

**Management
Briefing**

June 19th, 2015

Zenji Miura

President and CEO

Ricoh Company, Ltd.

- ◆ Ricoh Group's Business Conditions
- ◆ Vision 2020 and Beyond
- ◆ Returns and Benefit Plans
to Shareholders

Ricoh Group's Business Conditions



Reviewing FY2014:

1) Core Businesses

◆ Developed countries:

Sales expansion in developed countries took a break and is in a temporary lull

- Internal factors:

Delays in new product release in FY2013 started to affect sales and profit in annuity business negatively

- External factors:

- Windows XP replacement demand ended
- Strikes at West Coast ports in the US that resulted in delivery slowdowns

◆ Emerging markets:

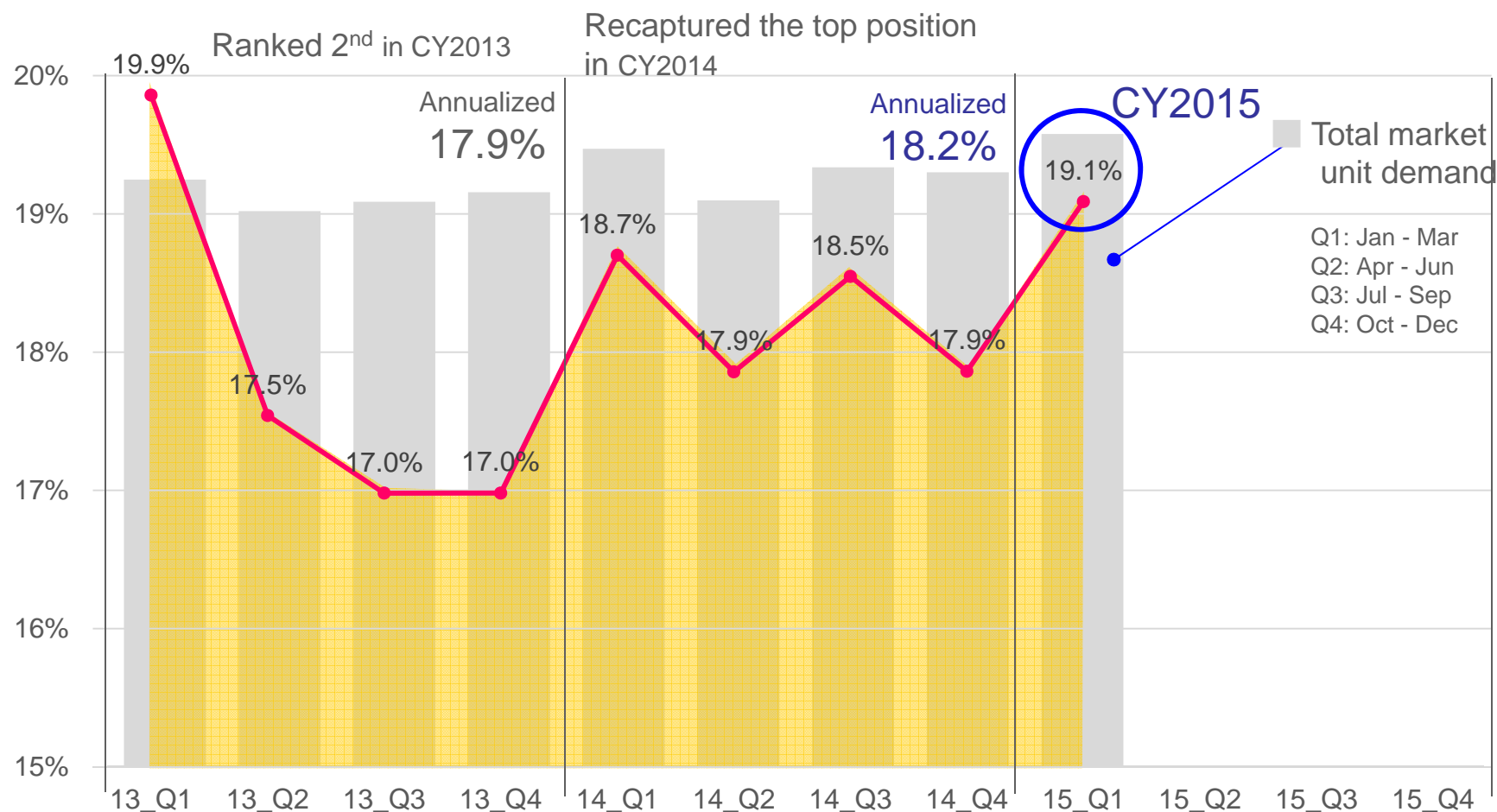
Sales and profit of machines and annuity business increased

Reviewing FY2014:

1) Core Businesses

◆ Generally the business conditions of the core businesses indicate stability or recovery

- Ricoh recaptured the top world share in A3 MFP unit sales in CY2014
-> The number of sold units rose to 19.1% in CY2015 Q1



Source: Ricoh data

■ Reviewing FY2014:

2) Growth/New Businesses



◆ **Net sales and profits in growth and new businesses are robust by and large**

● **Production Printing**

- **Further reinforced product lineups that can satisfy customers' demanding requests**

