

Key Financial Figures(Consolidated)

1. Operating Results	(Fiscal year ended)					(Nine months ended)		
	Mar.'07	Mar.'08	Mar.'09	Mar.'10	Mar.'11 (Forecast)	Dec.'08	Dec.'09	Dec.'10
Net sales	2,068.9	2,219.9	2,091.6	2,016.3	2,020.0	1,568.0	1,474.7	1,439.0
(change from the previous corresponding period)	8.4%	7.3%	-5.8%	-3.6%	0.2%	-4.4%	-5.9%	-2.4%
Domestic sales	1,002.2	1,016.0	938.3	876.5	920.0	704.8	626.5	649.4
(change from the previous corresponding period)	3.7%	1.4%	-7.6%	-6.6%	5.0%	-5.9%	-11.1%	3.7%
Overseas sales	1,066.6	1,203.9	1,153.3	1,139.7	1,100.0	863.1	848.2	789.6
(change from the previous corresponding period)	13.1%	12.9%	-4.2%	-1.2%	-3.5%	-3.2%	-1.7%	-6.9%
Overseas sales ratio	51.6%	54.2%	55.1%	56.5%	54.5%	55.0%	57.5%	54.9%
Gross profit	862.4	927.7	854.3	822.3	825.0	657.4	608.4	599.4
(change from the previous corresponding period)	8.5%	7.6%	-7.9%	-3.8%	0.3%	-4.5%	-7.5%	-1.5%
Percentage of net sales	41.7%	41.8%	40.8%	40.8%	40.8%	41.9%	41.3%	41.7%
Selling, general and administrative expenses	688.0	746.2	779.8	756.3	740.0	571.1	570.6	545.4
(change from the previous corresponding period)	6.4%	8.5%	4.5%	-3.0%	-2.2%	3.0%	-0.1%	-4.4%
Percentage of net sales	33.3%	33.6%	37.3%	37.5%	36.6%	36.4%	38.7%	37.9%
Operating income	174.3	181.5	74.5	65.9	85.0	86.3	37.7	53.9
(change from the previous corresponding period)	17.4%	4.1%	-58.9%	-11.5%	28.8%	-35.5%	-56.3%	43.1%
Percentage of net sales	8.4%	8.2%	3.6%	3.3%	4.2%	5.5%	2.6%	3.8%
Income before income taxes	174.5	174.6	30.9	57.5	75.0	60.0	30.8	41.3
(change from the previous corresponding period)	14.2%	0.1%	-82.3%	85.9%	30.4%	-55.2%	-48.7%	34.1%
Percentage of net sales	8.4%	7.9%	1.5%	2.9%	3.7%	3.8%	2.1%	2.9%
Net income attributable to Ricoh Company, Ltd.	111.7	106.4	6.5	27.8	35.0	29.5	14.4	20.3
(change from the previous corresponding period)	15.1%	-4.7%	-93.9%	326.8%	25.6%	-65.4%	-51.2%	41.1%
Percentage of net sales	5.4%	4.8%	0.3%	1.4%	1.7%	1.9%	1.0%	1.4%
Net income attributable to shareholders per share-basic [yen]	153.10	146.04	9.02	38.41	48.24	40.84	19.87	28.03
(change from the previous corresponding period)	15.7%	-4.6%	-93.8%	325.8%	25.6%	-65.0%	-51.3%	41.1%
Exchange rate [yen/US\$]	117.02	114.40	100.55	92.91	85.18	102.83	93.62	86.90
[yen/EURO]	150.08	161.69	143.74	131.21	112.65	150.74	133.03	113.53
2. Other ratios					Mar.'11 (Forecast)			
R&D Expenditure	114.9	126.0	124.4	109.8	112.0	93.5	81.8	81.3
R&D Expenditure / net sales	5.6%	5.7%	5.9%	5.4%	5.5%	0.1%	0.1%	0.1%
Interest and dividend income	5.5	6.3	5.2	3.4	---	3.8	2.2	2.1
Interest expense	7.3	4.8	5.8	8.1	---	4.3	6.1	5.8
Financial income(expenses)net	-1.8	1.5	-0.6	-4.6	---	-0.4	-3.9	-3.6
Interest coverage ratio(%) [times]	24.5	38.9	13.6	8.5	---	20.9	6.5	9.7
Depreciation for tangible fixed assets	72.4	72.7	74.8	70.3	67.0	55.0	51.8	50.1
Expenditure for plant and equipment	85.8	85.2	96.9	66.9	72.0	72.3	48.3	48.6
Free Cash Flow	51.8	-3.9	-195.6	101.1	---	-241.9	42.2	10.1
Liquidity at hand	257.3	172.1	260.5	243.8	---	157.1	218.4	149.5
Liquidity at hand/Averaged sales [months]	1.5	0.9	1.5	1.5	---	0.9	1.3	0.9
Inventories	184.3	192.0	191.5	169.2	---	224.1	181.3	183.2
Inventories/Averaged cost of sales [months]	1.8	1.8	1.9	1.7	---	2.2	1.9	2.0
Debt	415.6	384.3	779.1	684.4	---	717.2	718.4	627.8
Debt on total assets	18.5%	17.4%	31.0%	28.7%	---	29.8%	30.2%	28.7%
Total assets	2,243.4	2,214.3	2,513.4	2,383.9	---	2,405.1	2,382.4	2,191.0
Income before income taxes on total assets	8.1%	7.8%	1.3%	2.3%	---	2.6%	1.3%	1.8%
Shareholders' equity	1,070.9	1,080.1	975.3	973.3	---	984.8	962.2	907.5
Equity ratio	47.7%	48.8%	38.8%	40.8%	---	41.0%	40.4%	41.4%
Return on equity	11.0%	9.9%	0.6%	2.9%	---	2.9%	1.5%	2.2%
Number of employees(Japan)(thousand of people)	40.3	40.3	40.8	41.1	---	41.1	41.3	40.3
Number of employees(Overseas)(thousand of people)	41.5	43.0	67.6	67.4	---	68.7	67.3	67.9
Number of employees (Total)(thousand of people)	81.9	83.4	108.4	108.5	---	109.8	108.7	108.3

