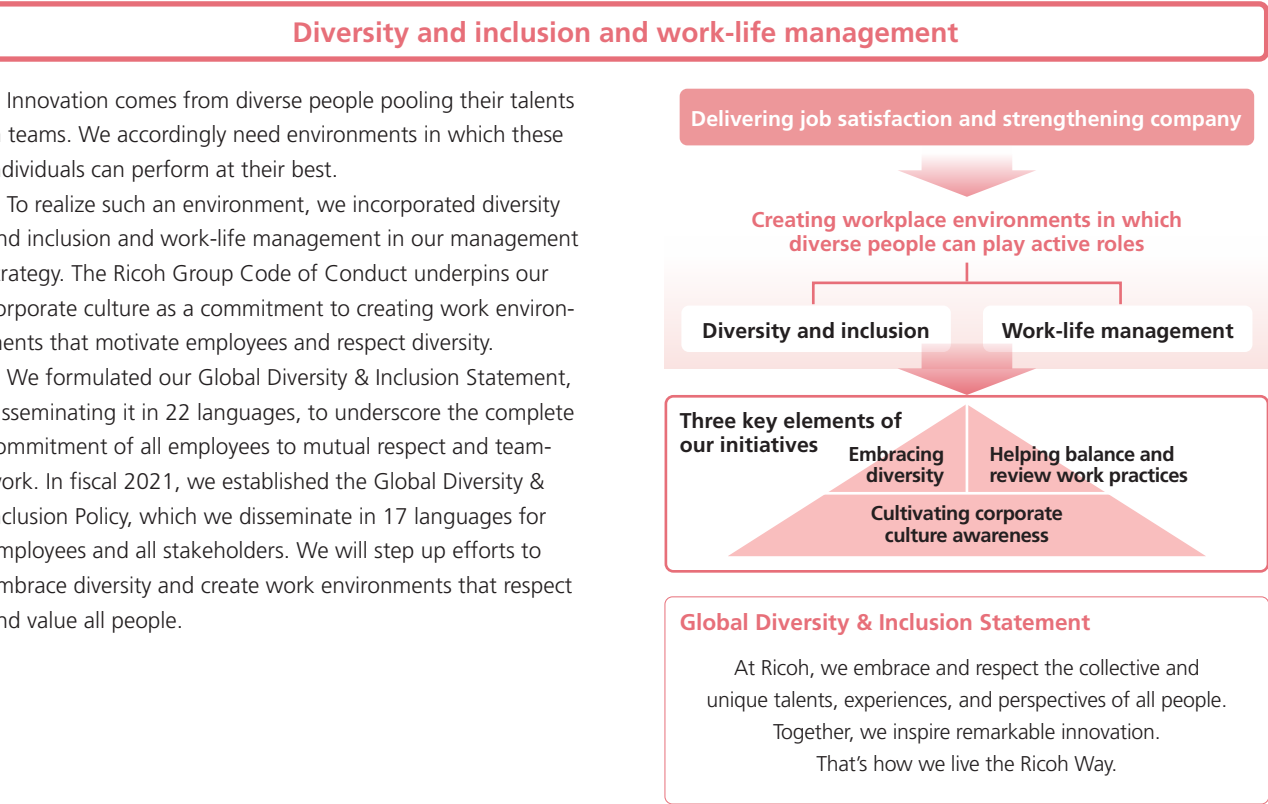


We aim to meet society’s expectations and take the initiative in contributing to a sustainable society by creating diverse and positive work environments that foster innovation. We are pursuing sustainable development and contributing to social progress that leaves no one behind by respecting human rights and ensuring fair business practices across our entire value chain.

