



# **Management Briefing**

**RICOH**  
imagine. change.

**June 17, 2016**

**Ricoh Company, Ltd.**

**President and CEO**

**Zenji Miura**

- ◆ Reinforce earnings power for Core Businesses
- ◆ Further accelerate the growth of New Businesses
- ◆ To Shareholders



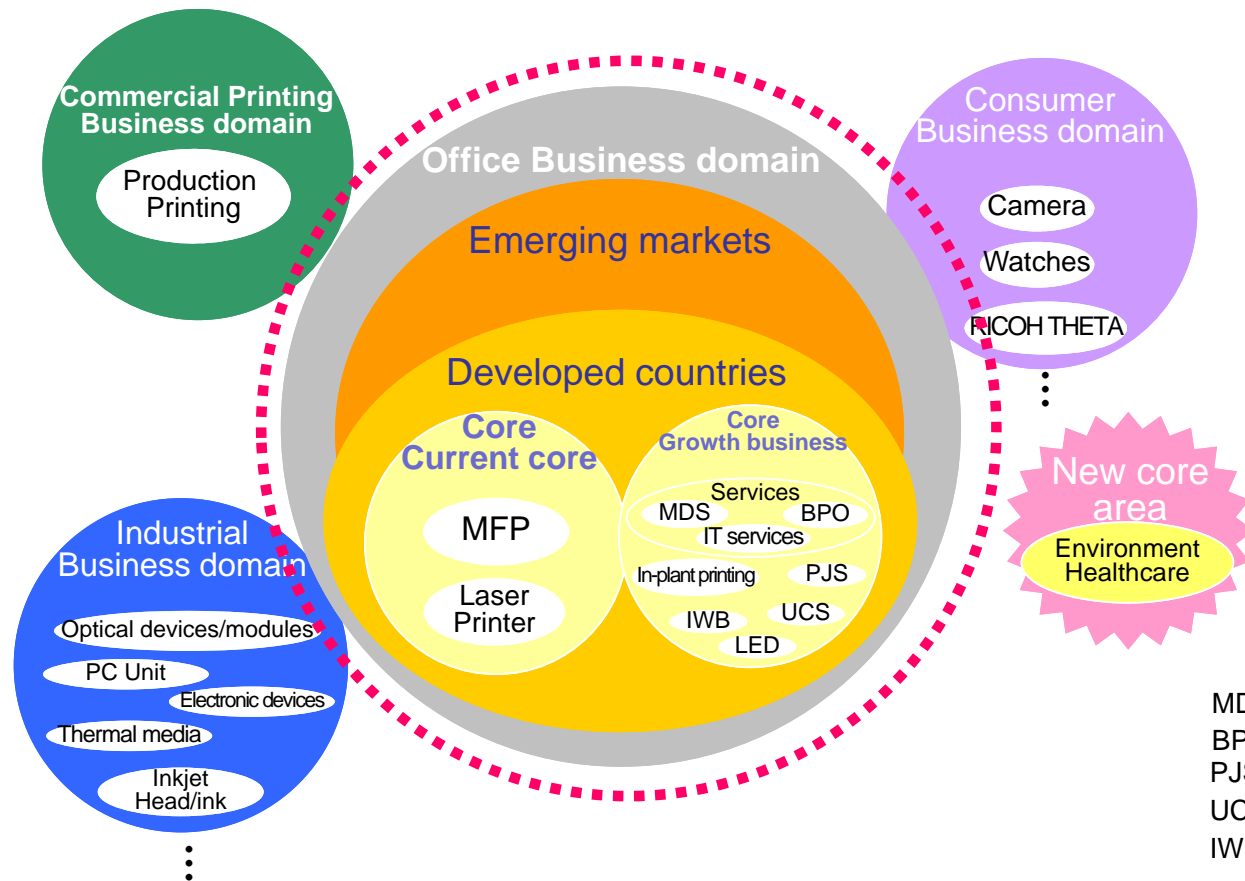
# Reinforce Earnings Power for Core Businesses



