

## Key Financial Figures(Consolidated)

April 28, 2017  
**RICOH COMPANY, LTD.**  
 (Billions of yen)

1. Operating Results	(Fiscal year ended)		IFRS			
	Mar.'13	Mar.'14	Mar.'15 (*1)	Mar.'16	Mar.'17	Mar.'18 (Forecast)
Sales	1,924.4	2,236.9	2,151.4	2,209.0	<b>2,028.8</b>	<b>2,000.0</b>
(change from the previous corresponding period)	1.1%	16.2%	2.0%	2.7%	<b>-8.2%</b>	<b>-1.4%</b>
Domestic sales	870.3	953.5	759.5	761.5	<b>767.5</b>	<b>770.0</b>
(change from the previous corresponding period)	-1.8%	9.6%	-7.1%	0.3%	<b>0.8%</b>	<b>0.3%</b>
Overseas sales	1,054.1	1,283.3	1,391.8	1,447.4	<b>1,261.3</b>	<b>1,230.0</b>
(change from the previous corresponding period)	3.6%	21.7%	7.9%	4.0%	<b>-12.9%</b>	<b>-2.5%</b>
Overseas sales ratio	54.8%	57.4%	64.7%	65.5%	<b>62.2%</b>	<b>61.5%</b>
Gross profit	768.6	894.3	906.9	881.9	<b>788.6</b>	<b>750.0</b>
(change from the previous corresponding period)	2.1%	16.4%	3.9%	-2.8%	<b>-10.6%</b>	<b>-4.9%</b>
Percentage of sales	39.9%	40.0%	42.2%	39.9%	<b>38.9%</b>	<b>37.5%</b>
Selling, general and administrative expenses	705.1	773.9	791.1	779.6	<b>754.7</b>	<b>732.0</b>
(change from the previous corresponding period)	-8.5%	9.7%	5.1%	-1.5%	<b>-3.2%</b>	<b>-3.0%</b>
Percentage of sales	36.6%	34.6%	36.8%	35.3%	<b>37.2%</b>	<b>36.6%</b>
Operating profit	63.4	120.3	115.7	102.2	<b>33.8</b>	<b>18.0</b>
(change from the previous corresponding period)	---	89.8%	-3.8%	-11.6%	<b>-66.9%</b>	<b>-46.9%</b>
Percentage of sales	3.3%	5.4%	5.4%	4.6%	<b>1.7%</b>	<b>0.9%</b>
Profit before income tax expenses	58.1	117.2	112.2	95.6	<b>29.9</b>	<b>13.0</b>
(change from the previous corresponding period)	---	101.5%	-4.9%	-14.8%	<b>-68.7%</b>	<b>-56.6%</b>
Percentage of sales	3.0%	5.2%	5.2%	4.3%	<b>1.5%</b>	<b>0.7%</b>
Profit attributable to owners of the parent	32.4	72.8	68.5	62.9	<b>3.4</b>	<b>3.0</b>
(change from the previous corresponding period)	---	124.3%	-5.8%	-8.1%	<b>-94.5%</b>	<b>-14.0%</b>
Percentage of sales	1.7%	3.3%	3.2%	2.8%	<b>0.2%</b>	<b>0.2%</b>
