

Key Financial Figures(Consolidated)

1. Operating Results	(Fiscal year ended)					(Nine months ended)		
	Mar.'08	Mar.'09	Mar.'10	Mar.'11	Mar.'12 (Forecast)	Dec.'09	Dec.'10	Dec.'11
Net sales	2,219.9	2,091.6	2,016.3	1,942.0	1,900.0	1,474.7	1,439.0	1,396.5
(change from the previous corresponding period)	7.3%	-5.8%	-3.6%	-3.7%	-2.2%	-5.9%	-2.4%	-3.0%
Domestic sales	1,016.0	938.3	876.5	875.8	885.0	626.5	649.4	644.8
(change from the previous corresponding period)	1.4%	-7.6%	-6.6%	-0.1%	1.0%	-11.1%	3.7%	-0.7%
Overseas sales	1,203.9	1,153.3	1,139.7	1,066.1	1,015.0	848.2	789.6	751.6
(change from the previous corresponding period)	12.9%	-4.2%	-1.2%	-6.5%	-4.8%	-1.7%	-6.9%	-4.8%
Overseas sales ratio	54.2%	55.1%	56.5%	54.9%	53.4%	57.5%	54.9%	53.8%
Gross profit	927.7	854.3	822.3	790.0	759.0	608.4	599.4	569.0
(change from the previous corresponding period)	7.6%	-7.9%	-3.8%	-3.9%	-3.9%	-7.5%	-1.5%	-5.1%
Percentage of net sales	41.8%	40.8%	40.8%	40.7%	39.9%	41.3%	41.7%	40.7%
Selling, general and administrative expenses	746.2	779.8	756.3	729.8	777.0	570.6	545.4	605.6
(change from the previous corresponding period)	8.5%	4.5%	-3.0%	-3.5%	6.5%	-0.1%	-4.4%	11.0%
Percentage of net sales	33.6%	37.3%	37.5%	37.6%	40.9%	38.7%	37.9%	43.3%
Operating income	181.5	74.5	65.9	60.1	-18.0	37.7	53.9	-36.6
(change from the previous corresponding period)	4.1%	-58.9%	-11.5%	-8.8%	---	-56.3%	43.1%	---
Percentage of net sales	8.2%	3.6%	3.3%	3.1%	-0.9%	2.6%	3.8%	-2.6%
Income before income taxes	174.6	30.9	57.5	45.4	-33.0	30.8	41.3	-47.9
(change from the previous corresponding period)	0.1%	-82.3%	85.9%	-21.1%	---	-48.7%	34.1%	---
Percentage of net sales	7.9%	1.5%	2.9%	2.4%	-1.7%	2.1%	2.9%	-3.4%
Net income attributable to Ricoh Company, Ltd.	106.4	6.5	27.8	19.6	-46.0	14.4	20.3	-52.1
(change from the previous corresponding period)	-4.7%	-93.9%	326.8%	-29.5%	---	-51.2%	41.1%	---
Percentage of net sales	4.8%	0.3%	1.4%	1.0%	-2.4%	1.0%	1.4%	-3.7%
Net income attributable to shareholders per share-basic [yen]	146.04	9.02	38.41	27.08	-63.40	19.87	28.03	-71.86
(change from the previous corresponding period)	-4.6%	-93.8%	325.8%	-29.5%	---	-51.3%	41.1%	---
Exchange rate [yen/US\$]	114.40	100.55	92.91	85.77	78.01	93.62	86.90	79.00
[yen/EURO]	161.69	143.74	131.21	113.28	109.29	133.03	113.53	110.71
2. Other ratios					Mar.'12 (Forecast)			
R&D Expenditure	126.0	124.4	109.8	110.8	115.0	81.8	81.3	89.3
R&D Expenditure / net sales	5.7%	5.9%	5.4%	5.7%	6.1%	5.6%	5.7%	6.4%
Interest and dividend income	6.3	5.2	3.4	2.9	---	2.2	2.1	1.9
Interest expense	4.8	5.8	8.1	8.4	---	6.1	5.8	4.8
Financial income(expenses)net	1.5	-0.6	-4.6	-5.5	---	-3.9	-3.6	-2.9
Interest coverage ratio(%) [times]	38.9	13.6	8.5	7.4	---	6.5	9.7	-7.1
Depreciation for tangible fixed assets	72.7	74.8	70.3	67.2	63.0	51.8	50.1	46.8
Expenditure for plant and equipment	85.2	96.9	66.9	66.9	70.0	48.3	48.6	53.8
Free Cash Flow	-3.9	-195.6	101.1	38.0	---	42.2	10.1	-115.1
Liquidity at hand	172.1	260.5	243.8	181.1	---	218.4	149.5	159.2
Liquidity at hand/Averaged sales [months]	0.9	1.5	1.5	1.1	---	1.3	0.9	1.0
Inventories	192.0	191.5	169.2	171.0	---	181.3	183.2	201.9
Inventories/Averaged cost of sales [months]	1.8	1.9	1.7	1.8	---	1.9	2.0	2.2
Debt	384.3	779.1	684.4	630.4	---	718.4	627.8	752.1
Debt on total assets	17.4%	31.0%	28.7%	27.9%	---	30.2%	28.7%	34.3%
Total assets	2,214.3	2,513.4	2,383.9	2,262.3	---	2,382.4	2,191.0	2,193.2
Income before income taxes on total assets	7.8%	1.3%	2.3%	2.0%	---	1.3%	1.8%	-2.2%
Shareholders' equity	1,080.1	975.3	973.3	929.8	---	962.2	907.5	804.9
Equity ratio	48.8%	38.8%	40.8%	41.1%	---	40.4%	41.4%	36.7%
Return on equity	9.9%	0.6%	2.9%	2.1%	---	1.5%	2.2%	-6.0%
Number of employees(Japan)(thousand of people)	40.3	40.8	41.1	40.0	---	41.3	40.3	38.8
Number of employees(Overseas)(thousand of people)	43.0	67.6	67.4	68.9	---	67.3	67.9	71.4
Number of employees (Total)(thousand of people)	83.4	108.4	108.5	109.0	---	108.7	108.3	110.2