Key moves

- Issued Global Diversity and Inclusion Policy
- All eligible male employees took childcare leave (the third consecutive year since 2019)
- Assessed human rights impact within the Group and identified salient human issues
- Ricoh Science Caravan received award from Japan’s Ministry of Education, Culture, Sports, Science and Technology

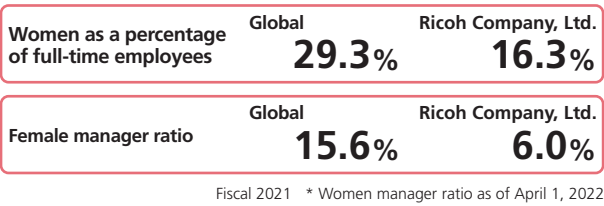


Principal initiatives		
Cultivating corporate culture awareness	<ul style="list-style-type: none">• Disseminate information on diversity and work-life management• Educational seminars• Produce a diversity and inclusion video• Disseminate a common global statement• Formulate Global Diversity & Inclusion Policy	
Embracing diversity	<ul style="list-style-type: none">• Study groups and networking sessions for female managers• Early training for female managerial candidates• Career forums for young women• International Women’s Day events• Broaden work scope for employees with disabilities• Career support for older workers• Seminars and e-learning about lesbian, gay, bisexual, and transgender (LGBT) people, and other topics• Apply same-sex and other de facto marriages to human resources system in Japan	
Helping balance and review work practices	<ul style="list-style-type: none">• Childcare and long-term care support program (leave and shorter working hours)• Family support work-leave program (including for nursing and long-term care, infertility treatment, and personal injury)• Fostering hourly-paid leave and accumulation of paid leave• Working from home or satellite offices• Flextime program• Shorten work time program (Shortened hours, fewer days)• Special long-term leave for spouse transfers• Special long-term leave for volunteer activities• Balanced support communication guide (for supervisors and program users)• Return-to-work support and nursing care seminars, family days, and other initiatives	

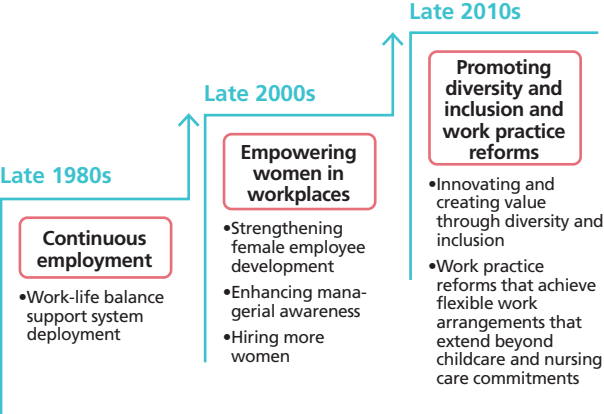
Diversity and inclusion

● Empowering women

We empower women in workplaces as part of our commitment to diversity. Early this century in Japan, we prioritized formulating measures and creating work environments that empower women. In fiscal 2020, we set an ESG target female manager ratio and are stepping up efforts to reach it. We are undertaking initiatives that adapt to regional conditions. We seek to increase that ratio to at least 7% in Japan and more



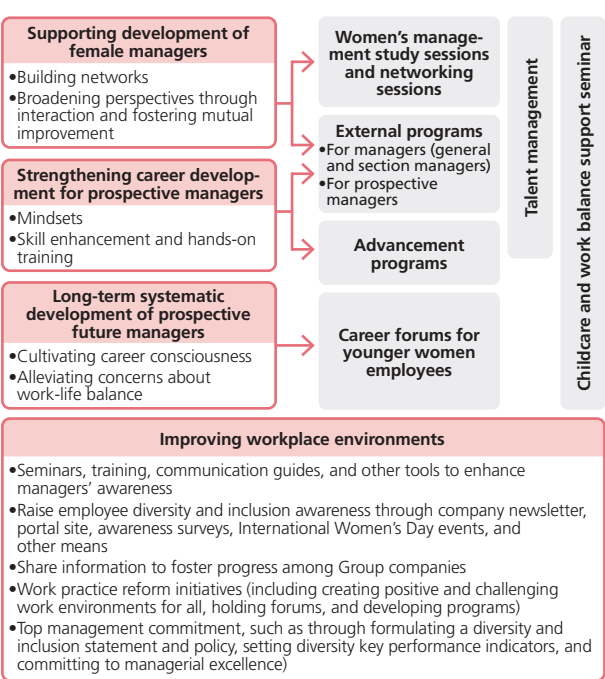
Initiative steps



than 16.5% worldwide by the end of fiscal 2022. We declared in 2020 that we would increase the percentage of women in managerial positions from 9.8% to 18% by 2030. The percentage as of June 2022 was 15.4%.

