

<Attention>

This document is prepared for reference purpose for investors. It represents the essence of a presentation at the Investors' Meeting 2011. It isn't a verbatim record.

Our hearts go out to the countless victims of the Great East Japan Earthquake and Tsunami. Inspired by the extraordinary resilience and bravery of the people in the affected areas, Ricoh pledges its full support to the ongoing efforts.

Ricoh has just begun a new three year mid-term management plan from this fiscal year ending March, 2012. First, we will review the 16th Mid-term Management Plan, and then walk you through the summary of the 17th Mid-term management plan.

P4 「Strategic Achievements during 16th MTP」

- Basic Strategies of the 16th MTP were these five points.
 - Become No.1 in our target business areas
 - Reinforce and accelerate environmental management
 - Promote Ricoh Quality
 - Create new business lines
 - Build a strong Ricoh brand

What we have achieved is on the presentation material.

P7 「Achievements for the 16th MTP」

- Financial targets for the 16th MTP were Net sales of ¥2.3 trillion, Operating Income of ¥170 billion, Operating Margin of 7.4%, ROE of 12.5%, and payout ratio of 30%.
- Since 2008, we have faced many business environment changes and challenges which were described as once in a century or once in a millennium challenge. Due to these tough circumstances, unfortunately, we were not able to achieve our financial targets.

I will now explain the final results of the 16th MTP at the end of March, 2011.

P8 「Business Environmental Changes During the 16th MTP」

- High-yen trends
Forex assumption when we planned 16th MTP was \$1 to ¥105, and 1 Euro to ¥155. If we do the math to calculate the impact of currency fluctuation based on currency sensitivity, Forex

impact on 16th MTP was reduction of sales by ¥300B yen and reduction of Operating Income by ¥90 billion yen.

- Change in demand

Total demand, which dropped significantly after the financial crisis, is recovering slowly. A trend for companies to reduce color output and print output management still continue. On the other hand, demand continues to expand rapidly in emerging countries. We have decided to accelerate our business in emerging markets from last year.

- Significant changes in business models

Changes in customer value forced some corresponding changes in our business model.

- Shift in customer value from “product possession” to “product use”
- Accelerated mobile device usage, which also changed the way people handle information.
- Enhanced environmental consciousness, increased importance in environmental design and performance

P9 「Implementations During the 16th MTP」

- IKON

- In product switching, we are steadily promoting switch of MIF (machines in field) to Ricoh products. After the acquisition, in their total MIF, Ricoh was 30% and others 70%. We have now completed a switch 60% of MIF to Ricoh.
- We are globally spreading IKON's MDS know-how. In January 2011, we announced that we would launch the MDS business globally, and we have already seen progress in FY 2011.
- In Europe, IKON has been integrated with Ricoh. In Americas, we have integrated back office such as SCM and data centers.

- Promoting new business

- We have been accelerating global business expansion in PP, MDS, and IT services.
- Our PJS, UCS and eco solutions businesses have started. We are consistently promoting new businesses.

- Structural reform through CRGP

- CRGP, Corporate Restructuring and Growth Project, was launched in October of 2008. Initially, our effort centered around cost reduction. In FY2011, we continued cost reduction and shifted resources to new growth areas.

P10 「Challenges towards the 17th MTP」

We recognize the next four items as challenges toward the 17th MTP.

- Increase Ricoh group synergy
- Efficiency improvement in existing (core) businesses
- Concentration on new growth areas
- Commitment to innovation

P11 「Business Environment toward the 17th MTP」

- We expect major change to take place in the area of information society, knowledge society and globalization. We hear about cloud computing all the time, and its relationship with business has finally become clear.
- Network communication and networked appliance is supporting the change in working style and creating new business opportunities.
- We are also facing further problems, which threaten the sustainability of mankind and earth. It is time to take concrete action to those problems.

P14 「Simultaneous Achievement of “Growth” and “Restructuring” [CRGP development]」

- Customers' value standards are rapidly changing. Simply selling hardware and doing business with products at the center has ended. That means, customers are at its center. Not products. And our focus is now to increase Ricoh's share of wallet at each customer. This focus in business is going to become a major theme from the 17th MTP onward
- CRGP effort from FY2012 and after will be a major reform which we must carry out, even if it accompanies pain. This does not simply mean that we will be reducing the work force. We also have to change the way we do business.

P16 「Strategies」

- The goal of the 17th MTP is to simultaneously achieve growth and restructuring. Two basic strategies are first, business creation and integration, and second, establishing highly efficient business management.

P18 「1. Business Creation and Integration [Business domain expansion and restructuring]」

<Create new innovations>

- Ricoh's core business is the "Office" segment (at the lower left corner of the chart), where we have Digital MFPs, Laser printers and so forth. We have developed a customer base all the way to production printing. On top of these products, we will be adding a services layer. We will strive to a higher share of the existing customer's wallet.
- In the future we envisage there will come a time when the segmentation between office versus production printing versus consumer will be less clear. That's why we are developing products like projection system, unified communication system, and other new devices and services.

P19 「1. Business Creation and Integration [Growth in core businesses]」

<Growth in printing business>

- Regarding creation and integration of growth in the printing business, we have grown the business in emerging market by 10% in FY 2011, and aim for 17% in FY2012. In Developed countries, we will expand the MDS and IT services by double digits.
- We plan to achieve those targets with less resources; which is an item in the 17th MTP.

P20 「1. Business Creation and Integration

[Provide value through services and products in developed countries]」

<Further expansion of new service businesses>

- We already achieved approximately 100 billion yen sales with our MDS business in FY2011, but we're aiming to bring this figure up to 300 billion yen in FY2014.
- For our IT service business, we intend to pursue global expansion by utilizing our resource and via our direct sales operation.

