## **Key Financial Figures(Consolidated)**

	(Fiscal year	ended)				(Nine month	s ended)	
Operating Results	Mar.'08	Mar.'09	Mar.'10	Mar.'11	Mar.'12 (Forecast)	Dec.'09	Dec.'10	Dec.'1
Net sales	2,219.9	2,091.6	2,016.3	1,942.0	1,900.0	1,474.7	1,439.0	1,39
(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	64
(change from the previous corresponding period)	1.4%	-7.6%	-6.6%	-0.1%	1.0%	-11.1%	3.7%	-0.
Overseas sales	1,203.9	1,153.3	1,139.7	1,066.1	1,015.0	848.2	789.6	75
(change from the previous corresponding period)	12.9%	-4.2%	-1.2%	-6.5%	-4.8%	-1.7%	-6.9%	-4.3
Overseas sales ratio	54.2%	55.1%	56.5%	54.9%	53.4%	57.5%	54.9%	53.
Gross profit	927.7	854.3	822.3	790.0	759.0	608.4	599.4	56
(change from the previous corresponding period)	7.6%	-7.9%	-3.8%	-3.9%	-3.9%	-7.5%	-1.5%	-5.
Percentage of net sales	41.8%	40.8%	40.8%	40.7%	39.9%	41.3%	41.7%	40.
Selling, general and administrative expenses	746.2	779.8	756.3	729.8	777.0	570.6	545.4	60
(change from the previous corresponding period)	8.5%	4.5%	-3.0%	-3.5%	6.5%	-0.1%	-4.4%	11.
Percentage of net sales	33.6%	37.3%	37.5%	37.6%	40.9%	38.7%	37.9%	43.
Operating income	181.5	74.5	65.9	60.1	-18.0	37.7	53.9	-3
(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.
Income before income taxes	174.6	30.9	57.5	45.4	-33.0	30.8	41.3	-4
(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.
Net income attributable to Ricoh Company,Ltd.	106.4	6.5	27.8	19.6	-46.0	14.4	20.3	-5
(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
Net income attributable to sharholders per share-basic [yen]		9.02	38.41	27.08	-63.40	19.87	28.03	-71
(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	7
[yen/EURO]	161.69	143.74	131.21	113.28	109.29	133.03	113.53	110
Other ratios	Mar.'08	Mar.'09	Mar.'10	Mar.'11	Mar.'12 (Forecast)	Dec.'09	Dec.'10	Dec.'1
R&D Expenditure	126.0	124.4	109.8	110.8	115.0	81.8	81.3	8
R&D Expenditure / net sales	5.7%	5.9%	5.4%	5.7%	6.1%	5.6%	5.7%	6.
Interest and dividend income		<b>.</b> .	3.4	2.9		2.2		
	6.3	5.2		0.4		- 1	2.1	
Interest expense	4.8	5.8	8.1	8.4		6.1	5.8	
Interest expense Financial income(expenses)net	4.8 1.5	5.8 -0.6	8.1 -4.6	-5.5		-3.9	5.8 -3.6	
Interest expense Financial income(expenses)net Interest coverage ratio(※) [times]	4.8 1.5 38.9	5.8 -0.6 13.6	8.1 -4.6 8.5	-5.5 7.4		-3.9 6.5	5.8 -3.6 9.7	
Interest expense Financial income(expenses)net Interest coverage ratio(**) [times] Depreciation for tangible fixed assets	4.8 1.5 38.9 72.7	5.8 -0.6 13.6 74.8	8.1 -4.6 8.5 70.3	-5.5 7.4 67.2	63.0	-3.9 6.5 51.8	5.8 -3.6 9.7 50.1	-
Interest expense Financial income(expenses)net Interest coverage ratio(※) [times] Depreciation for tangible fixed assets Expenditure for plant and equipment	4.8 1.5 38.9 72.7 85.2	5.8 -0.6 13.6 74.8 96.9	8.1 -4.6 8.5 70.3 66.9	-5.5 7.4 67.2 66.9		-3.9 6.5 51.8 48.3	5.8 -3.6 9.7 50.1 48.6	•
