# FLASH REPORT <br> Year ended March 31, 2002 <br> (Results for the Period from April 1, 2001 to March 31, 2002) 

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## Ricoh Company, Ltd.

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## Policies and Performance

## 1. Policies

## 1. Basic Management

The vision of Ricoh Group ("Ricoh") is to be a winner in the 21 st century. Under that banner, we aim to retain customer and community trust, secure top market shares by building new value, and become an outstanding global business that is highly influential within the industries in which we operate.
To help raise office productivity, we have centered our business domains on the concept of "Image Communication," through which we globally offer products and services that customers truly need.

Our 13th medium-term management plan, a three-year initiative that ended in March 2002, had three prime objectives for the entire Ricoh:
i. Renovation of group management with the aim of increasing corporate value ii Reform of business and profitability Structure with the aim of maintaining steady growth
iii. Reinforcement of cash flow management and realization of low cost business structure

This fiscal term is the last year of the management plan, and we strove to achieve these objectives on a whole group basis.

## 2. Dividend Policy

Ricoh endeavors to ensure stable dividends by boosting profitability while increasing retained earnings to reinforce its corporate structure and cultivate new businesses. Ricoh uses those retained earnings to strengthen core businesses and invest in new fields from medium- and long-term perspectives.
3. Thinking and Policies on Reducing Minimal Investment Lots

Ricoh believes that reducing the minimum number of shares required to invest in Ricoh could help attract a broader range of investors to the equity markets while enhancing the liquidity of its shares. However, many investors already trade in Ricoh's shares, so management has concluded that there is no immediate need to reduce the minimum investment lot.
Ricoh plans to keep close tabs on investment patterns and its shareholder composition, and will consider taking steps to alter the minimum lot requirement if need be.
4. Medium- and Long-Term Management Strategies and Management Structure Initiatives

Ricoh's prime management priority in building corporate value is to improve customer satisfaction, which is at the heart of management strategies and policies. The J.D. Power Asia Pacific survey has placed Ricoh first in customer satisfaction among Japanese copier makers for the seventh year running. This heightened profile helped generate the solid results of recent years.

Ricoh has restructured so it can keep expanding corporate value. As part of that effort, it instituted an executive officer system, under which it transferred considerable authority and responsibility to individual businesses. It also appointed external directors to the board.

Our basic strategies for delivering growth are to:

- Expand our market share in networked systems
- Deploy printing solutions
- Strengthen our operations in five key regional markets worldwide (Japan, the Americas, Europe, Asia and Oceania, and China)

In expanding our share of the networked imaging equipment market, we have focused on meeting demand for speed and sophisticated networking. Several key models have been particularly well received. Among them are low-cost, fast digital copiers like the Imagio MF8570 (sold as the Aficio 850 overseas) and the MF105 Pro (Aficio 1050). The growing popularity of our digital offerings has helped us improve our position in the market for high-speed models.

We have also done extremely well in Japan and abroad with the Imagio Neo 350/450 (Aficio 1035/1045). This new generation of copiers makes it simple to digitalize, store, and retrieve documents, and has helped us keep and extend our lead in the market for digital copiers including multifunctional printers (MFPs).

Imagio Neo series machines are based on the Ricoh Document Highway concept, a common software platform that lets users link equipment and applications as they desire, and is compatible with the Ridoc Document System, a
user-friendly setup that enhances document management. We have sold many of these machines packaged with solutions software, which has contributed greatly to performance.

The Imagio Neo series includes everything from low-end models that provide information technology support for small and medium-sized offices to high-speed offerings that function as central office machines.

With demand for color equipment surging, we have enjoyed excellent sales of the IPSiO Color 8000 (Aficio AP3800C), a printer that offers output speeds and pricing comparable to monochrome platforms. This offering has reinforced our No. 1 share of the domestic color laser market while helping us bolster our presence internationally.

Over the past few years, customers have shifted swiftly away from standalone machines toward networkable equipment and supporting software and services. They increasingly seek new solutions that lower the total cost of ownership and streamline office work.
Ricoh responded swiftly to this trend in Japan by establishing five regional headquarters, in the Tohoku, Chubu, Kansai, Chugoku, and Kyushu areas. Such a setup can help us spread our solutions expertise and support capabilities regionally while consolidating the peripheral operations of regional sales companies, thereby lowering Group costs.

To strengthen global operations, we built an international direct sales network. The latest component of this setup is Lanier Worldwide, Inc., which we acquired in January 2001. This subsidiary sells and services imaging and other office equipment in the United States and Europe.
This purchase helped us step up our drive to become a global solutions provider, cultivating large corporations and other new customers, which led us to increase sales of networked and solutions products.
Ricoh has taken various steps to build a high-efficiency, low-cost operating structure to overcome the challenges of deflation. We are working intensively on our supply chain management system to improve customer satisfaction while enhancing cash flow. We have also instituted programs to overhaul revenue and earnings structures for everything from Group sales, and development to production and peripheral operations.

## 5. Challenges

Our 13th medium-term management plan was instrumental in allowing us to deliver such solid results. That said, we consider it crucial to keep responding to the growing sophistication of customer needs and intensifying competition in adverse economic conditions.

It will be particularly important to better identify underlying demand. As well as helping improve customer productivity and cutting costs, we will concentrate on exploring issues that existing customers have yet to consider while doing even more to seek solutions with our customers.

To those ends, we intend to deliver new value for customers through our customer satisfaction-oriented management and efforts to reinforce our technological capabilities.

Ricoh has already earned top marks from third-party organizations for its environmental initiatives, and considers it imperative to continue championing the environment. In line with that goal, we have instituted the Ricoh Action Plan for fiscal 2002 through 2004, which builds on the achievement of its preceding three-year plan. Under this new initiative, we aim to go beyond responding to environmental issues and safeguarding the environment to generate profits through our environmental management program.

The next fiscal term is the first year of our 14th medium-term management plan (April 2002 through March 2005), another three-year effort, and will focus on pursuing and building on the reforms of the 13th plan.
In other words, we will strive to reinforce our technological base so we can become the world's best manufacturer as a winner in the 21 st century. We will also change our business focus from merely being a producer to become a solutions provider. At the same time, we will strive companywide to cultivate the human resources needed for such a transformation.

In the years ahead, we will endeavor to contribute both to our communities and the environment as part of our social mission while continuing to achieve high levels of trust from our customers and other stakeholders and delivering new value.

## 2. Performance

(1) Overview
(Three months ended March 31, 2002 and 2001)
(Billions of yen)

|  | Three months ended March 31, 2002 | Three months ended March 31, 2001 | Change |
| :---: | :---: | :---: | :---: |
| Domestic sales. | 238.1 | 248.6 | -4.2\% |
| Overseas sales. | 212.7 | 180.3 | 18.0\% |
| Net sales. | 450.9 | 428.9 | 5.1\% |
| Gross profit | 184.4 | 169.6 | 8.7\% |
| Operating income | 40.0 | 28.1 | 42.5\% |
| Income before income taxes. | 35.5 | 28.6 | 24.0\% |
| Net income ..................................................... | 18.3 | 14.9 | 22.5\% |
| Net income per share-basic (yen) ....................... | 25.89 | 21.57 | +4.32 |
| Net income per share-diluted (yen) .................... | 24.22 | 19.86 | +4.36 |
| Return on equity (\%) ....................................... | 3.0 | 2.7 | +0.3\% point |
| Income before income taxes on total assets (\%)... | 2.0 | 1.7 | +0.3\% point |
| Income before income taxes on net sales (\%)....... | 7.9 | 6.7 | +1.2\% points |
| Exchange rate (US\$) ....................................... | 132.50 | 118.17 | +14.33 |
| Exchange rate (EURO)..................................... | 116.21 | 108.99 | +7.22 |
| Expenditure for plant and equipment .................. | 19.0 | 22.6 | -3.6 |
| Depreciation for tangible fixed assets ................ | 20.3 | 16.9 | +3.4 |
| R\&D Expenditure............................................ | 22.1 | 22.3 | -0.1 |


|  | Year ended March 31, 2002 | Year ended March 31, 2001 | Change |
| :---: | :---: | :---: | :---: |
| Domestic sales. | 902.6 | 930.4 | -3.0\% |
| Overseas sales. | 769.6 | 607.8 | 26.6\% |
| Net sales.. | 1,672.3 | 1,538.2 | 8.7\% |
| Gross profit | 699.9 | 613.3 | 14.1\% |
| Operating income | 129.6 | 105.1 | 23.4\% |
| Income before income taxes. | 113.9 | 97.7 | 16.6\% |
| Net income .................................................... | 61.6 | 53.2 | 15.8\% |
| Net income per share-basic (yen) | 88.27 | 76.85 | +11.42 |
| Net income per share-diluted (yen) .................... | 82.46 | 71.02 | +11.44 |
| Return on equity (\%) ....................................... | 10.4 | 9.7 | +0.7\% point |
| Income before income taxes on total assets (\%)... | 6.4 | 6.0 | +0.4\% point |
| Income before income taxes on net sales (\%)....... | 6.8 | 6.4 | +0.4\% point |
| Total assets.. | 1,832.9 | 1,704.7 | +128.1 |
| Shareholders' equity........................................ | 633.0 | 556.7 | +76.2 |
| Debt........................ | 561.4 | 538.9 | +22.4 |
| Equity ratio (\%). | 34.5 | 32.7 | +1.8\% points |
| Equity per share (yen) ...................................... | 870.63 | 803.64 | +66.99 |
| Cash flows from operating activities: .................. | 105.1 | 102.7 | +2.4 |
| Cash flows from investing activities:.................. | -65.7 | -62.7 | -3.0 |
| Cash flows from financing activities: ................. | 36.2 | -88.3 | +124.6 |
| Cash and cash equivalents at end of year ............ | 142.5 | 64.4 | +78.0 |
| Exchange rate (US\$) ....................................... | 125.10 | 110.60 | +14.50 |
| Exchange rate (EURO).................................... | 110.60 | 100.41 | +10.19 |
| Expenditure for plant and equipment ................. | 75.6 | 73.3 | +2.3 |
| Depreciation for tangible fixed assets ................ | 73.7 | 62.1 | +11.6 |
| R\&D Expenditure .......................................... | 80.7 | 78.2 | +2.5 |
| Number of employees (Japan) (thousand people) | 40.0 | 40.5 | -0.5 |
| Number of employees (Overseas) (thousand people) | 34.2 | 33.8 | +0.4 |

## *Overview

- In fiscal 2002, ended March 31, 2002, Ricoh increased consolidated net sales $8.7 \%$, to $¥ 1,672.3$ billion. It was an eighth consecutive growth. The increase would have been $4.0 \%$ without the foreign exchange impact.
- Domestic sales were off $3.0 \%$. Although sales of printing systems increased $28.6 \%$, other products area was down due to a downturn in the Japanese economy, as well as constrained corporate information technology capital expenditure. In contrast, overseas sales gained $26.6 \%$, despite the uncertainty posed by the U.S. economy, and so on.. The main factors were that demand remained solid for core digital imaging and printing systems, as well as new subsidiary Lanier Worldwide, Inc. and contributions from the low yen. Overseas sales would have improved $14.6 \%$ without the exchange rate impact.
- Operating income was up $23.4 \%$. This stemmed mainly from rising sales of core digital plain-paper copiers (PPCs), MFPs, and other high-value-added offerings, the fruits of ongoing cost-cutting initiatives, and the yen's depreciation. Net other expenses increased owing to lower interest and dividend income amid lackluster financial markets, higher foreign currency losses, and rises in other costs. Income before income taxes thereby improved $16.6 \%$.
- As a result of these factors, net income advanced $15.8 \%$-a 10th consecutive gain.
- Cash dividends per share of common stock were up $¥ 1.00$, to $¥ 13.00$. This reflected a $¥ 6.00$ interim dividend and a $¥ 7.00$ year-end dividend that was $¥ 1.00$ higher than the previous year.
*Financial Position
- Ricoh is enhancing its cash flow management efforts to expand free cash flow and continually strengthen its financial position.
- At the close of fiscal 2002, higher net income and depreciation and amortization added $¥ 135.4$ billion to cash flows from operating activities, up $¥ 20.0$ billion from the previous fiscal year. Changes in assets and liabilities included $¥ 17.2$ billion allocated in preparation for the maturity of Ricoh's sixth and eighth convertible bonds by year-end. Changes would have been as in the previous fiscal year if not for this factor. Most of those bonds were converted upon maturity. Thus, net cash provided by operating activities increased to $¥ 105.1$ billion.
- During the term, Ricoh invested $¥ 75.2$ billion to set up new manufacturing lines and develop new products. Holdings of available-for-sale securities fell $¥ 30.1$ billion owing to changes in the Ricoh's investment approach, however the investment is properly controlled in the cash account. As a result of these and other miscellaneous factors, net cash used in investing activities dropped to $¥ 65.7$ billion.
- Consequently, the free cash flow generated by operating and investing activities increased to $¥ 39.3$ billion.
- In the year under review, Ricoh endeavored to cut interest-bearing debt in Japan and abroad while securing funds for future expansion through its fourth and fifth straight bond issues, worth $¥ 35$ billion and $¥ 25$ billion, respectively. Owing to these factors and the payment of cash dividends, net cash used in financing activities increased to $¥ 36.2$ billion.
- Thus, cash and cash equivalents at the end of the year were up $¥ 78.0$ billion, to $¥ 142.5$ billion.

*Digital Imaging Solutions (sales up $14.0 \%$, to $¥ 654.4$ billion)
In core digital PPCs, Ricoh strengthened its lineup with new offerings covering all segments of the market, from the low-end Imagio MF1340/1540 (Aficio 1013/1015) to the high speed Imagio MF105Pro (Aficio 1050). Domestic sales were down owing to the Japanese recession and declining demand. However, overseas sales soared for digital PPCs, with color models also enjoying gains.
*Other Imaging Solutions (sales down $4.5 \%$, to $¥ 279.7$ billion)
The sales decline reflected a shift from analog PPCs to digital models offering superior expandability and functions.


## Network Input/Output Systems (sales up $31.5 \%$, to $¥ 344.2$ billion)

*Printing Systems (sales up $37.7 \%$, to $¥ 299.2$ billion)
In Japan and overseas, the focus of customer demand continued to shift toward speed, networking, saving of the total costs of ownership and office productivity enhancement. Ricoh responded to those trends by releasing several MFPs that streamline document input/output, sharing, and storage, notably the Imagio Neo 220/270(Aficio 1022/1027) and the Imagio Neo 750/600. Ricoh augmented its very popular IPSiO Color 8000 (Aficio AP3800C), a fast, high-resolution color printer, with such models as the IPSiO Color 8150, which centralizes the management of color documents, and the affordable IPSiO Color 1600 color laser printer. These new offerings formed part of a groupwide drive to increase printer sales and strengthen printing solutions capabilities.
*Other Input/Output Systems (sales up $1.1 \%$, to $¥ 45.0$ billion)
Sales of this category were up only slightly owing to a switch to new standards in optical disc-related products.

## Network System Solutions (sales down $1.2 \%$, to $¥ 206.9$ billion)

Ricoh has focused increasingly on useware, document management, and other solutions businesses in response to a shift in customer demand away from standalone models toward networked hardware, software, and services.
Nonetheless, sales of network equipment in this category declined due to sales down of personal computers and servers owing to constrained corporate spending on information technology in Japan.

