

Key Financial Figures(Consolidated)

1. Operating Results	(Fiscal year ended)				
	Mar.'08	Mar.'09	Mar.'10	Mar.'11	Mar.'12 (Forecast)
Net sales	2,219.9	2,091.6	2,016.3	1,942.0	2,090.0
(change from the previous corresponding period)	7.3%	-5.8%	-3.6%	-3.7%	7.6%
Domestic sales	1,016.0	938.3	876.5	875.8	900.0
(change from the previous corresponding period)	1.4%	-7.6%	-6.6%	-0.1%	2.8%
Overseas sales	1,203.9	1,153.3	1,139.7	1,066.1	1,190.0
(change from the previous corresponding period)	12.9%	-4.2%	-1.2%	-6.5%	11.6%
Overseas sales ratio	54.2%	55.1%	56.5%	54.9%	56.9%
Gross profit	927.7	854.3	822.3	790.0	853.0
(change from the previous corresponding period)	7.6%	-7.9%	-3.8%	-3.9%	8.0%
Percentage of net sales	41.8%	40.8%	40.8%	40.7%	40.8%
Selling, general and administrative expenses	746.2	779.8	756.3	729.8	783.0
(change from the previous corresponding period)	8.5%	4.5%	-3.0%	-3.5%	7.3%
Percentage of net sales	33.6%	37.3%	37.5%	37.6%	37.5%
Operating income	181.5	74.5	65.9	60.1	70.0
(change from the previous corresponding period)	4.1%	-58.9%	-11.5%	-8.8%	16.3%
Percentage of net sales	8.2%	3.6%	3.3%	3.1%	3.3%
Income before income taxes	174.6	30.9	57.5	45.4	63.0
(change from the previous corresponding period)	0.1%	-82.3%	85.9%	-21.1%	38.8%
Percentage of net sales	7.9%	1.5%	2.9%	2.4%	3.0%
Net income attributable to Ricoh Company, Ltd.	106.4	6.5	27.8	19.6	29.0
(change from the previous corresponding period)	-4.7%	-93.9%	326.8%	-29.5%	47.6%
Percentage of net sales	4.8%	0.3%	1.4%	1.0%	1.4%
Net income attributable to shareholders per share-basic [yen]	146.04	9.02	38.41	27.08	39.97
(change from the previous corresponding period)	-4.6%	-93.8%	325.8%	-29.5%	47.6%
Exchange rate [yen/US\$]	114.40	100.55	92.91	85.77	85.00
[yen/EURO]	161.69	143.74	131.21	113.28	120.00

2. Other ratios	Mar.'08	Mar.'09	Mar.'10	Mar.'11	Mar.'12 (Forecast)
R&D Expenditure	126.0	124.4	109.8	110.8	120.0
R&D Expenditure / net sales	5.7%	5.9%	5.4%	5.7%	5.7%
Interest and dividend income	6.3	5.2	3.4	2.9	---
Interest expense	4.8	5.8	8.1	8.4	---
Financial income(expenses)net	1.5	-0.6	-4.6	-5.5	---
Interest coverage ratio(※) [times]	38.9	13.6	8.5	7.4	---
Depreciation for tangible fixed assets	72.7	74.8	70.3	67.2	67.0
Expenditure for plant and equipment	85.2	96.9	66.9	66.9	67.0
Free Cash Flow	-3.9	-195.6	101.1	38.0	---
Liquidity at hand	172.1	260.5	243.8	181.1	---
Liquidity at hand/Averaged sales [months]	0.9	1.5	1.5	1.1	---
Inventories	192.0	191.5	169.2	171.0	---
Inventories/Averaged cost of sales [months]	1.8	1.9	1.7	1.8	---
Debt	384.3	779.1	684.4	630.4	---
Debt on total assets	17.4%	31.0%	28.7%	27.9%	---
Total assets	2,214.3	2,513.4	2,383.9	2,262.3	---
Income before income taxes on total assets	7.8%	1.3%	2.3%	2.0%	---
Shareholders' equity	1,080.1	975.3	973.3	929.8	---
Equity ratio	48.8%	38.8%	40.8%	41.1%	---
Return on equity	9.9%	0.6%	2.9%	2.1%	---
Number of employees(Japan)(thousand of people)	40.3	40.8	41.1	40.0	---
Number of employees(Overseas)(thousand of people)	43.0	67.6	67.4	68.9	---
Number of employees (Total)(thousand of people)	83.4	108.4	108.5	109.0	---

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)

(Fiscal year ended)

