<Note>

This document is prepared for reference purposes for investors. It represents the essence of a presentation of consolidated results for FY2012/03. It is not a verbatim record.

P2 FY2012/03 results overview

- Our full-year's operating income recorded a loss of 18 billion yen. Our net income also recorded a loss of 44.5 billion yen. Our full-year's figures are actually slightly better than we anticipated in our 3rd Quarter forecast.
- While there were many events that affected our profit last year, including the impact came from our restructuring efforts, other factors include the Great East Japan Earthquake, the Thai flood, and also the impairment loss by a consolidated subsidiary we have acquired. All these events negatively affected our operating income, but had these not occurred, the 18 billion yen loss could have been a profit of 55 billion yen. The appreciation of the yen also affected our profit by approximately 15 billion yen. If we add this number back in, we could have marked a some growth in both our sales and profit.
- There were many downside factors including the earthquake and sovereign issues in Europe. On the other hand, we did well overall in emerging markets. When we exclude the forex impact, we were able to mark a 1.2% increase in sales.
- Measures such as launching new products, expanding our service business, start-ups of new businesses, and our restructuring efforts are included in our Medium Term Plan, and they have all made progress so far as planned.
- When we look ahead to FY2013/03, our structural reforms will start to pay off, and we will not have to anticipate extraordinary factors that happened during the previous Fiscal 2012 March period. We thus expect a V-shaped recovery, marking 70 billion yen operating income in FY2013/03. Nevertheless, looking at our business environment, there still are many uncertainties ahead in the Japanese market as well as in Europe and the Americas. With such global factors, we do not hold an optimistic view with regards to our sales, so we will maintain a conservative view.
- As I mentioned back when we announced our 3rd Quarter results, our year-end dividend for FY2012/03 will be 8.5 yen. The full-year's dividend would thus be 25 yen per share. While we say we expect a V-shaped recovery for FY2013/03, we would like to keep our annual dividend at 25 yen per share for now. However, we would like to review how we are doing around the timing of our interim results, and if we have enough reasons to feel we are indeed making a skyrocket recovery, we then might be able to consider increasing our dividend.

P3 Extraordinary factors of FY2012/03 results

〈Impact of a newly consolidated company〉

PENTAX was in our group for just 6 months last year, and so it could only contribute 15 billion yen in sales, with a break-even operating income.

〈Impact from the Thai flood〉

Our Thai production site was no direct impact of the flood for us, but we nevertheless faced supply issues due to the shortage of parts from our suppliers. That caused production delays for some of our products. That issue actually lingered on for quite some time. We had been able to almost fully resolve the issue by March, but there wasn't much time left from then until the end of the fiscal year. This issue left us with a very unfortunate result of extra backorders and inventories. The Thai flood alone pulled down sales by 7.7 billion yen and operating income by 3.8 billion yen.

〈Impact of restructuring charges〉

Our restructuring efforts caused a 21 billion yen net negative impact on our operating income. The actual expense we paid was 34.1 billion yen in net, which was spent mostly during the first half. This means that the benefit we were able to gain from the effort was limited to around half of what we spent, coming to 13.1 billion yen. But then, one factor behind that has to do with how we decided to implement some measures earlier, and so there was some advance investment that increased our spending.

〈Impairment losses for goodwill and long-lived asset〉

As for our impairment losses for goodwill and long-lived assets, I recall I mentioned back in our Q3 results that we will be booking in 36.9 billion yen. After making some adjustments, the final number will be a little over 37 billion yen. While that's our current view, we still have to wait for third-party impairment tests before finalizing this figure. In our breakdown we assume there are 27.5 billion yen in goodwill and 9.5 billion yen from long-lived assets. As this is only an accounting issue, there will be no impact on our cash.

〈Impairment losses for available-for-sales investment securities〉

Impairment losses for available-for-sales investment securities affected our pre-tax profit. We booked in this as non-operating loss of 5 billion yen.
(It is the same as last time.)

