## Key Financial Figures(Consolidated)

| 1.Operating Results | (Fiscal year ended) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Mar.'06 | Mar.'07 | Mar.'08 | Mar.'09 | $\begin{gathered} \text { Mar.'10 } \\ \text { (Forecast) } \end{gathered}$ |
| Net sales | 1,909.2 | 2,068.9 | 2,219.9 | 2,091.6 | 2,000.0 |
| (change from the previous corresponding period) | 5.6\% | 8.4\% | 7.3\% | -5.8\% | -4.4\% |
| Domestic sales | 966.2 | 1,002.2 | 1,016.0 | 938.3 | 855.0 |
| (change from the previous corresponding period) | 0.0\% | 3.7\% | 1.4\% | -7.6\% | -8.9\% |
| Overseas sales | 943.0 | 1,066.6 | 1,203.9 | 1,153.3 | 1,145.0 |
| (change from the previous corresponding period) | 12.1\% | 13.1\% | 12.9\% | -4.2\% | -0.7\% |
| Overseas sales ratio | 49.4\% | 51.6\% | 54.2\% | 55.1\% | 57.3\% |
| Gross profit | 795.0 | 862.4 | 927.7 | 854.3 | 807.0 |
| (change from the previous corresponding period) | 6.1\% | 8.5\% | 7.6\% | -7.9\% | -5.5\% |
| Percentage of net sales | 41.6\% | 41.7\% | 41.8\% | 40.8\% | 40.4\% |
| Selling, general and administrative expenses | 646.4 | 688.0 | 746.2 | 779.8 | 762.0 |
| (change from the previous corresponding period) | 4.6\% | 6.4\% | 8.5\% | 4.5\% | -2.3\% |
| Percentage of net sales | 33.8\% | 33.3\% | 33.6\% | 37.2\% | 38.1\% |
| Operating income | 148.5 | 174.3 | 181.5 | 74.5 | 45.0 |
| (change from the previous corresponding period) | 13.3\% | 17.4\% | 4.1\% | -58.9\% | -39.6\% |
| Percentage of net sales | 7.8\% | 8.4\% | 8.2\% | 3.6\% | 2.3\% |
| Income before income taxes | 152.7 | 174.5 | 174.6 | 30.9 | 35.0 |
| (change from the previous corresponding period) | 16.6\% | 14.2\% | 0.1\% | -82.3\% | 13.1\% |
| Percentage of net sales | 8.0\% | 8.4\% | 7.9\% | 1.5\% | 1.8\% |
| Net income attributable to Ricoh Company,Ltd. | 97.0 | 111.7 | 106.4 | 6.5 | 15.0 |
| (change from the previous corresponding period) | 16.7\% | 15.1\% | -4.7\% | -93.9\% | 129.7\% |
| Percentage of net sales | 5.1\% | 5.4\% | 4.8\% | 0.3\% | 0.8\% |
| Net income per share-basic [yen] | 132.33 | 153.10 | 146.04 | 9.02 | 20.67 |
| (change from the previous corresponding period) | 17.5\% | 15.7\% | -4.6\% | -93.8\% | 129.2\% |
| Exchange rate [yen/US\$] | 113.26 | 117.02 | 114.40 | 100.55 | 92.72 |
| [yen/EURO] | 137.86 | 150.08 | 161.69 | 143.74 | 132.27 |

(Nine months ended)

| Dec.'07 | Dec.'08 | Dec.'09 |
| ---: | ---: | ---: |
| $1,640.4$ | $1,568.0$ | $\mathbf{1 , 4 7 4 . 7}$ |
| $9.9 \%$ | $-4.4 \%$ | $\mathbf{- 5 . 9 \%}$ |
| 749.0 | 704.8 | $\mathbf{6 2 6 . 5}$ |
| $2.7 \%$ | $-5.9 \%$ | $\mathbf{- 1 1 . 1 \%}$ |
| 891.3 | 863.1 | $\mathbf{8 4 8 . 2}$ |
| $16.8 \%$ | $-3.2 \%$ | $\mathbf{- 1 . 7 \%}$ |
| $54.3 \%$ | $55.0 \%$ | $\mathbf{5 7 . 5 \%}$ |
| 688.6 | 657.4 | $\mathbf{6 0 8 . 4}$ |
| $9.8 \%$ | $-4.5 \%$ | $\mathbf{- 7 . 5 \%}$ |
| $42.0 \%$ | $41.9 \%$ | $\mathbf{4 1 . 3 \%}$ |
| 554.6 | 571.1 | $\mathbf{5 7 0 . 6}$ |
| $9.7 \%$ | $3.0 \%$ | $\mathbf{- 0 . 1 \%}$ |
| $33.8 \%$ | $36.4 \%$ | $\mathbf{3 8 . 7 \%}$ |
| 134.0 | 86.3 | $\mathbf{3 7 . 7}$ |
| $10.0 \%$ | $-35.5 \%$ | $\mathbf{- 5 6 . 3 \%}$ |
| $8.2 \%$ | $5.5 \%$ | $\mathbf{2 . 6 \%}$ |
| 134.0 | 60.0 | $\mathbf{3 0 . 8}$ |
| $9.0 \%$ | $-55.2 \%$ | $\mathbf{- 4 8 . 7 \%}$ |
| $8.2 \%$ | $3.8 \%$ | $\mathbf{2 . 1 \%}$ |
| 85.2 | 29.5 | $\mathbf{1 4 . 4}$ |
| $2.4 \%$ | $-65.4 \%$ | $\mathbf{- 5 1 . 2 \%}$ |
| $5.2 \%$ | $1.9 \%$ | $\mathbf{1 . 0 \%}$ |
| 116.84 | 40.84 | $\mathbf{1 9 . 8 7}$ |
| $2.3 \%$ | $-65.0 \%$ | $\mathbf{- 5 1 . 3 \%}$ |
| 117.32 | 102.83 | $\mathbf{9 3 . 6 2}$ |
| $\mathbf{1 6 2 . 8 9}$ | 150.74 | $\mathbf{1 3 3 . 0 3}$ |
|  |  |  |