1

# Business Domains Ricoh Group Aims for in the 18th MTP **RICOH** imagine. change.

- ◆ **Thoroughly reinforce the Core Businesses**
- ◆ Anticipate customers' requests and develop new business areas



## ◆ Current understanding

Maturation of and intensifying competition in the printing market in developed countries

Emerging market keeps growing, although growth speed slowing down

Headed for competition to provide added values through services and solutions

## ◆ Directions for improvement

- ① Reinforce the Core Businesses, and consolidate the market position
- ② Expansion in accordance with emerging markets and their growth
- ③ Realize robust operations through structural reform

## ① Reinforce the Core Businesses, and Consolidate the Market Position (Part 1)

### ◆ Provide high value added solutions in line with customers' business types and operations

- Deploy next-generation MFPs to contribute to improving business efficiency
- Reinforce structures to provide IT services
- Reinforce vertical sales/marketing structure

Healthcare

Education

Finance

Manufacturing

etc.

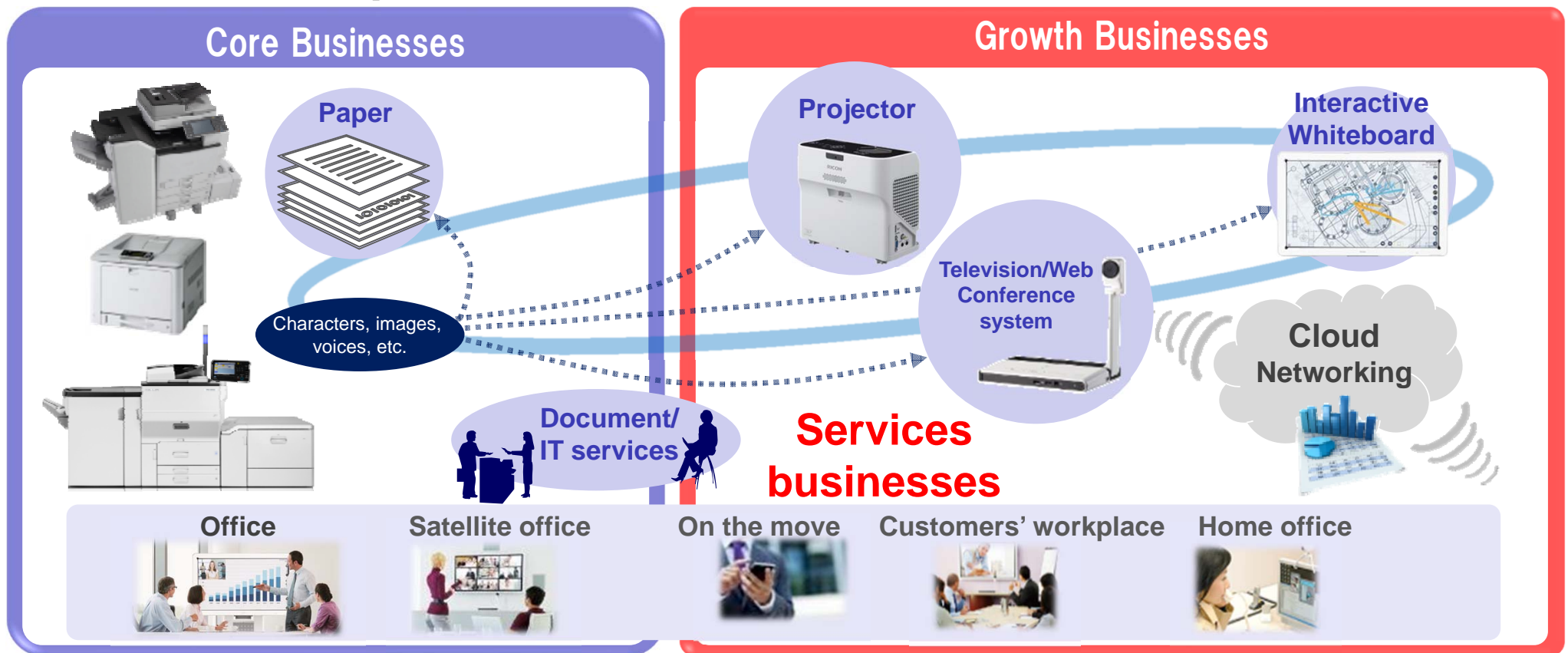


Reinforce Earnings Power for Core Businesses

