

## Key Financial Figures(Consolidated)

April 28, 2015  
**RICOH COMPANY, LTD.**  
 (Billions of yen)

1. Operating Results	Mar.'12 (*1)	Mar.'13	Mar.'14	IFRS	IFRS
				Mar.'15	Mar.'16 (Forecast)
Sales	1,903.4	1,924.4	2,236.9	2,231.9	2,400.0
(change from the previous corresponding period)	-2.0%	1.1%	16.2%	1.7%	7.5%
Domestic sales	886.4	870.3	953.5	840.1	880.8
(change from the previous corresponding period)	1.2%	-1.8%	9.6%	-7.2%	4.8%
Overseas sales	1,017.0	1,054.1	1,283.3	1,391.8	1,519.2
(change from the previous corresponding period)	-4.5%	3.6%	21.7%	7.9%	9.2%
Overseas sales ratio	53.4%	54.8%	57.4%	62.4%	63.3%
Gross profit	752.6	768.6	894.3	906.9	973.0
(change from the previous corresponding period)	-4.6%	2.1%	16.4%	3.9%	7.3%
Percentage of sales	39.5%	39.9%	40.0%	40.6%	40.5%
Selling, general and administrative expenses	770.6	705.1	773.9	791.1	827.0
(change from the previous corresponding period)	5.4%	-8.5%	9.7%	5.1%	4.5%
Percentage of sales	40.4%	36.6%	34.6%	35.4%	34.5%
Operating profit	-18.0	63.4	120.3	115.7	140.0
(change from the previous corresponding period)	---	---	89.8%	-3.8%	20.9%
Percentage of sales	-0.9%	3.3%	5.4%	5.2%	5.8%
Profit before income tax expenses	-31.9	58.1	117.2	112.2	135.0
(change from the previous corresponding period)	---	---	101.5%	-4.9%	20.2%
Percentage of sales	-1.7%	3.0%	5.2%	5.0%	5.6%
Profit attributable to owners of the parent	-44.5	32.4	72.8	68.5	83.0
(change from the previous corresponding period)	---	---	124.3%	-5.8%	21.1%
Percentage of sales	-2.3%	1.7%	3.3%	3.1%	3.5%
Earnings per share attributable to owners of the parent-basic[yen]	-61.42	44.78	100.46	94.58	114.50
(change from the previous corresponding period)	---	---	124.3%	-5.8%	21.1%
Exchange rate [yen/US\$]	79.08	83.06	100.29	109.89	120.00
[yen/EURO]	109.05	107.08	134.47	138.85	125.00
2. Other ratios	Mar.'12 (*1)	Mar.'13	Mar.'14	Mar.'15	Mar.'16 (Forecast)
R&D Expenditure	119.0	112.0	116.2	118.7	128.0
R&D Expenditure / Sales	6.3%	5.8%	5.2%	5.3%	5.3%
Finance income	3.1	3.0	2.5	3.9	---
Finance costs	6.9	7.3	7.5	7.3	---
Financial income(expenses)net	-3.8	-4.3	-4.9	-3.4	---
Interest coverage ratio(※) [times]	-2.1	9.0	16.3	16.2	---
Depreciation for tangible fixed assets	64.9	60.4	72.5	70.9	74.0
Expenditure for plant and equipment	73.2	86.5	78.7	75.9	90.0
Free Cash Flow	-101.2	18.0	24.7	-40.9	---
Liquidity at hand	158.6	120.3	144.1	138.6	---
Liquidity at hand/Averaged sales [months]	1.00	0.75	0.77	0.75	---
Inventories	195.0	195.3	194.7	224.4	---
Inventories/Averaged cost of sales [months]	2.03	2.03	1.74	2.03	---
Debt	741.8	702.7	724.4	790.5	---
Debt on total assets	32.4%	29.8%	28.3%	29.0%	---
Total assets	2,289.3	2,360.6	2,556.9	2,730.2	---
Profit before income tax expenses on total assets	-1.4%	2.5%	4.8%	4.2%	---
Equity attributable to owners of the parent	822.7	897.9	1,017.9	1,084.1	---
Equity ratio	35.9%	38.0%	39.8%	39.7%	---
Return on equity	-5.1%	3.8%	7.6%	6.5%	---
Number of employees(Japan)(thousand of people)	38.5	37.4	36.8	36.3	---
Number of employees(Overseas)(thousand of people)	70.7	70.0	71.3	73.5	---
Number of employees (Total)(thousand of people)	109.2	107.4	108.1	109.9	---

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

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

★ We have started to adopt International Financial Reporting Standards (IFRS) for the consolidated financial statement from FY March 31, 2015, instead of U.S. GAAP.

