

Key Financial Figures(Consolidated)

1. Operating Results	Mar.'10	Mar.'11 (*1)	Mar.'12 (*1)	Mar.'13	Mar.'14 (Forecast)
Net sales	2,016.3	1,941.3	1,903.4	1,924.4	2,100.0
(change from the previous corresponding period)	-3.6%		-2.0%	1.1%	9.1%
Domestic sales	876.5	875.8	886.4	870.3	882.5
(change from the previous corresponding period)	-6.6%		1.2%	-1.8%	1.4%
Overseas sales	1,139.7	1,065.5	1,017.0	1,054.1	1,217.5
(change from the previous corresponding period)	-1.2%		-4.5%	3.6%	15.5%
Overseas sales ratio	56.5%	54.9%	53.4%	54.8%	58.0%
Gross profit	822.3	788.9	752.6	768.6	875.0
(change from the previous corresponding period)	-3.8%		-4.6%	2.1%	13.8%
Percentage of net sales	40.8%	40.6%	39.5%	39.9%	41.7%
Selling, general and administrative expenses	756.3	730.8	770.6	705.1	735.0
(change from the previous corresponding period)	-3.0%		5.4%	-8.5%	4.2%
Percentage of net sales	37.5%	37.6%	40.4%	36.6%	35.0%
Operating income	65.9	58.0	-18.0	63.4	140.0
(change from the previous corresponding period)	-11.5%	-	-		120.8%
Percentage of net sales	3.3%	3.0%	-0.9%	3.3%	6.7%
Income before income taxes	57.5	44.1	-31.9	58.1	135.0
(change from the previous corresponding period)	85.9%	-	-		132.4%
Percentage of net sales	2.9%	2.3%	-1.7%	3.0%	6.4%
Net income attributable to Ricoh Company, Ltd.	27.8	18.6	-44.5	32.4	80.0
(change from the previous corresponding period)	326.8%	-	-		146.8%
Percentage of net sales	1.4%	1.0%	-2.3%	1.7%	3.8%
Net income attributable to shareholders per share-basic [yen]	38.41	25.68	-61.42	44.78	110.34
(change from the previous corresponding period)	325.8%	-	-		65.5%
Exchange rate	[yen/US\$] [yen/EURO]	92.91 131.21	85.77 113.28	79.08 109.05	83.06 125.00
2. Other ratios	Mar.'10	Mar.'11 (*1)	Mar.'12 (*1)	Mar.'13	Mar.'14 (Forecast)
R&D Expenditure	109.8	110.5	119.0	112.0	113.0
R&D Expenditure / net sales	5.4%	5.7%	6.3%	5.8%	5.4%
Interest and dividend income	3.4	2.9	3.1	3.0	---
Interest expense	8.1	8.5	6.9	7.3	---
Financial income(expenses)net	-4.6	-5.5	-3.8	-4.3	---
Interest coverage ratio(%) [times]	8.5	7.2	-2.1	9.0	---
Depreciation for tangible fixed assets	70.3	67.2	64.9	60.4	73.0
Expenditure for plant and equipment	66.9	66.8	73.2	86.5	89.0
Free Cash Flow	101.1	38.0	-101.2	18.0	---
Liquidity at hand	243.8	174.2	158.6	120.3	---
Liquidity at hand/Averaged sales [months]	1.45	1.08	1.00	0.75	---
Inventories	169.2	171.8	195.0	195.3	---
Inventories/Averaged cost of sales [months]	1.70	1.79	2.03	2.03	---
Debt	684.4	629.6	741.8	702.7	---
Debt on total assets	28.7%	27.9%	32.4%	29.8%	---
Total assets	2,383.9	2,255.5	2,289.3	2,360.6	---
Income before income taxes on total assets	2.3%	1.9%	-1.4%	2.5%	---
Shareholders' equity	973.3	925.2	822.7	897.9	---
Equity ratio	40.8%	41.0%	35.9%	38.0%	---
Return on equity	2.9%	2.0%	-5.1%	3.8%	---
Number of employees(Japan)(thousand of people)	41.1	40.1	38.5	37.4	---
Number of employees(Overseas)(thousand of people)	67.4	68.9	70.7	70.0	---
Number of employees (Total)(thousand of people)	108.5	109.0	109.2	107.4	---

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

*1 During the previous fiscal year end, Ricoh 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 consolidated financial statements for the fiscal year 2012/3.