| 2. Other ratios | Mar.'06 | Mar.'07 | Mar.'08 | Mar.'09 | Mar.'10 <br> (Forecast) |
| :---: | :---: | :---: | :---: | :---: | :---: |
| R\&D Expenditure | 110.3 | 114.9 | 126.0 | 124.4 | 112.0 |
| R\&D Expenditure / net sales | 5.8\% | 5.6\% | 5.7\% | 5.9\% | 5.6\% |
| Interest and dividend income | 2.8 | 5.5 | 6.3 | 5.2 | --- |
| Interest expense | 5.2 | 7.3 | 4.8 | 5.8 | --- |
| Financial income(expenses)net | -2.3 | -1.8 | 1.5 | -0.6 | --- |
| Interest coverage ratio(※) [times] | 28.9 | 24.5 | 38.9 | 13.6 | --- |
| Depreciation for tangible fixed assets | 67.4 | 72.4 | 72.7 | 74.8 | 70.0 |
| Expenditure for plant and equipment | 102.0 | 85.8 | 85.2 | 96.9 | 75.0 |
| Free Cash Flow | 53.4 | 51.8 | -3.9 | -195.6 | --- |
| Liquidity at hand | 188.6 | 257.3 | 172.1 | 260.5 | --- |
| Liquidity at hand/Averaged sales [months] | 1.2 | 1.5 | 0.9 | 1.5 | --- |
| Inventories | 169.2 | 184.3 | 192.0 | 191.5 | --- |
| Inventories/Averaged cost of sales [months] | 1.8 | 1.8 | 1.8 | 1.9 | --- |
| Debt | 381.2 | 415.6 | 384.3 | 779.1 | --- |
| Debt on total assets | 18.7\% | 18.5\% | 17.4\% | 31.0\% | --- |
| Total assets | 2,041.1 | 2,243.4 | 2,214.3 | 2,513.4 | --- |
| Income before income taxes on total assets | 7.6\% | 8.1\% | 7.8\% | 1.3\% | --- |
| Shareholders' equity | 960.2 | 1,070.9 | 1,080.1 | 975.3 | --- |
| Equity ratio | 47.0\% | 47.7\% | 48.8\% | 38.8\% | --- |
| Return on equity | 10.6\% | 11.0\% | 9.9\% | 0.6\% | --- |
| Number of employees(Japan)(thousand of people) | 39.9 | 40.3 | 40.3 | 40.8 | --- |
| Number of employees(Overseas)(thousand of people) | 36.2 | 41.5 | 43.0 | 67.6 | --- |
| Number of employees (Total)(thousand of people) | 76.1 | 81.9 | 83.4 | 108.4 | --- |


| Dec.'07 | Dec.'08 | Dec.'09 |
| ---: | ---: | ---: |
| 93.6 | 93.5 | $\mathbf{8 1 . 8}$ |
| $5.7 \%$ | $6.0 \%$ | $\mathbf{5 . 5 \%}$ |
| 4.5 | 3.8 | $\mathbf{2 . 2}$ |
| 3.4 | 4.3 | $\mathbf{6 . 1}$ |
| 1.0 | -0.4 | $\mathbf{- 3 . 9}$ |
| 40.0 | 20.9 | $\mathbf{6 . 5}$ |
| 54.1 | 55.0 | $\mathbf{5 1 . 8}$ |
| 57.8 | 72.3 | $\mathbf{4 8 . 3}$ |
| -56.0 | -241.9 | $\mathbf{4 2 . 2}$ |
| 190.3 | 157.1 | $\mathbf{2 1 8 . 4}$ |
| 1.0 | 0.9 | $\mathbf{1 . 3}$ |
| 214.3 | 224.1 | $\mathbf{1 8 1 . 3}$ |
| 2.0 | 2.2 | $\mathbf{1 . 9}$ |
| 428.7 | 717.2 | $\mathbf{7 1 8 . 4}$ |
| $18.7 \%$ | $29.8 \%$ | $\mathbf{3 0 . 2 \%}$ |
| $2,294.9$ | $2,405.1$ | $\mathbf{2 , 3 8 2 . 4}$ |
| $5.9 \%$ | $2.6 \%$ | $\mathbf{1 . 3 \%}$ |
| $1,132.3$ | 984.8 | $\mathbf{9 6 2 . 2}$ |
| $49.3 \%$ | $41.0 \%$ | $\mathbf{4 0 . 4 \%}$ |
| $7.7 \%$ | $2.9 \%$ | $\mathbf{1 . 5 \%}$ |
| 40.6 | 41.1 | $\mathbf{4 1 . 3}$ |
| 42.4 | 68.7 | $\mathbf{6 7 . 3}$ |
| 83.1 | 109.8 | $\mathbf{1 0 8 . 7}$ |