〈Recalculated deferred tax assets and liabilities due to the tax rate change 〉

Our deferred tax assets decreased. We recalculated our deferred tax assets in accordance to the revised corporate tax rate. As a result, we found that our deferred tax asset would decrease by 7.2 billion yen, and so that increased our income tax-deferred, affecting our P&L.（It is the same as the last time.）

<Changing the fiscal year-ends of our subsidiaries>

Changing the fiscal year-ends of our subsidiaries means that we no longer have subsidiaries that close on December 31.

P4 FY2012/03 income statement

- Our total sales was 1 trillion 903.4 million yen, which was a decline of 2%. However, Forex also needs to be considered. Had it been without the Forex impact, net sales would have grown by 1.2%.
- Had it not been for the impact of the earthquake, the Thai flood, long-lived assets and so forth, we would have expected to achieve an operating income of 55 billion yen.
- Compared to what we announced in our Q3 results, I believe we have been able attain some result in both sales and profit. We are absolutely starting to see benefits from our restructuring efforts, so we do sense quite a recovery when we just look at our 4th Quarter performance. In other words, we are starting to see the effect of our measures implemented in our profitability. We used to execute a simple cost reduction effort, but we're now focusing more on restructuring our processes. We're even starting to gain confidence that we'd be able to enjoy better profitability by such process reforms.

P5 FY2012/03 operating income y-o-y comparison

Analysis of factors that brought our operating income from 58 billion yen to minus 18 billion yen

＜Increase in sales＞

Products such as color MFPs, PP – Production printing, MDS – Managed Document Service and IT service, plus a wider range of services and so forth all contributed in boosting sales in the non-hardware area. That's what enabled a 13.6 billion yen in sales.

＜Reduction in production costs＞

There was a slight increase in the price of components due to the earthquake and flood. That's why we only were able to achieve 3.6 billion instead of our forecast of 5 billion.

＜R&D＞

New products caused R&D to increase slightly by 8.4 billion yen y-o-y, which was 4 billion yen higher than our forecast.

＜Other factors＞

Other factors include a plus 3.3 billion yen in expenses. In other words, we were able to spend less here.

＜Forex, net＞

There's also a negative impact of 14.9 billion yen due to Forex. There was a 36.5 billion yen negative impact coming from gross profit, and then a 21.5 billion yen positive impact through a relatively smaller SG&A.

＜Net restructuring charge＞

The net restructuring charge of minus 21 billion yen mostly came in our first half of that year. We have executed programs such as a voluntary early retirement program in Japan, and that cost us 34.1 billion yen, with 13.1 billion benefits, totaling a minus 21 billion yen in net.

＜Earthquake and flood impact＞

The earthquake and flood impact pulled operating income down by 15 billion yen. That's a 11.2 billion yen impact from the earthquake and a 3.8 billion from the flood. This is where we had been saying we'd need 17.5 billion yen in total. It seems like that amount was a bit conservative, and in the end we had a 2.5 billion yen contribution from this.

＜Impairment＞

Impairment loss was 37 billion yen.

P6 FY2012/3 results supplement

＜Operating income＞

The actual results with restructuring charges in the 2nd Quarter and impairment cost in the 3rd Quarter mean that we have already been able to achieve 18.9 billion yen in the 4th Quarter, because such factors no longer exist.

＜SG&A＞

Our SG&A were impacted by earthquakes and other extraordinary factors, and we have been able to reduce our general expenditures elsewhere.

P7 FY2012/03 sales by product category

- We have been able to mark recovery towards the 4th Quarter, especially with the Imaging & Solutions
- There were some large orders in Laser Printers.
- Production Printing was also making a steadfast growth especially around color cut sheet page printers.
- Network System Solutions is really nearing 200 billion yen now, and actually marked 198.9 billion yen. This is another area in which we have been marking a close to double-digit growth.
- Industrial products are where we always get a direct hit from the economy.
- Other business includes PENTAX and so marked a high growth in the 3rd and 4th Quarters.

P8 Imaging & Solutions

- The year-end operating income of the segment was 56.2 billion yen. Without the extraordinary factors, we could have marked a sizable profit of 138.1 billion yen here.
- The quarterly data shows how all impairment losses came in, affecting the 3rd Quarter. We have been able to mark a strong recovery in the 4th Quarter.
- Our business structure has been changing. PP and MDS now play a larger proportion.
- Our hardware performance has started to recover in the 4th Quarter, after hitting the bottom in Q3, it finally started to rise up. Non-hardware too follows this trend
- MFPs traditionally have slowed down in leading markets, but Production Printers and office printers are still steadily growing, even in these areas.