Key Financial Figures(Consolidated)

3. Sales by Category	Mar.'10	Mar.'11 (*1)	Mar.'12 (*1*2)	Mar.'13	Mar.'14 (Forecast)
Imaging & Solutions	1,790.2	1,712.6			
(change from the previous corresponding period)	-2.3%				
Percentage of net sales	88.8%	88.2%			
Imaging Solutions	1,516.1	1,531.2			
(change from the previous corresponding period)	-5.2%				
Percentage of net sales	75.2%	78.9%			
Network System Solutions	274.0	181.4			
(change from the previous corresponding period)	16.9%				
Percentage of net sales	13.6%	9.3%			
Industrial Products	101.6	106.8			
(change from the previous corresponding period)	-12.0%				
Percentage of net sales	5.0%	5.5%			
Other	124.4	121.8			
(change from the previous corresponding period)	-13.0%				
Percentage of net sales	6.2%	6.3%			

Imaging & Solutions			1,671.1	1,685.3	1,847.0
(change from the previous corresponding period)				0.9%	9.6%
Percentage of net sales			87.8%	87.6%	88.0%
Office Imaging			1,323.2	1,329.6	1,458.2
(change from the previous corresponding period)				0.5%	9.7%
Percentage of net sales			69.5%	69.1%	69.4%
Production Printing			148.5	147.0	165.3
(change from the previous corresponding period)				-1.0%	12.4%
Percentage of net sales			7.8%	7.6%	7.9%
Network System Solutions			199.2	208.7	223.5
(change from the previous corresponding period)				4.8%	7.1%
Percentage of net sales			10.5%	10.8%	10.6%
Industrial Products			98.0	93.0	102.0
(change from the previous corresponding period)				-5.1%	9.6%
Percentage of net sales			5.2%	4.8%	4.9%
Other			134.3	146.0	151.0
(change from the previous corresponding period)				8.7%	3.4%
Percentage of net sales			7.0%	7.7%	7.2%

4. Sales by Geographic Area	Mar.'10	Mar.'11 (*1)	Mar.'12 (*1*3)	Mar.'13	Mar.'14 (Forecast)
Japan	876.5	875.8	886.4	870.3	882.5
(change from the previous corresponding period)	-6.6%		1.2%	-1.8%	1.4%
Percentage of net sales	43.5%	45.1%	46.6%	45.2%	42.0%
Overseas	1,139.7	1,065.5	1,017.0	1,054.1	1,217.5
(change from the previous corresponding period)	-1.2%		-4.5%	3.6%	15.5%
Percentage of net sales	56.5%	54.9%	53.4%	54.8%	58.0%
The Americas	557.6	520.0	468.7	496.6	566.3
(change from the previous corresponding period)	10.9%		-9.9%	5.9%	14.0%
Percentage of net sales	27.7%	26.8%	24.6%	25.8%	27.0%
Europe, Middle East and Africa	458.5	415.1	421.3	421.7	489.3
(change from the previous corresponding period)	-12.4%		1.5%	0.1%	16.0%
Percentage of net sales	22.7%	21.4%	22.1%	21.9%	23.3%
Other	123.4	130.3	126.9	135.7	161.9
(change from the previous corresponding period)	-2.8%		-2.6%	6.9%	19.3%
Percentage of net sales	6.1%	6.7%	6.7%	7.1%	7.7%

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*2 Product Category and product lines included in Product Category was changed in this fiscal year.

Product Category in Imaging & Solutions was reclassified as Office Imaging, Production Printing and Network System Solutions in this fiscal year (Imaging Solutions and Network System Solutions as previous category). Certain products were reclassified into Network System Solutions and Industrial Products from Other in this fiscal year. The above reclassification was made to the prior year's figures.

*3 Geographic area was changed in this fiscal year.

Middle East and Africa were reclassified from Other into Europe in this fiscal year. The reclassification was made to the prior year's

Key Financial Figures(Consolidated)

