

Key Financial Figures(Consolidated)

February 1, 2016
RICOH COMPANY, LTD.
 (Billions of yen)

1. Operating Results	(Fiscal year ended)			IFRS		(Nine months Dec.'13	IFRS	
	Mar.'12 (*1)	Mar.'13	Mar.'14	Mar.'15 (*2)	Mar.'16 (Forecast)		Dec.'14	Dec.'15
Sales	1,903.4	1,924.4	2,236.9	2,151.4	2,250.0	1,611.5	1,571.5	1,643.8
(change from the previous corresponding period)	-2.0%	1.1%	16.2%	2.0%	4.6%	16.2%	3.4%	4.6%
Domestic sales	886.4	870.3	953.5	759.5	765.0	672.3	552.5	549.1
(change from the previous corresponding period)	1.2%	-1.8%	9.6%	-7.1%	0.7%	4.9%	-3.8%	-0.6%
Overseas sales	1,017.0	1,054.1	1,283.3	1,391.8	1,485.0	939.2	1,018.9	1,094.7
(change from the previous corresponding period)	-4.5%	3.6%	21.7%	7.9%	6.7%	25.9%	7.8%	7.4%
Overseas sales ratio	53.4%	54.8%	57.4%	64.7%	66.0%	58.3%	64.8%	66.6%
Gross profit	752.6	768.6	894.3	906.9	907.0	657.0	679.1	672.7
(change from the previous corresponding period)	-4.6%	2.1%	16.4%	3.9%	0.0%	16.6%	6.0%	-0.9%
Percentage of sales	39.5%	39.9%	40.0%	42.2%	40.3%	40.8%	43.2%	40.9%
Selling, general and administrative expenses	770.6	705.1	773.9	791.1	791.0	578.8	593.0	587.2
(change from the previous corresponding period)	5.4%	-8.5%	9.7%	5.1%	0.0%	10.7%	5.5%	-1.0%
Percentage of sales	40.4%	36.6%	34.6%	36.8%	35.2%	35.9%	37.7%	35.7%
Operating profit	-18.0	63.4	120.3	115.7	116.0	78.2	86.0	85.4
(change from the previous corresponding period)	---	---	89.8%	-3.8%	0.2%	93.2%	9.8%	-0.7%
Percentage of sales	-0.9%	3.3%	5.4%	5.4%	5.2%	4.9%	5.5%	5.2%
Profit before income tax expenses	-31.9	58.1	117.2	112.2	111.0	75.8	84.8	81.1
(change from the previous corresponding period)	---	---	101.5%	-4.9%	-1.2%	109.2%	11.8%	-4.4%
Percentage of sales	-1.7%	3.0%	5.2%	5.2%	4.9%	4.7%	5.4%	4.9%
Profit attributable to owners of the parent	-44.5	32.4	72.8	68.5	71.0	43.5	52.3	51.4
(change from the previous corresponding period)	---	---	124.3%	-5.8%	3.6%	151.8%	20.6%	-1.8%
Percentage of sales	-2.3%	1.7%	3.3%	3.2%	3.2%	2.7%	3.3%	3.1%
