Consolidated
Results for
the Year
Ended
March 31,
2017



April 28, 2017 Ricoh Company, Ltd.



Forward-Looking Statements



The plans, prospects, strategies and other statements, except for the historical events, mentioned in this material are forward-looking statements with respect to future events and business results. Those statements were made based on the judgment of Ricoh's Directors from the information that is now obtainable. Actual results may differ materially from those projected or implied in such forward-looking statements and from any historical trends. Please refrain from judging only from these forward-looking statements with respect to future events and business results. The following important factors, without limiting the generality of the foregoing, could affect future results and could cause those results to differ materially from those expressed in the forward-looking statements:

- a. General economic conditions and business trend
- b. Exchange rates and their fluctuations
- c. Rapid technological innovation
- d. Uncertainty as to Ricoh's ability to continue to design, develop, produce and market products and services that achieve market acceptance in hot competitive market

No company's name and/or organization's name used, quoted and/or referenced in this material shall be interpreted as a recommendation and/or endorsement by Ricoh.

This material is not an offer or a solicitation to make investments. Please do not rely on this material as your sole source of information for your actual investments, and be aware that decisions regarding investments are the responsibility of themselves.



Disclosure Under RICOH Resurgent: 19th Mid-Term Management Plan







Overview of Fiscal 2017 Results



- ✓ Sales decreased 8%, to ¥2,028.8 billion A decline in the Imaging & Solutions segment and a forex impact offset steady gains in growth domains, the Industrial Products segment, and in other businesses
- ✓ Operating profit was down 67%, to ¥33.8 billion This reflected the impacts of forex, structural reform costs, impairment charges, and India-related expenses
- ✓ Profit attributable to owners of the parent fell 94%, to ¥3.4 billion
- ✓ These figures exceeded below the forecasts we presented on April 11
- ✓ Forecasts for fiscal 2018 Sales: Down 1%, to ¥2,000 billion Operating profit: Down 47%, to ¥18 billion, owing partly to the impact of structural reform expenses ¥45 billion Profit attributable to owners of the parent: Down 14%, to ¥3 billion





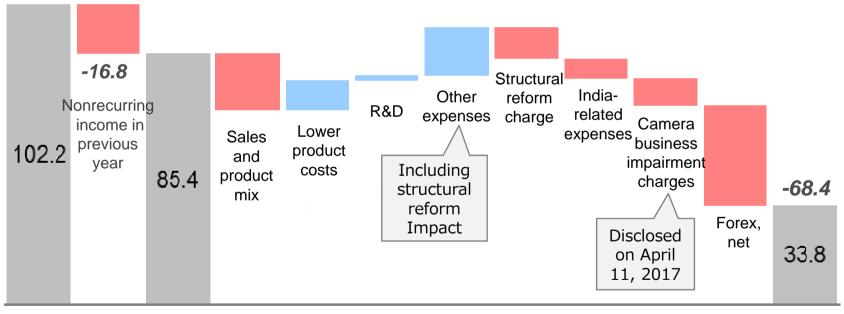
	FY17/03	Change	Sales change
Sales	2,028.8 billion yen	-8.2%	excluding forex Japan +0.8%
Operating profit	33.8 billion yen	-66.9%	Japan +0.8% The Americas -2.7% EMEA -4.1%
Operating margin	1.7%	-2.9 pt	Other -2.8%
Profit attributable to owners of the parent	3.4 billion yen	-94.5%	Consolidated -1.8%
EPS	4.81yen	-82.06 yen	
ROE	0.3%	-5.5 point	Operating Operating profit Operating profit (billions of yen) margin
Free cash flow excluding finance business	26.4 billion yen	-25.0 billion yen	2.2% 2.4% 2.6% 1.2% • 0.9%
R&D expenditures	114.3 billion yen	-4.1 billion yen	35.4 29.6 29.3 14.8
Capital expenditures	75.4 billion yen	-8.3 billion yen	20.6 16.8 impairment charge) 10.8 12.0
Depreciation	68.0 billion yen	-0.7 billion yen	5.6
Exchange rate Yen/US\$	108.39 yen	-11.73 yen	Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Yen/euro April 28, 2017	118.82 yen (C)2017 Ric	-13.86 yen oh Company, Ltd. All Rights	Reserved 4



FY2017/03 Operating Profit Comparisons



(billions of yen)



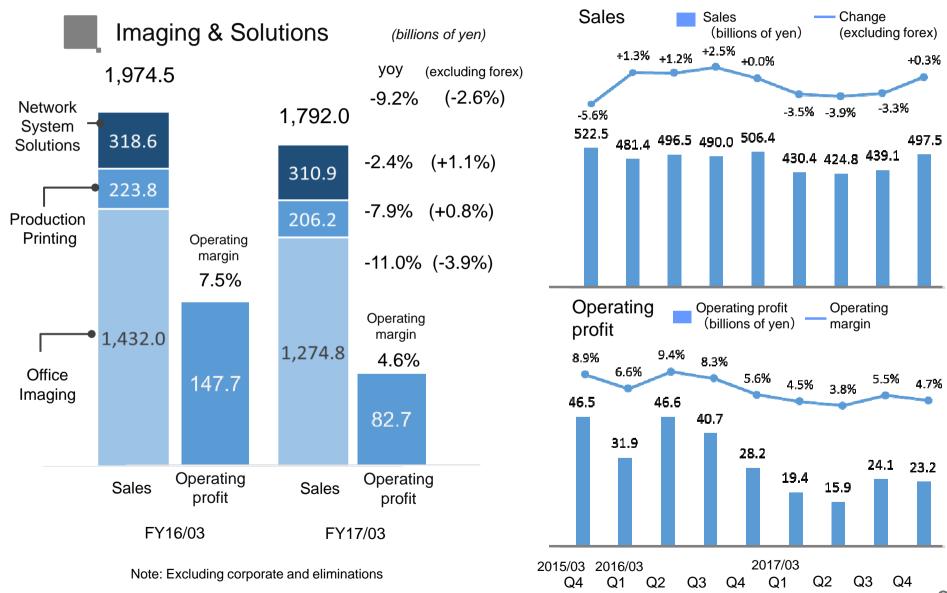
FY16/03 Operating Profit

FY17/03 Operating Profit



Business Segments (1)





