

Ricoh's Medium-Term Management Strategy

March 2, 2006

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Ricoh Company, Ltd.

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Agenda

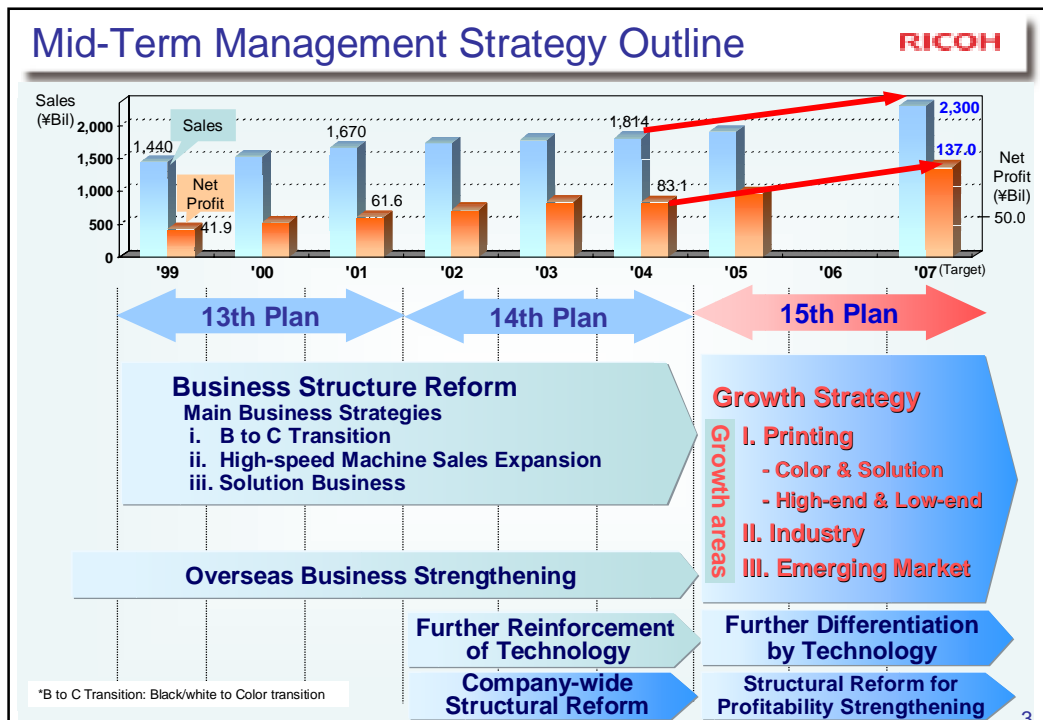
I. 15th Mid-Term Plan Outline

II. FY2006/3 Strategy Execution

- Structural Reform for Growth
- Business Strategy Execution
- FY2006/3 Financial Forecast