Earnings per share attributable to owners of the parent-basic[yen]	-61.42	44.78	100.46	94.58	97.94	60.09	72.22	70.93
(change from the previous corresponding period)	---	---	124.3%	-5.8%	3.6%	151.8%	20.6%	-1.8%
Exchange rate [yen/US\$]	79.08	83.06	100.29	109.89	121.26	99.42	106.84	121.67
[yen/EURO]	109.05	107.08	134.47	138.85	133.32	132.31	140.26	134.42
2. Other ratios	Mar.'12 (*1)	Mar.'13	Mar.'14	Mar.'15 (*2)	Mar.'16 (Forecast)	Dec.'13	Dec.'14	Dec.'15
R&D Expenditure	119.0	112.0	116.2	118.7	123.0	85.9	86.8	86.5
R&D Expenditure / Sales	6.3%	5.8%	5.2%	5.5%	5.5%	5.3%	5.5%	5.3%
Finance income	3.1	3.0	2.5	3.9	—	1.5	4.4	3.7
Finance costs	6.9	7.3	7.5	7.3	—	5.2	5.6	8.1
Financial income(expenses)net	-3.8	-4.3	-4.9	-3.4	—	-3.6	-1.1	-4.3
Interest coverage ratio(✕) [times]	-2.1	9.0	16.3	16.2	—	15.2	16.1	11.0
Depreciation for tangible fixed assets	64.9	60.4	72.5	70.9	70.0	54.3	53.3	52.5
Expenditure for plant and equipment	73.2	86.5	78.7	75.9	80.0	55.2	54.9	61.6
Free Cash Flow	-101.2	18.0	24.7	-40.9	—	-26.4	-74.9	-42.2
Liquidity at hand	158.6	120.3	144.1	138.6	—	147.8	140.2	163.1
Liquidity at hand/Averaged sales [months]	1.00	0.75	0.77	0.77	—	0.83	0.80	0.89
Inventories	195.0	195.3	194.7	224.4	—	228.4	240.5	234.8
Inventories/Averaged cost of sales [months]	2.03	2.03	1.74	2.16	—	2.15	2.43	2.18
Debt	741.8	702.7	724.4	790.5	—	778.1	819.8	885.4
Debt on total assets	32.4%	29.8%	28.3%	29.0%	—	30.4%	29.8%	31.7%
Total assets	2,289.3	2,360.6	2,556.9	2,730.2	—	2,560.4	2,748.8	2,794.0
Profit before income tax expenses on total assets	-1.4%	2.5%	4.8%	4.2%	—	3.1%	3.2%	2.9%
Equity attributable to owners of the parent	822.7	897.9	1,017.9	1,084.1	—	1,003.4	1,109.3	1,109.4
Equity ratio	35.9%	38.0%	39.8%	39.7%	—	39.2%	40.4%	39.7%
Return on equity	-5.1%	3.8%	7.6%	6.5%	—	4.6%	4.9%	4.7%
Number of employees(Japan)(thousand of people)	38.5	37.4	36.8	36.3	—	37.0	36.7	36.1
Number of employees(Overseas)(thousand of people)	70.7	70.0	71.3	73.5	—	71.2	73.4	74.3
Number of employees (Total)(thousand of people)	109.2	107.4	108.1	109.9	—	108.3	110.2	110.5

