

Ricoh Mid-term Management Strategy

March 13, 2009

Shiroh Kondoh
President and CEO
Ricoh Company, Ltd.

RICOH

16th Mid-term Plan Outline

FY09/3 Strategy Execution

16th Mid-term Plan Target

Caution:

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.



16th Mid-term Plan Outline

Business domain

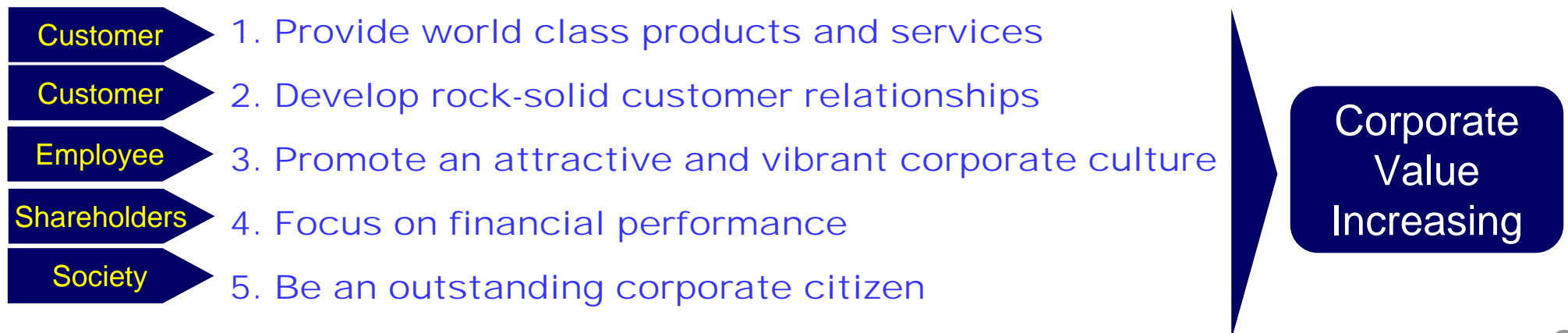
To create innovative solutions for the information society, based on RICOH values

[RICOH values]

Harmonize with the environment, Simplify your life & work,
Support knowledge management

Goal

To be a leader in the 21st century "Build a strong Global RICOH Brand"



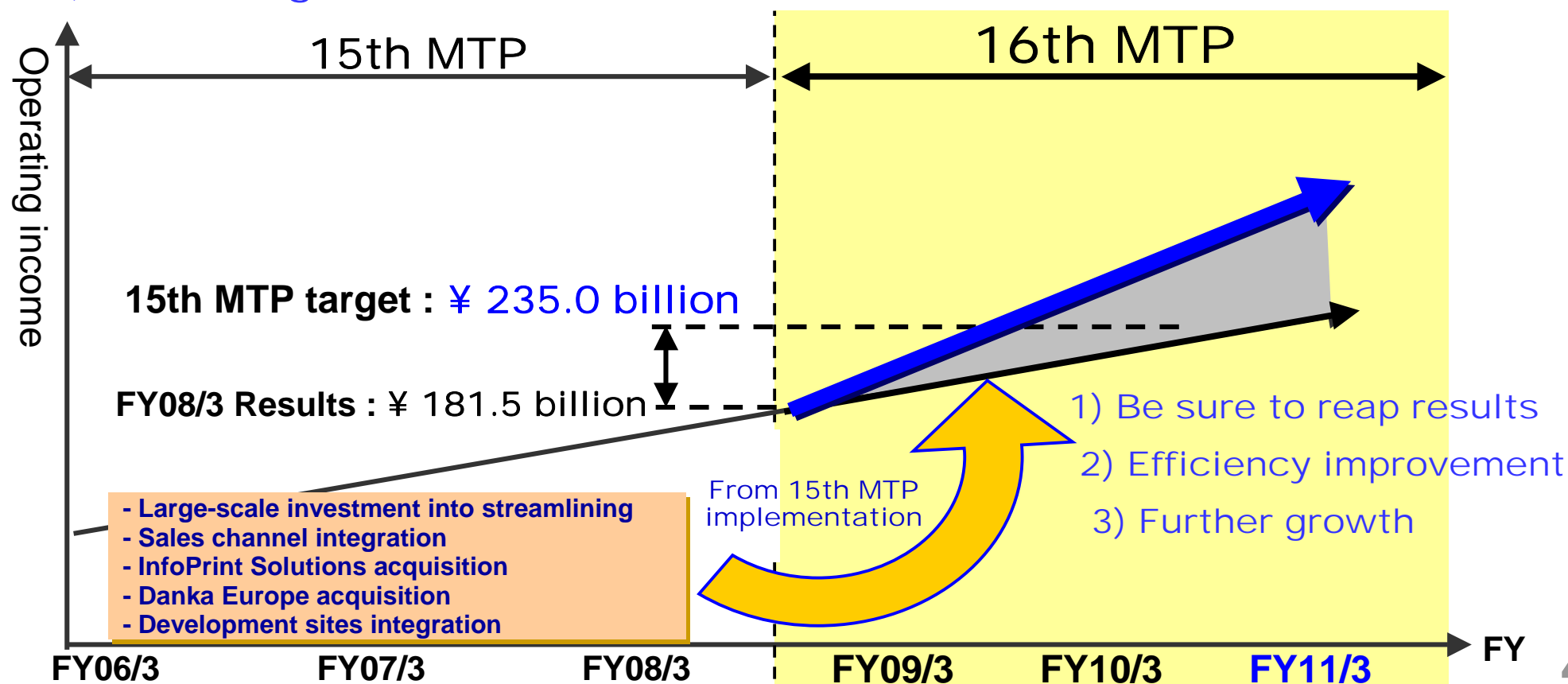
16th MTP Basic concept

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“New customer value creation” and
“Efficiency improvement”, are being achieved.

