

Key Financial Figures(Consolidated)

| 1. Operating Results | (Fiscal year ended) | | | | |
|---|---------------------|---------|-----------------|-----------------|-----------------------|
| | Mar.'09 | Mar.'10 | Mar.'11 (*1) | Mar.'12 (*1) | Mar.'13 (Forecast) |
| Net sales | 2,091.6 | 2,016.3 | 1,941.3 | 1,903.4 | 1,920.0 |
| (change from the previous corresponding period) | -5.8% | -3.6% | | -2.0% | 0.9% |
| Domestic sales | 938.3 | 876.5 | 875.8 | 886.4 | 901.0 |
| (change from the previous corresponding period) | -7.6% | -6.6% | | 1.2% | 1.6% |
| Overseas sales | 1,153.3 | 1,139.7 | 1,065.5 | 1,017.0 | 1,019.0 |
| (change from the previous corresponding period) | -4.2% | -1.2% | | -4.5% | 0.2% |
| Overseas sales ratio | 55.1% | 56.5% | 54.9% | 53.4% | 53.1% |
| Gross profit | 854.3 | 822.3 | 788.9 | 752.6 | 760.0 |
| (change from the previous corresponding period) | -7.9% | -3.8% | | -4.6% | 1.0% |
| Percentage of net sales | 40.8% | 40.8% | 40.6% | 39.5% | 39.6% |
| Selling, general and administrative expenses | 779.8 | 756.3 | 730.8 | 770.6 | 690.0 |
| (change from the previous corresponding period) | 4.5% | -3.0% | | 5.4% | -10.5% |
| Percentage of net sales | 37.3% | 37.5% | 37.6% | 40.4% | 35.9% |
| Operating income | 74.5 | 65.9 | 58.0 | -18.0 | 70.0 |
| (change from the previous corresponding period) | -58.9% | -11.5% | | --- | --- |
| Percentage of net sales | 3.6% | 3.3% | 3.0% | -0.9% | 3.6% |
| Income before income taxes | 30.9 | 57.5 | 44.1 | -31.9 | 62.5 |
| (change from the previous corresponding period) | -82.3% | 85.9% | | --- | --- |
| Percentage of net sales | 1.5% | 2.9% | 2.3% | -1.7% | 3.3% |
| Net income attributable to Ricoh Company, Ltd. | 6.5 | 27.8 | 18.6 | -44.5 | 33.0 |
| (change from the previous corresponding period) | -93.9% | 326.8% | | --- | --- |
| Percentage of net sales | 0.3% | 1.4% | 1.0% | -2.3% | 1.7% |
| Net income attributable to shareholders per share-basic [yen] | 9.02 | 38.41 | 25.68 | -61.42 | 45.49 |
| (change from the previous corresponding period) | -93.8% | 325.8% | | --- | --- |
| Exchange rate [yen/US\$] | 100.55 | 92.91 | 85.77 | 79.08 | 75.00 |
| [yen/EURO] | 143.74 | 131.21 | 113.28 | 109.05 | 105.00 |

| 2. Other ratios | Mar.'09 | Mar.'10 | Mar.'11 (*1) | Mar.'12 (*1) | Mar.'13 (Forecast) |
|---|---------|---------|-----------------|-----------------|-----------------------|
| R&D Expenditure | 124.4 | 109.8 | 110.5 | 119.0 | 117.0 |
| R&D Expenditure / net sales | 5.9% | 5.4% | 5.7% | 6.3% | 6.1% |
| Interest and dividend income | 5.2 | 3.4 | 2.9 | 3.1 | --- |
| Interest expense | 5.8 | 8.1 | 8.5 | 6.9 | --- |
| Financial income(expenses)net | -0.6 | -4.6 | -5.5 | -3.8 | --- |
| Interest coverage ratio(%) [times] | 13.6 | 8.5 | 7.2 | -2.1 | --- |
| Depreciation for tangible fixed assets | 74.8 | 70.3 | 67.2 | 64.9 | 65.0 |
| Expenditure for plant and equipment | 96.9 | 66.9 | 66.8 | 73.2 | 83.0 |
| Free Cash Flow | -195.6 | 101.1 | 38.0 | -101.2 | --- |
| Liquidity at hand | 260.5 | 243.8 | 174.2 | 158.6 | --- |
| Liquidity at hand/Averaged sales [months] | 1.5 | 1.5 | 1.1 | 1.0 | --- |
| Inventories | 191.5 | 169.2 | 171.8 | 195.0 | --- |
| Inventories/Averaged cost of sales [months] | 1.9 | 1.7 | 1.8 | 2.0 | --- |
| Debt | 779.1 | 684.4 | 629.6 | 741.8 | --- |
| Debt on total assets | 31.0% | 28.7% | 27.9% | 32.4% | --- |
| Total assets | 2,513.4 | 2,383.9 | 2,255.5 | 2,289.3 | --- |
| Income before income taxes on total assets | 1.3% | 2.3% | 1.9% | -1.4% | --- |
| Shareholders' equity | 975.3 | 973.3 | 925.2 | 822.7 | --- |
| Equity ratio | 38.8% | 40.8% | 41.0% | 35.9% | --- |
| Return on equity | 0.6% | 2.9% | 2.0% | -5.1% | --- |
| Number of employees(Japan)(thousand of people) | 40.8 | 41.1 | 40.1 | 38.5 | --- |
| Number of employees(Overseas)(thousand of people) | 67.6 | 67.4 | 68.9 | 70.7 | --- |
| Number of employees (Total)(thousand of people) | 108.4 | 108.5 | 109.0 | 109.2 | --- |

