## Key Financial Figures(Consolidated)

| 1.Operating Results | (Fiscal year ended) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Mar.'07 | Mar.'08 | Mar.'09 | Mar.'10 | Mar.'11 <br> (Forecast) |
| Net sales | 2,068.9 | 2,219.9 | 2,091.6 | 2,016.3 | 2,020.0 |
| (change from the previous corresponding period) | 8.4\% | 7.3\% | -5.8\% | -3.6\% | 0.2\% |
| Domestic sales | 1,002.2 | 1,016.0 | 938.3 | 876.5 | 920.0 |
| (change from the previous corresponding period) | 3.7\% | 1.4\% | -7.6\% | -6.6\% | 5.0\% |
| Overseas sales | 1,066.6 | 1,203.9 | 1,153.3 | 1,139.7 | 1,100.0 |
| (change from the previous corresponding period) | 13.1\% | 12.9\% | -4.2\% | -1.2\% | -3.5\% |
| Overseas sales ratio | 51.6\% | 54.2\% | 55.1\% | 56.5\% | 54.5\% |
| Gross profit | 862.4 | 927.7 | 854.3 | 822.3 | 825.0 |
| (change from the previous corresponding period) | 8.5\% | 7.6\% | -7.9\% | -3.8\% | 0.3\% |
| Percentage of net sales | 41.7\% | 41.8\% | 40.8\% | 40.8\% | 40.8\% |
| Selling, general and administrative expenses | 688.0 | 746.2 | 779.8 | 756.3 | 740.0 |
| (change from the previous corresponding period) | 6.4\% | 8.5\% | 4.5\% | -3.0\% | -2.2\% |
| Percentage of net sales | 33.3\% | 33.6\% | 37.3\% | 37.5\% | 36.6\% |
| Operating income | 174.3 | 181.5 | 74.5 | 65.9 | 85.0 |
| (change from the previous corresponding period) | 17.4\% | 4.1\% | -58.9\% | -11.5\% | 28.8\% |
| Percentage of net sales | 8.4\% | 8.2\% | 3.6\% | 3.3\% | 4.2\% |
| Income before income taxes | 174.5 | 174.6 | 30.9 | 57.5 | 75.0 |
| (change from the previous corresponding period) | 14.2\% | 0.1\% | -82.3\% | 85.9\% | 30.4\% |
| Percentage of net sales | 8.4\% | 7.9\% | 1.5\% | 2.9\% | 3.7\% |
| Net income attributable to Ricoh Company,Ltd. | 111.7 | 106.4 | 6.5 | 27.8 | 35.0 |
| (change from the previous corresponding period) | 15.1\% | -4.7\% | -93.9\% | 326.8\% | 25.6\% |
| Percentage of net sales | 5.4\% | 4.8\% | 0.3\% | 1.4\% | 1.7\% |
| Net income atributable to sharholders per share-basic [yen] | 153.10 | 146.04 | 9.02 | 38.41 | 48.24 |
| (change from the previous corresponding period) | 15.7\% | -4.6\% | -93.8\% | 325.8\% | 25.6\% |
| Exchange rate [yen/US\$] | 117.02 | 114.40 | 100.55 | 92.91 | 84.52 |
| [yen/EURO] | 150.08 | 161.69 | 143.74 | 131.21 | 112.07 |


| 2. Other ratios | Mar.'07 | Mar.'08 | Mar.'09 | Mar.'10 | Mar.'11 <br> (Forecast) |
| :---: | :---: | :---: | :---: | :---: | :---: |
| R\&D Expenditure | 114.9 | 126.0 | 124.4 | 109.8 | 112.0 |
| R\&D Expenditure / net sales | 5.6\% | 5.7\% | 5.9\% | 5.4\% | 5.5\% |
| Interest and dividend income | 5.5 | 6.3 | 5.2 | 3.4 | --- |
| Interest expense | 7.3 | 4.8 | 5.8 | 8.1 | --- |
| Financial income(expenses)net | -1.8 | 1.5 | -0.6 | -4.6 | --- |
| Interest coverage ratio $\left(\begin{array}{c} \\ \text { [times] }\end{array}\right.$ | 24.5 | 38.9 | 13.6 | 8.5 | --- |
| Depreciation for tangible fixed assets | 72.4 | 72.7 | 74.8 | 70.3 | 67.0 |
| Expenditure for plant and equipment | 85.8 | 85.2 | 96.9 | 66.9 | 72.0 |
| Free Cash Flow | 51.8 | -3.9 | -195.6 | 101.1 | --- |
| Liquidity at hand | 257.3 | 172.1 | 260.5 | 243.8 | --- |
| Liquidity at hand/Averaged sales [months] | 1.5 | 0.9 | 1.5 | 1.5 | --- |
| Inventories | 184.3 | 192.0 | 191.5 | 169.2 | --- |
| Inventories/Averaged cost of sales [months] | 1.8 | 1.8 | 1.9 | 1.7 | --- |
| Debt | 415.6 | 384.3 | 779.1 | 684.4 | --- |
| Debt on total assets | 18.5\% | 17.4\% | 31.0\% | 28.7\% | --- |
| Total assets | 2,243.4 | 2,214.3 | 2,513.4 | 2,383.9 | --- |
| Income before income taxes on total assets | 8.1\% | 7.8\% | 1.3\% | 2.3\% | --- |
| Shareholders' equity | 1,070.9 | 1,080.1 | 975.3 | 973.3 | --- |
| Equity ratio | 47.7\% | 48.8\% | 38.8\% | 40.8\% | --- |
| Return on equity | 11.0\% | 9.9\% | 0.6\% | 2.9\% | --- |
| Number of employees(Japan)(thousand of people) | 40.3 | 40.3 | 40.8 | 41.1 | --- |
| Number of employees(Overseas)(thousand of people) | 41.5 | 43.0 | 67.6 | 67.4 | --- |
| Number of employees (Total)(thousand of people) | 81.9 | 83.4 | 108.4 | 108.5 | --- |