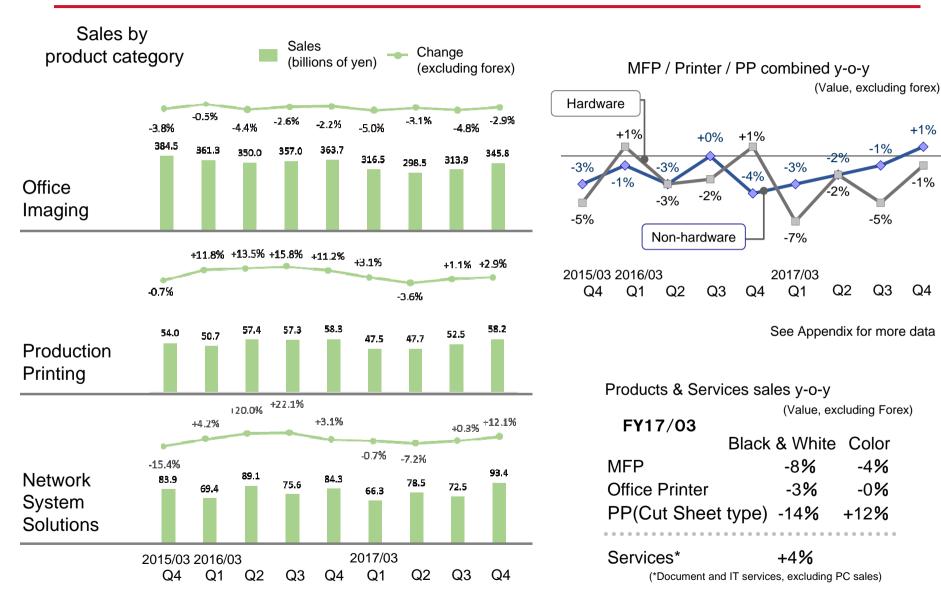


Imaging & Solutions Supplement



+1%

Q4



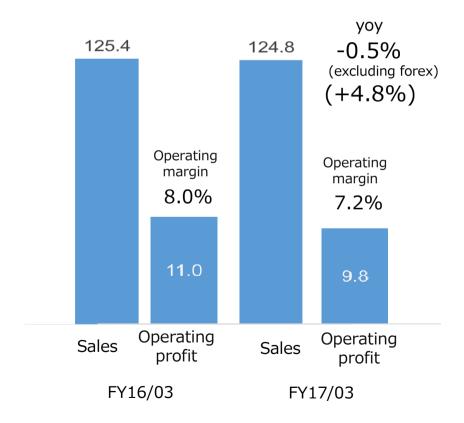


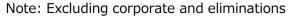
Business Segments (2)

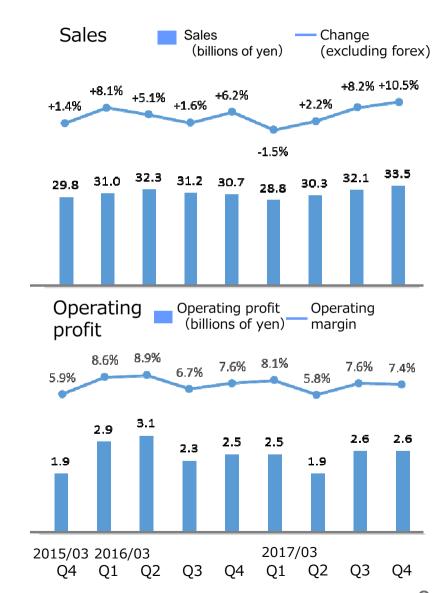




Industrial Products (billions of yen)



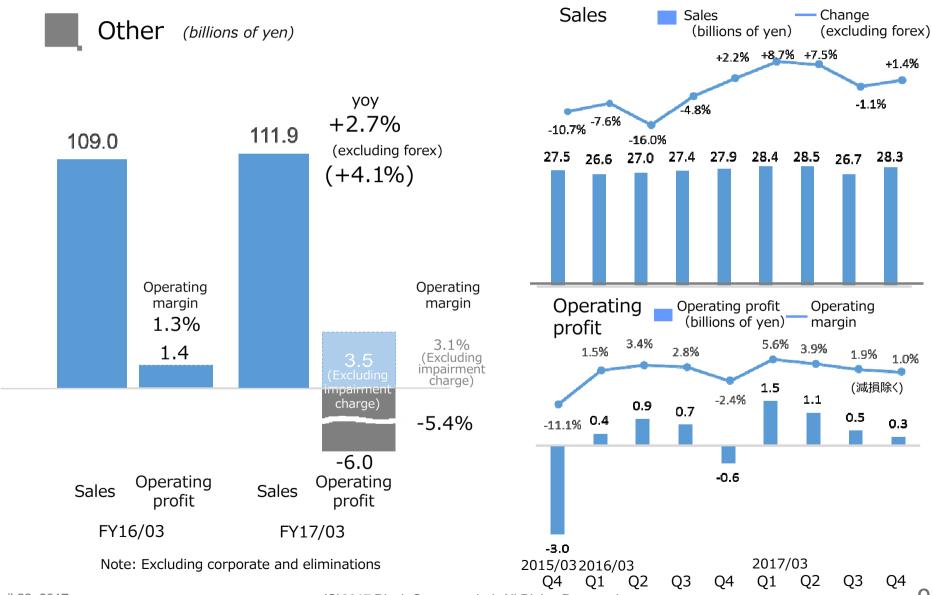






Business Segments (3)