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

*1 The Company has accounted for subsidiaries that changed their fiscal year-ends from December 31 to March 31 as if their fiscal year-ends in prior years were March 31 and has restated prior-year consolidated financial statements.

The changes from the previous corresponding period is based on the figures retrospectively adjusted .

Key Financial Figures(Consolidated)

| 3. Sales by Category | (Fiscal year ended) | | | | |
|---|---------------------|---------|-----------------|-----------------|-----------------------|
| | Mar.'09 | Mar.'10 | Mar.'11 (*1) | Mar.'12 (*1) | Mar.'13 (Forecast) |
| Imaging & Solutions | 1,833.0 | 1,790.2 | 1,712.6 | 1,670.7 | 1,666.7 |
| (change from the previous corresponding period) | -4.0% | -2.3% | | -2.4% | -0.2% |
| Percentage of net sales | 87.6% | 88.8% | 88.2% | 87.8% | 86.8% |
| Imaging Solutions | 1,598.6 | 1,516.1 | | | |
| (change from the previous corresponding period) | -6.5% | -5.2% | ※ | ※ | ※ |
| Percentage of net sales | 76.4% | 75.2% | | | |
| Network System Solutions | 234.4 | 274.0 | | | |
| (change from the previous corresponding period) | 17.2% | 16.9% | ※ | ※ | ※ |
| Percentage of net sales | 11.2% | 13.6% | | | |
| Industrial Products | 115.5 | 101.6 | 106.8 | 96.5 | 97.1 |
| (change from the previous corresponding period) | -19.9% | -12.0% | | -9.6% | 0.5% |
| Percentage of net sales | 5.5% | 5.0% | 5.5% | 5.1% | 5.1% |
| Other | 143.0 | 124.4 | 121.8 | 136.1 | 156.2 |
| (change from the previous corresponding period) | -13.9% | -13.0% | | 11.7% | 14.8% |
| Percentage of net sales | 6.8% | 6.2% | 6.3% | 7.1% | 8.1% |

※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 | 1,531.2 | 1,471.8 | 1,457.0 |
| (change from the previous corresponding period) | | -3.9% | -1.0% |
| Percentage of net sales | 78.9% | 77.3% | 75.9% |
| Network System Solutions | 181.4 | 198.9 | 209.7 |
| (change from the previous corresponding period) | | 9.7% | 5.4% |
| Percentage of net sales | 9.3% | 10.5% | 10.9% |

| 4. Sales by Geographic Area | Mar.'09 | Mar.'10 | Mar.'11 (*1) | Mar.'12 (*1) | Mar.'13 (Forecast) |
|---|---------|---------|-----------------|-----------------|-----------------------|
| Japan | 938.3 | 876.5 | 875.8 | 886.4 | 901.0 |
| (change from the previous corresponding period) | -7.6% | -6.6% | | 1.2% | 1.6% |
| Percentage of net sales | 44.9% | 43.5% | 45.1% | 46.6% | 46.9% |
| Overseas | 1,153.3 | 1,139.7 | 1,065.5 | 1,017.0 | 1,019.0 |
| (change from the previous corresponding period) | -4.2% | -1.2% | | -4.5% | 0.2% |
| Percentage of net sales | 55.1% | 56.5% | 54.9% | 53.4% | 53.1% |
| The Americas | 502.8 | 557.6 | 520.0 | 468.7 | 462.3 |
| (change from the previous corresponding period) | 15.7% | 10.9% | | -9.9% | -1.4% |
| Percentage of net sales | 24.0% | 27.7% | 26.8% | 24.6% | 24.1% |
| Europe | 523.4 | 458.5 | 415.1 | 408.5 | 408.8 |
| (change from the previous corresponding period) | -13.2% | -12.4% | | -1.6% | 0.1% |
| Percentage of net sales | 25.0% | 22.7% | 21.4% | 21.5% | 21.3% |
| Other | 127.0 | 123.4 | 130.3 | 139.7 | 147.9 |
| (change from the previous corresponding period) | -23.4% | -2.8% | | 7.3% | 5.8% |
| Percentage of net sales | 6.1% | 6.1% | 6.7% | 7.3% | 7.7% |