Earnings per share attributable to owners of the parent-basic[yen]	44.78	100.46	94.58	86.87	<b>4.81</b>	<b>4.14</b>
(change from the previous corresponding period)	---	124.3%	-5.8%	-8.2%	<b>-94.5%</b>	<b>-13.9%</b>
Exchange rate [yen/US\$]	83.06	100.29	109.89	120.12	<b>108.39</b>	<b>105.00</b>
[yen/EURO]	107.08	134.47	138.85	132.68	<b>118.82</b>	<b>115.00</b>
2. Other ratios	Mar.'13	Mar.'14	Mar.'15 (*1)	Mar.'16	Mar.'17	Mar.'18 (Forecast)
R&D Expenditure	112.0	116.2	118.7	118.5	<b>114.3</b>	<b>117.0</b>
R&D Expenditure / Sales	5.8%	5.2%	5.5%	5.4%	<b>5.6%</b>	<b>5.9%</b>
Finance income	3.0	2.5	3.9	5.0	<b>4.6</b>	—
Finance costs	7.3	7.5	7.3	11.7	<b>8.5</b>	—
Financial income(expenses)net	-4.3	-4.9	-3.4	-6.6	<b>-3.9</b>	—
Interest coverage ratio(※) [times]	9.0	16.3	16.2	9.1	<b>4.5</b>	—
Depreciation for tangible fixed assets	60.4	72.5	70.9	68.7	<b>68.0</b>	<b>66.0</b>
Expenditure for plant and equipment	86.5	78.7	75.9	83.7	<b>75.4</b>	<b>76.0</b>
Free Cash Flow	18.0	24.7	-40.9	-4.2	<b>-18.4</b>	—
Liquidity at hand	120.3	144.1	138.6	168.5	<b>135.0</b>	—
Liquidity at hand/Averaged sales [months]	0.75	0.77	0.77	0.9	<b>0.8</b>	—
Inventories	195.3	194.7	224.4	207.0	<b>202.5</b>	—
Inventories/Averaged cost of sales [months]	2.03	1.74	2.16	1.9	<b>2.0</b>	—
Debt	702.7	724.4	790.5	852.8	<b>859.7</b>	—
Debt on total assets	29.8%	28.3%	29.0%	30.7%	<b>31.2%</b>	—
Total assets	2,360.6	2,556.9	2,730.2	2,776.4	<b>2,759.2</b>	—
Profit before income tax expenses on total assets	2.5%	4.8%	4.2%	3.5%	<b>1.1%</b>	—
Equity attributable to owners of the parent	897.9	1,017.9	1,084.1	1,077.8	<b>1,042.1</b>	—
Equity ratio	38.0%	39.8%	39.7%	38.8%	<b>37.8%</b>	—
Return on equity	3.8%	7.6%	6.5%	5.8%	<b>0.3%</b>	—
Number of employees(Japan)(thousand of people)	37.4	36.8	36.3	35.7	<b>35.4</b>	—
Number of employees(Overseas)(thousand of people)	70.0	71.3	73.5	73.5	<b>70.1</b>	—
Number of employees (Total)(thousand of people)	107.4	108.1	109.9	109.3	<b>105.6</b>	—