Statement of Financial Position as of March 31, 2017 RICOH



		1

Assets

(billions of yen)	As of Mar 31, 2017	Change from Mar 31, '16
Current Assets	1,239.2	-33.9
Cash & time deposits	135.0	-33.4
Trade and other receivables	566.3	+2.1
Other financial assets	276.5	+4.2
Inventories	202.5	-4.5
Other current assets	58.6	-2.3
Non-current assets	1,520.0	+16.8
Property, plant and equipment	271.2	-5.2
Goodwill and intangible assets	388.1	-25.6
Other financial assets	655.6	+35.4
Other non-current assets	205.0	+12.3

Liabilities and Equity

(billions of yen)	As of Mar 31, 2017	Change from Mar 31, '16
Current Liabilities	806.9	+0.0
Bonds and borrowings	229.9	-30.8
Trade and other payables	295.7	+9.6
Other current liabilities	281.1	+21.2
Non-current Liabilities	835.4	+13.6
Bonds and borrowings	629.7	+37.7
Accrued pension&retirement benefits	120.7	-18.3
Other non-current liabilities	84.9	-5.7
Total Liabilities	1,642.4	+13.7
Total equity attributable to owners of the parent	1,042.1	-35.7
Noncontrolling Interest	74.7	+4.8
Total Equity	1,116.8	-30.8
Total Liabilities and Equity	2,759.2	-17.1
Total Debt	859.7	+6.9

Exchange rate as of Mar 31, '17: (Diff.from Mar 31, '16)

2,759.2

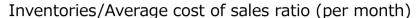
US\$1 = \$112.19(-0.49)1 euro = \$119.79(-7.91)

Total Assets

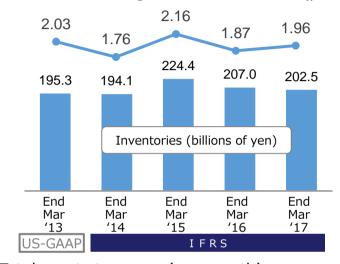
-17.1

Statement of Financial Position as of March 31, 2017 RICOH

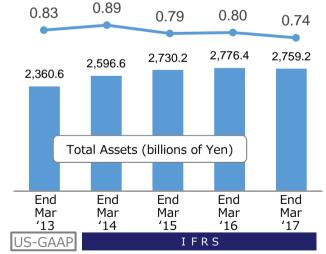


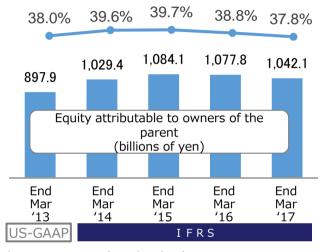


Equity attributable to owners of the parent ratio (Equity ratio)

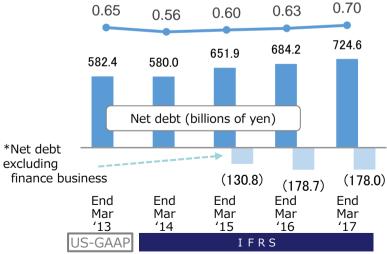








Net debt/equity ratio (multiples)



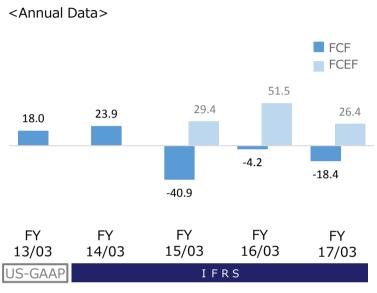
Due to a change in lease transaction reporting, Inventories/Average cost of sales ratio and Total assets turnover at the end of March 2015 Have been adjusted to conform to current year figures.



FY2017/03 Statement of Cash Flows



(billions of yen)	FY2016/03	FY2017/03
Profit	67.3	9.4
Depreciation and amortization	107.3	106.8
[Net profit + Depreciation and amortization]	[174.6]	[116.3]
Other operating activities	-74.8	-28.0
Net cash provided by operating activities	99.8	88.2
Plant and equipment	-62.7	-60.5
Purchase of business	-5.6	-1.4
Other investing activities	-35.6	-44.7
Net cash used in investing activities	-104.1	-106.7
Increase (Decrease) of debt	70.8	9.9
Dividend paid	-25.0	-28.9
Other financing activities	-3.1	-0.8
Net cash provided by financing activities	42.6	-19.9
Effect of exchange rate changes	-8.5	-2.7
Net increase in cash and cash equivalents	29.8	-41.1
Cash and cash equivalents at end of period	167.5	126.4
Free cash flow (Operating + Investing net cash)	-4.2	-18.4
FCEF (Free cash flow excluding finance business)	51.5	26.4



*FCEF: Free cash flow excluding finance business



Key Elements of RICOH Resurgent

(As disclosed on April 12, 2017)



Basic Resurgent Plan

Drive a resurgence by breaking from the past

Structural reforms

- Reform cost structure processes
- Increase business selectivity
- 2 Prioritize growth businesses
 - Deploy strategies centered on our strengths
- Reinforce our management systems
 - Execute structural reforms and deploy business strategies



