

## Key Financial Figures(Consolidated)

| 1. Operating Results                              | (Fiscal year ended) |         |         |         |                               | (Six months ended) |         |                               |
|---|---------------------|---------|---------|---------|-------------------------------|--------------------|---------|-------------------------------|
|   | Mar.'06             | Mar.'07 | Mar.'08 | Mar.'09 | Mar.'10<br>(Forecast)         | Sep.'07            | Sep.'08 | Sep.'09<br>(Forecast)         |
| Net sales   | 1,909.2             | 2,068.9 | 2,219.9 | 2,091.6 | <b>2,065.0</b>                | 1,088.3            | 1,065.9 | <b>1,005.0</b>                |
| (change from the previous corresponding period)   | 5.6%                | 8.4%    | 7.3%    | -5.8%   | <b>-1.3%</b>                  | 10.3%              | -2.1%   | <b>-5.7%</b>                  |
| Domestic sales                                    | 966.2               | 1,002.2 | 1,016.0 | 938.3   | <b>895.0</b>                  | 504.4              | 483.8   | <b>430.0</b>                  |
| (change from the previous corresponding period)   | 0.0%                | 3.7%    | 1.4%    | -7.6%   | <b>-4.6%</b>                  | 2.4%               | -4.1%   | <b>-11.1%</b>                 |
| Overseas sales                                    | 943.0               | 1,066.6 | 1,203.9 | 1,153.3 | <b>1,170.0</b>                | 583.9              | 582.1   | <b>575.0</b>                  |
| (change from the previous corresponding period)   | 12.1%               | 13.1%   | 12.9%   | -4.2%   | <b>1.4%</b>                   | 18.1%              | -0.3%   | <b>-1.2%</b>                  |
| Overseas sales ratio                              | 49.4%               | 51.6%   | 54.2%   | 55.1%   | <b>56.7%</b>                  | 53.7%              | 54.6%   | <b>57.2%</b>                  |
| Gross profit                                      | 795.0               | 862.4   | 927.7   | 854.3   | <b>825.0</b>                  | 451.2              | 443.3   | <b>410.0</b>                  |
| (change from the previous corresponding period)   | 6.1%                | 8.5%    | 7.6%    | -7.9%   | <b>-3.4%</b>                  | 10.6%              | -1.8%   | <b>-7.5%</b>                  |
| Percentage of net sales                           | 41.6%               | 41.7%   | 41.8%   | 40.8%   | <b>40.0%</b>                  | 41.5%              | 41.6%   | <b>40.8%</b>                  |
| Selling, general and administrative expenses      | 646.4               | 688.0   | 746.2   | 779.8   | <b>785.0</b>                  | 366.6              | 378.2   | <b>399.0</b>                  |
| (change from the previous corresponding period)   | 4.6%                | 6.4%    | 8.5%    | 4.5%    | <b>0.7%</b>                   | 9.5%               | 3.2%    | <b>5.5%</b>                   |
| Percentage of net sales                           | 33.8%               | 33.3%   | 33.6%   | 37.2%   | <b>38.0%</b>                  | 33.7%              | 35.5%   | <b>39.7%</b>                  |
| Operating income                                  | 148.5               | 174.3   | 181.5   | 74.5    | <b>40.0</b>                   | 84.5               | 65.0    | <b>11.0</b>                   |
| (change from the previous corresponding period)   | 13.3%               | 17.4%   | 4.1%    | -58.9%  | <b>-46.3%</b>                 | 15.6%              | -23.0%  | <b>-83.1%</b>                 |
| Percentage of net sales                           | 7.8%                | 8.4%    | 8.2%    | 3.6%    | <b>1.9%</b>                   | 7.8%               | 6.1%    | <b>1.1%</b>                   |
| Income before income taxes                        | 152.7               | 174.5   | 174.6   | 30.9    | <b>30.0</b>                   | 85.0               | 58.8    | <b>6.0</b>                    |
| (change from the previous corresponding period)   | 16.6%               | 14.2%   | 0.1%    | -82.3%  | <b>-3.0%</b>                  | 14.5%              | -30.8%  | <b>-89.8%</b>                 |
| Percentage of net sales                           | 8.0%                | 8.4%    | 7.9%    | 1.5%    | <b>1.5%</b>                   | 7.8%               | 5.5%    | <b>0.6%</b>                   |