16th MTP includes

- 1) Be sure to reap results
- 2) Efficiency improvement
- 3) Further growth



- 1 Become No.1 in target business areas**
- 2 Accelerate environment management**
- 3 Promote “Ricoh Quality”**
- 4 Create new growth areas**
- 5 Build a strong global RICOH brand**

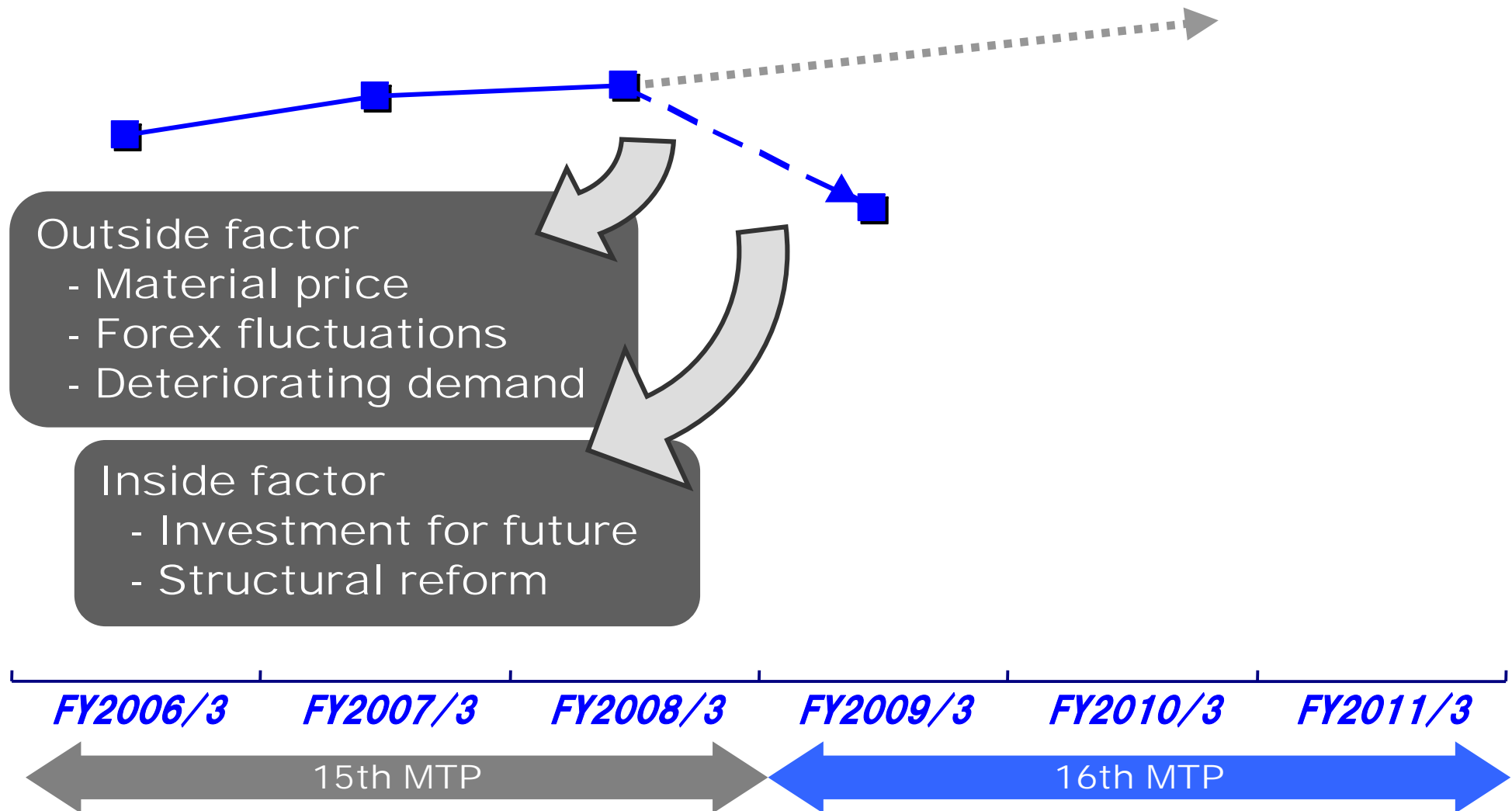


FY09/3 Strategy Execution

FY2009/3 forecast (on Jan. 2009)