(Six months ended)

| Sep.'08 | Sep.'09 | Sep.'10 |
| :---: | :---: | :---: |
| 1,065.9 | 988.7 | 970.8 |
| -2.1\% | -7.2\% | -1.8\% |
| 483.8 | 421.6 | 439.0 |
| -4.1\% | -12.8\% | 4.1\% |
| 582.1 | 567.1 | 531.7 |
| -0.3\% | -2.6\% | -6.2\% |
| 54.6\% | 57.4\% | 54.8\% |
| 443.3 | 398.2 | 402.9 |
| -1.8\% | -10.2\% | 1.2\% |
| 41.6\% | 40.3\% | 41.5\% |
| 378.2 | 384.2 | 364.9 |
| 3.2\% | 1.6\% | -5.0\% |
| 35.5\% | 38.9\% | 37.6\% |
| 65.0 | 13.9 | 38.0 |
| -23.0\% | -78.5\% | 171.6\% |
| 6.1\% | 1.4\% | 3.9\% |
| 58.8 | 6.7 | 28.0 |
| -30.8\% | -88.5\% | 314.8\% |
| 5.5\% | 0.7\% | 2.9\% |
| 34.3 | 1.8 | 12.5 |
| -35.4\% | -94.7\% | 592.0\% |
| 3.2\% | 0.2\% | 1.3\% |
| 47.56 | 2.49 | 17.24 |
| -34.7\% | -94.8\% | 592.4\% |
| 106.15 | 95.56 | 89.03 |
| 162.69 | 133.24 | 114.14 |


| Sep.'08 | Sep.'09 | Sep.'10 |
| ---: | ---: | ---: |
| 63.2 | 55.9 | $\mathbf{5 3 . 9}$ |
| $5.9 \%$ | $5.7 \%$ | $\mathbf{5 . 6 \%}$ |
| 3.0 | 1.7 | $\mathbf{1 . 3}$ |
| 2.4 | 4.0 | $\mathbf{3 . 9}$ |
| 0.6 | -2.3 | $-\mathbf{2 . 5}$ |
| 27.8 | 3.9 | $\mathbf{1 0 . 1}$ |
| 35.3 | 33.9 | $\mathbf{3 3 . 4}$ |
| 46.9 | 38.4 | $\mathbf{3 9 . 5}$ |
| -44.5 | 29.7 | $\mathbf{1 7 . 8}$ |
| 162.2 | 226.4 | $\mathbf{2 7 5 . 7}$ |
| 0.9 | 1.4 | $\mathbf{1 . 7}$ |
| 206.1 | 177.7 | $\mathbf{1 8 2 . 4}$ |
| 2.0 | 1.8 | $\mathbf{1 . 9}$ |
| 426.8 | 724.2 | $\mathbf{7 3 1 . 6}$ |
| $19.2 \%$ | $30.5 \%$ | $\mathbf{3 1 . 2} \%$ |
| $2,220.8$ | $2,376.9$ | $\mathbf{2 , 3 4 3 . 0}$ |
| $2.7 \%$ | $0.3 \%$ | $\mathbf{1 . 2 \%}$ |
| $1,102.4$ | 955.6 | $\mathbf{9 2 7 . 8}$ |
| $49.6 \%$ | $40.2 \%$ | $\mathbf{3 9 . 6} \%$ |
| $3.1 \%$ | $0.2 \%$ | $\mathbf{1 . 3} \%$ |
| 41.2 | 41.6 | $\mathbf{4 0 . 8}$ |
| 45.8 | 67.0 | $\mathbf{6 7 . 6}$ |
| 87.0 | 108.7 | $\mathbf{1 0 8 . 5}$ |