Key Elements of RICOH Resurgent (As disclosed on April 12, 2017)



Drive structural reforms to transform earnings structure in line with strategic switch

Reform thrust

1. Cost structure reforms

Review in-house manufacturing focus Revamp direct sales and service

- 2. Business process reforms that boost productivity
- 3. Extensive business selectivity

 Leave no stones unturned in screening
 businesses

1. Transform and trim cost structure

Transform structure and reform fixed cost structure to tackle market changes

2. Reform business processes

While reforming the cost structure, review processes from scratch and seek to constrain costs while maintaining sales and enhancing productivity



RICOH Resurgent Update



Structural reforms

	Fiscal 2018 forecasts	Fiscal 2019 forecasts Announced on April 12, 2017)	Fiscal 2020 forecasts Announced on April 12, 2017)
Cost reductions from fiscal 2016	¥39 billion	¥76 billion	¥100 billion
Expenses	¥45 billion	()	_

New business structure disclosure from first quarter of fiscal 2017



Outlook for FY2018/03

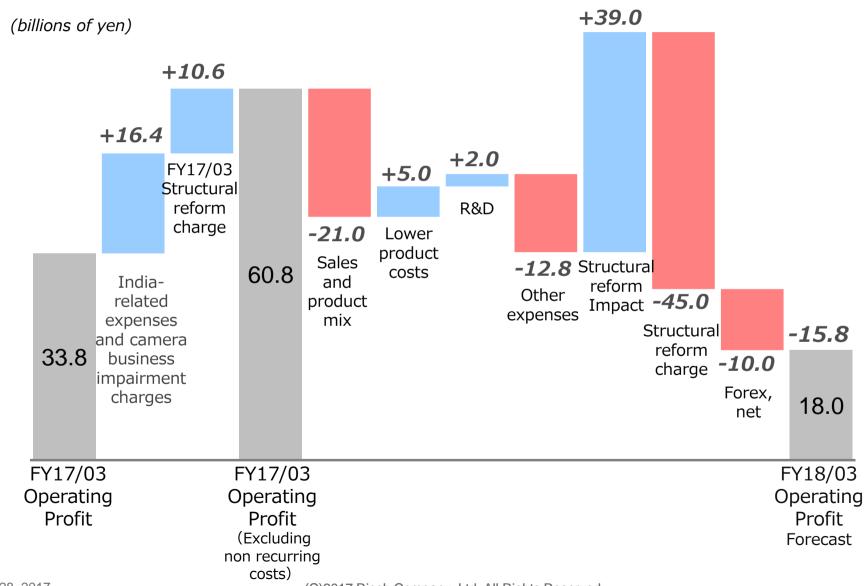


	FY18/03 forecast	Year-on-year change
Sales	2,000.0 billion yen	-1.4%
Operating profit	18.0 billion yen	-46.9%
Operating margin	0.9 %	-0.8 pt
Profit attributable to owners of the parent	3.0 billion yen	-14.0%
EPS	4.14 yen	-0.67 yen
ROE	0.3%	±0.0 pt
R&D expenditures	117.0 billion yen	+2.6 billion yen
Capital expenditures (Tangible fixed assets)	76.0 billion yen	+0.5 billion yen
Depreciation	66.0 billion yen	-2.0 billion yen
Yen/US\$ Yen/euro	105.00 yen 115.00 yen	-3.39 yen -3.82 yen



Full-Year Operating Profit Comparisons





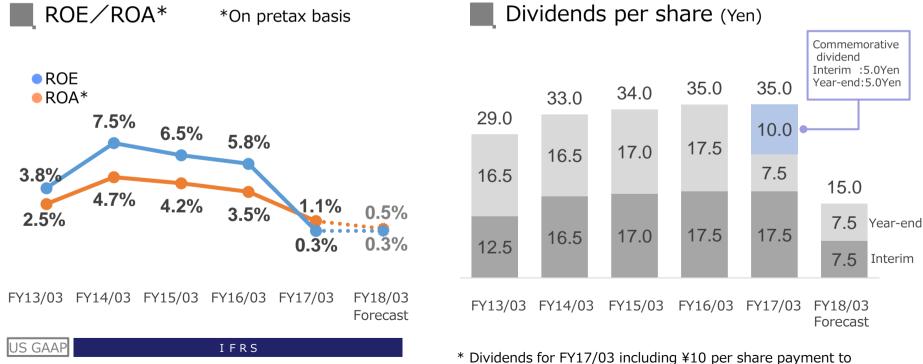


Shareholder Returns



Shareholder return policy under RICOH Resurgent (19th Mid-term Plan)

Ricoh will set aside internal reserves to reinforce its corporate structure and cultivate new businesses while striving to deliver stable dividends to shareholders after comprehensively considering such factors as its medium-term earnings projections, investments, cash flows, and financial position. We intend to allocate retained earnings to reinforce core businesses and concentrate investments in businesses offering medium- and long-term growth potential.

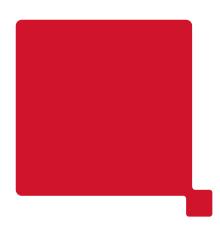


Dividends for FY17/03 including ¥10 per share payment to commemorate Ricoh's 80th anniversary.