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

Key Financial Figures(Consolidated)

3. Sales by Category	(Fiscal year ended)					(Nine months ended)		
	Mar.'08	Mar.'09	Mar.'10	Mar.'11	Mar.'12 (Forecast)	Dec.'09	Dec.'10	Dec.'11
Imaging & Solutions	1,909.5	1,833.0	1,790.2	1,713.3	1,667.4	1,306.0	1,264.4	1,225.3
(change from the previous corresponding period)	7.6%	-4.0%	-2.3%	-4.3%	-2.7%	-4.2%	-3.2%	-3.1%
Percentage of net sales	86.0%	87.6%	88.8%	88.2%	87.8%	88.6%	87.9%	87.7%
Imaging Solutions	1,709.4	1,598.6	1,516.1	1,429.8		1,113.2	1,052.8	
(change from the previous corresponding period)	8.2%	-6.5%	-5.2%	-5.7%	(*1)	-7.1%	-5.4%	(*1)
Percentage of net sales	77.0%	76.4%	75.2%	73.6%		75.5%	73.2%	
Network System Solutions	200.0	234.4	274.0	283.4		192.8	211.5	
(change from the previous corresponding period)	3.0%	17.2%	16.9%	3.4%	(*1)	16.4%	9.7%	(*1)
Percentage of net sales	9.0%	11.2%	13.6%	14.6%		13.1%	14.7%	
Industrial Products	144.3	115.5	101.6	106.8	96.9	76.3	82.1	74.0
(change from the previous corresponding period)	8.2%	-19.9%	-12.0%	5.1%	-9.3%	-18.6%	7.6%	-9.8%
Percentage of net sales	6.5%	5.5%	5.0%	5.5%	5.1%	5.2%	5.7%	5.3%
Other	166.0	143.0	124.4	121.8	135.7	92.2	92.5	97.0
(change from the previous corresponding period)	3.1%	-13.9%	-13.0%	-2.0%	11.3%	-16.5%	0.2%	4.9%
Percentage of net sales	7.5%	6.8%	6.2%	6.3%	7.1%	6.2%	6.4%	7.0%

(*1) Product lines included in Product Category was changed in this fiscal year.

Service&Support, such as MDS(Managed Document Services) was changed from Network System Solutions to Imaging Solutions.

The reclassification was made to the prior year's figures to conform with the current year's presentation.