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.

*2 Due to the change in lease transaction reporting from FY16/03, sales figures and related indicators of FY15/03 have also been adjusted retroactively to conform to the current year.

★ 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.

Key Financial Figures(Consolidated)

February 1, 2016
RICOH COMPANY, LTD.
 (Billions of yen)

	(Fiscal year ended)			IFRS		(Nine months ended)	IFRS		
	Mar.'12 (*1*2)	Mar.'13	Mar.'14	Mar.'15 (*4)	Mar.'16 (Forecast)		Dec.'13	Dec.'14	Dec.'15
3. Sales by Category									
Imaging & Solutions	1,671.1	1,685.3	1,970.4	1,916.6	2,011.6	1,413.0	1,394.1	1,468.0	
(change from the previous corresponding period)		0.9%	16.9%	-2.5%	5.0%	17.0%	3.5%	5.3%	
Percentage of sales	87.8%	87.6%	88.1%	89.1%	89.4%	87.7%	88.7%	89.4%	
Office Imaging	1,323.2	1,329.6	1,477.4	1,439.7	1,461.5	1,075.2	1,055.1	1,068.3	
(change from the previous corresponding period)		0.5%	11.1%	-2.5%	1.5%	13.0%	3.0%	1.3%	
Percentage of sales	69.5%	69.1%	66.0%	66.9%	65.0%	66.7%	67.1%	65.0%	
Production Printing	148.5	147.0	185.0	191.9	227.0	132.9	137.9	165.4	
(change from the previous corresponding period)		-1.0%	25.9%	6.6%	18.3%	26.9%	6.6%	20.0%	
Percentage of sales	7.8%	7.6%	8.3%	8.9%	10.1%	8.3%	8.8%	10.1%	
Network System Solutions	199.2	208.7	308.0	284.9	323.0	204.8	201.0	234.2	
(change from the previous corresponding period)		4.8%	47.5%	-7.5%	13.4%	35.9%	4.0%	16.5%	
Percentage of sales	10.5%	10.8%	13.8%	13.2%	14.4%	12.7%	12.8%	14.3%	
Industrial Products	98.0	93.0	105.0	117.7	126.7	78.7	87.9	94.6	
(change from the previous corresponding period)		-5.1%	12.8%	7.1%	7.6%	12.2%	6.8%	7.6%	
Percentage of sales	5.2%	4.8%	4.7%	5.5%	5.6%	4.9%	5.6%	5.8%	
Other	134.3	146.0	161.4	116.9	111.6	119.7	89.4	81.1	
(change from the previous corresponding period)		8.7%	10.5%	-3.2%	-4.6%	9.2%	-0.7%	-9.3%	
Percentage of sales	7.0%	7.7%	7.2%	5.4%	5.0%	7.4%	5.7%	4.8%	
4. Sales by Geographic Area									
Japan	886.4	870.3	953.5	759.5	765.0	672.3	552.5	549.1	
(change from the previous corresponding period)		1.2%	-1.8%	9.6%	-7.1%	0.7%	4.9%	-3.8%	-0.6%
Percentage of sales	46.6%	45.2%	42.6%	35.3%	34.0%	41.7%	35.2%	33.4%	
Overseas	1,017.0	1,054.1	1,283.3	1,391.8	1,485.0	939.2	1,018.9	1,094.7	
(change from the previous corresponding period)		-4.5%	3.6%	21.7%	7.9%	6.7%	25.9%	7.8%	7.4%
Percentage of sales	53.4%	54.8%	57.4%	64.7%	66.0%	58.3%	64.8%	66.6%	
The Americas	468.7	496.6	591.2	648.5	713.6	433.6	473.3	524.7	
(change from the previous corresponding period)		-9.9%	5.9%	19.1%	10.1%	10.0%	22.6%	9.5%	10.9%
Percentage of sales	24.6%	25.8%	26.4%	30.1%	31.7%	26.9%	30.1%	31.9%	
Europe, Middle East and Africa	421.3	421.7	519.4	532.3	535.0	376.9	391.4	397.3	
(change from the previous corresponding period)		1.5%	0.1%	23.2%	2.6%	0.5%	28.1%	3.9%	1.5%
Percentage of sales	22.1%	21.9%	23.2%	24.7%	23.8%	23.4%	24.9%	24.2%	
Other	126.9	135.7	172.6	210.9	236.4	128.6	154.1	172.6	
(change from the previous corresponding period)		-2.6%	6.9%	27.2%	15.7%	12.1%	31.2%	13.0%	12.0%
Percentage of sales	6.7%	7.1%	7.7%	9.8%	10.5%	8.0%	9.8%	10.5%	

*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

*4 Due to the change in lease transaction reporting from FY16/03, sales figures and related indicators of FY15/03 have also been adjusted retroactively to conform to the current year.

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Key Financial Figures(Consolidated)

February 1, 2016
RICOH COMPANY, LTD.
(Billions of yen)

(Three months ended)