[^0]
## Key Financial Figures(Consolidated)

| (Fiscal year ended) |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 3. Sales by Category | Mar.'07 | Mar.'08 | Mar.'09 | Mar.'10 | Mar.'11 <br> (Forecast) |
| Imaging \& Solutions | 1,774.4 | 1,909.5 | 1,833.0 | 1,790.2 | 1,780.6 |
| (change from the previous corresponding period) | 8.4\% | 7.6\% | -4.0\% | -2.3\% | -0.5\% |
| Percentage of net sales | 85.8\% | 86.0\% | 87.6\% | 88.8\% | 88.1\% |
| Imaging Solutions | 1,580.1 | 1,709.4 | 1,598.6 | 1,516.1 | 1,472.8 |
| (change from the previous corresponding period) | 9.2\% | 8.2\% | -6.5\% | -5.2\% | -2.9\% |
| Percentage of net sales | 76.4\% | 77.0\% | 76.4\% | 75.2\% | 72.9\% |
| Network System Solutions | 194.3 | 200.0 | 234.4 | 274.0 | 307.8 |
| (change from the previous corresponding period) | 2.0\% | 3.0\% | 17.2\% | 16.9\% | 12.3\% |
| Percentage of net sales | 9.4\% | 9.0\% | 11.2\% | 13.6\% | 15.2\% |
| Industrial Products | 133.3 | 144.3 | 115.5 | 101.6 | 110.5 |
| (change from the previous corresponding period) | 10.6\% | 8.2\% | -19.9\% | -12.0\% | 8.6\% |
| Percentage of net sales | 6.4\% | 6.5\% | 5.5\% | 5.0\% | 5.5\% |
| Other | 161.0 | 166.0 | 143.0 | 124.4 | 129.0 |
| (change from the previous corresponding period) | 6.4\% | 3.1\% | -13.9\% | -13.0\% | 3.7\% |
| Percentage of net sales | 7.8\% | 7.5\% | 6.8\% | 6.2\% | 6.4\% |


| 4. Sales by Geographic Area | Mar.'07 | Mar.'08 | Mar.'09 | Mar.'10Mar.'11 <br> (Forecast) |  |
| :---: | ---: | ---: | ---: | ---: | ---: |
| Japan | $1,002.2$ | $1,016.0$ | 938.3 | 876.5 | $\mathbf{9 2 0 . 0}$ |
|  | (change from the previous corresponding period) | $3.7 \%$ | $1.4 \%$ | $-7.6 \%$ | $-6.6 \%$ |
| $\mathbf{5 . 0 \%}$ |  |  |  |  |  |
| Percentage of net sales | $48.4 \%$ | $45.8 \%$ | $44.9 \%$ | $43.5 \%$ | $\mathbf{4 5 . 5 \%}$ |
| Overseas | $1,066.6$ | $1,203.9$ | $1,153.3$ | $1,139.7$ | $\mathbf{1 , 1 0 0 . 0}$ |
| (change from the previous corresponding period) | $13.1 \%$ | $12.9 \%$ | $-4.2 \%$ | $-1.2 \%$ | $\mathbf{- 3 . 5 \%}$ |
| Percentage of net sales | $51.6 \%$ | $54.2 \%$ | $55.1 \%$ | $56.5 \%$ | $\mathbf{5 4 . 5 \%}$ |
| The Americas | 426.4 | 434.7 | 502.8 | 557.6 | $\mathbf{5 3 4 . 4}$ |
| $\quad$ (change from the previous corresponding period) | $10.1 \%$ | $2.0 \%$ | $15.7 \%$ | $10.9 \%$ | $\mathbf{- 4 . 2 \%}$ |
| Percentage of net sales | $20.6 \%$ | $19.6 \%$ | $24.0 \%$ | $27.7 \%$ | $\mathbf{2 6 . 5 \%}$ |
| Europe | 507.1 | 603.2 | 523.4 | 458.5 | $\mathbf{4 2 6 . 8}$ |
| (change from the previous corresponding period) | $16.6 \%$ | $18.9 \%$ | $-13.2 \%$ | $-12.4 \%$ | $\mathbf{- 6 . 9 \%}$ |
| Percentage of net sales | $24.5 \%$ | $27.2 \%$ | $25.0 \%$ | $22.7 \%$ | $\mathbf{2 1 . 1 \%}$ |
| Other | 133.0 | 165.9 | 127.0 | 123.4 | $\mathbf{1 3 8 . 8}$ |
| (change from the previous corresponding period) | $10.1 \%$ | $24.7 \%$ | $-23.4 \%$ | $-2.8 \%$ | $\mathbf{1 2 . 4 \%}$ |
| Percentage of net sales | $6.4 \%$ | $7.5 \%$ | $6.1 \%$ | $6.1 \%$ | $\mathbf{6 . 9 \%}$ |


| 5. Products rati | Imaging Solutions category (by sales) | Mar.'07 | Mar.'08 | Mar.'09 | Mar.'10 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Japan | Copier | 76\% | 74\% | 72\% | 70\% |
|  | Printer | 19\% | 20\% | 23\% | 22\% |
|  | Other | 6\% | 6\% | 5\% | 8\% |
| Overseas | Copier | 85\% | 80\% | 76\% | 70\% |
|  | Printer | 9\% | 15\% | 20\% | 22\% |
|  | Other | 6\% | 4\% | 4\% | 8\% |
| Total | Copier | 82\% | 78\% | 75\% | 70\% |
|  | Printer | 13\% | 17\% | 21\% | 22\% |
|  | Office | --- | --- | --- | 13\% |
|  | Production | --- | --- | --- | 9\% |
|  | Other | 6\% | 5\% | 4\% | 8\% |


| 6. Color ratio (by sales value of machine) | Mar.'07 | Mar.'08 | Mar.'09 | Mar.'10 |  |
| :---: | :--- | ---: | ---: | ---: | ---: |
| Copier |  | $51 \%$ | $59 \%$ | $58 \%$ | $66 \%$ |
|  | Overseas | $36 \%$ | $44 \%$ | $50 \%$ | $51 \%$ |
|  | Total | $40 \%$ | $48 \%$ | $53 \%$ | $55 \%$ |
| Printer | Japan | $24 \%$ | $26 \%$ | $28 \%$ | $29 \%$ |
|  | Overseas | $57 \%$ | $36 \%$ | $22 \%$ | $36 \%$ |
|  | Total | $37 \%$ | $31 \%$ | $24 \%$ | $34 \%$ |

