotemba Plant)

<OSHMS-certified plants>

Fiscal 2003: Numazu Plant, Fukui Plant

Fiscal 2006: Gotemba Plant

Fiscal 2007: Tohoku Ricoh Co., Ltd.

Fiscal 2008: Ricoh Printing Systems Co., Ltd. Katsuta Plant

Optimal group safety and sanitation activities

<Ricoh Group (Japan)>

Officials in charge of promoting safety and sanitation at Ricoh Group companies, offices and plants were invited for a meeting to exchange opinions and share information on fiscal 2008 activities and agendas, as well as significant measures for fiscal 2009. In addition, Ricoh has been conducting meetings twice a year since fiscal 2007 to enable Group-wide safety and sanitation officials to exchange information and hone their skills. In fiscal 2008, we exchanged information and introduced cases such as measures to deal with mental health issues (Ohmori Office) and efforts to improve physical disorders resulting from VDT work (using computers) (Atsugi Plant), efforts to promote safety and sanitation (Ebina Office), measures to combat the new strain of influenza (Administrative Occupational Physicians), and safety and sanitation activities at manufacturing plants (Numazu Plant, Fukui Plant).

■ Overview of Ricoh's Mental Healthcare Efforts

Primary Prevention Prevention and Promoting Health	Secondary Prevention Early Detection	Tertiary Prevention Treatment/Supporting Employees' Return to Work	Four "Cares"
Early detection through self-care such as stress checks			Self-care (all employees including managers) Managerial care (by managers) Care by on-site industrial insurance staff etc (occupational physicians and on-site staff) Care by off-site resources (external counselors, external EAP institutions etc)
Stress response training at time of employment etc			
Providing information through database			
Training on managerial care concerning mental health (hands-on training, e-learning)			
Mental health training (lectures, open seminars, workshops)			
Individual follow-up interviews by industrial insurance staff and counselors based on stress check results etc	Tracking conditions by managing work condition through DB	Helping employees return to work	
Skills improvement training and education for on-site staff			
	Partnerships with medical institutions and references to specialists		
Consultations by external EAP institutions and external counselors (currently being prepared)		Confirming partnerships with rehabilitation institutions (currently being prepared)	