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

*As a result of the sale of a business in 1Q of FY07/3, the operating results from the discontinued operations have been reclassified.

Key Financial Figures(Consolidated)

3. Sales by Category	(Fiscal year ended)					(Nine months ended)		
	Mar.'07	Mar.'08	Mar.'09	Mar.'10	Mar.'11 (Forecast)	Dec.'08	Dec.'09	Dec.'10
Imaging & Solutions	1,774.4	1,909.5	1,833.0	1,790.2	1,780.6	1,363.7	1,306.0	1,264.4
(change from the previous corresponding period)	8.4%	7.6%	-4.0%	-2.3%	-0.5%	-2.8%	-4.2%	-3.2%
Percentage of net sales	85.8%	86.0%	87.6%	88.8%	88.1%	87.0%	88.6%	87.9%
Imaging Solutions	1,580.1	1,709.4	1,598.6	1,516.1	1,472.8	1,198.1	1,113.2	1,052.8
(change from the previous corresponding period)	9.2%	8.2%	-6.5%	-5.2%	-2.9%	-5.0%	-7.1%	-5.4%
Percentage of net sales	76.4%	77.0%	76.4%	75.2%	72.9%	76.4%	75.5%	73.2%
Network System Solutions	194.3	200.0	234.4	274.0	307.8	165.6	192.8	211.5
(change from the previous corresponding period)	2.0%	3.0%	17.2%	16.9%	12.3%	17.0%	16.4%	9.7%
Percentage of net sales	9.4%	9.0%	11.2%	13.6%	15.2%	10.6%	13.1%	14.7%
Industrial Products	133.3	144.3	115.5	101.6	110.5	93.7	76.3	82.1
(change from the previous corresponding period)	10.6%	8.2%	-19.9%	-12.0%	8.6%	-16.1%	-18.6%	7.6%
Percentage of net sales	6.4%	6.5%	5.5%	5.0%	5.5%	6.0%	5.2%	5.7%
Other	161.0	166.0	143.0	124.4	129.0	110.4	92.2	92.5
(change from the previous corresponding period)	6.4%	3.1%	-13.9%	-13.0%	3.7%	-11.9%	-16.5%	0.2%
Percentage of net sales	7.8%	7.5%	6.8%	6.2%	6.4%	7.0%	6.2%	6.4%