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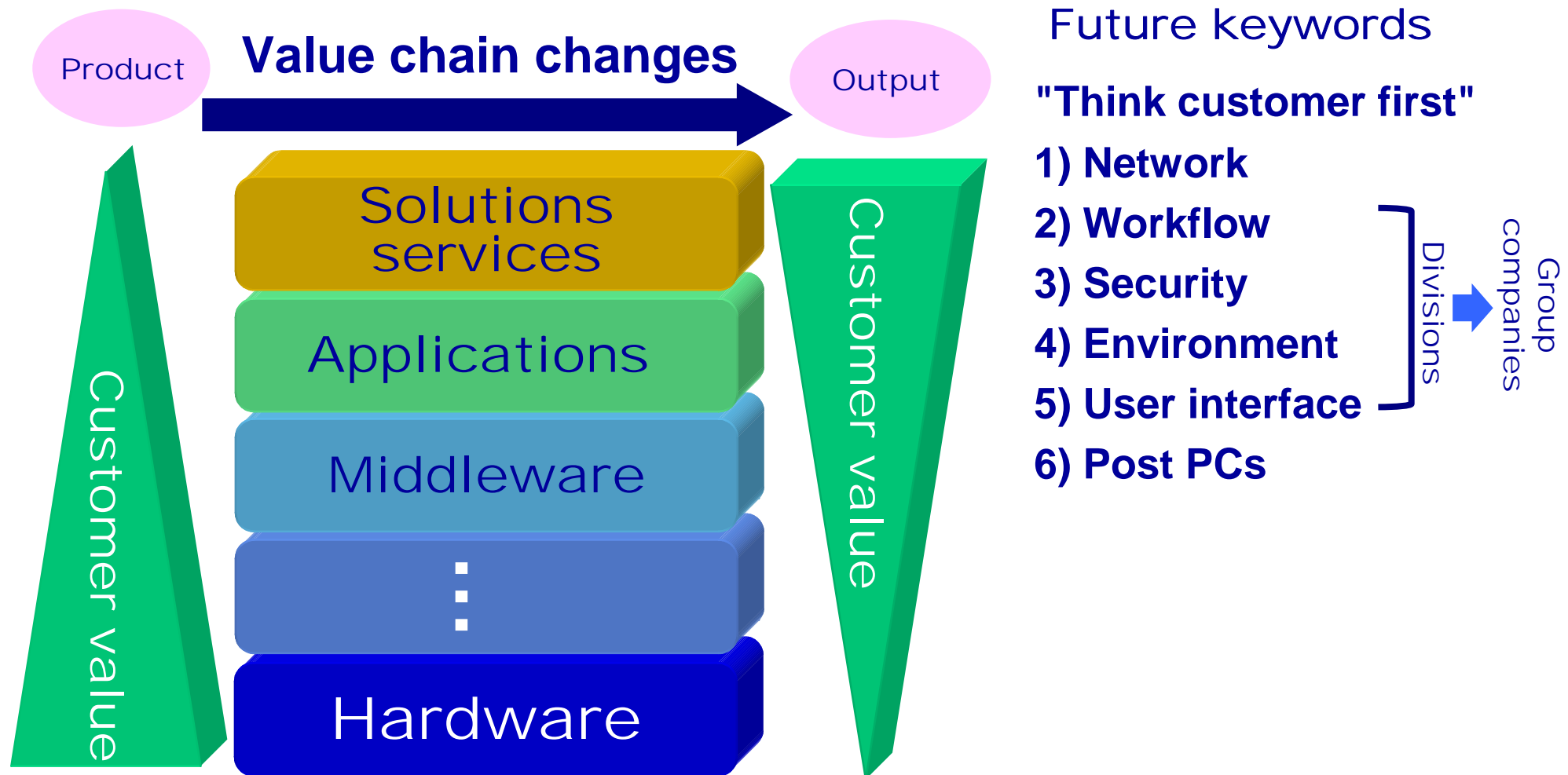
Down y-o-y both sales and profit by drastic slow down of world economy and low benefit from structural reform



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1 Become No.1 in target business areas **RICOH**

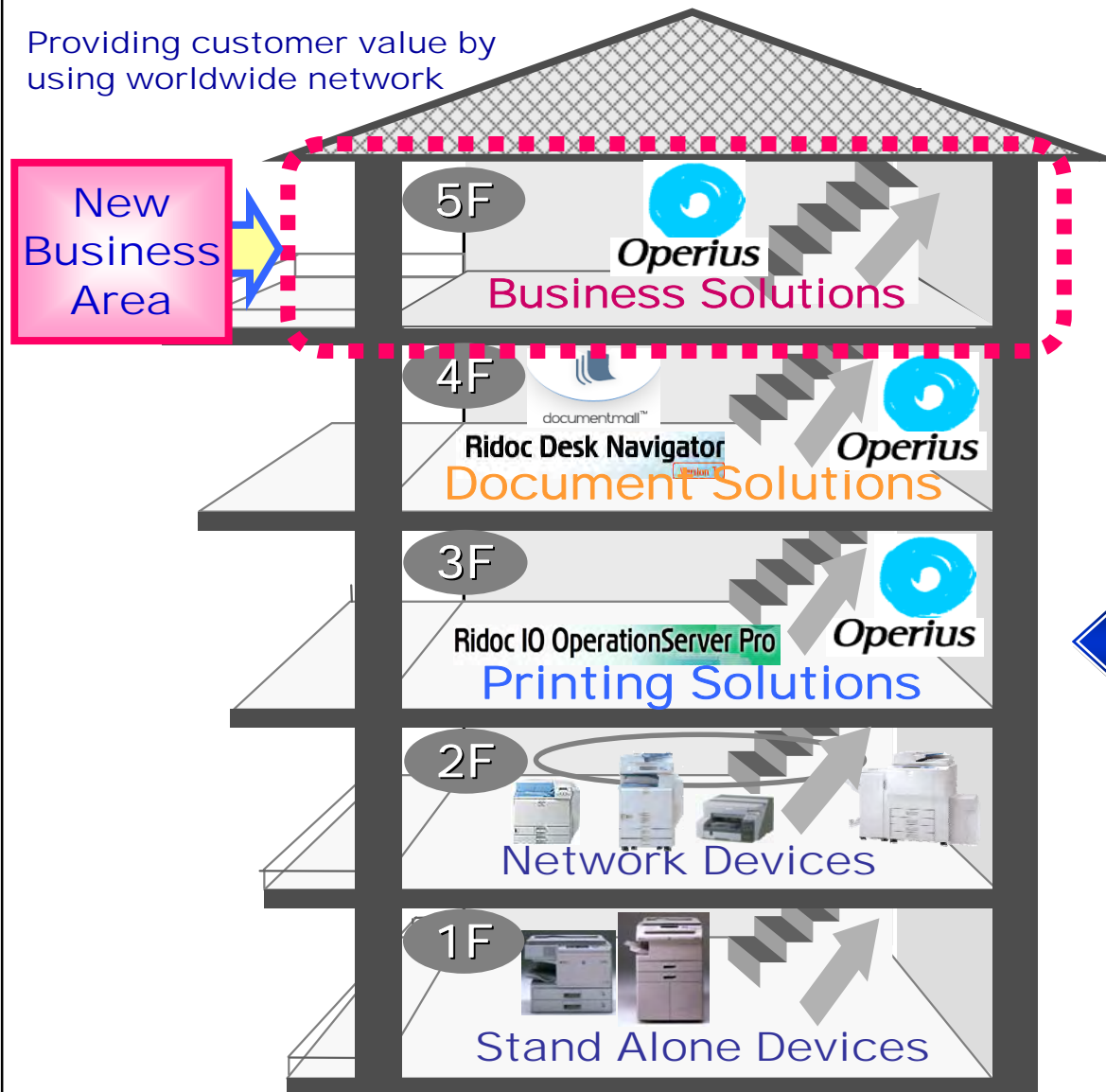
Customer value shifting from hardware-centric business to solutions