| Net income attributable to Ricoh Company, Ltd.    | 97.0                | 111.7   | 106.4   | 6.5     | <b>10.0</b>                   | 53.1               | 34.3    | <b>1.0</b>                    |
| (change from the previous corresponding period)   | 16.7%               | 15.1%   | -4.7%   | -93.9%  | <b>53.1%</b>                  | 2.1%               | -35.4%  | <b>-97.1%</b>                 |
| Percentage of net sales                           | 5.1%                | 5.4%    | 4.8%    | 0.3%    | <b>0.5%</b>                   | 4.9%               | 3.2%    | <b>0.1%</b>                   |
| Net income per share-basic [yen]                  | 132.33              | 153.10  | 146.04  | 9.02    | <b>13.78</b>                  | 72.83              | 47.56   | <b>1.38</b>                   |
| (change from the previous corresponding period)   | 17.5%               | 15.7%   | -4.6%   | -93.8%  | <b>52.8%</b>                  | 2.1%               | -34.7%  | <b>-97.1%</b>                 |
| Exchange rate [yen/US\$]                          | 113.26              | 117.02  | 114.40  | 100.55  | <b>91.88</b>                  | 119.37             | 106.15  | <b>93.76</b>                  |
| [yen/EURO]  | 137.86              | 150.08  | 161.69  | 143.74  | <b>130.68</b>                 | 162.36             | 162.69  | <b>131.35</b>                 |
| <b>2. Other ratios</b>                            |                     |         |         |         | <b>Mar.'10<br/>(Forecast)</b> |                    |         | <b>Sep.'09<br/>(Forecast)</b> |
| R&D Expenditure                                   | 110.3               | 114.9   | 126.0   | 124.4   | <b>116.0</b>                  | 61.5               | 63.2    | <b>57.0</b>                   |
| R&D Expenditure / net sales                       | 5.8%                | 5.6%    | 5.7%    | 5.9%    | <b>5.6%</b>                   | 5.7%               | 5.9%    | <b>5.7%</b>                   |
| Interest and dividend income                      | 2.8                 | 5.5     | 6.3     | 5.2     | ---                           | 3.1                | 3.0     | ---                           |
| Interest expense                                  | 5.2                 | 7.3     | 4.8     | 5.8     | ---                           | 2.7                | 2.4     | ---                           |
| Financial income(expenses)net                     | -2.3                | -1.8    | 1.5     | -0.6    | ---                           | 0.4                | 0.6     | ---                           |
| Interest coverage ratio(%) [times]                | 28.9                | 24.5    | 38.9    | 13.6    | ---                           | 32.2               | 27.8    | ---                           |
| Depreciation for tangible fixed assets            | 67.4                | 72.4    | 72.7    | 74.8    | <b>77.0</b>                   | 35.6               | 35.3    | <b>36.0</b>                   |
| Expenditure for plant and equipment               | 102.0               | 85.8    | 85.2    | 96.9    | <b>95.0</b>                   | 39.6               | 46.9    | <b>50.0</b>                   |
| Free Cash Flow                                    | 53.4                | 51.8    | -3.9    | -195.6  | ---                           | -58.2              | -44.5   | ---                           |
| Liquidity at hand                                 | 188.6               | 257.3   | 172.1   | 260.5   | ---                           | 191.5              | 162.2   | ---                           |
| Liquidity at hand/Averaged sales [months]         | 1.2                 | 1.5     | 0.9     | 1.5     | ---                           | 1.1                | 0.9     | ---                           |
| Inventories                                       | 169.2               | 184.3   | 192.0   | 191.5   | ---                           | 203.3              | 206.1   | ---                           |
| Inventories/Averaged cost of sales [months]       | 1.8                 | 1.8     | 1.8     | 1.9     | ---                           | 1.9                | 2.0     | ---                           |
| Debt  | 381.2               | 415.6   | 384.3   | 779.1   | ---                           | 420.4              | 426.8   | ---                           |