Interest coverage ratio $(※)=$ (Interest and dividend income + Operating income) $\div$ Interest expense
*As a result of the sale of a business in 1Q of FY07/3, the operating results from the discontinued operations have been reclassified.

## Key Financial Figures(Consolidated)

| (Fiscal year ended) |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 3. Sales by Category | Mar.'06 | Mar.'07 | Mar.'08 | Mar.'09 | $\begin{gathered} \text { Mar.' } 10 \\ \text { (Forecast) } \end{gathered}$ |
| Imaging \& Solutions | 1,637.2 | 1,774.4 | 1,909.5 | 1,833.0 | 1,774.5 |
| (change from the previous corresponding period) | 6.9\% | 8.4\% | 7.6\% | -4.0\% | -3.2\% |
| Percentage of net sales | 85.8\% | 85.8\% | 86.0\% | 87.6\% | 88.7\% |
| Imaging Solutions | 1,446.6 | 1,580.1 | 1,709.4 | 1,598.6 | 1,511.5 |
| (change from the previous corresponding period) | 8.6\% | 9.2\% | 8.2\% | -6.5\% | -5.5\% |
| Percentage of net sales | 75.8\% | 76.4\% | 77.0\% | 76.4\% | 75.6\% |
| Network System Solutions | 190.5 | 194.3 | 200.0 | 234.4 | 263.0 |
| (change from the previous corresponding period) | -4.3\% | 2.0\% | 3.0\% | 17.2\% | 12.2\% |
| Percentage of net sales | 10.0\% | 9.4\% | 9.0\% | 11.2\% | 13.2\% |
| Industrial Products | 120.6 | 133.3 | 144.3 | 115.5 | 102.0 |
| (change from the previous corresponding period) | 1.0\% | 10.6\% | 8.2\% | -19.9\% | -11.7\% |
| Percentage of net sales | 6.3\% | 6.4\% | 6.5\% | 5.5\% | 5.1\% |
| Other | 151.3 | 161.0 | 166.0 | 143.0 | 123.5 |
| (change from the previous corresponding period) | -3.3\% | 6.4\% | 3.1\% | -13.9\% | -13.7\% |
| Percentage of net sales | 7.9\% | 7.8\% | 7.5\% | 6.8\% | 6.2\% |


| (Nine months ended) <br> Dec.'07 | Dec.'08 | Dec.'09 |
| ---: | ---: | ---: |
| $1,403.2$ | $1,363.7$ | $\mathbf{1 , 3 0 6 . 0}$ |
| $10.2 \%$ | $-2.8 \%$ | $\mathbf{- 4 . 2 \%}$ |
| $85.5 \%$ | $87.0 \%$ | $\mathbf{8 8 . 6 \%}$ |
| $1,261.7$ | $1,198.1$ | $\mathbf{1 , 1 1 3 . 2}$ |
| $10.9 \%$ | $-5.0 \%$ | $\mathbf{- 7 . 1 \%}$ |
| $76.9 \%$ | $76.4 \%$ | $\mathbf{7 5 . 5 \%}$ |
| 141.5 | 165.6 | $\mathbf{1 9 2 . 8}$ |
| $4.6 \%$ | $17.0 \%$ | $\mathbf{1 6 . 4 \%}$ |
| $8.6 \%$ | $10.6 \%$ | $\mathbf{1 3 . 1 \%}$ |
| 111.7 | 93.7 | $\mathbf{7 6 . 3}$ |
| $13.1 \%$ | $-16.1 \%$ | $\mathbf{- 1 8 . 6 \%}$ |
| $6.8 \%$ | $6.0 \%$ | $\mathbf{5 . 2 \%}$ |
| 125.3 | 110.4 | $\mathbf{9 2 . 2}$ |
| $4.1 \%$ | $-11.9 \%$ | $\mathbf{- 1 6 . 5 \%}$ |
| $7.6 \%$ | $7.0 \%$ | $\mathbf{6 . 2 \%}$ |