3. Sales by Category	Mar.'08	Mar.'09	Mar.'10	Mar.'11	Mar.'12 (Forecast)
Imaging & Solutions	1,909.5	1,833.0	1,790.2	1,713.3	1,861.3
(change from the previous corresponding period)	7.6%	-4.0%	-2.3%	-4.3%	8.6%
Percentage of net sales	86.0%	87.6%	88.8%	88.2%	89.1%
Imaging Solutions	1,709.4	1,598.6	1,516.1	1,429.8	1,537.5
(change from the previous corresponding period)	8.2%	-6.5%	-5.2%	-5.7%	7.5%
Percentage of net sales	77.0%	76.4%	75.2%	73.6%	73.6%
Network System Solutions	200.0	234.4	274.0	283.4	323.8
(change from the previous corresponding period)	3.0%	17.2%	16.9%	3.4%	14.2%
Percentage of net sales	9.0%	11.2%	13.6%	14.6%	15.5%
Industrial Products	144.3	115.5	101.6	106.8	108.1
(change from the previous corresponding period)	8.2%	-19.9%	-12.0%	5.1%	1.2%
Percentage of net sales	6.5%	5.5%	5.0%	5.5%	5.2%
Other	166.0	143.0	124.4	121.8	120.6
(change from the previous corresponding period)	3.1%	-13.9%	-13.0%	-2.0%	-1.0%
Percentage of net sales	7.5%	6.8%	6.2%	6.3%	5.8%

4. Sales by Geographic Area	Mar.'08	Mar.'09	Mar.'10	Mar.'11	Mar.'12 (Forecast)
Japan	1,016.0	938.3	876.5	875.8	900.0
(change from the previous corresponding period)	1.4%	-7.6%	-6.6%	-0.1%	2.8%
Percentage of net sales	45.8%	44.9%	43.5%	45.1%	43.1%
Overseas	1,203.9	1,153.3	1,139.7	1,066.1	1,190.0
(change from the previous corresponding period)	12.9%	-4.2%	-1.2%	-6.5%	11.6%
Percentage of net sales	54.2%	55.1%	56.5%	54.9%	56.9%
The Americas	434.7	502.8	557.6	521.9	564.1
(change from the previous corresponding period)	2.0%	15.7%	10.9%	-6.4%	8.1%
Percentage of net sales	19.6%	24.0%	27.7%	26.9%	27.0%
Europe	603.2	523.4	458.5	413.9	473.8
(change from the previous corresponding period)	18.9%	-13.2%	-12.4%	-9.7%	14.5%
Percentage of net sales	27.2%	25.0%	22.7%	21.3%	22.7%
Other	165.9	127.0	123.4	130.2	152.1
(change from the previous corresponding period)	24.7%	-23.4%	-2.8%	5.5%	16.8%
Percentage of net sales	7.5%	6.1%	6.1%	6.7%	7.3%

5. Products ratio on Imaging Solutions category (by sales)		Mar.'08	Mar.'09	Mar.'10	Mar.'11
Japan	Copier	74%	72%	70%	69%
	Printer	20%	23%	22%	22%
	Other	6%	5%	8%	9%
Overseas	Copier	80%	76%	70%	71%
	Printer	15%	20%	22%	23%
	Other	4%	4%	8%	6%
Total	Copier	78%	75%	70%	70%
	Printer	17%	21%	22%	23%
	Office	---	---	13%	13%
	Production	---	---	9%	9%
	Other	5%	4%	8%	7%

6. Color ratio (by sales value of machine)		Mar.'08	Mar.'09	Mar.'10	Mar.'11
Copier	Japan	59%	58%	66%	72%
	Overseas	44%	50%	51%	52%
	Total	48%	53%	55%	58%
Printer	Japan	26%	28%	29%	24%
	Overseas	36%	22%	36%	39%
	Total	31%	24%	34%	35%