1. Operating Results					IFRS			
	Jun.'14 (*1)	Sep.'14	Dec.'14	Mar.'15	Jun.'15	Sep.'15	Dec.'15	Mar.'16 (Forecast)
Sales	506.5	526.0	538.8	579.9	539.1	556.0	548.6	606.1
(change from the previous corresponding period)	2.8%	4.0%	3.4%	-1.5%	6.4%	5.7%	1.8%	4.5%
Domestic sales	185.5	189.1	177.8	206.9	179.8	187.1	182.1	215.8
(change from the previous corresponding period)	0.6%	-3.5%	-8.3%	-15.0%	-3.1%	-1.1%	2.4%	4.3%
Overseas sales	321.0	336.8	361.0	372.9	359.2	368.8	366.5	390.3
(change from the previous corresponding period)	4.0%	8.8%	10.4%	8.0%	11.9%	9.5%	1.5%	4.7%
Overseas sales ratio	63.4%	64.0%	67.0%	64.3%	66.6%	66.3%	66.8%	64.4%
Gross profit	219.3	227.1	232.7	227.7	224.8	221.8	226.0	234.2
(change from the previous corresponding period)	3.8%	8.8%	5.4%	-2.0%	2.5%	-2.3%	-2.9%	2.9%
Percentage of sales	43.3%	43.2%	43.2%	39.3%	41.7%	39.9%	41.2%	38.6%
Selling, general and administrative expenses	192.1	198.4	202.5	198.0	204.1	186.4	196.6	203.7
(change from the previous corresponding period)	1.6%	10.8%	4.3%	4.0%	6.3%	-6.0%	-2.9%	2.9%
Percentage of sales	37.9%	37.7%	37.6%	34.2%	37.9%	33.5%	35.8%	33.6%
Operating profit	27.1	28.6	30.2	29.6	20.6	35.4	29.3	30.5
(change from the previous corresponding period)	22.2%	-3.4%	14.2%	-29.2%	-23.9%	23.5%	-2.9%	2.9%
Percentage of sales	5.4%	5.5%	5.6%	5.1%	3.8%	6.4%	5.3%	5.0%
Profit before income tax expenses	25.8	29.7	29.2	27.4	19.4	34.1	27.6	29.8
(change from the previous corresponding period)	24.1%	1.4%	13.8%	-35.0%	-24.6%	14.5%	-5.7%	8.8%
Percentage of sales	5.1%	5.7%	5.4%	4.7%	3.6%	6.1%	5.0%	4.9%
Profit attributable to owners of the parent	15.0	18.8	18.3	16.2	12.9	21.5	16.8	19.5
(change from the previous corresponding period)	28.8%	15.3%	19.9%	-44.9%	-13.9%	14.1%	-8.2%	20.8%
Percentage of sales	3.0%	3.6%	3.4%	2.8%	2.4%	3.9%	3.1%	3.2%
Earnings per share attributable to owners of the parent-basic[yen]	20.80	26.07	25.34	22.36	17.91	29.74	23.28	27.01
(change from the previous corresponding period)	28.9%	15.4%	19.9%	-44.9%	-13.9%	14.1%	-8.1%	20.8%
Exchange rate [yen/US\$]	102.15	103.95	114.37	119.21	121.31	122.29	121.42	120.00
[yen/EURO]	140.13	137.77	142.87	134.56	134.22	136.03	133.01	130.00
2. Other ratios	Jun.'14 (*1)	Sep.'14	Dec.'14	Mar.'15	Jun.'15	Sep.'15	Dec.'15	Mar.'16 (Forecast)
R&D Expenditure	27.9	30.2	28.6	31.9	27.0	30.2	28.7	36.4
R&D Expenditure / Sales	5.5%	5.7%	5.3%	5.5%	5.0%	5.7%	5.2%	6.0%
Finance income	0.7	2.6	1.0	-0.5	0.6	2.6	0.3	—
Finance costs	2.1	1.6	1.9	1.7	1.8	1.6	2.0	—
Financial income(expenses)net	-1.3	1.0	-0.8	-2.2	-1.2	1.0	-1.7	—
Interest coverage ratio(%) [times]	13.2	19.4	16.4	16.6	11.3	19.4	14.2	—
Depreciation for tangible fixed assets	17.4	18.3	17.5	17.5	17.3	18.3	17.9	17.4
Expenditure for plant and equipment	18.2	20.4	16.2	21.0	20.5	20.4	20.7	18.3
Free Cash Flow	-7.1	-36.1	-31.5	34.0	-30.1	-36.1	-51.7	—
Liquidity at hand	121.7	137.9	140.2	138.6	150.5	137.9	163.1	—
Liquidity at hand/Averaged sales [months]	0.72	0.79	0.78	0.72	0.84	0.79	0.89	—
Inventories	203.6	211.8	240.5	224.4	232.3	211.8	234.8	—
Inventories/Averaged cost of sales [months]	2.13	2.13	2.36	1.91	2.22	2.13	2.18	—
Debt	723.2	773.6	819.8	790.5	844.1	773.6	885.4	—
Debt on total assets	28.3%	29.4%	29.8%	29.0%	30.1%	29.4%	31.7%	—
Total assets	2,556.2	2,632.5	2,748.8	2,730.2	2,806.4	2,632.5	2,794.0	—
Profit before income tax expenses on total assets	1.0%	1.1%	1.1%	1.0%	0.7%	1.1%	1.0%	—
Equity attributable to owners of the parent	1,022.8	1,064.4	1,109.3	1,084.1	1,111.0	1,064.4	1,109.4	—
Equity ratio	40.0%	40.4%	40.4%	39.7%	39.6%	40.4%	39.7%	—
Return on equity	1.5%	1.8%	1.7%	1.5%	1.2%	1.8%	1.5%	—
Number of employees(Japan)(thousand of people)	37.2	36.9	36.7	36.3	36.6	36.9	36.1	—
Number of employees(Overseas)(thousand of people)	72.0	73.0	73.4	73.5	73.0	73.0	74.3	—
Number of employees (Total)(thousand of people)	109.3	109.9	110.2	109.9	109.7	109.9	110.5	—

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

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(Three months ended)