The number of female managers is steadily increasing thanks to ongoing initiatives for developing human resources, support for work-life balance, and flexible work styles. We will further accelerate our efforts in the years ahead.

Major initiatives to promote development and advancement of talented and motivated women



* Ricoh Company, Ltd.

Diversity and inclusion case study

Global diversity and inclusion initiatives

We commemorated International Women’s Day on March 8 by holding events and disseminating women’s empowerment information worldwide. Groupwide global content included video messages from the CEO and CHRO, employee declarations, and success stories of female employees. We held events around the Americas with approximately 2,800 participants, including customers. We also donated to a nonprofit organization that supports female students and held an awards ceremony to recognize influential women. This activity has taken root as a business activity to expand the circle of connection between the Ricoh Group and its customers, as well as between employees.

Additional efforts are underway to deepen understanding of diversity and inclusion globally and foster its implementation in workplaces.



Connecting business with support for people with disabilities

We provide inclusive workplaces for people with disabilities by ensuring barrier-free access, offering support from occupational physicians, and using voice-to-text tools. We refined automated transcription technology for employees with hearing issues and commercialized it as a new service for office workers. This is one example of how we are leveraging diversity and inclusion to create new business opportunities.

WEB Refer to our website: International Women’s Day event

Work-life management

● Helping balance childcare and eldercare obligations and work commitments

We rolled out a childcare leave and shorter working hours program in 1990. This was before the Japanese government enacted the Childcare Leave Law. Our goal was to help employees balance their work commitments and childcare and eldercare obligations. We update our programs to better cater to employee needs and changes in the social landscape. We create workplace environments that make these initiatives more accessible.

For example, we encourage men to play more active roles in childcare and can transform workplace practices entirely by raising their own awareness.

Our intranet disseminates and promotes understanding of the company's policies, goals, and specific programs and initiatives. For managers, we provide diversity management in 360° assessments* and seminars to raise managers' awareness and behavior.

Through these efforts, women's utilization of childcare leave and return to work rates have increased to almost 100%. Since fiscal 2015, the average years of service by women have exceeded those of men. In addition, the number of male employees using childcare leave has also increased significantly, reaching 100% for the third consecutive year.

* A system in which supervisors, peers, and subordinates, and others assess a person's performance from various perspectives.

● Work practice reform initiatives

We have undertaken work practices and program reforms since the 1990s.

In fiscal 2017, overhauling work practices became a pivotal companywide priority. We are taking on a range of challenges, from creating comfortable work environments through developing rules and tools and improving job satisfaction by change in awareness and the corporate culture.

● Cutting total working hours

We encourage employees to focus entirely on their tasks while working and get sufficient rest.

Specifically, the Company is working to reduce overtime by improving business processes using digital tools (Process DX), introducing an interval working system, alerting supervisors of employees' excessive overtime, providing labor management training, and establishing no-overtime work days.