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
Net sales		491.3	497.4	485.9	541.6	482.9	487.9	468.1	502.9
	(change from the previous corresponding period)	-5.8%	-8.6%	-3.2%	3.4%	-1.7%	-1.9%	-3.7%	-7.1%
Domestic sales		206.7	214.9	204.8	250.0	212.9	226.1	210.3	226.4
	(change from the previous corresponding period)	-11.6%	-14.0%	-7.3%	7.1%	3.0%	5.2%	2.7%	-9.4%
Overseas sales		284.6	282.4	281.1	291.5	270.0	261.7	257.8	276.5
	(change from the previous corresponding period)	-1.1%	-4.1%	0.0%	0.5%	-5.1%	-7.3%	-8.3%	-5.2%
Overseas sales ratio		57.9%	56.8%	57.8%	53.8%	55.9%	53.6%	55.1%	55.0%
Gross profit		200.3	197.8	210.2	213.9	204.3	198.6	196.5	190.5
	(change from the previous corresponding period)	-12.3%	-7.9%	-1.8%	8.7%	2.0%	0.4%	-6.5%	-10.9%
Percentage of net sales		40.8%	39.8%	43.3%	39.5%	42.3%	40.7%	42.0%	37.9%
Selling, general and administrative expenses		194.2	189.9	186.4	185.6	182.4	182.4	180.5	184.3
	(change from the previous corresponding period)	3.0%	0.2%	-3.3%	-11.1%	-6.1%	-4.0%	-3.2%	-0.7%
Percentage of net sales		39.5%	38.2%	38.4%	34.3%	37.8%	37.4%	38.6%	36.7%
Operating income		6.0	7.9	23.7	28.2	21.8	16.1	15.9	6.2
	(change from the previous corresponding period)	-84.7%	-68.7%	11.4%	---	259.6%	104.1%	-32.7%	-78.0%
Percentage of net sales		1.2%	1.6%	4.9%	5.2%	4.5%	3.3%	3.4%	1.2%
Income before income taxes		3.4	3.3	24.0	26.7	15.4	12.5	13.2	4.0
	(change from the previous corresponding period)	-92.2%	-77.9%	1,925.0%	---	353.6%	275.2%	-44.8%	-84.8%
Percentage of net sales		0.7%	0.7%	5.0%	4.9%	3.2%	2.6%	2.8%	0.8%
Net income attributable to Ricoh Company, Ltd.		0.9	0.9	12.6	13.4	7.3	5.1	7.8	-0.6
	(change from the previous corresponding period)	-96.5%	-89.5%	---	---	712.1%	472.3%	-37.9%	---
Percentage of net sales		0.2%	0.2%	2.6%	2.5%	1.5%	1.1%	1.7%	-0.1%
Net income attributable to shareholders per share-basic [yen]		1.24	1.25	17.38	18.54	10.11	7.13	10.79	-0.95
	(change from the previous corresponding period)	-96.5%	-89.5%	---	---	715.3%	470.4%	-37.9%	---
Exchange rate	[yen/US\$]	97.51	93.64	89.75	90.76	92.13	85.95	82.66	82.32
	[yen/EURO]	132.69	133.79	132.60	125.64	117.52	110.80	112.30	112.51
2. Other ratios									
		Jun.'09	Sep.'09	Dec.'09	Mar.'10	Jun.'10	Sep.'10	Dec.'10	Mar.'11
R&D Expenditure		27.2	28.7	25.8	27.9	25.6	28.3	27.3	29.5
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	0.8
Interest expense		2.1	1.9	2.0	1.9	1.8	2.0	1.9	2.6
Financial income(expenses)net		-1.5	-0.8	-1.6	-0.7	-1.2	-1.2	-1.1	-1.8
Interest coverage ratio(%)	[times]	3.2	4.6	11.6	14.8	12.1	8.2	8.8	2.6
Depreciation for tangible fixed assets		16.6	17.3	17.8	18.4	16.0	17.3	16.7	17.0
Expenditure for plant and equipment		17.3	21.0	9.8	18.6	15.8	23.7	9.1	18.3
Free Cash Flow		5.9	23.7	12.4	58.8	20.5	-2.6	-7.6	27.8
Liquidity at hand		197.9	226.4	218.4	243.8	288.1	275.7	149.5	181.1
Liquidity at hand/Averaged sales	[months]	1.2	1.4	1.3	1.4	1.8	1.7	1.0	1.1
Inventories		193.3	177.7	181.3	169.2	171.3	182.4	183.2	171.0
Inventories/Averaged cost of sales	[months]	2.0	1.8	2.0	1.5	1.8	1.9	2.0	1.6
Debt		721.6	724.2	718.4	684.4	743.7	731.6	627.8	630.4
Debt on total assets		29.8%	30.5%	30.2%	28.7%	31.5%	31.2%	28.7%	27.9%
Total assets		2,424.3	2,376.9	2,382.4	2,383.9	2,361.0	2,343.0	2,191.0	2,262.3
Income before income taxes on total assets		0.1%	0.1%	1.0%	1.1%	0.7%	0.5%	0.6%	0.2%
Shareholders' equity		977.0	955.6	962.2	973.3	925.8	927.8	907.5	929.8
Equity ratio		40.3%	40.2%	40.4%	40.8%	39.2%	39.6%	41.4%	41.1%
Return on equity		0.1%	0.1%	1.3%	1.4%	0.8%	0.6%	0.9%	-0.1%
Number of employees(Japan)(thousand of people)		41.9	41.6	41.3	41.1	41.5	40.8	40.3	40.0
Number of employees(Overseas)(thousand of people)		67.2	67.0	67.3	67.4	67.0	67.6	67.9	68.9
Number of employees (Total)(thousand of people)		109.1	108.7	108.7	108.5	108.6	108.5	108.3	109.0
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
Imaging & Solutions	436.8	438.3	430.9	484.1	424.6	426.2	413.4	448.9
(change from the previous corresponding period)	-4.1%	-5.6%	-2.9%	3.2%	-2.8%	-2.7%	-4.1%	-7.3%
Percentage of net sales	88.9%	88.1%	88.7%	89.4%	87.9%	87.4%	88.3%	89.3%
Imaging Solutions	378.0	366.9	368.1	402.9	359.9	346.7	346.1	376.9
(change from the previous corresponding period)	-7.8%	-9.2%	-4.1%	0.6%	-4.8%	-5.5%	-6.0%	-6.4%
Percentage of net sales	76.9%	73.8%	75.8%	74.4%	74.5%	71.1%	73.9%	74.9%
Network System Solutions	58.7	71.3	62.7	81.2	64.7	79.5	67.2	71.9
(change from the previous corresponding period)	30.1%	17.9%	4.6%	18.1%	10.3%	11.5%	7.1%	-11.4%
Percentage of net sales	12.0%	14.3%	12.9%	15.0%	13.4%	16.3%	14.4%	14.4%
Industrial Products	24.7	26.4	25.1	25.3	27.9	27.8	26.3	24.6
(change from the previous corresponding period)	-25.2%	-23.9%	-2.9%	16.2%	12.7%	5.3%	4.9%	-2.5%
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	29.3
(change from the previous corresponding period)	-10.3%	-27.6%	-7.3%	-1.3%	1.8%	3.4%	-4.8%	-8.6%
Percentage of net sales	6.1%	6.6%	6.1%	5.9%	6.3%	6.9%	6.1%	5.8%