Appendix





Appendix: Key Figures for FY2017/03 Financial Statements Excluding Finance Business



*Finance: Finance business Ricoh conducts globally

1. Profit Statement

(billions of yen)

	Consolidated	Products & Services	Finance
Sales	2,028.8	1,968.0	143.5
Operating profit	33.8	2.0	31.8

2. Statement of Financial Position

		Consolidated	Products & Services	Finance
Assets		2,759.2	1,785.4	1,147.5
	Financial assets	930.5	-	930.5
Liabilities		1,642.4	819.4	996.6
	Interest-bearing debt	859.7	71.9	906.2
Total equity	1	1,116.8	966.0	150.8
Net debt		724.6	Δ178.0	902.6

3. Statement of Cash Flow

	Consolidated	Products & Services	Finance
Free cash flow	∆18.4	26.4	∆44.8

<Key Financial Ratios>

	Consolidated	Products & Services
Equity ratio	37.8%	54.1%
D/E ratio	82.5%	7.5%
Total assets turn over	0.74	1.07

This chart includes approximations.



FY2018/03 Profit Statement Forecast



		FY2017/03	FY2018/03	Y	o-Y compariso	on
(billions of yen)		Results	Forecast	Change	Change(%)	и
Sales	(Japan)	767.5	770.0	+2.4	+0.3%	
	(Overseas)	1,261.3	1,230.0	-31.3	-2.5%	
	Total	2,028.8	2,000.0	-28.8	-1.4%	
Gross profit		788.6	750.0	-38.6	-4.9%	
	sales %	38.9%	37.5%			
SG&A		759.3	732.0	-27.3	-3.6%	-
	sales %	37.4%	36.6%			
Operating profit		33.8	18.0	-15.8	-46.9%	-
	sales %	1.7%	0.9%			
Profit before income t	ax expenses	29.9	13.0	-16.9	-56.6%	-
	sales %	1.5%	0.7%			
Profit attributable to ow	ners of the parent	3.4	3.0	-0.4	-14.0%	-
	sales %	2.8%	0.2%			
EPS (Yen)		4.81	4.14	-0.67		-
Exchange rate	US \$1	108.39	105.00	-3.39		
(Yen)	Euro 1	118.82	115.00	-3.82		

<Investment>

Change(%) without Forex +0.3%

+0.9%

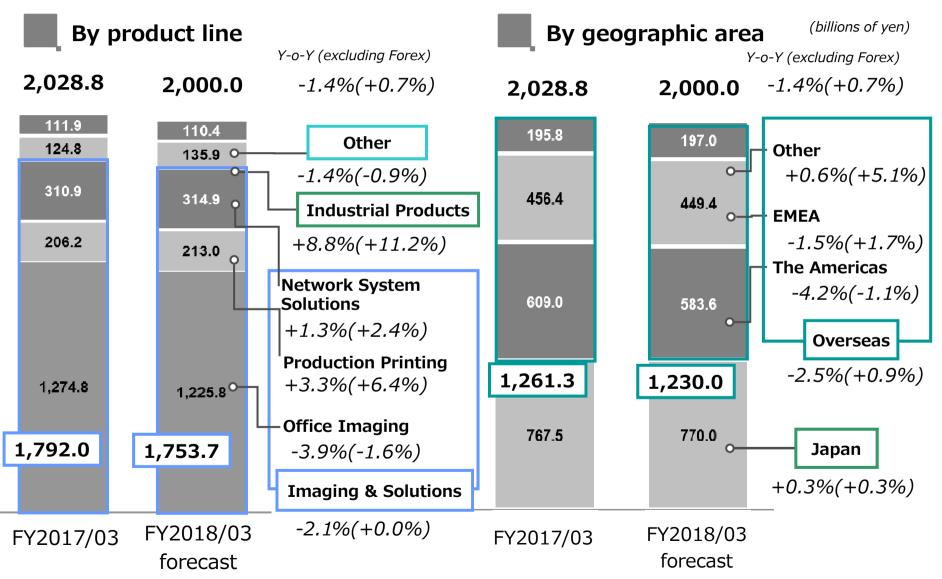
+0.7%

(billions of yen) R&D % on sales		FY18/03 forecast 117.0 5.9%
CAPEX	75.4	76.0
Depreciation (tangible fixed a	68.0 assets)	66.0



FY2018/3 Sales Forecasts by Category

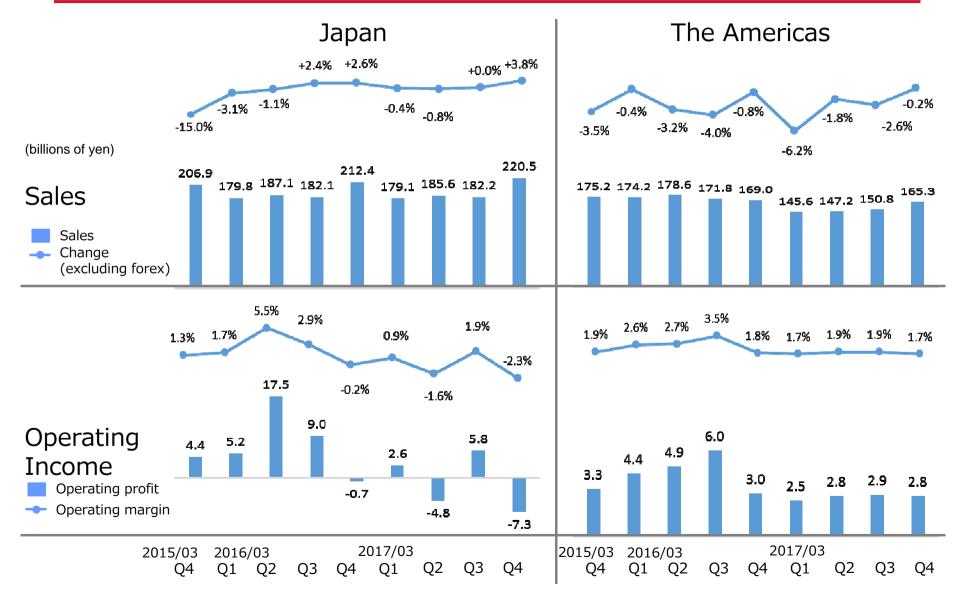






P/L by Geographic Area (1)