## ① Reinforce the Core Businesses, and Consolidate the Market Position (Part 2)

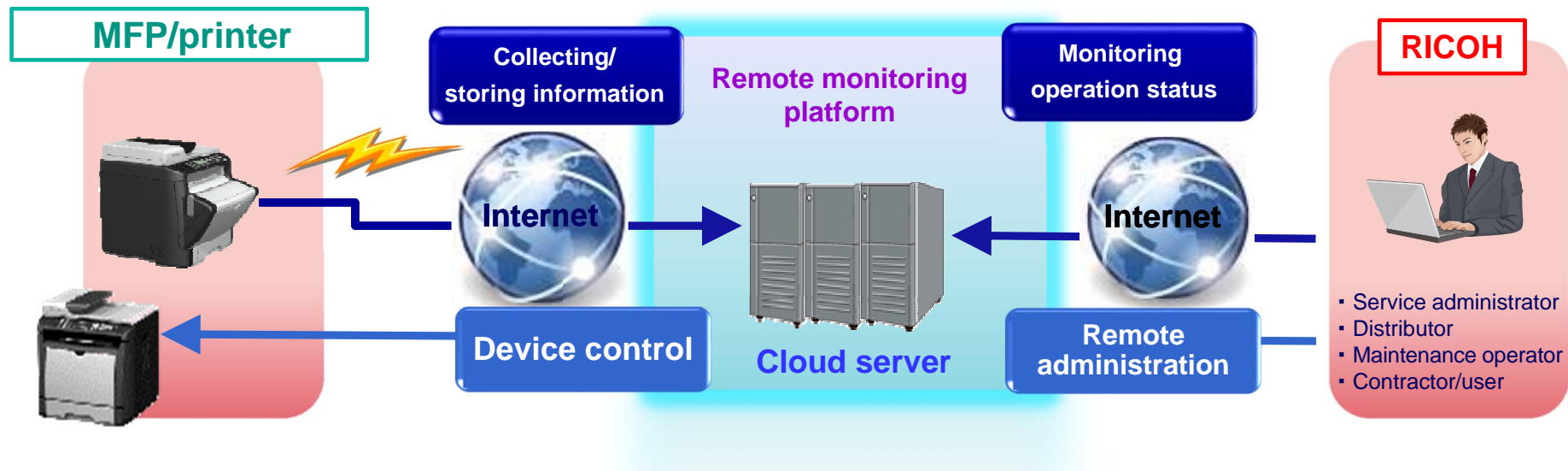
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- ◆ Through "products + services" to meet changes in customers' communication and work style, Ricoh supports the whole of customers' operations



## ② Expansion in Accordance with Emerging Markets and their Growth

- ◆ Deploy new business models in line with emerging markets
  - Realize sustainable consumables/support businesses in emerging markets
  - Deploy remote monitoring systems for printers (utilize IoT)
  - Release dedicated models in China and other emerging markets





◆ To enhance customer values, continue challenges for structural reform with Ricoh's collective strengths

**Sales/support  
services**

- Further reinforce customer contact capability (Reinforce the front line, utilize mobile/IT, etc.)
- Promote "resolving business problems" specialized in customers' business types and operations

**Production**

- Reviewing roles/integrating operations in each Region (Japan, Americas, Europe, Asia)

**R&D**

- Improve development efficiency among product series through unified product design