| 4. Sales by Geographic Area | Mar.'06 | Mar.'07 | Mar.'08 | Mar.'09Mar.'10 <br> (Forecast) |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Japan | 966.2 | $1,002.2$ | $1,016.0$ | 938.3 | $\mathbf{8 5 5 . 0}$ |
|  | (change from the previous corresponding period) | $0.0 \%$ | $3.7 \%$ | $1.4 \%$ | $-7.6 \%$ |
| $\mathbf{- 8 . 9 \%}$ |  |  |  |  |  |
| Percentage of net sales | $50.6 \%$ | $48.4 \%$ | $45.8 \%$ | $44.9 \%$ | $\mathbf{4 2 . 8 \%}$ |
| Overseas | 943.0 | $1,066.6$ | $1,203.9$ | $1,153.3$ | $\mathbf{1 , 1 4 5 . 0}$ |
| (change from the previous corresponding period) | $12.1 \%$ | $13.1 \%$ | $12.9 \%$ | $-4.2 \%$ | $\mathbf{- 0 . 7 \%}$ |
| $\quad$ Percentage of net sales | $49.4 \%$ | $51.6 \%$ | $54.2 \%$ | $55.1 \%$ | $\mathbf{5 7 . 3 \%}$ |
| The Americas | 387.4 | 426.4 | 434.7 | 502.8 | $\mathbf{5 6 6 . 2}$ |
| $\quad$ (change from the previous corresponding period) | $19.0 \%$ | $10.1 \%$ | $2.0 \%$ | $15.7 \%$ | $\mathbf{1 2 . 6 \%}$ |
| $\quad$ Percentage of net sales | $20.3 \%$ | $20.6 \%$ | $19.6 \%$ | $24.0 \%$ | $\mathbf{2 8 . 3 \%}$ |
| Europe | 434.8 | 507.1 | 603.2 | 523.4 | $\mathbf{4 5 9 . 3}$ |
| $\quad$ (change from the previous corresponding period) | $6.3 \%$ | $16.6 \%$ | $18.9 \%$ | $-13.2 \%$ | $\mathbf{- 1 2 . 3 \%}$ |
| $\quad$ Percentage of net sales | $22.8 \%$ | $24.5 \%$ | $27.2 \%$ | $25.0 \%$ | $\mathbf{2 3 . 0 \%}$ |
| Other | 120.8 | 133.0 | 165.9 | 127.0 | $\mathbf{1 1 9 . 5}$ |
| (change from the previous corresponding period) | $13.3 \%$ | $10.1 \%$ | $24.7 \%$ | $-23.4 \%$ | $\mathbf{- 6 . 0 \%}$ |
| Percentage of net sales | $6.3 \%$ | $6.4 \%$ | $7.5 \%$ | $6.1 \%$ | $\mathbf{6 . 0 \%}$ |


| Dec.'07 | Dec.'08 | Dec.'09 |
| ---: | ---: | ---: |
| 749.0 | 704.8 | $\mathbf{6 2 6 . 5}$ |
| $2.7 \%$ | $-5.9 \%$ | $\mathbf{- 1 1 . 1 \%}$ |
| $45.7 \%$ | $45.0 \%$ | $\mathbf{4 2 . 5 \%}$ |
| 891.3 | 863.1 | $\mathbf{8 4 8 . 2}$ |
| $16.8 \%$ | $-3.2 \%$ | $\mathbf{- 1 . 7 \%}$ |
| $54.3 \%$ | $55.0 \%$ | $\mathbf{5 7 . 5 \%}$ |
| 323.9 | 350.4 | $\mathbf{4 1 6 . 3}$ |
| $4.7 \%$ | $8.2 \%$ | $\mathbf{1 8 . 8 \%}$ |
| $19.7 \%$ | $22.4 \%$ | $\mathbf{2 8 . 2 \%}$ |
| 443.6 | 408.2 | $\mathbf{3 4 1 . 4}$ |
| $24.5 \%$ | $-8.0 \%$ | $\mathbf{- 1 6 . 4 \%}$ |
| $27.0 \%$ | $26.0 \%$ | $\mathbf{2 3 . 2 \%}$ |
| 123.7 | 104.4 | $\mathbf{9 0 . 3}$ |
| $26.7 \%$ | $-15.6 \%$ | $\mathbf{- 1 3 . 5 \%}$ |
| $7.5 \%$ | $6.7 \%$ | $\mathbf{6 . 1 \%}$ |


| 5. Products ratio on Imaging Solutions category (by sales) | Mar.'06 | Mar.'07 | Mar.'08 | Mar.'09 |  |
| :--- | :--- | ---: | ---: | ---: | ---: |
| Japan | Copier | --- | $76 \%$ | $74 \%$ | $72 \%$ |
|  | Printer | --- | $19 \%$ | $20 \%$ | $23 \%$ |
|  | Other | --- | $6 \%$ | $6 \%$ | $5 \%$ |
|  | Copier | --- | $85 \%$ | $80 \%$ | $76 \%$ |
|  | Printer | --- | $9 \%$ | $15 \%$ | $20 \%$ |
|  | Other | --- | $6 \%$ | $4 \%$ | $4 \%$ |
| Total | Copier | $81 \%$ | $82 \%$ | $78 \%$ | $75 \%$ |
|  | Printer | $12 \%$ | $13 \%$ | $17 \%$ | $21 \%$ |
|  | Other | $7 \%$ | $6 \%$ | $5 \%$ | $4 \%$ |


| 6. Color ratio (by sales value of machine) | Mar.'06 | Mar.'07 | Mar.'08 | Mar.'09 |  |
| :---: | :--- | ---: | ---: | ---: | ---: |
| Copier |  | $44 \%$ | $51 \%$ | $59 \%$ | $58 \%$ |
|  | Overseas | $32 \%$ | $36 \%$ | $44 \%$ | $50 \%$ |
|  | Total | $36 \%$ | $40 \%$ | $48 \%$ | $53 \%$ |
| Printer | Japan | $24 \%$ | $24 \%$ | $26 \%$ | $28 \%$ |
|  | Overseas | $53 \%$ | $57 \%$ | $36 \%$ | $22 \%$ |
|  | Total | $34 \%$ | $37 \%$ | $31 \%$ | $24 \%$ |