● **Industrial Products**

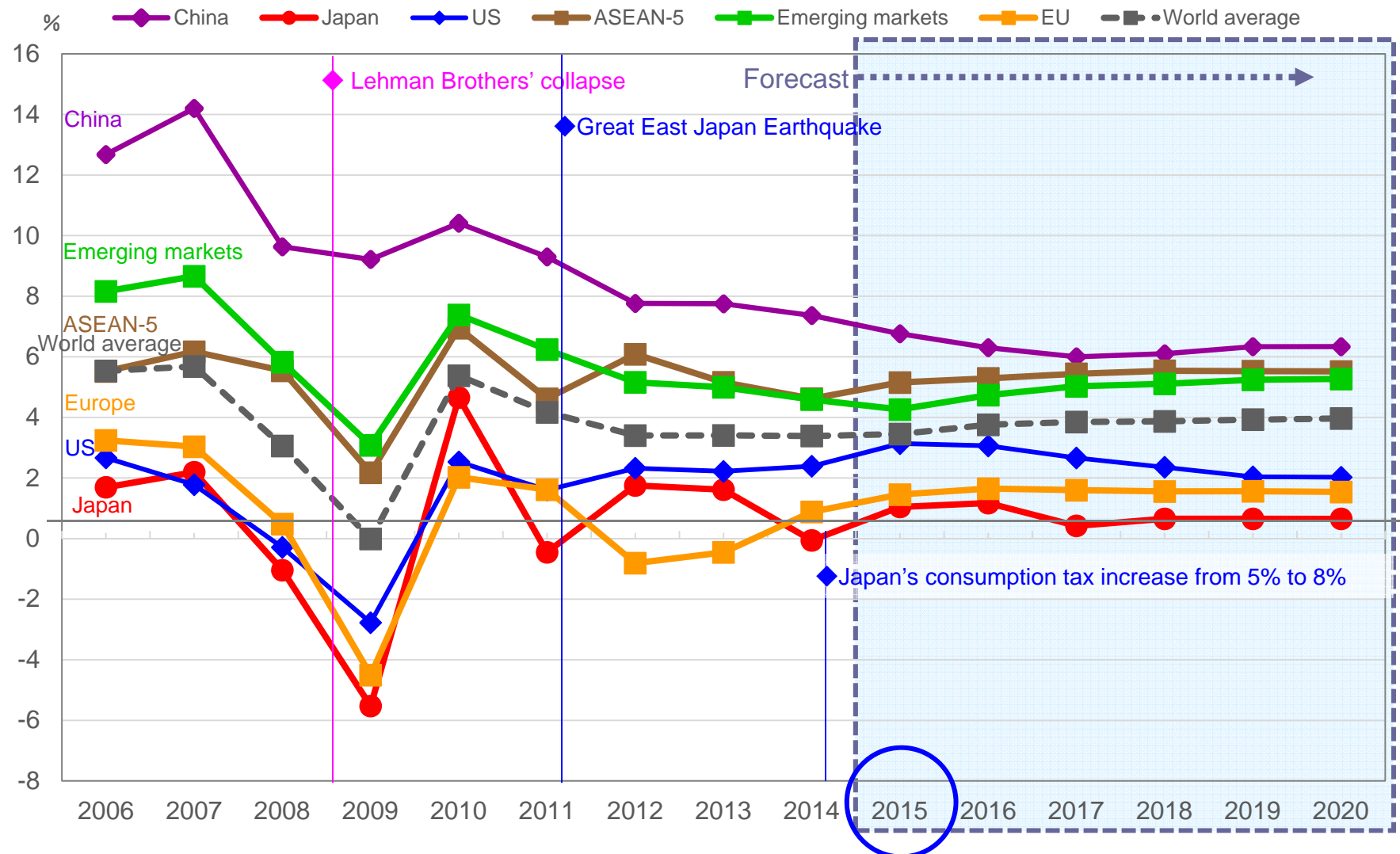
- **In October 2014 Ricoh Industrial Solutions Inc. started operation**
- **In October 2014 Ricoh Electronic Devices Company, Ltd. started operation**

World Economic Forecast for 2015 and Onward

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◆ IMF's forecast for world economic growth rates (April 2015)

