

Consolidated Results for the year ended March 31, 2003

**May 1, 2003
Ricoh Company, Ltd.**

*** The Company bases the estimates in this presentation on information currently available to management, which involves risks and uncertainties that could cause actual results to differ materially from those projected.**

I. FY2002 Results

Overview of FY2002 Results

9th straight year of growth for net sales and 11th for net income

- Overseas sales expansion
- Sales expansion of high value-added products (MFP, color printer, etc)
- Efficiency of R&D and production

Sales of Printing Systems rise over ¥100 billion

- Strengthening of printing solutions
- Expansion of high speed machines and color products

Continuously strengthening of financial structure

- >Repurchase of shares

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FY2002 P/L : Comparison with FY2001

Net income widely increased 17.7% y-o-y

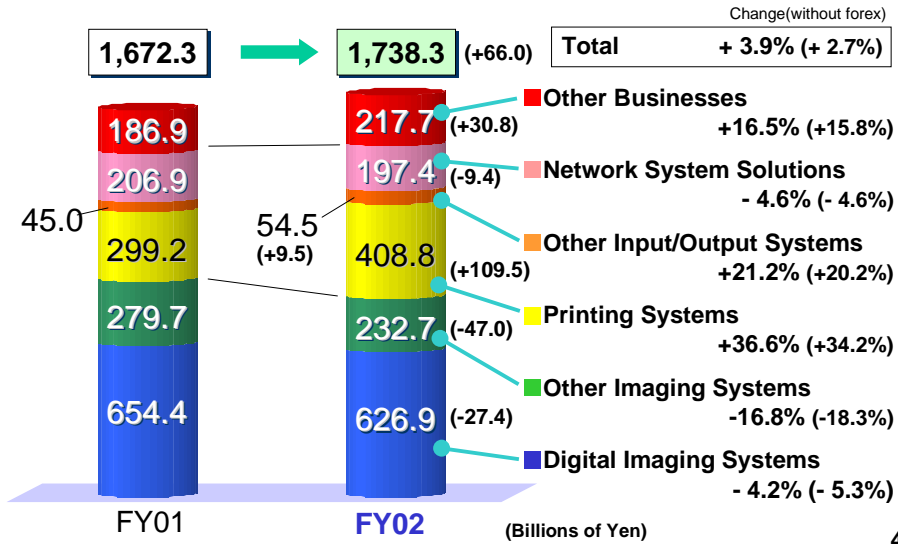
(Billions of Yen)

	FY01	Latest('03/2) Forecast	FY02 Results	Comparison with latest forecast	Comparison with last FY	
					Change	Change(%)
Net sales						
(Japan)	902.6	895.0	896.0	+1.0	-6.6	-0.7%
(Overseas)	769.6	843.0	842.3	-0.7	+72.6	+9.4%
Total	1,672.3	1,738.0	1,738.3	+0.3	+66.0	+3.9%
Gross profit	699.9	741.0	745.3	+4.3	+45.4	+6.5%
Percentage of net sales	41.9%	42.6%	42.9%	—	—	—
Operating income	129.6	138.0	133.6	-4.4	+3.9	+3.1%
Percentage of net sales	7.8%	7.9%	7.7%	—	—	—
Income before tax	113.9	125.1	123.4	-1.7	+9.5	+8.4%
Percentage of net sales	6.8%	7.2%	7.1%	—	—	—
Net income	61.6	73.2	72.5	-0.7	+10.8	+17.7%
Percentage of net sales	3.7%	4.2%	4.2%	—	—	—
Exchange rate						
US \$1	125.10	121.70	121.96	+0.26	-3.14	-2.5%
(Yen) Euro 1	110.60	120.37	121.00	+0.63	+10.40	+9.4%