I. 15th Mid-Term Plan Outline

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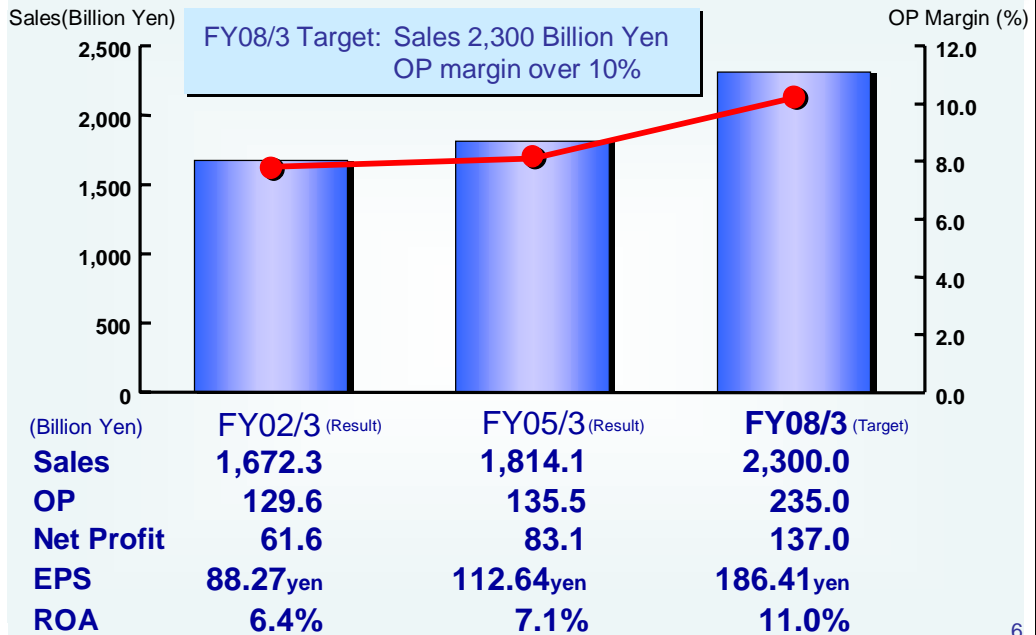


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Financial Target

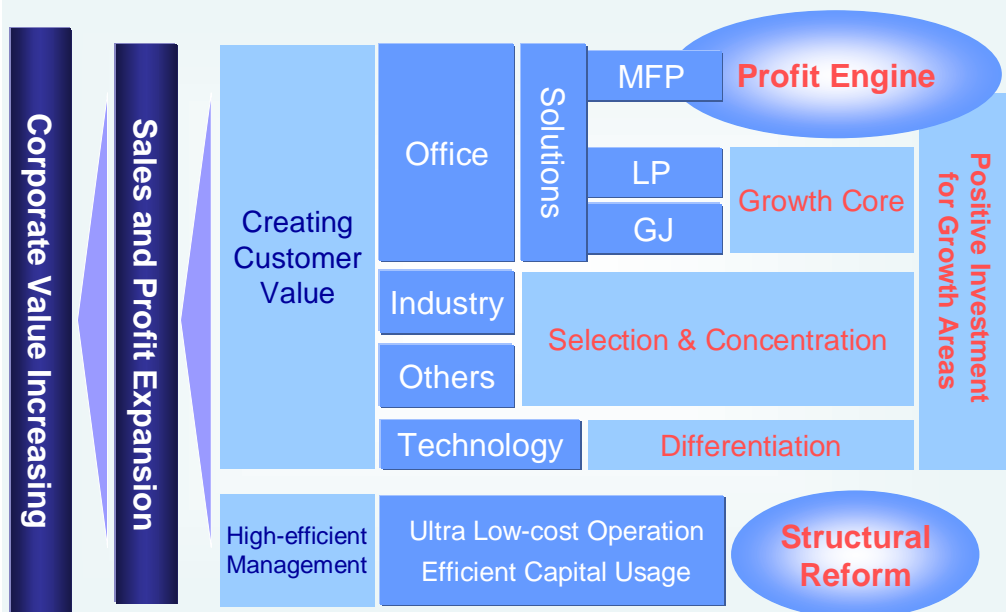
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Growth Strategy Structure