Source: IMF World Economic Outlook April 2015





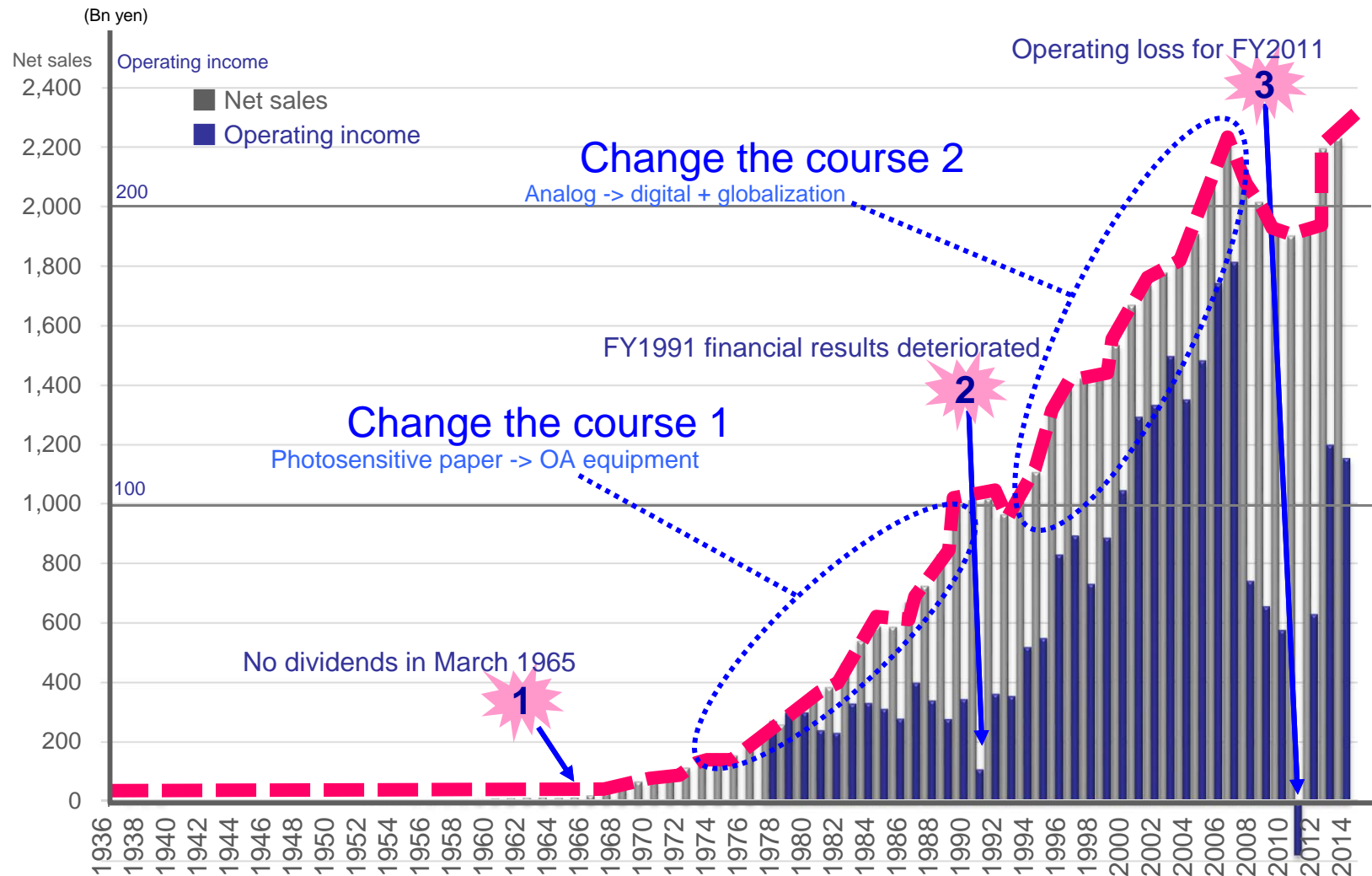
- ◆ In the wake of the collapse of Lehman Brothers in 2008, the world economy failed to present a clear path
- ◆ Create new businesses that are specific to Ricoh embedded with an innovation DNA as its corporate culture
- ◆ Now is the time to gather Ricoh Group's collective strengths to start **challenges to “change the course”**



History of “Change the Course”

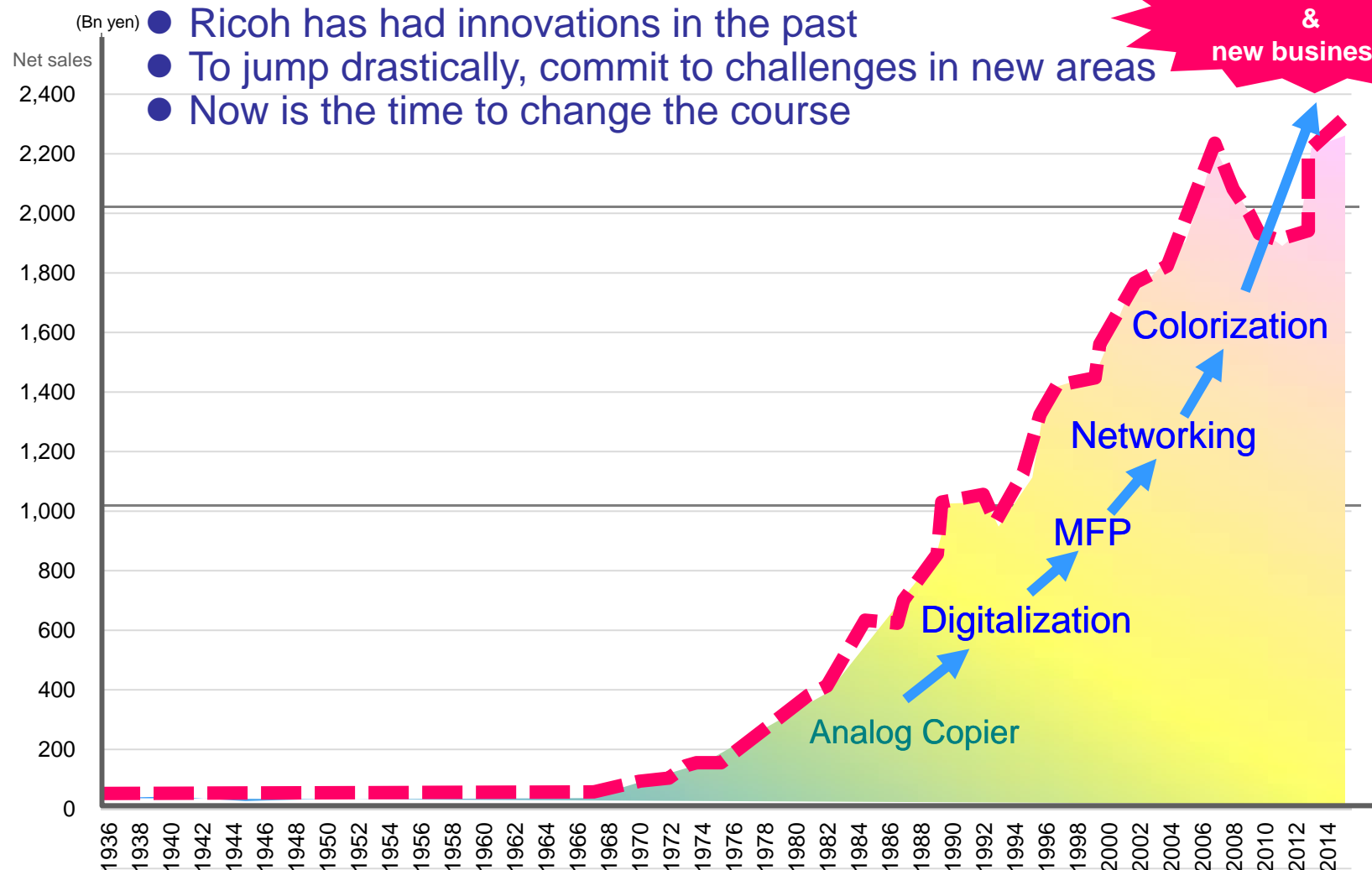
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◆ Ricoh’s financial results and three turning points



Challenges to Change the Course **RICOH** imagine. change.