1 Become No.1 in target business areas **RICOH**

Creating new customer value based on our current businesses

Providing customer value by using worldwide network



Ricoh's strengths

Green Solutions

Environmental Management

Solution proposal capability

IT performance capability

Globalized uniform support

Solution Platform

Customization capability

CS/customer contact capability

Global sales channels

Network Administration System

Full lineup

Digital and network prioritization

Environmental Technology

Imaging and data processing integrated technology

Imaging&Solutions: Sales structure

Expanding global business by IKON

1. Strengthening sales structure in U.S. & Europe
 - Over 400 locations throughout U.S. and Europe
 - A long track record with large companies among its customers
 - Large good customer base
 - Strengthening direct sales
2. Strengthening sales structure for growth areas
 - Outsourcing business (e.g. MPS) capability
 - Production Printing sales/service capability
3. Synergies
 - Unit increase
 - Integration (resource sharing, etc)
 - New value creation with IKON

1 Become No.1 in target business areas **RICOH**

Imaging&Solutions: **Solutions**

Accelerating Operius solutions with partners

< **136** partner companies > < **41** solution models >

- Examples of partner applications

Transaction system

Paples III / Papels for imagio

Report Director Enterprise

αDocument Direct

AIKINAI-BUGYO

PCA SHO-KON

UJX-Direct MFP™



Workflow system

Lotus® Notes®/Domino

desknet's

Security system

Biometric authentication system
"Johmon"

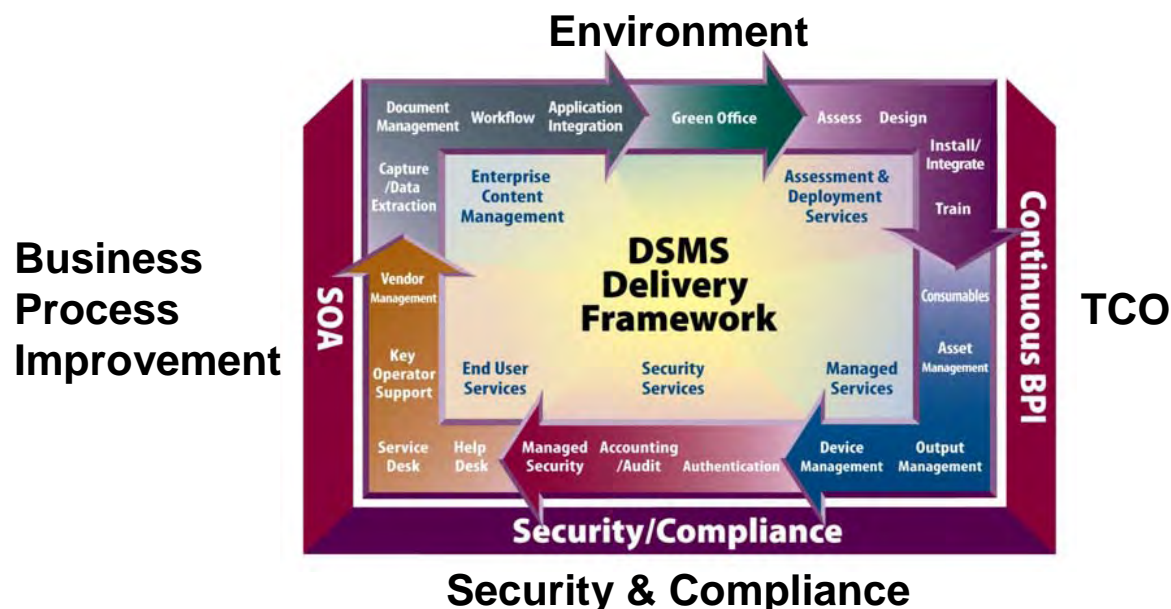
JP1 / Hibun

etc
12

Imaging&Solutions: **Solutions**

Global strategic alliance with IBM® corporation

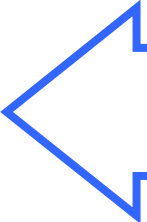


- Cooperating Document Security and Management Service
- Total cost of ownership reduction and reducing environmental impact
- Supporting customers for "Security and compliance" and "Document workflow efficiency"
- "Visualizing" customer's problem



Imaging&Solutions: **Service business** Expanding DPO*/BPO** business globally

*DPO: Document Process Outsourcing **BPO: Business Process Outsourcing

< e.g. TCO reduction potential by DPO >

Market	TCO reduction potential	Ricoh's Solutions
Private Company	10~30%	 <ul style="list-style-type: none">- TCO visualizing- Optimization- Manage outsourcing
University	20~40%	 <ul style="list-style-type: none">- Print visualizing- Print outsourcing
Local Government	30~50%	 <ul style="list-style-type: none">- Print visualizing- Print outsourcing

Source: Ricoh

1 Become No.1 in target business areas **RICOH**

Imaging&Solutions: **Production Printing**

Expanding market by aggressive investment

- RICOH Pro C900

Achieving good responses from customer

- InfoPrint Solutions Company

Service division integration finished (Jan, '09)

InfoPrint5000: gaining top in color continuous feed IJ

Expanding consulting & professional service for trans promo

- Printing Innovation Centre (Japan, Europe, U.S., China, AP)