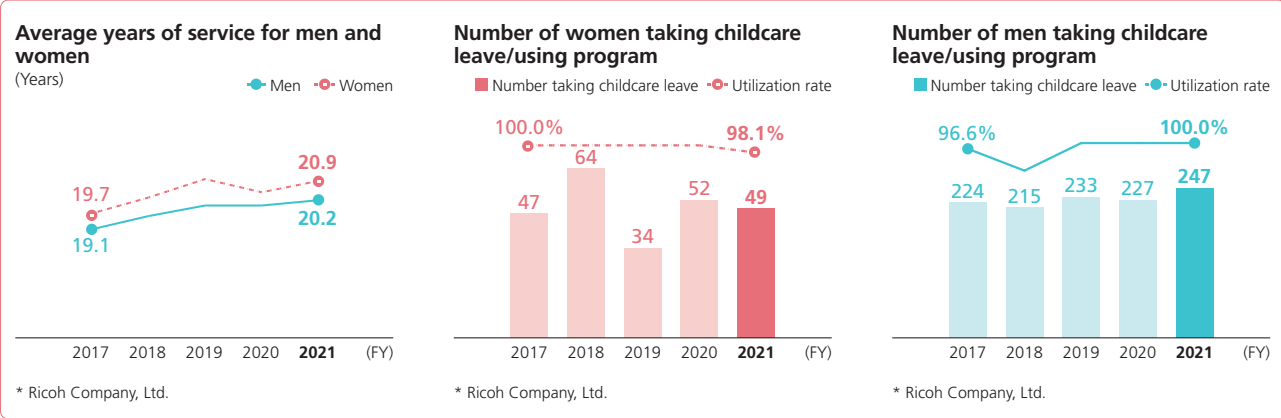
In Japan, we define months and days for which we encourage employees to take paid leave, making it easier to take time off. We recommend a five-day consecutive vacation rest and offer hourly-paid leave.

Ricoh's overtime hours in fiscal 2021 averaged 14.6 hours per month, with 72.1% of employees taking annual leave, totaling 1,821.2 hours of actual work time. (Annual prescribed working hours were 1,800 hours.)

● Fostering flexible work

In addition to eliminating core hours from the flextime system and removing restrictions on the number of days and location of remote work, we have expanded satellite offices and promoted digital tools to create a more productive environment. We have realized a flexible work style that allows employees to choose their own time and place according to the type and nature of work, making workcations and single-person relocations unnecessary.

Under the in-house second job program launched in fiscal 2019, employees can devote up to 20% of their regular working hours to internal tasks or initiatives that are out of scope of their job description but would like to tackle. The program has taken hold as a vehicle for diverse people to develop their careers as part of a corporate culture that encourages success.



Work-life management success story

Connecting with communities through a work practice model project

Our workcation trial program that we created with Furano Field School, a nonprofit organization in Hokkaido, was selected by the Japan Tourism Agency as a model project for a campaign to promote new types of travel. We conducted training through this voluntary program twice in November 2021 for 12 employees who had joined the Company as new graduates in April 2020. Participants teleworked from the site and learned about environmental and local issues through activities that Furano Field School organized and by engaging with local residents. Another benefit of the program was that it helped these employees to get to know each other better, as the pandemic hampered such relationship building when they joined Ricoh.



Employee engagement

Basic stance

Ricoh's 80,000-plus employees work in around 200 countries and regions. We maintain a global personnel management policy that fosters self-starters. We also create energetic work environments that respect diversity. Thereby, we increase employee engagement, which is essential to drive corporate growth.

Global employee engagement survey

We created a global survey system in fiscal 2020 as part of efforts to increase employee engagement. We have conducted surveys semiannually since fiscal 2021 to monitor progress. We publish companywide findings on our intranet. Business unit and divisional heads also receive results for areas under their purview. We implement measures to improve engagement. In Japan, for example, all Ricoh Group managers take an e-learning program on basic engagement knowledge. One department inaugurated the monthly Doer Award to recognize exemplary initiatives. In Europe, we increased opportunities for management to interact with employees and also launched "The imagine. change. Awards." The region also offers manager training for participants to acquire the skills and tools vital for managers of a digital services company.

Note that the Ricoh Family Group engagement score, one of the ESG benchmarks, is based on a global employee awareness survey. We link ESG targets to executive compensation to clarify management accountability.



Metric	Fiscal 2022 targets (MTP target)	Fiscal 2021 results
Ricoh Family Group engagement score	At least 50th percentile in each region	Japan: 51st percentile Americas: 42nd percentile Europe: 29th percentile Asia-Pacific: 33rd percentile

Global human resources management

We are combining a range of global and local measures to give all employees opportunities to play active roles in our organization and empower motivated and talented individuals to grow and flourish. Senior management reviews early personnel development and succession plans for leader candidates as part of efforts to identify outstanding individuals in

Japan and abroad and develop talent. We undertake activities to drive Ricoh Way awareness among employees and deploy a global program for new graduate and mid-career employees. We will support our transformation into a digital services company by instilling a sense of belonging among employees and deepening their understanding of our values.