## Other Businesses (sales down $6.5 \%$, to $¥ 186.9$ billion)

Sales declined in this category mainly because of falling demand for semiconductors, particularly for large-scale integrated circuits used in mobile communications equipment. Sales of metering equipment was again sluggish, reflecting stagnant demand.


## * Consolidated Sales by Geographic Area

## Japan (sales up $3.0 \%$, to $¥ 902.6$ billion)

The Japanese economy remained in recession during the year, causing companies to restrain information technology spending and restructure. In this circumnstances, Ricoh increased sales of printing systems by $28.6 \%$. MFPs performed particularly well, reflecting launches of offerings that meet customer needs and expanded marketing. On the other hand, sales declined for such offerings as analog PPCs, facsimile machines, personal computers, and servers. Overall office equipment sales thus decreased $2.0 \%$. Including semiconductors and metering equipment, sales in Japan were off 3.0\%.

The Americas (sales up $35.2 \%$, to $¥ 341.7$ billion)
Ricoh offset the effects of lower capital expenditure and an economic slowdown in the United States by expanding and reinforcing its sales networks, particularly in the North American market, thus increasing sales of core digital PPCs and MFPs. Lanier Worldwide, which Ricoh acquired in the previous fiscal year, contributed significantly to results through a successful strategy of expanding digital equipment and strengthening sales to major account clients.

Europe (sales up $25.8 \%$, to $¥ 311.3$ billion)
Ricoh's multibrand strategy continued to go from strength to strength in a European market that remained basically stable during the term, with the Company maintaining top market shares in both digital PPCs and MFPs.

## Others (sales up $8.3 \%$, to $¥ 116.6$ billion)

Sales benefited from Ricoh's shift to digital and networked models. Ricoh aims to take advantage of China's admission to the World Trade Organization and that nation's deregulation and initiatives to open its market by strengthening its local sales network.


## *Segment Information

## Business Segment

Office Equipment
Sales of core digital PPCs and MFPs grew steadily, particularly overseas, reflecting launches of fast digital machines and high-value-added offerings that handle everything from document input/output to document sharing and administration. Sales and operating income in this segment also benefited from the yen's depreciation. Ricoh increased capital spending, especially in research and development. In addition, total assets increased owing to the lower yen, which overshadowed efforts to reduce inventories in Japan and overseas.

## Other Businesses

Both sales and operating income in this segment were down owing to sluggish demand for semiconductors and metering equipment.


Business Segment(Other Businesses)

(Billions of yen)

|  | (Billions of yen) |  |  |
| :---: | :---: | :---: | :---: |
|  | Year ended March 31, 2002 | Year ended <br> March 31, 2001 | Change |
| Identifiable assets: |  |  |  |
| Office Equipment. | 1,219.7 | 1,179.4 | +40.2 |
| Other Businesses...................................................... | 185.1 | 180.1 | +4.9 |
| Capital expenditure: |  |  |  |
| Office Equipment................................................... | 68.5 | 61.8 | +6.6 |
| Other Businesses..................................................... | 5.6 | 10.2 | -4.6 |
| Depreciation and Amortization: |  |  |  |
| Office Equipment................................................... | 64.4 | 52.9 | +11.5 |
| Other Businesses..................................................... | 7.4 | 7.5 | -0.1 |

## Geographic Segment

## Japan

Sales of business equipment rose amid solid exports and the favorable yen, offsetting decreased sales of semiconductors and metering equipment. On top of that, operating income was up significantly, reflecting a shift toward high-value-added products and structural reforms that lowered costs.

## The Americas

Despite a U.S. economic slowdown and intensified competition, Ricoh was able to expand existing sales channels. At the same time, subsidiary Lanier Worldwide bore fruit with its strategy of bolstering sales of digital equipment and stepping up sales to major accounts. As a result, both segment sales and operating income improved.

## Europe

Operating costs rose temporarily during the term owing to expenses associated with production changeovers to new models. Nonetheless, Ricoh continued to deliver favorable sales growth, centered on digital PPCs and MFPs, leading to gains in regional sales and operating income.

## Others

Sales and operating income grew owing to steadily expanded sales in China and Asia and Oceania, supported by high productivity in the factories in China.


Europe

(2) Expectations

* Overall economic prospects and countermeasures by the Ricoh Group in fiscal 2003

While many factors remain unclear on the domestic economic front, there are signs of a recovery in some sectors, and we expect a gradual turnaround from the second half of the year. Overseas, the United States appears to be on track for a recovery.

Against this backdrop, Ricoh will strive to expand sales, earnings, and cash flow through the following initiatives under its 14th medium-term management plan (April 2002 through March 2005) in its five operating regions of Japan, the Americas, Europe, Asian and Oceania, and China.
o Strengthen global responsiveness to step up sales to large corporations
o Reinforce capabilities in color equipment (PPCs, MFPs, and laser printers) in line with growing demand for color models
o Provide optimal printing solutions that meet customers' requirements for digital and networked environments and bolster printing equipment offerings, centered on MFPs
o Continue restructuring to improve revenues earnings, and cash flow
Exchange Rate Assumptions for Fiscal 2003
US $\$ 1=¥ 125$ ( $¥ 125.10$ in previous fiscal year)
Euro1 $=¥ 110$ ( $¥ 110.60$ in previous fiscal year)

|  | (Billions of yen) |  |  |
| :---: | :---: | :---: | :---: |
|  | Year ended March 31, 2003 (Forecast) | Year ended March 31, 2002 | Change |
| Domestic sales. | 945.0 | 902.6 | 4.7\% |
| Overseas sales...................................................... | 828.0 | 769.6 | 7.6\% |
| Net sales ........................................................ | 1,773.0 | 1,672.3 | 6.0\% (*1) |
| Gross profit ................................................... | 743.2 | 699.9 | 6.2\% |
| Operating income ........................................... | 136.0 | 129.6 | 4.9\% |
| Income before income taxes .............................. | 122.0 | 113.9 | 7.1\% |
| Net income ..................................................... | 67.5 | 61.6 | 9.6\% (*2) |

## Notes:

*1...Net sales would be ninth consecutive year of growth.
*2...Net income would be eleventh consecutive year of growth.

[^1]
## Ricoh Company, Ltd. and Consolidated Subsidiaries

FLASH REPORT (Consolidated. Year ended March 31, 2002)

Date of approval for the financial results for the year ended March 31, 2002, at the Board of Directors' meeting: May 8, 2002

1. Results for the period from April 1, 2001 to March 31, 2002

| (1) Operating Results |  | (Millions of yen) |
| :---: | :---: | :---: |
|  | Year ended <br> March 31, 2002 | Year ended <br> March 31, 2001 |
| Net sales | 1,672,340 | 1,538,262 |
| (\% change from previous period). | 8.7 | 6.3 |
| Operating income .................. | 129,695 | 105,105 |
| (\% change from previous period). | 23.4 | 18.2 |
| Income before income taxes.... | 113,950 | 97,765 |
| (\% change from previous period)................................................ | 16.6 | 38.9 |
| Net income | 61,614 | 53,228 |
| (\% change from previous period). | 15.8 | 27.0 |
| Net income per share-basic (yen). | 88.27 | 76.85 |
| Net income per share-diluted (yen) | 82.46 | 71.02 |
| Return on equity (\%)... | 10.4 | 9.7 |
| Income before income taxes on total assets (\%).. | 6.4 | 6.0 |
| Income before income taxes on net sales (\%)..................................... | 6.8 | 6.4 |

Note: i. Equity in earnings of affiliates: $¥ 1,891$ million ( $¥ 2,098$ million in previous period)
ii. Some changes have been made in accounting method
iii. Average number of shares outstanding: $698,025,167$ shares $(692,616,894$ shares in previous period)
(2)Financial Position (Millions of yen)

|  | March 31, 2002 | March 31, 2001 |
| :---: | :---: | :---: |
| Total assets | 1,832,928 | 1,704,791 |
| Shareholders' equity. | 633,020 | 556,728 |
| Equity ratio (\%)........ | 34.5 | 32.7 |
| Equity per share (yen) | 870.63 | 803.64 |


| (3)Cash Flows | (Millions of yen) |  |
| :---: | :---: | :---: |
|  | Year ended March 31, 2002 | Year ended March 31, 2001 |
| Cash flows from operating activities | 105,138 | 102,728 |
| Cash flows from investing activities................................................ | -65,792 | -62,728 |
| Cash flows from financing activities ............................................... | 36,235 | -88,382 |
| Cash and cash equivalents at end of year .......................................... | 142,508 | 64,457 |

(4) Items relating to the scale of consolidation and the application of the equity method:

Number of consolidated subsidiaries: 331; nonconsolidated subsidiaries:45; affiliated companies:28
(5) Changes in accounting method, etc.:

Consolidated subsidiaries: 18 additions; 5 removals
Companies accounted for by the equity method: 6 additions; 5 removals
2. Forecast of operating results from April 1, 2002 to March 31, 2003
(Millions of yen)

|  |  | (Millions of yen) |
| :---: | :---: | :---: |
|  | Half year ended September 30, 2002 | Year ended March 31, 2003 |
| Net sales | 875,000 | 1,773,000 |
| Operating income | 62,000 | 136,000 |
| Income before income taxes | 55,000 | 122,000 |
| Net income .................................................................................. | 30,500 | 67,500 |

Notes: Net income per share (Consolidated) 92.84 yen
In accordance with Japanese regulations, Ricoh has issued forecast for its financial results for the half year ended September 30, 2002 and year ended March 31, 2003. These forecast are forward-looking statements based on a number of assumptions and beliefs in light of information currently available to management and subject risks and uncertainties.

## Group Position

The Ricoh Group comprises 376 subsidiaries and 28 affiliates.
Their development, manufacturing, sales, and service activities center on office equipment (copiers and related supplies and communications and information systems), optical equipment, and other devices.
The parent company heads development. The parent company and subsidiaries and affiliates maintain an integrated domestic and international manufacturing structure. Below, we have listed our main product areas and the positions of key subsidiaries and affiliates.

## <Office Equipment>

In this business category, the Company provides products and systems that help enhance the office productivity of customers. Major products include:
Digital/analog copiers, multifunctional printers(MFPs), laser printers, facsimile machines, digital duplicators, optical disks. Ricoh also provides solution systems including personal computers and servers, utilizing its information technology. The Company also provides support, service, and related supplies, as well as use ware including IT environment setup, network administration, and user support.

## [Main Subsidiaries and Affiliates]

Production
Japan...Tohoku Ricoh Co., Ltd.; Ricoh Elemex Corporation, Ricoh Unitechno Co., Ltd., Hasama Ricoh Inc., Ricoh Microelectronics Co., Ltd., Ricoh Keiki Co., Ltd.
The Americas...Ricoh Electronics, Inc.
Europe...Ricoh UK Products Ltd. and Ricoh Industrie France S.A.
Other regions...Ricoh Asia Industry (Shenzhen) Ltd., Sindo Ricoh Co., Ltd., Shanghai Ricoh Facsimile Co., Ltd.

## Sales and Service

Japan ...Ricoh Tohoku Co., Ltd. Ricoh Chubu Co., Ltd. Ricoh Kansai Co., Ltd. Ricoh Chugoku Co., Ltd. Ricoh Kyushu Co., Ltd. Tokyo Ricoh Co., Ltd. Osaka Ricoh Co., Ltd. and 43 other sales companies nationwide, Ricoh Technosystems Co., Ltd.; NBS Ricoh Co., Ltd.
The Americas...Ricoh Corporation, Savin Corporation, Lanier Worldwide, Inc. Europe...Ricoh Europe B.V., Ricoh Deutschland GmbH, Ricoh UK Ltd., Ricoh France S.A., Ricoh Espana S.A., Ricoh Italia S.p.A., NRG Group PLC(*)
Other regions...Ricoh Hong Kong Ltd., Ricoh Asia Pacific Pte, Ltd., Ricoh Australia Pty, Ltd., Ricoh New Zealand Ltd.

## <Other Businesses>

Manufacturing and marketing analog cameras and optical lenses, semiconductor devices, and measuring equipment, and providing leasing and logistics services
[Main Subsidiaries and Affiliates]
Production
Japan...Ricoh Optical Industries Co., Ltd., Ricoh Elemex Corporation Overseas...Taiwan Ricoh Co., Ltd.

Sales Ricoh Corporation, NRG Group PLC(*)

Other areas
Ricoh Leasing Company, Ltd., Ricoh Logistics System Co., Ltd., Coca-Cola West Japan Co., Ltd.(affiliated company)
(*) In this fiscal year, Gestetner Holdings PLC changed the name to NRG Group PLC.
<Business System Chart>
This group potion can be shown by the following chart.

## Customer


(*) In this fiscal year, Gestetner Holdings PLC changed the name to NRG Group PLC.

|  | Three months ended March 31, 2002 | Three months ended March 31, 2001 | Change (\%) |
| :---: | :---: | :---: | :---: |
| Net sales | 450,922 | 428,977 | +21,945 (5.1) |
| Cost of sales | 266,503 | 259,304 | +7,199 (2.8) |
| Percentage of net sales (\%) | 59.1 | 60.4 |  |
| Gross profit ........................ | 184,419 | 169,673 | +14,746 (8.7) |
| Percentage of net sales (\%) | 40.9 | 39.6 |  |
| Selling, general and administrative expenses ............. | 144,357 | 141,552 | +2,805 (2.0) |
| Percentage of net sales (\%) ................................ | 32.0 | 33.0 |  |
| Operating income | 40,062 | 28,121 | +11,941 (42.5) |
| Percentage of net sales (\%) | 8.9 | 6.6 |  |
| Other (income) expenses |  |  |  |
| Interest and dividend income.. | 698 | 2,126 | -1,428(-67.2) |
| Percentage of net sales (\%) | 0.2 | 0.5 |  |
| Interest expense | 1,670 | 3,095 | -1,425(-46.0) |
| Percentage of net sales (\%) | 0.4 | 0.7 |  |
| Other, net .............................. | 3,536 | -1,519 | +5,055(-332.8) |
| Percentage of net sales (\%). | 0.8 | -0.3 |  |
| Income before income taxes, minority interests and equity in earnings of affiliates <br> Percentage of net sales (\%) | 35,554 7.9 | $\begin{array}{r} 28,671 \\ 6.7 \end{array}$ | +6,883 (24.0) |
| Provision for income taxes ........ | 16,659 | 12,933 | +3,726 (28.8) |
| Percentage of net sales (\%) | 3.7 | 3.0 |  |
| Minority interests in earnings of subsidiaries .............. | 931 | 1,279 | -348(-27.2) |
| Percentage of net sales (\%) | 0.2 | 0.3 |  |
| Equity in earnings of affiliates. | 351 | 486 | -135(-27.8) |
| Percentage of net sales (\%) | 0.1 | 0.1 |  |
| Net income ......................... | 18,315 | 14,945 | +3,370 (22.5) |
| Percentage of net sales (\%)................................ | 4.1 | 3.5 |  |