## Key Financial Figures(Consolidated)

| (Three months ended) |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1.Operating Results | Jun.'08 | Sep.'08 | Dec.'08 | Mar.'09 | Jun.'09 | Sep.'09 | Dec.'09 | $\begin{gathered} \text { Mar.' } 10 \\ \text { (Forecast) } \end{gathered}$ |
| Net sales | 521.5 | 544.3 | 502.0 | 523.6 | 491.3 | 497.4 | 485.9 | 525.2 |
| (change from the previous corresponding period) | -1.6\% | -2.5\% | -9.0\% | -9.6\% | -5.8\% | -8.6\% | -3.2\% | 0.3\% |
| Domestic sales | 233.8 | 249.9 | 221.0 | 233.4 | 206.7 | 214.9 | 204.8 | 228.4 |
| (change from the previous corresponding period) | -4.4\% | -3.8\% | -9.6\% | -12.5\% | -11.6\% | -14.0\% | -7.3\% | -2.1\% |
| Overseas sales | 287.7 | 294.4 | 281.0 | 290.2 | 284.6 | 282.4 | 281.1 | 296.7 |
| (change from the previous corresponding period) | 0.8\% | -1.4\% | -8.6\% | -7.2\% | -1.1\% | -4.1\% | 0.0\% | 2.3\% |
| Overseas sales ratio | 55.2\% | 54.1\% | 56.0\% | 55.4\% | 57.9\% | 56.8\% | 57.8\% | 56.5\% |
| Gross profit | 228.3 | 214.9 | 214.1 | 196.8 | 200.3 | 197.8 | 210.2 | 198.5 |
| (change from the previous corresponding period) | -0.2\% | -3.4\% | -9.8\% | -17.6\% | -12.3\% | -7.9\% | -1.8\% | 0.9\% |
| Percentage of net sales | 43.8\% | 39.5\% | 42.7\% | 37.6\% | 40.8\% | 39.8\% | 43.3\% | 37.8\% |
| Selling, general and administrative expenses | 188.6 | 189.6 | 192.8 | 208.7 | 194.2 | 189.9 | 186.4 | 191.3 |
| (change from the previous corresponding period) | 3.6\% | 2.8\% | 2.6\% | 9.0\% | 3.0\% | 0.2\% | -3.3\% | -8.3\% |
| Percentage of net sales | 36.2\% | 34.8\% | 38.5\% | 39.9\% | 39.5\% | 38.2\% | 38.4\% | 36.4\% |
| Operating income | 39.7 | 25.3 | 21.3 | -11.8 | 6.0 | 7.9 | 23.7 | 7.2 |
| (change from the previous corresponding period) | -14.7\% | -33.3\% | -56.9\% | --- | -84.7\% | -68.7\% | 11.4\% | --- |
| Percentage of net sales | 7.6\% | 4.7\% | 4.2\% | -2.3\% | 1.2\% | 1.6\% | 4.9\% | 1.4\% |
| Income before income taxes | 43.7 | 15.1 | 1.1 | -29.1 | 3.4 | 3.3 | 24.0 | 4.1 |
| (change from the previous corresponding period) | -17.9\% | -52.4\% | -97.6\% | --- | -92.2\% | -77.9\% | 1,925.0\% | --- |
| Percentage of net sales | 8.4\% | 2.8\% | 0.2\% | -5.6\% | 0.7\% | 0.7\% | 5.0\% | 0.8\% |
| Net income attributable to Ricoh Company,Ltd. | 25.7 | 8.6 | -4.8 | -23.0 | 0.9 | 0.9 | 12.6 | 0.5 |
| (change from the previous corresponding period) | -24.0\% | -55.4\% | --- | --- | -96.5\% | -89.5\% | --- | --- |
| Percentage of net sales | 4.9\% | 1.6\% | -1.0\% | -4.4\% | 0.2\% | 0.2\% | 2.6\% | 0.1\% |
| Net income per share-basic [yen] | 35.71 | 11.85 | -6.62 | -31.92 | 1.24 | 1.25 | 17.38 | 0.80 |
| (change from the previous corresponding period) | -23.0\% | -55.2\% | --- | --- | -96.5\% | -89.5\% | --- | --- |
| Exchange rate [yen/US\$] | 104.66 | 107.63 | 96.21 | 93.61 | 97.51 | 93.64 | 89.75 | 90.00 |
| [yen/EURO] | 163.48 | 161.92 | 126.97 | 122.35 | 132.69 | 133.79 | 132.60 | 130.00 |
| 2. Other ratios | Jun.'08 | Sep.'08 | Dec.'08 | Mar.'09 | Jun.'09 | Sep.'09 | Dec.'09 | Mar.'10 <br> (Forecast) |
| R\&D Expenditure | 31.7 | 31.4 | 30.2 | 30.9 | 27.2 | 28.7 | 25.8 | 30.3 |
| R\&D Expenditure / net sales | 6.1\% | 5.8\% | 6.0\% | 5.9\% | 5.6\% | 5.8\% | 5.3\% | 5.8\% |
| Interest and dividend income | 1.2 | 1.7 | 0.7 | 1.3 | 0.5 | 1.1 | 0.4 | --- |
| Interest expense | 1.0 | 1.3 | 1.8 | 1.5 | 2.1 | 1.9 | 2.0 | --- |
| Financial income(expenses)net | 0.2 | 0.4 | -1.1 | -0.1 | -1.5 | -0.8 | -1.6 | --- |
| Interest coverage ratio(※) [times] | 38.4 | 19.7 | 11.8 | --- | 3.2 | 4.6 | 11.6 | --- |
| Depreciation for tangible fixed assets | 17.7 | 17.6 | 19.7 | 19.8 | 16.6 | 17.3 | 17.8 | 18.3 |
| Expenditure for plant and equipment | 20.4 | 26.5 | 25.3 | 24.6 | 17.3 | 21.0 | 9.8 | 26.8 |
| Free Cash Flow | -20.4 | -24.1 | -197.4 | 46.2 | 5.9 | 23.7 | 12.4 | --- |
| Liquidity at hand | 176.2 | 162.2 | 157.1 | 260.5 | 197.9 | 226.4 | 218.4 | --- |
| Liquidity at hand/Averaged sales [months] | 1.0 | 0.9 | 0.9 | 1.5 | 1.2 | 1.4 | 1.3 | --- |
| Inventories | 218.7 | 206.1 | 224.1 | 191.5 | 193.3 | 177.7 | 181.3 | --- |
| Inventories/Averaged cost of sales [months] | 2.2 | 1.9 | 2.3 | 1.8 | 2.0 | 1.8 | 2.0 | --- |
| Debt | 420.1 | 426.8 | 717.2 | 779.1 | 721.6 | 724.2 | 718.4 | --- |
| Debt on total assets | 18.2\% | 19.2\% | 29.8\% | 31.0\% | 29.8\% | 30.5\% | 30.2\% | --- |
| Total assets | 2,304.7 | 2,220.8 | 2,405.1 | 2,513.4 | 2,424.3 | 2,376.9 | 2,382.4 | --- |
| Income before income taxes on total assets | 1.9\% | 0.7\% | 0.1\% | -1.2\% | 0.1\% | 0.1\% | 1.0\% | --- |
| Shareholders' equity | 1,123.4 | 1,102.4 | 984.8 | 975.3 | 977.0 | 955.6 | 962.2 | --- |
| Equity ratio | 48.7\% | 49.6\% | 41.0\% | 38.8\% | 40.3\% | 40.2\% | 40.4\% | --- |
| Return on equity | 2.3\% | 0.8\% | -0.5\% | -2.3\% | 0.1\% | 0.1\% | 1.3\% | --- |
| Number of employees(Japan)(thousand of people) | 41.4 | 41.2 | 41.1 | 40.8 | 41.9 | 41.6 | 41.3 | --- |
| Number of employees(Overseas)(thousand of people) | 44.0 | 45.8 | 68.7 | 67.6 | 67.2 | 67.0 | 67.3 | --- |
| Number of employees (Total)(thousand of people) | 85.5 | 87.0 | 109.8 | 108.4 | 109.1 | 108.7 | 108.7 | --- |