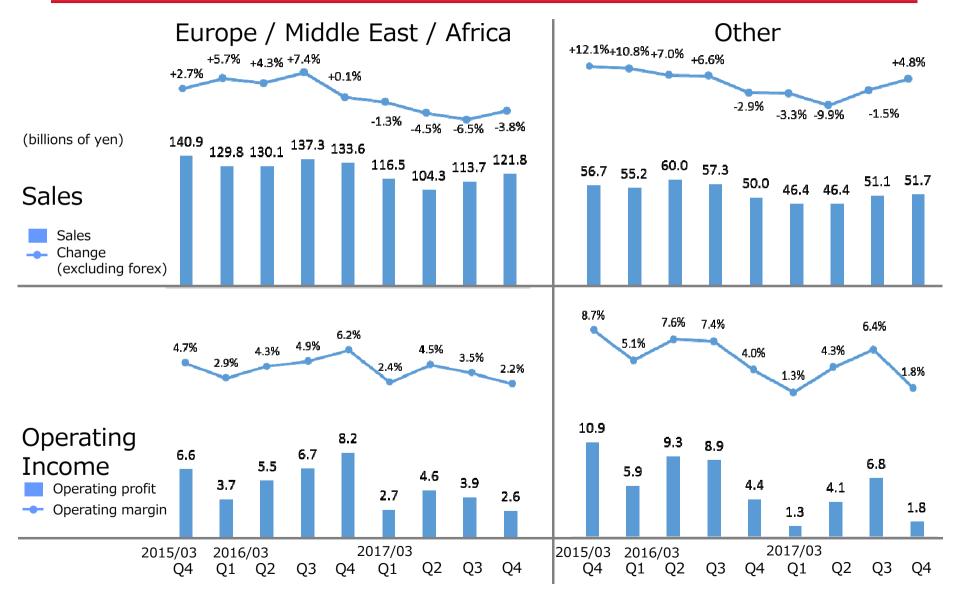






P/L by Geographic Area (2)







Appendix: Historical Data (1)





Imaging & Solutions sales by product category

*Value based ratio including forex

		FY20	16/03			FY20	FY16/03	FY17/03		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Total	Total
MFP	52%	48%	48%	49%	50%	47%	48%	47%	49%	48%
Office Printer	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%
Production Printing (PP)	11%	12%	11%	11%	11%	11%	12%	12%	11%	12%
Office Imaging, other	6%	6%	8%	6%	6%	6%	6%	6%	6%	6%
MDS (labor charge) & IT Services	14%	15%	14%	15%	14%	15%	14%	15%	15%	15%
Network System Solutions, other	9%	11%	10%	10%	10%	12%	11%	11%	10%	11%



1FP & Printe	r Non-hardv	vare r	atio	FY20	16/03				FY20	17/03		FY16/03
			Q1	Q2	Q3	Q4	-	Q1	Q2	Q3	Q4	Total
MFP	Japan		67%	74%	67%	58%	_	68%	77%	70%	58%	66%
	Overseas		56%	54%	55%	52%		59%	55%	57%	55%	54%
	Total		59%	59%	59%	53%	-	61%	61%	60%	56%	57%
Office Printer	Japan		90%	88%	88%	85%	-	90%	88%	89%	84%	88%
	Overseas		69%	68%	65%	67%		67%	65%	68%	69%	68%
	Total		79%	77%	76%	76%	_	78%	77%	79%	77%	77%
PP	Japan		58%	59%	60%	51%	_	57%	56%	56%	46%	57%
	Overseas		58%	59%	57%	53%		59%	55%	57%	53%	57%
	Total		58%	59%	57%	53%	-	59%	55%	57%	52%	57%

FY16/03	FY17/03
Total	Total
66%	68%
54%	56%
57%	59%
88%	88%
68%	67%
77%	78%
57%	53%
57%	56%

55%



Appendix: Historical Data (2)





MFP & Printer y-o-y (Office Imaging and Production Printing) *By value

< Hardware >		FY20	016/03			FY20	FY16/03	FY17/03		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Total	Total
MFP&Printer Japan	+4%	-7%	+2%	-2%	-2%	+2%	-1%	+6%	-1%	+2%
(Office+PP) Overseas	+9%	+6%	+0%	-0%	-18%	-18%	-16%	-6%	+3%	-15%
(Forex excluded)	+0%	-3%	-4%	+3%	-8%	-3%	-6%	-3%	-1%	-5%
Total	+8%	+4%	+1%	-1%	-15%	-15%	-13%	-3%	+3%	-11%
(Forex excluded)	+1%	-3%	-2%	+1%	-7%	-2%	-5%	-1%	-1%	-4%
< Non-hardware >										
MFP&Printer Japan	+0%	-5%	-4%	-1%	-4%	-1%	+0%	-2%	-2%	-2%
(Office+PP) Overseas	+6%	+5%	-2%	-8%	-13%	-18%	-12%	-0%	+0%	-11%
(Forex excluded)	-1%	-2%	+2%	-4%	-2%	-2%	-2%	+3%	-1%	-1%
Total	+4%	+2%	-2%	-7%	-10%	-13%	-8%	-1%	-1%	-8%
(Forex excluded)	-1%	-3%	+0%	-4%	-3%	-2%	-1%	+1%	-1%	-1%

