

## Key Financial Figures(Consolidated)

1. Operating Results	Mar.'11 (*1)	Mar.'12 (*1)	Mar.'13	Mar.'14	Mar.'15 (Forecast)
Net sales	1,941.3	1,903.4	1,924.4	2,236.9	2,300.0
(change from the previous corresponding period)		-2.0%	1.1%	16.2%	2.8%
Domestic sales	875.8	886.4	870.3	953.5	955.0
(change from the previous corresponding period)		1.2%	-1.8%	9.6%	0.1%
Overseas sales	1,065.5	1,017.0	1,054.1	1,283.3	1,345.0
(change from the previous corresponding period)		-4.5%	3.6%	21.7%	4.8%
Overseas sales ratio	54.9%	53.4%	54.8%	57.4%	58.5%
Gross profit	788.9	752.6	768.6	894.3	936.0
(change from the previous corresponding period)		-4.6%	2.1%	16.4%	4.7%
Percentage of net sales	40.6%	39.5%	39.9%	40.0%	40.7%
Selling, general and administrative expenses	730.8	770.6	705.1	773.9	796.0
(change from the previous corresponding period)		5.4%	-8.5%	9.7%	2.9%
Percentage of net sales	37.6%	40.4%	36.6%	34.6%	34.6%
Operating income	58.0	-18.0	63.4	120.3	140.0
(change from the previous corresponding period)		---	---	89.8%	16.3%
Percentage of net sales	3.0%	-0.9%	3.3%	5.4%	6.1%
Income before income taxes	44.1	-31.9	58.1	117.2	135.0
(change from the previous corresponding period)		---	---	101.5%	15.2%
Percentage of net sales	2.3%	-1.7%	3.0%	5.2%	5.9%
Net income attributable to Ricoh Company, Ltd.	18.6	-44.5	32.4	72.8	80.0
(change from the previous corresponding period)		---	---	124.3%	9.8%
Percentage of net sales	1.0%	-2.3%	1.7%	3.3%	3.5%
Net income attributable to shareholders per share-basic [yen]	25.68	-61.42	44.78	100.46	110.35
(change from the previous corresponding period)		---	---	124.3%	9.8%
Exchange rate [yen/US\$]	85.77	79.08	83.06	100.29	100.00
[yen/EURO]	113.28	109.05	107.08	134.47	140.00
2. Other ratios	Mar.'11 (*1)	Mar.'12 (*1)	Mar.'13	Mar.'14	Mar.'15 (Forecast)
R&D Expenditure	110.5	119.0	112.0	116.2	121.0
R&D Expenditure / net sales	5.7%	6.3%	5.8%	5.2%	5.3%
Interest and dividend income	2.9	3.1	3.0	2.5	---
Interest expense	8.5	6.9	7.3	7.5	---
Financial income(expenses)net	-5.5	-3.8	-4.3	-4.9	---
Interest coverage ratio(✕) [times]	7.2	-2.1	9.0	16.3	---
Depreciation for tangible fixed assets	67.2	64.9	60.4	72.5	74.0
Expenditure for plant and equipment	66.8	73.2	86.5	78.7	89.0
Free Cash Flow	38.0	-101.2	18.0	24.7	---
Liquidity at hand	174.2	158.6	120.3	144.1	---
Liquidity at hand/Averaged sales [months]	1.08	1.00	0.75	0.77	---
Inventories	171.8	195.0	195.3	194.7	---
Inventories/Averaged cost of sales [months]	1.79	2.03	2.03	1.74	---
Debt	629.6	741.8	702.7	724.4	---
Debt on total assets	27.9%	32.4%	29.8%	28.3%	---
Total assets	2,255.5	2,289.3	2,360.6	2,556.9	---
Income before income taxes on total assets	1.9%	-1.4%	2.5%	4.8%	---
Shareholders' equity	925.2	822.7	897.9	1,017.9	---
Equity ratio	41.0%	35.9%	38.0%	39.8%	---
Return on equity	2.0%	-5.1%	3.8%	7.6%	---
Number of employees(Japan)(thousand of people)	40.1	38.5	37.4	36.8	---
Number of employees(Overseas)(thousand of people)	68.9	70.7	70.0	71.3	---
Number of employees (Total)(thousand of people)	109.0	109.2	107.4	108.1	---