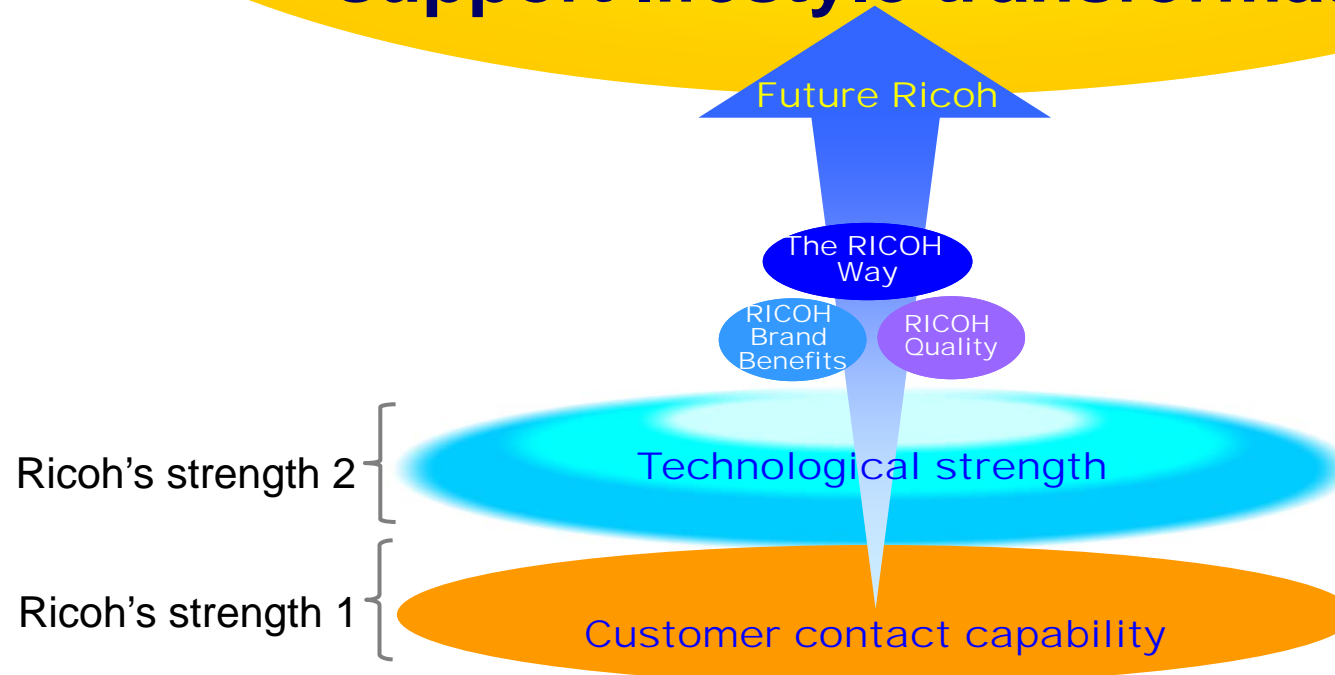
◆ Ricoh's innovation DNA and new challenges