[^0]| (Three months ended) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| 3. Sales by Category | Jun.'08 | Sep.'08 | Dec.'08 | Mar.'09 |
| Imaging \& Solutions | 455.2 | 464.5 | 443.9 | 469.3 |
| (change from the previous corresponding period) | 0.5\% | -1.5\% | -7.2\% | -7.3\% |
| Percentage of net sales | 87.3\% | 85.3\% | 88.4\% | 89.6\% |
| Imaging Solutions | 410.1 | 403.9 | 383.9 | 400.5 |
| (change from the previous corresponding period) | -0.5\% | -2.7\% | -11.6\% | -10.6\% |
| Percentage of net sales | 78.6\% | 74.2\% | 76.5\% | 76.5\% |
| Network System Solutions | 45.1 | 60.5 | 59.9 | 68.8 |
| (change from the previous corresponding period) | 11.0\% | 7.0\% | 35.3\% | 17.6\% |
| Percentage of net sales | 8.7\% | 11.1\% | 11.9\% | 13.1\% |
| Industrial Products | 33.0 | 34.7 | 25.9 | 21.7 |
| (change from the previous corresponding period) | -6.9\% | -17.2\% | -24.4\% | -33.1\% |
| Percentage of net sales | 6.3\% | 6.4\% | 5.2\% | 4.2\% |
| Other | 33.2 | 45.0 | 32.1 | 32.5 |
| (change from the previous corresponding period) | -20.4\% | 1.3\% | -17.7\% | -20.0\% |
| Percentage of net sales | 6.4\% | 8.3\% | 6.4\% | 6.2\% |


