

Financial Highlights

As of March 31, 2007

Consolidated (¥ million)

		1998/3	1999/3	2000/3	2001/3	2002/3	2003/3	2004/3	2005/3	2006/3	2007/3
Net sales		1,403,348	1,425,999	1,447,157	1,538,262	1,672,340	1,738,358	1,780,245	1,814,108	1,915,090	2,068,925
By product line*	Office equipment	1,213,468	1,250,938	1,253,070	1,338,374	1,485,389	1,520,574	1,557,633	1,591,828	1,695,106	—
	Other businesses	189,880	175,061	194,087	199,888	186,951	217,784	222,612	222,280	219,984	—
By product line**	Office solution business	—	—	—	—	—	—	—	1,531,428	1,637,228	1,774,467
	Industry business	—	—	—	—	—	—	—	119,408	120,636	133,387
	Other business	—	—	—	—	—	—	—	163,272	157,226	161,071
By region	Japan	831,339	820,975	873,170	930,433	902,655	896,022	914,060	972,975	972,076	1,002,251
	The Americas	230,342	239,623	231,181	252,698	341,747	343,940	326,380	325,597	387,412	426,453
	Europe	252,042	283,373	258,515	247,449	311,312	354,477	402,392	408,906	434,800	507,158
	Other	89,625	82,028	84,291	107,682	116,626	143,919	137,413	106,630	120,802	133,063
Net sales growth (%)		6.6	1.6	1.5	6.3	8.7	3.9	2.4	1.9	5.6	8.4
Income before income taxes		68,428	53,054	70,393	97,765	113,950	123,470	143,063	135,383	156,199	174,519
Net income		30,131	30,655	41,928	53,228	61,614	72,513	91,766	83,143	97,057	111,724
Net income per share (¥)	Basic	44.97	44.33	60.61	76.85	88.27	99.79	123.63	112.64	132.33	153.10
	Diluted	41.35	40.94	56.06	71.02	82.46	96.81	—	—	—	151.89
Total assets		1,660,496	1,628,017	1,543,320	1,704,791	1,832,928	1,884,922	1,852,793	1,953,669	2,041,183	2,243,406
Net assets		475,005	487,459	541,506	556,728	633,020	657,514	795,131	862,998	960,245	1,070,913
Equity ratio (%)		28.6	29.9	35.1	32.7	34.5	34.9	42.9	44.2	47.0	47.7
Current ratio (%)		104.1	126.6	131.7	100.0	129.7	139.7	143.5	153.3	152.6	163.1
Cash flows (Net income plus depreciation and amortization)		92,102	98,111	103,874	115,370	135,396	149,064	168,734	161,344	181,517	201,356
Capital expenditures (including leases)		94,117	70,469	58,356	73,329	75,676	73,956	75,507	84,701	102,054	85,800
R&D expenditures		69,988	66,777	66,524	78,239	80,799	83,551	92,515	110,478	110,385	114,985
R&D expenditures (percentage of net sales)		5.0	4.7	4.6	5.1	4.8	4.8	5.2	6.1	5.8	5.6
Number of employees		63,600	65,400	67,300	74,300	74,200	74,600	73,200	75,100	76,100	81,900

*From fiscal 2000, Ricoh moved optical disc products from other businesses to the office equipment category.

**From fiscal 2006, Ricoh changed its business segments, and the office equipment and other business categories were reorganized as the office solution business, industry business and other business categories.

Non-Consolidated (¥ million)

		1998/3	1999/3	2000/3	2001/3	2002/3	2003/3	2004/3	2005/3	2006/3	2007/3
Net sales		752,630	720,502	777,501	855,499	860,149	855,024	876,366	897,217	934,354	1,033,302
Domestic and export	Domestic	490,990	475,753	509,377	555,727	517,966	484,160	486,172	498,346	509,558	529,378
	Export	261,640	244,748	268,123	299,771	342,182	370,863	390,194	398,871	424,795	503,923
Net sales growth (%)		7.7	-4.3	7.9	10.0	0.5	-0.6	2.5	2.4	4.1	10.6
Ordinary income		42,935	36,032	50,113	65,971	67,688	68,898	62,513	62,733	82,441	105,231
Net income		22,505	18,977	22,613	34,404	40,085	42,880	58,595	41,983	55,087	71,908
Net income per share (¥)	Basic	33.59	27.44	32.69	49.67	57.43	58.76	79.18	56.64	74.81	98.48
	Diluted	30.37	25.69	30.58	46.24	53.70	56.98	—	—	—	97.69
Total assets		760,484	755,016	763,078	824,119	908,009	933,341	937,310	949,547	982,551	1,076,290
Net assets		416,235	427,512	457,960	489,176	553,693	596,694	642,415	659,975	694,752	744,815
Equity ratio (%)		54.7	56.6	60.0	59.4	61.0	63.9	68.5	69.5	70.7	69.2
Current ratio (%)		218.6	241.0	289.7	202.4	245.2	247.5	290.7	214.7	183.7	219.2
Expenditures for plant and equipment (including leases)		35,434	23,511	18,354	27,251	19,432	18,696	24,341	23,384	44,644	26,054
R&D expenditures		67,394	64,044	64,378	72,592	77,692	78,735	84,868	105,067	100,604	106,097
R&D expenditures (percentage of net sales)		9.0	8.9	8.3	8.5	9.0	9.2	9.7	11.7	10.8	10.3
Cash dividends per share (¥)		11.00	11.00	11.00	12.00	13.00	14.00	18.00	20.00	24.00	28.00
Dividend payout ratio (%)		33.1	40.1	33.7	24.2	23.1	24.0	22.8	35.1	31.9	28.4
Capital		102,819	102,848	103,111	103,433	120,461	135,364	135,364	135,364	135,364	135,364
Number of employees		12,741	12,622	12,392	12,242	12,161	12,085	11,536	11,388	11,340	11,303