

**116th
Ordinary
General
Meeting of
Shareholders**

June 17, 2016

Ricoh Company, Ltd.

President and CEO

Zenji Miura

RICOH
imagine. change.

Issues that the Ricoh Group faces

**“The 116th Ordinary
General Meeting of
Shareholders”**

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<http://www.ricoh.com/IR/events/pdf/meeting116.pdf>



Issues that the Ricoh Group Faces

<Environments around Ricoh Group>

World economic trends

- Stock prices falling in developed markets
- Long-term interest rates at historically low levels
- Crude oil prices lowering
- Advancing yen appreciation

Market conditions

- US: Continuously expanding moderately
- EU: Uncertain economic environment continuing and pressure from falling prices
- China/Russia/Brazil: Slowing down
- Asian countries (except China): Growth maintained
- Japan: While the economy is sluggish, the weight of strategic investment is raising

<Issues that the Ricoh Group faces>

1. Reinforce earnings power for Core Businesses
2. Further accelerate the growth of New Businesses
3. Continue companywide structural reform

1. Reinforce Earnings Power for Core Businesses ① **RICOH** imagine. change.

While enhancing profitability in each business, strive to further increase values offered to customers

■ Office Imaging

- Continuously release new products that contribute to improving business efficiency, and maintain the top position in the A3 MFP market share
- In addition to reducing product cost, optimize the entire value chain including sales and support services
- Reinforce vertical approaches, provide values that match customers' business characteristics



■ 1. Reinforce Earnings Power for Core Businesses ② **RICOH** imagine. change.

While enhancing profitability in each business, strive to further increase values offered to customers

■ **Network System Solutions**

- While capitalizing on local characteristics, expand service menus across the world
- Standardize overlapping infrastructure that has already been invested within the Ricoh Group

1. Reinforce Earnings Power for Core Businesses ③ **RICOH** imagine. change.

While enhancing profitability in each business, strive to further increase values offered to customers

■ Production Printing

- In addition to in-house printing, accelerate business expansion in the Commercial Printing domain for printing firms
- Utilizing the know-how of Ricoh as a manufacturer, support production process improvement of customers in the printing business.



2. Further Accelerate the Growth of New Businesses ① **RICOH** imagine. change.

Focus investment in target markets and make sure to realize business growth

■ Industrial Printing

- Using inkjet technology as a core that has been developed for many years, respond to needs for digital printing applied to all media other than paper
- To accelerate business growth, reinforce alliance with external companies



Industrial inkjet head



Apparel printer "mPower mP10i"



Label/package



Apparel



Decoration



Sign graphics

2. Further Accelerate the Growth of New Businesses ② **RICOH** imagine. change.

Focus investment in target markets and make sure to realize business growth

■ **Businesses for the Industrial domain**

- Release new various products/services, and expand sales aggressively by utilizing the customer contact capability of the Ricoh Group

Ex.: Industrial (factory automation, in-vehicle, security)

3D printing related businesses



Laser patterning
equipment



Factory picking
system



3D printer
RICOH AM S5500P

■ 3. Continue Companywide Structural Reform

■ Reinforce activities to improve productivity and contribute to profits

- In all functions such as development, production, sales, procurement, headquarters and so on, create a robust management base that is not affected by changes in the external environment

■ Sincere business management

- Led by the reviewed corporate governance system, further reinforce transparency and effectiveness in management

Continue to Provide Society with New Customer Values

1. Reinforce earnings power for Core Businesses
2. Further accelerate the growth of New Businesses
3. Continue companywide structural reform

Resolve these challenges

**From three aspects of being "confident",
"comfortable", and "convenient", contribute
to the future of customers and society**

FY2017/3 Consolidated Major Indicators (Forecast)

Net sales **2,170.0** billion yen

Operating income **77.0** billion yen
(Operating margin 3.5%)

EPS **60.70** yen

ROE **4.0%** or higher

Annual dividend per share **45.0** yen
(including commemorative dividend of 10 yen for Ricoh's 80th anniversary)

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Assumed exchange rate **110.00** yen against the dollar

125.00 yen against the euro

Depending on economic conditions, business conditions and other factors, actual financial results may differ from the current forecast.

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