Reference: Exchange rate (average rate for the corresponding periods)

| Three months ended T | Three months ended |  |  |
| :---: | :---: | :---: | :---: |
| March 31, 2002 | March 31, 2001 |  |  |
| US\$1............................... $\quad$ 132.50 | ¥ 118.17 |  |  |
| EURO 1........................... $\quad$ ¢ 116.21 | ¥ 108.99 |  |  |
| (Full year ended March 31, 2002 and 2001) |  |  | (Millions of yen) |
|  | Year ended | Year ended | Change (\%) |
|  | March 31, 2002 | March 31, 2001 |  |
| Net sales | 1,672,340 | 1,538,262 | +134,078 (8.7) |
| Cost of sales | 972,394 | 924,893 | +47,501 (5.1) |
| Percentage of net sales (\%) | 58.1 | 60.1 |  |
| Gross profit | 699,946 | 613,369 | +86,577 (14.1) |
| Percentage of net sales (\%) | 41.9 | 39.9 |  |
| Selling, general and administrative expenses ..... | 570,251 | 508,264 | +61,987 (12.2) |
| Percentage of net sales (\%)............................... | 34.1 | 33.1 |  |
| Operating income ................................................. | 129,695 | 105,105 | +24,590 (23.4) |
| Percentage of net sales (\%) ............................ | 7.8 | 6.8 |  |
| Other (income) expenses |  |  |  |
| Interest and dividend income. | 4,753 | 8,045 | -3,292(-40.9) |
| Percentage of net sales (\%)............................. | 0.3 | 0.5 |  |
| Interest expense .................... | 8,233 | 7,787 | +446 (5.7) |
| Percentage of net sales (\%). | 0.5 | 0.5 |  |
| Other, net. | 12,265 | 7,598 | +4,667 (61.4) |
| Percentage of net sales (\%). | 0.8 | 0.4 |  |
| Income before income taxes, minority interests and equity in earnings of affiliates | 113,950 | 97,765 | +16,185 (16.6) |
| Percentage of net sales (\%) ................................. | . 61.8 | 6.4 |  |
| Provision for income taxes ...... | 51,147 | 43,512 | +7,635 (17.5) |
| Percentage of net sales (\%) | 3.0 | 2.8 |  |
| Minority interests in earnings of subsidiaries............... | 3,080 | 3,123 | -43 (-1.4) |
| Percentage of net sales (\%) | 0.2 | 0.2 |  |
| Equity in earnings of affiliates.. | 1,891 | 2,098 | -207 (-9.9) |
| Percentage of net sales (\%) ................................. | - 0.1 | 0.1 |  |
| Net income ....................................................... | 61,614 | 53,228 | +8,386 (15.8) |
| Percentage of net sales (\%) | 3.7 | 3.5 |  |


| Reference: Exchange rate (average rate for the corresponding periods) |  |  |
| :---: | :---: | :---: |
|  | Year ended | Year ended |
|  | March 31, 2002 | March 31, 2001 |
| US\$1. | $¥ 125.10$ | ¥ 110.60 |

EURO 1 $\ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots . . \quad ¥ 110.60 \quad ¥ 100.41$

| 2. Net Income Per Share |  | (Yen) |  |
| :---: | :---: | :---: | :---: |
|  | Year ended March 31, 2002 | $\begin{gathered} \text { Year ended } \\ \text { March 31, } 2001 \end{gathered}$ | Change |
| Net income per share-basic | 88.27 | 76.85 | +11.42 |
| Net income per share-diluted.................................... | 82.46 | 71.02 | +11.44 |


| (Three months ended March 31, 2002 and | 2001) |  | (Millions of yen) |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Three months ended March 31, 2002 | Three months ended March 31, 2001 | d Change (\%) | $\begin{aligned} & \text { Excluding foreign } \\ & \text { exchange impact (\%) } \end{aligned}$ |
| Copiers and Related Supplies.................. | 274,509 | 257,714 | +16,795 (6.5) | +818 (0.3) |
| Domestic........................................ | 113,213 | 124,890 | -11,677 (-9.3) | -11,677 (-9.3) |
| Overseas | 161,296 | 132,824 | +28,472 (21.4) | +12,495 (9.4) |
| Percentage of net sales (\%) | 60.9 | 60.1 |  |  |
| Communications and Information Systems: | 123,787 | 120,146 | +3,641 (3.0) | +581 (0.5) |
| Domestic........................................ | 82,813 | 83,332 | -519 (-0.6) | -519 (-0.6) |
| Overseas | 40,974 | 36,814 | +4,160 (11.3) | +1,100 (3.0) |
| Percentage of net sales (\%) ............ | 27.4 | 28.0 |  |  |
| Other Businesses ................................... | 52,626 | 51,117 | +1,509 (3.0) | +706 (1.4) |
| Domestic........................................ | 42,118 | 40,426 | +1,692 (4.2) | +1,692 (4.2) |
| Overseas . | 10,508 | 10,691 | -183 (-1.7) | -986 (-9.2) |
| Percentage of net sales (\%) ................ | 11.7 | 11.9 |  |  |
| Total.. | 450,922 | 428,977 | +21,945 (5.1) | +2,105 (0.5) |
| Domestic.. | 238,144 | 248,648 | -10,504 (-4.2) | -10,504 (-4.2) |
| Percentage of net sales (\%) ............ | 52.8 | 58.0 |  |  |
| Overseas ......................................... | 212,778 | 180,329 | +32,449 (18.0) | +12,609 (7.0) |
| Percentage of net sales (\%) ........... | 47.2 | 42.0 |  |  |
| The Americas ...................... | 96,506 | 78,289 | +18,217 (23.3) | +7,924 (10.1) |
| Percentage of net sales (\%). | 21.4 | 18.2 |  |  |
| Europe ................................... | 85,328 | 70,244 | +15,084 (21.5) | +7,877 (11.2) |
| Percentage of net sales (\%). | 18.9 | 16.4 |  |  |
| Other | 30,944 | 31,796 | -852 (-2.7) | -3,192(-10.0) |
| Percentage of net sales (\%). | 6.9 | 7.4 |  |  |

Reference: Exchange rate (average rate for the corresponding periods)

|  | Three months ended March 31, 2002 | Three months ended March 31, 2001 |
| :---: | :---: | :---: |
| US\$1 | $¥ 132.50$ | ¥ 118.17 |
| EURO 1... | $¥ 116.21$ | ¥ 108.99 |


| (Full year ended March 31, 2002 and 2001) |  |  | (Millions of yen) |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Year ended <br> March 31, 2002 | Year ended <br> March 31, 2001 | Change (\%) | Excluding foreign change impact (\%) |
| Copiers and Related Supplies. | 1,038,495 | 915,333 | +123,162 (13.5) | $+64,347$ (7.0) |
| Domestic. | 453,939 | 467,956 | -14,017 (-3.0) | -14,017 (-3.0) |
| Overseas | 584,556 | 447,377 | +137,179 (30.7) | +78,364 (17.5) |
| Percentage of net sales (\%) ............ | 62.1 | 59.5 |  |  |
| Communications and Information Systems | 446,894 | 423,041 | +23,853 (5.6) | +12,065 (2.9) |
| Domestic......................................... | 299,114 | 300,682 | -1,568 (-0.5) | -1,568 (-0.5) |
| Overseas | 147,780 | 122,359 | +25,421 (20.8) | +13,633 (11.1) |
| Percentage of net sales (\%) ............ | 26.7 | 27.5 |  |  |
| Other Businesses ................................... | 186,951 | 199,888 | -12,937 (-6.5) | -15,303 (-7.7) |
| Domestic. | 149,602 | 161,795 | -12,193 (-7.5) | -12,193 (-7.5) |
| Overseas | 37,349 | 38,093 | -744 (-2.0) | -3,110 (-8.2) |
| Percentage of net sales (\%) ................ | 11.2 | 13.0 |  |  |
| Total. | 1,672,340 | 1,538,262 | +134,078 (8.7) | +61,109 (4.0) |
| Domestic. | 902,655 | 930,433 | -27,778 (-3.0) | -27,778 (-3.0) |
| Percentage of net sales (\%) ............ | 54.0 | 60.5 |  |  |
| Overseas ......................................... | 769,685 | 607,829 | +161,856 (26.6) | +88,887 (14.6) |
| Percentage of net sales (\%) | 46.0 | 39.5 |  |  |
| The Americas .................... | 341,747 | 252,698 | +89,049 (35.2) | +49,869 (19.7) |
| Percentage of net sales (\%). | 20.4 | 16.4 |  |  |
| Europe ................................... | 311,312 | 247,449 | +63,863 (25.8) | +37,575 (15.2) |
| Percentage of net sales (\%). | 18.6 | 16.1 |  |  |
| Other | 116,626 | 107,682 | +8,944 (8.3) | +1,443 (1.3) |
| Percentage of net sales (\%). | 7.0 | 7.0 |  |  |


| Reference: Exchange rate (average rate for the corresponding periods) |  |  |
| :---: | :---: | :---: |
|  | Year ended | Year ended |
|  | March 31, 2002 | March 31, 200 |
| US\$1 | $\geq 125.10$ | ¥ 110.60 |
| EURO 1 | ¥ 110.60 | $¥ 100.41$ |

(Three months ended March 31, 2002 and 2001)

|  | Three months ended March 31, 2002 | Three months ended March 31, 2001 | Change (\%) | Excluding foreign exchange impact(\%) |
| :---: | :---: | :---: | :---: | :---: |
| Imaging Solutions: |  |  |  |  |
| Digital Imaging Systems.. | 180,519 | 157,023 | +23,496 (15.0) | +12,777 (8.1) |
| Percentage of net sales (\%) | 40.0 | 36.6 |  |  |
| Domestic | 72,674 | 81,470 | -8,796(-10.8) | -8,796(-10.8) |
| Overseas | 107,845 | 75,553 | +32,292 (42.7) | +21,573 (28.6) |
| Other Imaging Systems | 66,107 | 77,403 | -11,296(-14.6) | -15,561 (-20.1) |
| Percentage of net sales (\%) ............ | 14.7 | 18.1 |  |  |
| Domestic | 21,328 | 25,079 | -3,751(-15.0) | -3,751 (-15.0) |
| Overseas | 44,779 | 52,324 | -7,545(-14.4) | -11,810(-22.6) |
| Total Imaging Solutions | 246,626 | 234,426 | +12,200 (5.2) | -2,784 (-1.2) |
| Percentage of net sales (\%) ............ | 54.7 | 54.7 |  |  |
| Domestic ..................................... | 94,002 | 106,549 | -12,547(-11.8) | -12,547(-11.8) |
| Overseas ..................................... | 152,624 | 127,877 | +24,747 (19.4) | +9,763 (7.6) |
| Networking input/output systems: |  |  |  |  |
| Printing Systems ......................... | 80,228 | 70,593 | +9,635 (13.6) | +5,738 (8.1) |
| Percentage of net sales (\%) ............. | 17.8 | 16.5 |  |  |
| Domestic ..................................... | 40,087 | 37,728 | +2,359 (6.3) | +2,359 (6.3) |
| Overseas | 40,141 | 32,865 | +7,276 (22.1) | +3,379 (10.3) |
| Other Input/Output Systems | 12,484 | 12,570 | -86 (-0.7) | -176 (-1.4) |
| Percentage of net sales (\%) | 2.7 | 2.9 |  |  |
| Domestic | 3,641 | 5,603 | -1,962(-35.0) | -1,962(-35.0) |
| Overseas | 8,843 | 6,967 | +1,876 (26.9) | +1,786 (25.6) |
| Total Networking input/output systems..... | 92,712 | 83,163 | +9,549 (11.5) | +5,562 (6.7) |
| Percentage of net sales (\%) ............ | 20.5 | 19.4 |  |  |
| Domestic | 43,728 | 43,331 | +397 (0.9) | +397 (0.9) |
| Overseas | 48,984 | 39,832 | +9,152 (23.0) | +5,165 (13.0) |
| Network system solutions....................... | 58,958 | 60,271 | -1,313 (-2.2) | -1,379 (-2.3) |
| Percentage of net sales (\%) ............ | 13.1 | 14.0 |  |  |
| Domestic | 58,296 | 58,342 | -46 (-0.1) | -46 (-0.1) |
| Overseas ..................................... | 662 | 1,929 | -1,267(-65.7) | -1,333(-69.1) |
| <Office Equipment Total> ...................... | 398,296 | 377,860 | +20,436 (5.4) | +1,399 (0.4) |
| Percentage of net sales (\%) ............. | 88.3 | 88.1 |  |  |
| Domestic | 196,026 | 208,222 | -12,196 (-5.9) | -12,196 (-5.9) |
| Overseas | 202,270 | 169,638 | +32,632 (19.2) | +13,595 (8.0) |
| < Other Businesses >. | 52,626 | 51,117 | +1,509 (3.0) | +706 (1.4) |
| Percentage of net sales (\%)............ | 11.7 | 11.9 |  |  |
| Domestic ........................ | 42,118 | 40,426 | +1,692 (4.2) | +1,692 (4.2) |
| Overseas | 10,508 | 10,691 | -183 (-1.7) | -986 (-9.2) |
| Grand Total | 450,922 | 428,977 | +21,945 (5.1) | +2,105 (0.5) |
| Percentage of net sales (\%) ............. | 100.0 | 100.0 |  |  |
| Domestic ......................... | 238,144 | 248,648 | -10,504 (-4.2) | -10,504 (-4.2) |
| Percentage of net sales (\%) ............ | 52.8 | 58.0 |  |  |
| Overseas .......................... | 212,778 | 180,329 | +32,449 (18.0) | +12,609 (7.0) |
| Percentage of net sales (\%) ............ | 47.2 | 42.0 |  |  |
| The Americas .................. | 96,506 | 78,289 | +18,217 (23.3) | +7,924 (10.1) |
| Percentage of net sales (\%).... | 21.4 | 18.2 |  |  |
| Europe.................................... | 85,328 | 70,244 | +15,084 (21.5) | +7,877 (11.2) |
| Percentage of net sales (\%).... | 18.9 | 16.4 |  |  |
| Other ..................................... | 30,944 | 31,796 | -852 (-2.7) | -3,192(-10.0) |
| Percentage of net sales (\%).... | 6.9 | 7.4 |  |  |


| Each category includes the following products: |  |
| :--- | :--- |
| Digital Imaging Systems........ | Digital PPCs, color PPCs, digital duplicators, facsimile machines, related supplies and services |
| Other Imaging Systems......... | Analog PPCs, diazo copiers, and related supplies including thermal paper, and services |
| Printing Systems................. | Multifunctional printers (MFPs), laser printers, related supplies, services and software |
| Other Input/Output Systems | Optical discs, systems and scanners |
| Network System Solutions..... | Personal computers, PC servers, network systems, network related software, and service/support |
| Other Businesses .................. | Digital cameras, analog cameras, semiconductors |