Interest coverage ratio(※) = (Interest and dividend income + Operating profit) ÷ Interest expense

\*1 Due to the change in lease transaction reporting from FY16/03, sales figures and related indicators of FY15/03 have also been adjusted retroactively to conform to the current year.

★ We have started to adopt International Financial Reporting Standards (IFRS) for the consolidated financial statements from FY March 31, 2014, instead of U.S. GAAP.

## Key Financial Figures(Consolidated)

April 28, 2017  
**RICOH COMPANY, LTD.**  
 (Billions of yen)

3. Sales by Category	(Fiscal year ended)		IFRS			
	Mar.'13	Mar.'14	Mar.'15 (*1)	Mar.'16	Mar.'17	Mar.'18 (Forecast)
Imaging & Solutions	1,685.3	1,970.4	1,916.6	1,974.5	<b>1,792.0</b>	<b>1,753.7</b>
(change from the previous corresponding period)	0.9%	16.9%	-2.5%	3.0%	<b>-9.2%</b>	<b>-2.1%</b>
Percentage of sales	87.6%	88.1%	89.0%	89.3%	<b>88.3%</b>	<b>87.7%</b>
Office Imaging	1,329.6	1,477.4	1,439.7	1,432.0	<b>1,274.8</b>	<b>1,225.8</b>
(change from the previous corresponding period)	0.5%	11.1%	-2.5%	-0.5%	<b>-11.0%</b>	<b>-3.9%</b>
Percentage of sales	69.1%	66.0%	66.9%	64.8%	<b>62.8%</b>	<b>61.3%</b>
Production Printing	147.0	185.0	191.9	223.8	<b>206.2</b>	<b>213.0</b>
(change from the previous corresponding period)	-1.0%	25.9%	6.6%	16.6%	<b>-7.9%</b>	<b>3.3%</b>
Percentage of sales	7.6%	8.3%	8.9%	10.1%	<b>10.2%</b>	<b>10.7%</b>
Network System Solutions	208.7	308.0	284.9	318.6	<b>310.9</b>	<b>314.9</b>
(change from the previous corresponding period)	4.8%	47.5%	-7.5%	11.8%	<b>-2.4%</b>	<b>1.3%</b>
Percentage of sales	10.8%	13.8%	13.2%	14.4%	<b>15.3%</b>	<b>15.7%</b>
Industrial Products	93.0	105.0	117.7	125.4	<b>124.8</b>	<b>135.9</b>
(change from the previous corresponding period)	-5.1%	12.8%	7.1%	6.5%	<b>-0.5%</b>	<b>8.8%</b>
Percentage of sales	4.8%	4.7%	5.5%	5.7%	<b>6.2%</b>	<b>6.8%</b>
Other	146.0	161.4	116.9	109.0	<b>111.9</b>	<b>110.4</b>
(change from the previous corresponding period)	8.7%	10.5%	-3.2%	-6.8%	<b>2.7%</b>	<b>-1.4%</b>
Percentage of sales	7.7%	7.2%	5.5%	5.0%	<b>5.5%</b>	<b>5.5%</b>
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4. Sales by Geographic Area	Mar.'13	Mar.'14	Mar.'15 (*1)	Mar.'16	Mar.'17	Mar.'18 (Forecast)
Japan	870.3	953.5	759.5	761.5	<b>767.5</b>	<b>770.0</b>
(change from the previous corresponding period)	-1.8%	9.6%	-7.1%	0.3%	<b>0.8%</b>	<b>0.3%</b>
Percentage of sales	45.2%	42.6%	35.3%	34.5%	<b>37.8%</b>	<b>38.5%</b>
Overseas	1,054.1	1,283.3	1,391.8	1,447.4	<b>1,261.3</b>	<b>1,230.0</b>
(change from the previous corresponding period)	3.6%	21.7%	7.9%	4.0%	<b>-12.9%</b>	<b>-2.5%</b>
Percentage of sales	54.8%	57.4%	64.7%	65.5%	<b>62.2%</b>	<b>61.5%</b>
The Americas	496.6	591.2	648.5	693.7	<b>609.0</b>	<b>583.6</b>
(change from the previous corresponding period)	5.9%	19.1%	10.1%	7.0%	<b>-12.2%</b>	<b>-4.2%</b>
Percentage of sales	25.8%	26.4%	30.1%	31.4%	<b>30.0%</b>	<b>29.2%</b>
Europe, Middle East and Africa	421.7	519.4	532.3	531.0	<b>456.4</b>	<b>449.4</b>
(change from the previous corresponding period)	0.1%	23.2%	2.6%	-0.3%	<b>-14.0%</b>	<b>-1.5%</b>
Percentage of sales	21.9%	23.2%	24.7%	24.0%	<b>22.5%</b>	<b>22.5%</b>
Other	135.7	172.6	210.9	222.6	<b>195.8</b>	<b>197.0</b>
(change from the previous corresponding period)	6.9%	27.2%	15.7%	5.6%	<b>-12.1%</b>	<b>0.6%</b>
Percentage of sales	7.1%	7.7%	9.9%	10.1%	<b>9.7%</b>	<b>9.9%</b>

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# Key Financial Figures(Consolidated)

April 28, 2017  
**RICOH COMPANY, LTD.**  
 (Billions of yen)

(Three months ended)