Vision 2020 and Beyond

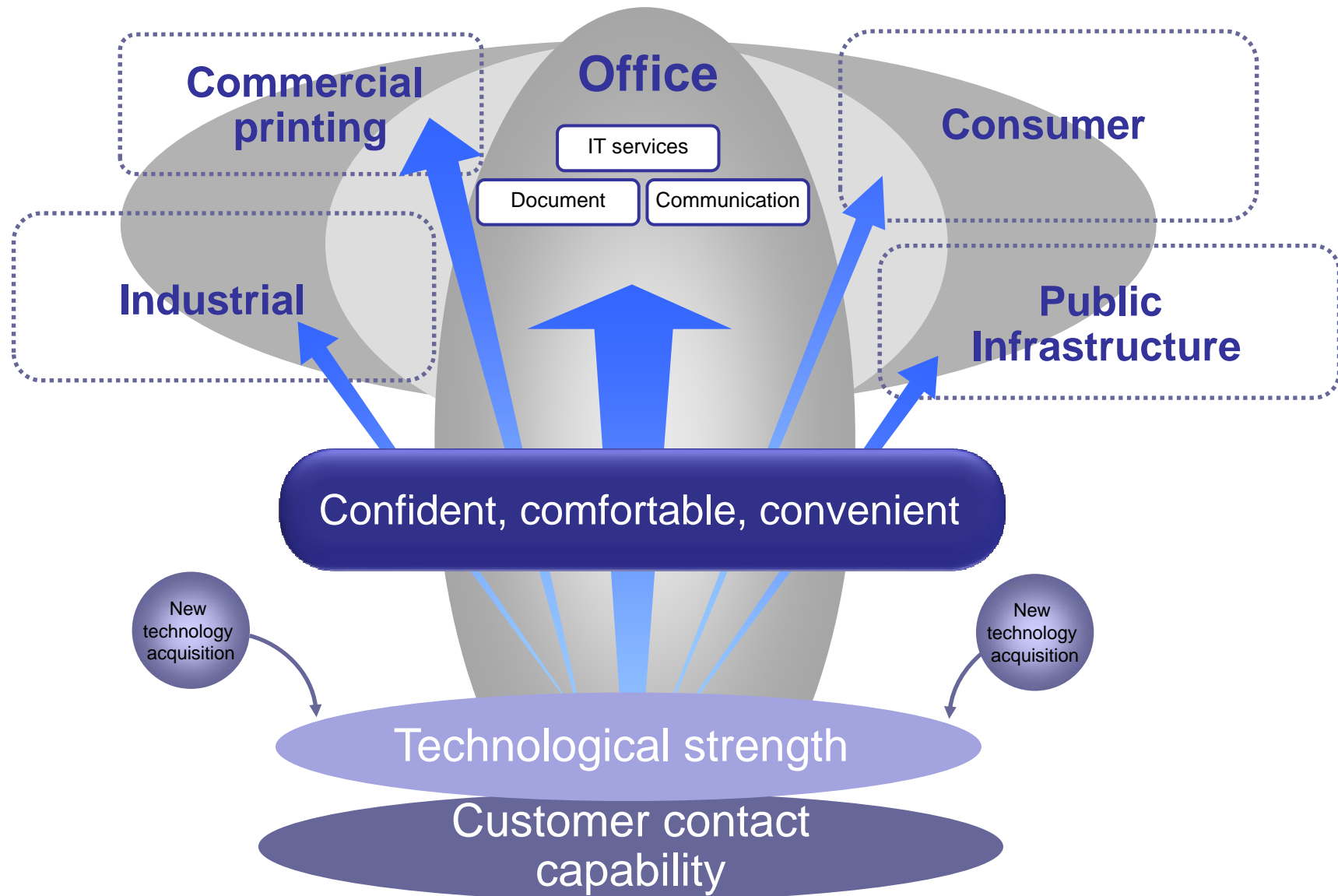


**An environmentally friendly company
that makes customers feel
“confident, comfortable, and convenient”
while exceeding their expectations and to
support lifestyle transformation**



Ricoh's Direction for 2020 and the Future Beyond

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Developing "Products + Services" in Core Businesses **RICOH** imagine. change.

- ◆ Customers' communication and work style have been changing
- ◆ One-stop solutions based on "products + services" is provided for customers



Production Printing Business

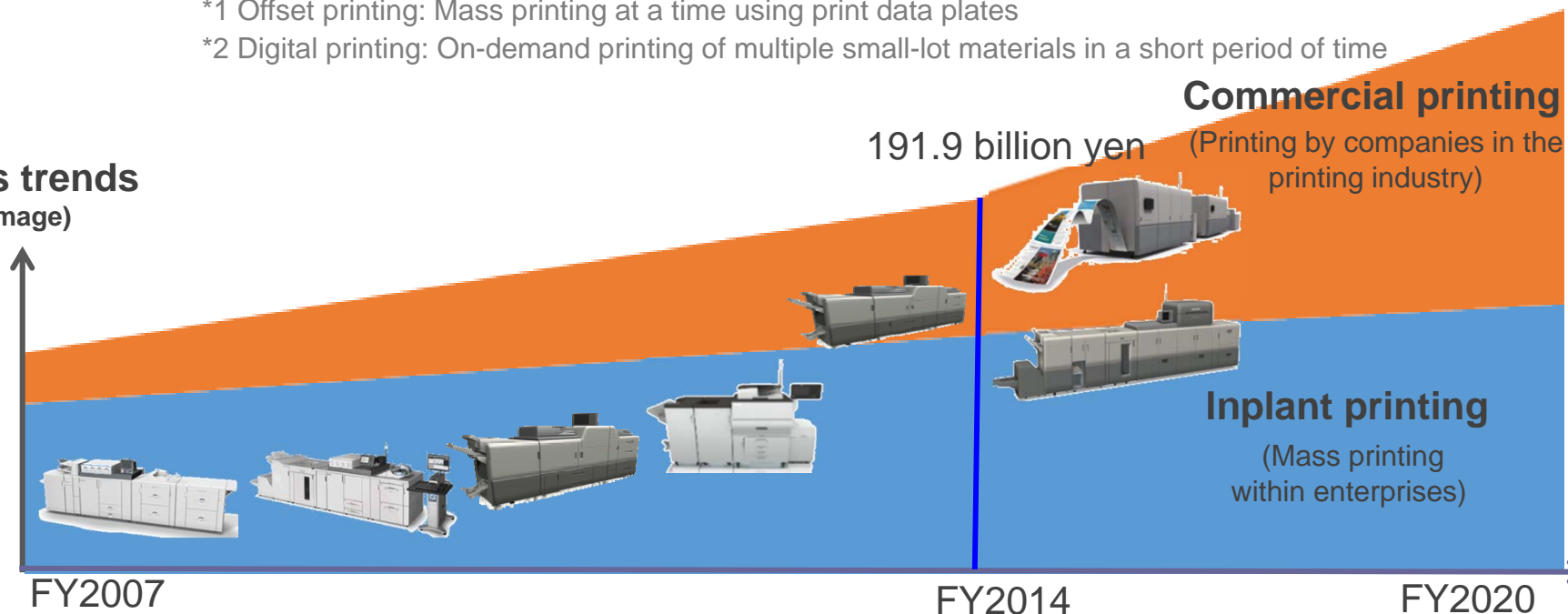
◆ Further expand production printing business

- Accelerate business expansion in the commercial printing market by releasing strategic products
- Secure competitive advantages through high value-added printing
- Enable hybrid operation of offset printing^(*1) and digital printing^(*2) etc.