Reference: Exchange rate (average rate for the corresponding periods)

|  | Three months ended | Three months ended |
| :---: | :---: | :---: |
|  | March 31, 2002 | March 31, 2001 |
| US\$1 | $¥ 132.50$ | $¥ 118.17$ |
| EURO 1................... | $¥ 116.21$ | $¥ 108.99$ |


|  | Year ended March 31, 2002 | Year ended March 31, 2001 | Change (\%) | Excluding foreign exchange impact $(\%)$ |
| :---: | :---: | :---: | :---: | :---: |
| Imaging Solutions: |  |  |  |  |
| Digital Imaging Systems......................... | 654,425 | 574,161 | +80,264 (14.0) | +43,900 (7.6) |
| Percentage of net sales (\%). | 39,1 | 37.3 |  |  |
| Domestic | 294,827 | 313,805 | -18,978 (-6.0) | -18,978 (-6.0) |
| Overseas | 359,598 | 260,356 | +99,242 (38.1) | +62,878 (24.2) |
| Other Imaging Systems | 279,755 | 292,872 | -13,117 (-4.5) | -30,859(-10.5) |
| Percentage of net sales (\%). | 16.7 | 19.1 |  |  |
| Domestic | 97,356 | 120,963 | -23,607(-19.5) | -23,607(-19.5) |
| Overseas | 182,399 | 171,909 | +10,490 (6.1) | -7,252 (-4.2) |
| Total Imaging Solutions | 934,180 | 867,033 | +67,147 (7.7) | +13,041 (1.5) |
| Percentage of net sales (\%) ............ | 55.8 | 56.4 |  |  |
| Domestic | 392,183 | 434,768 | -42,585 (-9.8) | -42,585 (-9.8) |
| Overseas | 541,997 | 432,265 | +109,732 (25.4) | +55,626 (12.9) |
| Networking input/output systems: |  |  |  |  |
| Printing Systems ................................... | 299,231 | 217,308 | +81,923 (37.7) | +66,386 (30.5) |
| Percentage of net sales (\%) ............. | 17.9 | 14.1 |  |  |
| Domestic ..................................... | 141,273 | 109,824 | +31,449 (28.6) | +31,449 (28.6) |
| Overseas | 157,958 | 107,484 | +50,474 (47.0) | +34,937 (32.5) |
| Other Input/Output Systems .................... | 45,016 | 44,530 | +486 (1.1) | -320 (-0.7) |
| Percentage of net sales (\%)............. | 2.7 | 2.9 |  |  |
| Domestic | 14,966 | 19,336 | -4,370(-22.6) | -4,370(-22.6) |
| Overseas | 30,050 | 25,194 | +4,856 (19.3) | +4,050 (16.1) |
| Total Networking input/output systems..... | 344,247 | 261,838 | +82,409 (31.5) | +66,066 (25.2) |
| Percentage of net sales (\%) ............ | 20.6 | 17.0 |  |  |
| Domestic | 156,239 | 129,160 | +27,079 (21.0) | +27,079 (21.0) |
| Overseas ..................................... | 188,008 | 132,678 | +55,330 (41.7) | +38,987 (29.4) |
| Network system solutions....................... | 206,962 | 209,503 | -2,541 (-1.2) | -2,695 (-1.3) |
| Percentage of net sales (\%) ............ | 12.4 | 13.6 |  |  |
| Domestic | 204,631 | 204,710 | -79 (0.0) | -79 (0.0) |
| Overseas ..................................... | 2,331 | 4,793 | -2,462(-51.4) | -2,616(-54.6) |
| <Office Equipment Total> ...................... | 1,485,389 | 1,338,374 | +147,015 (11.0) | +76,412 (5.7) |
| Percentage of net sales (\%) ............. | 88.8 | 87.0 |  |  |
| Domestic | 753,053 | 768,638 | -15,585 (-2.0) | -15,585 (-2.0) |
| Overseas | 732,336 | 569,736 | +162,600 (28.5) | +91,997 (16.1) |
| < Other Businesses > | 186,951 | 199,888 | -12,937 (-6.5) | -15,303 (-7.7) |
| Percentage of net sales (\%). | 11.2 | 13.0 |  |  |
| Domestic .......................... | 149,602 | 161,795 | -12,193 (-7.5) | -12,193 (-7.5) |
| Overseas | 37,349 | 38,093 | -744 (-2.0) | -3,110 (-8.2) |
| Grand Total | 1,672,340 | 1,538,262 | +134,078 (8.7) | +61,109 (4.0) |
| Percentage of net sales (\%)............. | 100.0 | 100.0 |  |  |
| Domestic ..................................... | 902,655 | 930,433 | -27,778 (-3.0) | -27,778 (-3.0) |
| Percentage of net sales (\%) ............ | 54.0 | 60.5 |  |  |
| Overseas .................................... | 769,685 | 607,829 | +161,856 (26.6) | +88,887 (14.6) |
| Percentage of net sales (\%) ............ | 46.0 | 39.5 |  |  |
| The Americas ........................... | 341,747 | 252,698 | +89,049 (35.2) | +49,869 (19.7) |
| Percentage of net sales (\%).... | 20.4 | 16.4 |  |  |
| Europe.................................... | 311,312 | 247,449 | +63,863 (25.8) | +37,575 (15.2) |
| Percentage of net sales (\%).... | 18.6 | 16.1 |  |  |
| Other ................................. | 116,626 | 107,682 | +8,944 (8.3) | +1,443 (1.3) |
| Percentage of net sales (\%).... | 7.0 | 7.0 |  |  |

## Each category includes the following products:

Digital Imaging Systems........ Digital PPCs, color PPCs, digital duplicators, facsimile machines, related supplies and services
Other Imaging Systems.......... Analog PPCs, diazo copiers, and related supplies including thermal paper, and services
Printing Systems................... Multifunctional printers (MFPs), laser printers, related supplies, services and software
Other Input/Output Systems Optical discs, systems and scanners
Network System Solutions..... Personal computers, PC servers, network systems, network related software, and service/support
Other Businesses Digital cameras, analog cameras, semiconductors

Reference: Exchange rate (average rate for the corresponding periods)

|  | Year ended | Year ended |
| :---: | :---: | :---: |
|  | March 31, 2002 | March 31, 2001 |
| US\$1 | $\geq 125.10$ | $¥ 110.60$ |
| EURO 1. | $¥ 110.60$ | $\geq 100.41$ |

## 5. Balance Sheets (Consolidated)

March 31, 2002 and 2001

| Assets | (Millions of yen) |  |  |
| :---: | :---: | :---: | :---: |
|  | March 31, 2002 | March 31, 2001 | Change |
| Current Assets | 863,668 | 779,407 | +84,261 |
| Cash and cash equivalents | 154,986 | 75,644 | +79,342 |
| Trade receivables. | 442,399 | 410,861 | +31,538 |
| Marketable securities . | 50,599 | 62,213 | -11,614 |
| Inventories . | 162,176 | 176,383 | -14,207 |
| Other current assets ................................................... | 53,508 | 54,306 | -798 |
| Fixed Assets | 969,260 | 925,384 | +43,876 |
| Tangible fixed assets | 259,380 | 267,249 | -7,869 |
| Finance receivable | 447,829 | 428,790 | +19,039 |
| Other Investments and other assets ................................. | .. 262,051 | 229,345 | +32,706 |
| Total Assets .................................................................... | . 1,832,928 | 1,704,791 | +128,137 |


| $\underline{\text { Liabilities and Minority Interest }}$ | (Millions of yen) |  |  |
| :---: | :---: | :---: | :---: |
|  | March 31, 2002 | March 31, 2001 | Change |
| Current Liabilities | 665,701 | 779,436 | -113,735 |
| Trade payable | 277,753 | 291,791 | -14,038 |
| Short-term borrowings | 228,408 | 321,185 | -92,777 |
| Other current liabilities ................................. | 159,540 | 166,460 | -6,920 |
| Fixed Liabilities. | 483,159 | 321,196 | +161,963 |
| Long-term indebtedness.. | 332,995 | 217,743 | +115,252 |
| Retirement benefit obligation................................. ..... | . 119,572 | 82,828 | +36,744 |
| Other fixed liabilities.................................................. | 30,592 | 20,625 | +9,967 |
| Total Liabilities ................................................................ | .. $1,148,860$ | 1,100,632 | +48,228 |
| Minority Interest............................................. | . 51,048 | 47,431 | +3,617 |



## 6. Retained Earnings

| For the years ended March 31, 2002 and 2001 |  | (Millions of yen) |
| :---: | :---: | :---: |
|  | Year ended <br> March 31, 2002 | Year ended <br> March 31, 2001 |
| Retained earnings (beginning balance). | 332,447 | 287,182 |
| Net income | 61,614 | 53,228 |
| Cash dividends | 8,320 | 7,963 |
| Retained earnings (ending balance)............................................... | 385,741 | 332,447 |

## 7. Statements of Cash Flow (Consolidated)

For the years ended March 31, 2002 and 2001

|  | (Millions of yen) |  |
| :---: | :---: | :---: |
|  | Year ended March 31, 2002 | Year ended March 31, 2001 |
| I. Cash Flows from Operating Activities: |  |  |
| 1. Net income | 61,614 | 53,228 |
| 2. Adjustments to reconcile net income to net cash provided by operating activities- |  |  |
| Depreciation and amortization. | 73,782 | 62,142 |
| Equity in earnings of affiliates, net of dividends received........ | -1,260 | -1,056 |
| Deferred income taxes. | -1,218 | -9,994 |
| Loss on disposal and sales of plant and equipment | 1,665 | 2,223 |
| Changes in assets and liabilities, net of effects from acquisition- |  |  |
| Increase in trade receivables | -20,006 | -32,476 |
| Decrease (increase) in inventories | 21,194 | -7,167 |
| Increase in finance receivables | -13,620 | -15,127 |
| (Decrease) increase in trade payables. | -19,535 | 16,235 |
| (Decrease) increase in accrued income taxes and accrued expenses and other | -13,592 | 27,310 |
| Retirement benefit obligation, net | 8,374 | 1,667 |
| Other, net........................................................................... | 7,740 | 5,743 |
| Net cash provided by operating activities....................................... | 105,138 | 102,728 |
| II. Cash Flows from Investing Activities: |  |  |
| 1. Proceeds from sales of plant and equipment. | 756 | 1,120 |
| 2. Expenditures for plant and equipment.. | -75,231 | -73,040 |
| 3. Payments for purchases of available-for-sale securities. | -38,564 | -52,853 |
| 4. Proceeds from sales of available-for-sale securities | 68,736 | 93,705 |
| 5. Decrease in investments in and advances to affiliates | 5 | 51 |
| 6. Decrease (increase) in time deposits. | -477 | 6,797 |
| 7. Acquisition amount of Lanier Worldwide, Inc. | - | -28,103 |
| 8. Other, net .............................................................................. | -21,017 | -10,405 |
| Net cash used in investing activities.............................................. | -65,792 | -62,728 |
| III. Cash Flows from Financing Activities: |  |  |
| 1. Proceeds from long-term indebtedness. | 71,075 | 33,183 |
| 2. Repayment of long-term indebtedness. | -79,640 | -114,701 |
| 3. (Decrease) increase in short-term borrowings, net .. | -39,414 | 5,565 |
| 4. Proceeds from issuance of long-term debt securities ................... | 103,500 | - |
| 5. Repayment of long-term debt securities | -10,000 | -2,990 |
| 6. Cash dividends paid. | -8,322 | -7,964 |
| 7. Other, net............................................................................ | -964 | -1,475 |
| Net cash provided by (used in) financing activities.......................... | 36,235 | -88,382 |
| IV. Effect of Exchange Rate Changes on Cash and Cash Equivalents ... | 2,470 | 1,001 |
| V. Net Increase (Decrease) in Cash and Cash Equivalents .................. | 78,051 | -47,381 |
| VI. Cash and Cash Equivalents at Beginning of Year .......................... | 64,457 | 111,838 |
| VII. Cash and Cash Equivalents at End of Year................................. | 142,508 | 64,457 |

## 8. Segment Information

(1) Business Segment Information

| (Three months ended March 31, 2002 and 2001) |  |  | (Millions of yen) |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |


| Operating income: |  |  |  |
| :---: | :---: | :---: | :---: |
| Office Equipment. | 54,465 | 40,330 | +14,135 (35.0) |
| Operating income on office equipment sales (\%)...... | 13.7 | 10.7 | 3.0 |
| Other Businesses. | 2,068 | 3,218 | -1,150(-35.7) |
| Operating income on other business sales (\%)......... | 3.9 | 6.1 | -2.2 |
| Intersegment | 3 | 21 | -18(-85.7) |
| Corporate ................................................................ | -16,474 | -15,448 | -1,026 (6.6) |
| Consolidated operating income ........................................ | 40,062 | 28,121 | +11,941 (42.5) |
| Other income (expenses) ................................................ | -4,508 | 550 | -5,058(-919.6) |
| Income before income taxes............................................ | 35,554 | 28,671 | +6,883 (24.0) |
| Identifiable assets: |  |  |  |
| Office Equipment. | 1,219,723 | 1,179,499 | +40,224 (3.4) |
| Other Businesses.. | 185,158 | 180,164 | +4,994 (2.8) |
| Intersegment ........................................................... | -6,991 | -9,116 | +2,125(-23.3) |
| Corporate assets...................................................... | 435,038 | 354,244 | +80,794 (22.8) |
| Total ........................................................................ | 1,832,928 | 1,704,791 | +128,137 (7.5) |
| Capital expenditure: |  |  |  |
| Office Equipment. | 18,212 | 19,866 | -1,654 (-8.3) |
| Other Businesses. | 589 | 2,733 | -2,144(-78.4) |
| Corporate ................................................................ | 203 | 51 | +152(298.0) |
| Total ........................................................................ | 19,004 | 22,650 | -3,646(-16.1) |
| Depreciation and Amortization: |  |  |  |
| Office Equipment..................................................... | 17,736 | 14,098 | +3,638 (25.8) |
| Other Businesses | 2,016 | 2,086 | -70 (-3.4) |
| Corporate ................................................................ | 634 | 782 | -148(-18.9) |
| Total | 20,386 | 16,966 | +3,420 (20.2) |


| (Full year ended March 31, 2002 and 2001) | (Millions of yen) |  |  |
| :---: | :---: | :---: | :---: |
|  | Year ended March 31, 2002 | Year ended <br> March 31, 2001 | Change (\%) |
| Net sales: |  |  |  |
| Office Equipment. | 1,485,389 | 1,338,374 | +147,015 (11.0) |
| Other Businesses. | 190,815 | 205,095 | -14,280 (-7.0) |
| Intersegment ............................................................ | -3,864 | -5,207 | +1,343(-25.8) |
| Total .......................................................................... | 1,672,340 | 1,538,262 | +134,078 (8.7) |
| Operating expenses: |  |  |  |
| Office Equipment................................................... | 1,304,079 | 1,195,834 | +108,245 (9.1) |
| Other Businesses..................................................... | 187,424 | 191,909 | -4,485 (-2.3) |
| Intersegment | -3,893 | -5,218 | +1,325(-25.4) |
| Corporate ................................................................ | 55,035 | 50,632 | +4,403 (8.7) |
| Total .......................................................................... | 1,542,645 | 1,433,157 | +109,488 (7.6) |
| Operating income: |  |  |  |
| Office Equipment. | 181,310 | 142,540 | +38,770 (27.2) |
| Operating income on office equipment sales (\%)...... | 12.2 | 10.7 | 1.5 |
| Other Businesses.. | 3,391 | 13,186 | -9,795(-74.3) |
| Operating income on other business sales (\%)......... | 1.8 | 6.4 | -4.6 |
| Intersegment. | 29 | 11 | +18(163.6) |
| Corporate.................................................................... | -55,035 | -50,632 | -4,403 (8.7) |
| Consolidated operating income ........................................ | 129,695 | 105,105 | +24,590 (23.4) |
| Other income (expenses) ................................................ | -15,745 | -7,340 | -8,405(114.5) |
| Income before income taxes ............................................ | 113,950 | 97,765 | +16,185 (16.6) |
| Identifiable assets: |  |  |  |
| Office Equipment. | 1,219,723 | 1,179,499 | +40,224 (3.4) |
| Other Businesses.. | 185,158 | 180,164 | +4,994 (2.8) |
| Intersegment | -6,991 | -9,116 | +2,125(-23.3) |
| Corporate assets...................................................... | 435,038 | 354,244 | +80,794 (22.8) |
| Total .......................................................................... | 1,832,928 | 1,704,791 | +128,137 (7.5) |
| Capital expenditure: |  |  |  |
| Office Equipment. | 68,513 | 61,836 | +6,677 (10.8) |
| Other Businesses................................................... | 5,633 | 10,235 | -4,602(-45.0) |
| Corporate ................................................................ | 1,530 | 1,258 | +272 (21.6) |
| Total .......................................................................... | 75,676 | 73,329 | +2,347 (3.2) |
| Depreciation and Amortization: |  |  |  |
| Office Equipment... | 64,426 | 52,908 | +11,518 (21.8) |
| Other Businesses...................................................... | 7,448 | 7,598 | -150 (-2.0) |
| Corporate ............................................................... | 1,908 | 1,636 | +272 (16.6) |
| Total | 73,782 | 62,142 | +11,640 (18.7) |