Interest expense Financial income(expenses)net Interest coverage ratio(※) [times] Depreciation for tangible fixed assets Expenditure for plant and equipment Free Cash Flow	4.8 1.5 38.9 72.7 85.2 -3.9	5.8 -0.6 13.6 74.8 96.9 -195.6	8.1 -4.6 8.5 70.3 66.9	-5.5 7.4 67.2 66.9 38.0	63.0	-3.9 6.5 51.8 48.3 42.2	5.8 -3.6 9.7 50.1 48.6 10.1	-1
Interest expense Financial income(expenses)net	4.8 1.5 38.9 72.7 85.2 -3.9	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5	8.1 -4.6 8.5 70.3 66.9 101.1 243.8	-5.5 7.4 67.2 66.9 38.0 181.1	63.0 70.0	-3.9 6.5 51.8 48.3 42.2 218.4	5.8 -3.6 9.7 50.1 48.6 10.1 149.5	-1:
Interest expense Financial income(expenses)net Interest coverage ratio(※) [times] Depreciation for tangible fixed assets Expenditure for plant and equipment Free Cash Flow Liquidity at hand Liquidity at hand/Averaged sales [months]	4.8 1.5 38.9 72.7 85.2 -3.9 172.1 0.9	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5 1.5	8.1 -4.6 8.5 70.3 66.9 101.1 243.8 1.5	-5.5 7.4 67.2 66.9 38.0 181.1	63.0	-3.9 6.5 51.8 48.3 42.2 218.4 1.3	5.8 -3.6 9.7 50.1 48.6 10.1 149.5 0.9	-1:
Interest expense Financial income(expenses)net Interest coverage ratio(※) [times] Depreciation for tangible fixed assets Expenditure for plant and equipment Free Cash Flow Liquidity at hand Liquidity at hand/Averaged sales [months] Inventories	4.8 1.5 38.9 72.7 85.2 -3.9 172.1 0.9	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5 1.5	8.1 -4.6 8.5 70.3 66.9 101.1 243.8 1.5	-5.5 7.4 67.2 66.9 38.0 181.1 1.1	63.0	-3.9 6.5 51.8 48.3 42.2 218.4 1.3 181.3	5.8 -3.6 9.7 50.1 48.6 10.1 149.5 0.9	-1: 1:
Interest expense Financial income(expenses)net Interest coverage ratio(※) [times] Depreciation for tangible fixed assets Expenditure for plant and equipment Free Cash Flow Liquidity at hand Liquidity at hand/Averaged sales [months] Inventories Inventories/Averaged cost of sales [months]	4.8 1.5 38.9 72.7 85.2 -3.9 172.1 0.9 192.0 1.8	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5 1.5 191.5	8.1 -4.6 8.5 70.3 66.9 101.1 243.8 1.5 169.2 1.7	-5.5 7.4 67.2 66.9 38.0 181.1 1.1 171.0	63.0	-3.9 6.5 51.8 48.3 42.2 218.4 1.3 181.3 1.9	5.8 -3.6 9.7 50.1 48.6 10.1 149.5 0.9 183.2 2.0	-1:
Interest expense Financial income(expenses)net Interest coverage ratio(※) [times] Depreciation for tangible fixed assets Expenditure for plant and equipment Free Cash Flow Liquidity at hand Liquidity at hand/Averaged sales [months] Inventories Inventories/Averaged cost of sales [months]	4.8 1.5 38.9 72.7 85.2 -3.9 172.1 0.9 192.0 1.8 384.3	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5 1.5 191.5 1.9	8.1 -4.6 8.5 70.3 66.9 101.1 243.8 1.5 169.2 1.7	-5.5 7.4 67.2 66.9 38.0 181.1 1.1 171.0 1.8 630.4	63.0 70.0	-3.9 6.5 51.8 48.3 42.2 218.4 1.3 181.3 1.9	5.8 -3.6 9.7 50.1 48.6 10.1 149.5 0.9 183.2 2.0 627.8	-1 1 2