*1 Offset printing: Mass printing at a time using print data plates

*2 Digital printing: On-demand printing of multiple small-lot materials in a short period of time

Sales trends
(image)



Inkjet Business

◆ Future development of the inkjet business

- Pivoting on the proprietary inkjet head technology, proactively enter into markets other than Office or Commercial Printing

Possible business areas



Industrial Business

- ◆ Expand in-vehicle, security, FA, and other industrial businesses



In-vehicle



Security



FA

(Factory automation)



Cameras

- ◆ Combining PENTAX technology and Ricoh technology has resulted in new values

New



PENTAX 645Z

New



**PENTAX
K-S2**

New



WG-M1

A Spherical Camera RICOH THETA **RICOH** imagine. change.

- ◆ RICOH THETA provides its proprietary new visual experiences



Released in November 2014, the next-generation RICOH THETA m15 is for movie filming as well as conventional still image shooting



Urban Development

- ◆ Contributing to creating urban areas that are “confident, comfortable, and convenient” by capitalizing on Ricoh’s technology and customer contact capability developed through core businesses
- ◆ Participating in urban development in Ebina, Kanagawa Prefecture, and Katsuragi, Nara Prefecture
 - Infrastructure development solutions conscious of safety and environment (security systems, LED streetlights, energy management, etc.)
 - Digital signage information services to provide comfort and convenience
 - Create systems to maintain/manage infrastructure and to continuously achieve development/growth of a city



A development blueprint of the west part of Ebina station

*This image represents a current design and may be different from the final design.