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 : 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.'11 (*1)	Mar.'12 (*1*2)	Mar.'13	Mar.'14	Mar.'15 (Forecast)
Imaging & Solutions	1,712.6				
(change from the previous corresponding period)					
Percentage of net sales	88.2%				
Imaging Solutions	1,531.2				
(change from the previous corresponding period)					
Percentage of net sales	78.9%				
Network System Solutions	181.4				
(change from the previous corresponding period)					
Percentage of net sales	9.3%				
Industrial Products	106.8				
(change from the previous corresponding period)					
Percentage of net sales	5.5%				
Other	121.8				
(change from the previous corresponding period)					
Percentage of net sales	6.3%				

Imaging & Solutions		1,671.1	1,685.3	<b>1,970.4</b>	<b>2,023.3</b>
(change from the previous corresponding period)			0.9%	<b>16.9%</b>	<b>2.7%</b>
Percentage of net sales		87.8%	87.6%	<b>88.1%</b>	<b>88.0%</b>
Office Imaging		1,323.2	1,329.6	<b>1,477.4</b>	<b>1,528.1</b>
(change from the previous corresponding period)			0.5%	<b>11.1%</b>	<b>3.4%</b>
Percentage of net sales		69.5%	69.1%	<b>66.0%</b>	<b>66.4%</b>
Production Printing		148.5	147.0	<b>185.0</b>	<b>199.1</b>
(change from the previous corresponding period)			-1.0%	<b>25.9%</b>	<b>7.6%</b>
Percentage of net sales		7.8%	7.6%	<b>8.3%</b>	<b>8.7%</b>
Network System Solutions		199.2	208.7	<b>308.0</b>	<b>296.1</b>
(change from the previous corresponding period)			4.8%	<b>47.5%</b>	<b>-3.9%</b>
Percentage of net sales		10.5%	10.8%	<b>13.8%</b>	<b>12.9%</b>
Industrial Products		98.0	93.0	<b>105.0</b>	<b>109.7</b>
(change from the previous corresponding period)			-5.1%	<b>12.8%</b>	<b>4.5%</b>
Percentage of net sales		5.2%	4.8%	<b>4.7%</b>	<b>4.8%</b>
Other		134.3	146.0	<b>161.4</b>	<b>167.0</b>
(change from the previous corresponding period)			8.7%	<b>10.5%</b>	<b>3.5%</b>
Percentage of net sales		7.0%	7.7%	<b>7.2%</b>	<b>7.3%</b>

4. Sales by Geographic Area	Mar.'11 (*1)	Mar.'12 (*1*3)	Mar.'13	Mar.'14	Mar.'15 (Forecast)
Japan	875.8	886.4	870.3	<b>953.5</b>	<b>955.0</b>
(change from the previous corresponding period)		1.2%	-1.8%	<b>9.6%</b>	<b>0.1%</b>
Percentage of net sales	45.1%	46.6%	45.2%	<b>42.6%</b>	<b>41.5%</b>
Overseas	1,065.5	1,017.0	1,054.1	<b>1,283.3</b>	<b>1,345.0</b>
(change from the previous corresponding period)		-4.5%	3.6%	<b>21.7%</b>	<b>4.8%</b>
Percentage of net sales	54.9%	53.4%	54.8%	<b>57.4%</b>	<b>58.5%</b>
The Americas	520.0	468.7	496.6	<b>591.2</b>	<b>614.0</b>
(change from the previous corresponding period)		-9.9%	5.9%	<b>19.1%</b>	<b>3.8%</b>
Percentage of net sales	26.8%	24.6%	25.8%	<b>26.4%</b>	<b>26.7%</b>
Europe, Middle East and Africa	415.1	421.3	421.7	<b>519.4</b>	<b>549.0</b>
(change from the previous corresponding period)		1.5%	0.1%	<b>23.2%</b>	<b>5.7%</b>
Percentage of net sales	21.4%	22.1%	21.9%	<b>23.2%</b>	<b>23.9%</b>
Other	130.3	126.9	135.7	<b>172.6</b>	<b>182.0</b>
(change from the previous corresponding period)		-2.6%	6.9%	<b>27.2%</b>	<b>5.4%</b>
Percentage of net sales	6.7%	6.7%	7.1%	<b>7.7%</b>	<b>7.9%</b>

\*1 During the previous fiscal year end, Ricoh has accounted for subsidiaries that changed their fiscal year-ends from December 31 to March their fiscal year-ends in prior years were March 31 and has restated consolidated financial statements for the fiscal year 2012/3.