	IFRS							
	Jun.'15	Sep.'15	Dec.'15	Mar.'16	Jun.'16	Sep.'16	Dec.'16	Mar.'17
<b>1. Operating Results</b>								
Sales	539.1	556.0	548.6	565.1	487.7	483.7	497.9	<b>559.4</b>
(change from the previous corresponding period)	6.4%	5.7%	1.8%	-2.5%	-9.5%	-13.0%	-9.2%	<b>-1.0%</b>
Domestic sales	179.8	187.1	182.1	212.4	179.1	185.6	182.2	<b>220.5</b>
(change from the previous corresponding period)	-3.1%	-1.1%	2.4%	2.6%	-0.4%	-0.8%	0.0%	<b>3.8%</b>
Overseas sales	359.2	368.8	366.5	352.7	308.6	298.0	315.7	<b>338.9</b>
(change from the previous corresponding period)	11.9%	9.5%	1.5%	-5.4%	-14.1%	-19.2%	-13.9%	<b>-3.9%</b>
Overseas sales ratio	66.6%	66.3%	66.8%	62.4%	63.3%	61.6%	63.4%	<b>60.6%</b>
Gross profit	224.8	221.8	226.0	209.2	198.8	188.3	198.2	<b>203.1</b>
(change from the previous corresponding period)	2.5%	-2.3%	-2.9%	-8.1%	-11.6%	-15.1%	-12.3%	<b>-2.9%</b>
Percentage of sales	41.7%	39.9%	41.2%	37.0%	40.8%	38.9%	39.8%	<b>36.3%</b>
Selling, general and administrative expenses	204.1	186.4	196.6	192.3	187.9	182.7	186.2	<b>197.8</b>
(change from the previous corresponding period)	6.3%	-6.0%	-2.9%	-2.9%	-7.9%	-2.0%	-5.3%	<b>2.8%</b>
Percentage of sales	37.9%	33.5%	35.8%	34.0%	38.6%	37.8%	37.4%	<b>35.4%</b>
Operating profit	20.6	35.4	29.3	16.8	10.8	5.6	12.0	<b>5.3</b>
(change from the previous corresponding period)	-23.9%	23.5%	-2.9%	-43.3%	-47.4%	-84.0%	-59.0%	<b>-68.5%</b>
Percentage of sales	3.8%	6.4%	5.3%	3.0%	2.2%	1.2%	2.4%	<b>0.9%</b>
Profit before income tax expenses	19.4	34.1	27.6	14.5	10.3	4.8	10.8	<b>3.7</b>
(change from the previous corresponding period)	-24.6%	14.5%	-5.7%	-47.1%	-46.6%	-85.6%	-60.7%	<b>-73.8%</b>
Percentage of sales	3.6%	6.1%	5.0%	2.6%	2.1%	1.0%	2.2%	<b>0.7%</b>
Profit attributable to owners of the parent	12.9	21.5	16.8	11.5	4.7	0.2	-0.8	<b>-0.6</b>
(change from the previous corresponding period)	-13.9%	14.1%	-8.2%	-28.7%	-63.3%	-98.9%	-	<b>-</b>
Percentage of sales	2.4%	3.9%	3.1%	2.0%	1.0%	0.0%	-0.2%	<b>-0.1%</b>
Earnings per share attributable to owners of the parent-basic[yen]	17.91	29.74	23.28	15.95	6.58	0.32	-1.23	<b>-0.86</b>