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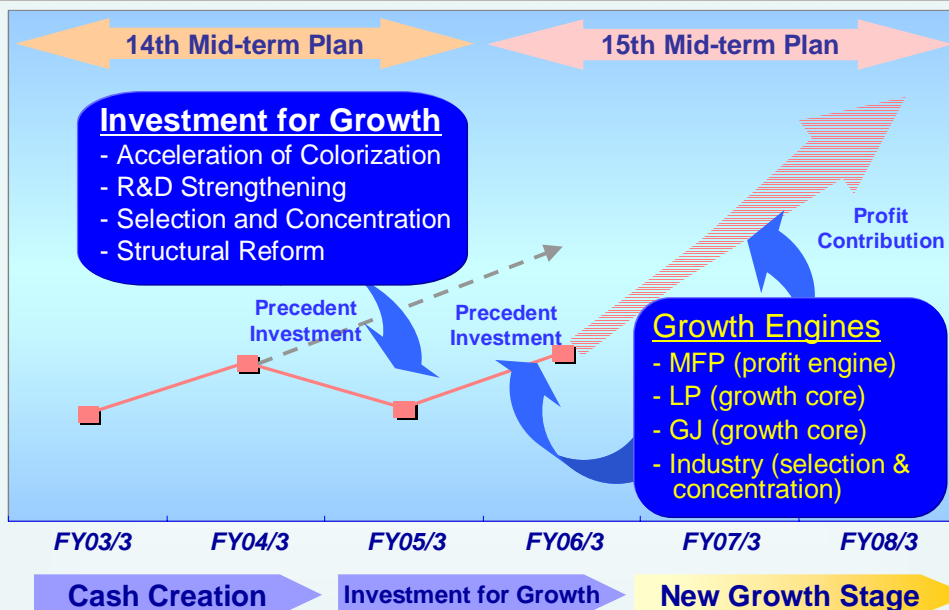
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II. FY2006/3 Strategy Execution

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Toward New Growth Stage

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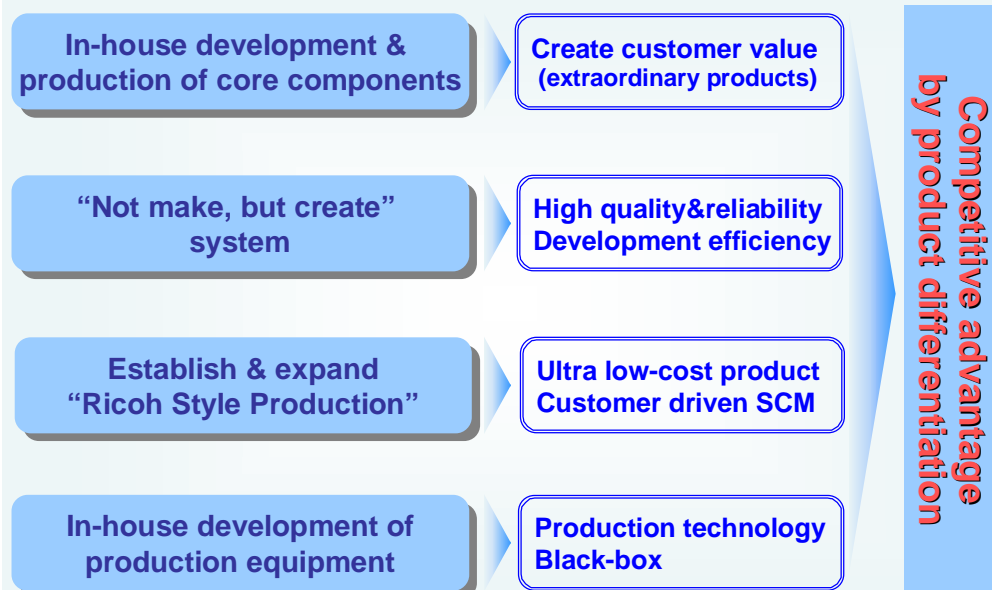
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Office Business Profitability Strengthening



