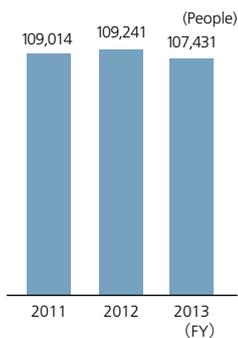


Employee development and global mobility: key drivers of our worldwide operations

In our rapidly changing, intensely competitive environment, we need responsive and adaptable human resource (HR) management that helps create new value by cultivating talented people who can make smart and timely decisions from a global perspective, and by conducting strategic cross-border staff allocations. Fostering the true potential of all employees is an investment in our business and the aim of the Ricoh Group's HR management, together with advancing our business in ways that benefit both society and the planet.

• Ricoh Group global workforce (as of March 31, 2013)



We make an effort to create an environment — and an evaluation system — that offers people a sense of fulfillment, an opportunity to grow with the company, and room to exercise the complete extent of their abilities. Only then will individual members of the Ricoh Group make full use of their talent and act upon shared policies. To accomplish this requires an HR management system that goes beyond traditional paradigms and mirrors the evolution of society and the world of work.

At the Ricoh Group, we encourage our global workforce of approximately 110,000 employees to share the values of “The RICOH Way,” the core of our corporate philosophy. Common understanding and practice of The RICOH Way is how we are able to deliver consistent value to customers in whatever country or region they are located. We also continue to nurture employees that can respond to our rapidly globalizing operations and the changing business

environment, and select and train future business leaders. Our global human resources development programs produce new value and innovation and provide opportunities for professional and personal growth.

Managing what we know about the capabilities and characteristics of our employees around the world, and matching the right people to the right jobs, is another critical role of human resource management. The Ricoh Group is developing common evaluation criteria with cross-border applicability, a centrally managed HR database, and a unified system for performance evaluation, employee benefits, and delegation of responsibilities and authority. We also promote diversity and work-life balance to ensure input from employees with varying backgrounds and to help our people lead fulfilling professional and personal lives.

Global Human Resource Management

The RICOH Way provides a framework for every employee to generate customer value and sustainable growth. It is reinforced by global training and development programs that provide each employee — particularly high performers and self-motivators — opportunities for individual success.

Through M&A and other strategic consolidations, the Ricoh Group now employs 110,000 people. The concerted efforts of this diverse and global workforce devoted to common objectives are expected to further unleash the Group's potential.

In October 2011, we finalized the Ricoh Group Human Resources Management Policy and launched a global leadership training program to identify and foster a pool of current and potential leaders. Priorities are: 1) wide dissemination of The RICOH Way; 2) training for top talent; 3) global mobility; 4) identification of top talent throughout the world; and 5) a global system of personnel management. Successful implementation of these priorities will require close cooperation between the personnel departments of all Group companies. To that



Global HR Management Conference

end, the Ricoh Group has established an inclusive global HR network that involves the participation of overseas regional headquarters, and a global organizational matrix for discussing matters related to personnel.

The objective of global human resource management

Attracting talented people everywhere who are decisive and responsive to change

To thrive in the global market we compete in today, HR management at the Ricoh Group follows two major principles:

1. Stay with fundamentals

Since its foundation, Ricoh has been fortunate to possess timeless core values that all Group employees should share — The RICOH Way.

2. Change what should be changed

We are undergoing a transformation as we shift our HR management from a country-by-country basis to a globally unified one by building a series of programs and systems that can cover our human resource requirements around the world.

The ultimate objective of this initiative is to cultivate employee diversity throughout the Ricoh Group, as diversity will be indispensable to finding opportunities for growth amid a fast-changing, unpredictable global market. By attracting and nurturing exceptional people wherever they happen to be located, the Human Resources Division can make a pivotal contribution to the growth of the Ricoh Group.



Seiji Sakata
General Manager,
Human Resources
Division,
Corporate Senior
Vice President,
Ricoh Co., Ltd.

Diversity and Work-Life Balance Management

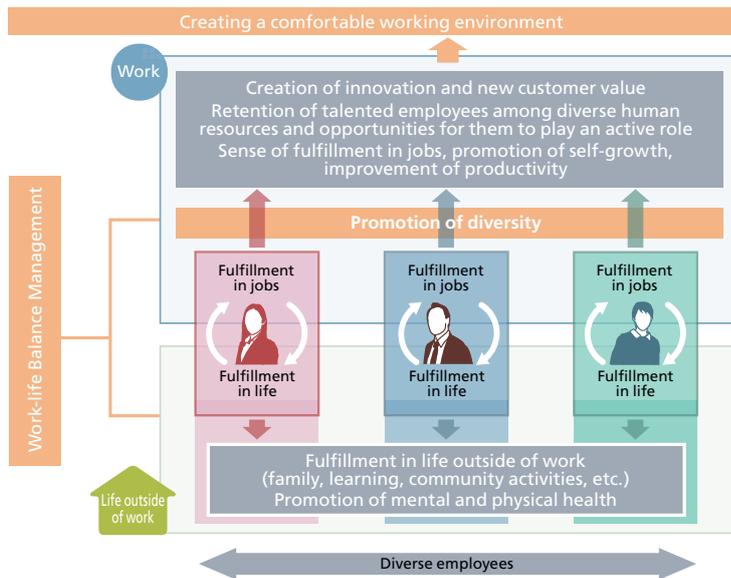
Global competition has become more intense, and customers' needs are more varied and sophisticated than ever. For the Ricoh Group to keep growing, we will need the higher added value that innovation can provide.

A diverse workforce aids innovation by bringing many perspectives and knowledge bases into play.