4. Sales by Geographic Area	(Fiscal year ended)					(Nine months ended)		
	Mar.'07	Mar.'08	Mar.'09	Mar.'10	Mar.'11 (Forecast)	Dec.'08	Dec.'09	Dec.'10
Japan	1,002.2	1,016.0	938.3	876.5	920.0	704.8	626.5	649.4
(change from the previous corresponding period)	3.7%	1.4%	-7.6%	-6.6%	5.0%	-5.9%	-11.1%	3.7%
Percentage of net sales	48.4%	45.8%	44.9%	43.5%	45.5%	45.0%	42.5%	45.1%
Overseas	1,066.6	1,203.9	1,153.3	1,139.7	1,100.0	863.1	848.2	789.6
(change from the previous corresponding period)	13.1%	12.9%	-4.2%	-1.2%	-3.5%	-3.2%	-1.7%	-6.9%
Percentage of net sales	51.6%	54.2%	55.1%	56.5%	54.5%	55.0%	57.5%	54.9%
The Americas	426.4	434.7	502.8	557.6	534.4	350.4	416.3	389.4
(change from the previous corresponding period)	10.1%	2.0%	15.7%	10.9%	-4.2%	8.2%	18.8%	-6.5%
Percentage of net sales	20.6%	19.6%	24.0%	27.7%	26.5%	22.4%	28.2%	27.1%
Europe	507.1	603.2	523.4	458.5	426.8	408.2	341.4	303.5
(change from the previous corresponding period)	16.6%	18.9%	-13.2%	-12.4%	-6.9%	-8.0%	-16.4%	-11.1%
Percentage of net sales	24.5%	27.2%	25.0%	22.7%	21.1%	26.0%	23.2%	21.1%
Other	133.0	165.9	127.0	123.4	138.8	104.4	90.3	96.6
(change from the previous corresponding period)	10.1%	24.7%	-23.4%	-2.8%	12.4%	-15.6%	-13.5%	7.0%
Percentage of net sales	6.4%	7.5%	6.1%	6.1%	6.9%	6.7%	6.1%	6.7%

5. Products ratio on Imaging Solutions category (by sales)		Mar.'07	Mar.'08	Mar.'09	Mar.'10	Dec.'09	Dec.'10
Japan	Copier	76%	74%	72%	70%	70%	69%
	Printer	19%	20%	23%	22%	22%	22%
	Other	6%	6%	5%	8%	8%	9%
Overseas	Copier	85%	80%	76%	70%	71%	71%
	Printer	9%	15%	20%	22%	20%	23%
	Other	6%	4%	4%	8%	8%	6%
Total	Copier	82%	78%	75%	70%	71%	70%
	Printer	13%	17%	21%	22%	21%	23%
	Office	---	---	---	13%	14%	13%
	Production	---	---	---	9%	8%	9%
	Other	6%	5%	4%	8%	8%	7%

6. Color ratio (by sales value of machine)		Mar.'07	Mar.'08	Mar.'09	Mar.'10	Dec.'08	Dec.'09	Dec.'10
Copier	Japan	51%	59%	58%	66%	58%	68%	72%
	Overseas	36%	44%	50%	51%	50%	50%	52%
	Total	40%	48%	53%	55%	52%	55%	58%
Printer	Japan	24%	26%	28%	29%	27%	26%	23%
	Overseas	57%	36%	22%	36%	24%	30%	36%
	Total	37%	31%	24%	34%	25%	29%	33%