| Jun.'09 | Sep.'09 | Dec.'09 | Mar.'10 <br> (Forecast) |
| ---: | ---: | ---: | ---: |
| 436.8 | 438.3 | $\mathbf{4 3 0 . 9}$ | $\mathbf{4 6 8 . 4}$ |
| $-4.1 \%$ | $-5.6 \%$ | $\mathbf{- 2 . 9 \%}$ | $\mathbf{- 0 . 2 \%}$ |
| $88.9 \%$ | $88.1 \%$ | $\mathbf{8 8 . 7 \%}$ | $\mathbf{8 9 . 2 \%}$ |
| 378.0 | 366.9 | $\mathbf{3 6 8 . 1}$ | $\mathbf{3 9 8 . 2}$ |
| $-7.8 \%$ | $-9.2 \%$ | $\mathbf{- 4 . 1 \%}$ | $\mathbf{- 0 . 6 \%}$ |
| $76.9 \%$ | $73.8 \%$ | $\mathbf{7 5 . 8 \%}$ | $\mathbf{7 5 . 8 \%}$ |
| 58.7 | 71.3 | $\mathbf{6 2 . 7}$ | $\mathbf{7 0 . 2}$ |
| $30.1 \%$ | $17.9 \%$ | $\mathbf{4 . 6 \%}$ | $\mathbf{2 . 0 \%}$ |
| $12.0 \%$ | $14.3 \%$ | $\mathbf{1 2 . 9 \%}$ | $\mathbf{1 3 . 4 \%}$ |
| 24.7 | 26.4 | $\mathbf{2 5 . 1}$ | $\mathbf{2 5 . 7}$ |
| $-25.2 \%$ | $-23.9 \%$ | $\mathbf{- 2 . 9 \%}$ | $\mathbf{1 7 . 8 \%}$ |
| $5.0 \%$ | $5.3 \%$ | $\mathbf{5 . 2 \%}$ | $\mathbf{4 . 9 \%}$ |
| 29.8 | 32.6 | $\mathbf{2 9 . 8}$ | $\mathbf{3 1 . 2}$ |
| $-10.3 \%$ | $-27.6 \%$ | $\mathbf{- 7 . 3 \%}$ | $\mathbf{- 4 . 2 \%}$ |
| $6.1 \%$ | $6.6 \%$ | $\mathbf{6 . 1 \%}$ | $\mathbf{5 . 9 \%}$ |


| 4. Sales by Geographic Area | Jun.'08 | Sep.'08 | Dec.'08 | Mar.'09 |
| :---: | :---: | :---: | :---: | :---: |
| Japan | 233.8 | 249.9 | 221.0 | 233.4 |
| (change from the previous corresponding period) | -4.4\% | -3.8\% | -9.6\% | -12.5\% |
| Percentage of net sales | 44.8\% | 45.9\% | 44.0\% | 44.6\% |
| Overseas | 287.7 | 294.4 | 281.0 | 290.2 |
| (change from the previous corresponding period) | 0.8\% | -1.4\% | -8.6\% | -7.2\% |
| Percentage of net sales | 55.2\% | 54.1\% | 56.0\% | 55.4\% |
| The Americas | 101.6 | 115.9 | 132.8 | 152.3 |
| (change from the previous corresponding period) | -1.5\% | 3.0\% | 22.8\% | 37.5\% |
| Percentage of net sales | 19.5\% | 21.3\% | 26.5\% | 29.1\% |
| Europe | 148.6 | 140.0 | 119.5 | 115.1 |
| (change from the previous corresponding period) | 1.2\% | -1.6\% | -22.6\% | -27.8\% |
| Percentage of net sales | 28.5\% | 25.7\% | 23.8\% | 22.0\% |
| Other | 37.3 | 38.4 | 28.5 | 22.6 |
| (change from the previous corresponding period) | 5.7\% | -12.1\% | -35.9\% | -46.2\% |
| Percentage of net sales | 7.2\% | 7.1\% | 5.7\% | 4.3\% |