1. Operating Results	Jun.'11	Sep.'11	Dec.'11	Mar.'12	Jun.'12	Sep.'12	Dec.'12	Mar.'12
	(*1)	(*1)	(*1)					
Net sales	467.3	471.6	457.7	506.6	459.3	458.0	469.6	537.3
(change from the previous corresponding period)					-1.7%	-2.9%	2.6%	6.1%
Domestic sales	215.3	219.2	210.5	241.3	215.4	215.3	210.1	229.4
(change from the previous corresponding period)					0.1%	-1.8%	-0.2%	-4.9%
Overseas sales	252.0	252.4	247.1	265.2	243.9	242.7	259.4	307.9
(change from the previous corresponding period)					-3.2%	-3.8%	5.0%	16.1%
Overseas sales ratio	53.9%	53.5%	54.0%	52.4%	53.1%	53.0%	55.3%	57.3%
Gross profit	197.5	189.2	181.4	184.3	189.8	184.5	188.9	205.1
(change from the previous corresponding period)					-3.9%	-2.5%	4.2%	11.3%
Percentage of net sales	42.3%	40.1%	39.6%	36.4%	41.3%	40.3%	40.2%	38.2%
Selling, general and administrative expenses	186.2	202.6	216.3	165.4	175.6	171.4	175.9	182.2
(change from the previous corresponding period)					-5.7%	-15.4%	-18.7%	10.2%
Percentage of net sales	39.9%	43.0%	47.3%	32.7%	38.2%	37.4%	37.5%	33.9%
Operating income	11.3	-13.3	-34.9	18.9	14.2	13.1	13.0	22.9
(change from the previous corresponding period)					26.1%	---	---	21.2%
Percentage of net sales	2.4%	-2.8%	-7.6%	3.7%	3.1%	2.9%	2.8%	4.3%
Income before income taxes	9.2	-19.0	-38.8	16.6	12.2	12.2	11.7	21.8
(change from the previous corresponding period)					32.2%	---	---	31.7%
Percentage of net sales	2.0%	-4.0%	-8.5%	3.3%	2.7%	2.7%	2.5%	4.1%
Net income attributable to Ricoh Company, Ltd.	4.9	-13.7	-44.3	8.6	6.5	5.1	5.5	15.1
(change from the previous corresponding period)					32.5%	---	---	75.8%
Percentage of net sales	1.1%	-2.9%	-9.7%	1.7%	1.4%	1.1%	1.2%	2.8%
Net income attributable to shareholders per share-basic [yen]	6.80	-18.92	-61.19	11.89	9.02	7.13	7.71	20.92
(change from the previous corresponding period)					32.6%	---	---	75.9%
Exchange rate [yen/US\$]	81.71	77.94	77.39	79.32	80.23	78.64	81.27	92.28
[yen/EURO]	117.62	110.31	104.29	104.04	103.06	98.29	105.43	121.81
2. Other ratios	Jun.'11	Sep.'11	Dec.'11	Mar.'12	Jun.'12	Sep.'12	Dec.'12	Mar.'12
	(*1)	(*1)	(*1)					
R&D Expenditure	28.0	31.7	29.5	29.7	27.0	27.7	27.4	29.8
R&D Expenditure / net sales	6.0%	6.7%	6.5%	5.9%	5.9%	6.0%	5.8%	5.5%
Interest and dividend income	0.6	0.8	0.5	1.1	0.8	0.6	0.3	1.1
Interest expense	1.4	1.9	1.5	2.0	1.5	2.0	1.4	2.3
Financial income(expenses)net	-0.8	-1.0	-1.0	-0.8	-0.6	-1.3	-1.1	-1.1
Interest coverage ratio(×) [times]	8.2	-6.3	-22.4	10.0	9.9	6.8	9.0	10.3
Depreciation for tangible fixed assets	15.6	15.2	15.9	18.1	14.7	15.9	13.9	15.9
Expenditure for plant and equipment	16.8	20.0	17.0	19.3	19.1	22.1	19.7	25.4
Free Cash Flow	-20.0	-17.3	-77.1	13.2	-15.3	-8.8	-23.7	66.0
Liquidity at hand	164.9	135.9	154.4	158.6	152.8	126.2	138.4	120.3
Liquidity at hand/Averaged sales [months]	1.06	0.86	1.01	0.94	1.00	0.83	0.88	0.67
Inventories	187.9	188.5	201.3	195.0	199.4	196.6	212.1	195.3
Inventories/Averaged cost of sales [months]	2.09	2.00	2.19	1.82	2.22	2.16	2.27	1.76
Debt	653.5	642.4	752.4	741.8	758.8	742.4	789.1	702.7
Debt on total assets	29.0%	29.5%	34.4%	32.4%	33.8%	33.5%	33.7%	29.8%
Total assets	2,254.8	2,179.8	2,186.3	2,289.3	2,243.1	2,218.5	2,343.0	2,360.6
Income before income taxes on total assets	0.4%	-0.9%	-1.8%	0.7%	0.5%	0.5%	0.5%	0.9%
Shareholders' equity	911.4	856.6	798.9	822.7	792.4	801.3	845.6	897.9
Equity ratio	40.4%	39.3%	36.5%	35.9%	35.3%	36.1%	36.1%	38.0%
Return on equity	0.5%	-1.6%	-5.4%	1.1%	0.8%	0.6%	0.7%	1.7%
Number of employees(Japan)(thousand of people)	40.9	40.5	38.8	38.5	38.8	38.3	37.7	37.4
Number of employees(Overseas)(thousand of people)	69.0	70.0	71.4	70.7	70.1	70.7	70.3	70.0
Number of employees (Total)(thousand of people)	109.9	110.6	110.2	109.2	108.9	109.0	108.1	107.4