P9 Industrial Products / Other

Most of the figures are facing downwards.

＜Industrial Products＞

We do have restructuring charges affecting the numbers here, our year-end operating income for Industrial Products was minus 1.7 billion yen. 4th Quarter did make an improvement of 800 million yen.

＜Others＞

- Other business resulted in minus 6 billion yen operating income. The largest factor behind the loss is compact digital cameras of Ricoh. PENTAX was almost brake even in profit.

- There has been 1.5 billion yen of advance investment made during 2nd Quarter, and likewise, 1 billion yen in the 4th Quarter. We hope to work further on profitability improvement here.

P10 FY2012/03 sales by area

＜Japan＞

We have gradually been able to recover from the earthquake impact. We have been able to mark a strong recovery in this 4th Quarter.

＜the Americas＞

During the first half of FY2012/03 period, we experienced an economic downturn. But it was due more to internal faults that rose during the second half, namely supply shortage caused by the earthquake and Thai flood. We kept on underperforming compared to the year before.

＜Europe＞

We are making progress in negotiating a response to mainly governmental demands. Governments have limits in their budget, so it's not easy, but we're trying to offer solutions and propose ways to reduce TCOs, an infrastructure business. And so, even in Latin countries suffering sovereign issues, they will adopt good proposals. Unfortunately, we also dropped our share in this market, so this year, one issue we'd like to tackle is to regain the market share we lost. That's something we'd like to work on in the Americas as well.

＜Other markets＞

There's still a strong economic growth. Sales in Asia-Pacific markets are growing by 20 to 30%, while keeping over double-digit profitability. But the scale of sales is still much smaller compared to other markets. I am requesting that business in Asia-Pacific grow through selling upgraded models while generating profit.

P11 FY2012/03 geographic segment (1)

＜Japan＞

Restructuring charges pulled down 2nd Quarter OP, and impairment losses affected the 3rd Quarter results. But we were able to recover quite well in the 4th Quarter. In the 4th quarter, we got the feeling that BPR is progressing steadily.

＜Americas＞

The 4th Quarter result was, as a matter of fact, positive. This is a place where our restructuring efforts are starting to generate profit, and so, I want to make sure we mark a turnaround in this FY2013/03 period.

P12 FY2012/03 geographic segment (2)

＜Europe＞

We faced a rather tough situation in this market. But Europe didn't do too badly.

＜Others＞

There was a drop just in the 3rd Quarter due to impairment losses, but otherwise, it is making steady growth. In the March period, each market was able to strive amidst carrying backorders and so forth, and therefore, I am certain we can look forward to the outcomes from April onwards.

P13 17th MTP milestones

- We have to make absolutely sure we maintain top market share in our core business. But we actually lost some share. That's why we have launched various new models in these 12 months.

  A3 size color MFPs: 4 models

  A3 size brack&white MFPs: 5 models

  A4 size MFPs: 2 models
- We launched products for light production printing. We started selling from June 2011, but it's still gaining a high reputation, even today. We also established Ricoh Production Print Solutions last year in April. The entity has already been fully integrated, and is going through usual operation today.
- For emerging market, we are launching as many as 6 models for A4 size MFPs, and 8 models of A4 LPs. We also established Ricoh Vietnam sales company in November, and is making steady progress going forward.
- We are actually working on many new businesses. None of them are ready to contribute substantially to the profit yet, but we believe these efforts will be very beneficial in expanding our core business in the future. This is especially true with our projection systems, which have gained a high reputation ever since their launch. We have prepared a full-lineup here, including 2 ultra short focus projectors launched in November as well as 2 standard models and 2 high-end models in January. Our Unified Communication System enables users to hold TV conferences over the web. We expect this business to

start generating profit sooner or later.

- We have also tried creating a leaner organization through CRGP. We introduced a voluntary early retirement program in Japan. 2,340 people applied, which cost us 24.7 billion yen. This was all implemented during the FY2012/03 period. We hope to continue on our efforts to streamline the company, and within this Fiscal 2013 March period, I hope we'll be able to total the number of these applicants to the 10,000 I have already mentioned. We are going as planned so far.