\*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)

		(Three months ended)							
1. Operating Results		Jun.'12	Sep.'12	Dec.'12	Mar.'13	Jun.'13	Sep.'13	Dec.'13	Mar.'14
Net sales		459.3	458.0	469.6	537.3	521.7	533.8	<b>555.9</b>	<b>625.3</b>
	(change from the previous corresponding period)	-1.7%	-2.9%	2.6%	6.1%	13.6%	16.5%	<b>18.4%</b>	<b>16.4%</b>
Domestic sales		215.4	215.3	210.1	229.4	217.7	226.0	<b>228.5</b>	<b>281.2</b>
	(change from the previous corresponding period)	0.1%	-1.8%	-0.2%	-4.9%	1.1%	5.0%	<b>8.7%</b>	<b>22.6%</b>
Overseas sales		243.9	242.7	259.4	307.9	303.9	307.8	<b>327.4</b>	<b>344.1</b>
	(change from the previous corresponding period)	-3.2%	-3.8%	5.0%	16.1%	24.6%	26.8%	<b>26.2%</b>	<b>11.8%</b>
	Overseas sales ratio	53.1%	53.0%	55.3%	57.3%	58.3%	57.7%	<b>58.9%</b>	<b>55.0%</b>
Gross profit		189.8	184.5	188.9	205.1	214.1	216.2	<b>226.6</b>	<b>237.2</b>
	(change from the previous corresponding period)	-3.9%	-2.5%	4.2%	11.3%	12.8%	17.2%	<b>19.9%</b>	<b>15.6%</b>
	Percentage of net sales	41.3%	40.3%	40.2%	38.2%	41.0%	40.5%	<b>40.8%</b>	<b>37.9%</b>
Selling, general and administrative expenses		175.6	171.4	175.9	182.2	195.0	189.4	<b>194.2</b>	<b>195.1</b>
	(change from the previous corresponding period)	-5.7%	-15.4%	-18.7%	10.2%	11.1%	10.5%	<b>10.5%</b>	<b>7.1%</b>
	Percentage of net sales	38.2%	37.4%	37.4%	33.9%	37.3%	35.5%	<b>35.0%</b>	<b>31.2%</b>
Operating income		14.2	13.1	13.0	22.9	19.0	26.7	<b>32.3</b>	<b>42.1</b>
	(change from the previous corresponding period)	26.1%	---	---	21.2%	33.5%	104.4%	147.0%	<b>83.8%</b>
	Percentage of net sales	3.1%	2.9%	2.8%	4.3%	3.7%	5.0%	<b>5.8%</b>	<b>6.7%</b>
Income before income taxes		12.2	12.2	11.7	21.8	18.5	25.8	<b>31.5</b>	<b>41.3</b>
	(change from the previous corresponding period)	32.2%	---	---	31.7%	51.0%	111.6%	167.4%	<b>88.6%</b>
	Percentage of net sales	2.7%	2.7%	2.5%	4.1%	3.6%	4.8%	<b>5.7%</b>	<b>6.6%</b>
Net income attributable to Ricoh Company, Ltd.		6.5	5.1	5.5	15.1	10.1	14.5	<b>18.8</b>	<b>29.2</b>
	(change from the previous corresponding period)	32.5%	---	---	75.8%	55.4%	181.1%	237.3%	<b>93.0%</b>
	Percentage of net sales	1.4%	1.1%	1.2%	2.8%	1.9%	2.7%	<b>3.4%</b>	<b>4.7%</b>
Net income attributable to shareholders per share-basic [yen]		9.0	7.1	7.7	20.9	14.0	20.1	<b>26.0</b>	<b>40.4</b>
	(change from the previous corresponding period)	32.6%	---	---	75.9%	55.3%	181.5%	237.2%	<b>93.0%</b>
Exchange rate	[yen/US\$]	80.23	78.64	81.27	92.28	98.79	99.01	<b>100.46</b>	<b>102.94</b>
	[yen/EURO]	103.06	98.29	105.43	121.81	129.04	131.15	<b>136.70</b>	<b>141.08</b>