(change from the previous corresponding period)	-13.9%	14.1%	-8.1%	-28.7%	-63.3%	-98.9%	-	<b>-</b>
Exchange rate [yen/US\$]	121.31	122.29	121.42	115.44	108.08	102.45	109.33	<b>113.82</b>
[yen/EURO]	134.22	136.03	133.01	127.40	121.97	114.35	117.81	<b>121.23</b>
<b>2. Other ratios</b>								
R&D Expenditure	27.0	30.2	28.7	32.0	26.8	30.2	26.6	<b>30.6</b>
R&D Expenditure / Sales	5.0%	5.7%	5.2%	5.7%	5.5%	6.3%	5.4%	<b>5.5%</b>
Finance income	0.6	2.6	0.3	1.3	1.8	1.6	0.1	<b>1.0</b>
Finance costs	1.8	1.6	2.0	3.6	2.2	2.4	1.2	<b>2.5</b>
Financial income(expenses)net	-1.2	1.0	-1.7	-2.3	-0.4	-0.8	-1.1	<b>-1.5</b>
Interest coverage ratio(※) [times]	11.3	19.4	14.2	5.0	5.6	3.0	9.5	<b>2.5</b>
Depreciation for tangible fixed assets	17.3	18.3	17.9	16.2	16.3	16.7	17.0	<b>17.8</b>
Expenditure for plant and equipment	20.5	20.4	20.7	22.1	16.0	19.8	17.1	<b>22.3</b>
Free Cash Flow	-30.1	-36.1	-51.7	37.9	1.7	-27.2	-13.4	<b>20.5</b>
Liquidity at hand	150.5	137.9	163.1	168.5	191.4	184.8	193.8	<b>135.0</b>
Liquidity at hand/Averaged sales [months]	0.84	0.79	0.89	0.89	1.18	1.15	1.17	<b>0.72</b>
Inventories	232.3	211.8	234.8	207.0	206.1	206.8	234.7	<b>202.5</b>
Inventories/Averaged cost of sales [months]	2.22	2.13	2.18	1.75	2.14	2.10	2.35	<b>1.71</b>
Debt	844.1	773.6	885.4	852.8	881.4	905.8	944.9	<b>859.7</b>
Debt on total assets	30.1%	29.4%	31.7%	30.7%	32.9%	33.8%	33.3%	<b>31.2%</b>
Total assets	2,806.4	2,632.5	2,794.0	2,776.4	2,682.1	2,678.4	2,834.9	<b>2,759.2</b>
Profit before income tax expenses on total assets	0.7%	1.1%	1.0%	0.5%	0.4%	0.2%	0.4%	<b>0.1%</b>
Equity attributable to owners of the parent	1,111.0	1,064.4	1,109.4	1,077.8	999.2	988.3	1,056.4	<b>1,042.1</b>
Equity ratio	39.6%	40.4%	39.7%	38.8%	37.3%	36.9%	37.3%	<b>37.8%</b>
Return on equity	1.2%	1.8%	1.5%	1.1%	0.5%	0.0%	-0.1%	<b>-0.1%</b>
Number of employees(Japan)(thousand of people)	36.6	36.9	36.1	35.7	36.3	36.1	35.8	<b>35.4</b>
Number of employees(Overseas)(thousand of people)	73.0	73.0	74.3	73.5	73.0	73.0	72.0	<b>70.1</b>
Number of employees (Total)(thousand of people)	109.7	109.9	110.5	109.3	109.3	109.1	107.9	<b>105.6</b>