## Key Financial Figures(Consolidated)

April 28, 2015  
**RICOH COMPANY, LTD.**  
 (Billions of yen)

3. Sales by Category	(Fiscal year ended)			IFRS	IFRS
	Mar.'12 (*1*2)	Mar.'13	Mar.'14	Mar.'15	Mar.'16 (Forecast)
Imaging & Solutions	1,671.1	1,685.3	<b>1,970.4</b>	<b>1,997.2</b>	<b>2,155.2</b>
(change from the previous corresponding period)		0.9%	<b>16.9%</b>	<b>1.6%</b>	<b>7.9%</b>
Percentage of sales	87.8%	87.6%	<b>88.1%</b>	<b>89.4%</b>	<b>89.8%</b>
Office Imaging	1,323.2	1,329.6	<b>1,477.4</b>	<b>1,509.7</b>	<b>1,585.1</b>
(change from the previous corresponding period)		0.5%	<b>11.1%</b>	<b>2.2%</b>	<b>5.0%</b>
Percentage of sales	69.5%	69.1%	<b>66.0%</b>	<b>67.6%</b>	<b>66.0%</b>
Production Printing	148.5	147.0	<b>185.0</b>	<b>191.9</b>	<b>221.4</b>
(change from the previous corresponding period)		-1.0%	<b>25.9%</b>	<b>6.6%</b>	<b>15.3%</b>
Percentage of sales	7.8%	7.6%	<b>8.3%</b>	<b>8.6%</b>	<b>9.2%</b>
Network System Solutions	199.2	208.7	<b>308.0</b>	<b>295.4</b>	<b>348.7</b>
(change from the previous corresponding period)		4.8%	<b>47.5%</b>	<b>-4.1%</b>	<b>18.0%</b>
Percentage of sales	10.5%	10.8%	<b>13.8%</b>	<b>13.2%</b>	<b>14.5%</b>
Industrial Products	98.0	93.0	<b>105.0</b>	<b>117.7</b>	<b>130.9</b>
(change from the previous corresponding period)		-5.1%	<b>12.8%</b>	<b>7.1%</b>	<b>11.2%</b>
Percentage of sales	5.2%	4.8%	<b>4.7%</b>	<b>5.3%</b>	<b>5.5%</b>
Other	134.3	146.0	<b>161.4</b>	<b>116.9</b>	<b>113.8</b>
(change from the previous corresponding period)		8.7%	<b>10.5%</b>	<b>-3.2%</b>	<b>-2.7%</b>
Percentage of sales	7.0%	7.7%	<b>7.2%</b>	<b>5.3%</b>	<b>4.7%</b>
<b>4. Sales by Geographic Area</b>					
	Mar.'12 (*1*3)	Mar.'13	Mar.'14	Mar.'15	Mar.'16 (Forecast)
Japan	886.4	870.3	<b>953.5</b>	<b>840.1</b>	<b>880.8</b>
(change from the previous corresponding period)		-1.8%	<b>9.6%</b>	<b>-7.2%</b>	<b>4.8%</b>
Percentage of sales	46.6%	45.2%	<b>42.6%</b>	<b>37.6%</b>	<b>36.7%</b>
Overseas	1,017.0	1,054.1	<b>1,283.3</b>	<b>1,391.8</b>	<b>1,519.2</b>
(change from the previous corresponding period)		3.6%	<b>21.7%</b>	<b>7.9%</b>	<b>9.2%</b>
Percentage of sales	53.4%	54.8%	<b>57.4%</b>	<b>62.4%</b>	<b>63.3%</b>
The Americas	468.7	496.6	<b>591.2</b>	<b>648.5</b>	<b>722.5</b>
(change from the previous corresponding period)		5.9%	<b>19.1%</b>	<b>10.1%</b>	<b>11.4%</b>
Percentage of sales	24.6%	25.8%	<b>26.4%</b>	<b>29.1%</b>	<b>30.1%</b>
Europe, Middle East and Africa	421.3	421.7	<b>519.4</b>	<b>532.3</b>	<b>542.2</b>
(change from the previous corresponding period)		0.1%	<b>23.2%</b>	<b>2.6%</b>	<b>1.8%</b>
Percentage of sales	22.1%	21.9%	<b>23.2%</b>	<b>23.9%</b>	<b>22.6%</b>
Other	126.9	135.7	<b>172.6</b>	<b>210.9</b>	<b>254.5</b>
(change from the previous corresponding period)		6.9%	<b>27.2%</b>	<b>15.7%</b>	<b>20.7%</b>
Percentage of sales	6.7%	7.1%	<b>7.7%</b>	<b>9.4%</b>	<b>10.6%</b>

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

\*2 Product Category and product lines included in Product Category was changed in this fiscal year.