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FY2002 Sales by Category

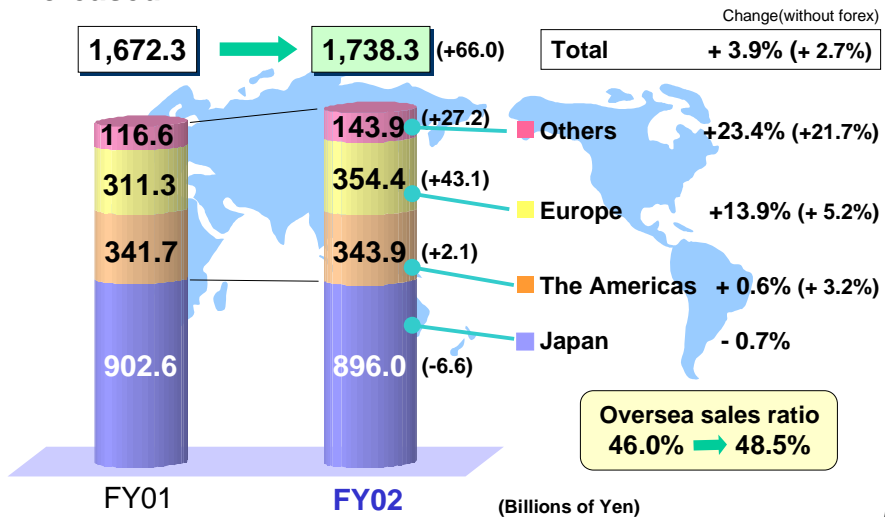
Printing Systems increased dramatically



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FY2002 Sales by Geographic Area

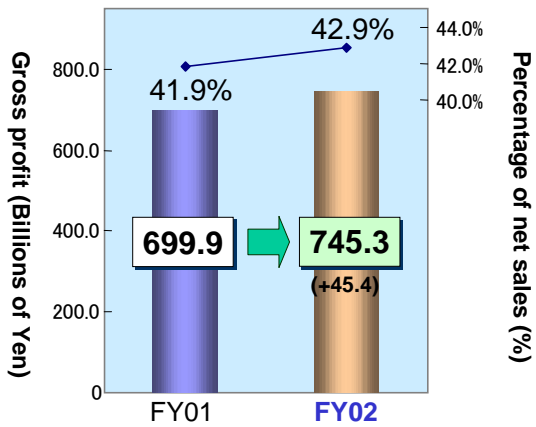
Japan decreased due to recession but the other areas increased



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FY2002 Gross Profit

Total structural reform continuously increases gross profit ratio



- Changes

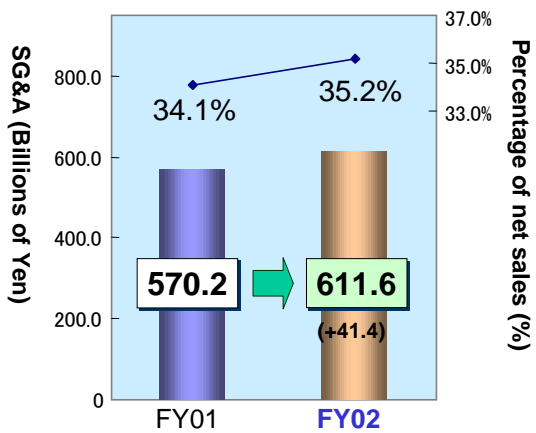
	(Billions of Yen)
Sales	+ 19.1
Forex	+ 7.9
Cost down, etc	+ 26.5
Ricoh Elemex *	- 8.1
total	+ 45.4

* Expenditure to cover defects on some metering equipment

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FY2002 SG&A

R&D and investment for infrastructure increased SG&A ratio



- Changes

	(Billions of Yen)
Forex	+ 4.2
R&D	+ 2.7
Pensions	+ 5.8
Social Insurance	+ 2.9
Others	+ 25.8
total	+ 41.4

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FY2002 Other (income) expenses

Other expenses decreased as forex loss decreased

(Billions of Yen)

	FY01	FY02	change
Interest and dividend income	4.7	3.7	-1.0
Interest expenses	8.2	6.8	-1.4
Other, net	12.2	7.1	-5.1
Other (income) expenses	-15.7	-10.1	+5.5

Details of Other, net

	FY01	FY02
Forex loss (gain)	5.8	0.6
Others	6.4	6.5

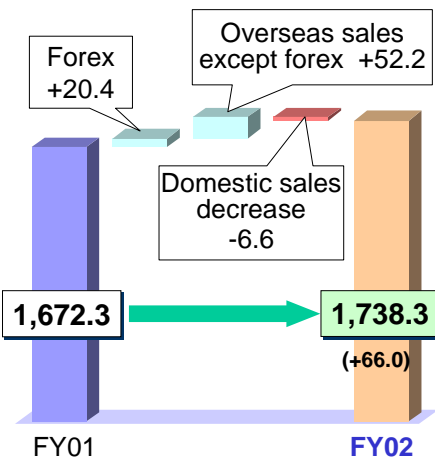
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Comparison with FY2001