Interest expense  Financial income(expenses)net  Interest coverage ratio(**) [times]  Depreciation for tangible fixed assets  Expenditure for plant and equipment  Free Cash Flow  Liquidity at hand  Liquidity at hand  Liquidity at hand/Averaged sales [months]  Inventories  Inventories/Averaged cost of sales [months]  Debt  Debt on total assets	4.8 1.5 38.9 72.7 85.2 -3.9 172.1 0.9 192.0 1.8 384.3 17.4%	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5 1.5 191.5 1.9 779.1 31.0%	8.1 -4.6 8.5 70.3 66.9 101.1 243.8 1.5 169.2 1.7 684.4 28.7%	-5.5 7.4 67.2 66.9 38.0 181.1 1.1 171.0 1.8 630.4 27.9%	63.0 70.0	-3.9 6.5 51.8 48.3 42.2 218.4 1.3 181.3 1.9 718.4 30.2%	5.8 -3.6 9.7 50.1 48.6 10.1 149.5 0.9 183.2 2.0 627.8 28.7%	-1 1 2 7 34
Interest expense  Financial income(expenses)net  Interest coverage ratio(**) [times]  Depreciation for tangible fixed assets  Expenditure for plant and equipment  Free Cash Flow  Liquidity at hand  Liquidity at hand  Liquidity at hand/Averaged sales [months]  Inventories  Inventories/Averaged cost of sales [months]  Debt  Debt on total assets	4.8 1.5 38.9 72.7 85.2 -3.9 172.1 0.9 192.0 1.8 384.3	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5 1.5 191.5 1.9 779.1 31.0% 2,513.4	8.1 -4.6 8.5 70.3 66.9 101.1 243.8 1.5 169.2 1.7 684.4 28.7% 2,383.9	-5.5 7.4 67.2 66.9 38.0 181.1 1.1 171.0 1.8 630.4 27.9% 2,262.3	63.0 70.0	-3.9 6.5 51.8 48.3 42.2 218.4 1.3 181.3 1.9 718.4 30.2% 2,382.4	5.8 -3.6 9.7 50.1 48.6 10.1 149.5 0.9 183.2 2.0 627.8 28.7% 2,191.0	-1 1 2 7 34 2,1
Interest expense Financial income(expenses)net Interest coverage ratio(※) [times] Depreciation for tangible fixed assets Expenditure for plant and equipment Free Cash Flow Liquidity at hand Liquidity at hand Liquidity at hand/Averaged sales [months] Inventories Inventories/Averaged cost of sales [months] Debt Debt on total assets	4.8 1.5 38.9 72.7 85.2 -3.9 172.1 0.9 192.0 1.8 384.3 17.4%	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5 1.5 191.5 1.9 779.1 31.0% 2,513.4 1.3%	8.1 -4.6 8.5 70.3 66.9 101.1 243.8 1.5 169.2 1.7 684.4 28.7% 2,383.9 2.3%	-5.5 7.4 67.2 66.9 38.0 181.1 1.1 171.0 1.8 630.4 27.9% 2,262.3 2.0%	63.0 70.0	-3.9 6.5 51.8 48.3 42.2 218.4 1.3 181.3 1.9 718.4 30.2% 2,382.4 1.3%	5.8 -3.6 9.7 50.1 48.6 10.1 149.5 0.9 183.2 2.0 627.8 28.7% 2,191.0 1.8%	-1 1 2 7 34 2,1 -2
Interest expense Financial income(expenses)net Interest coverage ratio(※) [times] Depreciation for tangible fixed assets Expenditure for plant and equipment Free Cash Flow Liquidity at hand Liquidity at hand/Averaged sales [months] Inventories Inventories/Averaged cost of sales [months] Debt Debt on total assets Fotal assets Income before income taxes on total assets Shareholders' equity	4.8 1.5 38.9 72.7 85.2 -3.9 172.1 0.9 192.0 1.8 384.3 17.4% 2,214.3	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5 1.5 191.5 1.9 779.1 31.0% 2,513.4	8.1 -4.6 8.5 70.3 66.9 101.1 243.8 1.5 169.2 1.7 684.4 28.7% 2,383.9	-5.5 7.4 67.2 66.9 38.0 181.1 1.1 171.0 1.8 630.4 27.9% 2,262.3	63.0 70.0	-3.9 6.5 51.8 48.3 42.2 218.4 1.3 181.3 1.9 718.4 30.2% 2,382.4	5.8 -3.6 9.7 50.1 48.6 10.1 149.5 0.9 183.2 2.0 627.8 28.7% 2,191.0	-1 1 2 7 34 2,1 -2