Key Financial Figures(Consolidated)

(Three months ended)

1. Operating Results	Jun.'09	Sep.'09	Dec.'09	Mar.'10	Jun.'10	Sep.'10	Dec.'10	Mar.'11 (Forecast)
Net sales	491.3	497.4	485.9	541.6	482.9	487.9	468.1	580.9
(change from the previous corresponding period)	-5.8%	-8.6%	-3.2%	3.4%	-1.7%	-1.9%	-3.7%	7.3%
Domestic sales	206.7	214.9	204.8	250.0	212.9	226.1	210.3	270.6
(change from the previous corresponding period)	-11.6%	-14.0%	-7.3%	7.1%	3.0%	5.2%	2.7%	8.2%
Overseas sales	284.6	282.4	281.1	291.5	270.0	261.7	257.8	310.4
(change from the previous corresponding period)	-1.1%	-4.1%	0.0%	0.5%	-5.1%	-7.3%	-8.3%	6.5%
Overseas sales ratio	57.9%	56.8%	57.8%	53.8%	55.9%	53.6%	55.1%	53.4%
Gross profit	200.3	197.8	210.2	213.9	204.3	198.6	196.5	225.5
(change from the previous corresponding period)	-12.3%	-7.9%	-1.8%	8.7%	2.0%	0.4%	-6.5%	5.4%
Percentage of net sales	40.8%	39.8%	43.3%	39.5%	42.3%	40.7%	42.0%	38.8%
Selling, general and administrative expenses	194.2	189.9	186.4	185.6	182.4	182.4	180.5	194.5
(change from the previous corresponding period)	3.0%	0.2%	-3.3%	-11.1%	-6.1%	-4.0%	-3.2%	4.8%
Percentage of net sales	39.5%	38.2%	38.4%	34.3%	37.8%	37.4%	38.6%	33.5%
Operating income	6.0	7.9	23.7	28.2	21.8	16.1	15.9	31.0
(change from the previous corresponding period)	-84.7%	-68.7%	11.4%	---	259.6%	104.1%	-32.7%	9.7%
Percentage of net sales	1.2%	1.6%	4.9%	5.2%	4.5%	3.3%	3.4%	5.3%
Income before income taxes	3.4	3.3	24.0	26.7	15.4	12.5	13.2	33.6
(change from the previous corresponding period)	-92.2%	-77.9%	1,925.0%	---	353.6%	275.2%	-44.8%	26.0%
Percentage of net sales	0.7%	0.7%	5.0%	4.9%	3.2%	2.6%	2.8%	5.8%
Net income attributable to Ricoh Company, Ltd.	0.9	0.9	12.6	13.4	7.3	5.1	7.8	14.6
(change from the previous corresponding period)	-96.5%	-89.5%	---	---	712.1%	472.3%	-37.9%	8.9%
Percentage of net sales	0.2%	0.2%	2.6%	2.5%	1.5%	1.1%	1.7%	2.5%
Net income attributable to shareholders per share-basic [yen]	1.24	1.25	17.38	18.54	10.11	7.13	10.79	20.20
(change from the previous corresponding period)	-96.5%	-89.5%	---	---	715.3%	470.4%	-37.9%	9.0%
Exchange rate [yen/US\$]	97.51	93.64	89.75	90.76	92.13	85.95	82.66	80.00
[yen/EURO]	132.69	133.79	132.60	125.64	117.52	110.80	112.30	110.00

