

Notification on Strengthening of the Industrial Business

Tokyo, March 6, 2014 – Ricoh today announced its decision to restructure its organization by October 2014 in order to strengthen its industrial business.

Background

In line with its 18th Mid-Term Management Plan for the three years starting in April 2014, Ricoh will pursue group synergy by combining its comprehensive strengths to reinforce the industrial products business as a new business pillar to succeed the imaging & solutions business. The Company will reorganize its organization structure as follows.

Reorganization of direct sales of optical equipment and electronic components

Direct sales of optical equipment and electronic components, which had been conducted individually by Ricoh Company, Ltd., Ricoh Optical Industries Co., Ltd., and Ricoh Microelectronics Co., Ltd., will be integrated into a new company, thereby establishing a system that enables the company to respond quickly to changing markets and customer needs.

Under the new structure, we will unify resources currently spread across the Ricoh Group with the aim of expanding and strengthening our business in the markets for optical equipment, factory automation, and automobiles.

Details of the process for building the new system will be announced as soon as they are finalized.

Reorganization of electronic devices business

We will spin off our electronic devices business, which mainly deals in power management ICs (integrated circuit devices) and other analog semiconductor products. The business will be transferred to a new company.

The spinoff of the business with an environment and model different from Ricoh's core imaging & solutions business will be implemented with the aim of expediting decision-making based on independence and autonomy and develop an efficient management infrastructure suitable for the business, thereby increasing its competitiveness in the fast changing market environment for semiconductors.

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| About Ricoh |

Ricoh is a global technology company specializing in office imaging equipment, production print solutions, document management systems and IT services. Headquartered in Tokyo, Ricoh Group operates in about 200 countries and regions. In the financial year ending March 2013, Ricoh Group had worldwide sales of 1,924 billion yen (approx. 20 billion USD).

The majority of the company's revenue comes from products, solutions and services that improve the interaction between people and information. Ricoh also produces award-winning digital cameras and specialized industrial products. It is known for the quality of its technology, the exceptional standard of its customer service and sustainability initiatives.

Under its corporate tagline, *imagine. change.* Ricoh helps companies transform the way they work and harness the collective imagination of their employees.

For further information, please visit www.ricoh.com/about/