Interest expense Financial income(expenses)net Interest coverage ratio(※) [times] Depreciation for tangible fixed assets Expenditure for plant and equipment Free Cash Flow Liquidity at hand Liquidity at hand/Averaged sales [months] Inventories Inventories Inventories/Averaged cost of sales [months] Debt Debt on total assets Fotal assets Income before income taxes on total assets	4.8 1.5 38.9 72.7 85.2 -3.9 172.1 0.9 192.0 1.8 384.3 17.4% 2,214.3 7.8%	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5 1.5 191.5 1.9 779.1 31.0% 2,513.4 1.3%	8.1 -4.6 8.5 70.3 66.9 101.1 243.8 1.5 169.2 1.7 684.4 28.7% 2,383.9 2.3%	-5.5 7.4 67.2 66.9 38.0 181.1 1.1 171.0 1.8 630.4 27.9% 2,262.3 2.0%	63.0 70.0	-3.9 6.5 51.8 48.3 42.2 218.4 1.3 181.3 1.9 718.4 30.2% 2,382.4 1.3%	5.8 -3.6 9.7 50.1 48.6 10.1 149.5 0.9 183.2 2.0 627.8 28.7% 2,191.0 1.8%	7. 34 2,1 -2
Interest expense Financial income(expenses)net Interest coverage ratio(※) [times] Depreciation for tangible fixed assets Expenditure for plant and equipment Free Cash Flow Liquidity at hand Liquidity at hand/Averaged sales [months] Inventories Inventories/Averaged cost of sales [months] Debt Debt on total assets Total assets Income before income taxes on total assets Shareholders' equity Equity ratio Return on equity	4.8 1.5 38.9 72.7 85.2 -3.9 172.1 0.9 192.0 1.8 384.3 17.4% 2,214.3 7.8% 1,080.1	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5 1.5 191.5 1.9 779.1 31.0% 2,513.4 1.3% 975.3	8.1 -4.6 8.5 70.3 66.9 101.1 243.8 1.5 169.2 1.7 684.4 28.7% 2,383.9 2.3% 973.3	-5.5 7.4 67.2 66.9 38.0 181.1 1.1 171.0 1.8 630.4 27.9% 2,262.3 2.0% 929.8	63.0 70.0	-3.9 6.5 51.8 48.3 42.2 218.4 1.3 181.3 1.9 718.4 30.2% 2,382.4 1.3% 962.2	5.8 -3.6 9.7 50.1 48.6 10.1 149.5 0.9 183.2 2.0 627.8 28.7% 2,191.0 1.8% 907.5	7: 34 2,11: -2 8: 36
Interest expense Financial income(expenses)net	4.8 1.5 38.9 72.7 85.2 -3.9 172.1 0.9 192.0 1.8 384.3 17.4% 2,214.3 7.8% 1,080.1 48.8%	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5 1.5 191.5 1.9 779.1 31.0% 2,513.4 1.3% 975.3 38.8%	8.1 -4.6 8.5 70.3 66.9 101.1 243.8 1.5 169.2 1.7 684.4 28.7% 2,383.9 2.3% 973.3 40.8%	-5.5 7.4 67.2 66.9 38.0 181.1 1.1 171.0 1.8 630.4 27.9% 2,262.3 2.0% 929.8 41.1%	63.0 70.0 	-3.9 6.5 51.8 48.3 42.2 218.4 1.3 181.3 1.9 718.4 30.2% 2,382.4 1.3% 962.2 40.4%	5.8 -3.6 9.7 50.1 48.6 10.1 149.5 0.9 183.2 2.0 627.8 28.7% 2,191.0 1.8% 907.5 41.4%	75 34. 2,19 -2,19 -2,19 -2,6 36.
Interest expense Financial income(expenses)net	4.8 1.5 38.9 72.7 85.2 -3.9 172.1 0.9 192.0 1.8 384.3 17.4% 2,214.3 7.8% 1,080.1 48.8% 9.9%	5.8 -0.6 13.6 74.8 96.9 -195.6 260.5 1.5 191.5 1.9 779.1 31.0% 2,513.4 1.3% 975.3 38.8% 0.6%	8.1 -4.6 8.5 70.3 66.9 101.1 243.8 1.5 169.2 1.7 684.4 28.7% 2,383.9 2.3% 973.3 40.8% 2.9%	-5.5 7.4 67.2 66.9 38.0 181.1 171.0 1.8 630.4 27.9% 2,262.3 2.0% 929.8 41.1% 2.1%	 63.0 70.0    	-3.9 6.5 51.8 48.3 42.2 218.4 1.3 181.3 1.9 718.4 30.2% 2,382.4 1.3% 962.2 40.4% 1.5%	5.8 -3.6 9.7 50.1 48.6 10.1 149.5 0.9 183.2 2.0 627.8 28.7% 2,191.0 1.8% 907.5 41.4% 2.2%	75 34. 20,19 -2. 80 36.