Tokyo, Japan



Shanghai, China



Singapore



1 Become No.1 in target business areas **RICOH**

Customer's voice for RICOH Pro C900 (in Japan)

Installed InPlant, copy shop, DM printing, POD, etc

- Improving productivity on color / black&white mixed job
- Same performance for different paper weight
- Quick after work capability by less curling
- Stable print quality and reliability
- Sharp text and line
- Capable for after work like Poly-Propylene or UV finishing, etc



**Good image quality
& Improving work flow
for customer**

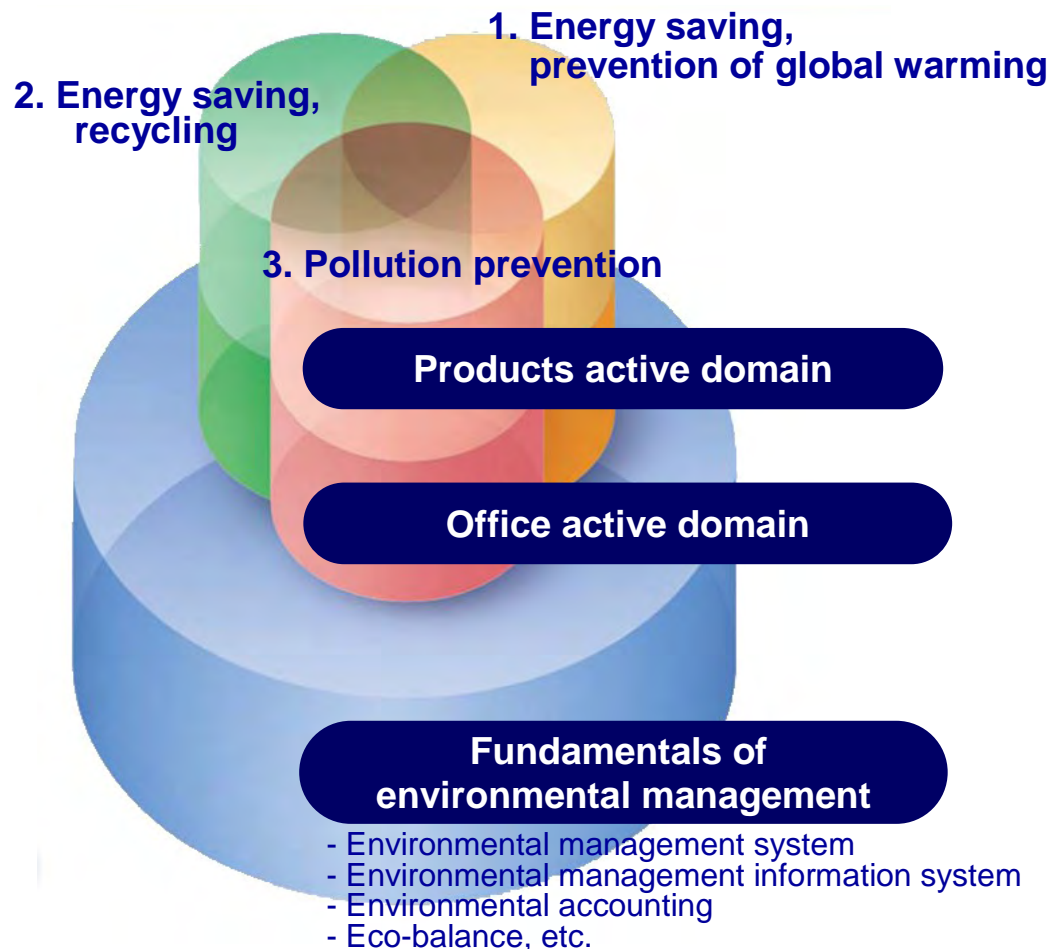
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2 Accelerate environment management

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Reinforce and accelerate our environmental management

[Ricoh environmental management]



[Action]