*1 The Company has accounted for subsidiaries that changed their fiscal year-ends from December 31 to March 31 as if their fiscal year-ends in prior years were March 31 and has restated prior-year consolidated financial statements. The changes from the previous corresponding period is based on the figures retrospectively adjusted.

Key Financial Figures(Consolidated)

| 1. Operating Results | (Three months ended) | | | | Jun.'11 | Sep.'11 | Dec.'11 | Mar.'12 |
|---|----------------------|---------|---------|---------|---------|---------|---------|---------------|
| | Jun.'10 | Sep.'10 | Dec.'10 | Mar.'11 | (*1) | (*1) | (*1) | |
| Net sales | 482.9 | 487.9 | 468.1 | 502.9 | 467.3 | 471.6 | 457.7 | 506.6 |
| (change from the previous corresponding period) | -1.7% | -1.9% | -3.7% | -7.1% | | | | |
| Domestic sales | 212.9 | 226.1 | 210.3 | 226.4 | 215.3 | 219.2 | 210.5 | 241.3 |
| (change from the previous corresponding period) | 3.0% | 5.2% | 2.7% | -9.4% | | | | |
| Overseas sales | 270.0 | 261.7 | 257.8 | 276.5 | 252.0 | 252.4 | 247.1 | 265.2 |
| (change from the previous corresponding period) | -5.1% | -7.3% | -8.3% | -5.2% | | | | |
| Overseas sales ratio | 55.9% | 53.6% | 55.1% | 55.0% | 53.9% | 53.5% | 54.0% | 52.4% |
| Gross profit | 204.3 | 198.6 | 196.5 | 190.5 | 197.5 | 189.2 | 181.4 | 184.3 |
| (change from the previous corresponding period) | 2.0% | 0.4% | -6.5% | -10.9% | | | | |
| Percentage of net sales | 42.3% | 40.7% | 42.0% | 37.9% | 42.3% | 40.1% | 39.6% | 36.4% |
| Selling, general and administrative expenses | 182.4 | 182.4 | 180.5 | 184.3 | 186.2 | 202.6 | 216.3 | 165.4 |
| (change from the previous corresponding period) | -6.1% | -4.0% | -3.2% | -0.7% | | | | |
| Percentage of net sales | 37.8% | 37.4% | 38.6% | 36.7% | 39.9% | 43.0% | 47.3% | 32.7% |
| Operating income | 21.8 | 16.1 | 15.9 | 6.2 | 11.3 | -13.3 | -34.9 | 18.9 |
| (change from the previous corresponding period) | 259.6% | 104.1% | -32.7% | -78.0% | | | | |
| Percentage of net sales | 4.5% | 3.3% | 3.4% | 1.2% | 2.4% | -2.8% | -7.6% | 3.7% |
| Income before income taxes | 15.4 | 12.5 | 13.2 | 4.0 | 9.2 | -19.0 | -38.8 | 16.6 |
| (change from the previous corresponding period) | 353.6% | 275.2% | -44.8% | -84.8% | | | | |
| Percentage of net sales | 3.2% | 2.6% | 2.8% | 0.8% | 2.0% | -4.0% | -8.5% | 3.3% |
| Net income attributable to Ricoh Company, Ltd. | 7.3 | 5.1 | 7.8 | -0.6 | 4.9 | -13.7 | -44.3 | 8.6 |
| (change from the previous corresponding period) | 712.1% | 472.3% | -37.9% | --- | | | | |
| Percentage of net sales | 1.5% | 1.1% | 1.7% | -0.1% | 1.1% | -2.9% | -9.7% | 1.7% |
| Net income attributable to shareholders per share-basic [yen] | 10.11 | 7.13 | 10.79 | -0.95 | 6.80 | -18.92 | -61.19 | 11.89 |
| (change from the previous corresponding period) | 715.3% | 470.4% | -37.9% | --- | | | | |