## **Key Financial Figures(Consolidated)**

	(Fiscal year	ended)				(Nine month	s ended)	
3. Sales by Category	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		1,306.0	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.

1,531.8	1,475.6	1,128.5	1,082.0
	-3.7%		-4.1%
78.9%	77.7%	78.4%	77.5%
181.4	191.8	135.8	143.3
	5.7%		5.5%
9.3%	10.1%	9.4%	10.2%
	78.9% 181.4	78.9% 77.7% 181.4 191.8 5.7%	-3.7% 78.9% 77.7% 78.4% 181.4 191.8 135.8

1. 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)
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	(Three monu	is chucu)						
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%	-10.0		
Percentage of net sales	1.5%	1.1%	1.7%	-0.1%	0.7%	-2.3%	-9.8%	1.2%
Net income attributable to sharholders per share-basic [yen]	10.11	7.13	10.79	-0.170	4.75	-14.90	-61.71	8.46
(change from the previous corresponding period)								0.40
	715.3%	470.4%	-37.9%	92.22	-53.0%	77.94	77.39	75.00
Exchange rate [yen/US\$]	92.13	85.95	82.66	82.32	81.71			
[yen/EURO]	117.52	110.80	112.30	112.51	117.62	110.31	104.29	105.00
. Other ratios	Jun.'10	Sep.'10	Dec.'10	Mar.'11	Jun.'11	Sep.'11	Dec.'11	Mar.'12
R&D Expenditure	25.6	28.3	27.3	29.5	27.6	31.8	29.8	(Forecast) 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								
1	288.1 1.8	275.7 1.7	149.5 1.0	181.1 1.1	170.7 1.1	138.6 0.9	159.2 1.0	
Liquidity at hand/Averaged sales [months]  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	742.7		627.8	630.4	652.3	643.2	752.1	
	743.7	731.6		27.00/	20.00/	20.40/	24 20/	
Debt on total assets	31.5%	31.2%	28.7%	27.9%	28.9%	29.4%	34.3%	
Total assets	31.5% 2,361.0	31.2% 2,343.0	28.7%	2,262.3	2,257.1	2,186.9	2,193.2	
Total assets  Income before income taxes on total assets	31.5% 2,361.0 0.7%	31.2% 2,343.0 0.5%	28.7% 2,191.0 0.6%	2,262.3 0.2%	2,257.1 0.4%	2,186.9 -0.7%	2,193.2 -1.8%	
Total assets Income before income taxes on total assets Shareholders' equity	31.5% 2,361.0 0.7% 925.8	31.2% 2,343.0 0.5% 927.8	28.7% 2,191.0 0.6% 907.5	2,262.3 0.2% 929.8	2,257.1 0.4% 913.1	2,186.9 -0.7% 861.7	2,193.2 -1.8% 804.9	
Total assets Income before income taxes on total assets Shareholders' equity Equity ratio	31.5% 2,361.0 0.7% 925.8 39.2%	31.2% 2,343.0 0.5% 927.8 39.6%	28.7% 2,191.0 0.6% 907.5 41.4%	2,262.3 0.2% 929.8 41.1%	2,257.1 0.4% 913.1 40.5%	2,186.9 -0.7% 861.7 39.4%	2,193.2 -1.8% 804.9 36.7%	
Total assets Income before income taxes on total assets Shareholders' equity Equity ratio Return on equity	31.5% 2,361.0 0.7% 925.8 39.2% 0.8%	31.2% 2,343.0 0.5% 927.8 39.6% 0.6%	28.7% 2,191.0 0.6% 907.5 41.4% 0.9%	2,262.3 0.2% 929.8 41.1% -0.1%	2,257.1 0.4% 913.1 40.5% 0.4%	2,186.9 -0.7% 861.7 39.4% -1.2%	2,193.2 -1.8% 804.9 36.7% -5.4%	
Total assets Income before income taxes on total assets Shareholders' equity Equity ratio	31.5% 2,361.0 0.7% 925.8 39.2%	31.2% 2,343.0 0.5% 927.8 39.6%	28.7% 2,191.0 0.6% 907.5 41.4%	2,262.3 0.2% 929.8 41.1%	2,257.1 0.4% 913.1 40.5%	2,186.9 -0.7% 861.7 39.4%	2,193.2 -1.8% 804.9 36.7%	   

Interest coverage ratio(\*\*)=(Interest and dividend income + Operating income) - Interest expense

Number of employees (Total)(thousand of people)