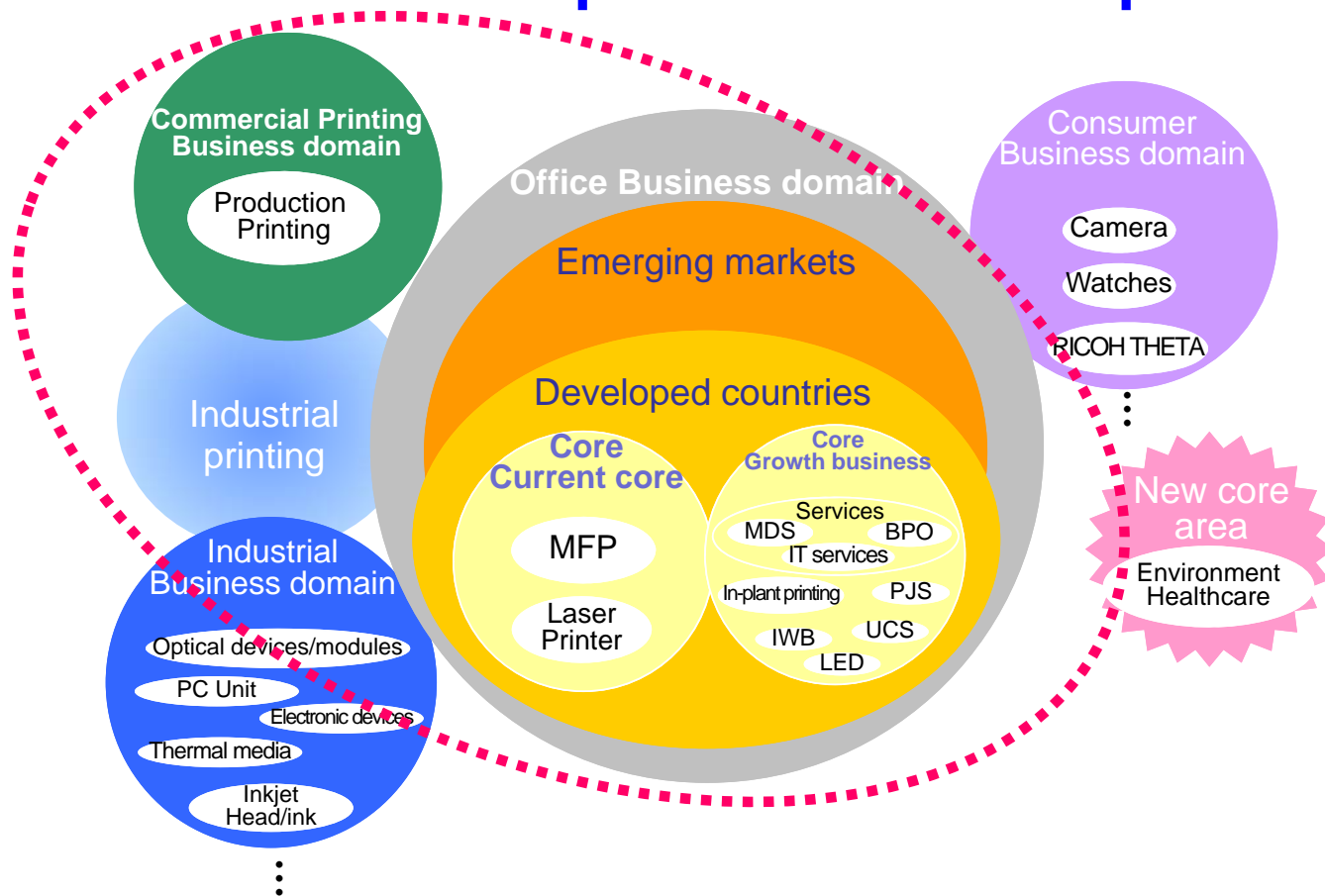
# Further Accelerate the Growth of New Businesses



2

# Business Domains Ricoh Group Aims for in the 18th MTP **RICOH** imagine. change.

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Further Accelerate the Growth of New Businesses  
**Businesses Ricoh Accelerates - 1**