| Debt on total assets                              | 18.7%               | 18.5%   | 17.4%   | 31.0%   | ---                           | 18.3%              | 19.2%   | ---                           |
| Total assets                                      | 2,041.1             | 2,243.4 | 2,214.3 | 2,513.4 | ---                           | 2,299.8            | 2,220.8 | ---                           |
| Income before income taxes on total assets        | 7.6%                | 8.1%    | 7.8%    | 1.3%    | ---                           | 3.7%               | 2.7%    | ---                           |
| Shareholders' equity                              | 960.2               | 1,070.9 | 1,080.1 | 975.3   | ---                           | 1,114.5            | 1,102.4 | ---                           |
| Equity ratio                                      | 47.0%               | 47.7%   | 48.8%   | 38.8%   | ---                           | 48.5%              | 49.6%   | ---                           |
| Return on equity                                  | 10.6%               | 11.0%   | 9.9%    | 0.6%    | ---                           | 4.9%               | 3.1%    | ---                           |
| Number of employees(Japan)(thousand of people)    | 39.9                | 40.3    | 40.3    | 40.8    | ---                           | 40.7               | 41.2    | ---                           |
| Number of employees(Overseas)(thousand of people) | 36.2                | 41.5    | 43.0    | 67.6    | ---                           | 42.2               | 45.8    | ---                           |
| Number of employees (Total)(thousand of people)   | 76.1                | 81.9    | 83.4    | 108.4   | ---                           | 83.0               | 87.0    | ---                           |

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

| 3. Sales by Category                            | (Fiscal year ended) |         |         |         |                       | (Six months ended) |         |                       |
|---|---------------------|---------|---------|---------|-----------------------|--------------------|---------|-----------------------|
|   | Mar.'06             | Mar.'07 | Mar.'08 | Mar.'09 | Mar.'10<br>(Forecast) | Sep.'07            | Sep.'08 | Sep.'09<br>(Forecast) |
| Imaging & Solutions                             | 1,637.2             | 1,774.4 | 1,909.5 | 1,833.0 | <b>1,833.8</b>        | 924.6              | 919.7   | <b>891.7</b>          |
| (change from the previous corresponding period) | 6.9%                | 8.4%    | 7.6%    | -4.0%   | <b>0.0%</b>           | 10.3%              | -0.5%   | <b>-3.0%</b>          |
| Percentage of net sales                         | 85.8%               | 85.8%   | 86.0%   | 87.6%   | <b>88.8%</b>          | 85.0%              | 86.3%   | <b>88.7%</b>          |
| Imaging Solutions                               | 1,446.6             | 1,580.1 | 1,709.4 | 1,598.6 | <b>1,578.6</b>        | 827.3              | 814.1   | <b>760.8</b>          |
| (change from the previous corresponding period) | 8.6%                | 9.2%    | 8.2%    | -6.5%   | <b>-1.3%</b>          | 11.3%              | -1.6%   | <b>-6.5%</b>          |
| Percentage of net sales                         | 75.8%               | 76.4%   | 77.0%   | 76.4%   | <b>76.4%</b>          | 76.0%              | 76.4%   | <b>75.7%</b>          |
| Network System Solutions                        | 190.5               | 194.3   | 200.0   | 234.4   | <b>255.1</b>          | 97.2               | 105.6   | <b>130.8</b>          |
| (change from the previous corresponding period) | -4.3%               | 2.0%    | 3.0%    | 17.2%   | <b>8.8%</b>           | 2.9%               | 8.7%    | <b>23.9%</b>          |
| Percentage of net sales                         | 10.0%               | 9.4%    | 9.0%    | 11.2%   | <b>12.4%</b>          | 9.0%               | 9.9%    | <b>13.0%</b>          |
| Industrial Products                             | 120.6               | 133.3   | 144.3   | 115.5   | <b>101.7</b>          | 77.4               | 67.8    | <b>48.9</b>           |
| (change from the previous corresponding period) | 1.0%                | 10.6%   | 8.2%    | -19.9%  | <b>-12.0%</b>         | 13.5%              | -12.4%  | <b>-27.9%</b>         |