Product Category in Imaging & Solutions was reclassified as Office Imaging, Production Printing and Network System Solutions in this fiscal year (Imaging Solutions and Network System Solutions as previous category). Certain products were reclassified into Network System Solutions and Industrial Products from Other in this fiscal year. The above reclassification was made to the prior year's figures.

\*3 Geographic area was changed in this fiscal year.

Middle East and Africa were reclassified from Other into Europe in this fiscal year. The reclassification was made to the prior year's

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# Key Financial Figures(Consolidated)

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**RICOH COMPANY, LTD.**  
 (Billions of yen)

1. Operating Results	(Three months ended)				IFRS			
	Jun.'13	Sep.'13	Dec.'13	Mar.'14	Jun.'14	Sep.'14	Dec.'14	Mar.'14
Sales	521.7	533.8	555.9	625.3	526.4	546.3	<b>557.0</b>	<b>602.1</b>
(change from the previous corresponding period)	13.6%	16.5%	18.4%	16.4%	2.3%	4.2%	<b>2.6%</b>	<b>-1.9%</b>
Domestic sales	217.7	226.0	228.5	281.2	205.4	209.4	<b>196.0</b>	<b>229.2</b>
(change from the previous corresponding period)	1.1%	5.0%	8.7%	22.6%	-0.4%	-2.5%	<b>-9.2%</b>	<b>-14.6%</b>
Overseas sales	303.9	307.8	327.4	344.1	321.0	336.8	<b>361.0</b>	<b>372.9</b>
(change from the previous corresponding period)	24.6%	26.8%	26.2%	11.8%	4.0%	8.8%	<b>10.4%</b>	<b>8.0%</b>
Overseas sales ratio	58.3%	57.7%	58.9%	55.0%	61.0%	61.7%	<b>64.8%</b>	<b>61.9%</b>
Gross profit	214.1	216.2	226.6	237.2	219.3	227.1	<b>232.7</b>	<b>227.7</b>
(change from the previous corresponding period)	12.8%	17.2%	19.9%	15.6%	3.8%	8.8%	<b>5.4%</b>	<b>-2.0%</b>
Percentage of sales	41.0%	40.5%	40.8%	37.9%	41.7%	41.6%	<b>41.8%</b>	<b>37.8%</b>
Selling, general and administrative expenses	195.0	189.4	194.2	195.1	192.1	198.4	<b>202.5</b>	<b>198.0</b>
(change from the previous corresponding period)	11.1%	10.5%	10.5%	7.1%	1.6%	10.8%	<b>4.3%</b>	<b>4.0%</b>
Percentage of sales	37.4%	35.5%	35.0%	31.2%	36.5%	36.3%	<b>36.4%</b>	<b>32.9%</b>
Operating profit	19.0	26.7	32.3	42.1	27.1	28.6	<b>30.2</b>	<b>29.6</b>
(change from the previous corresponding period)	33.5%	104.4%	147.0%	83.8%	22.2%	-3.4%	<b>14.2%</b>	<b>-29.2%</b>
Percentage of sales	3.7%	5.0%	5.8%	6.7%	5.2%	5.3%	<b>5.4%</b>	<b>4.9%</b>
Profit before income tax expenses	18.5	25.8	31.5	41.3	25.8	29.7	<b>29.2</b>	<b>27.4</b>
(change from the previous corresponding period)	51.0%	111.6%	167.4%	88.6%	24.1%	1.4%	<b>13.8%</b>	<b>-35.0%</b>
Percentage of sales	3.6%	4.8%	5.7%	6.6%	4.9%	5.5%	<b>5.3%</b>	<b>4.6%</b>
Profit attributable to owners of the parent	10.1	14.5	18.8	29.2	15.0	18.8	<b>18.3</b>	<b>16.2</b>