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◆ **Commercial Printing**

High-Speed Continuous Feed Inkjet Printing System  
**RICOH Pro VC60000**



## ◆ Industrial Printing

- Using inkjet technology as a core, expand businesses in growth markets

### Ricoh's strengths



**Industry-leading  
industrial  
inkjet heads**



**Multi-purpose  
ultraviolet light  
curing inkjet ink**

### Printing on various media

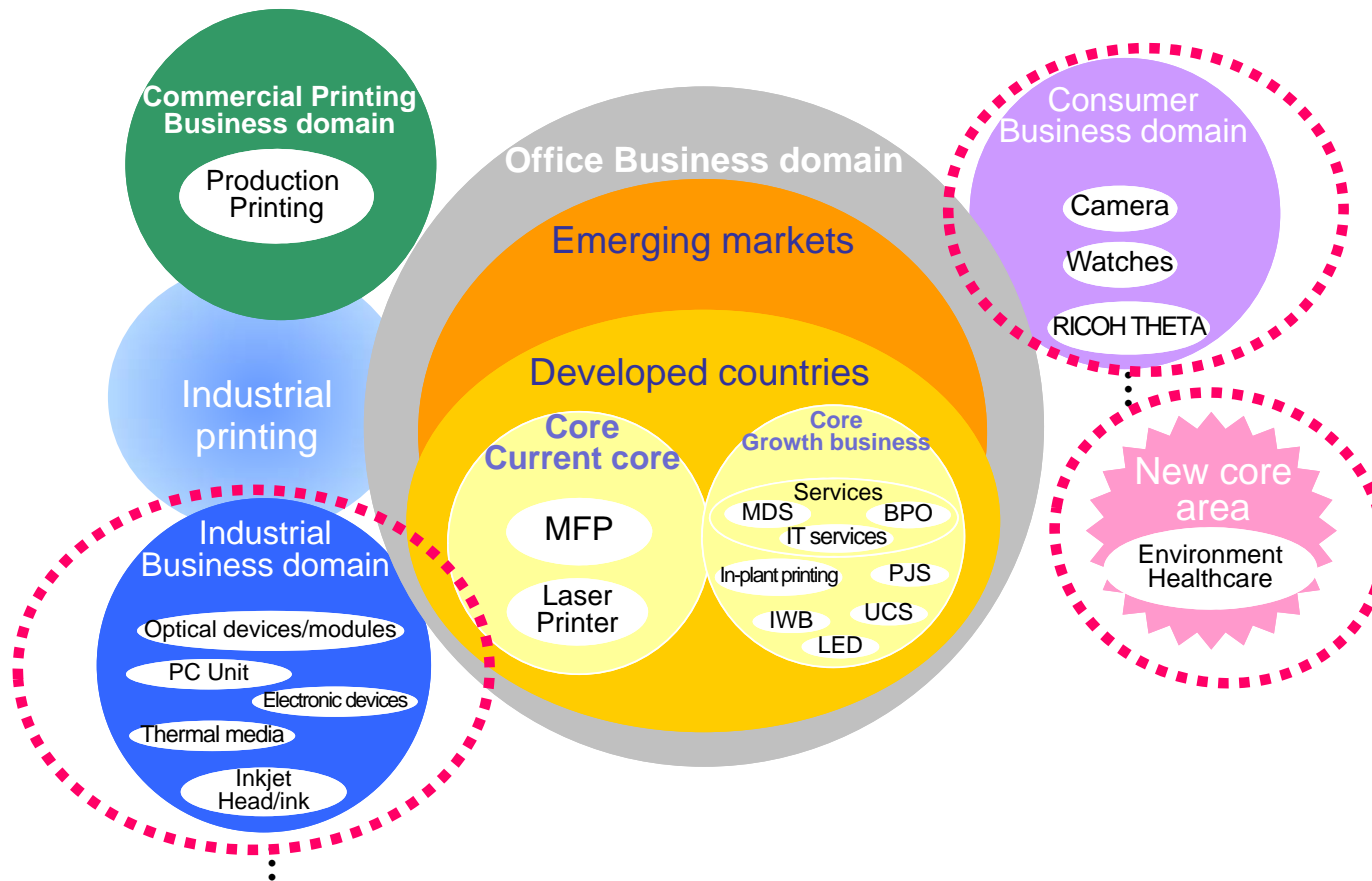
- Furniture/wallpaper, car exteriors
- Garments such as shirts
- Label/package of pet bottles
- Signage (sign board), etc.