A façade of RICOH Future House

Ricoh Celebrates its 80th Anniversary on February 6th, 2016

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Founded

Camera business
developed

MFP business
developed greatly

OA business
started and
expanded

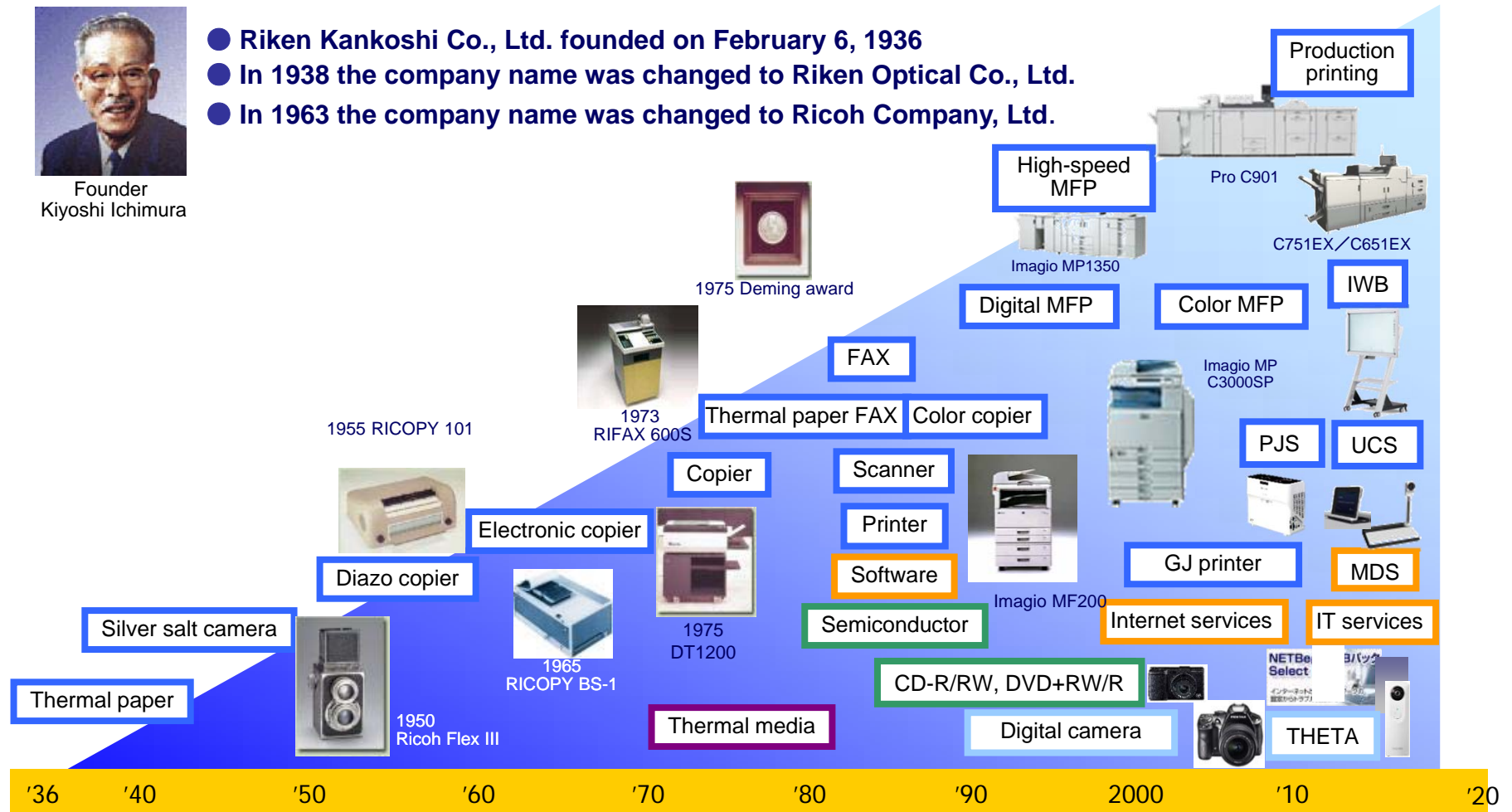
Globally expanded
through digitization

Establishing a
global brand



Founder
Kiyoshi Ichimura

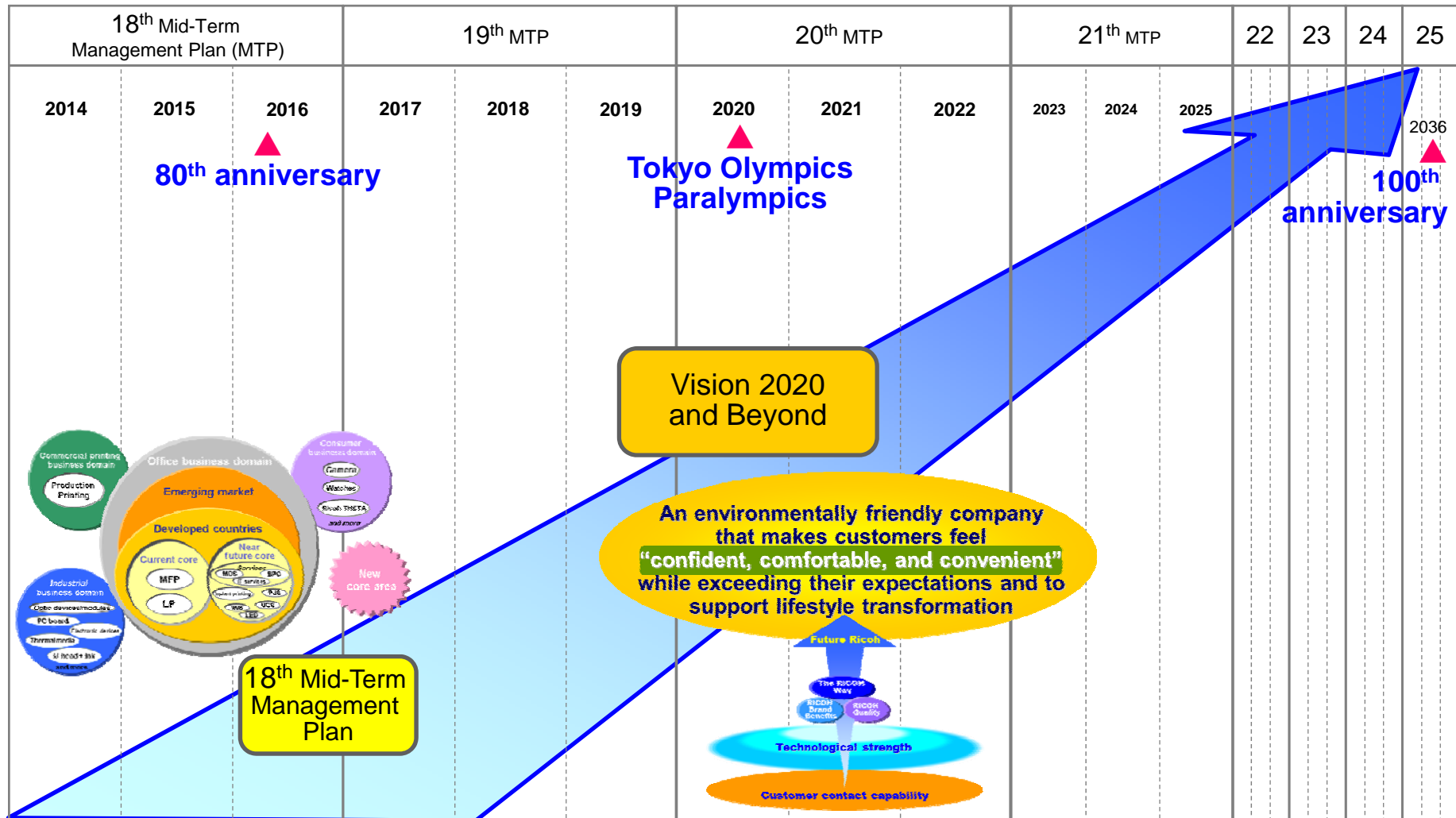
- Riken Kankoshi Co., Ltd. founded on February 6, 1936
- In 1938 the company name was changed to Riken Optical Co., Ltd.
- In 1963 the company name was changed to Ricoh Company, Ltd.