| Jun.'09 | Sep.'09 | Dec.'09 | Mar.'10 <br> (Forecast) |
| ---: | ---: | ---: | ---: |
| 206.7 | 214.9 | $\mathbf{2 0 4 . 8}$ | $\mathbf{2 2 8 . 5}$ |
| $-11.6 \%$ | $-14.0 \%$ | $-\mathbf{- 7 . 3 \%}$ | $\mathbf{- 2 . 1 \%}$ |
| $42.1 \%$ | $43.2 \%$ | $\mathbf{4 2 . 2 \%}$ | $\mathbf{4 3 . 5 \%}$ |
| 284.6 | 282.4 | $\mathbf{2 8 1 . 1}$ | $\mathbf{2 9 6 . 8}$ |
| $-1.1 \%$ | $-4.1 \%$ | $\mathbf{0 . 0 \%}$ | $\mathbf{2 . 3 \%}$ |
| $57.9 \%$ | $56.8 \%$ | $\mathbf{5 7 . 8 \%}$ | $\mathbf{5 6 . 5 \%}$ |
| 142.7 | 138.3 | $\mathbf{1 3 5 . 2}$ | $\mathbf{1 4 9 . 8}$ |
| $40.4 \%$ | $19.4 \%$ | $\mathbf{1 . 8 \%}$ | $\mathbf{- 1 . 7 \%}$ |
| $29.1 \%$ | $27.8 \%$ | $\mathbf{2 7 . 8 \%}$ | $\mathbf{2 8 . 5 \%}$ |
| 113.7 | 112.3 | $\mathbf{1 1 5 . 3}$ | $\mathbf{1 1 7 . 8}$ |
| $-23.5 \%$ | $-19.7 \%$ | $\mathbf{- 3 . 5 \%}$ | $\mathbf{2 . 3 \%}$ |
| $23.1 \%$ | $22.6 \%$ | $\mathbf{2 3 . 7 \%}$ | $\mathbf{2 2 . 4 \%}$ |
| 28.1 | 31.6 | $\mathbf{3 0 . 5}$ | $\mathbf{2 9 . 2}$ |
| $-24.7 \%$ | $-17.6 \%$ | $\mathbf{6 . 8 \%}$ | $\mathbf{2 8 . 4 \%}$ |
| $5.7 \%$ | $6.4 \%$ | $\mathbf{6 . 3 \%}$ | $\mathbf{5 . 6 \%}$ |

5. Products ratio on Imaging Solutions category (by sales) Jun.'08 Sep.'08 Dec.'08 Mar.'09

| Japan | Copier | $72 \%$ | $74 \%$ | $73 \%$ | $68 \%$ |
| :--- | :--- | ---: | ---: | ---: | ---: |
|  | Printer | $23 \%$ | $20 \%$ | $22 \%$ | $26 \%$ |
|  | Other | $4 \%$ | $6 \%$ | $6 \%$ | $5 \%$ |
| Overseas | Copier | $76 \%$ | $75 \%$ | $76 \%$ | $78 \%$ |
|  | Printer | $21 \%$ | $21 \%$ | $19 \%$ | $18 \%$ |
|  | Other | $3 \%$ | $4 \%$ | $4 \%$ | $4 \%$ |
| Total | Copier | $75 \%$ | $75 \%$ | $75 \%$ | $75 \%$ |
|  | Printer | $22 \%$ | $21 \%$ | $20 \%$ | $21 \%$ |
|  | Other | $3 \%$ | $5 \%$ | $5 \%$ | $4 \%$ |


| 6. Color ratio (by sales value of machine) | Jun.'08 | Sep.'08 | Dec.'08 | Mar.'09 |  |
| :---: | :--- | ---: | ---: | ---: | ---: |
| Copier | Japan | $59 \%$ | $57 \%$ | $59 \%$ | $59 \%$ |
|  | Overseas | $48 \%$ | $52 \%$ | $50 \%$ | $53 \%$ |
|  | Total | $51 \%$ | $53 \%$ | $52 \%$ | $54 \%$ |
| Printer | Japan | $27 \%$ | $19 \%$ | $36 \%$ | $31 \%$ |
|  | Overseas | $32 \%$ | $20 \%$ | $20 \%$ | $17 \%$ |
|  | Total | $29 \%$ | $20 \%$ | $26 \%$ | $23 \%$ |


| Jun.'09 | Sep.'09 | Dec.'09 |
| ---: | ---: | ---: |
| $71 \%$ | $69 \%$ | $\mathbf{6 9 \%}$ |
| $22 \%$ | $22 \%$ | $\mathbf{2 3 \%}$ |
| $7 \%$ | $9 \%$ | $\mathbf{8 \%}$ |
| $72 \%$ | $70 \%$ | $\mathbf{7 1 \%}$ |
| $20 \%$ | $21 \%$ | $\mathbf{2 1 \%}$ |
| $7 \%$ | $9 \%$ | $\mathbf{8 \%}$ |
| $72 \%$ | $70 \%$ | $\mathbf{7 0 \%}$ |
| $21 \%$ | $22 \%$ | $\mathbf{2 2 \%}$ |
| $7 \%$ | $9 \%$ | $\mathbf{8 \%}$ |


| Jun.'09 | Sep.'09 | Dec.'09 |
| ---: | ---: | ---: |
| $64 \%$ | $68 \%$ | $\mathbf{7 0 \%}$ |
| $49 \%$ | $50 \%$ | $\mathbf{5 2 \%}$ |
| $54 \%$ | $55 \%$ | $\mathbf{5 7 \%}$ |
| $23 \%$ | $25 \%$ | $\mathbf{2 9 \%}$ |
| $24 \%$ | $30 \%$ | $\mathbf{3 6 \%}$ |
| $24 \%$ | $29 \%$ | $\mathbf{3 4 \%}$ |


[^0]:    Interest coverage ratio $(※)=$ (Interest and dividend income + Operating income) $\div$ Interest expense