### 3D molding in addition



# Business Domains Ricoh Group Aims for in the 18th MTP **RICOH** imagine. change.

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## ◆ Industrial domain

- Aim at "in-vehicle", "security", "FA (factory automation)" areas
- Provide values by combining Ricoh's proprietary "image processing technology" and "optical technology"

**Parts automatic assembling  
apparatus utilizing stereo cameras**



RICOH RL series

**In-vehicle machines/parts  
utilizing Ricoh's core technology**



In-vehicle camera/sensor, etc.

Further Accelerate the Growth of New Businesses  
**Businesses Ricoh Accelerates - 4**

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◆ **Optical-related businesses**

Spherical Camera

**RICOH THETA S**





## ◆ Healthcare

- Expand businesses through "resolving social problems" in three prioritized areas

### Medical imaging

*Medical image diagnostic systems and services*

### Healthcare IT

*ICT-support for hospital operations/medical practices*

### Biomedical

*Biopsy/specimen inspection, and peripheral systems*

- Magnetoencephalograph to realize visualization of the cerebral function



\*The magnetoencephalograph business was taken over from Yokogawa Electric Corporation



*MRI is not enough to identify functional nerve activities*

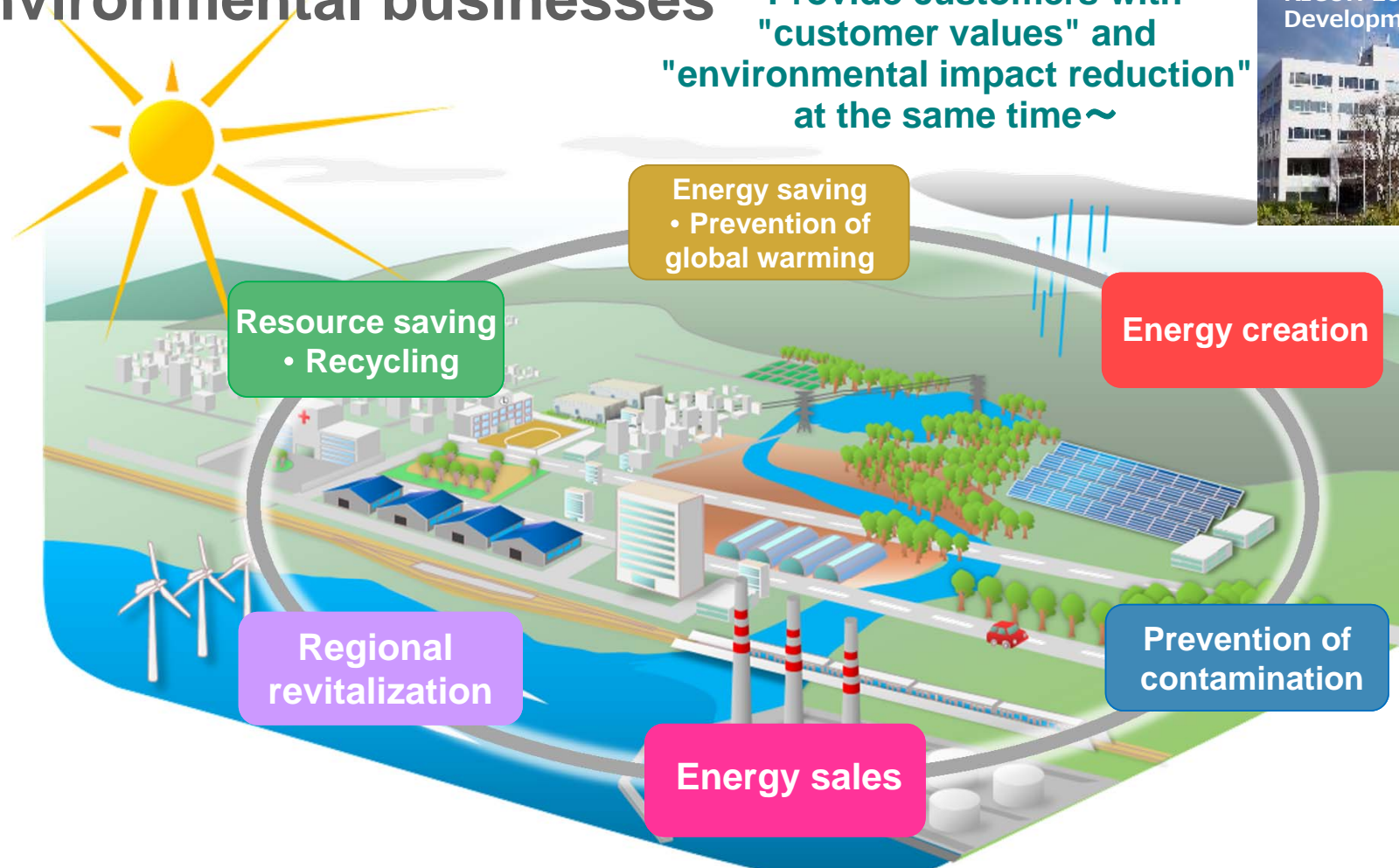


*A magnetoencephalograph imposes less burden on the body, and nerve activities can be observed*

Further Accelerate the Growth of New Businesses  
Businesses Ricoh Accelerates - 6



◆ **Environmental businesses** ~Provide customers with  
"customer values" and  