Human rights ^D

Basic stance

“Love your neighbor” is one of the principles of Spirit of Three Loves, our founding principles embodying our respect for human rights. We are committed to respecting human rights in line with national regulatory requirements and international norms*. We support the ten principles of the United Nations Global Compact, of which we are a signatory. We strive to enhance corporate value by respecting the human rights of all stakeholders while endeavoring to prevent human rights violations.

* Including the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the Guiding Principles on Business and Human Rights of the United Nations.

Ricoh Group’s Human Rights Policy ^D

In April 2021, we established the Ricoh Group’s Human Rights Policy per the United Nations Guiding Principles on Business and Human Rights.

This policy is positioned above all human rights-related regulations within the Ricoh Group, which aim to prevent human rights violations. It applies to all executives and employees of Ricoh Group companies. This policy is a commitment to respect human rights by the Ricoh Group, which was organized based on the opinions of internal and external experts, deliberated by the ESG Committee, and approved by the CEO. We have been committed to respecting human rights by the Ricoh Group Code of Conduct. Still, in light of the broadening range of human rights issues in the international community, we will strengthen our efforts to comply with international norms based on this policy.

The policy has been disseminated in 10 languages, including Japanese, English and Chinese, to all major group companies globally. We will work to ensure that our suppliers and all forms of business partners also support and implement the policy.

Ricoh Group’s Human Rights Policy
(established on April 6, 2021)

1. Position of the policy and scope
2. Conforming to international principles and standards
3. Respect for human rights of stakeholders
4. Human rights due diligence
5. Remedy
6. Education and training
7. Dialogue
8. Transparency

^D WEB Refer to our website: ^D Human rights ^D Ricoh Group’s Human Rights Policy

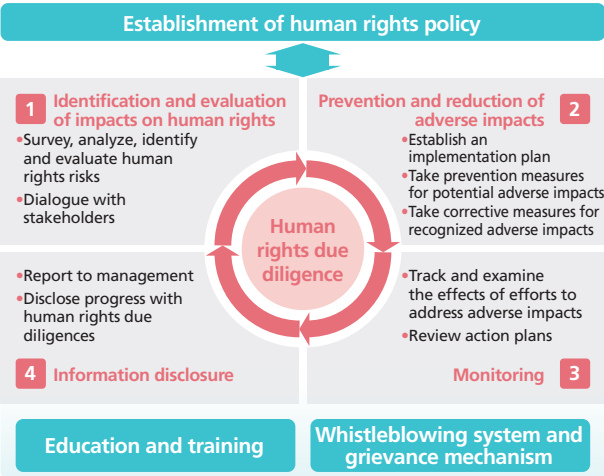
Human rights due diligence

● Human rights impact assessments

We identify human rights issues for each stakeholder by assessing the adverse impacts on human rights of our business activities.

In 2015, we organized the relevance of identified risks and stakeholders. In fiscal 2021, we responded to the growing complexity of human rights issues by conducting related impact assessments. We are basing them on key international human rights rules and frameworks and drew on advice from external experts. Our first evaluation was of parent company and Group manufacturing affiliate worker protections. After consulting with top management, we identified seven salient human rights issues and have addressed them.

We will continue regular assessment of human rights impacts. We promote efforts to minimize or prevent adverse impacts towards these identified issues.



* Human rights due diligence is a process that companies undertake to identify, prevent, and mitigate any adverse impact on human rights and examine the effects of efforts and disclose information.