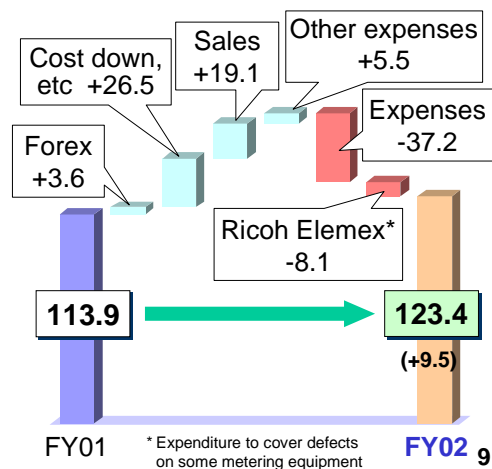
Profit increased with progress of business and profitability structure reform

Sales

(Billions of Yen)



Income before tax



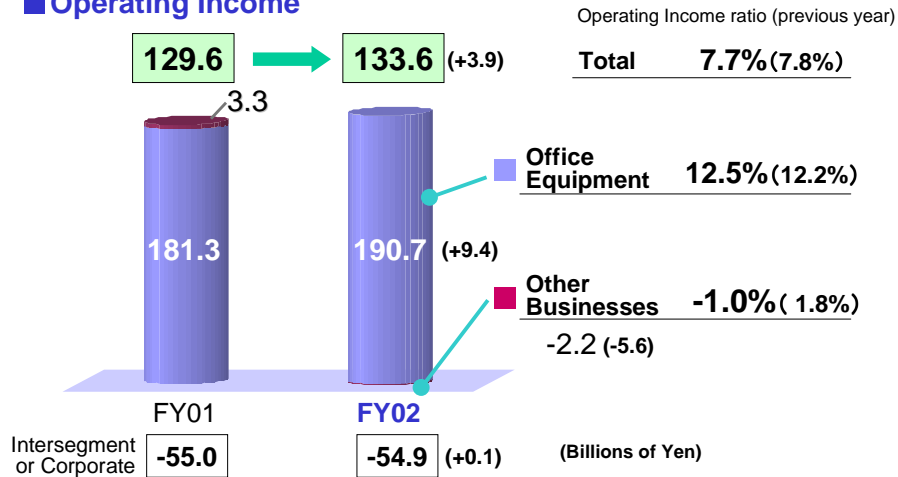
* Expenditure to cover defects on some metering equipment

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FY2002 Business Segment

Increase of value-added products and profitability structure reform increased margin of Office Equipment. Semiconductors grow in Others.

Operating Income

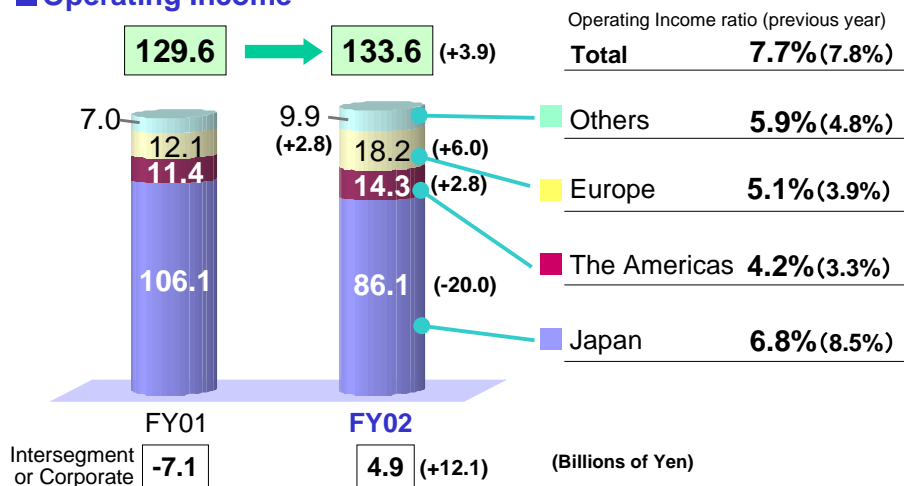


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FY2002 Geographic Segment

Japan decreased, but other areas increased.