"environmental impact reduction"  
at the same time~





# To Shareholders

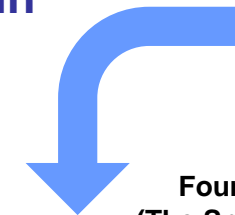
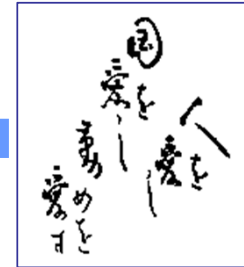
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# Providing Excellence, Contributing to Creating a Sustainable Society

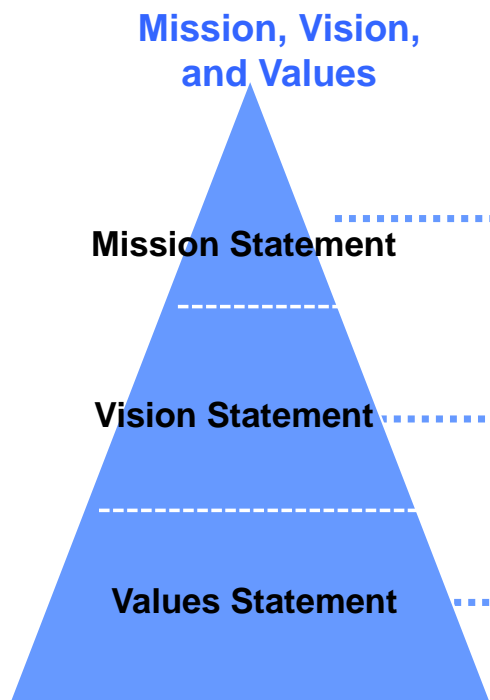


## ◆ Ricoh celebrates its 80th anniversary this year

- Further striving for our centennial anniversary, we remain to be a company to pursue excellence to contribute to customers and society



Founding Principles  
(The Spirit of Three Loves) Founder  
Kiyoshi Ichimura



**At the Ricoh Group, we are committed to providing excellence to improve the quality of living and to drive sustainability.**

**To be the most trusted brand with irresistible appeal in the global market.**

**To be one global company, we must care about people, our profession, our society, and our planet. We must dedicate our winning spirit, innovation and teamwork to sharpen our customer centric focus, and we also must commit to the highest standards of ethics and integrity.**

- ◆ **Implement sustainable returns to shareholders and mid- to long-term investment for growth**
- ◆ **Dividend policy**
  - **Within a range of 30 to 50% of a consolidated dividend payout ratio, we strive for stable provision of increased dividends**
  - **An annual dividend of 35 yen for FY16/03 (an increase of 1 yen from the previous year)**
  - **An annual dividend of 45 yen for FY17/03 is scheduled (including commemorative dividend of 10 yen for Ricoh's 80th anniversary)**

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