108.5

108.3

109.0

109.9

110.6

110.2

108.6

## Key Financial Figures(Consolidated)

Percentage of net sales

	T 110	G 110	D 110	M 11.1	T 14.4	0 111	D 144	Mar.'12
. Sales by Category	Jun.'10	Sep.'10	Dec.'10	Mar.'11	Jun.'11	Sep.'11	Dec.'11	(Forecast
Imaging & Solutions	424.6	426.2	413.4	448.9	412.1	417.0	396.2	442.
(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%	87.89
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.
(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.
(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%	7.79
Percentage of net sales  Network System Solutions (change from the previous corresponding period)	79.8% 39.1	76.2% 54.3	79.3%	80.2% 45.5	78.9%	76.8%	76.7% 45.3	78.29
-	39.1	54.3	42.3	45.5	4.4	53.7	45.3	40
Percentage of net sales	0.4						7.00/	
Tereoniuge of net sures	8.1%	11.2%	9.0%	9.1%	13.2% 9.5%	-1.1% 11.4%	7.0% 9.9%	6.2%
	Jun.'10	11.2% Sep.'10	9.0% Dec.'10	9.1% Mar.'11	13.2%	-1.1%		6.2% 9.6% Mar.'12
Sales by Geographic Area  Japan	Jun.'10 212.9	Sep.'10 226.1	Dec.'10 210.3		13.2% 9.5% Jun.'11 215.1	-1.1% 11.4%	9,9% Dec.'11 210.3	6.2% 9.6% Mar.'12 (Forecast
Sales by Geographic Area  Japan  (change from the previous corresponding period)	Jun.'10 212.9 3.0%	Sep.'10	Dec.'10	Mar.'11 226.4 -9.4%	13.2% 9.5% Jun.'11 215.1 1.0%	-1.1% 11.4% Sep.'11	9.9% Dec.'11	6.2° 9.6° Mar.'12 (Forecas) 240.
. Sales by Geographic Area Japan	Jun.'10 212.9 3.0% 44.1%	Sep.'10  226.1  5.2%  46.4%	Dec.'10 210.3 2.7% 44.9%	Mar.'11 226.4 -9.4% 45.0%	13.2% 9.5% Jun.'11 215.1 1.0% 46.2%	-1.1% 11.4% Sep.'11 219.3	9,9% Dec.'11 210.3	6.29 9.69 Mar.'12 (Forecas) 240. 6.09
. Sales by Geographic Area  Japan  (change from the previous corresponding period)  Percentage of net sales	Jun.'10 212.9 3.0%	Sep.'10 226.1 5.2%	Dec.'10 210.3 2.7%	Mar.'11 226.4 -9.4%	13.2% 9.5% Jun.'11 215.1 1.0%	-1.1% 11.4% Sep.'11 219.3 -3.0%	9,9% Dec.'11 210.3 0.0%	6.2% 9.6% Mar.'12 (Forecast 240. 6.0% 47.7%
. Sales by Geographic Area  Japan  (change from the previous corresponding period)  Percentage of net sales	Jun.'10 212.9 3.0% 44.1%	Sep.'10  226.1  5.2%  46.4%	Dec.'10 210.3 2.7% 44.9%	Mar.'11 226.4 -9.4% 45.0%	13.2% 9.5% Jun.'11 215.1 1.0% 46.2%	-1.1% 11.4% Sep.'11 219.3 -3.0% 46.4%	9.9%  Dec.'11  210.3  0.0%  46.0%	6.29 9.69 Mar.'12 (Forecas) 240 6.09 47.79 263
. Sales by Geographic Area  Japan  (change from the previous corresponding period)  Percentage of net sales  Overseas	Jun.'10 212.9 3.0% 44.1% 270.0	Sep.'10  226.1  5.2%  46.4%  261.7	Dec.'10 210.3 2.7% 44.9% 257.8	Mar.'11 226.4 -9.4% 45.0% 276.5	13.2% 9.5% Jun.'11 215.1 1.0% 46.2% 251.0	-1.1% 11.4% Sep.'11 219.3 -3.0% 46.4% 253.3	9.9%  Dec.'11  210.3  0.0%  46.0%  247.2	6.29 9.69 Mar.'12 (Forecas: 240 6.09 47.79 263 -4.89
Sales by Geographic Area  Japan  (change from the previous corresponding period)  Percentage of net sales  Overseas  (change from the previous corresponding period)	Jun.'10 212.9 3.0% 44.1% 270.0 -5.1%	Sep.'10  226.1  5.2%  46.4%  261.7  -7.3%	Dec.'10 210.3 2.7% 44.9% 257.8 -8.3%	Mar.'11  226.4 -9.4% 45.0% 276.5 -5.2%	Jun.'11  215.1 1.0% 46.2% 251.0 -7.0%	-1.1% 11.4% Sep.'11 219.3 -3.0% 46.4% 253.3 -3.2%	9.9%  Dec.'11  210.3  0.0%  46.0%  247.2  -4.1%	6.29 9.69 Mar.'12 (Forecas) 240 6.09 47.79 263 -4.89 52.39