Technology
Development

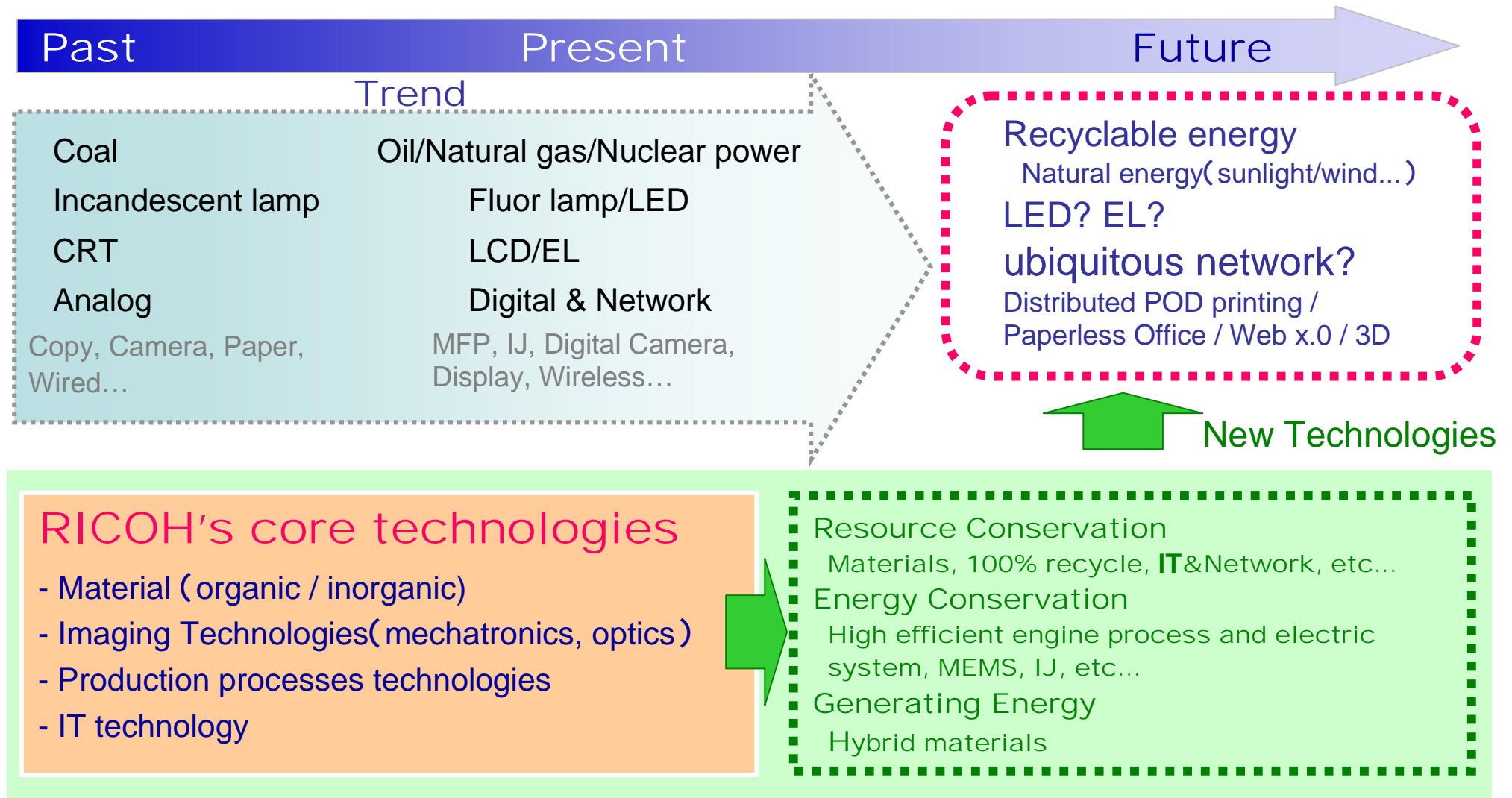
Lifecycle
Management

“Resource/Energy” management
for products lifecycle

Providing
Ricoh’s activity
to customer

2 Accelerate environment management **RICOH**

RICOH's core technologies contribute to environment



RICOH's core technologies lead to environment technologies

2 Accelerate environment management

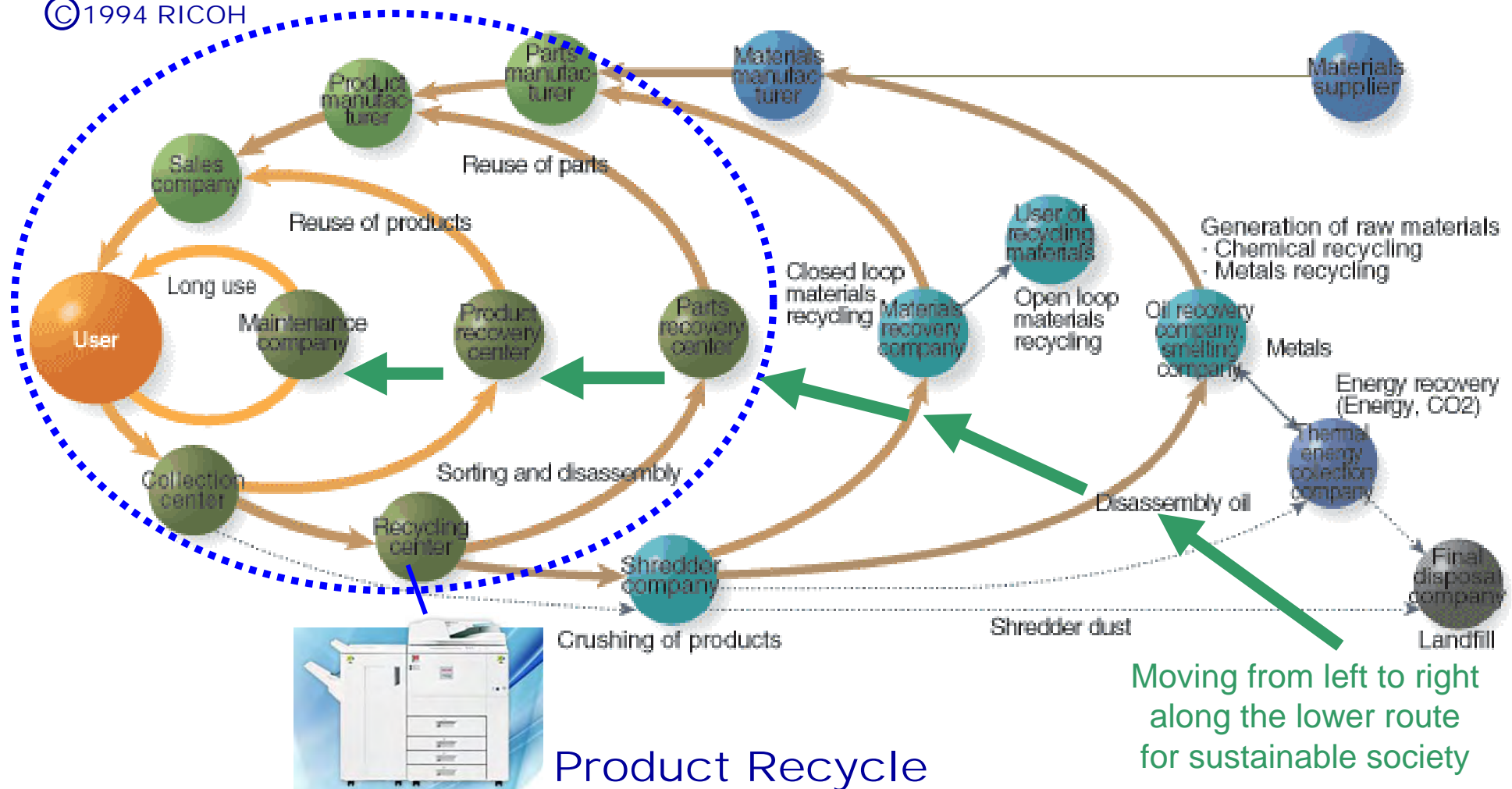
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Ricoh's Lifecycle Management