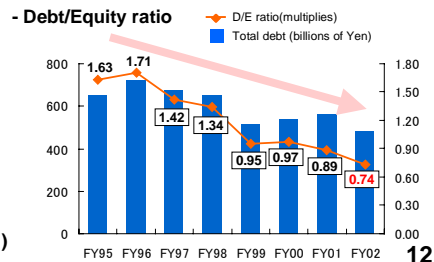
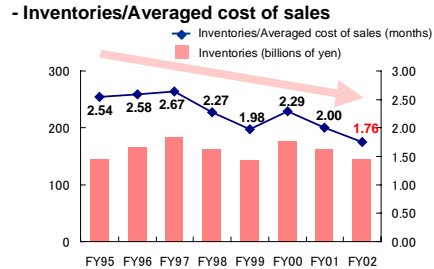
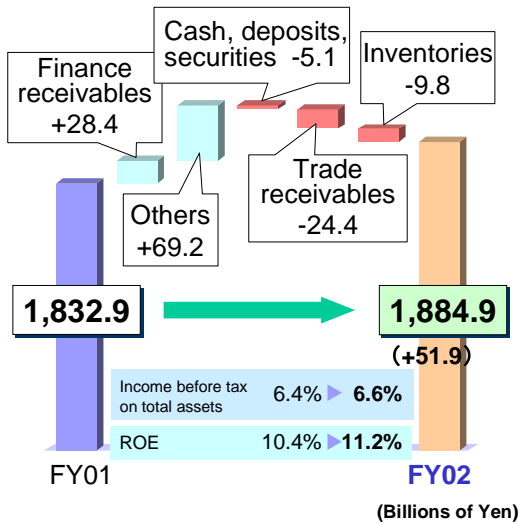
Operating Income



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FY2002 Balance Sheet

Steady decrease of inventories and debt



FY2002 Statement of Cash Flow

Expansion of free cash flow

	(Billions of Yen)	
	FY2001	FY2002
Net income	61.6	72.5
Depreciation and amortization	73.7	76.5
[Cash profit (net income + Depreciation and amortization)]	[135.3]	[149.0]
Other operating activities	-30.2	36.7
Net cash by operating activities	105.1	185.7
Plant and equipment	-74.4	-71.7
Other investing activities	-7.0	-26.4
Net cash by investing activities	-81.4	-98.1
[Free cash flow (operating net cash - investing net cash)]	[23.7]	[87.5]
Net cash by financing activities	36.2	-67.1
Effect of exchange rate	2.4	-1.3
Net increase in cash and equivalents	62.4	19.0
Cash and equivalents at end of period	170.1	189.2

II. FY2003 Forecast

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Conditions of FY2003 Forecast

Economic perspective

- Unclear world economic conditions (depression in US and Europe, Iraq war, SARS, etc)
- Japan: tough conditions continue

Operating perspective

- Colorization and cost consciousness continues

Strategy of Ricoh group

- Strengthening of color product lineup
- Expansion of high-speed products
- Reform of business and profitability structure