(Six months ended)

| Sep.'08 | Sep.'09 | Sep.'10 |
| ---: | ---: | ---: |
| 919.7 | 875.1 | $\mathbf{8 5 0 . 9}$ |
| $-0.5 \%$ | $-4.9 \%$ | $\mathbf{- 2 . 8 \%}$ |
| $86.3 \%$ | $88.5 \%$ | $\mathbf{8 7 . 7 \%}$ |
| 814.1 | 745.0 | $\mathbf{7 0 6 . 6}$ |
| $-1.6 \%$ | $-8.5 \%$ | $\mathbf{- 5 . 2 \%}$ |
| $76.4 \%$ | $75.4 \%$ | $\mathbf{7 2 . 8 \%}$ |
| 105.6 | 130.0 | $\mathbf{1 4 4 . 2}$ |
| $8.7 \%$ | $23.1 \%$ | $\mathbf{1 0 . 9 \%}$ |
| $9.9 \%$ | $13.2 \%$ | $\mathbf{1 4 . 9 \%}$ |
| 67.8 | 51.2 | $\mathbf{5 5 . 7}$ |
| $-12.4 \%$ | $-24.5 \%$ | $\mathbf{8 . 9 \%}$ |
| $6.4 \%$ | $5.2 \%$ | $\mathbf{5 . 7 \%}$ |
| 78.3 | 62.4 | $\mathbf{6 4 . 1}$ |
| $-9.2 \%$ | $-20.2 \%$ | $\mathbf{2 . 7 \%}$ |
| $7.3 \%$ | $6.3 \%$ | $\mathbf{6 . 6 \%}$ |


| Sep.'08 | Sep.'09 | Sep.'10 |
| ---: | ---: | ---: |
| 483.8 | 421.6 | $\mathbf{4 3 9 . 0}$ |
| $-4.1 \%$ | $-12.8 \%$ | $\mathbf{4 . 1 \%}$ |
| $45.4 \%$ | $42.6 \%$ | $\mathbf{4 5 . 2 \%}$ |
| 582.1 | 567.1 | $\mathbf{5 3 1 . 7}$ |
| $-0.3 \%$ | $-2.6 \%$ | $\mathbf{- 6 . 2 \%}$ |
| $54.6 \%$ | $57.4 \%$ | $\mathbf{5 4 . 8 \%}$ |
| 217.5 | 281.1 | $\mathbf{2 6 4 . 8}$ |
| $0.9 \%$ | $29.2 \%$ | $\mathbf{- 5 . 8 \%}$ |
| $20.4 \%$ | $28.4 \%$ | $\mathbf{2 7 . 3 \%}$ |
| 288.7 | 226.1 | $\mathbf{2 0 1 . 0}$ |
| $-0.1 \%$ | $-21.7 \%$ | $\mathbf{- 1 1 . 1 \%}$ |
| $27.1 \%$ | $22.9 \%$ | $\mathbf{2 0 . 7 \%}$ |
| 75.8 | 59.7 | $\mathbf{6 5 . 8}$ |
| $-4.2 \%$ | $-21.1 \%$ | $\mathbf{1 0 . 2 \%}$ |
| $7.1 \%$ | $6.0 \%$ | $\mathbf{6 . 8 \%}$ |


| Sep.'08 | Sep.'09 | Sep.'10 |
| ---: | ---: | ---: |
| $73 \%$ | $70 \%$ | $\mathbf{6 9 \%}$ |
| $22 \%$ | $21 \%$ | $\mathbf{2 2 \%}$ |
| $5 \%$ | $8 \%$ | $\mathbf{9 \%}$ |
| $76 \%$ | $71 \%$ | $\mathbf{7 1 \%}$ |
| $21 \%$ | $20 \%$ | $\mathbf{2 3 \%}$ |
| $4 \%$ | $8 \%$ | $\mathbf{6 \%}$ |
| $75 \%$ | $71 \%$ | $\mathbf{7 0 \%}$ |
| $21 \%$ | $21 \%$ | $\mathbf{2 3 \%}$ |
| --- | --- | $\mathbf{1 3 \%}$ |
| --- | --- | $\mathbf{9 \%}$ |
| $4 \%$ | $8 \%$ | $\mathbf{7 \%}$ |


| Sep.'08 | Sep.'09 | Sep.'10 |
| ---: | ---: | ---: |
| $58 \%$ | $66 \%$ | $\mathbf{7 0 \%}$ |
| $50 \%$ | $50 \%$ | $\mathbf{5 1 \%}$ |
| $52 \%$ | $55 \%$ | $\mathbf{5 7 \%}$ |
| $23 \%$ | $24 \%$ | $\mathbf{2 3 \%}$ |
| $26 \%$ | $27 \%$ | $\mathbf{3 6 \%}$ |
| $25 \%$ | $27 \%$ | $\mathbf{3 2 \%}$ |