(from material to production, customer and disposal)

Concept for Realizing a Society that Recirculates Resources: The Comet Circle™

©1994 RICOH



2 Accelerate environment management **RICOH**

Starts providing Ricoh's activity to customer

"CO2 reduction visualizing project" campaign in Japan



About 78% energy saving
by power-saving mode



Proposing smart paper using

あなたのオフィスも、
地球環境とつながっている。



Reporting machine usage

- 1** Become No.1 in target business areas
- 2** Accelerate environment management
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3 Promote “Ricoh Quality”

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No.1 Customer satisfaction for Color MFP in Japan (2 consecutive years)

•2007-2008 Japan Copier/Multifunction Product Satisfaction Study
(J.D. Power Asia Pacific)



No.1 Customer satisfaction for compact DSC in Japan

•Reported by ASCII Research of Japan (2009/3/9)

GR DIGITAL II



GX200



Promoting “RICOH Quality”

Shifting customer from satisfied buyer to impressed user

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4 Create new growth areas

Creating new customer value in Imaging & Solutions

Production Printing business

Reducing cost and resource

POD

- Printing on demand
- Reducing disposal / logistic cost

Trans Promo

1 to 1 information

DPO (Document Process Outsourcing)

BPO (Business Process Outsourcing)

Solutions & Service business

Providing Ricoh's activity to customer

Green Solutions

TCO reduction and low environmental impact

IT Solutions

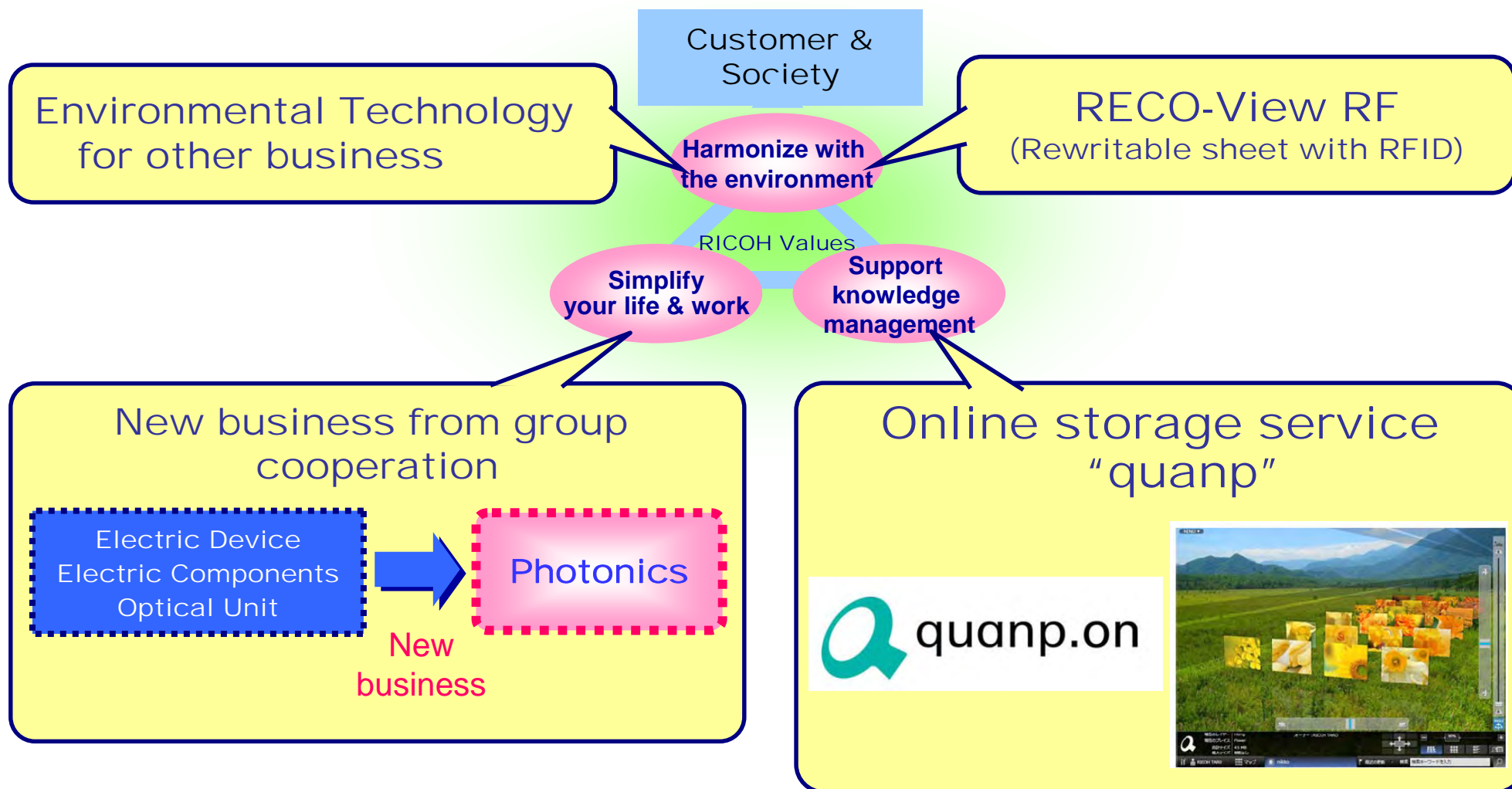
"IT Keeper", supporting service, Client managed service, security solutions and enterprise managed services, etc

IT Outsourcing

Analyzing, consulting and proposal, etc

4 Create new growth areas

Creating new customer value by RICOH Values



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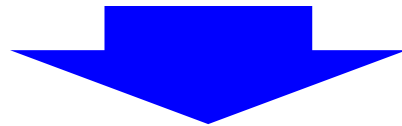
5 Build a strong global RICOH brand

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Accelerating Ricoh Group power to establish strong global brand

Preparing next growth

- InfoPrint Solutions and IKON joined Ricoh Group
 - > 110k group employees worldwide
- New Thailand plant and P&P toner plant expansion
- Integrating companies and IT system (Japan, Europe, U.S.)