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Strengthening Technology

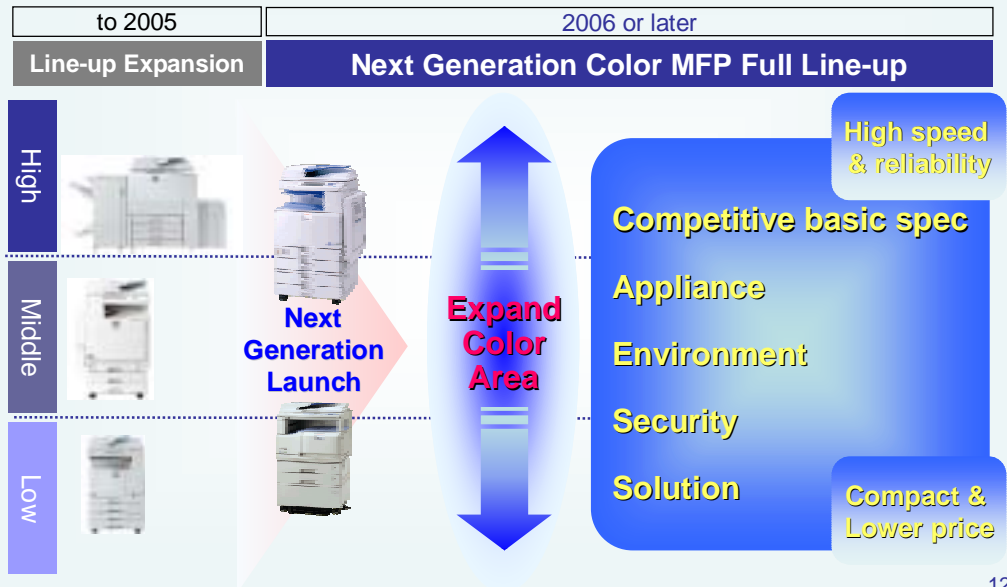


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Business Strategy Execution (MFP)

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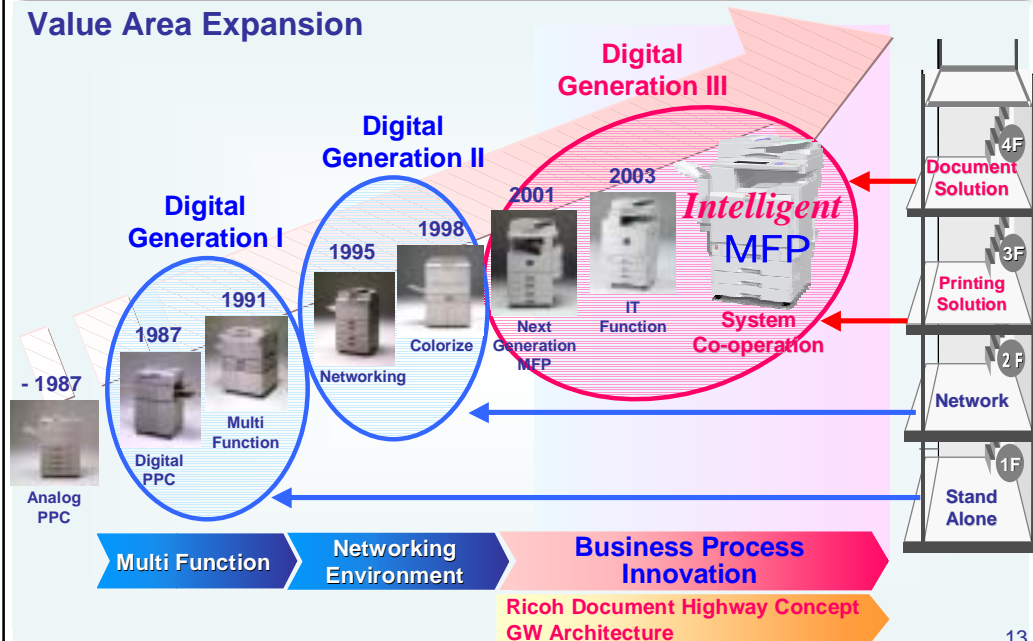
Accelerating B to C transition by competitive full line-up



Business Strategy Execution (MFP)