(2) Geographic Segment Information
(Three months ended March 31, 2002 and 2001)
(Millions of yen)

|  | Three months ended <br> March 31, 2002 | Three months ende <br> March 31, 2001 | d Change (\%) |
| :---: | :---: | :---: | :---: |
| Net sales: |  |  |  |
| Japan |  |  |  |
| Unaffiliated Customers | 249,481 | 255,307 | -5,826 (-2.3) |
| Intersegment | 78,886 | 73,331 | +5,555 (7.6) |
| Total | 328,367 | 328,638 | -271 (-0.1) |
| The Americas |  |  |  |
| Unaffiliated Customers | 94,489 | 78,200 | +16,289 (20.8) |
| Intersegment | 3,110 | 972 | +2,138(220.0) |
| Total | 97,599 | 79,172 | +18,427 (23.3) |
| Europe |  |  |  |
| Unaffiliated Customers | 84,293 | 74,896 | +9,397 (12.5) |
| Intersegment | 875 | 955 | -80 (-8.4) |
| Total | 85,168 | 75,851 | +9,317 (12.3) |
| Other |  |  |  |
| Unaffiliated Customers. | 22,659 | 20,574 | +2,085 (10.1) |
| Intersegment | 15,889 | 11,082 | +4,807 (43.4) |
| Total | 38,548 | 31,656 | +6,892 (21.8) |
| Intersegment ............................................................. | . -98,760 | -86,340 | -12,420 (14.4) |
| Total .......................................................................... | . 450,922 | 428,977 | +21,945 (5.1) |
| Operating expenses: |  |  |  |
| Japan | 301,329 | 309,403 | -8,074 (-2.6) |
| The Americas. | 89,089 | 74,907 | +14,182 (18.9) |
| Europe | 81,759 | 71,072 | +10,687 (15.0) |
| Other. | 36,015 | 29,530 | +6,485 (22.0) |
| Corporate and eliminations........................................ | . -97,332 | -84,056 | -13,276 (15.8) |
| Total .......................................................................... | . 410,860 | 400,856 | +10,004 (2.5) |
| Operating income: |  |  |  |
| Japan.. | 27,038 | 19,235 | +7,803 (40.6) |
| Operating income on sales in Japan (\%) .................. | . 8.2 | 5.9 | 2.3 |
| The Americas. | 8,510 | 4,265 | +4,245 (99.5) |
| Operating income on sales in the Americas (\%) ....... | . 8.7 | 5.4 | 3.3 |
| Europe | 3,409 | 4,779 | -1,370(-28.7) |
| Operating income on sales in Europe (\%)............... | . 4.0 | 6.3 | -2.3 |
| Other................................................................ | 2,533 | 2,126 | +407 (19.1) |
| Operating income on sales in other regions (\%)........ | . 6.6 | 6.7 | -0.1 |
| Corporate and eliminations........................................ | . $-1,428$ | -2,284 | +856(-37.5) |
| Consolidated operating income ........................................ | . 40,062 | 28,121 | 11,941 (42.5) |
| Other income (expenses) ................................................ | . -4,508 | 550 | -5,058(-919.6) |
| Income before income taxes............................................ | . 35,554 | 28,671 | +6,883 (24.0) |
| Identifiable assets: |  |  |  |
| Japan | 1,084,387 | 1,042,557 | +41,830 (4.0) |
| The Americas. | 228,743 | 209,638 | +19,105 (9.1) |
| Europe | . 172,408 | 163,542 | +8,866 (5.4) |
| Other...................................................................... | . 61,549 | 63,438 | -1,889 (-3.0) |
| Eliminations............................................................ | . -149,197 | -128,628 | -20,569 (16.0) |
| Corporate assets....................................................... | . 435,038 | 354,244 | +80,794 (22.8) |
| Total .......................................................................... | . 1,832,928 | 1,704,791 | +128,137 (7.5) |


|  | Year ended March 31, 2002 | Year ended <br> March 31, 2001 | Change (\%) |
| :---: | :---: | :---: | :---: |
| Net sales: |  |  |  |
| Japan |  |  |  |
| Unaffiliated Customers. | 938,946 | 954,125 | -15,179 (-1.6) |
| Intersegment | 309,745 | 279,802 | +29,943 (10.7) |
| Total | 1,248,691 | 1,233,927 | +14,764 (1.2) |
| The Americas |  |  |  |
| Unaffiliated Customers. | 338,016 | 252,029 | +85,987 (34.1) |
| Intersegment | 8,937 | 4,470 | +4,467 (99.9) |
| Total | 346,953 | 256,499 | +90,454 (35.3) |
| Europe |  |  |  |
| Unaffiliated Customers ............................................. | 309,086 | 254,548 | +54,538 (21.4) |
| Intersegment | 4,265 | 3,246 | +1,019 (31.4) |
| Total | 313,351 | 257,794 | +55,557 (21.6) |
| Other |  |  |  |
| Unaffiliated Customers | 86,292 | 77,560 | +8,732 (11.3) |
| Intersegment | 60,655 | 39,571 | +21,084 (53.3) |
| Total | 146,947 | 117,131 | +29,816 (25.5) |
| Intersegment ............................................................ | -383,602 | -327,089 | -56,513 (17.3) |
| Total .......................................................................... | 1,672,340 | 1,538,262 | +134,078 (8.7) |
| Operating expenses: |  |  |  |
| Japan | 1,142,522 | 1,150,353 | -7,831 (-0.7) |
| The Americas. | 335,521 | 247,521 | +88,000 (35.6) |
| Europe | 301,152 | 246,498 | +54,654 (22.2) |
| Other..................................................................... | 139,874 | 110,937 | +28,937 (26.1) |
| Corporate and eliminations........................................ | -376,424 | -322,152 | -54,272 (16.8) |
| Total .......................................................................... | 1,542,645 | 1,433,157 | +109,488 (7.6) |
| Operating income: |  |  |  |
| Japan | 106,169 | 83,574 | +22,595 (27.0) |
| Operating income on sales in Japan (\%) .................. | 8.5 | 6.8 | 1.7 |
| The Americas. | 11,432 | 8,978 | +2,454 (27.3) |
| Operating income on sales in the Americas (\%) ....... | 3.3 | 3.5 | -0.2 |
| Europe | 12,199 | 11,296 | +903 (8.0) |
| Operating income on sales in Europe (\%)............... | 3.9 | 4.4 | -0.5 |
| Other.. | 7,073 | 6,194 | +879 (14.2) |
| Operating income on sales in other regions (\%)........ | 4.8 | 5.3 | -0.5 |
| Corporate and eliminations ........................................ | -7,178 | -4,937 | -2,241 (45.4) |
| Consolidated operating income ....................................... | 129,695 | 105,105 | +24,590 (23.4) |
| Other income (expenses) ................................................ | -15,745 | -7,340 | -8,405(114.5) |
| Income before income taxes ............................................ | 113,950 | 97,765 | +16,185 (16.6) |
| Identifiable assets: |  |  |  |
| Japan ................................................................... | 1,084,387 | 1,042,557 | +41,830 (4.0) |
| The Americas.. | 228,743 | 209,638 | +19,105 (9.1) |
| Europe .................................................................. | 172,408 | 163,542 | +8,866 (5.4) |
| Other................................................................... | 61,549 | 63,438 | -1,889 (-3.0) |
| Eliminations.......................................................... | -149,197 | -128,628 | -20,569 (16.0) |
| Corporate assets....................................................... | 435,038 | 354,244 | +80,794 (22.8) |
| Total ........................................................................... | 1,832,928 | 1,704,791 | +128,137 (7.5) |

## 9. Significant Accounting Policies (Consolidated)

1. Items relating to the scale of consolidation and the application of the equity method

Consolidated subsidiaries: 18 additions including Ricoh Tohoku Co., Ltd. Ricoh Chubu Co., Ltd. Ricoh Kansai Co., Ltd. Ricoh Chugoku Co., Ltd. and Ricoh Kyushu Co., Ltd. 5 removals including Higashi Shizuoka Ricoh Co., Ltd.

Companies accounted for by the equity method: 6 additions including Tohoku Ricoh (Fuzhon) Printing Products Co., Ltd. 5 removals including NRG Singapore Pte. Ltd.

## 2. Consolidated Accounting Policies

(1) Principles of Consolidation

The consolidated financial statements include the accounts of Ricoh. All significant intercompany balances and transactions have been eliminated in consolidation. Investments in affiliated companies are accounted for on the equity basis.

## (2) Securities

Ricoh conforms with SFAS No.115, "Accounting for Certain Investments in Debt and Equity Securities," which requires certain investments in debt and equity securities to be classified as either held-to-maturity, trading, or available-for-sale securities. Available-for-sale are reported at fair value with unrealized gains and losses, net of related taxes, excluded from earnings and reported in accumulated other comprehensive income (loss).
The cost of the securities sold was computed based on the average cost of each security held at the time of sale.

## (3) Inventories

Inventories are stated at the lower of average cost or market. Inventory costs include raw materials, labor and manufacturing overheads.
(4) Plant and Equipment

Depreciation of plant and equipment is computed principally by using the declining-balance method over the estimated useful lives. Most of the foreign subsidiaries have adopted the straight-line method for computing depreciation.
Certain leased buildings, machinery and equipment are accounted for as capital leases in conformity with SFAS No. 13, "Accounting for Leases."
(5) Goodwill

Ricoh has classified as goodwill the cost in excess of fair value of the net assets of major companies acquired in purchase transactions. Goodwill is being amortized on a straight-line method over the estimated periods benefited, not to exceed 20 years.
(6) Use of Estimates

Management of the Company has made a number of estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses, and the disclosure of contingent assets and liabilities, to prepare these financial statements in conformity with generally accepted accounting principles. Actual results could differ from those estimates.

## 10. Notes to Consolidated Financial Statements

## (1) Fair Market Value of Marketable Securities

The non-marketable securities as of March 31, 2002 and 2001 primarily relate to less than $20 \%$-owned companies. The securities and the respective cost, gross unrealized holding gains, gross unrealized holding losses and fair value as of March 31, 2002 and 2001 are as follows:

|  | Year ended March 31, 2002 |  | (Millions of yen) |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  |  | Cost | Gross unrealized Gross unrealized <br> holding gains |  | Fair value |
| holding losses |  |  |  |  |  |$\quad$.



| Current: |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Japanese and foreign governmental bond securities...... | 997 | 10 | - | 1,007 |
| Corporate debt securities.. | 7,062 | 2 | 12 | 7,052 |
| Other.................................................................. | 54,168 | 5 | 19 | 54,154 |
|  | 62,227 | 17 | 31 | 62,213 |
| Noncurrent: |  |  |  |  |
| Equity securities .............................................. | 7,686 | 8,805 | 453 | 16,038 |
| Corporate debt securities........................................... | 21,587 | 2,656 | 53 | 24,190 |
| Other... | 7,639 | 6 | 1,642 | 6,003 |
| Non-marketable securities......................................... | 2,845 | - | - | 2,845 |
|  | 39,757 | 11,467 | 2,148 | 49,076 |

Other includes money management funds of 38,665 million yen and 27,025 million yen as of March 31, 2001 and 2002, respectively, and investment trusts consisting of investments in marketable debt securities.

## (2) Pension and Retirement Allowances Plans

The Company and certain of its subsidiaries have various trusteed contributory and noncontributory employees pension fund ("EPF") plans covering substantially all of their employees.
Under the plans, employees are entitled to lump-sum payments at the time of termination or retirement, or to pension payments. Under the terms of the domestic EPF plan, the Government welfare pension insurance benefit is substituted and commingled with the primary benefit provided by the plan.
The amounts of lump-sum or pension payments under the plans are generally determined on the basis of length of service and remuneration at the time of termination.
It is the Company's policy to fund amounts required to maintain sufficient plan assets to provide for accrued benefits based on a certain percentage of wage and salary costs. The plan assets consist principally of interest-bearing bonds and listed equity securities.
The discount rates and the expected long-term rate of return on plan assets of the pension plans in fiscal 2000 and 2001 were as follows:

|  | Year ended <br> March 31, 2002 | Year ended <br> March 31, 2001 |
| :--- | :---: | :---: |
| Actuarial assumptions: |  |  |
| Discount rate ..................................................................... | $2.8 \sim 7.25$ | $3.0 \sim 7.75$ |
| Expected long-term rate of return on plan assets........................... | $1.5 \sim 9.0$ | $4.5 \sim 9.0$ |

## (3) Derivative

The Company and certain of its subsidiaries enter into various financial instrument contracts in the normal course of business and in connection with the management of their assets and liabilities.
From fiscal year ended March 31, 2002, the Company adopted FASB Statement No. 133 and FASB Statement No. 138, based on which changes in the fair values of all derivative instruments are recognized as assets or liabilities in the consolidated balance sheets.
The Company and certain of its subsidiaries enter into foreign currency contracts and foreign currency options to hedge assets and liabilities denominated in foreign currencies.
Ricoh enters into interest rate swap agreements to reduce interest rate risk and the fair value of the principal on its outstanding debt and to lower the risks of cash flow fluctuations. Most of these agreements are designated as fair value hedges and cash flow hedges in line with FASB Statement No. 133.
Fluctuations in the fair value of derivative instruments designated as fair value hedges are recorded as other income (expenses) in the consolidated statements of income. These amounts did not materially affect Ricoh's consolidated results of operations in the fiscal year ended March 31,2002.
Fluctuations in the fair value of derivative instruments designated as cash flow hedges are recorded as accumulated other comprehensive income (loss) in the consolidated balance sheets. They are transferred to the consolidated statements of income once interest for the hedged loans are accrued. Of accumulated other comprehensive income (loss) as of March 31, 2002, Ricoh expects to recognize $-¥ 18$ million in the consolidated statements of income within the following 12 months.
These derivative instruments exposed to credit risk in the event of nonperformance by counterparties. However, these counterparties are financial institutions with high credit ratings, so Ricoh deems the credit risk negligible. The Company has optimally concentrated credit risk by diversifying its dealings with counterparties.
The outstanding agreements, carrying amount and estimated fair value of derivative financial instruments as of March 31,2001, and March 31, 2002 are as follows:

| Year ended March 31, 2002 | (Millions of yen) |  |
| :---: | :---: | :---: |
|  | Carrying amount | Estimated |
|  |  | Fair value |
| Interest rate swap agreements, net...................................... | 4,081 | 4,081 |
| Foreign currency contracts-net credit ................................. | -8,304 | -8,304 |
| Currency options ............................................................. | -314 | -314 |
| Total .............................................................................. | -4,537 | -4,537 |
| Year ended March 31, 2001 |  | (Millions of yen) |
|  | Carrying amount | Estimated Fair value |
| Interest rate swap agreements, net...................................... | 189 | 4,480 |
| Foreign currency contracts-net credit ................................. | -386 | -3,068 |
| Currency options ............................................................ | 0 | -292 |
| Total .............................................................................. | -197 | 1,120 |

