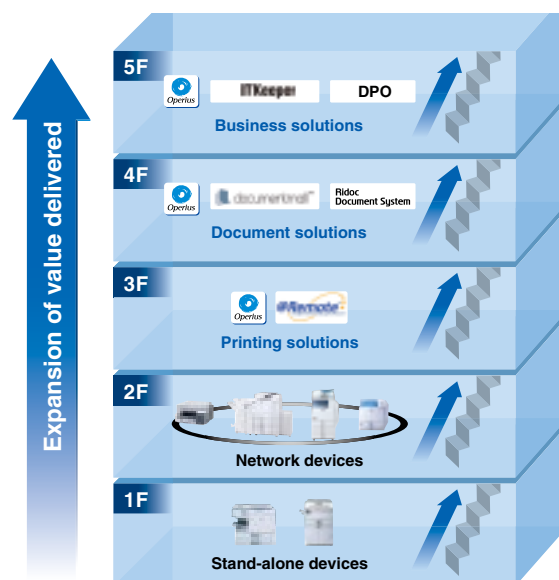


Creating New Customer Value

From document solutions to business solutions. Our products and solutions representing Ricoh Value bring transformational innovation to customers' business.

Through its products and services, the Ricoh Group offers new customer value that brings innovation to customers' organizations, and our offerings have been evolving with customer needs. Since the 1990s, such evolution has been accelerating and our value proposition has expanded its scope to include digitization and networking of office equipment, and even document solutions that are leveraged by our strength in image processing technologies and customer contact capabilities. Ricoh has now embarked on a new frontier of business solutions to deliver further value to customers. We help customers address the challenges of today's office environment—such as information sharing and processing, IT system development and operation, data security, internal control, corporate social responsibility (CSR), and business continuity (BC)—which in turn helps increase their corporate value.

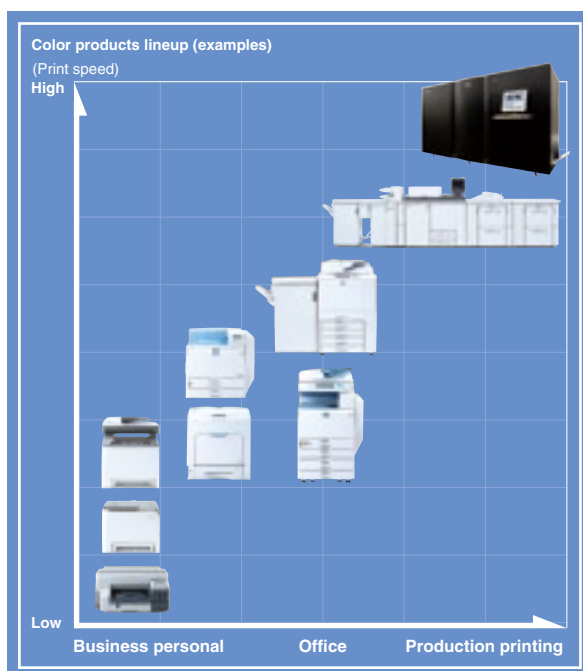
Five-tiered solutions structure



1F/2F

From stand-alone to network devices

We offer a full range of MFP and printer products, ranging from low- to high-end models, as well as global sales and support service networks sustaining these products.

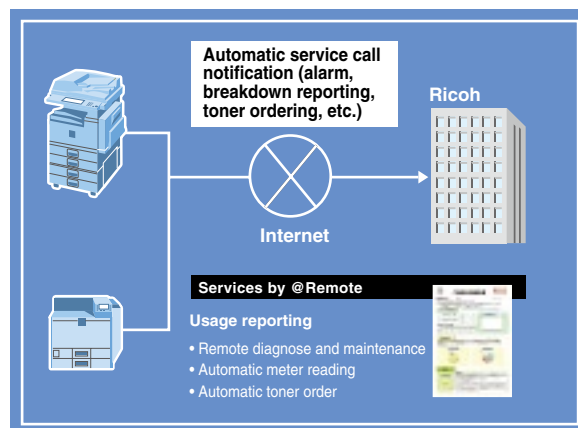


3F

TCO reduction with our printing solutions

As part of our printing solutions service, we provide software and solutions that make it much easier for customers to manage output devices and monitor output jobs effectively. And our remote management system called @Remote enables assessment of the printing equipment's uptime and usage history without creating extra work for system administrators. Based on such software/system-based analyses, we propose the optimal output equipment arrangement to customers, aiming for TCO reduction and productivity improvement.