Salient human rights issues and stakeholder relevance

Salient human rights issues	Examples of possible adverse impact	Adversely affected stakeholders			
		Employees	Suppliers and business partners	Peoples in the local community	Customers
Forced labor	• Recruitment-related charges and retention of identification documents				
Excessive and unreasonable working hours	• Overtime work outside statutory hours and continuous work	✓	✓		
Occupational health and safety	• Adverse physical and mental effects such as industrial accidents caused by inadequate safety and health environment				
Child labor and young worker	• People under 18 engaging in overtime, late-night, and hazardous work	✓	✓	✓	
Discrimination and harassment	• Inadequate consideration for diversity and minorities (resulting in sexual, power, maternity, paternity, caregiver, and other forms of harassment)				
Rights to privacy	• Acquisition of sensitive personal information, provision to third parties without consent and unintentional leaks	✓	✓	✓	✓
Human rights issues in the supply chain	• Direct and indirect involvement in human rights violations* in the supply chain				

* Serious risks such as forced labor, child labor, and poor working conditions

● Preventing and mitigating adverse impacts

We take corrective action to prevent or mitigate the adverse impacts of significant human rights issues.

In fiscal 2020, for example, a production-related company in China voluntarily participated in the Responsible Business Alliance (RBA) ^D Validated Assessment Program audit. The alliance is the world’s largest industry coalition dedicated to corporate social responsibility in global supply chains. The audit revealed that some temp staffing agencies the company contracted had charged workers some recruitment fees. The company reimbursed those people. Later that year, Ricoh ordered the prohibition of charging workers recruitment fees.

● Monitoring

We constantly monitor plants because we recognize that there are particularly high human rights risks.

In fiscal 2020, we used the RBA’s self-assessment questionnaires to evaluate risks at key Group plants. We started annual risk assessments at 21 sites in fiscal 2022.

For these key plants, we undertake Validated Assessment Program audits biennially to ascertain the effectiveness of preventive, mitigation, and corrective measures. Audits in fiscal 2021 confirmed that there were no critical human rights non-conformities and all audited sites received RBA certification.

Also, we assessed major suppliers in line with RBA standards during the year. While these evaluations found no significant human rights risks among suppliers, concerns in some cases prompted us to urge remedial action. We will monitor the effectiveness of response measures for human rights risks and disclose progress with transparency.

^D For more information, refer to the following page:
^D Responsible Business Alliance P.65

Specific initiatives

● Education and training

Human rights education was conducted for all executives and employees in 2021, as it has continuously since 2012. We held executive study sessions in which external experts shared their insights about the connections between business and human rights.

Education overview

Title	Attendance rate	Targets
Business and Human Rights Ricoh Group’s Human Rights Policy (e-learning)	94%	All 33,000 Ricoh Group executives and employees in Japan

● Remedies

We maintain a whistleblowing and response framework that enables stakeholders to report human rights concerns without fearing retaliation. We promptly investigate human rights violation allegations and take remedial steps when a concern is reported.

● Supporting LGBT people

We conduct seminars and provide e-learning training for Group employees to promote understanding and ensure supportiveness for LGBT people and established an LGBT support desk.

● Complying with Modern Slavery Act

Group companies in the United Kingdom and Australia have issued statements on the act. Operations in other countries are also considering taking action.

Supply chain management ^D

Basic stance

Suppliers are essential business partners with whom we pursue mutual progress in serving society across the supply chain. We engage in business activities based on the trust we build by sharing policies and visions. The Ricoh Group Purchasing Regulation governs our fundamental approach to procurement in compliance with laws and regulations and in consideration of fairness and environmental and societal impacts.

^D ^{WEB} Refer to our website: ¹ CSR throughout Our Supply Chain

Purchasing Regulation

Fair transactions

We will purchase fairly, equitably, rationally, and openly in Japan and abroad.

Environmental conservation

As good corporate citizens, we engage in purchasing that helps maintain and improve the environment.

Corporate social responsibilities

We ensure legal and ethical purchasing.

Prospering with partners

We move forward with suppliers by ensuring that they and we act in good faith.

Building trust with suppliers

● Joining Responsible Business Alliance

We joined the Responsible Business Alliance in November 2019 and are committed to its corporate social responsibility ethos across our supply chain. In fiscal 2021, 161 global suppliers in China, Thailand, Japan, and other countries were assessed in accordance with RBA standards to determine risk. Improvement activities will be implemented for those suppliers identified for improvement.