2. Other ratios	Jun.'09	Sep.'09	Dec.'09	Mar.'10	Jun.'10	Sep.'10	Dec.'10	Mar.'11 (Forecast)
R&D Expenditure	27.2	28.7	25.8	27.9	25.6	28.3	27.3	30.6
R&D Expenditure / net sales	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Interest and dividend income	0.5	1.1	0.4	1.2	0.5	0.7	0.7	---
Interest expense	2.1	1.9	2.0	1.9	1.8	2.0	1.9	---
Financial income(expenses)net	-1.5	-0.8	-1.6	-0.7	-1.2	-1.2	-1.1	---
Interest coverage ratio(✕) [times]	3.2	4.6	11.6	14.8	12.1	8.2	8.8	---
Depreciation for tangible fixed assets	16.6	17.3	17.8	18.4	16.0	17.3	16.7	16.9
Expenditure for plant and equipment	17.3	21.0	9.8	18.6	15.8	23.7	9.1	23.4
Free Cash Flow	5.9	23.7	12.4	58.8	20.5	-2.6	-7.6	---
Liquidity at hand	197.9	226.4	218.4	243.8	288.1	275.7	149.5	---
Liquidity at hand/Averaged sales [months]	1.2	1.4	1.3	1.4	1.8	1.7	1.0	---
Inventories	193.3	177.7	181.3	169.2	171.3	182.4	183.2	---
Inventories/Averaged cost of sales [months]	2.0	1.8	2.0	1.5	1.8	1.9	2.0	---
Debt	721.6	724.2	718.4	684.4	743.7	731.6	627.8	---
Debt on total assets	29.8%	30.5%	30.2%	28.7%	31.5%	31.2%	28.7%	---
Total assets	2,424.3	2,376.9	2,382.4	2,383.9	2,361.0	2,343.0	2,191.0	---
Income before income taxes on total assets	0.1%	0.1%	1.0%	1.1%	0.7%	0.5%	0.6%	---
Shareholders' equity	977.0	955.6	962.2	973.3	925.8	927.8	907.5	---
Equity ratio	40.3%	40.2%	40.4%	40.8%	39.2%	39.6%	41.4%	---
Return on equity	0.1%	0.1%	1.3%	1.4%	0.8%	0.6%	0.9%	---
Number of employees(Japan)(thousand of people)	41.9	41.6	41.3	41.1	41.5	40.8	40.3	---
Number of employees(Overseas)(thousand of people)	67.2	67.0	67.3	67.4	67.0	67.6	67.9	---
Number of employees (Total)(thousand of people)	109.1	108.7	108.7	108.5	108.6	108.5	108.3	---

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

Key Financial Figures(Consolidated)

		(Three months ended)							
3. Sales by Category		Jun.'09	Sep.'09	Dec.'09	Mar.'10	Jun.'10	Sep.'10	Dec.'10	Mar.'11 (Forecast)
Imaging & Solutions		436.8	438.3	430.9	484.1	424.6	426.2	413.4	516.2
	(change from the previous corresponding period)	-4.1%	-5.6%	-2.9%	3.2%	-2.8%	-2.7%	-4.1%	6.6%
	Percentage of net sales	88.9%	88.1%	88.7%	89.4%	87.9%	87.4%	88.3%	88.9%
Imaging Solutions		378.0	366.9	368.1	402.9	359.9	346.7	346.1	419.9
	(change from the previous corresponding period)	-7.8%	-9.2%	-4.1%	0.6%	-4.8%	-5.5%	-6.0%	4.2%
	Percentage of net sales	76.9%	73.8%	75.8%	74.4%	74.5%	71.1%	73.9%	72.3%
Network System Solutions		58.7	71.3	62.7	81.2	64.7	79.5	67.2	96.3
	(change from the previous corresponding period)	30.1%	17.9%	4.6%	18.1%	10.3%	11.5%	7.1%	18.5%
	Percentage of net sales	12.0%	14.3%	12.9%	15.0%	13.4%	16.3%	14.4%	16.6%
Industrial Products		24.7	26.4	25.1	25.3	27.9	27.8	26.3	28.3
	(change from the previous corresponding period)	-25.2%	-23.9%	-2.9%	16.2%	12.7%	5.3%	4.9%	11.8%
	Percentage of net sales	5.0%	5.3%	5.2%	4.7%	5.8%	5.7%	5.6%	4.9%
Other		29.8	32.6	29.8	32.1	30.3	33.7	28.3	36.4
	(change from the previous corresponding period)	-10.3%	-27.6%	-7.3%	-1.3%	1.8%	3.4%	-4.8%	13.5%
	Percentage of net sales	6.1%	6.6%	6.1%	5.9%	6.3%	6.9%	6.1%	6.3%