## Key Financial Figures(Consolidated)

| (Three months ended) |  |  |  |  | Jun.'09 | Sep.'09 | Dec.'09 | Mar.'10 | Jun.'10 | Sep.'10 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1.Operating Results | Jun.'08 | Sep.'08 | Dec.'08 | Mar.'09 |  |  |  |  |  |  |
| Net sales | 521.5 | 544.3 | 502.0 | 523.6 | 491.3 | 497.4 | 485.9 | 541.6 | 482.9 | 487.9 |
| (change from the previous corresponding period) | -1.6\% | -2.5\% | -9.0\% | -9.6\% | -5.8\% | -8.6\% | -3.2\% | 3.4\% | -1.7\% | -1.9\% |
| Domestic sales | 233.8 | 249.9 | 221.0 | 233.4 | 206.7 | 214.9 | 204.8 | 250.0 | 212.9 | 226.1 |
| (change from the previous corresponding period) | -4.4\% | -3.8\% | -9.6\% | -12.5\% | -11.6\% | -14.0\% | -7.3\% | 7.1\% | 3.0\% | 5.2\% |
| Overseas sales | 287.7 | 294.4 | 281.0 | 290.2 | 284.6 | 282.4 | 281.1 | 291.5 | 270.0 | 261.7 |
| (change from the previous corresponding period) | 0.8\% | -1.4\% | -8.6\% | -7.2\% | -1.1\% | -4.1\% | 0.0\% | 0.5\% | -5.1\% | -7.3\% |
| Overseas sales ratio | 55.2\% | 54.1\% | 56.0\% | 55.4\% | 57.9\% | 56.8\% | 57.8\% | 53.8\% | 55.9\% | 53.6\% |
| Gross profit | 228.3 | 214.9 | 214.1 | 196.8 | 200.3 | 197.8 | 210.2 | 213.9 | 204.3 | 198.6 |
| (change from the previous corresponding period) | -0.2\% | -3.4\% | -9.8\% | -17.6\% | -12.3\% | -7.9\% | -1.8\% | 8.7\% | 2.0\% | 0.4\% |
| Percentage of net sales | 43.8\% | 39.5\% | 42.7\% | 37.6\% | 40.8\% | 39.8\% | 43.3\% | 39.5\% | 42.3\% | 40.7\% |
| Selling, general and administrative expenses | 188.6 | 189.6 | 192.8 | 208.7 | 194.2 | 189.9 | 186.4 | 185.6 | 182.4 | 182.4 |
| (change from the previous corresponding period) | 3.6\% | 2.8\% | 2.6\% | 9.0\% | 3.0\% | 0.2\% | -3.3\% | -11.1\% | -6.1\% | -4.0\% |
| Percentage of net sales | 36.2\% | 34.8\% | 38.5\% | 39.9\% | 39.5\% | 38.2\% | 38.4\% | 34.3\% | 37.8\% | 37.4\% |
| Operating income | 39.7 | 25.3 | 21.3 | -11.8 | 6.0 | 7.9 | 23.7 | 28.2 | 21.8 | 16.1 |
| (change from the previous corresponding period) | -14.7\% | -33.3\% | -56.9\% | --- | -84.7\% | -68.7\% | 11.4\% | --- | 259.6\% | 104.1\% |
| Percentage of net sales | 7.6\% | 4.7\% | 4.2\% | -2.3\% | 1.2\% | 1.6\% | 4.9\% | 5.2\% | 4.5\% | 3.3\% |
| Income before income taxes | 43.7 | 15.1 | 1.1 | -29.1 | 3.4 | 3.3 | 24.0 | 26.7 | 15.4 | 12.5 |
| (change from the previous corresponding period) | -17.9\% | -52.4\% | -97.6\% | --- | -92.2\% | -77.9\% | 1,925.0\% | --- | 353.6\% | 275.2\% |
| Percentage of net sales | 8.4\% | 2.8\% | 0.2\% | -5.6\% | 0.7\% | 0.7\% | 5.0\% | 4.9\% | 3.2\% | 2.6\% |
| Net income attributable to Ricoh Company,Ltd. | 25.7 | 8.6 | -4.8 | -23.0 | 0.9 | 0.9 | 12.6 | 13.4 | 7.3 | 5.1 |
| (change from the previous corresponding period) | -24.0\% | -55.4\% | --- | --- | -96.5\% | -89.5\% | --- | --- | 712.1\% | 472.3\% |
| Percentage of net sales | 4.9\% | 1.6\% | -1.0\% | -4.4\% | 0.2\% | 0.2\% | 2.6\% | 2.5\% | 1.5\% | 1.1\% |
| Net income attributable to sharholders per share-basic [yen] | 35.71 | 11.85 | -6.62 | -31.92 | 1.24 | 1.25 | 17.38 | 18.54 | 10.11 | 7.13 |