Japan  (change from the previous corresponding period)  Percentage of net sales  Overseas  (change from the previous corresponding period)  Percentage of net sales	Jun.'10 212.9 3.0% 44.1% 270.0 -5.1% 55.9%	Sep.'10  226.1  5.2%  46.4%  261.7  -7.3%  53.6%	Dec.'10 210.3 2.7% 44.9% 257.8 -8.3% 55.1%	Mar.'11  226.4 -9.4% 45.0% 276.5 -5.2% 55.0%	Jun.'11  215.1 1.0% 46.2% 251.0 -7.0% 53.8%	-1.1% 11.4% Sep.'11 219.3 -3.0% 46.4% 253.3 -3.2% 53.6%	9.9%  Dec.'11  210.3  0.0%  46.0%  247.2  -4.1%  54.0%	6.29 9.69 Mar.'12 (Forecast 240 6.09 47.79 263 -4.89 52.39
Japan  (change from the previous corresponding period)  Percentage of net sales  Overseas  (change from the previous corresponding period)  Percentage of net sales  The Americas	Jun.'10 212.9 3.0% 44.1% 270.0 -5.1% 55.9% 133.4	Sep.'10  226.1  5.2%  46.4%  261.7  -7.3%  53.6%  131.4	Dec.'10 210.3 2.7% 44.9% 257.8 -8.3% 55.1% 124.5	Mar.'11  226.4 -9.4% 45.0% 276.5 -5.2% 55.0% 132.5	13.2% 9.5% Jun.'11 215.1 1.0% 46.2% 251.0 -7.0% 53.8% 115.5	-1.1% 11.4% Sep.'11 219.3 -3.0% 46.4% 253.3 -3.2% 53.6% 118.6	9.9%  Dec.'11  210.3  0.0%  46.0%  247.2  -4.1%  54.0%  112.3	6.2° 9.6°  Mar.'12 (Forecas 240 6.0° 47.7° 263 -4.8° 52.3° 122 -8.0°
Japan  (change from the previous corresponding period)  Percentage of net sales  Overseas  (change from the previous corresponding period)  Percentage of net sales  The Americas  (change from the previous corresponding period)	Jun.'10  212.9  3.0%  44.1%  270.0  -5.1%  55.9%  133.4  -6.6%	Sep.'10  226.1  5.2%  46.4%  261.7  -7.3%  53.6%  131.4  -5.0%	Dec.'10 210.3 2.7% 44.9% 257.8 -8.3% 55.1% 124.5 -7.9%	Mar.'11  226.4 -9.4% 45.0%  276.5 -5.2% 55.0%  132.5 -6.2%	13.2% 9.5% Jun.'11 215.1 1.0% 46.2% 251.0 -7.0% 53.8% 115.5 -13.4%	-1.1% 11.4% Sep.'11 219.3 -3.0% 46.4% 253.3 -3.2% 53.6% 118.6 -9.7%	9.9%  Dec.'11  210.3 0.0% 46.0% 247.2 -4.1% 54.0% 112.3 -9.8%	6.2 <sup>c</sup> 9.6 <sup>c</sup> Mar.'12 (Forecas 240 6.0 <sup>c</sup> 47.7 <sup>c</sup> 263 -4.8 <sup>c</sup> 52.3 <sup>c</sup> 122 -8.0 <sup>c</sup> 24.2 <sup>c</sup>
. Sales by Geographic Area  Japan  (change from the previous corresponding period) Percentage of net sales  Overseas  (change from the previous corresponding period) Percentage of net sales  The Americas (change from the previous corresponding period) Percentage of net sales	Jun.'10 212.9 3.0% 44.1% 270.0 -5.1% 55.9% 133.4 -6.6% 27.6%	Sep.'10  226.1  5.2%  46.4%  261.7  -7.3%  53.6%  131.4  -5.0%  26.9%	Dec.'10 210.3 2.7% 44.9% 257.8 -8.3% 55.1% 124.5 -7.9% 26.6%	Mar.'11  226.4 -9.4% 45.0% 276.5 -5.2% 55.0% 132.5 -6.2% 26.4%	13.2% 9.5% Jun.'11 215.1 1.0% 46.2% 251.0 -7.0% 53.8% 115.5 -13.4% 24.8%	-1.1% 11.4% Sep.'11 219.3 -3.0% 46.4% 253.3 -3.2% 53.6% 118.6 -9.7% 25.1%	9.9%  Dec.'11  210.3 0.0% 46.0% 247.2 -4.1% 54.0% 112.3 -9.8% 24.5%	6.29 9.69 Mar.'12 (Forecas) 240. 6.09 47.79 263. -4.89 52.39 122. -8.09 24.29