| Exchange rate [yen/US\$] | 92.13 | 85.95 | 82.66 | 82.32 | 81.71 | 77.94 | 77.39 | 79.32 |
| [yen/EURO] | 117.52 | 110.80 | 112.30 | 112.51 | 117.62 | 110.31 | 104.29 | 104.04 |
| 2. Other ratios | Jun.'10 | Sep.'10 | Dec.'10 | Mar.'11 | Jun.'11 | Sep.'11 | Dec.'11 | Mar.'12 |
| | | | | | (*1) | (*1) | (*1) | |
| R&D Expenditure | 25.6 | 28.3 | 27.3 | 29.5 | 28.0 | 31.7 | 29.5 | 29.7 |
| R&D Expenditure / net sales | 5.3% | 5.8% | 5.8% | 5.9% | 6.0% | 6.7% | 6.5% | 5.9% |
| Interest and dividend income | 0.5 | 0.7 | 0.7 | 0.8 | 0.6 | 0.8 | 0.5 | 1.1 |
| Interest expense | 1.8 | 2.0 | 1.9 | 2.6 | 1.4 | 1.9 | 1.5 | 2.0 |
| Financial income(expenses)net | -1.2 | -1.2 | -1.1 | -1.8 | -0.8 | -1.0 | -1.0 | -0.8 |
| Interest coverage ratio(※) [times] | 12.1 | 8.2 | 8.8 | 2.6 | 8.2 | -6.3 | -22.4 | 10.0 |
| Depreciation for tangible fixed assets | 16.0 | 17.3 | 16.7 | 17.0 | 15.6 | 15.2 | 15.9 | 18.1 |
| Expenditure for plant and equipment | 15.8 | 23.7 | 9.1 | 18.3 | 16.8 | 20.0 | 17.0 | 19.3 |
| Free Cash Flow | 20.5 | -2.6 | -7.6 | 27.8 | -20.0 | -17.3 | -77.1 | 13.2 |
| Liquidity at hand | 288.1 | 275.7 | 149.5 | 181.1 | 164.9 | 135.9 | 154.4 | 158.6 |
| Liquidity at hand/Averaged sales [months] | 1.8 | 1.7 | 1.0 | 1.1 | 1.1 | 0.9 | 1.0 | 0.9 |
| Inventories | 171.3 | 182.4 | 183.2 | 171.0 | 187.9 | 188.5 | 201.3 | 195.0 |
| Inventories/Averaged cost of sales [months] | 1.8 | 1.9 | 2.0 | 1.6 | 2.1 | 2.0 | 2.2 | 1.8 |
| Debt | 743.7 | 731.6 | 627.8 | 630.4 | 653.5 | 642.4 | 752.4 | 741.8 |
| Debt on total assets | 31.5% | 31.2% | 28.7% | 27.9% | 29.0% | 29.5% | 34.4% | 32.4% |
| Total assets | 2,361.0 | 2,343.0 | 2,191.0 | 2,262.3 | 2,254.8 | 2,179.8 | 2,186.3 | 2,289.3 |
| Income before income taxes on total assets | 0.7% | 0.5% | 0.6% | 0.2% | 0.4% | -0.9% | -1.8% | 0.7% |
| Shareholders' equity | 925.8 | 927.8 | 907.5 | 929.8 | 911.4 | 856.6 | 798.9 | 822.7 |
| Equity ratio | 39.2% | 39.6% | 41.4% | 41.1% | 40.4% | 39.3% | 36.5% | 35.9% |
| Return on equity | 0.8% | 0.6% | 0.9% | -0.1% | 0.5% | -1.6% | -5.4% | 1.1% |
| Number of employees(Japan)(thousand of people) | 41.5 | 40.8 | 40.3 | 40.0 | 40.9 | 40.5 | 38.8 | 38.5 |
| Number of employees(Overseas)(thousand of people) | 67.0 | 67.6 | 67.9 | 68.9 | 69.0 | 70.0 | 71.4 | 70.7 |
| Number of employees (Total)(thousand of people) | 108.6 | 108.5 | 108.3 | 109.0 | 109.9 | 110.6 | 110.2 | 109.2 |

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

*1 The Company has accounted for subsidiaries that changed their fiscal year-ends from December 31 to March 31 as if their fiscal year-ends in prior years were March 31 and has restated prior-year consolidated financial statements. The changes from the previous corresponding period is based on the figures retrospectively adjusted.