| (change from the previous corresponding period) | -23.0\% | -55.2\% | --- | --- | -96.5\% | -89.5\% | --- | --- | 715.3\% | 470.4\% |
| Exchange rate [yen/US\$] | 104.66 | 107.63 | 96.21 | 93.61 | 97.51 | 93.64 | 89.75 | 90.76 | 92.13 | 85.95 |
| [yen/EURO] | 163.48 | 161.92 | 126.97 | 122.35 | 132.69 | 133.79 | 132.60 | 125.64 | 117.52 | 110.80 |
| 2. Other ratios | Jun.'08 | Sep. ${ }^{\text {2 }}$ 08 | Dec.'08 | Mar.'09 | Jun.'09 | Sep.'09 | Dec.'09 | Mar.'10 | Jun.'10 | Sep.'10 |
| R\&D Expenditure | 31.7 | 31.4 | 30.2 | 30.9 | 27.2 | 28.7 | 25.8 | 27.9 | 25.6 | 28.3 |
| R\&D Expenditure / net sales | 6.1\% | 5.8\% | 6.0\% | 5.9\% | 5.6\% | 5.8\% | 5.3\% | 5.2\% | 5.3\% | 5.8\% |
| Interest and dividend income | 1.2 | 1.7 | 0.7 | 1.3 | 0.5 | 1.1 | 0.4 | 1.2 | 0.5 | 0.7 |
| Interest expense | 1.0 | 1.3 | 1.8 | 1.5 | 2.1 | 1.9 | 2.0 | 1.9 | 1.8 | 2.0 |
| Financial income(expenses)net | 0.2 | 0.4 | -1.1 | -0.1 | -1.5 | -0.8 | -1.6 | -0.7 | -1.2 | -1.2 |
| Interest coverage ratio( ( [times] | 38.4 | 19.7 | 11.8 | --- | 3.2 | 4.6 | 11.6 | 14.8 | 12.1 | 8.2 |
| Depreciation for tangible fixed assets | 17.7 | 17.6 | 19.7 | 19.8 | 16.6 | 17.3 | 17.8 | 18.4 | 16.0 | 17.3 |
| Expenditure for plant and equipment | 20.4 | 26.5 | 25.3 | 24.6 | 17.3 | 21.0 | 9.8 | 18.6 | 15.8 | 23.7 |
| Free Cash Flow | -20.4 | -24.1 | -197.4 | 46.2 | 5.9 | 23.7 | 12.4 | 58.8 | 20.5 | -2.6 |
| Liquidity at hand | 176.2 | 162.2 | 157.1 | 260.5 | 197.9 | 226.4 | 218.4 | 243.8 | 288.1 | 275.7 |
| Liquidity at hand/Averaged sales [months] | 1.0 | 0.9 | 0.9 | 1.5 | 1.2 | 1.4 | 1.3 | 1.4 | 1.8 | 1.7 |
| Inventories | 218.7 | 206.1 | 224.1 | 191.5 | 193.3 | 177.7 | 181.3 | 169.2 | 171.3 | 182.4 |
| Inventories/Averaged cost of sales [months] | 2.2 | 1.9 | 2.3 | 1.8 | 2.0 | 1.8 | 2.0 | 1.5 | 1.8 | 1.9 |
| Debt | 420.1 | 426.8 | 717.2 | 779.1 | 721.6 | 724.2 | 718.4 | 684.4 | 743.7 | 731.6 |
| Debt on total assets | 18.2\% | 19.2\% | 29.8\% | 31.0\% | 29.8\% | 30.5\% | 30.2\% | 28.7\% | 31.5\% | 31.2\% |
| Total assets | 2,304.7 | 2,220.8 | 2,405.1 | 2,513.4 | 2,424.3 | 2,376.9 | 2,382.4 | 2,383.9 | 2,361.0 | 2,343.0 |
| Income before income taxes on total assets | 1.9\% | 0.7\% | 0.1\% | -1.2\% | 0.1\% | 0.1\% | 1.0\% | 1.1\% | 0.7\% | 0.5\% |
| Shareholders' equity | 1,123.4 | 1,102.4 | 984.8 | 975.3 | 977.0 | 955.6 | 962.2 | 973.3 | 925.8 | 927.8 |
| Equity ratio | 48.7\% | 49.6\% | 41.0\% | 38.8\% | 40.3\% | 40.2\% | 40.4\% | 40.8\% | 39.2\% | 39.6\% |
| Return on equity | 2.3\% | 0.8\% | -0.5\% | -2.3\% | 0.1\% | 0.1\% | 1.3\% | 1.4\% | 0.8\% | 0.6\% |
| Number of employees(Japan)(thousand of people) | 41.4 | 41.2 | 41.1 | 40.8 | 41.9 | 41.6 | 41.3 | 41.1 | 41.5 | 40.8 |
| Number of employees(Overseas)(thousand of people) | 44.0 | 45.8 | 68.7 | 67.6 | 67.2 | 67.0 | 67.3 | 67.4 | 67.0 | 67.6 |
| Number of employees (Total)(thousand of people) | 85.5 | 87.0 | 109.8 | 108.4 | 109.1 | 108.7 | 108.7 | 108.5 | 108.6 | 108.5 |