4. Sales by Geographic Area		Jun.'09	Sep.'09	Dec.'09	Mar.'10	Jun.'10	Sep.'10	Dec.'10	Mar.'11 (Forecast)
Japan		206.7	214.9	204.8	250.0	212.9	226.1	210.3	270.6
	(change from the previous corresponding period)	-11.6%	-14.0%	-7.3%	7.1%	3.0%	5.2%	2.7%	8.2%
	Percentage of net sales	42.1%	43.2%	42.2%	46.2%	44.1%	46.4%	44.9%	46.6%
Overseas		284.6	282.4	281.1	291.5	270.0	261.7	257.8	310.4
	(change from the previous corresponding period)	-1.1%	-4.1%	0.0%	0.5%	-5.1%	-7.3%	-8.3%	6.5%
	Percentage of net sales	57.9%	56.8%	57.8%	53.8%	55.9%	53.6%	55.1%	53.4%
The Americas		142.7	138.3	135.2	141.2	133.4	131.4	124.5	144.9
	(change from the previous corresponding period)	40.4%	19.4%	1.8%	-7.3%	-6.6%	-5.0%	-7.9%	2.6%
	Percentage of net sales	29.1%	27.8%	27.8%	26.1%	27.6%	26.9%	26.6%	25.0%
Europe		113.7	112.3	115.3	117.1	103.1	97.9	102.4	123.3
	(change from the previous corresponding period)	-23.5%	-19.7%	-3.5%	1.7%	-9.3%	-12.9%	-11.1%	5.2%
	Percentage of net sales	23.1%	22.6%	23.7%	21.6%	21.4%	20.1%	21.9%	21.2%
Other		28.1	31.6	30.5	33.1	33.5	32.3	30.7	42.2
	(change from the previous corresponding period)	-24.7%	-17.6%	6.8%	46.1%	19.1%	2.2%	0.8%	27.2%
	Percentage of net sales	5.7%	6.4%	6.3%	6.1%	6.9%	6.6%	6.6%	7.3%

5. Products ratio on Imaging Solutions category (by sales)		Jun.'09	Sep.'09	Dec.'09	Mar.'10	Jun.'10	Sep.'10	Dec.'10
Japan	Copier	71%	69%	69%	70%	69%	69%	68%
	Printer	22%	22%	23%	22%	22%	22%	23%
	Other	7%	9%	8%	9%	9%	9%	9%
Overseas	Copier	72%	70%	71%	66%	71%	70%	72%
	Printer	20%	21%	21%	26%	23%	23%	22%
	Other	7%	9%	8%	8%	6%	6%	6%
Total	Copier	72%	70%	70%	67%	70%	70%	71%
	Printer	21%	22%	22%	25%	23%	23%	22%
	Office	---	---	---	---	14%	13%	13%
	Production	---	---	---	---	9%	10%	9%
	Other	7%	9%	8%	8%	7%	7%	7%

6. Color ratio (by sales value of machine)		Jun.'09	Sep.'09	Dec.'09	Mar.'10	Jun.'10	Sep.'10	Dec.'10
Copier	Japan	64%	68%	70%	62%	67%	73%	76%
	Overseas	49%	50%	52%	52%	50%	51%	53%
	Total	54%	55%	57%	56%	56%	58%	60%
Printer	Japan	23%	25%	29%	37%	24%	22%	23%
	Overseas	24%	30%	36%	49%	37%	34%	38%
	Total	24%	29%	34%	47%	34%	31%	34%