| Percentage of net sales                         | 6.3%                | 6.4%    | 6.5%    | 5.5%    | <b>4.9%</b>           | 7.1%               | 6.4%    | <b>4.9%</b>           |
| Other   | 151.3               | 161.0   | 166.0   | 143.0   | <b>129.5</b>          | 86.2               | 78.3    | <b>64.4</b>           |
| (change from the previous corresponding period) | -3.3%               | 6.4%    | 3.1%    | -13.9%  | <b>-9.4%</b>          | 7.1%               | -9.2%   | <b>-17.7%</b>         |
| Percentage of net sales                         | 7.9%                | 7.8%    | 7.5%    | 6.8%    | <b>6.3%</b>           | 7.9%               | 7.3%    | <b>6.4%</b>           |

| 4. Sales by Geographic Area                     | (Fiscal year ended) |         |         |         |                       | (Six months ended) |         |                       |
|---|---------------------|---------|---------|---------|-----------------------|--------------------|---------|-----------------------|
|   | Mar.'06             | Mar.'07 | Mar.'08 | Mar.'09 | Mar.'10<br>(Forecast) | Sep.'07            | Sep.'08 | Sep.'09<br>(Forecast) |
| Japan   | 966.2               | 1,002.2 | 1,016.0 | 938.3   | <b>895.0</b>          | 504.4              | 483.8   | <b>430.0</b>          |
| (change from the previous corresponding period) | 0.0%                | 3.7%    | 1.4%    | -7.6%   | <b>-4.6%</b>          | 2.4%               | -4.1%   | <b>-11.1%</b>         |
| Percentage of net sales                         | 50.6%               | 48.4%   | 45.8%   | 44.9%   | <b>43.3%</b>          | 46.3%              | 45.4%   | <b>42.8%</b>          |
| Overseas  | 943.0               | 1,066.6 | 1,203.9 | 1,153.3 | <b>1,170.0</b>        | 583.9              | 582.1   | <b>575.0</b>          |
| (change from the previous corresponding period) | 12.1%               | 13.1%   | 12.9%   | -4.2%   | <b>1.4%</b>           | 18.1%              | -0.3%   | <b>-1.2%</b>          |
| Percentage of net sales                         | 49.4%               | 51.6%   | 54.2%   | 55.1%   | <b>56.7%</b>          | 53.7%              | 54.6%   | <b>57.2%</b>          |
| The Americas                                    | 387.4               | 426.4   | 434.7   | 502.8   | <b>566.8</b>          | 215.7              | 217.5   | <b>289.7</b>          |
| (change from the previous corresponding period) | 19.0%               | 10.1%   | 2.0%    | 15.7%   | <b>12.7%</b>          | 6.0%               | 0.9%    | <b>33.2%</b>          |
| Percentage of net sales                         | 20.3%               | 20.6%   | 19.6%   | 24.0%   | <b>27.4%</b>          | 19.8%              | 20.4%   | <b>28.8%</b>          |
| Europe  | 434.8               | 507.1   | 603.2   | 523.4   | <b>487.9</b>          | 289.1              | 288.7   | <b>229.2</b>          |
| (change from the previous corresponding period) | 6.3%                | 16.6%   | 18.9%   | -13.2%  | <b>-6.8%</b>          | 27.6%              | -0.1%   | <b>-20.6%</b>         |
| Percentage of net sales                         | 22.8%               | 24.5%   | 27.2%   | 25.0%   | <b>23.6%</b>          | 26.6%              | 27.1%   | <b>22.8%</b>          |
| Other   | 120.8               | 133.0   | 165.9   | 127.0   | <b>115.4</b>          | 79.1               | 75.8    | <b>56.1</b>           |
| (change from the previous corresponding period) | 13.3%               | 10.1%   | 24.7%   | -23.4%  | <b>-9.2%</b>          | 23.0%              | -4.2%   | <b>-25.9%</b>         |
| Percentage of net sales                         | 6.3%                | 6.4%    | 7.5%    | 6.1%    | <b>5.6%</b>           | 7.3%               | 7.1%    | <b>5.6%</b>           |

| 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%      |
| Overseas   | 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                                     | Japan    | 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)

| I. Operating Results                              | (Three months ended) |                |                |                | Jun.'08        | Sep.'08        | Dec.'08        | Mar.'09        | Jun.'09        | Sep.'09<br>(Forecast)         |
|---|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------------------------|