. Sales by Geographic Area  Japan  (change from the previous corresponding period) Percentage of net sales  Overseas  (change from the previous corresponding period) Percentage of net sales  The Americas (change from the previous corresponding period) Percentage of net sales  Europe	Jun.'10 212.9 3.0% 44.1% 270.0 -5.1% 55.9% 133.4 -6.6% 27.6% 103.1	Sep.'10  226.1  5.2%  46.4%  261.7  -7.3%  53.6%  131.4  -5.0%  26.9%  97.9	Dec.'10 210.3 2.7% 44.9% 257.8 -8.3% 55.1% 124.5 -7.9% 26.6% 102.4	Mar.'11  226.4 -9.4% 45.0% 276.5 -5.2% 55.0% 132.5 -6.2% 26.4% 110.4	13.2% 9.5% Jun.'11 215.1 1.0% 46.2% 251.0 -7.0% 53.8% 115.5 -13.4% 24.8% 102.4	-1.1% 11.4% Sep.'11 219.3 -3.0% 46.4% 253.3 -3.2% 53.6% 118.6 -9.7% 25.1%	9.9%  Dec.'11  210.3 0.0% 46.0% 247.2 -4.1% 54.0% 112.3 -9.8% 24.5% 100.6	48. 6.29 9.69  Mar.'12 (Forecast 240. 6.09 47.79 2634.89 52.39 1228.09 24.29 1073.19 21.39
. Sales by Geographic Area  Japan  (change from the previous corresponding period) Percentage of net sales  Overseas  (change from the previous corresponding period) Percentage of net sales  The Americas (change from the previous corresponding period) Percentage of net sales  Europe (change from the previous corresponding period)	Jun.'10 212.9 3.0% 44.1% 270.0 -5.1% 55.9% 133.4 -6.6% 27.6% 103.1 -9.3%	Sep.'10  226.1  5.2%  46.4%  261.7  -7.3%  53.6%  131.4  -5.0%  26.9%  97.9  -12.9%	Dec.'10 210.3 2.7% 44.9% 257.8 -8.3% 55.1% 124.5 -7.9% 26.6% 102.4 -11.1%	Mar.'11  226.4 -9.4% 45.0% 276.5 -5.2% 55.0% 132.5 -6.2% 26.4% 110.4 -5.7%	13.2% 9.5%  Jun.'11  215.1 1.0% 46.2%  251.0 -7.0% 53.8%  115.5 -13.4% 24.8%  102.4 -0.6%	-1.1% 11.4% Sep.'11 219.3 -3.0% 46.4% 253.3 -3.2% 53.6% 118.6 -9.7% 25.1% 99.4 1.5%	9.9%  Dec.'11  210.3 0.0% 46.0% 247.2 -4.1% 54.0% 112.3 -9.8% 24.5% 100.6 -1.7%	6.2% 9.6%  Mar. '12 (Forecast 240. 6.0% 47.7% 2634.8% 52.3% 1228.0% 24.2% 1073.1%
. Sales by Geographic Area  Japan  (change from the previous corresponding period) Percentage of net sales  Overseas  (change from the previous corresponding period) Percentage of net sales  The Americas (change from the previous corresponding period) Percentage of net sales  Europe (change from the previous corresponding period) Percentage of net sales	Jun.'10  212.9 3.0% 44.1% 270.0 -5.1% 55.9% 133.4 -6.6% 27.6% 103.1 -9.3% 21.4%	Sep.'10  226.1  5.2%  46.4%  261.7  -7.3%  53.6%  131.4  -5.0%  26.9%  97.9  -12.9%  20.1%	Dec.'10 210.3 2.7% 44.9% 257.8 -8.3% 55.1% 124.5 -7.9% 26.6% 102.4 -11.1% 21.9%	Mar.'11  226.4 -9.4% 45.0% 276.5 -5.2% 55.0% 132.5 -6.2% 26.4% 110.4 -5.7% 22.0%	Jun.'11  215.1 1.0% 46.2% 251.0 -7.0% 53.8% 115.5 -13.4% 24.8% 102.4 -0.6% 22.0%	-1.1% 11.4%  Sep.'11 219.3 -3.0% 46.4% 253.3 -3.2% 53.6% 118.6 -9.7% 25.1% 99.4 1.5% 21.0%	9.9%  Dec.'11  210.3 0.0% 46.0% 247.2 -4.1% 54.0% 112.3 -9.8% 24.5% 100.6 -1.7% 22.0%	6.29 9.69 Mar.'12 (Forecas: 240. 6.09 47.79 263. -4.89 52.39 122. -8.09 24.29 107. -3.19 21.39

6.9%

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6.8%