Interest coverage ratio(※)=(Interest and dividend income + Operating profit) ÷ Interest expense

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<b>3. Sales by Category</b>								
Imaging & Solutions	481.4	496.5	490.0	506.4	430.4	424.8	439.1	<b>497.5</b>
(change from the previous corresponding period)	6.9%	6.9%	2.3%	-3.1%	-10.6%	-14.4%	-10.4%	<b>-1.7%</b>
Percentage of sales	89.3%	89.3%	89.3%	89.6%	88.3%	87.8%	88.2%	<b>88.9%</b>
Office Imaging	361.3	350.0	357.0	363.7	316.5	298.5	313.9	<b>345.8</b>
(change from the previous corresponding period)	5.3%	1.6%	-2.9%	-5.4%	-12.4%	-14.7%	-12.1%	<b>-4.9%</b>
Percentage of sales	67.0%	63.0%	65.1%	64.4%	64.9%	61.7%	63.0%	<b>61.8%</b>
Production Printing	50.7	57.4	57.3	58.3	47.5	47.7	52.5	<b>58.2</b>
(change from the previous corresponding period)	20.8%	22.4%	17.0%	7.9%	-6.2%	-16.8%	-8.3%	<b>-0.1%</b>
Percentage of sales	9.4%	10.3%	10.4%	10.3%	9.8%	9.9%	10.6%	<b>10.4%</b>
Network System Solutions	69.4	89.1	75.6	84.3	66.3	78.5	72.5	<b>93.4</b>
(change from the previous corresponding period)	6.0%	22.4%	20.7%	0.6%	-4.5%	-11.9%	-4.1%	<b>10.8%</b>
Percentage of sales	12.9%	16.0%	13.8%	14.9%	13.6%	16.2%	14.6%	<b>16.7%</b>
Industrial Products	31.0	32.3	31.2	30.7	28.8	30.3	32.1	<b>33.5</b>
(change from the previous corresponding period)	13.5%	8.9%	1.2%	3.3%	-7.3%	-6.1%	2.9%	<b>9.0%</b>
Percentage of sales	5.8%	5.8%	5.7%	5.4%	5.9%	6.3%	6.4%	<b>6.0%</b>
Other	26.6	27.0	27.4	27.9	28.4	28.5	26.7	<b>28.3</b>
(change from the previous corresponding period)	-6.9%	-15.5%	-4.9%	1.6%	6.7%	5.2%	-2.6%	<b>1.4%</b>
Percentage of sales	4.9%	4.9%	5.0%	5.0%	5.8%	5.9%	5.4%	<b>5.1%</b>
<b>4. Sales by Geographic Area</b>								
Japan	179.8	187.1	182.1	212.4	179.1	185.6	182.2	<b>220.5</b>
(change from the previous corresponding period)	-3.1%	-1.1%	2.4%	2.6%	-0.4%	-0.8%	0.0%	<b>3.8%</b>
Percentage of sales	33.4%	33.7%	33.2%	37.6%	36.7%	38.4%	36.6%	<b>39.4%</b>
Overseas	359.2	368.8	366.5	352.7	308.6	298.0	315.7	<b>338.9</b>
(change from the previous corresponding period)	11.9%	9.5%	1.5%	-5.4%	-14.1%	-19.2%	-13.9%	<b>-3.9%</b>
Percentage of sales	66.6%	66.3%	66.8%	62.4%	63.3%	61.6%	63.4%	<b>60.6%</b>
The Americas	174.2	178.6	171.8	169.0	145.6	147.2	150.8	<b>165.3</b>
(change from the previous corresponding period)	18.3%	13.8%	1.7%	-3.5%	-16.4%	-17.6%	-12.2%	<b>-2.1%</b>
Percentage of sales	32.3%	32.1%	31.3%	29.9%	29.9%	30.4%	30.3%	<b>29.6%</b>
Europe, Middle East and Africa	129.8	130.1	137.3	133.6	116.5	104.3	113.7	<b>121.8</b>
(change from the previous corresponding period)	1.3%	3.0%	0.3%	-5.2%	-10.2%	-19.8%	-17.2%	<b>-8.9%</b>
Percentage of sales	24.1%	23.4%	25.0%	23.7%	23.9%	21.6%	22.8%	<b>21.8%</b>
Other	55.2	60.0	57.3	50.0	46.4	46.4	51.1	<b>51.7</b>
(change from the previous corresponding period)	21.2%	12.0%	4.3%	-11.8%	-15.9%	-22.7%	-10.7%	<b>3.4%</b>
Percentage of sales	10.2%	10.8%	10.5%	8.8%	9.5%	9.6%	10.3%	<b>9.2%</b>

★ We have started to adopt International Financial Reporting Standards (IFRS) for the consolidated financial statements from FY March 31, 2014, instead of U.S. GAAP.