|   | Jun.'07              | Sep.'07        | Dec.'07        | Mar.'08        |                |                |                |                |                |                               |
| Net sales   | 530.1                | 558.2          | 552.0          | 579.5          | 521.5          | 544.3          | 502.0          | 523.6          | 491.3          | 513.6                         |
| (change from the previous corresponding period)   | 9.4%                 | 11.1%          | 9.2%           | 0.6%           | -1.6%          | -2.5%          | -9.0%          | -9.6%          | -5.8%          | -5.6%                         |
| Domestic sales                                    | 244.7                | 259.7          | 244.6          | 266.9          | 233.8          | 249.9          | 221.0          | 233.4          | 206.7          | 223.2                         |
| (change from the previous corresponding period)   | 1.8%                 | 3.0%           | 3.3%           | -2.2%          | -4.4%          | -3.8%          | -9.6%          | -12.5%         | -11.6%         | -10.7%                        |
| Overseas sales                                    | 285.3                | 298.5          | 307.3          | 312.6          | 287.7          | 294.4          | 281.0          | 290.2          | 284.6          | 290.3                         |
| (change from the previous corresponding period)   | 16.9%                | 19.3%          | 14.3%          | 3.1%           | 0.8%           | -1.4%          | -8.6%          | -7.2%          | -1.1%          | -1.4%                         |
| Overseas sales ratio                              | 53.8%                | 53.5%          | 55.7%          | 53.9%          | 55.2%          | 54.1%          | 56.0%          | 55.4%          | 57.9%          | 56.5%                         |
| Gross profit                                      | 228.7                | 222.4          | 237.4          | 239.0          | 228.3          | 214.9          | 214.1          | 196.8          | 200.3          | 209.6                         |
| (change from the previous corresponding period)   | 12.9%                | 8.3%           | 8.2%           | 1.7%           | -0.2%          | -3.4%          | -9.8%          | -17.6%         | -12.3%         | -2.4%                         |
| Percentage of net sales                           | 43.2%                | 39.9%          | 43.0%          | 41.2%          | 43.8%          | 39.5%          | 42.7%          | 37.6%          | 40.8%          | 40.8%                         |
| Selling, general and administrative expenses      | 182.1                | 184.5          | 187.9          | 191.5          | 188.6          | 189.6          | 192.8          | 208.7          | 194.2          | 204.7                         |
| (change from the previous corresponding period)   | 12.5%                | 6.8%           | 10.1%          | 4.9%           | 3.6%           | 2.8%           | 2.6%           | 9.0%           | 3.0%           | 8.0%                          |
| Percentage of net sales                           | 34.4%                | 33.1%          | 34.0%          | 33.0%          | 36.2%          | 34.8%          | 38.5%          | 39.9%          | 39.5%          | 39.9%                         |
| Operating income                                  | 46.6                 | 37.9           | 49.4           | 47.4           | 39.7           | 25.3           | 21.3           | -11.8          | 6.0            | 4.9                           |
| (change from the previous corresponding period)   | 14.7%                | 16.7%          | 1.6%           | -9.7%          | -14.7%         | -33.3%         | -56.9%         | -124.9%        | -84.7%         | -80.6%                        |
| Percentage of net sales                           | 8.8%                 | 6.8%           | 9.0%           | 8.2%           | 7.6%           | 4.7%           | 4.2%           | -2.3%          | 1.2%           | 1.0%                          |
| Income before income taxes                        | 53.2                 | 31.7           | 49.0           | 40.5           | 43.7           | 15.1           | 1.1            | -29.1          | 3.4            | 2.5                           |