## (4) Transactions of Ricoh with affiliates

|  | (Millions of yen) |  |
| :---: | :---: | :---: |
|  | March 31, 2002 | March 31, 2001 |
| Account balances: |  |  |
| Receivables... | 8,513 | 6,398 |
| Payables ................................................................................. | 2,858 | 1,979 |
|  |  | (Millions of yen) |
|  | Year ended <br> March 31, 2002 | Year ended March 31, 2001 |
| Transactions: |  |  |
| Sales ................................................................................. | 25,413 | 20,952 |
| Purchases ............................................................................... | 15,584 | 13,673 |
| Dividend income ..................................................................... | 1,133 | 1,008 |

## Ricoh Company, Ltd.

FLASH REPORT (Nonconsolidated. Year ended March 31, 2002)
Date of approval for the financial results for the year ended March 31, 2002,
at the Board of Directors' meeting:
May 8, 2002
Date of shareholders' annual meeting: June 27, 2002

1. Results for the period from April 1, 2001 to March 31, 2002 (Nonconsolidated)

| Operating Results (Millions of yen) |  |  |  |
| :---: | :---: | :---: | :---: |
|  |  | Year ended March 31, 2002 | Year ended March 31, 2001 |
| Net sales |  | 860,149 | 855,499 |
| (\% change from the previous period). |  | 0.5 | 10.0 |
| Operating income ........................ |  | 69,911 | 60,654 |
| (\% change from the previous period). |  | 15.3 | 4.2 |
| Ordinary income......................... |  | 67,688 | 65,971 |
| (\% change from the previous period). |  | 2.6 | 31.6 |
| Net income ........................................ |  | 40,085 | 34,404 |
| (\% change from the previous period). |  | 16.5 | 52.1 |
| Net income per share-basic (yen). |  | 57.43 | 49.67 |
| Net income per share-diluted (yen) |  | 53.70 | 46.24 |
| Return on equity (\%). |  | 7.7 | 7.3 |
| Ordinary income on total assets (\%). |  | 7.8 | 8.3 |
| Ordinary income on net sales (\%) .... |  | 7.9 | 7.7 |
| Notes: i. Average number of shares outstanding: <br>  Year ended March 31, 2002 698,025,167 shares <br>  ii. Changes in accounting method, etc.: no change | Year ended | March 31, 2001 | 16,894 shares |
| (2)Dividend Information |  |  |  |
|  |  | Year ended <br> March 31,2002 | Year ended March 31, 2001 |
| Cash dividends, applicable to the year (yen) .... | ........ | 13.00 | 12.00 |
| Year-end (yen).. |  | 6.00 | 6.00 |
| Half year (yen) |  | 7.00 | 6.00 |
| Total annual dividends (millions of yen) | ...... | 9,252 | 8,312 |
| Payout Ratio (\%) ... |  | 23.1 | 24.2 |
| Dividends on shareholders' equity (\%)............................ | ............ | 1.7 | 1.7 |


| (3)Financial Position |  | (Millions of yen) |  |
| :---: | :---: | :---: | :---: |
|  |  | March 31, 2002 | March 31, 2001 |
| Total assets |  | 908,009 | 824,119 |
| Shareholders' equity. |  | 553,693 | 489,176 |
| Equity ratio (\%). |  | 61.0 | 59.4 |
| Equity per share (yen) ........... | .......... | 761.52 | 706.13 |
| Notes: i. Number of shares issued <br> As of March 31, 2002 | 727,086,738 shares | As of March 31, 2001 | 692,755,584 shares |
| ii. Number of Treasury stocks |  |  |  |
| As of March 31, 2002 | 191,518 shares | As of March 31, 2001 | 13,590 shares |

## 2. Forecast of operating results from April 1, 2001 to March 31, 2002 (Nonconsolidated)

|  | Half year ended September 30, 2002 | Year ended March 31, 2003 |
| :---: | :---: | :---: |
| Net sales (millions of yen). | 423,000 | 875,000 |
| Ordinary income (millions of yen) | 30,000 | 69,000 |
| Net income (millions of yen).......................................................... | 17,500 | 40,500 |
| Cash dividends, applicable to the year (yen) ..................................... | - | 14.00 |
| Half year (yen) ........................................................................... | 7.00 | - |
| Year-end (yen) ............................................................................ | - | 7.00 |

Note: Net income per share: 55.70 yen (full year)
In accordance with Japanese regulations, Ricoh has issued forecast for its financial results for the half year ended September 30, 2002 and year ended March 31, 2003. These forecast are forward-looking statements based on a number of assumptions and beliefs in light of information currently available to management and subject risks and uncertainties.

## 11. Nonconsolidated Financial Statements

(1) Balance Sheets (Nonconsolidated)

March 31, 2002 and 2001

| Assets |  |  | (Millions of yen) |  |
| :--- | ---: | ---: | ---: | ---: |
|  |  |  |  |  |


| Total Assets......................................................................... | 908,009 | 824,119 | $+83,890$ |
| :--- | :--- | :--- | :--- | :--- |

March 31, 2002 and 2001

| Liabilities | (Millions of yen) |  |  |
| :---: | :---: | :---: | :---: |
|  | March 31, 2002 | March 31, 2001 | Change |
| Current Liabilities ........................................................ | 225,489 | 239,473 | -13,984 |
| Notes payable-trade .................................................. | 6,944 | 7,444 | -500 |
| Accounts payable-trade. | 97,242 | 109,796 | -12,554 |
| Convertible bonds maturing within one year ................ | 29,886 | 34,062 | -4,176 |
| Accounts payable-other ............................................ | 5,648 | 8,370 | -2,722 |
| Accrued expenses .................................................... | 44,622 | 39,204 | +5,418 |
| Accrued corporate tax. | 14,658 | 18,891 | -4,233 |
| Advances by customers............................................. | 602 | 237 | +365 |
| Deposits payable..................................................... | 4,126 | 4,063 | +63 |
| Accrued bonus ......................................................... | 17,131 | 16,825 | +306 |
| Warranty reserve..................................................... | 333 | 577 | -244 |
| Derivative liabilities, at fair value............................... | 4,293 | - | +4,293 |
| Fixed Liabilities............................................................ | 128,826 | 95,469 | +33,357 |
| Bonds... | 100,000 | 40,000 | +60,000 |
| Convertible bonds................................................... | - | 29,889 | -29,889 |
| Retirement benefit obligation .............................. | 28,068 | 24,850 | +3,218 |
| Reserve for directors' retirement allowances................ | 758 | 730 | +28 |
| Total Liabilities ............................................................. | 354,315 | 334,942 | +19,373 |

Shareholders' Equity
(Millions of yen)

|  |  |  | March 31, 2002 | March 31, 2001 | Change |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Common Stock |  |  | 120,461 | 103,433 | +17,028 |
| Additional paid-in-capital. |  |  | 161,227 | 144,235 | +16,992 |
| Legal reserve. |  |  | 14,955 | 14,523 | +432 |
| Other retained earnings |  |  | 253,867 | 222,693 | +31,174 |
| Voluntary reserves. |  |  | 213,076 | 188,108 | +24,968 |
| Reserve for deferral of | al gain on prope | $\ldots$ | 681 | 588 | +93 |
| Reserve for special dep | tion. |  | 650 | 473 | +177 |
| Reserve for warranty on | puter programs | ...... | 254 | 580 | -326 |
| Reserve for social cont | on. |  | 140 | 116 | +24 |
| General reserve. |  |  | 211,350 | 186,350 | +25,000 |
| Unappropriated retaine | nings. |  | 40,790 | 34,585 | +6,205 |
| Unrealized holding gains o | urities. |  | 3,615 | 4,290 | -675 |
| Treasury stock .. |  |  | -433 | - | -433 |
| Total Shareholders' Equity | , | ...... | 553,693 | 489,176 | +64,517 |
| Total Liabilities and Shareholders' Equity......................... |  |  | 908,009 | 824,119 | +83,890 |
| Exchange rate (end of term) US\$ 1 <br> EURO 1 $\qquad$ | March 31, 2002 March 31, 2001 <br> $¥ 133.25$ $¥ 123.90$ <br> $¥ 116.14$ $¥ 109.33$ | $\begin{aligned} & \text { March } 31,2001 \\ & ¥ 123.90 \\ & ¥ 109.33 \end{aligned}$ |  |  |  |

(2) Statement of Income (Nonconsolidated)

| For the years ended March 31, 2002 and 2001 |  |  | (Millions of yen) |
| :---: | :---: | :---: | :---: |
|  | Year ended | Year ended | Change(\%) |
|  | March 31, 2002 | March 31, 2001 |  |
| Net sales | 860,149 | 855,499 | +4,650 (0.5) |
| Cost of sales | 593,837 | 608,334 | -14,497 (-2.4) |
| Percentage of net sales (\%) | 69.0 | 71.1 |  |
| Gross profit ................................................................ | 266,311 | 247,165 | +19,146 (7.7) |
| Percentage of net sales (\%). | 31.0 | 28.9 |  |
| Selling, general and administrative expenses ..................... | 196,400 | 186,510 | +9,890 (5.3) |
| Percentage of net sales (\%). | 22.9 | 21.8 |  |
| Selling expenses. | 63,935 | 62,113 | +1,822 |
| General and administrative expenses. | 132,464 | 124,396 | +8,068 |
| Operating income ......................................................... | 69,911 | 60,654 | +9,257 (15.3) |
| Percentage of net sales (\%). | 8.1 | 7.1 |  |
| Non-operating income.................................................... | 14,676 | 19,711 | -5,035 (-25.5) |
| Percentage of net sales (\%)......................................... | 1.7 | 2.3 |  |
| Interest................................................................... | 4,955 | 4,863 | +92 |
| Interest on securities ................................................. | 815 | 780 | +35 |
| Dividends. | 3,226 | 3,728 | -502 |
| Exchange gain. | - | 2,904 | -2,904 |
| Miscellaneous income............................................... | 5,678 | 7,433 | -1,755 |
| Non-operating expenses ................................................. | 16,898 | 14,394 | +2,504 (17.4) |
| Percentage of net sales (\%).. | 1.9 | 1.7 |  |
| Interest ............................. | 4 | 14 | -10 |
| Interest on bonds. | 1,228 | 1,449 | -221 |
| Bond issuance cost.................................................. | 279 | - | +279 |
| Allowance for bankruptcy......................................... | - | 2,326 | -2,326 |
| Exchange loss ......................................................... | 3,875 | - | +3,875 |
| Loss on disposition of fixed assets.............................. | 1,162 | 1,676 | -514 |
| Miscellaneous expenses............................................ | 10,348 | 8,927 | +1,421 |
| Ordinary income........................................................... | 67,688 | 65,971 | +1,717 (2.6) |
| Percentage of net sales (\%)......................................... | 7.9 | 7.7 |  |
| Extraordinary income..................................................... | - | 13,959 | -13,959 (-) |
| Percentage of net sales (\%)........................................ | - | 1.6 |  |
| Gains on establishment of employee retirement benefit fund | nd | 13,959 | -13,959 |
| Extraordinary expenses | - | 20,813 | -20,813 (-) |
| Percentage of net sales (\%). <br> Lump-sum charge to cover changes in accounting standards for employee retirement benefits $\qquad$ |  | 2.4 |  |
|  | ds | 20,813 | -20,813 |
| Income before income taxes............................................ | 67,688 | 59,117 | +8,571 (14.5) |
| Percentage of net sales (\%)........................................ | 7.9 | 6.9 |  |
| Provision for income taxes $\qquad$ <br> Percentage of net sales (\%) $\qquad$ | 31,100 | 32,700 | -1,600 (-4.9) |
|  | 3.6 | 3.8 |  |
| Corporate and other tax adjustments $\qquad$ <br> Percentage of net sales (\%). | -3,497 | -7,987 | +4,490 (-56.2) |
|  | -0.4 | -0.9 |  |
| Net income.................................................................. | 40,085 | 34,404 | +5,681 (16.5) |
| Percentage of net sales (\%)......................................... | 4.7 | 4.0 |  |
| Retained earnings at beginning of year............................. | 4,809 | 4,668 | +141 |
| Reversal of reserve for social contribution........................ | 59 | 83 | -24 |
| Interim dividends........................................................... | 4,163 | 4,156 | +7 |
| Transfer to legal reserve................................................. | - | 415 | -415 |
| Retained earnings at end of year..................................... | 40,790 | 34,585 | +6,205 |

## Reference:

Exchange rate (average rate for the corresponding periods)

|  | Year ended | Year ended |
| :---: | :---: | :---: |
|  | March 31, 2002 | March 31, 2001 |
| US\$ 1. | ¥ 125.03 | $¥ 110.55$ |
| EURO 1. | ¥ 110.68 | $\geq 100.67$ |

(3) Proposed Appropriation of Retained Earnings

|  | (Millions of yen) |  |  |
| :---: | :---: | :---: | :---: |
|  | Year ended <br> March 31, 2002 | Year ended <br> March 31, 2001 | Change |
| Unappropriated retained earnings at end of year ............. | 40,790 | 34,585 | +6,205 |
| Reversal of reserve for deferral of capital gain on property. | 67 | 50 | +17 |
| Reversal of reserve for special depreciation...................... | 183 | 150 | +33 |
| Reversal of reserve for warranty on computer programs...... | 135 | 332 | -197 |
| Total............................................................................ | 41,177 | 35,118 | +6,059 |

To be appropriated as follows:

|  | (Millions of yen) |  |  |
| :---: | :---: | :---: | :---: |
|  | Year ended <br> March 31, 2002 | Year ended <br> March 31, 2001 | Change |
| Transfer to legal reserve | - | 431 | -431 |
| Cash dividends ............................................................. | 5,089 | 4,156 | +933 |
| Dividends per share (yen) ......................................... | 7.00 | 6.00 |  |
| Director bonuses.. | 170 | 160 | +10 |
| Reserve for deferral of capital gain on property................. | - | 143 | -143 |
| Reserve for special depreciation................................... | 18 | 327 | -309 |
| Reserve for warranty on computer programs...................... | 136 | 6 | +130 |
| Reserve for social contribution....................................... | 59 | 83 | -24 |
| General reserve... | 30,000 | 25,000 | +5,000 |
| Retained earnings brought forward to the next year............ | 5,703 | 4,809 | +894 |

Notes:
On December 3, 2001, the Company made interim cash dividends of $¥ 6.00$ per share totaling $¥ 4,163,222,820$.