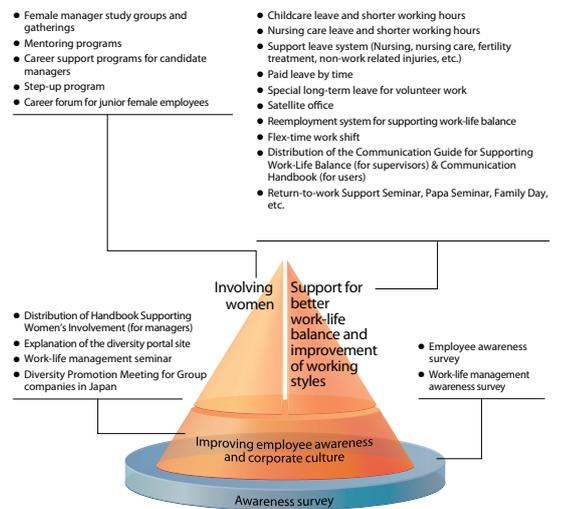
We aim to create a workplace where employees from many cultures can be productive while also fulfilling their lives away from work and career.

The Ricoh Group is actively promoting diversity and work-life balance so as to become an energized company where both organizations and individuals can thrive.

• Correlation between diversity promotion and work-life balance management



• Creation of a workplace that provides employees with diverse backgrounds with opportunities to play an active role



An example of diversity management initiatives



Ricoh was listed in the Diversity Management Selection 100, a new program run by the Ministry of Economy, Trade and Industry (METI) to recognize companies that actively foster workplace diversity and thereby increase their corporate value.

METI kicked off the program in 2012 by citing 43 companies (out of 160 applicants) as demonstrating best practices in diversity management, which has the potential to be a key driver of growth. From 2013 onward, awards will be given to an aggregate of 100 companies.

Among the reasons for Ricoh's inclusion on the list is support programs for employees such as our Career Recovery Program designed to prevent an employee's evaluation or promotion from being adversely affected by family responsibilities necessitating leave or shorter working hours.

Another reason is Ricoh's efforts to raise the quality and quantity of opportunities for female employees so that they can maintain and advance their careers. For example, a growing number of women are taking overseas assignments offered to young employees by Ricoh's marketing division. Female involvement has also contributed to the success of CSR programs such as the Base-of-Pyramid business, in which a female approach to building and managing businesses has been used to support the independence of women in disadvantaged communities.



Diversity Management Selection 100 award ceremony.

Occupational Safety and Health

A safe and healthy place to work

The Ricoh Group places high priority on the health and safety of all its employees. Initiatives that include a healthy working environment, child care and a commitment to work-life balance make the companies of the Ricoh Group places where people from diverse backgrounds can fully exercise their abilities.

Moreover, we provide full disclosure of our safety record and present information about related programs to the public so as to raise the general standard of welfare in the communities where we operate.

Managing the health of all employees

With the cooperation of the health insurance union, the Ricoh Group has developed an IT system to manage mental and physical health through the prevention and early detection of problems, with check-ups following treatment.

In fiscal 2012, we supplemented legally mandated diagnostic programs with inspections for lifestyle-related illnesses and early detection of cancer for all employees over the age of 35.

Our total health management covers all group companies and involves the collaboration of staff who work on mental health, physical health, and labor issues.

Strengthening our programs

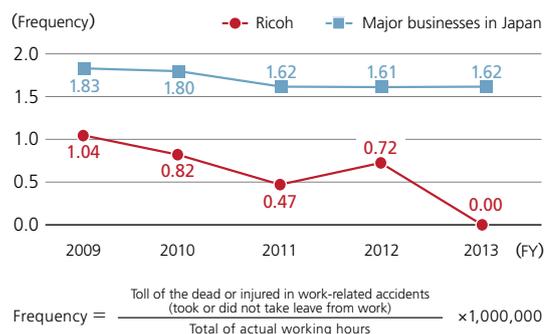
The Ricoh Group adopted an Occupational Safety and Health Management System (OSHMS) before any

other company, and we continue to improve our safety standards. We use a database of occupational accidents that occur within the Group to share information on causes as well as measures to prevent recurrence, and to implement group-wide safety standards. In 2013, the Group's priority is on eliminating accidents involving falls, cuts and abrasions, entanglement hazards, and lower back pain.

• Activities related to occupational safety and health

Occupational safety	Occupational health
<ul style="list-style-type: none"> • Work-related accidents • Natural disasters • Fire • Explosions, etc. 	<ul style="list-style-type: none"> • Medical examinations • Health management as overwork measures • Mental healthcare • Anti-infection measures • Checking of work environment, etc.

• Frequency of work-related accidents (Ricoch)



Communication with employees

Employee engagement survey

The Ricoh Group seeks to create a workplace environment where individual employees are encouraged to demonstrate their abilities to the fullest and enjoy a sense of ownership in their work. This is in keeping with The RICOH Way, our fundamental philosophy, values and action guidelines.

As part of our efforts, we regularly conduct employee engagement surveys. In fiscal 2013, we conducted these surveys at 21 group companies in Japan (with about 36,000 employees), and garnered a response rate of over 90%. The survey results, which were announced on our intranet and in-house publication, are used to plan measures for improvement.

These surveys will be extended to include overseas group companies in fiscal 2014, with the aim of making the Ricoh Group a truly global company built upon a common foundation, The RICOH Way.

Employee Council

Ricoh Employee Council meetings are manifestations of our belief that employees are collaborators in the growth of our business. The Council's central meetings serve as a forum for communication between senior executives and other employees, with top management sharing information concerning the current state of the company and their management policies with representatives from 14 offices.

The information is subsequently conveyed to all employees through workplace meetings as well as through the Council's newsletters. Additional sectional meetings are held to deliberate company-wide issues such as pay raises, bonuses and event schedules, and the results of these deliberations are presented to Ricoh's senior executives.