Imaging Solutions				1,531.8	1,475.6		1,128.5	1,082.0
(change from the previous corresponding period)					-3.7%			-4.1%
Percentage of net sales				78.9%	77.7%		78.4%	77.5%
Network System Solutions				181.4	191.8		135.8	143.3
(change from the previous corresponding period)					5.7%			5.5%
Percentage of net sales				9.3%	10.1%		9.4%	10.2%

4. Sales by Geographic Area	Mar.'08	Mar.'09	Mar.'10	Mar.'11	Mar.'12 (Forecast)	Dec.'09	Dec.'10	Dec.'11
Japan	1,016.0	938.3	876.5	875.8	885.0	626.5	649.4	644.8
(change from the previous corresponding period)	1.4%	-7.6%	-6.6%	-0.1%	1.0%	-11.1%	3.7%	-0.7%
Percentage of net sales	45.8%	44.9%	43.5%	45.1%	46.6%	42.5%	45.1%	46.2%
Overseas	1,203.9	1,153.3	1,139.7	1,066.1	1,015.0	848.2	789.6	751.6
(change from the previous corresponding period)	12.9%	-4.2%	-1.2%	-6.5%	-4.8%	-1.7%	-6.9%	-4.8%
Percentage of net sales	54.2%	55.1%	56.5%	54.9%	53.4%	57.5%	54.9%	53.8%
The Americas	434.7	502.8	557.6	521.9	468.6	416.3	389.4	346.5
(change from the previous corresponding period)	2.0%	15.7%	10.9%	-6.4%	-10.2%	18.8%	-6.5%	-11.0%
Percentage of net sales	19.6%	24.0%	27.7%	26.9%	24.7%	28.2%	27.1%	24.8%
Europe	603.2	523.4	458.5	413.9	409.6	341.4	303.5	302.6
(change from the previous corresponding period)	18.9%	-13.2%	-12.4%	-9.7%	-1.0%	-16.4%	-11.1%	-0.3%
Percentage of net sales	27.2%	25.0%	22.7%	21.3%	21.6%	23.2%	21.1%	21.7%
Other	165.9	127.0	123.4	130.2	136.8	90.3	96.6	102.4
(change from the previous corresponding period)	24.7%	-23.4%	-2.8%	5.5%	5.0%	-13.5%	7.0%	6.0%
Percentage of net sales	7.5%	6.1%	6.1%	6.7%	7.2%	6.1%	6.7%	7.3%

Key Financial Figures(Consolidated)