## Significant Accounting Policies (Nonconsolidated)

1. Accounting policy for assets
(1) Inventories are stated at the lower of average cost.
(2) Securities
i. Securities of subsidiaries and affiliates are stated at moving average cost.
ii. Other securities:

Marketable securities are marked to market based on the market price at the end of the term and other factors (accounting for all valuation differences with the full capital injection method; the cost of securities sold is valued at moving average cost).
Non-marketable securities are stated at cost based on the moving average method.
(3) Derivatives are stated at market value.
2. Depreciation of fixed assets
(1) Tangible fixed assets

Tangible fixed assets are depreciated using the declining balance method.
For buildings (excluding fixtures) secured on and after April 1, 1998, however, Ricoh uses straight-line depreciation as governed by corporate tax law.
The depreciation periods are basically as the below;
Buildings: 5-50 years
Machinery and equipment: 2-12 years
(2) Intangible Fixed Assets

Ricoh uses straight-line depreciation for intangible fixed assets.
With software for sale in the marketplace, however, the Company records the larger of a depreciation based on projected sales profits or a uniform depreciation based on a projected effective sales period for the balance. The initially projected effective sale term is three years. With software for internal use, the Company uses straight-line depreciation based on a usable period of five years.
3. Deferred assets

Bond issuance costs are expensed when they are accrued.
4. Basis for provision of reserves
(1) Allowance for Doubtful Accounts

The allowance for doubtful accounts is provided to cover possible losses from bad debts and represents possible individual doubtful accounts based on historical default rates and the potential for irrecoverableness.
(2) Reserve for Accrued Bonuses

The reserve for accrued bonuses is provided by estimating the amount of bonuses payable to employees for the current financial year under our corporate rules for calculating such bonus payment.
(3) Warranty reserve

To cover product after-sales service expenses, the Company calculates the product warranty reserve based on projected service costs during warrantee terms.
(4) Reserve for Retirement Benefit Obligations

To cover projected employee benefits, the Company records the estimated obligations at the end of the current fiscal year based on projected year-end benefit obligations and plan assets. The Company uses straight-line depreciation for actuarial gains or losses over averaged remaining employment term. (15 years)
(5) Reserve for Directors' Retirement Allowances

At year-end, Ricoh calculates the amounts required under internal rules to pay directors retirement allowances.

## 5. Leasing

Finance leases for which ownership does not transfer to lessees are accounted for as operating leases.

## 6. Hedge accounting

(1) Hedge Accounting Methods

Ricoh accounts for hedges at market value. With currency swaps, however, the Company hedges by assigning transactions that meet assignment requirements.
(2) Hedging Instruments and Targets

Hedging Instruments...Derivative transactions (for currency swaps and exchange contracts)
Hedging Targets...Transactions for which losses may arise from market fluctuations or for which market fluctuations may affect valuations.
(3) Hedging policies

In keeping with its internal Market Risk Management Rules, Ricoh uses derivatives to manage the exposure of its assets and liabilities to market fluctuations.
(4) Hedge Effectiveness

Ricoh assesses the effectiveness of hedges by analyzing the ratios of the total market fluctuations of hedged targets and instruments.
7. Consumption taxes

Consumption taxes are excluded from revenues and expenses. The refundable consumption tax at the end of the year is included in "Others" in the balance sheets, after offsetting suspense payments and receipt of consumption taxes and etc.

## Additional Information

Treasury stock in the current assets last fiscal year is stated separately in the Shareholders' equity from this year in accordance with Japanese regulations change.

| i. Accumulated depreciation on tangible fixed assets. | 326,074 | 311,519 |
| :---: | :---: | :---: |
| ii. Trade notes receivable discounted with banks | 98 | 157 |
| iii. Guarantee obligation | 6,945 | 12,230 |
| iv. Issuance of new shares during the year |  |  |
| Conversion of convertible bonds (number of shares).... | 34,522,672 |  |
| [Amount transferred to common stock (millions of yen)] | [17,027] |  |
| v . Accounting for notes matured at end of term |  |  |
| The Company settled notes due at the end of the term as of the date of exchange. The last day of the term was a banking holiday, so the term-end balance includes notes due at the end of the next term. |  |  |
| Trade notes receivable ............................................... | 1,027 |  |

## (Tax Effect Accounting)

1. The prime components of deferred tax assets and liabilities are as follows:

|  | (Millions of yen) |  |
| :---: | :---: | :---: |
|  | March 31, 2002 | March 31, 2001 |
| Deferred tax assets: |  |  |
| Inventory revaluation............................................. | 2,695 | 3,333 |
| Accrued bonus..................................................... | 4,681 | 3,817 |
| Accrued enterprise tax ............................................ | 1,323 | 1,877 |
| Retirement benefit obligation ................................. | 18,258 | 16,604 |
| Depreciation and amortization................................. | 2,056 | 2,283 |
| Other................................................................... | 14,138 | 11,923 |
| Total deferred tax assets ................................................. | 43,151 | 39,837 |

(Millions of yen)

|  | (Millions of yen) |  |
| :---: | :---: | :---: |
|  | March 31, 2002 | March 31, 2001 |
| Deferred tax liabilities: |  |  |
| Reserve for deferral of capital gain on property .......... | -441 | -462 |
| Reserve for special depreciation.............................. | -350 | -415 |
| Reserve for warranty on computer programs .............. | -183 | -280 |
| Unrealized holding gains on securities ...................... | -2,603 | -3,087 |
| Retirement benefit trust establishment....................... | -5,842 | -5,842 |
| Total deferred tax liabilities ............................................ | -9,419 | -10,086 |

(Millions of yen)

|  | (Millions of yen) |  |
| :---: | :---: | :---: |
|  | March 31, 2002 | March 31, 2001 |
| Net deferred tax assets.................................................... | 33,732 | 29,751 |
| Included in current assets ................................................ | 15,646 | 15,682 |
| Included in investment and other assets ............................ | 18,086 | 14,068 |

2. Difference in corporate tax liabilities after applying legal effective tax rates and tax effect accounting

The Company does not detail the difference in effective tax rate after applying accounting for income tax rate because the impact of the difference on the normal tax rate is $5 \%$ and less.

## (Lease Transactions)

Finance lease transactions outside those for which the transfer of ownership of leases to lessees is recognized.

1. Lease acquisition price, accumulated depreciation, and year-end balance

|  | (Millions of yen) |  |  |  |  |  |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Year ended March 31,2002 |  | Year ended March 31,2001 |  |  |  |
|  | Lease <br> acquisition <br> cost | Accumulated <br> depreciation | Year-end <br> balance | Lease <br> acquisition <br> cost | Accumulated <br> depreciation | Year-end <br> balance |
| Machinery and <br> equipment | 1,136 | 994 | 141 | 3,918 | 3,140 | 777 |
| Others | 3,734 | 1,768 | 1,965 | 4,459 | 2,353 | 2,106 |
| Total | 4,870 | 2,763 | 2,107 | 8,377 | 5,494 | 2,883 |

2. Year-end balance of current leasing charges
(Millions of yen)

|  | Year ended March 31, 2002 | Year ended March 31, 2001 |
| :--- | ---: | ---: |
| Less than one year | 862 | 1,561 |
| More than one year | 1,335 | 1,450 |
| Total | 2,197 | 3,012 |

## 3. Lease payment charges, depreciation, and interest paid

(Millions of yen)

|  | Year ended March 31, 2002 | Year ended March 31, 2001 |
| :--- | ---: | ---: |
| Lease payment charges | 1,592 | 2,390 |
| Depreciation | 881 | 2,168 |
| Interest paid | 141 | 174 |

## 4. Depreciation calculation method

The lease period is the number of durable years; straight line depreciation is used so that the remaining value is zero.

## 5. Interest calculation method

Interest is the difference between the overall value of a lease charge and the value of a leased item. Allocation for each period is based on the interest method.

## (Securities)

Market values of listed subsidiaries and affiliates
1.Year ended March 31,2002

| (Millions of yen) | Balance Sheets | Fair value | Difference |
| :--- | :---: | :---: | :---: |
| Securities of consolidated companies | 9,259 | 40,603 | 31,344 |
| Securities of affiliated companies | 6,935 | 48,255 | 41,319 |
| Total | 16,194 | 88,858 | 72,663 |

2. Year ended March 31,2001

| (Millions of yen) | Balance Sheets | Fair value | Difference |
| :--- | :---: | :---: | :---: |
| Securities of consolidated companies | 8,518 | 47,102 | 38,584 |
| Securities of affiliated companies | 6,757 | 50,553 | 43,796 |
| Total | 15,275 | 97,656 | 82,380 |

## Ricoh Company, Ltd.

FLASH REPORT -Appendix- (Year ended March 31, 2002)

## 1. Consolidated Performance Forecast

| (1) Forecast of Performance Outline (Consolidated) |  |  |  | (billions of yen) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Year ended March 31, 02 | Year ended March 31, '03 (Forecast) | Change (\%) | Half year ended September 30 '02 (Forecast) | Change (\%) |
| Net sales | 1,672.3 | 1,773.0 | 6.0 | 875.0 | 6.7 |
| Gross profit | 699.9 | 743.2 | 6.2 | 364.7 | 6.7 |
| Operating income ................................. | 129.6 | 136.0 | 4.9 | 62.0 | 3.5 |
| Income before income taxes ................... | 113.9 | 122.0 | 7.1 | 55.0 | 4.7 |
| Net income .......................................... | 61.6 | 67.5 | 9.6 | 30.5 | 7.4 |
| Net income per share (yen)...................... | 88.27 | 92.84 | +4.57 | 41.95 | +0.98 |
| Capital expenditure | 75.6 | 82.0 | +6.3 | 40.0 | +0.2 |
| Depreciation for tangible fixed assets ...... | 73.7 | 75.0 | +1.2 | 34.0 | +0.9 |
| R\&D expenditure ................................ | 80.7 | 83.0 | +2.2 | 41.0 | +1.0 |
| Interest income (expenses) net ................ | -3.4 | -3.3 | +0.2 | -1.4 | +0.3 |
| Exchange rate (Yen/US\$)....................... | 125.10 | 125.00 | -0.10 | 125.00 | +2.84 |
| Exchange rate (Yen/EURO).................... | 110.60 | 110.00 | -0.60 | 110.00 | +2.21 |

Reference:
Exchange rate

|  | Half year ended | Year ended | Half year ended | Year ended |
| :---: | :---: | :---: | :---: | :---: |
|  | Sept. 30, '01 | Mar. 31, '02 | Sept. 30, 02 | Mar. 31, '03 |
| US\$ 1... | ¥ 122.16 | $¥ 125.10$ | $¥ 125.00$ | $¥ 125.00$ |
| EURO 1..................... | ¥ 107.79 | ¥ 110.60 | $¥ 110.00$ | ¥ 110.00 |


|  | Year ended <br> Mar. 31, 2002 | Year ended March 31, 2003 |  |  |  | Half year ended September 30, 2002 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Forecast | Change <br> (\%) | Forecast (*) | Change <br> (\%) | Forecast | Change | Forecast (*) | *) Change <br> (\%) |
| Imaging Solutions: |  |  |  |  |  |  |  |  |  |
| Digital Imaging Systems ............... | 654.4 | 697.3 | 6.6 | 696.5 | 6.4 | 336.2 | 7.8 | 331.6 | 6.3 |
| Domestic | 294.8 | 301.0 | 2.1 | 301.0 | 2.1 | 154.0 | 1.0 | 154.0 | 1.0 |
| Overseas | 359.5 | 396.3 | 10.2 | 395.5 | 10.0 | 182.2 | 14.3 | 177.6 | 11.4 |
| Other Imaging Systems ..................... | 279.7 | 241.2 | -13.8 | 240.5 | -14.0 | 128.5 | -12.2 | 126.5 | -13.6 |
| Domestic | 97.3 | 78.0 | -19.9 | 78.0 | -19.9 | 41.9 | -18.8 | 41.9 | -18.8 |
| Overseas | 182.3 | 163.2 | -10.5 | 162.5 | -10.9 | 86.6 | -8.6 | 84.6 | -10.7 |
| Total Imaging Solutions .. | 934.1 | 938.5 | 0.5 | 937.0 | 0.3 | 464.7 | 1.4 | 458.1 | -0.0 |
| Domestic | 392.1 | 379.0 | -3.4 | 379.0 | -3.4 | 195.9 | -4.0 | 195.9 | -4.0 |
| Overseas ................................ | 541.9 | 559.5 | 3.2 | 558.0 | 3.0 | 268.8 | 5.7 | 262.2 | 3.2 |
| Networking input/output systems: |  |  |  |  |  |  |  |  |  |
| Printing Systems ................... | 299.2 | 343.0 | 14.6 | 342.6 | 14.5 | 170.9 | 15.2 | 169.1 | 14.0 |
| Domestic | 141.2 | 169.0 | 19.6 | 169.0 | 19.6 | 78.9 | 19.7 | 78.9 | 19.7 |
| Overseas | 157.9 | 174.0 | 10.2 | 173.6 | 9.9 | 92.0 | 11.5 | 90.2 | 9.4 |
| Other Input/Output Systems ............... | 45.0 | 65.0 | 44.4 | 64.9 | 44.3 | 29.0 | 45.8 | 28.4 | 43.0 |
| Domestic | 14.9 | 11.0 | -26.5 | 11.0 | -26.5 | 5.0 | -32.3 | 5.0 | -32.3 |
| Overseas | 30.0 | 54.0 | 79.7 | 53.9 | 79.6 | 24.0 | 91.9 | 23.4 | 87.5 |
| Total Networking input/output systems | 344.2 | 408.0 | 18.5 | 407.6 | 18.4 | 199.9 | 18.8 | 197.5 | 17.4 |
| Domestic ................................ | 156.2 | 180.0 | 15.2 | 180.0 | 15.2 | 83.9 | 14.5 | 83.9 | 14.5 |
| Overseas ................................ | 188.0 | 228.0 | 21.3 | 227.6 | 21.1 | 116.0 | 22.1 | 113.6 | 19.6 |
| Network system solutions.................. | 206.9 | 216.5 | 4.6 | 216.4 | 4.6 | 105.2 | 2.2 | 105.1 | 2.2 |
| Domestic | 204.6 | 214.0 | 4.6 | 214.0 | 4.6 | 104.0 | 2.0 | 104.0 | 2.0 |
| Overseas ................................ | 2.3 | 2.5 | 7.3 | 2.4 | 6.8 | 1.2 | 26.8 | 1.1 | 23.7 |
| <Office Equipment Total> ................ | 1,485.3 | 1,563.0 | 5.2 | 1,561.1 | 5.1 | 769.8 | 5.5 | 760.9 | 4.3 |
| Domestic | 753.0 | 773.0 | 2.6 | 773.0 | 2.6 | 383.8 | 1.2 | 383.8 | 1.2 |
| Overseas ................................ | 732.3 | 790.0 | 7.9 | 788.1 | 7.6 | 386.0 | 10.2 | 377.1 | 7.7 |
| < Other Businesses > ........................ | 186.9 | 210.0 | 12.3 | 209.9 | 12.3 | 105.2 | 16.2 | 104.7 | 15.8 |
| Domestic | 149.6 | 172.0 | 15.0 | 172.0 | 15.0 | 87.2 | 18.9 | 87.2 | 18.9 |
| Overseas ................................ | 37.3 | 38.0 | 1.7 | 37.9 | 1.6 | 18.0 | 4.7 | 17.5 | 2.3 |
| Grand Total ................................ | 1,672.3 | 1,773.0 | 6.0 | 1,771.1 | 5.9 | 875.0 | 6.7 | 865.7 | 5.6 |
| Domestic ................................ | 902.6 | 945.0 | 4.7 | 945.0 | 4.7 | 471.0 | 4.0 | 471.0 | 4.0 |
| Overseas ................................ | 769.6 | 828.0 | 7.6 | 826.1 | 7.3 | 404.0 | 10.0 | 394.7 | 7.4 |
| The Americas ...................... | 341.7 | 362.0 | 5.9 | 362.5 | 6.1 | 178.5 | 9.7 | 174.5 | 7.3 |
| Europe............................... | 311,3 | 333.0 | 7.0 | 330.9 | 6.3 | 161.5 | 9.0 | 157.2 | 6.1 |
| Other ................................. | 116.6 | 133.0 | 14.0 | 132.7 | 13.8 | 64.0 | 13.2 | 63.0 | 11.4 |