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

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Key Financial Figures(Consolidated)

3. Sales by Category	Jun.'11 (*1*2)	Sep.'11 (*1*2)	Dec.'11 (*1*2)	Mar.'12 (*2)	Jun.'12	Sep.'12	Dec.'12	Mar.'12
Imaging & Solutions								
(change from the previous corresponding period)								
Percentage of net sales								
Imaging Solutions								
(change from the previous corresponding period)								
Percentage of net sales								
Network System Solutions								
(change from the previous corresponding period)								
Percentage of net sales								
Industrial Products								
(change from the previous corresponding period)								
Percentage of net sales								
Other								
(change from the previous corresponding period)								
Percentage of net sales								
Imaging & Solutions	413.3	415.9	396.4	445.3	400.5	397.0	409.6	478.1
(change from the previous corresponding period)					-3.1%	-4.5%	3.3%	7.4%
Percentage of net sales	88.4%	88.2%	86.6%	87.9%	87.2%	86.7%	87.2%	89.0%
Office Imaging	333.7	324.7	313.2	351.5	321.7	304.5	325.4	377.8
(change from the previous corresponding period)					-3.6%	-6.2%	3.9%	7.5%
Percentage of net sales	71.4%	68.8%	68.4%	69.4%	70.0%	66.5%	69.3%	70.3%
Production Printing	35.2	37.4	37.8	37.9	34.6	34.7	35.3	42.2
(change from the previous corresponding period)					-1.8%	-7.2%	-6.7%	11.5%
Percentage of net sales	7.5%	7.9%	8.3%	7.5%	7.5%	7.6%	7.5%	7.9%
Network System Solutions	44.2	53.7	45.3	55.9	44.1	57.7	48.7	58.0
(change from the previous corresponding period)					-0.3%	7.5%	7.7%	3.8%
Percentage of net sales	9.5%	11.4%	9.9%	11.0%	9.6%	12.6%	10.4%	10.8%
Industrial Products	25.1	25.3	24.3	23.1	23.5	23.9	22.7	22.8
(change from the previous corresponding period)					-6.7%	-5.8%	-6.4%	-1.1%
Percentage of net sales	5.4%	5.4%	5.3%	4.6%	5.1%	5.2%	4.8%	4.3%
Other	28.8	30.3	37.0	38.0	35.3	37.0	37.2	36.3
(change from the previous corresponding period)					22.4%	22.2%	0.5%	4.5%
Percentage of net sales	6.2%	6.4%	8.1%	7.5%	7.7%	8.1%	8.0%	6.7%
4. Sales by Geographic Area	Jun.'11 (*1*3)	Sep.'11 (*1*3)	Dec.'11 (*1*3)	Mar.'12 (*3)	Jun.'12	Sep.'12	Dec.'12	Mar.'12
Japan	215.3	219.2	210.5	241.3	215.4	215.3	210.1	229.4
(change from the previous corresponding period)	1.1%	-3.1%	0.1%	6.6%	0.1%	-1.8%	-0.2%	-4.9%
Percentage of net sales	46.1%	46.5%	46.0%	47.6%	46.9%	47.0%	44.7%	42.7%
Overseas	252.0	252.4	247.1	265.2	243.9	242.7	259.4	307.9
(change from the previous corresponding period)	-6.6%	-3.5%	-4.1%	-4.1%	-3.2%	-3.8%	5.0%	16.1%
Percentage of net sales	53.9%	53.5%	54.0%	52.4%	53.1%	53.0%	55.3%	57.3%
The Americas	114.2	120.1	112.7	121.5	117.4	116.8	119.5	142.7
(change from the previous corresponding period)	-14.4%	-8.6%	-9.5%	-8.3%	2.8%	-2.7%	6.0%	17.4%
Percentage of net sales	24.4%	25.5%	24.6%	24.0%	25.6%	25.5%	25.4%	26.6%
Europe, Middle East and Africa	107.7	100.2	103.4	110.0	95.2	91.9	107.1	127.4
(change from the previous corresponding period)					-11.6%	-8.3%	3.6%	15.8%
Percentage of net sales	23.0%	21.2%	22.6%	21.7%	20.7%	20.1%	22.8%	23.7%
Other	30.1	32.1	31.0	33.7	31.2	34.0	32.8	37.7
(change from the previous corresponding period)					3.6%	5.9%	5.8%	11.9%
Percentage of net sales	6.4%	6.8%	6.8%	6.7%	6.8%	7.4%	7.1%	7.0%

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