		(Three months ended)							
1. Operating Results		Jun.'10	Sep.'10	Dec.'10	Mar.'11	Jun.'11	Sep.'11	Dec.'11	Mar.'12 (Forecast)
Net sales		482.9	487.9	468.1	502.9	466.1	472.7	457.6	503.5
	(change from the previous corresponding period)	-1.7%	-1.9%	-3.7%	-7.1%	-3.5%	-3.1%	-2.3%	0.1%
Domestic sales		212.9	226.1	210.3	226.4	215.1	219.3	210.3	240.1
	(change from the previous corresponding period)	3.0%	5.2%	2.7%	-9.4%	1.0%	-3.0%	0.0%	6.0%
Overseas sales		270.0	261.7	257.8	276.5	251.0	253.3	247.2	263.4
	(change from the previous corresponding period)	-5.1%	-7.3%	-8.3%	-5.2%	-7.0%	-3.2%	-4.1%	-4.8%
Overseas sales ratio		55.9%	53.6%	55.1%	55.0%	53.8%	53.6%	54.0%	52.3%
Gross profit		204.3	198.6	196.5	190.5	194.0	192.1	182.7	189.9
	(change from the previous corresponding period)	2.0%	0.4%	-6.5%	-10.9%	-5.0%	-3.2%	-7.0%	-0.4%
Percentage of net sales		42.3%	40.7%	42.0%	37.9%	41.6%	40.6%	39.9%	37.7%
Selling, general and administrative expenses		182.4	182.4	180.5	184.3	184.0	203.9	217.6	171.3
	(change from the previous corresponding period)	-6.1%	-4.0%	-3.2%	-0.7%	0.9%	11.8%	20.5%	-7.1%
Percentage of net sales		37.8%	37.4%	38.6%	36.7%	39.5%	43.1%	47.5%	34.0%
Operating income		21.8	16.1	15.9	6.2	10.0	-11.7	-34.8	18.6
	(change from the previous corresponding period)	259.6%	104.1%	-32.7%	-78.0%	-54.2%	---	---	199.7%
Percentage of net sales		4.5%	3.3%	3.4%	1.2%	2.1%	-2.5%	-7.6%	3.7%
Income before income taxes		15.4	12.5	13.2	4.0	8.5	-16.2	-40.1	14.9
	(change from the previous corresponding period)	353.6%	275.2%	-44.8%	-84.8%	-45.0%	---	---	267.4%
Percentage of net sales		3.2%	2.6%	2.8%	0.8%	1.8%	-3.4%	-8.8%	3.0%
Net income attributable to Ricoh Company, Ltd.		7.3	5.1	7.8	-0.6	3.4	-10.8	-44.7	6.1
	(change from the previous corresponding period)	712.1%	472.3%	-37.9%	---	-53.0%	---	---	---
Percentage of net sales		1.5%	1.1%	1.7%	-0.1%	0.7%	-2.3%	-9.8%	1.2%
Net income attributable to shareholders per share-basic [yen]		10.11	7.13	10.79	-0.95	4.75	-14.90	-61.71	8.46
	(change from the previous corresponding period)	715.3%	470.4%	-37.9%	---	-53.0%	---	---	---
Exchange rate	[yen/US\$]	92.13	85.95	82.66	82.32	81.71	77.94	77.39	75.00
	[yen/EURO]	117.52	110.80	112.30	112.51	117.62	110.31	104.29	105.00
2. Other ratios		Jun.'10	Sep.'10	Dec.'10	Mar.'11	Jun.'11	Sep.'11	Dec.'11	Mar.'12 (Forecast)
R&D Expenditure		25.6	28.3	27.3	29.5	27.6	31.8	29.8	25.7
R&D Expenditure / net sales		5.3%	5.8%	5.8%	5.9%	5.9%	6.7%	6.5%	5.1%
Interest and dividend income		0.5	0.7	0.7	0.8	0.6	0.8	0.4	---
Interest expense		1.8	2.0	1.9	2.6	1.4	1.9	1.4	---
Financial income(expenses)net		-1.2	-1.2	-1.1	-1.8	-0.8	-1.0	-1.0	---
Interest coverage ratio(✕) [times]		12.1	8.2	8.8	2.6	7.3	-5.6	-23.5	---
Depreciation for tangible fixed assets		16.0	17.3	16.7	17.0	15.6	15.2	15.9	16.3
Expenditure for plant and equipment		15.8	23.7	9.1	18.3	16.6	20.0	17.1	16.2
Free Cash Flow		20.5	-2.6	-7.6	27.8	-19.1	-22.3	-73.6	---
Liquidity at hand		288.1	275.7	149.5	181.1	170.7	138.6	159.2	---
Liquidity at hand/Averaged sales [months]		1.8	1.7	1.0	1.1	1.1	0.9	1.0	---
Inventories		171.3	182.4	183.2	171.0	186.6	188.9	201.9	---
Inventories/Averaged cost of sales [months]		1.8	1.9	2.0	1.6	2.1	2.0	2.2	---
Debt		743.7	731.6	627.8	630.4	652.3	643.2	752.1	---
Debt on total assets		31.5%	31.2%	28.7%	27.9%	28.9%	29.4%	34.3%	---
Total assets		2,361.0	2,343.0	2,191.0	2,262.3	2,257.1	2,186.9	2,193.2	---
Income before income taxes on total assets		0.7%	0.5%	0.6%	0.2%	0.4%	-0.7%	-1.8%	---
Shareholders' equity		925.8	927.8	907.5	929.8	913.1	861.7	804.9	---
Equity ratio		39.2%	39.6%	41.4%	41.1%	40.5%	39.4%	36.7%	---
Return on equity		0.8%	0.6%	0.9%	-0.1%	0.4%	-1.2%	-5.4%	---
Number of employees(Japan)(thousand of people)		41.5	40.8	40.3	40.0	40.9	40.5	38.8	---
Number of employees(Overseas)(thousand of people)		67.0	67.6	67.9	68.9	69.0	70.0	71.4	---
Number of employees (Total)(thousand of people)		108.6	108.5	108.3	109.0	109.9	110.6	110.2	---
Interest coverage ratio(✕)=(Interest and dividend income + Operating income) ÷ Interest expense									

Key Financial Figures(Consolidated)