^{*}Total hardware and non-hardware sales of MFP, Office Printer, PP (excluding sales of solutions and third party products)



Appendix: Historical Data (3)





MFP & Printer y-o-y (Office Imaging) *By value

< Hardware >			FY20	16/03			FY20	017/03			FY16/03	FY17/03
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		Total	Total
MFP&Printer	Japan	+2%	-6%	+2%	-4%	-3%	-1%	-4%	+4%		-1%	-0%
(Office Imaging)	Overseas	+6%	+2%	-5%	-4%	-20%	-19%	-16%	-7%	_	-0%	-15%
	(Forex excluded)	-2%	-6%	-9%	+0%	-10%	-3%	-6%	-4%		-4%	-6%
	Total	+5%	+1%	-4%	-4%	-16%	-16%	-14%	-4%	_	-1%	-12%
	(Forex excluded)	-1%	-6%	-7%	-1%	-9%	-3%	-6%	-2%		-4%	-5%
MFP	Japan	+2%	-3%	-0%	-5%	-3%	-3%	-4%	+4%		-2%	-1%
	Overseas	+6%	+2%	-6%	-3%	-20%	-19%	-16%	-7%		-1%	-16%
	(Forex excluded)	-2%	-7%	-10%	+1%	-11%	-4%	-6%	-4%		-5%	-6%
	Total	+5%	+1%	-5%	-3%	-17%	-17%	-14%	-4%		-1%	-13%
	(Forex excluded)	-1%	-6%	-8%	-1%	-9%	-4%	-6%	-2%		-4%	-5%
Office Prin	ter Japan	+4%	-17%	+23%	+10%	-4%	+9%	-5%	+4%		+4%	+2%
	Overseas	+6%	+11%	+5%	-9%	-12%	-15%	-18%	-8%		+3%	-13%
	(Forex excluded)	-2%	+3%	+5%	-4%	-1%	+2%	-8%	-5%		+0%	-3%
	Total	+6%	+4%	+8%	-4%	-10%	-9%	-15%	-4%		+3%	-10%
	(Forex excluded)	-1%	-3%	+8%	-0%	-1%	+4%	-7%	-2%	_	+1%	-2%
PP *	Japan	+20%	-15%	+10%	+15%	+12%	+26%	+31%	+28%	_	+7%	+25%
	Overseas	+26%	+28%	+37%	+18%	-8%	-16%	-15%	-2%		+27%	-10%
	(Forex excluded)	+16%	+18%	+34%	+18%	+3%	-0%	-5%	+2%		+21%	-0%
	Total	+25%	+22%	+33%	+18%	-6%	-12%	-10%	+2%	_	+24%	-6%
	(Forex excluded)	+17%	+13%	+31%	+17%	+4%	+2%	-1%	+6%		+19%	+3%
										_		

^{*}Cut sheet PP, Continuous form PP, Wide format (excluding sales of solutions and third party products)



Appendix: Historical Data (4)





MFP & Printer y-o-y (Office Imaging) *By value

< Non-hardware >			FY20	16/03				FY20	FY16/03	FY17/03		
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	Total	Total
MFP&Printer	Japan	+0%	-5%	-4%	-2%		-4%	-2%	+0%	-2%	-3%	-2%
(Office Imaging)	Overseas	+4%	+2%	-4%	-10%	-	-14%	-19%	-14%	-2%	-2%	-12%
(Fo	orex excluded)	-2%	-4%	+1%	-5%		-4%	-4%	-3%	+1%	-3%	-3%
	Total	+3%	-1%	-4%	-7%	-	-11%	-13%	-9%	-2%	-2%	-9%
(Fo	rex excluded)	-1%	-5%	-1%	-4%		-4%	-3%	-2%	+0%	-3%	-2%
MFP	Japan	-3%	-3%	-5%	-2%	-	-4%	-4%	-3%	-3%	-3%	-3%
	Overseas	+3%	+2%	-4%	-11%	-	-13%	-18%	-14%	-2%	-3%	-12%
(Fo	rex excluded)	-3%	-5%	+1%	-6%		-3%	-2%	-4%	+1%	-3%	-2%
	Total	+1%	+0%	-4%	-8%	-	-10%	-14%	-11%	-2%	-3%	-9%
(Fo	rex excluded)	-3%	-4%	-1%	-5%		-3%	-3%	-4%	-0%	-3%	-3%
Office Printer	Japan	+11%	-11%	-2%	-1%		-4%	+3%	+6%	+1%	-1%	+2%
	Overseas	+8%	+4%	-5%	-4%	-	-22%	-25%	-9%	-0%	+1%	-14%
(Fo	rex excluded)	+2%	-1%	-3%	+2%		-12%	-11%	+2%	+4%	-0%	-5%
	Total	+9%	-4%	-3%	-2%		-12%	-11%	-1%	+0%	-0%	-6%
(Fo	orex excluded)	+6%	-7%	-3%	+0%	_	-8%	-4%	+4%	+2%	-1%	-1%
PP *	Japan	+1%	+2%	+6%	+7%	-	+3%	+7%	+7%	+3%	+4%	+5%
	Overseas	+17%	+20%	+12%	+2%		-2%	-11%	-3%	+7%	+12%	-2%
(Fo	rex excluded)	+7%	+11%	+11%	-2%		+9%	+6%	+8%	+11%	+7%	+9%
	Total	+15%	+17%	+12%	+3%	-	-2%	-9%	-2%	+7%	+11%	-1%
(Fo	orex excluded)	+6%	+10%	+11%	-1%		+8%	+6%	+8%	+10%	+6%	+8%