P14 Balance Sheet as of March 31, 2012

<Assets>

- As for inventories, we have been able to reduce our inventory level by quite some extent from the end of December 2011. However, when you make a y-o-y comparison, you find that we carry more inventories now. The issue related to backorders.
- Even when you look at averaged cost of sales of inventories, you find that it now takes 2.03 months, although I expect this is just a temporarily high number. I believe we still should keep working on downsizing our inventories, and at the same time work on to possess a good scheme that enables smooth procurement, even in the event of emergency.
- Total assets increased by 33.7 billion yen y-o-y. We have kept the same level of total assets turnover as last year, 0.84, even in the light of various events that happened last year. I hope to bring this back again to the range of 1.0 again as much as possible.

P15 Balance Sheet as of March 31, 2012

<Liabilities and Equity>

At the end of FY2012/3, net debt increased to 583.1 billion yen. We decided to newly finance ourselves by measures that included redeeming 20 billion yen of corporate bonds. It worsened net D/E ratio from the end of FY2011/3. We hope to improve this situation through a better performance this year.

P16 FY2012/03 statement of cash flow

- Our free cash flow of FY2012/03 was cash out by 101.2 billion yen. We lost net income, and had the increase of inventory and business acquisition. All these events led to continuous cash-outs. However we have started to turn to cash-in from the 4th Quarter.

P18 FY2013/03 income statement forecast

- We forecast our sales for FY2013/3 as 1,920 billion yen. Our Forex assumption is 75 yen against the U.S. dollar and 105 yen for the Euro. We are going to stick to a rather conservative view. We at the moment are temporarily enjoying a weaker yen, however we think our exchange rate forecast here should be adequate. We mean to gain profit with this assumption.
- We don't expect net sales to grow much, and when making an apple-to-apple comparison excluding the Forex impact, we forecast our domestic sales to grow by 1.6%, overseas 4.8%, and globally, 3.4%.
- While we have increase in sales, we do not expect to have any extraordinary factors like restructuring charges. We forecast to achieve 70 billion yen in operating income this fiscal year. Likewise, we expect to achieve 62.5 billion yen of income before income taxes, and finally, 33 billion yen net income.
- Our restructuring efforts will continue this year. The restructuring charges this FY2013/3 is 25 billion yen. At the same time, we expect a benefit of 35 billion yen this year through our restructuring efforts. This means that we'll have net benefit of 10 billion yen in restructuring efforts this year.
- As for R&D expenses, we plan to keep almost the same level of last year, except for 2 billion yen less.
- In regards to CAPEX, we have decided to expand our toner plant in Tohoku region. First of all, we want to be of help to the recovery efforts in Tohoku. Capital expenditure will also be spent in launching new products.

P19 FY2013/03 operating income y-o-y comparison

- This is the step chart illustrating how the minus 18 billion yen operating income for FY2012/03 turns to 70 billion positive at the end of FY2013/03.
- Impairment will be the 37 billion yen positive impact because we no longer will have any impairment losses FY2013/3.
- No more impacts from the earthquake and Thai flood should give us positive turn by 10 billion yen.
- The restructuring charges net will be benefit of 44.1 billion yen.
- Sales will increase by 10 billion yen, adding up to our gross profit. We are being conservative in forecasting our sales growth.
- We have also increased upside effect in product cost reduction from 3.6 billion yen of previous year to 5.0 billion yen this year. We will take back the cost-up due to events like the Thai flood last fiscal year.
- These give 70 billion yen. We are aiming to achieve profit growth by 88 billion yen.

P20 FY2013/3 sales forecast

– Please see our sales forecast for FY2013/3 by product category and by area.

P21 Dividend and ROE

- We had actually been increasing our dividend payout up until FY2008/03, targeting a payout ratio of 30%. After the financial crisis in 2008, however, our payout ratio even turned to be an extraordinary 366%. In the end, we had to incur a loss last year, and proposed a decrease in our dividend.
- We are going through various structural reforms, and when we find the steadfast benefits, we will review our dividend.