Interest coverage ratio(※)=(Interest and dividend income + Operating income) $\div$ Interest expense

## Key Financial Figures(Consolidated)

| (Three months ended) |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 3. Sales by Category |  | Jun.'08 | Sep. ${ }^{\text {c }}$ | Dec.'08 | Mar.'09 | Jun. ${ }^{\text {'09 }}$ | Sep. ${ }^{\prime} 09$ | Dec.'09 | Mar.'10 | Jun.'10 | Sep. 10 |
| Imaging \& Solutions |  | 455.2 | 464.5 | 443.9 | 469.3 | 436.8 | 438.3 | 430.9 | 484.1 | 424.6 | 426.2 |
| (change from the previous corresponding period) |  | 0.5\% | -1.5\% | -7.2\% | -7.3\% | -4.1\% | -5.6\% | -2.9\% | 3.2\% | -2.8\% | -2.7\% |
| Percentage of net sales |  | 87.3\% | 85.3\% | 88.4\% | 89.6\% | 88.9\% | 88.1\% | 88.7\% | 89.4\% | 87.9\% | 87.4\% |
| Imaging Solutions |  | 410.1 | 403.9 | 383.9 | 400.5 | 378.0 | 366.9 | 368.1 | 402.9 | 359.9 | 346.7 |
| (change from the previous corresponding period) |  | -0.5\% | -2.7\% | -11.6\% | -10.6\% | -7.8\% | -9.2\% | -4.1\% | 0.6\% | -4.8\% | -5.5\% |
| Percentage of net sales |  | 78.6\% | 74.2\% | 76.5\% | 76.5\% | 76.9\% | 73.8\% | 75.8\% | 74.4\% | 74.5\% | 71.1\% |
| Network System Solutions |  | 45.1 | 60.5 | 59.9 | 68.8 | 58.7 | 71.3 | 62.7 | 81.2 | 64.7 | 79.5 |
| (change from the previous corresponding period) |  | 11.0\% | 7.0\% | 35.3\% | 17.6\% | 30.1\% | 17.9\% | 4.6\% | 18.1\% | 10.3\% | 11.5\% |
| Percentage of net sales |  | 8.7\% | 11.1\% | 11.9\% | 13.1\% | 12.0\% | 14.3\% | 12.9\% | 15.0\% | 13.4\% | 16.3\% |
| Industrial Products |  | 33.0 | 34.7 | 25.9 | 21.7 | 24.7 | 26.4 | 25.1 | 25.3 | 27.9 | 27.8 |
| (change from the previous corresponding period) |  | -6.9\% | -17.2\% | -24.4\% | -33.1\% | -25.2\% | -23.9\% | -2.9\% | 16.2\% | 12.7\% | 5.3\% |
| Percentage of net sales |  | 6.3\% | 6.4\% | 5.2\% | 4.2\% | 5.0\% | 5.3\% | 5.2\% | 4.7\% | 5.8\% | 5.7\% |
| Other |  | 33.2 | 45.0 | 32.1 | 32.5 | 29.8 | 32.6 | 29.8 | 32.1 | 30.3 | 33.7 |
| (change from the previous corresponding period) |  | -20.4\% | 1.3\% | -17.7\% | -20.0\% | -10.3\% | -27.6\% | -7.3\% | -1.3\% | 1.8\% | 3.4\% |
| Percentage of net sales |  | 6.4\% | 8.3\% | 6.4\% | 6.2\% | 6.1\% | 6.6\% | 6.1\% | 5.9\% | 6.3\% | 6.9\% |
| 4. Sales by Geographic Area |  | Jun.'08 | Sep. 08 | Dec.'08 | Mar.'09 | Jun.'09 | Sep.'09 | Dec.'09 | Mar.'10 | Jun.'10 | Sep.'10 |
| Japan |  | 233.8 | 249.9 | 221.0 | 233.4 | 206.7 | 214.9 | 204.8 | 250.0 | 212.9 | 226.1 |
| (change from the previous corresponding period) |  | -4.4\% | -3.8\% | -9.6\% | -12.5\% | -11.6\% | -14.0\% | -7.3\% | 7.1\% | 3.0\% | 5.2\% |
| Percentage of net sales |  | 44.8\% | 45.9\% | 44.0\% | 44.6\% | 42.1\% | 43.2\% | 42.2\% | 46.2\% | 44.1\% | 46.4\% |
| Overseas |  | 287.7 | 294.4 | 281.0 | 290.2 | 284.6 | 282.4 | 281.1 | 291.5 | 270.0 | 261.7 |
| (change from the previous corresponding period) |  | 0.8\% | -1.4\% | -8.6\% | -7.2\% | -1.1\% | -4.1\% | 0.0\% | 0.5\% | -5.1\% | -7.3\% |
| Percentage of net sales |  | 55.2\% | 54.1\% | 56.0\% | 55.4\% | 57.9\% | 56.8\% | 57.8\% | 53.8\% | 55.9\% | 53.6\% |