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FY2003 Performance Forecast

Targeting 10th straight year of growth for net sales and 12th for net income

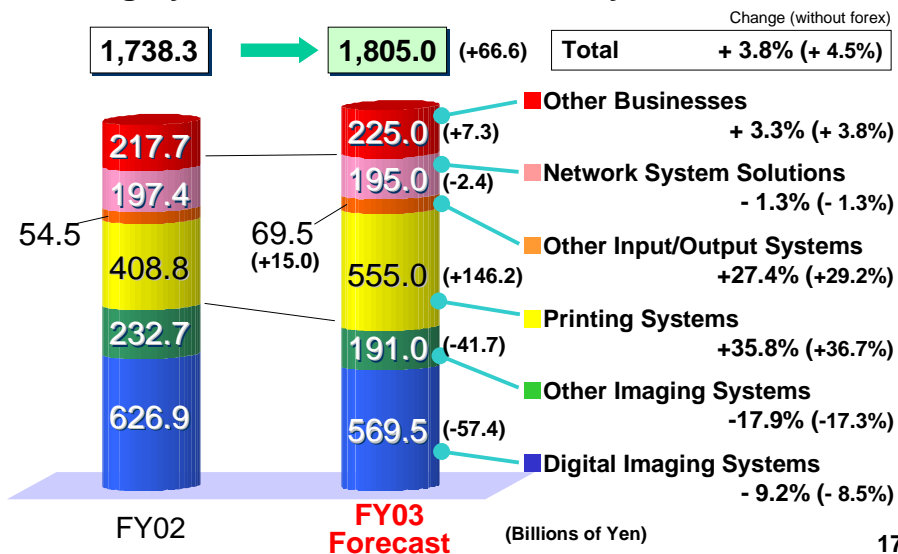
(Billions of Yen)

		FY02	FY03 Forecast	Comparison with last year	
				Change	Change(%)
Net sales	(Japan)	896.0	912.0	+16.0	+1.8%
	(Overseas)	842.3	893.0	+50.7	+6.0%
	Total	1,738.3	1,805.0	+66.6	+3.8%
Gross profit		745.3	786.0	+40.6	+5.5%
Percentage of net sales		42.9%	43.5%	-	-
Operating income		133.6	147.0	+13.3	+10.0%
Percentage of net sales		7.7%	8.1%	-	-
Income before tax		123.4	137.0	+13.5	+11.0%
Percentage of net sales		7.1%	7.6%	-	-
Net income		72.5	79.0	+6.4	+8.9%
Percentage of net sales		4.2%	4.4%	-	-
Exchange rate	US \$1	121.96	120.00	-1.96	-1.6%
	(Yen) Euro 1	121.00	120.00	-1.00	-0.8%

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FY2003 Sales by Category

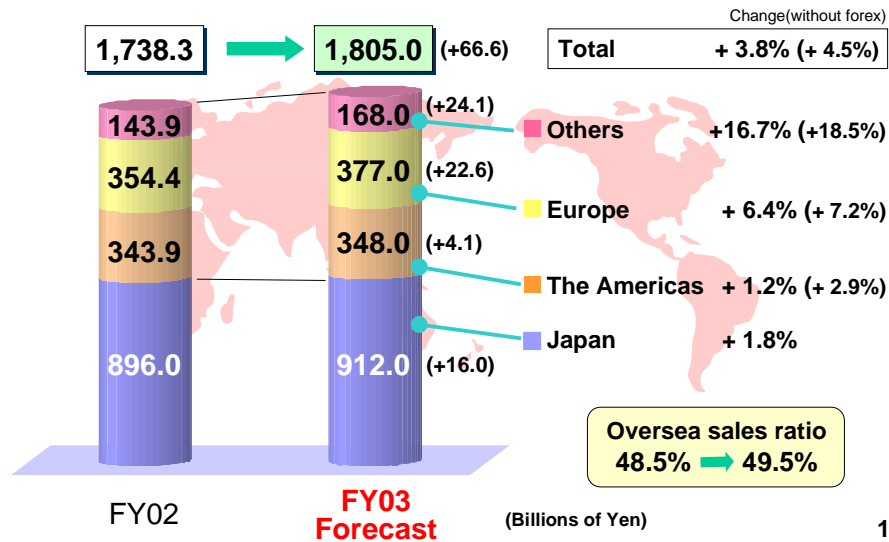
Printing Systems increase continuously



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FY2003 Sales by Geographic Area