| (change from the previous corresponding period)   | 37.6%                | -10.6%         | 0.5%           | -21.1%         | -17.9%         | -52.4%         | -97.6%         | ---            | -92.2%         | -82.9%                        |
| Percentage of net sales                           | 10.0%                | 5.7%           | 8.9%           | 7.0%           | 8.4%           | 2.8%           | 0.2%           | -5.6%          | 0.7%           | 0.5%                          |
| Net income attributable to Ricoh Company, Ltd.    | 33.8                 | 19.3           | 32.1           | 21.1           | 25.7           | 8.6            | -4.8           | -23.0          | 0.9            | 0.0                           |
| (change from the previous corresponding period)   | 16.2%                | -15.8%         | 2.8%           | -25.5%         | -24.0%         | -55.4%         | ---            | ---            | -96.5%         | -98.9%                        |
| Percentage of net sales                           | 6.4%                 | 3.5%           | 5.8%           | 3.7%           | 4.9%           | 1.6%           | -1.0%          | -4.4%          | 0.2%           | 0.0%                          |
| Net income per share-basic [yen]                  | 46.38                | 26.45          | 44.01          | 29.20          | 35.71          | 11.85          | -6.62          | -31.92         | 1.24           | 0.14                          |
| (change from the previous corresponding period)   | 16.2%                | -15.8%         | 2.8%           | -25.0%         | -23.0%         | -55.2%         | ---            | ---            | -96.5%         | -98.8%                        |
| Exchange rate [yen/US\$]                          | 120.77               | 117.98         | 113.24         | 105.60         | 104.66         | 107.63         | 96.21          | 93.61          | 97.51          | 90.00                         |
| [yen/EURO]  | 162.72               | 162.00         | 163.96         | 158.06         | 163.48         | 161.92         | 126.97         | 122.35         | 132.69         | 130.00                        |
| <b>2. Other ratios</b>                            | <b>Jun.'07</b>       | <b>Sep.'07</b> | <b>Dec.'07</b> | <b>Mar.'08</b> | <b>Jun.'08</b> | <b>Sep.'08</b> | <b>Dec.'08</b> | <b>Mar.'09</b> | <b>Jun.'09</b> | <b>Sep.'09<br/>(Forecast)</b> |
| R&D Expenditure                                   | 27.2                 | 34.3           | 32.0           | 32.4           | 31.7           | 31.4           | 30.2           | 30.9           | 27.2           | 29.7                          |
| R&D Expenditure / net sales                       | 5.1%                 | 6.1%           | 5.8%           | 5.6%           | 6.1%           | 5.8%           | 6.0%           | 5.9%           | 5.6%           | 5.8%                          |
| Interest and dividend income                      | 1.3                  | 1.8            | 1.3            | 1.7            | 1.2            | 1.7            | 0.7            | 1.3            | 0.5            | ---                           |
| Interest expense                                  | 1.1                  | 1.5            | 0.7            | 1.3            | 1.0            | 1.3            | 1.8            | 1.5            | 2.1            | ---                           |
| Financial income(expenses)net                     | 0.1                  | 0.2            | 0.6            | 0.4            | 0.2            | 0.4            | -1.1           | -0.1           | -1.5           | ---                           |
| Interest coverage ratio(%) [times]                | 41.7                 | 25.3           | 68.2           | 36.0           | 38.4           | 19.7           | 11.8           | ---            | 3.2            | ---                           |
| Depreciation for tangible fixed assets            | 16.8                 | 18.8           | 18.4           | 18.6           | 17.7           | 17.6           | 19.7           | 19.8           | 16.6           | 19.3                          |
| Expenditure for plant and equipment               | 17.1                 | 22.5           | 18.1           | 27.3           | 20.4           | 26.5           | 25.3           | 24.6           | 17.3           | 32.6                          |