	IFRS							
	Jun.'14 (*1)	Sep.'14	Dec.'14	Mar.'15	Jun.'15	Sep.'15	Dec.'15	Mar.'16 (Forecast)
3. Sales by Category								
Imaging & Solutions	450.5	464.3	479.1	522.5	481.4	496.5	490.0	543.6
(change from the previous corresponding period)	2.7%	4.4%	3.3%	-15.4%	6.9%	6.9%	2.3%	4.0%
Percentage of sales	89.0%	88.2%	88.9%	90.1%	89.3%	89.3%	89.3%	89.7%
Office Imaging	343.0	344.5	367.4	384.5	361.3	350.0	357.0	393.2
(change from the previous corresponding period)	-0.4%	4.7%	4.7%	-15.0%	5.3%	1.6%	-2.9%	2.2%
Percentage of sales	67.7%	65.5%	68.2%	66.3%	67.0%	63.0%	65.1%	64.9%
Production Printing	41.9	46.9	48.9	54.0	50.7	57.4	57.3	61.6
(change from the previous corresponding period)	6.8%	7.6%	5.6%	6.6%	20.8%	22.4%	17.0%	13.9%
Percentage of sales	8.3%	8.9%	9.1%	9.3%	9.4%	10.3%	10.4%	10.2%
Network System Solutions	65.5	72.8	62.6	83.9	69.4	89.1	75.6	88.8
(change from the previous corresponding period)	19.2%	1.5%	-5.9%	-26.8%	6.0%	22.4%	20.7%	5.8%
Percentage of sales	12.9%	13.8%	11.6%	14.5%	12.9%	16.0%	13.8%	14.6%
Industrial Products	27.3	29.6	30.8	29.8	31.0	32.3	31.2	32.0
(change from the previous corresponding period)	7.4%	4.5%	8.6%	7.9%	13.5%	8.9%	1.2%	7.4%
Percentage of sales	5.4%	5.6%	5.7%	5.1%	5.8%	5.8%	5.7%	5.3%
Other	28.5	32.0	28.8	30.5	26.6	27.0	27.4	30.5
(change from the previous corresponding period)	-0.1%	-2.0%	0.0%	-0.6%	-6.9%	-15.5%	-4.9%	0.0%
Percentage of sales	5.6%	6.2%	5.3%	4.5%	4.9%	4.9%	5.0%	5.0%
4. Sales by Geographic Area								
Japan	185.5	189.1	177.8	206.9	179.8	187.1	182.1	215.8
(change from the previous corresponding period)	0.6%	-3.5%	-8.3%	-15.0%	-3.1%	-1.1%	2.4%	4.3%
Percentage of sales	36.6%	36.0%	33.0%	35.7%	33.4%	33.7%	33.2%	35.6%
Overseas	321.0	336.8	361.0	372.9	359.2	368.8	366.5	390.3
(change from the previous corresponding period)	4.0%	8.8%	10.4%	8.0%	11.9%	9.5%	1.5%	4.7%
Percentage of sales	63.4%	64.0%	67.0%	64.3%	66.6%	66.3%	66.8%	64.4%
The Americas	147.3	156.9	169.0	175.2	174.2	178.6	171.8	188.8
(change from the previous corresponding period)	2.9%	10.2%	15.3%	11.6%	18.3%	13.8%	1.7%	7.8%
Percentage of sales	29.1%	29.8%	31.4%	30.2%	32.3%	32.1%	31.3%	31.2%
Europe, Middle East and Africa	128.0	126.3	136.9	140.9	129.8	130.1	137.3	137.7
(change from the previous corresponding period)	4.9%	5.7%	1.5%	-1.0%	1.3%	3.0%	0.3%	-2.3%
Percentage of sales	25.3%	24.0%	25.4%	24.3%	24.1%	23.4%	25.0%	22.7%
Other	45.5	53.6	54.9	56.7	55.2	60.0	57.3	63.8
(change from the previous corresponding period)	5.5%	12.3%	20.8%	24.0%	21.2%	12.0%	4.3%	12.5%
Percentage of sales	9.0%	10.2%	10.2%	9.8%	10.2%	10.8%	10.5%	10.5%

*1 Due to the change in lease transaction reporting from FY16/03, sales figures and related indicators of FY15/03 have also been adjusted retroactively to conform to the
 ★ We have started to adopt International Financial Reporting Standards (IFRS) for the consolidated financial statements from FY March 31, 2015, instead of U.S. GAA