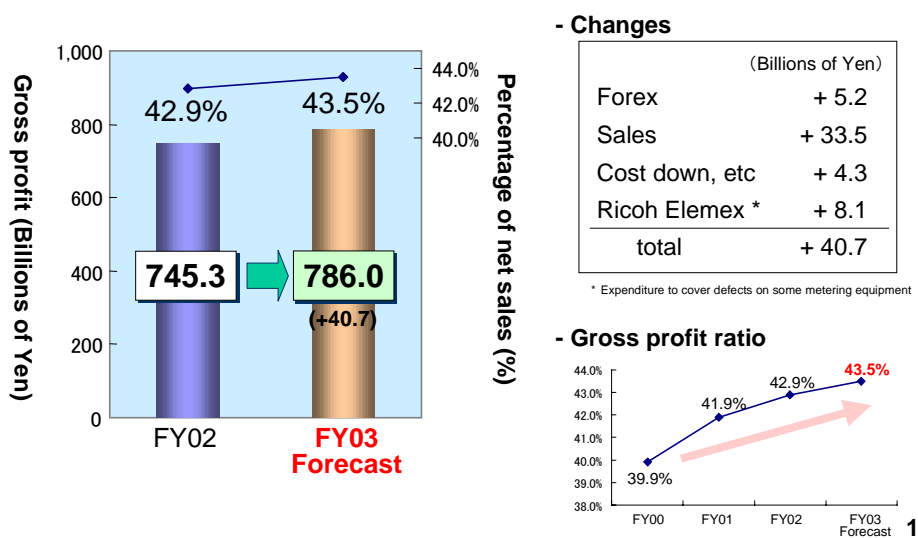
Europe and Others particularly strong



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FY2003 Gross Profit

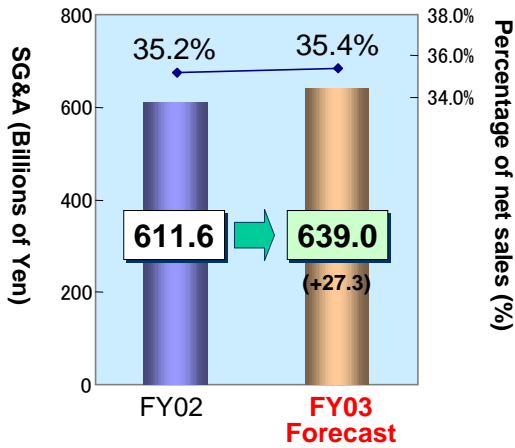
Steady increase of gross profit ratio



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FY2003 SG&A

¥10 billion increase of pension expenditure



- Changes

	(Billions of Yen)
Forex	- 2.0
R&D	+ 1.4
Pensions	+ 10.0
Others	+ 17.8
total	+ 27.3

- Pension discount rate & expected rate of return

	FY00	FY01	FY02	FY03 (Forecast)
Discount Rate *	3.0%	3.0%	3.0%	2.2%
Expected rate of return **	4.5%	4.5%	3.0%	1.5%

* Discount rate for principal pension funds
 ** Expected long-term rate of return on plan assets for principal pension funds

FY2003 Other (income) expenses

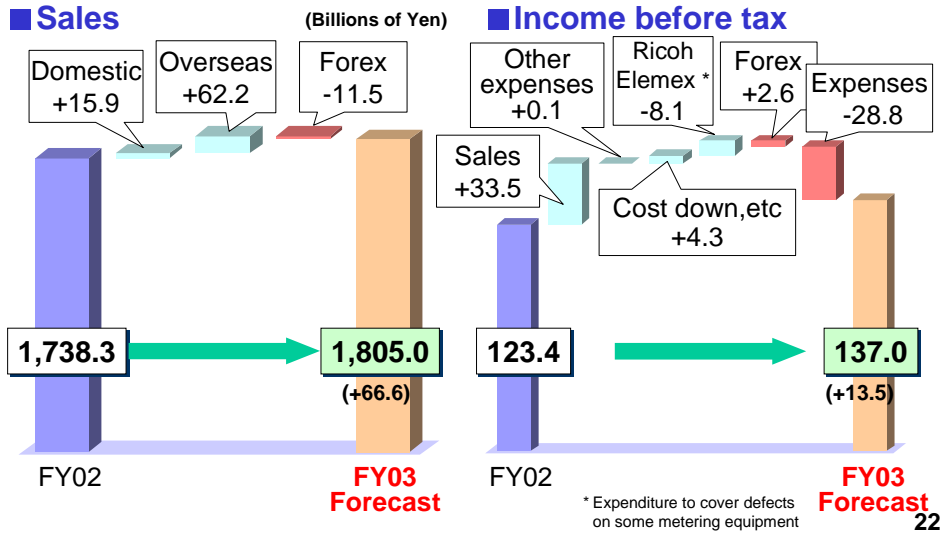
Same level as last year

	(Billions of Yen)		
	FY02	FY03	change
Interest and dividend income	3.7	4.0	+0.3
Interest expenses	6.8	7.0	+0.2
Other, net	7.1	7.0	-0.1
Other (income) expenses	-10.1	-10.0	+0.2