^{*}Cut sheet PP, Continuous form PP, Wide format (excluding sales of solutions and third party products)



Appendix: Historical Data (5)





Color ratio for MFP and Printer

			FY2016/03				FY20	17/03		FY16/03	FY17/03	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	•	Total	Total
MFP	Japan	90%	87%	87%	84%	91%	87%	90%	86%	,	86%	88%
	Overseas	65%	64%	64%	69%	66%	63%	67%	69%		66%	66%
	Total	70%	68%	69%	73%	72%	67%	72%	74%		70%	71%
Office Printer	Japan	45%	42%	41%	54%	50%	50%	51%	53%		46%	51%
	Overseas	37%	36%	37%	37%	35%	34%	31%	31%		37%	33%
	Total	39%	37%	38%	42%	39%	38%	36%	39%		39%	38%
PP	Japan	42%	32%	46%	44%	50%	43%	54%	51%		41%	50%
	Overseas	68%	71%	76%	77%	75%	73%	78%	76%		73%	76%
	Total	64%	67%	73%	73%	72%	69%	74%	72%		70%	72%

^{*}For hardware shipments, by value



Number of employees

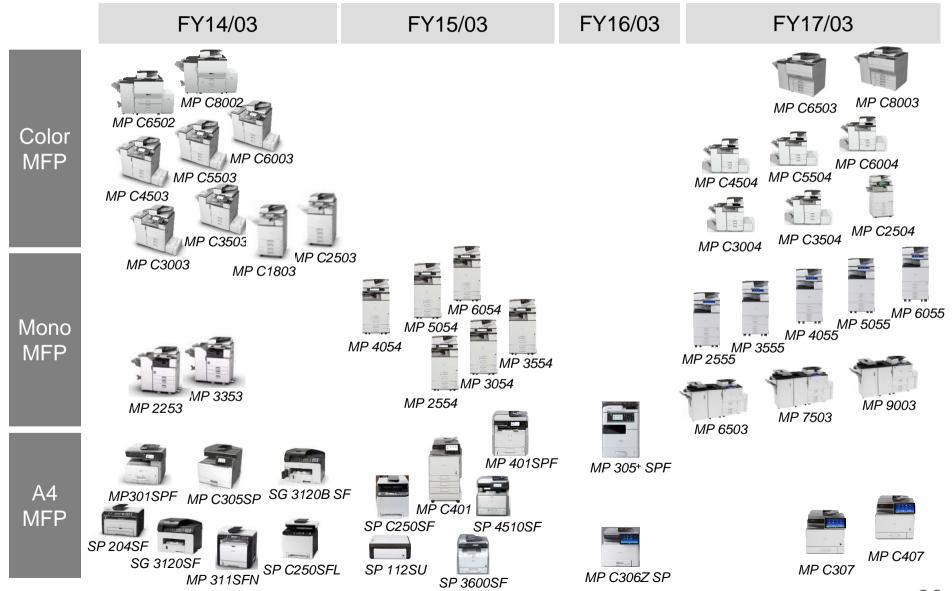
		FY14/03	FY15/03	FY16/03				03		
						Q1	Q2	Q3	Q4	
Japan		36,873	36,371	35,779		36,346	36,105	35,899	35,490	
Overseas	Americas	31,853	31,766	31,501		31,423	31,379	31,054	30,516	
	EMEA	18,422	18,525	18,643		18,455	18,382	18,092	17,652	
	China	11,932	12,856	12,897		12,624	12,873	12,727	11,925	
	Asia Pacific	9,115	10,433	10,541		10,499	10,412	10,178	10,030	
	Sub total	71,322	73,580	73,582		73,001	73,046	72,051	70,123	
Total		108,195	109,951	109,361		109,347	109,151	107,950	105,613	
					_					

^{*}As of end of each period



New Products (Imaging & Solutions - Document)



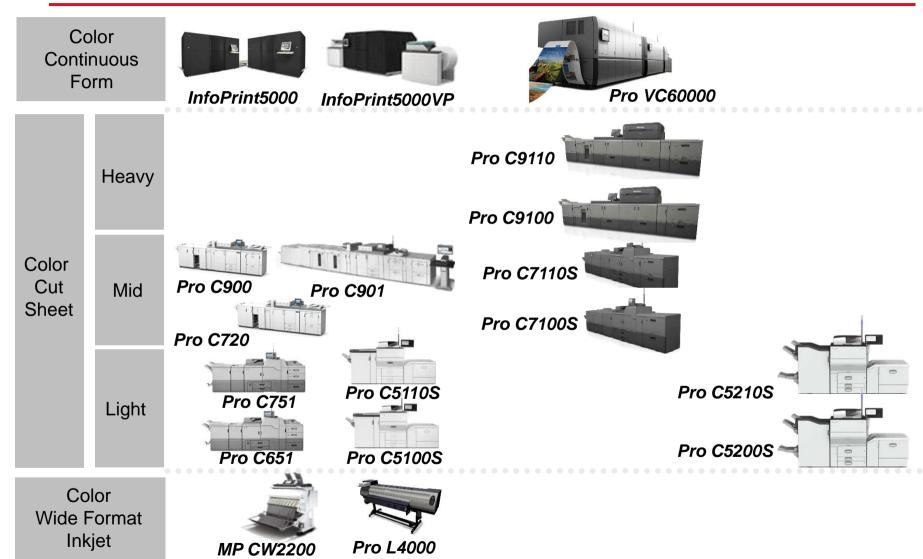




New Products (Production Printing)

~ FY14/03





FY17/03 ~

FY15/03 - FY16/03

RICOH imagine. change.

http://www.ricoh.com/