● Ricoh Group Supplier Code of Conduct

We formulated the Ricoh Group Supplier Code of Conduct in fiscal 2005. It is available in Japanese, English, and Chinese. Through it, we aim to keep working with suppliers to benefit society and the environment and develop sustainably. We revised our code in fiscal 2020 to conform to the RBA Code of Conduct, which derives from the Guiding Principles on Business and Human Rights and other key international standards. We ask suppliers to sign our code to confirm that their working environments are safe, they respect their workers, and they operate ethically and fulfill their environmental responsibilities.

● Holding procurement policy and ESG briefings

We conduct Ricoh Group Purchasing Policy briefings annually to explain our procurement and ESG policies to suppliers and ensure that our entire supply chain is on board with us. We additionally hold ESG briefings for key suppliers and conduct assessments based on RBA standards to share issues. If there are numerous issues, we discuss them individually and push ahead with improvements. Since fiscal 2020, we have stayed in touch with suppliers in China, Thailand, and Japan through online briefings.

● Maintaining Supplier Hotline

Suppliers can report Ricoh Group director, officer, or employee violations of laws and regulations, the Ricoh Group Code of Conduct, or contracts to this hotline. There were no reports on it in fiscal 2021.

● Helping suppliers to decarbonize

Decarbonizing society depends significantly on cutting greenhouse gas emissions across supply chains. In fiscal 2021, we began holding ESG briefings on decarbonization for key suppliers, asking them to set emissions reduction targets matching those of the Paris Agreement.

Addressing conflict minerals issues

We have surveyed our raw materials and parts suppliers annually since 2013 to learn whether their offerings contain tantalum, tin, tungsten or gold and whether they source these four minerals from conflict zones or high-risk areas. We added cobalt to our survey list in fiscal 2020. The fiscal 2021 response rates to surveys about all of these minerals were 95%.

	Fiscal 2021 survey findings	
	Four conflict minerals	Cobalt
Total number of smelters and refineries	332	63
Number of RMAP-certified* conflict-free smelters and refineries	229	30
Percentage of RMAP-certified smelters	69%	48%
Survey responses rates	95%	95%

* The Responsible Minerals Assurance Process (RMAP) is a smelter and refinery accreditation program of the Responsible Minerals Initiative, an American entity that supports responsible mineral production and sourcing globally.

Contributing to society ^D

Basic stance

We are helping reach SDGs by addressing seven material issues through our operations. Sustainably enhancing corporate value by resolving social issues is a top management priority in these efforts. We are undertaking social contribution activities in keeping with our management strategy and SDGs. We have established priority areas based on material issues and global requirements.

Inclusion at work

Digital support program for young people (launched in fiscal 2021)

We support young people whose poor access to information and communications technology makes it hard for them to find and retain jobs in an increasingly digital economy. Our program introduces workplaces where people can immerse themselves in changing work practices and participate in image production. In fiscal 2021, 41 people participated in the program, with 40 Ricoh volunteers assisting them.



QOL enhancement (education, health-care, and community development)

Ricoh Science Caravan (launched in fiscal 2007)

The Ricoh Science Caravan offers children a chance to acquire a love for science by experimenting with copiers and digital cameras. We began developing inquiry-based and other learning programs under this initiative from fiscal 2020. In recognition of these achievements, we received a Judges' Commendation in the Ministry of Education, Culture, Sports, Science and Technology's Award for Companies Promoting Experience-based Learning Activities for Youth 2021. (715 people participated in the Ricoh Science Caravan during the year, bringing the cumulative total to 173,829)



The Ichimura Nature School Kanto (started in 2001)

This institution fosters growth and understanding among children about the power of nature through practical experiments focused on agriculture and communal living across a year. It held an event in 2021 to commemorate its 20th anniversary. (18 students graduated in fiscal 2021, bringing the cumulative total to 979)



Response to climate crisis and biodiversity

One Million Trees Project (launched in fiscal 1999)

Forest conservation is vital to protect biodiversity, prevent global warming, and ensure sustainable community development. We hold regular nature classes for local children in the Ena Forest, which we own. (525 students participated in the Ena Forest nature classes in fiscal 2021, bringing the total since fiscal 2011 to 3,400)



^D ^{WEB} Refer to our website: ² Social Contribution Activities