3. Sales by Category	(Three months ended)				Jun.'11	Sep.'11	Dec.'11	Mar.'12 (Forecast)
	Jun.'10	Sep.'10	Dec.'10	Mar.'11				
Imaging & Solutions	424.6	426.2	413.4	448.9	412.1	417.0	396.2	442.0
(change from the previous corresponding period)	-2.8%	-2.7%	-4.1%	-7.3%	-3.0%	-2.2%	-4.1%	-1.5%
Percentage of net sales	87.9%	87.4%	88.3%	89.3%	88.4%	88.2%	86.6%	87.8%
Imaging Solutions	359.9	346.7	346.1	376.9				
(change from the previous corresponding period)	-4.8%	-5.5%	-6.0%	-6.4%	(*2)	(*2)	(*2)	(*2)
Percentage of net sales	74.5%	71.1%	73.9%	74.9%				
Network System Solutions	64.7	79.5	67.2	71.9				
(change from the previous corresponding period)	10.3%	11.5%	7.1%	-11.4%	(*2)	(*2)	(*2)	(*2)
Percentage of net sales	13.4%	16.3%	14.4%	14.4%				
Industrial Products	27.9	27.8	26.3	24.6	25.1	25.3	23.6	22.9
(change from the previous corresponding period)	12.7%	5.3%	4.9%	-2.5%	-9.9%	-9.1%	-10.4%	-7.5%
Percentage of net sales	5.8%	5.7%	5.6%	4.9%	5.4%	5.4%	5.2%	4.5%
Other	30.3	33.7	28.3	29.3	28.8	30.4	37.7	38.6
(change from the previous corresponding period)	1.8%	3.4%	-4.8%	-8.6%	-4.8%	-9.9%	33.0%	31.5%
Percentage of net sales	6.3%	6.9%	6.1%	5.8%	6.2%	6.4%	8.2%	7.7%

(*1) Product lines included in Product Category was changed in this fiscal year.

Service&Support, such as MDS(Managed Document Services) was changed from Network System Solutions to Imaging Solutions.

The reclassification was made to the prior year's figures to conform with the current year's presentation.

Imaging Solutions	385.5	371.9	371.0	403.3	367.8	363.2	350.9	393.6
(change from the previous corresponding period)					-4.6%	-2.3%	-5.4%	-2.4%
Percentage of net sales	79.8%	76.2%	79.3%	80.2%	78.9%	76.8%	76.7%	78.2%
Network System Solutions	39.1	54.3	42.3	45.5	4.4	53.7	45.3	48.4
(change from the previous corresponding period)					13.2%	-1.1%	7.0%	6.2%
Percentage of net sales	8.1%	11.2%	9.0%	9.1%	9.5%	11.4%	9.9%	9.6%

4. Sales by Geographic Area					Jun.'11	Sep.'11	Dec.'11	Mar.'12 (Forecast)
	Jun.'10	Sep.'10	Dec.'10	Mar.'11				
Japan	212.9	226.1	210.3	226.4	215.1	219.3	210.3	240.1
(change from the previous corresponding period)	3.0%	5.2%	2.7%	-9.4%	1.0%	-3.0%	0.0%	6.0%
Percentage of net sales	44.1%	46.4%	44.9%	45.0%	46.2%	46.4%	46.0%	47.7%
Overseas	270.0	261.7	257.8	276.5	251.0	253.3	247.2	263.4
(change from the previous corresponding period)	-5.1%	-7.3%	-8.3%	-5.2%	-7.0%	-3.2%	-4.1%	-4.8%
Percentage of net sales	55.9%	53.6%	55.1%	55.0%	53.8%	53.6%	54.0%	52.3%
The Americas	133.4	131.4	124.5	132.5	115.5	118.6	112.3	122.0
(change from the previous corresponding period)	-6.6%	-5.0%	-7.9%	-6.2%	-13.4%	-9.7%	-9.8%	-8.0%
Percentage of net sales	27.6%	26.9%	26.6%	26.4%	24.8%	25.1%	24.5%	24.2%
Europe	103.1	97.9	102.4	110.4	102.4	99.4	100.6	107.0
(change from the previous corresponding period)	-9.3%	-12.9%	-11.1%	-5.7%	-0.6%	1.5%	-1.7%	-3.1%
Percentage of net sales	21.4%	20.1%	21.9%	22.0%	22.0%	21.0%	22.0%	21.3%
Other	33.5	32.3	30.7	33.5	32.9	35.2	34.2	34.4
(change from the previous corresponding period)	19.1%	2.2%	0.8%	1.3%	-1.7%	8.9%	11.2%	2.4%
Percentage of net sales	6.9%	6.6%	6.6%	6.6%	7.0%	7.5%	7.5%	6.8%