*...Excluding foreign exchange impact
Each category includes the following products:
Digital Imaging Systems.. $\qquad$ Digital PPCs, color PPCs, digital duplicators, facsimile machines, related supplies and services Other Imaging Systems............................. Analog PPCs, diazo copiers, and related supplies including thermal paper, and services
Printing Systems. Multifunctional printers (MFPs), laser printers, related supplies, services and software
Other Input/Output Systems Optical discs, systems and scanners
Network System Solutions
Personal computers, PC servers, network systems, network related software, and service/support
Other Businesses Digital cameras, analog cameras, semiconductors

Reference:
Exchange rate

|  | Half year ended | Year ended | Half year ended | Year ended |
| :---: | :---: | :---: | :---: | :---: |
|  | Sept. 30, '01 | Mar. 31, '02 | Sept. 30, 02 | Mar. 31, '03 |
| US\$ 1... | $¥ 122.16$ | $¥ 125.10$ | $¥ 125.00$ | $¥ 125.00$ |
| EURO 1................... | ¥ 107.79 | ¥ 110.60 | $¥ 110.00$ | ¥ 110.00 |

## 2. Nonconsolidated Performance Forecast

| (1) Forecast of Performance Outline (Nonconsolidated) |  |  |  | (billions of yen) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Year ended <br> March 31, '02 | $\begin{gathered} \text { Year ended } \\ \text { March 31, '03 } \\ \text { (Forecast) } \end{gathered}$ | Change (\%) | Half year ended September 30 '02 (Forecast) | Change (\%) |
| Net sales | 860.1 | 875.0 | 1.7 | 423.0 | -0.4 |
| Gross profit | 266.3 | 270.4 | 1.5 | 131.1 | -0.3 |
| Operating income | 69.9 | 70.0 | 0.1 | 30.5 | -6.4 |
| Income before income taxes .................. | 67.6 | 69.0 | 1.9 | 30.0 | -7.3 |
| Net income .......................................... | 40.0 | 40.5 | 1.0 | 17.5 | -7.3 |
| Net income per share (yen)...................... | 57.43 | 55.70 | -1.73 | 24.07 | -3.17 |
| Capital expenditure | 18.6 | 26.0 | +7.4 | 14.5 | +3.4 |
| Depreciation for tangible fixed assets ...... | 22.0 | 22.5 | +0.5 | 10.0 | -0.7 |
| R\&D expenditure ................................. | 77.6 | 80.0 | +2.4 | 38.0 | +0.9 |
| Interest income (expenses) net ................ | 7.7 | 4.6 | -3.2 | 3.0 | -2.0 |
| Exchange rate (Yen/US\$)........................ | 125.03 | 125.00 | -0.03 | 125.00 | +2.75 |
| Exchange rate (Yen/EURO) .................... | 110.68 | 110.00 | -0.68 | 110.00 | +2.26 |

Reference:
Exchange rate

|  | Half year ended | Year ended | Half year ended | Year ended |
| :---: | :---: | :---: | :---: | :---: |
|  | Sept. 30, '01 | Mar. 31, '02 | Sept. 30, ${ }^{\prime} 02$ | Mar. 31, '03 |
| US\$ 1.. | $¥ 122.25$ | $\geq 125.03$ | $¥ 125.00$ | $\geq 125.00$ |
| EURO 1................ | ¥ 107.74 | ¥ 110.68 | ¥ 110.00 | ¥ 110.00 |


|  | Year ended <br> Mar. 31, 2002 | Year ended March 31, 2003 |  |  |  | Half year ended September 30, 2002 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Forecast | Change <br> (\%) | Forecast (*) | Change <br> (\%) | Forecast | Change | Forecast (*) | (*) Change <br> (\%) |
| Imaging Solutions: |  |  |  |  |  |  |  |  |  |
| Digital Imaging Systems ............... | 418.7 | 402.3 | -3.9 | 406.6 | -2.9 | 202.0 | -6.3 | 202.4 | -6.1 |
| Domestic | 181.7 | 178.8 | -1.6 | 178.8 | -1.6 | 92.0 | -5.6 | 92.0 | -5.6 |
| Export | 237.0 | 223.5 | -5.7 | 227.8 | -3.9 | 110.0 | -6.8 | 110.4 | -6.5 |
| Other Imaging Systems | 100.2 | 81.0 | -19.2 | 81.4 | -18.7 | 42.0 | -19.1 | 42.0 | -19.1 |
| Domestic | 80.4 | 66.0 | -17.9 | 66.0 | -17.9 | 34.0 | -18.5 | 34.0 | -18.5 |
| Export | 19.8 | 15.0 | -24.3 | 15.4 | -22.1 | 8.0 | -21.6 | 8.0 | -21.4 |
| Total Imaging Solutions. | 518.9 | 483.3 | -6.9 | 488.0 | -6.0 | 244.0 | -8.8 | 244.4 | -8.6 |
| Domestic | 262.1 | 244.8 | -6.6 | 244.8 | -6.6 | 126.0 | -9.5 | 126.0 | -9.5 |
| Export | 256.8 | 238.5 | -7.2 | 243.2 | -5.3 | 118.0 | -8.0 | 118.4 | -7.7 |
| Networking input/output systems: |  |  |  |  |  |  |  |  |  |
| Printing Systems .................... | 146.8 | 177.4 | 20.8 | 178.4 | 21.5 | 81.1 | 28.0 | 81.2 | 28.1 |
| Export | 103.1 | 127.1 | 23.3 | 127.1 | 23.3 | 58.1 | 28.6 | 58.1 | 28.6 |
| Overseas | 43.7 | 50.3 | 15.1 | 51.3 | 17.4 | 23.0 | 26.5 | 23.1 | 27.0 |
| Other Input/Output Systems ... | 41.8 | 60.3 | 44.1 | 60.5 | 44.4 | 27.2 | 48.5 | 26.8 | 46.3 |
| Domestic | 15.5 | 11.0 | -29.3 | 11.0 | -29.3 | 5.0 | -36.7 | 5.0 | -36.7 |
| Export ................................ | 26.2 | 49.3 | 87.5 | 49.5 | 88.1 | 22.2 | 113.0 | 21.8 | 109.2 |
| Total Networking input/output systems | 188.6 | 237.7 | 26.0 | 238.9 | 26.6 | 108.3 | 32.6 | 108.0 | 32.2 |
| Domestic | 118.6 | 138.1 | 16.4 | 138.1 | 16.4 | 63.1 | 18.9 | 63.1 | 18.9 |
| Export ................................ | 70.0 | 99.6 | 42.3 | 100.8 | 43.9 | 45.2 | 58.0 | 44.9 | 56.9 |
| Network system solutions.................. | 100.3 | 102.2 | 2.0 | 102.3 | 2.0 | 48.1 | -3.7 | 48.1 | -3.7 |
| Domestic | 99.8 | 102.0 | 2.1 | 102.0 | 2.1 | 48.0 | -3.8 | 48.0 | -3.8 |
| Export ................................ | 0.4 | 0.2 | -36.7 | 0.3 | -34.5 | 0.1 | 106.9 | 0.1 | 106.9 |
| <Office Equipment Total> ................ | 808.0 | 823.3 | 1.9 | 829.1 | 2.6 | 400.4 | 0.3 | 400.5 | 0.4 |
| Domestic | 480.6 | 484.9 | 0.9 | 484.9 | 0.9 | 237.1 | -2.1 | 237.1 | -2.1 |
| Export ................................ | 327.3 | 338.4 | 3.4 | 344.2 | 5.2 | 163.3 | 4.1 | 163.4 | 4.2 |
| < Other Businesses > | 52.1 | 51.7 | -0.9 | 51.7 | -0.8 | 22.6 | -11.9 | 22.5 | -12.4 |
| Domestic | 37.2 | 35.1 | -5.9 | 35.1 | -5.9 | 15.4 | -20.4 | 15.4 | -20.4 |
| Export ................................ | 14.8 | 16.6 | 11.8 | 16.6 | 12.0 | 7.2 | 14.4 | 7.1 | 12.5 |
| Grand Total | 860.1 | 875.0 | 1.7 | 880.9 | 2.4 | 423.0 | -0.4 | 423.0 | -0.4 |
| Domestic | 517.9 | 520.0 | 0.4 | 520.0 | 0.4 | 252.5 | -3.4 | 252.5 | -3.4 |
| Export ................................ | 342.1 | 355.0 | 3.7 | 360.9 | 5.5 | 170.5 | 4.5 | 170.5 | 4.5 |
| The Americas ...................... | 142.6 | 129.3 | -9.3 | 131.1 | -8.1 | 64.5 | -4.1 | 65.0 | -3.4 |
| Europe............................... | 138.2 | 125.9 | -8.9 | 129.4 | -6.4 | 60.5 | -8.4 | 60.1 | -9.0 |
| Other | 61.3 | 99.8 | 62.7 | 100.4 | 63.6 | 45.5 | 52.5 | 45.4 | 52.2 |

*...Excluding foreign exchange impact

Each category includes the following products:
Digital Imaging Systems. $\qquad$ Digital PPCs, color PPCs, digital duplicators, facsimile machines, related supplies and services Other Imaging Systems............................. Analog PPCs, diazo copiers, and related supplies including thermal paper, and services
Printing Systems. Multifunctional printers (MFPs), laser printers, related supplies, services and software
Other Input/Output Systems Optical discs, systems and scanners
Network System Solutions..
Personal computers, PC servers, network systems, network related software, and service/support
Other Businesses Digital cameras, analog cameras, semiconductors

Reference:
Exchange rate

|  | Half year ended | Year ended | Half year ended | Year ended |
| :---: | :---: | :---: | :---: | :---: |
|  | Sept. 30, ${ }^{0} 01$ | Mar. 31, '02 | Sept. 30, ${ }^{0} 2$ | Mar. 31, '03 |
| US\$ 1. | $¥ 122.25$ | ¥ 125.03 | $¥ 125.00$ | $¥ 125.00$ |
| EURO 1 | $¥ 107.74$ | ¥ 110.68 | $¥ 110.00$ | ¥ 110.00 |

## 3. 1st Quarter Performance Forecast (Consolidated)

Three months ended June 30, 2002 and 2001
(Billions of yen)

|  | Three months ended June 30, 2001 | Three months ended June 30, 2002 (Forecast) | Change |
| :---: | :---: | :---: | :---: |
| Domestic sales ..................................................... | 228.7 | 235.0 | +6.2 |
| Overseas sales.. | 183.2 | 200.0 | +16.7 |
| Net sales. | 411.9 | 435.0 | +23.0 |
| Gross profit | 174.0 | 184.0 | +9.9 |
| Operating income ..................................................... | 31.6 | 32.5 | +0.8 |
| Income before income taxes ........................................ | 27.1 | 28.5 | +1.3 |
| Net income ............................................................... | 14.8 | 16.0 | +1.1 |

Exchange rate
US\$1 $=¥ 125$ ( $¥ 122.60$ in previous fiscal year)
EURO1 $=¥ 110$ ( $¥ 107.25$ in previous fiscal year)

## 4. Calculation Information Where the Equity Method Is Applied to Ricoh's Leasing <br> Subsidiary

The statements of income and the balance sheets below reflect the application of the equity method where Ricoh Leasing Company, Ltd., is excluded from the consolidated accounts.

| Statements of Income (Year ended March 31, 2002) |  | (Billions of yen) |
| :---: | :---: | :---: |
|  | Consolidated | Equity Method |
| Net sales. | 1,672.3 | 1,563.6 |
| Gross profit | 699.9 | 687.9 |
| Operating income | 129.6 | 120.3 |
| Income before income taxes.. | 113.9 | 105.6 |
| Net income ................................................................................... | 61.6 | 61.6 |


| Balance Sheets (March 31, 2002) |  |  |  | (Billions of yen) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Consolidated | Equity Method |  | Consolidated | Equity Method |
| Current assets <br> Fixed assets | $\begin{aligned} & 863.7 \\ & 969.2 \end{aligned}$ | $\begin{array}{r} 1,013.6 \\ 563.8 \end{array}$ | Short-term borrowings | 228.4 | 133.3 |
|  |  |  | Other current liabilities | 437.3 | 496.3 |
|  |  |  | Current liabilities | 665.7 | 629.6 |
|  |  |  | Long-term indebtedness | 332.9 | 137.6 |
|  |  |  | Other fixed liabilities | 150.3 | 149.5 |
|  |  |  | Fixed liabilities | 483.2 | 287.1 |
|  |  |  | Minority interest | 51.0 | 27.7 |
|  |  |  | Shareholders' investment | 633.0 | 633.0 |
| Assets | 1,832.9 | 1,577.4 | Liabilities and shareholders' investment | 1,832.9 | 1,577.4 |

Key Financial Ratios (Year ended March 31, 2002)

|  | Consolidated | Change from previous period | Equity Method | Change from previous period |
| :---: | :---: | :---: | :---: | :---: |
| Return on assets. | 6.4\% | +0.4\% point | 6.9\% | +0.4\% point |
| Return on equity. | 10.4\% | +0.7\% point | 10.4\% | +0.7\% point |
| Equity ratio. | 34.5\% | +1.8\% points | 40.1\% | $+2.3 \%$ points |
| Debt/Total assets. | 30.6\% | -1.0\% point | 17.2\% | +0.5\% point |
| Debt/Equity. | 88.7\% | $-8.1 \%$ points | 42.8\% | -1.5\% points |
| Total assets turnover.......................................... | 0.95 | - | 1.03 | - |


[^0]:    * The Company bases the estimates above on information currently available to management, which involves risks and uncertainties that would cause actual results to differ materially from those projected.

[^1]:    * Ricoh bases the estimates above on information currently available to management, which involves risks and uncertainties that would cause actual results to differ materially from those projected.