4. Sales by Geographic Area	Jun.'09	Sep.'09	Dec.'09	Mar.'10	Jun.'10	Sep.'10	Dec.'10	Mar.'11
Japan	206.7	214.9	204.8	250.0	212.9	226.1	210.3	226.4
(change from the previous corresponding period)	-11.6%	-14.0%	-7.3%	7.1%	3.0%	5.2%	2.7%	-9.4%
Percentage of net sales	42.1%	43.2%	42.2%	46.2%	44.1%	46.4%	44.9%	45.0%
Overseas	284.6	282.4	281.1	291.5	270.0	261.7	257.8	276.5
(change from the previous corresponding period)	-1.1%	-4.1%	0.0%	0.5%	-5.1%	-7.3%	-8.3%	-5.2%
Percentage of net sales	57.9%	56.8%	57.8%	53.8%	55.9%	53.6%	55.1%	55.0%
The Americas	142.7	138.3	135.2	141.2	133.4	131.4	124.5	132.5
(change from the previous corresponding period)	40.4%	19.4%	1.8%	-7.3%	-6.6%	-5.0%	-7.9%	-6.2%
Percentage of net sales	29.1%	27.8%	27.8%	26.1%	27.6%	26.9%	26.6%	26.4%
Europe	113.7	112.3	115.3	117.1	103.1	97.9	102.4	110.4
(change from the previous corresponding period)	-23.5%	-19.7%	-3.5%	1.7%	-9.3%	-12.9%	-11.1%	-5.7%
Percentage of net sales	23.1%	22.6%	23.7%	21.6%	21.4%	20.1%	21.9%	22.0%
Other	28.1	31.6	30.5	33.1	33.5	32.3	30.7	33.5
(change from the previous corresponding period)	-24.7%	-17.6%	6.8%	46.1%	19.1%	2.2%	0.8%	1.3%
Percentage of net sales	5.7%	6.4%	6.3%	6.1%	6.9%	6.6%	6.6%	6.6%

5. Products ratio on Imaging Solutions category (by sales)	Jun.'09	Sep.'09	Dec.'09	Mar.'10	Jun.'10	Sep.'10	Dec.'10	Mar.'11
Japan								
Copier	71%	69%	69%	70%	69%	69%	68%	68%
Printer	22%	22%	23%	22%	22%	22%	23%	23%
Other	7%	9%	8%	9%	9%	9%	9%	9%
Overseas								
Copier	72%	70%	71%	66%	71%	70%	72%	72%
Printer	20%	21%	21%	26%	23%	23%	22%	22%
Other	7%	9%	8%	8%	6%	6%	6%	6%
Total								
Copier	72%	70%	70%	67%	70%	70%	71%	70%
Printer	21%	22%	22%	25%	23%	23%	22%	23%
Office	---	---	---	---	14%	13%	13%	13%
Production	---	---	---	---	9%	10%	9%	10%
Other	7%	9%	8%	8%	7%	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	Mar.'11
Copier								
Japan	64%	68%	70%	62%	67%	73%	76%	71%
Overseas	49%	50%	52%	52%	50%	51%	53%	51%
Total	54%	55%	57%	56%	56%	58%	60%	58%
Printer								
Japan	23%	25%	29%	37%	24%	22%	23%	28%
Overseas	24%	30%	36%	49%	37%	34%	38%	46%
Total	24%	29%	34%	47%	34%	31%	34%	41%