Toward Ricoh's Centennial Anniversary, Creating a Future with Shareholders

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◆ Vision 2020 and Beyond

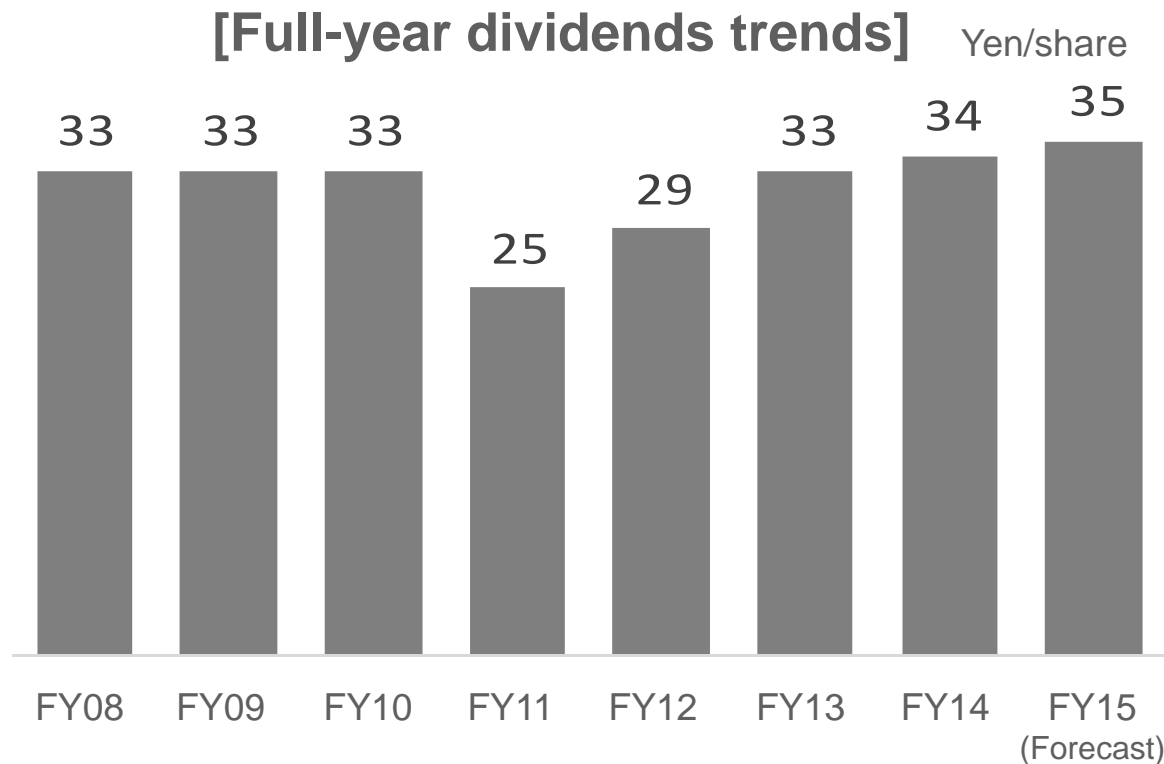


Returns and Benefit Plans to Shareholders



■ Returns to Shareholders

- ◆ Increased dividends for FY2015 are scheduled (a dividend payout ratio of 31%)



- ◆ Mid-term policy for returns to shareholders: a total return ratio of 30% is a yardstick

Benefit Plans to Shareholders



◆ Ricoh's special benefit plans to shareholders will continue

- Presenting a calendar (shareholders having share units)
- Inviting shareholders to events (selected by lottery)



Camera seminar



Touring Ichimura Shizenjuku



Tickets for Top League Rugby games



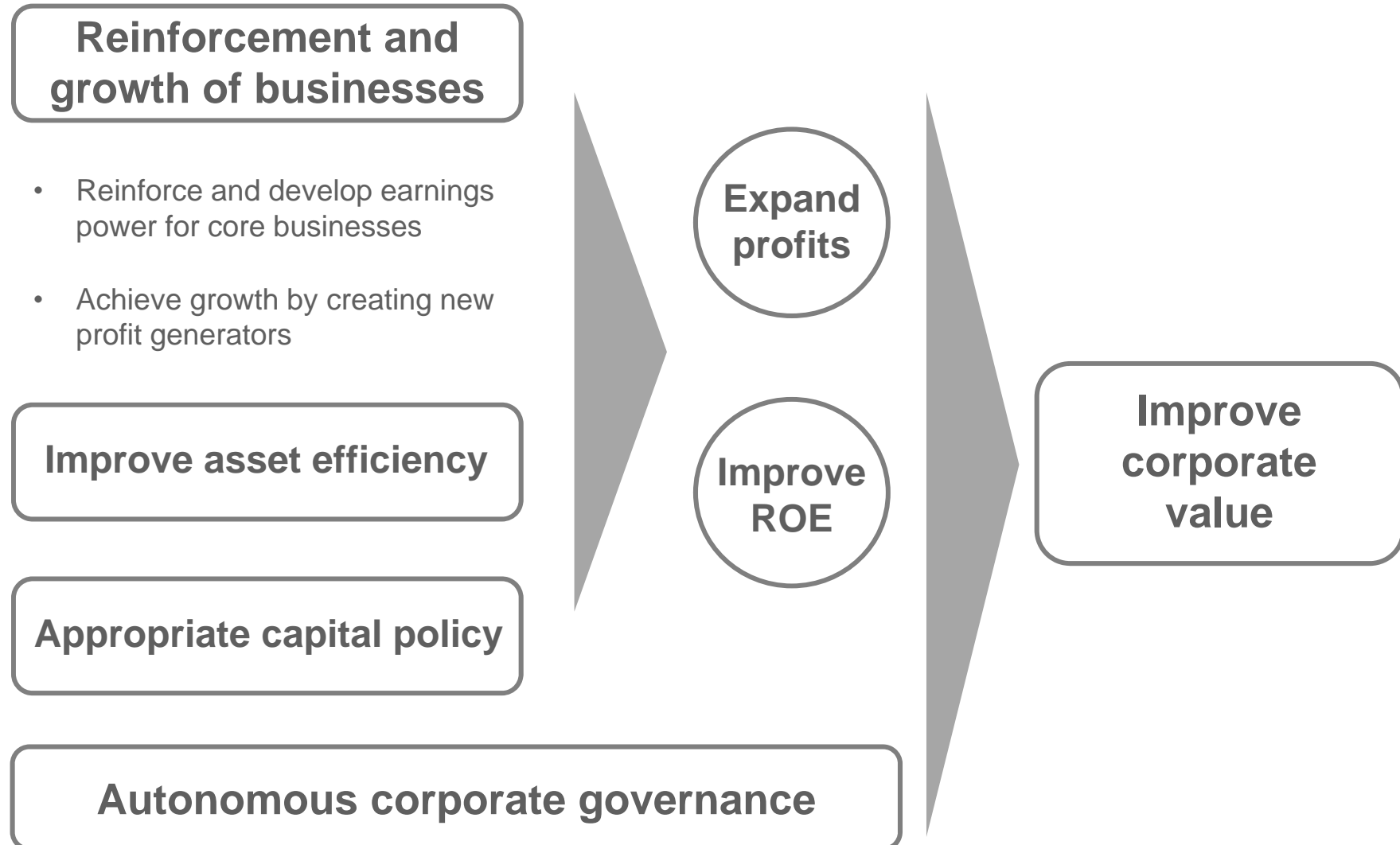
Tickets for
Ricoh Philharmonic Orchestra concerts

- Specially reduced prices for Cameras (all shareholders)

To Achieve Sustainable Improvement of Corporate Value

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◆ Ricoh Group strives to improve corporate value



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