(change from the previous corresponding period)	55.4%	181.1%	237.3%	93.0%	28.8%	15.3%	<b>19.9%</b>	<b>-44.9%</b>
Percentage of sales	1.9%	2.7%	3.4%	4.7%	2.9%	3.4%	<b>3.3%</b>	<b>2.7%</b>
Earnings per share attributable to owners of the parent-basic[yen]	14.01	20.07	26.00	40.38	20.80	26.07	<b>25.34</b>	<b>22.36</b>
(change from the previous corresponding period)	55.3%	181.5%	237.2%	93.0%	28.9%	15.4%	<b>19.9%</b>	<b>-44.9%</b>
Exchange rate [yen/US\$]	98.79	99.01	100.46	102.94	102.15	103.95	<b>114.37</b>	<b>119.21</b>
[yen/EURO]	129.04	131.15	136.70	141.08	140.13	137.77	<b>142.87</b>	<b>134.56</b>
2. Other ratios	Jun.'13	Sep.'13	Dec.'13	Mar.'14	Jun.'14	Sep.'14	Dec.'14	Mar.'14
R&D Expenditure	28.0	29.5	28.3	30.2	27.9	30.2	<b>28.6</b>	<b>31.9</b>
R&D Expenditure / Sales	5.4%	5.5%	5.1%	4.8%	5.3%	5.5%	<b>5.1%</b>	<b>5.3%</b>
Finance income	0.5	0.6	0.4	1.0	0.7	2.6	<b>1.0</b>	<b>-0.5</b>
Finance costs	1.4	2.2	1.6	2.2	2.1	1.6	<b>1.9</b>	<b>1.7</b>
Financial income(expenses)net	-0.8	-1.6	-1.1	-1.2	-1.3	1.0	<b>-0.8</b>	<b>-2.2</b>
Interest coverage ratio(※) [times]	13.8	12.4	20.4	18.9	13.2	19.4	<b>16.4</b>	<b>16.6</b>
Depreciation for tangible fixed assets	16.6	18.6	18.9	18.1	17.4	18.3	<b>17.5</b>	<b>17.5</b>
Expenditure for plant and equipment	18.7	19.4	17.0	23.4	18.2	20.4	<b>16.2</b>	<b>21.0</b>
Free Cash Flow	-5.4	-6.0	-14.9	51.2	-7.1	-36.1	<b>-31.5</b>	<b>34.0</b>
Liquidity at hand	128.0	128.8	147.8	144.1	121.7	137.9	<b>140.2</b>	<b>138.6</b>
Liquidity at hand/Averaged sales [months]	0.74	0.72	0.80	0.69	0.69	0.76	<b>0.76</b>	<b>0.69</b>
Inventories	205.4	209.7	228.4	194.7	203.6	211.8	<b>240.5</b>	<b>224.4</b>
Inventories/Averaged cost of sales [months]	2.00	1.98	2.08	1.51	1.99	1.99	<b>2.22</b>	<b>1.80</b>
Debt	724.6	735.0	778.1	724.4	723.2	773.6	<b>819.8</b>	<b>790.5</b>
Debt on total assets	29.9%	30.3%	30.4%	28.3%	28.3%	29.4%	<b>29.8%</b>	<b>29.0%</b>
Total assets	2,421.0	2,423.6	2,560.4	2,556.9	2,556.2	2,632.5	<b>2,748.8</b>	<b>2,730.2</b>
Profit before income tax expenses on total assets	0.8%	1.1%	1.3%	1.6%	1.0%	1.1%	<b>1.1%</b>	<b>1.0%</b>
Equity attributable to owners of the parent	918.7	947.4	1,003.4	1,017.9	1,022.8	1,064.4	<b>1,109.3</b>	<b>1,084.1</b>
Equity ratio	37.9%	39.1%	39.2%	39.8%	40.0%	40.4%	<b>40.4%</b>	<b>39.7%</b>
Return on equity	1.1%	1.6%	1.9%	2.9%	1.5%	1.8%	<b>1.7%</b>	<b>1.5%</b>
Number of employees(Japan)(thousand of people)	37.5	37.3	37.0	36.8	37.2	36.9	<b>36.7</b>	<b>36.3</b>
Number of employees(Overseas)(thousand of people)	70.5	71.3	71.2	71.3	72.0	73.0	<b>73.4</b>	<b>73.5</b>
Number of employees (Total)(thousand of people)	108.0	108.7	108.3	108.1	109.3	109.9	<b>110.2</b>	<b>109.9</b>