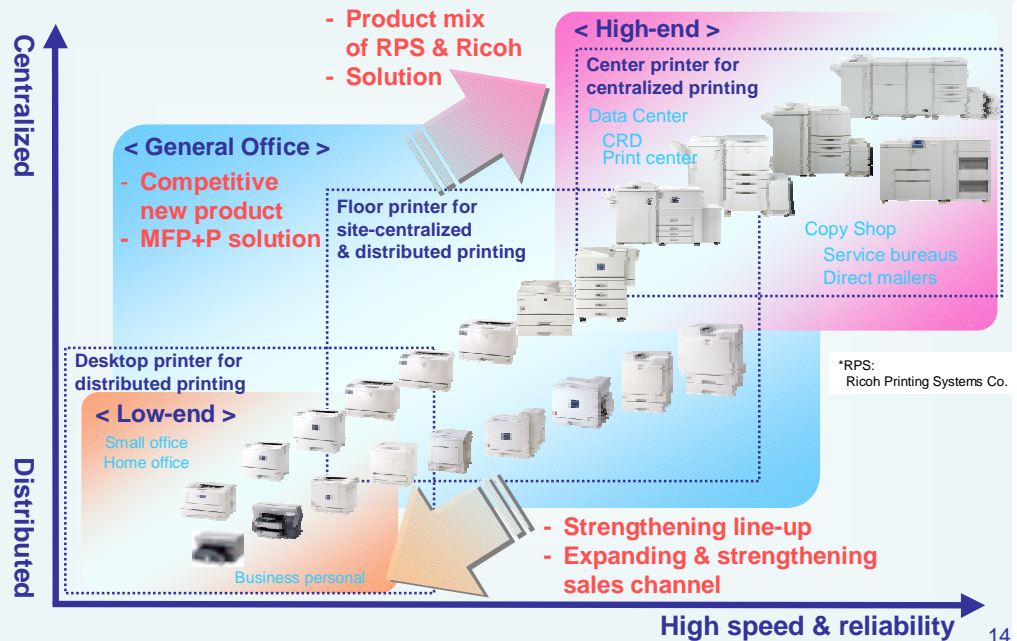
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Value Area Expansion



Business Strategy Execution (Printer)

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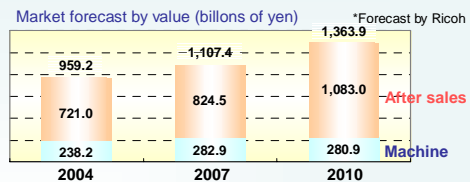
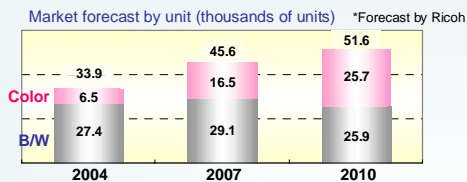


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Business Strategy Execution (High-end printer)

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Entering High volume market



Customer needs

Open / Downsizing / Color

Mainframe printing market

High Volume Market

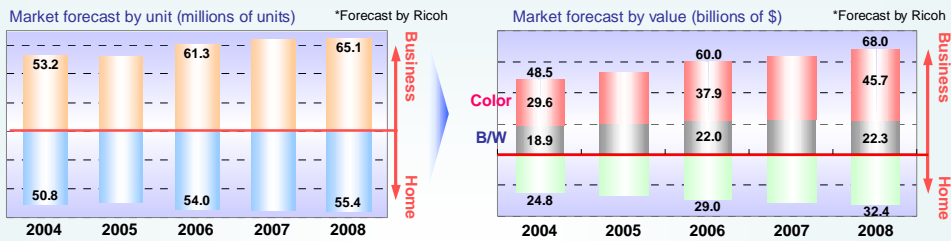
POD market

Ricoh's competence

- Products variation
- Solution proposal ability & sales force
- Existing customer base of MFP&LP

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Targeting huge business low-end printing market