Key Financial Figures(Consolidated)

| 3. Sales by Category | (Three months ended) | | | | Jun.'11 (*1) | Sep.'11 (*1) | Dec.'11 (*1) | Mar.'12 |
|---|----------------------|---------|---------|---------|-----------------|-----------------|-----------------|--------------|
| | Jun.'10 | Sep.'10 | Dec.'10 | Mar.'11 | | | | |
| Imaging & Solutions | 424.6 | 426.2 | 413.4 | 448.9 | 413.3 | 415.9 | 396.4 | 445.0 |
| (change from the previous corresponding period) | -2.8% | -2.7% | -4.1% | -7.3% | | | | |
| Percentage of net sales | 87.9% | 87.4% | 88.3% | 89.3% | 88.4% | 88.2% | 86.6% | 87.9% |
| Imaging Solutions | 359.9 | 346.7 | 346.1 | 376.9 | | | | |
| (change from the previous corresponding period) | -4.8% | -5.5% | -6.0% | -6.4% | ※ | ※ | ※ | ※ |
| 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% | ※ | ※ | ※ | ※ |
| 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 | 22.4 |
| (change from the previous corresponding period) | 12.7% | 5.3% | 4.9% | -2.5% | | | | |
| Percentage of net sales | 5.8% | 5.7% | 5.6% | 4.9% | 5.4% | 5.4% | 5.2% | 4.4% |
| Other | 30.3 | 33.7 | 28.3 | 29.3 | 28.8 | 30.4 | 37.7 | 39.0 |
| (change from the previous corresponding period) | 1.8% | 3.4% | -4.8% | -8.6% | | | | |
| Percentage of net sales | 6.3% | 6.9% | 6.1% | 5.8% | 6.2% | 6.5% | 8.2% | 7.7% |

※ 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 | 369.0 | 362.1 | 351.0 | 389.4 |
| (change from the previous corresponding period) | | | | | | | | |
| Percentage of net sales | 79.8% | 76.2% | 79.3% | 80.2% | 79.0% | 76.8% | 76.7% | 76.9% |
| Network System Solutions | 39.1 | 54.3 | 42.3 | 45.5 | 4.4 | 53.7 | 45.3 | 55.5 |
| (change from the previous corresponding period) | | | | | | | | |
| Percentage of net sales | 8.1% | 11.2% | 9.0% | 9.1% | 9.5% | 11.4% | 9.9% | 11.0% |

| 4. Sales by Geographic Area | | | | | Jun.'11 (*1) | Sep.'11 (*1) | Dec.'11 (*1) | Mar.'12 |
|---|---------|---------|---------|---------|-----------------|-----------------|-----------------|--------------|
| | Jun.'10 | Sep.'10 | Dec.'10 | Mar.'11 | | | | |
| Japan | 212.9 | 226.1 | 210.3 | 226.4 | 215.3 | 219.2 | 210.5 | 241.3 |
| (change from the previous corresponding period) | 3.0% | 5.2% | 2.7% | -9.4% | | | | |
| Percentage of net sales | 44.1% | 46.4% | 44.9% | 45.0% | 46.1% | 46.5% | 46.0% | 47.6% |
| Overseas | 270.0 | 261.7 | 257.8 | 276.5 | 252.0 | 252.4 | 247.1 | 265.2 |
| (change from the previous corresponding period) | -5.1% | -7.3% | -8.3% | -5.2% | | | | |
| Percentage of net sales | 55.9% | 53.6% | 55.1% | 55.0% | 53.9% | 53.5% | 54.0% | 52.4% |
| The Americas | 133.4 | 131.4 | 124.5 | 132.5 | 114.2 | 120.1 | 112.7 | 121.5 |
| (change from the previous corresponding period) | -6.6% | -5.0% | -7.9% | -6.2% | | | | |
| Percentage of net sales | 27.6% | 26.9% | 26.6% | 26.4% | 24.4% | 25.5% | 24.6% | 24.0% |
| Europe | 103.1 | 97.9 | 102.4 | 110.4 | 104.8 | 97.0 | 100.2 | 106.3 |
| (change from the previous corresponding period) | -9.3% | -12.9% | -11.1% | -5.7% | | | | |
| Percentage of net sales | 21.4% | 20.1% | 21.9% | 22.0% | 22.4% | 20.6% | 21.9% | 21.0% |
| Other | 33.5 | 32.3 | 30.7 | 33.5 | 32.9 | 35.2 | 34.2 | 37.3 |
| (change from the previous corresponding period) | 19.1% | 2.2% | 0.8% | 1.3% | | | | |
| Percentage of net sales | 6.9% | 6.6% | 6.6% | 6.6% | 7.1% | 7.5% | 7.5% | 7.4% |

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