| The Americas |  | 101.6 | 115.9 | 132.8 | 152.3 | 142.7 | 138.3 | 135.2 | 141.2 | 133.4 | 131.4 |
| (change from the previous corresponding period) |  | -1.5\% | 3.0\% | 22.8\% | 37.5\% | 40.4\% | 19.4\% | 1.8\% | -7.3\% | -6.6\% | -5.0\% |
| Percentage of net sales |  | 19.5\% | 21.3\% | 26.5\% | 29.1\% | 29.1\% | 27.8\% | 27.8\% | 26.1\% | 27.6\% | 26.9\% |
| Europe |  | 148.6 | 140.0 | 119.5 | 115.1 | 113.7 | 112.3 | 115.3 | 117.1 | 103.1 | 97.9 |
| (change from the previous corresponding period) |  | 1.2\% | -1.6\% | -22.6\% | -27.8\% | -23.5\% | -19.7\% | -3.5\% | 1.7\% | -9.3\% | -12.9\% |
| Percentage of net sales |  | 28.5\% | 25.7\% | 23.8\% | 22.0\% | 23.1\% | 22.6\% | 23.7\% | 21.6\% | 21.4\% | 20.1\% |
| Other |  | 37.3 | 38.4 | 28.5 | 22.6 | 28.1 | 31.6 | 30.5 | 33.1 | 33.5 | 32.3 |
| (change from the previous corresponding period) |  | 5.7\% | -12.1\% | -35.9\% | -46.2\% | -24.7\% | -17.6\% | 6.8\% | 46.1\% | 19.1\% | 2.2\% |
| Percentage of net sales |  | 7.2\% | 7.1\% | 5.7\% | 4.3\% | 5.7\% | 6.4\% | 6.3\% | 6.1\% | 6.9\% | 6.6\% |
| 5. Products ratio on Imaging Solutions category (by sales) |  | Jun.'08 | Sep.'08 | Dec.'08 | Mar.'09 | Jun. ${ }^{\text {a }}$ 9 | Sep.'09 | Dec. ${ }^{\text {'09 }}$ | Mar.'10 | Jun.'10 | Sep.'10 |
| Japan | Copier | 72\% | 74\% | 73\% | 68\% | 71\% | 69\% | 69\% | 70\% | 69\% | 69\% |
|  | Printer | 23\% | 20\% | 22\% | 26\% | 22\% | 22\% | 23\% | 22\% | 22\% | 22\% |
|  | Other | 4\% | 6\% | 6\% | 5\% | 7\% | 9\% | 8\% | 9\% | 9\% | 9\% |
| Overseas | Copier | 76\% | 75\% | 76\% | 78\% | 72\% | 70\% | 71\% | 66\% | 71\% | 70\% |
|  | Printer | 21\% | 21\% | 19\% | 18\% | 20\% | 21\% | 21\% | 26\% | 23\% | 23\% |
|  | Other | 3\% | 4\% | 4\% | 4\% | 7\% | 9\% | 8\% | 8\% | 6\% | 6\% |
| Total | Copier | 75\% | 75\% | 75\% | 75\% | 72\% | 70\% | 70\% | 67\% | 70\% | 70\% |
|  | Printer | 22\% | 21\% | 20\% | 21\% | 21\% | 22\% | 22\% | 25\% | 23\% | 23\% |
|  | Office | --- | --- | --- | --- | --- | --- | --- | --- | 14\% | 13\% |
|  | Production | --- | --- | --- | --- | --- | --- | --- | --- | 9\% | 10\% |
|  | Other | 3\% | 5\% | 5\% | 4\% | 7\% | 9\% | 8\% | 8\% | 7\% | 7\% |
| 6. Color ratio (by sales value of machine) |  | Jun.'08 | Sep. ${ }^{\text {'08 }}$ | Dec.'08 | Mar.'09 | Jun.'09 | Sep.'09 | Dec.'09 | Mar.'10 | Jun.'10 | Sep. 10 |
| Copier | Japan | 59\% | 57\% | 59\% | 59\% | 64\% | 68\% | 70\% | 62\% | 67\% | 73\% |
|  | Overseas | 48\% | 52\% | 50\% | 53\% | 49\% | 50\% | 52\% | 52\% | 50\% | 51\% |
|  | Total | 51\% | 53\% | 52\% | 54\% | 54\% | 55\% | 57\% | 56\% | 56\% | 58\% |
| Printer | Japan | 27\% | 19\% | 36\% | 31\% | 23\% | 25\% | 29\% | 37\% | 24\% | 22\% |
|  | Overseas | 32\% | 20\% | 20\% | 17\% | 24\% | 30\% | 36\% | 49\% | 37\% | 34\% |
|  | Total | 29\% | 20\% | 26\% | 23\% | 24\% | 29\% | 34\% | 47\% | 34\% | 31\% |


[^0]:    Interest coverage ratio $※$ ) $=$ (Interest and dividend income + Operating income) $\div$ Interest expense
    *As a result of the sale of a business in 1Q of $\mathrm{FY} 07 / 3$, the operating results from the discontinued operations have been reclassified.