● Example @Remote for Web-based output device management



4F

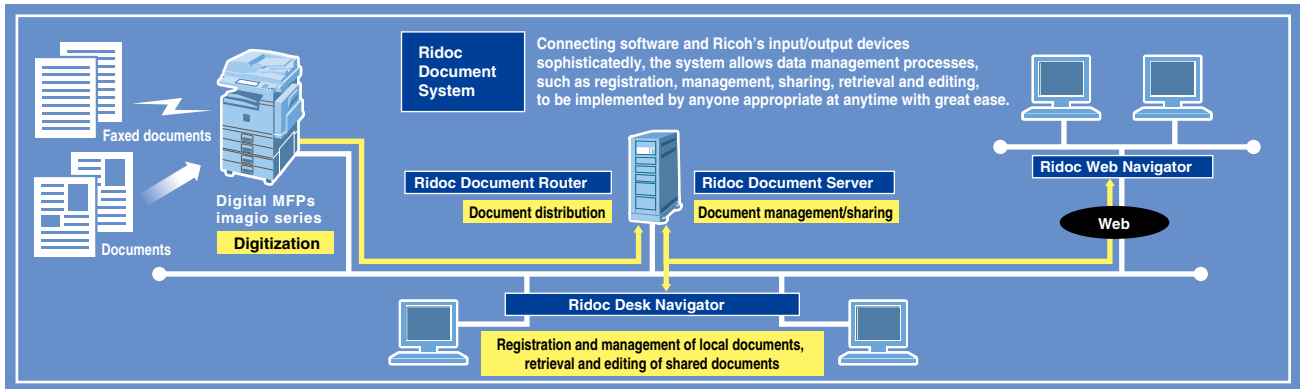
Document solutions for workflow innovation

Our document solutions integrate paper and electronic documents in close collaboration with clients and their core operating systems. We provide customers with comprehensive document management systems that enable information sharing, centralized

data storage, retrieval and output. As a result, customers will benefit from improved workflow and dramatically higher productivity. In addition to a reduction in total document-related costs, other benefits, such as improvement of data security and reduction of environmental impact, can also be expected.

● **Example**
Ridoc Document System for document management

This document management system interfacing with Ricoh's input/output devices in a sophisticated manner enables comprehensive management of document-related processes, covering document creation, digitization, collection, sharing and distribution.



* Ridoc Document System is available in Japan only.

5F

Business solutions for highly efficient operations

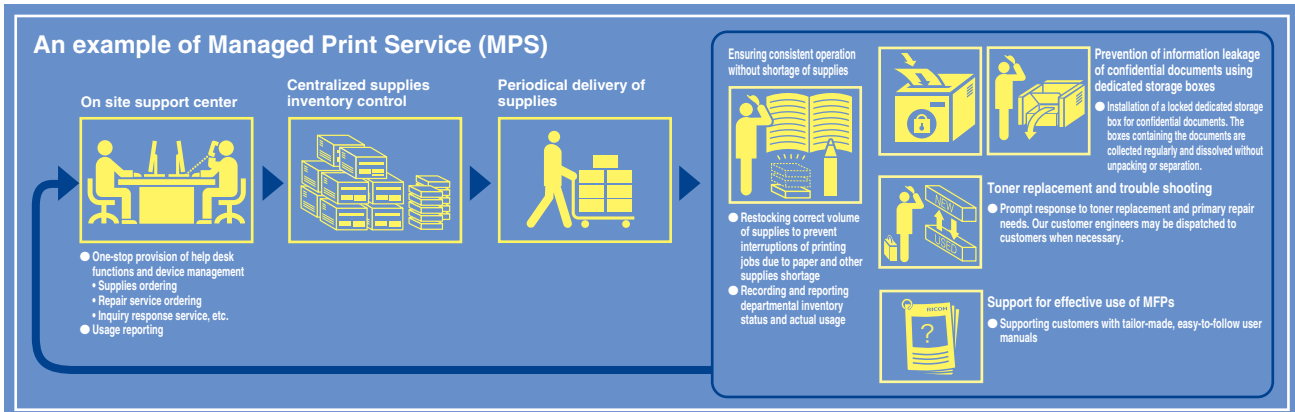
Ricoh's business solutions help customers achieve transformational improvements in their office-based work. We provide a package of outsourcing services for IT management, as well as document/data management and output, which covers tasks from infrastructure development to system operations. Examples of services include ITKeeper,* our one-stop solution that covers everything from design and development to operation and maintenance of the optimal IT environment; Document Process Outsourcing (DPO) services, including the Managed Print Service (MPS), where Ricoh,

based on its internal efforts and experience, supports customers' efforts to achieve efficient document-related operations; and the Document Processing Service (DPS) for efficient high-volume printing. These solutions services enable customers to increase the efficiency of management operations and reduce back-office workloads and related labor costs, which, in turn, helps them structure their organizations to focus more on core competencies and allocate human resources accordingly.

* Currently, ITKeeper is available in Japan only.

● **Example**
Managed Print Service for output device operation and management

With this outsourcing service that integrates all output devices across the organization and visualizing the TCO, Ricoh will free up customers by creating, operating and managing output environments on their behalf at optimal costs.



To Our Shareholders and Customers

Fiscal 2009 Highlights

Progress of the 16th MTP

Creating New Customer Value

RICOH Milestones

Sustainable Environmental Management

Corporate Social Responsibility

Financial Section