2. Other ratios		Jun.'12	Sep.'12	Dec.'12	Mar.'13	Jun.'13	Sep.'13	Dec.'13	Mar.'14
R&D Expenditure		27.0	27.7	27.4	29.8	28.0	29.5	<b>28.3</b>	<b>30.2</b>
	R&D Expenditure / net sales	5.9%	6.0%	5.8%	5.5%	5.4%	5.5%	<b>5.1%</b>	<b>4.8%</b>
Interest and dividend income		0.8	0.6	0.3	1.1	0.5	0.6	<b>0.4</b>	<b>1.0</b>
Interest expense		1.5	2.0	1.4	2.3	1.4	2.2	<b>1.6</b>	<b>2.2</b>
Financial income(expenses)net		-0.6	-1.3	-1.1	-1.1	-0.8	-1.6	<b>-1.1</b>	<b>-1.2</b>
	Interest coverage ratio(%) [times]	9.9	6.8	9.0	10.3	13.8	12.4	<b>20.4</b>	<b>18.9</b>
Depreciation for tangible fixed assets		14.7	15.9	13.9	15.9	16.6	18.6	<b>18.9</b>	<b>18.1</b>
Expenditure for plant and equipment		19.1	22.1	19.7	25.4	18.7	19.4	<b>17.0</b>	<b>23.4</b>
Free Cash Flow		-15.3	-8.8	-23.7	66.0	-5.4	-6.0	<b>-14.9</b>	<b>51.2</b>
Liquidity at hand		152.8	126.2	138.4	120.3	128.0	128.8	<b>147.8</b>	<b>144.1</b>
	Liquidity at hand/Averaged sales [months]	1.00	0.83	0.88	0.67	0.74	0.72	<b>0.80</b>	<b>0.69</b>
Inventories		199.4	196.6	212.1	195.3	205.4	209.7	<b>228.4</b>	<b>194.7</b>
	Inventories/Averaged cost of sales [months]	2.22	2.16	2.27	1.76	2.00	1.98	<b>2.08</b>	<b>1.51</b>
Debt		758.8	742.4	789.1	702.7	724.6	735.0	<b>778.1</b>	<b>724.4</b>
	Debt on total assets	33.8%	33.5%	33.7%	29.8%	29.9%	30.3%	<b>30.4%</b>	<b>28.3%</b>
Total assets		2,243.1	2,218.5	2,343.0	2,360.6	2,421.0	2,423.6	<b>2,560.4</b>	<b>2,556.9</b>
	Income before income taxes on total assets	0.5%	0.5%	0.5%	0.9%	0.8%	1.1%	<b>1.3%</b>	<b>1.6%</b>
Shareholders' equity		792.4	801.3	845.6	897.9	918.7	947.4	<b>1,003.4</b>	<b>1,017.9</b>
	Equity ratio	35.3%	36.1%	36.1%	38.0%	37.9%	39.1%	<b>39.2%</b>	<b>39.8%</b>
	Return on equity	0.8%	0.6%	0.7%	1.7%	1.1%	1.6%	<b>1.9%</b>	<b>2.9%</b>
Number of employees(Japan)(thousand of people)		38.8	38.3	37.7	37.4	37.5	37.3	<b>37.0</b>	<b>36.8</b>
Number of employees(Overseas)(thousand of people)		70.1	70.7	70.3	70.0	70.5	71.3	<b>71.2</b>	<b>71.3</b>
Number of employees (Total)(thousand of people)		108.9	109.0	108.1	107.4	108.0	108.7	<b>108.3</b>	<b>108.1</b>