→ Details of Other, net: Forex loss, etc

Comparison with FY2002

Profit increased by overseas sales and cost down



FY2003 1Q Performance Forecast

(Billions of Yen)

	FY02 1Q	FY03 1Q Forecast	Comparison with last year	
			Change	Change(%)
Net sales				
(Japan)	224.8	228.5	+3.6	+1.6%
(Overseas)	203.4	213.5	+10.0	+5.0%
Total	428.2	442.0	+13.7	+3.2%
Gross profit	186.4	194.5	+8.0	+4.3%
Percentage of net sales	43.5%	44.0%	-	-
Operating income	35.9	37.0	+1.0	+3.0%
Percentage of net sales	8.4%	8.4%	-	-
Income before tax	32.2	34.5	+2.2	+6.9%
Percentage of net sales	7.5%	7.8%	-	-
Net income	19.5	20.0	+0.4	+2.5%
Percentage of net sales	4.6%	4.5%	-	-
Exchange rate				
US \$1	127.01	120.00	-7.01	-5.5%
(Yen)				
Euro 1	116.56	120.00	+3.44	+3.0%

FY2003 1H Performance Forecast

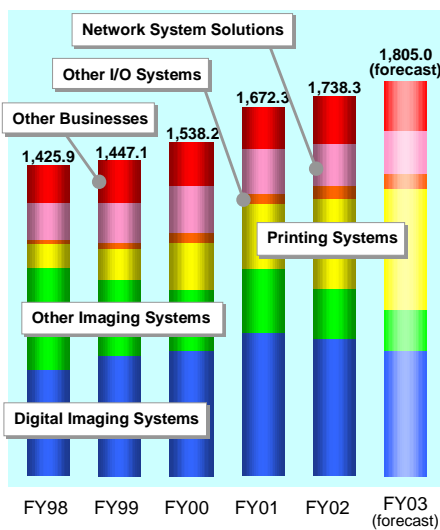
(Billions of Yen)

	FY02 1H	FY03 1H Forecast	Comparison with last year		
			Change	Change(%)	
Net sales	(Japan)	449.5	459.0	+9.4	+2.1%
	(Overseas)	407.2	436.0	+28.7	+7.1%
	Total	856.8	895.0	+38.1	+4.5%
Gross profit	360.6	385.5	+24.8	+6.9%	
Percentage of net sales	42.1%	43.1%	-	-	
Operating income	61.3	70.0	+8.6	+14.1%	
Percentage of net sales	7.2%	7.8%	-	-	
Income before tax	55.6	66.0	+10.3	+18.5%	
Percentage of net sales	6.5%	7.4%	-	-	
Net income	33.5	37.0	+3.4	+10.4%	
Percentage of net sales	3.9%	4.1%	-	-	
Exchange rate	US \$1	123.08	120.00	-3.08	-2.5%
	(Yen)	Euro 1	116.95	120.00	+3.05

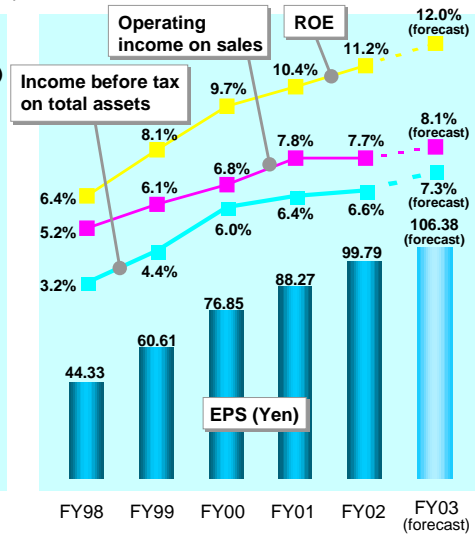
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<Appendix> Yearly Financial Indexes

■ Sales by Category (Billions of Yen)



■ Financial Indexes



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