Necessary to integrate and optimizing more by accelerating structural reform

- > Workforce, Bases, Organization
- > IT system

5 Build a strong global RICOH brand

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For strong global RICOH brand



First Eco-Powered Electronic Billboard
in Times Square, New York



Ricoh rugby team back to
1st division in Japan

<Sponsorship>

"RICOH Women's British Open
2008" in UK

"LPGA RICOH Cup 2008" in Japan

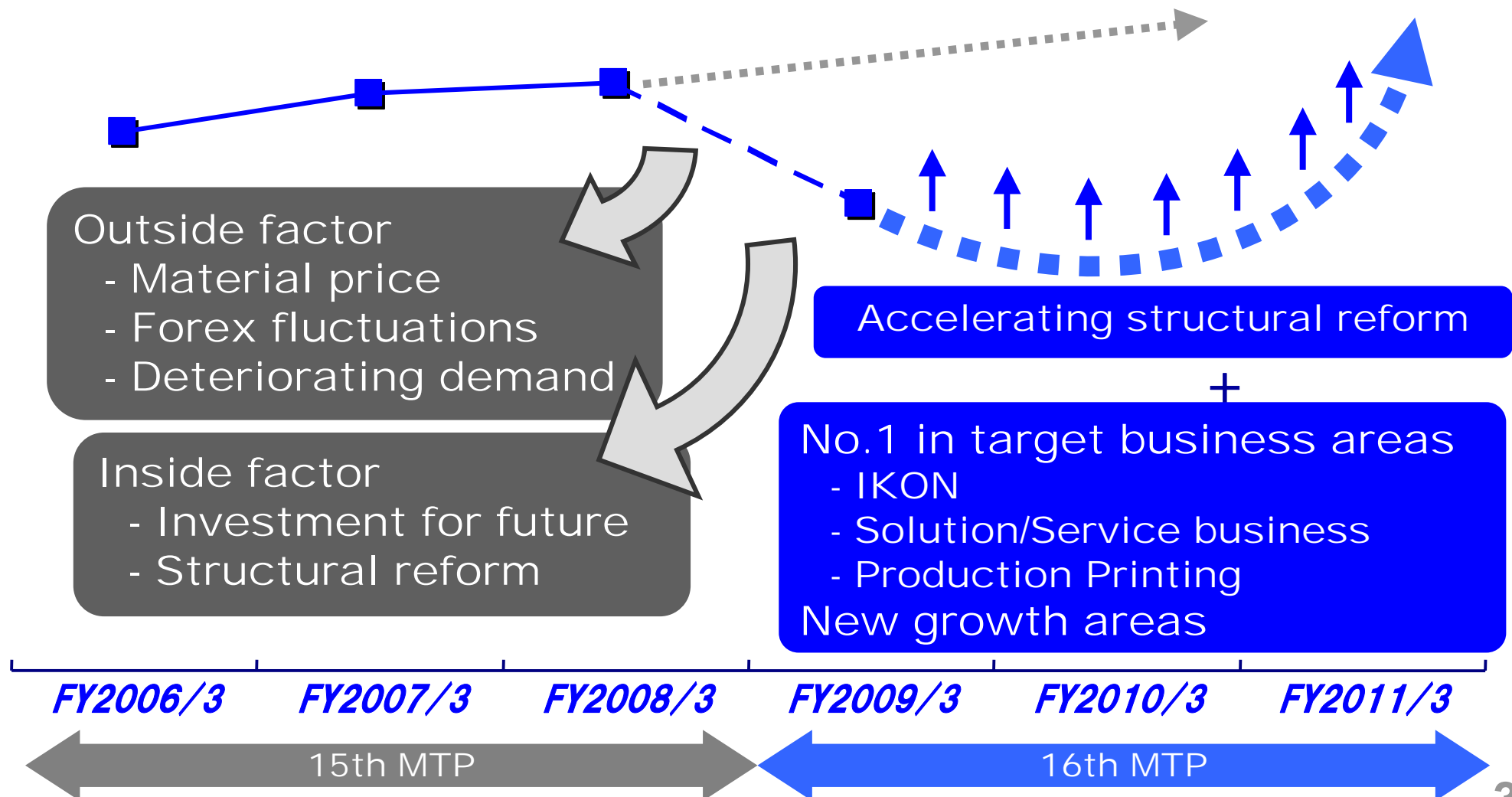


16th Mid-term Plan Target

16th Mid-term Plan Target (1)

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Recovering by business expansion and structural reform



16th Mid-term Plan Target (2)

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Target on FY2011/3

(billions of yen)	FY2008/3 Results	FY2009/3 forecast	y-o-y	FY2011/3 Target	FY2011/3 Target (forex adjusted)
Sales	2,219.9	2,150.0	-3.2%	2,500.0	2,300.0
Operating Income	181.5	100.0	-44.9%	250.0	170.0
(% of sales)	8.2%	4.7%	-	10.0%	7.4%
Net Income	106.4	35.0	-67.1%	-	-
(% of sales)	4.8%	1.6%	-	-	-
Forex	\$=¥114.40 EURO=¥161.69	\$=¥ 99.63 EURO=¥143.09		\$=¥105 EURO =¥155	\$=¥90 EURO =¥120

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