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

## Key Financial Figures(Consolidated)

3. Sales by Category	Jun.'12	Sep.'12	Dec.'12	Mar.'13	Jun.'13	Sep.'13	Dec.'13	Mar.'14
Imaging & Solutions	400.5	397.0	409.6	478.1	459.5	463.6	<b>489.8</b>	<b>557.4</b>
(change from the previous corresponding period)	-3.1%	-4.5%	3.3%	7.4%	14.7%	16.8%	<b>19.6%</b>	<b>16.6%</b>
Percentage of net sales	87.2%	86.7%	87.2%	89.0%	88.1%	86.8%	<b>88.1%</b>	<b>89.1%</b>
Office Imaging	321.7	304.5	325.4	377.8	361.0	343.6	<b>370.5</b>	<b>402.1</b>
(change from the previous corresponding period)	-3.6%	-6.2%	3.9%	7.5%	12.2%	12.9%	<b>13.8%</b>	<b>6.4%</b>
Percentage of net sales	70.0%	66.5%	69.3%	70.3%	69.2%	64.4%	<b>66.7%</b>	<b>64.3%</b>
Production Printing	34.6	34.7	35.3	42.2	40.4	44.7	<b>47.6</b>	<b>52.1</b>
(change from the previous corresponding period)	-1.8%	-7.2%	-6.7%	11.5%	16.9%	28.7%	<b>34.9%</b>	<b>23.3%</b>
Percentage of net sales	7.5%	7.6%	7.5%	7.9%	7.8%	8.4%	<b>8.6%</b>	<b>8.3%</b>
Network System Solutions	44.1	57.7	48.7	58.0	58.0	75.2	<b>71.5</b>	<b>103.1</b>
(change from the previous corresponding period)	-0.3%	7.5%	7.7%	3.8%	31.5%	30.2%	<b>46.7%</b>	<b>77.8%</b>
Percentage of net sales	9.6%	12.6%	10.4%	10.8%	11.1%	14.0%	<b>12.8%</b>	<b>16.5%</b>
Industrial Products	23.5	23.9	22.7	22.8	24.3	27.2	<b>27.1</b>	<b>26.2</b>
(change from the previous corresponding period)	-6.7%	-5.8%	-6.4%	-1.1%	3.6%	13.9%	<b>19.3%</b>	<b>14.7%</b>
Percentage of net sales	5.1%	5.2%	4.8%	4.3%	4.7%	5.1%	<b>4.9%</b>	<b>4.2%</b>
Other	35.3	37.0	37.2	36.3	37.8	42.9	<b>38.9</b>	<b>41.6</b>
(change from the previous corresponding period)	22.4%	22.2%	0.5%	4.5%	7.0%	15.9%	<b>4.5%</b>	<b>14.6%</b>
Percentage of net sales	7.7%	8.1%	8.0%	6.7%	7.2%	8.1%	<b>7.0%</b>	<b>6.7%</b>
4. Sales by Geographic Area	Jun.'12	Sep.'12	Dec.'12	Mar.'13	Jun.'13	Sep.'13	Dec.'13	Mar.'14
Japan	215.4	215.3	210.1	229.4	217.7	226.0	<b>228.5</b>	<b>281.2</b>
(change from the previous corresponding period)	0.1%	-1.8%	-0.2%	-4.9%	1.1%	5.0%	<b>8.7%</b>	<b>22.6%</b>
Percentage of net sales	46.9%	47.0%	44.7%	42.7%	41.7%	42.3%	<b>41.1%</b>	<b>45.0%</b>
Overseas	243.9	242.7	259.4	307.9	303.9	307.8	<b>327.4</b>	<b>344.1</b>
(change from the previous corresponding period)	-3.2%	-3.8%	5.0%	16.1%	24.6%	26.8%	<b>26.2%</b>	<b>11.8%</b>
Percentage of net sales	53.1%	53.0%	55.3%	57.3%	58.3%	57.7%	<b>58.9%</b>	<b>55.0%</b>
The Americas	117.4	116.8	119.5	142.7	142.5	143.5	<b>147.5</b>	<b>157.6</b>
(change from the previous corresponding period)	2.8%	-2.7%	6.0%	17.4%	21.3%	22.9%	<b>23.5%</b>	<b>10.4%</b>
Percentage of net sales	25.6%	25.5%	25.4%	26.6%	27.3%	26.9%	<b>26.5%</b>	<b>25.2%</b>
Europe, Middle East and Africa	95.2	91.9	107.1	127.4	121.3	119.1	<b>136.3</b>	<b>142.5</b>
(change from the previous corresponding period)	-11.6%	-8.3%	3.6%	15.8%	27.4%	29.7%	<b>27.2%</b>	<b>11.9%</b>
Percentage of net sales	20.7%	20.1%	22.8%	23.7%	23.3%	22.3%	<b>24.5%</b>	<b>22.8%</b>
Other	31.2	34.0	32.8	37.7	40.0	45.1	<b>43.5</b>	<b>43.9</b>
(change from the previous corresponding period)	3.6%	5.9%	5.8%	11.9%	28.2%	32.6%	<b>32.6%</b>	<b>16.6%</b>
Percentage of net sales	6.8%	7.4%	7.1%	7.0%	7.7%	8.5%	<b>7.9%</b>	<b>7.0%</b>