P21 「1. Business Creation and Integration

[Growth in emerging markets and reinforcement of production]」

- We will reinforce the product lineup in emerging markets, introducing around 10 models over the 3 years time.
- We have been increasing market share in China and Asia Pacific. We aim to further reinforce our position from here on.

P22 「1. Business Creation and Integration [Expansion of PP business domain]」

<Reinforcing PP business structure, and achieve profit contribution in early stages>

- Pro C900 and 901 have achieved a dominant market share, and begun their revenue contribution.
- We hereby aim to even further reorganize and reinforce sales and service structures in this domain.
- We will be introducing new products continuously.
- The alliance with Heidelberg has started. We now have a strong partner, and we look forward to approaching Heidelberg's global customers as we pursue our business together.

P23 「1. Business Creation and Integration [Expansion of new businesses]」

<Commitment to innovation>

- We will expand new business in such areas as Network appliances and Eco solutions through incubation.
- We will be expanding sales of our new businesses so that it will account for 25% of our entire sales by FY2014.

P24 「1. Business Creation and Integration [Changes in customer value]」

<Office and paper in the future>

- We will refer less to paper for information, and more to tablet PCs or computers.
- There already have been changes in working style. Some people are starting to opt not to have an office, because they can still run their business by using smart phones, tablet PCs etc.

P25 「1. Business Creation and Integration [Commitment to new businesses]」

<Provision of new products that realize the network appliances>

- Considering new trends in customer value, RICOH is generating new customer value through network services and solutions.

P26 「1. Business Creation and Integration [Commitment to new businesses]」

<Customer demand and Ricoh's network appliances>

- Unified Communication System business has prove its value in actual usage of prototypes by

our team working on production recovery in our Tohoku production sites.

P27 「1. Business Creation and Integration

[Value provision through services and products in developed countries]]

<Cloud and realities that Ricoh provides>

- We will shift our business focus from Product-oriented to Customer-oriented.
- We will connect customers to the world of cloud computing with various services and functions. What makes this possible is our supporting network appliances, even for non-RICOH products, and offering various services to customers, including on-site services.

P28 「1. Business Creation and Integration [Market entry into environmental business]]

<Eco Solution business>

- We announced our entry into the LED illumination business. At the moment, there isn't one particular player holding a major position in this market, due to various issues in regards to power source, installation and so on.
- We will expand our environmental business including LED illumination, ESCO business, and Recycle business.
- Especially, we plan to proceed on with our Recycling business in line with our efforts to support the Tohoku area, creating jobs there.

P29 「1. Business Creation and Integration [Promotion of core / new growth businesses]]

<Utilization of financial resources>

- Nowadays, “using” machines without “possessing” has become very popular even in Japan.
- Our global customers have requested our support from financial side as well. Such requests especially came from customers in our PP business, small or mid-sized printing companies.
- We already have many people within our group who have experience and knowledge in this field, we have decided to include financial resources utilization within our scope of business as well.

P30 「1. Business Creation and Integration [For recovery of the Tohoku area]]

<Relevant measures to support recovery of the devastated regions from the Great Tohoku Earthquake>

- We will further strengthen our Tohoku production sites based on what we learned through this earthquake once again.
- We will also be setting a new recycling center in the Tohoku region.
- We made a contribution totalling 300 million yen to the general recovery efforts.
- We also established Recovery Support taskforce to further reinforce support activities and support the mid to long-term recovery.

P32 「2. Establish Highly Efficient Management [Simultaneously grow and restructure]」

<Realize a robust corporate culture to accelerate growth strategies>

We will implement these items to realize a robust corporate culture to accelerate growth. And we expect 140 billion yen of operating income benefit for FY2014.

- Streamlining of sales systems
: Reviewing sales system and sites, as well as accelerating acquisitions synergy results.
- Review of non-profitable businesses
- Integration of production sites
- Operational reengineering
: This even includes reorganizing Head Quarters functions; a reengineering with nothing sacred.
- HR resource innovation
: We already have started a HR system innovation. We will conduct personnel relocation worldwide for approximately 15,000 persons either to new or growth areas, and reduce approximately 10,000 persons across our entire group.
- Integrated purchasing in global markets
: We have established a global purchasing head quarters last year. We expect this integrated procurement will enable us to substantially reduce costs.
- Review of development processes

P33 「2.Establish Highly Efficient Management [Investment for growth]」

<Investment for future growth>

- CAPEX will be approximately 200 billion yen over the three years. This means we will maintain our current investment level, and spend CAPEX which will be equivalent to our depreciation.
- R&D expenses will also be kept around 5 to 6 percent of net sales.

P35 「17th MTP Financial Targets 【Sales】」

- We have decided to set our target for sales in March 2014 period as 2.4 trillion yen. Our assumed exchange rates for this target are 85 yen to the dollar and 120 yen to the Euro.
- Within our existing business, one major growth is expected to come from MDS, IT services and PP business.
- As for emerging markets, we expect the contribution especially from China and India.
- We expect further growth of new businesses.

P36 「17th MTP Financial Targets 【Operating income】」

- Including 140 billion yen of operating income benefit generated from CRGP, we are aiming to achieve 210 billion yen Operating income for FY2014.

P37 「17th MTP Financial Targets 【To enhance shareholder value】」

- During 16th MTP, Free Cash Flow was cash-out by 56.5 billion yen due to various large investments. In the 17th MTP, we aim to generate approximately 200.0 billion yen.
- We also aim to bring our shareholder return ratio (dividends and share buyback) to approximately 30%.
- We aim to bring our Operating margin back to 8.8%, our record level, and ROE to 10.0%.