Creating & expanding market by strengthening products line-up and sales channel

i. Colorization

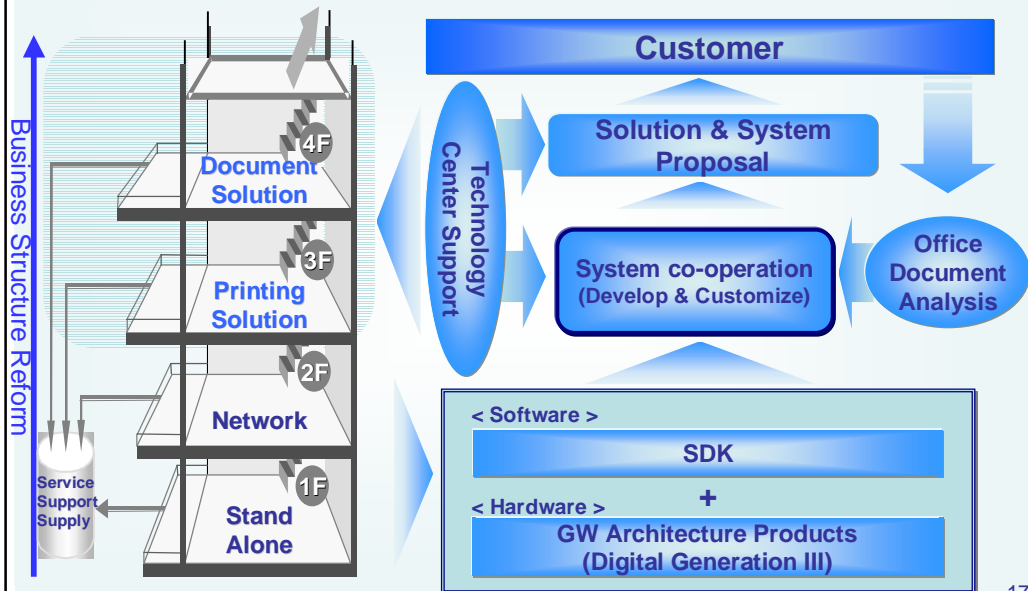
- GELJET printer evolution for business usage (higher speed / plain paper print quality / lower running cost)
- Launch competitive low-end CLP (higher speed & compact size)

ii. MFP

- Multi-function LP & GJ for customer's variety of needs

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“Four-tiered solution” structure



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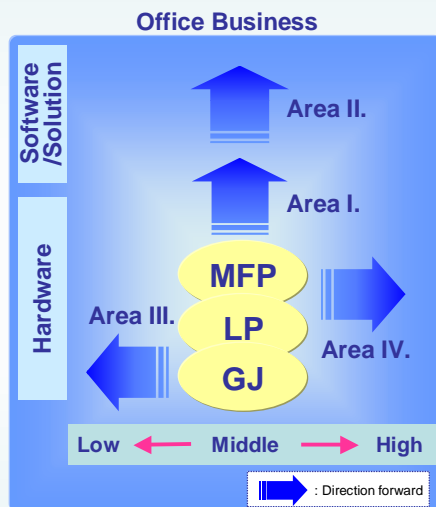
Technology Area

I. Higher specification

II. Document solution technology

III. Low-end printing

IV. High-end printing



Industry & Other Business

Optical Unit

Thermal Media

PCB

Semiconductor

Digital camera

Optical media

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FY2006/3 Results Forecast

(Billions of Yen)	FY05/3	FY06/3 Forecast	YoY	FY08/3 Target
Sales	1,814.1	1,910.0	+5.3%	2,300.0
Operating profit	135.5	153.0	+12.9%	235.0
(% on Sales)	7.5%	8.0%	-	10.2%
Net profit	83.1	97.0	+16.7%	137.0
(% on Sales)	4.6%	5.1%	-	6.0%
EPS (Yen)	112.64	132.10	-	186.41
Forex Yen/1US\$	107.58	111.52		
Yen/1EURO	135.25	136.44		

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The Company bases the estimates above on information currently available to management, which involves risks and uncertainties that could cause actual results to differ materially from those projected.

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