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

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3. Sales by Category	(Three months ended)				IFRS			
	Jun.'13	Sep.'13	Dec.'13	Mar.'14	Jun.'14	Sep.'14	Dec.'14	Mar.'14
Imaging & Solutions	459.5	463.6	489.8	557.4	470.4	484.6	<b>497.3</b>	<b>544.7</b>
(change from the previous corresponding period)	14.7%	16.8%	19.6%	16.6%	2.1%	4.6%	<b>2.4%</b>	<b>-1.9%</b>
Percentage of sales	88.1%	86.8%	88.1%	89.1%	89.4%	88.7%	<b>89.3%</b>	<b>90.5%</b>
Office Imaging	361.0	343.6	370.5	402.1	359.7	362.2	<b>383.7</b>	<b>404.0</b>
(change from the previous corresponding period)	12.2%	12.9%	13.8%	6.4%	-1.0%	5.1%	<b>4.4%</b>	<b>0.7%</b>
Percentage of sales	69.2%	64.4%	66.7%	64.3%	68.3%	66.3%	<b>68.9%</b>	<b>67.1%</b>
Production Printing	40.4	44.7	47.6	52.1	41.9	46.9	<b>48.9</b>	<b>54.0</b>
(change from the previous corresponding period)	16.9%	28.7%	34.9%	23.3%	6.8%	7.6%	<b>5.6%</b>	<b>6.6%</b>
Percentage of sales	7.8%	8.4%	8.6%	8.3%	8.0%	8.6%	<b>8.8%</b>	<b>9.0%</b>
Network System Solutions	58.0	75.2	71.5	103.1	68.7	75.4	<b>64.6</b>	<b>86.6</b>
(change from the previous corresponding period)	31.5%	30.2%	46.7%	77.8%	18.5%	0.3%	<b>-9.8%</b>	<b>-16.0%</b>
Percentage of sales	11.1%	14.1%	12.8%	16.5%	13.1%	13.8%	<b>11.6%</b>	<b>14.4%</b>
Industrial Products	24.3	27.2	27.1	26.2	27.3	29.6	<b>30.8</b>	<b>29.8</b>
(change from the previous corresponding period)	3.6%	13.9%	19.3%	14.7%	7.4%	4.5%	<b>8.6%</b>	<b>7.9%</b>
Percentage of sales	4.7%	5.1%	4.9%	4.2%	5.2%	5.4%	<b>5.5%</b>	<b>5.0%</b>
Other	37.8	42.9	38.9	41.6	28.5	32.0	<b>28.8</b>	<b>27.5</b>
(change from the previous corresponding period)	7.0%	15.9%	4.5%	14.6%	-0.1%	-2.0%	<b>0.0%</b>	<b>-10.4%</b>
Percentage of sales	7.2%	8.0%	7.0%	6.7%	5.4%	5.9%	<b>5.2%</b>	<b>4.5%</b>
4. Sales by Geographic Area	Jun.'13	Sep.'13	Dec.'13	Mar.'14	Jun.'14	Sep.'14	Dec.'14	Mar.'14
Japan	217.7	226.0	228.5	281.2	205.4	209.4	<b>196.0</b>	<b>229.2</b>
(change from the previous corresponding period)	1.1%	5.0%	8.7%	22.6%	-0.4%	-2.5%	<b>-9.2%</b>	<b>-14.6%</b>
Percentage of sales	41.7%	42.3%	41.1%	45.0%	39.0%	38.3%	<b>35.2%</b>	<b>38.1%</b>
Overseas	303.9	307.8	327.4	344.1	321.0	336.8	<b>361.0</b>	<b>372.9</b>
(change from the previous corresponding period)	24.6%	26.8%	26.2%	11.8%	4.0%	8.8%	<b>10.4%</b>	<b>8.0%</b>
Percentage of sales	58.3%	57.7%	58.9%	55.0%	61.0%	61.7%	<b>64.8%</b>	<b>61.9%</b>
The Americas	142.5	143.5	147.5	157.6	147.3	156.9	<b>169.0</b>	<b>175.2</b>
(change from the previous corresponding period)	21.3%	22.9%	23.5%	10.4%	2.9%	10.2%	<b>15.3%</b>	<b>11.6%</b>
Percentage of sales	27.3%	26.9%	26.5%	25.2%	28.0%	28.7%	<b>30.4%</b>	<b>29.1%</b>
Europe, Middle East and Africa	121.3	119.1	136.3	142.5	128.0	126.3	<b>136.9</b>	<b>140.9</b>
(change from the previous corresponding period)	27.4%	29.7%	27.2%	11.9%	4.9%	5.7%	<b>1.5%</b>	<b>-1.0%</b>
Percentage of sales	23.3%	22.3%	24.5%	22.8%	24.3%	23.1%	<b>24.6%</b>	<b>23.4%</b>
Other	40.0	45.1	43.5	43.9	45.5	53.6	<b>54.9</b>	<b>56.7</b>
(change from the previous corresponding period)	28.2%	32.6%	32.6%	16.6%	5.5%	12.3%	<b>20.8%</b>	<b>24.0%</b>
Percentage of sales	7.7%	8.4%	7.8%	7.0%	8.7%	9.9%	<b>9.8%</b>	<b>9.4%</b>

★ We have started to adopt International Financial Reporting Standards (IFRS) for the consolidated financial statements from FY March 31, 2015, instead of U.S. GAAP.