| Free Cash Flow                                    | -85.8                | 27.5           | 2.2            | 52.0           | -20.4          | -24.1          | -197.4         | 46.2           | 5.9            | ---                           |
| Liquidity at hand                                 | 173.4                | 191.5          | 190.3          | 172.1          | 176.2          | 162.2          | 157.1          | 260.5          | 197.9          | ---                           |
| Liquidity at hand/Averaged sales [months]         | 1.0                  | 1.0            | 1.0            | 0.9            | 1.0            | 0.9            | 0.9            | 1.5            | 1.2            | ---                           |
| Inventories                                       | 203.5                | 203.3          | 214.3          | 192.0          | 218.7          | 206.1          | 224.1          | 191.5          | 193.3          | ---                           |
| Inventories/Averaged cost of sales [months]       | 2.0                  | 1.8            | 2.0            | 1.7            | 2.2            | 1.9            | 2.3            | 1.8            | 2.0            | ---                           |
| Debt  | 429.0                | 420.4          | 428.7          | 384.3          | 420.1          | 426.8          | 717.2          | 779.1          | 721.6          | ---                           |
| Debt on total assets                              | 18.5%                | 18.3%          | 18.7%          | 17.4%          | 18.2%          | 19.2%          | 29.8%          | 31.0%          | 29.8%          | ---                           |
| Total assets                                      | 2,313.5              | 2,299.8        | 2,294.9        | 2,214.3        | 2,304.7        | 2,220.8        | 2,405.1        | 2,513.4        | 2,424.3        | ---                           |
| Income before income taxes on total assets        | 2.3%                 | 1.4%           | 2.1%           | 1.8%           | 1.9%           | 0.7%           | 0.1%           | -1.2%          | 0.1%           | ---                           |
| Shareholders' equity                              | 1,111.0              | 1,114.5        | 1,132.3        | 1,080.1        | 1,123.4        | 1,102.4        | 984.8          | 975.3          | 977.0          | ---                           |
| Equity ratio                                      | 48.0%                | 48.5%          | 49.3%          | 48.8%          | 48.7%          | 49.6%          | 41.0%          | 38.8%          | 40.3%          | ---                           |
| Return on equity                                  | 3.1%                 | 1.7%           | 2.9%           | 1.9%           | 2.3%           | 0.8%           | -0.5%          | -2.3%          | 0.1%           | ---                           |
| Number of employees(Japan)(thousand of people)    | 41.0                 | 40.7           | 40.6           | 40.3           | 41.4           | 41.2           | 41.1           | 40.8           | 41.9           | ---                           |
| Number of employees(Overseas)(thousand of people) | 40.9                 | 42.2           | 42.4           | 43.0           | 44.0           | 45.8           | 68.7           | 67.6           | 67.2           | ---                           |
| Number of employees (Total)(thousand of people)   | 81.9                 | 83.0           | 83.1           | 83.4           | 85.5           | 87.0           | 109.8          | 108.4          | 109.1          | ---                           |

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

## Key Financial Figures(Consolidated)

(Three months ended)

| 3. Sales by Category                            | Jun.'07 | Sep.'07 | Dec.'07 | Mar.'08 | Jun.'08 | Sep.'08 | Dec.'08 | Mar.'09 | Jun.'09 | Sep.'09<br>(Forecast) |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------------------|
| Imaging & Solutions                             | 452.8   | 471.7   | 478.6   | 506.2   | 455.2   | 464.5   | 443.9   | 469.3   | 436.8   | 454.9                 |
| (change from the previous corresponding period) | 10.0%   | 10.7%   | 10.0%   | 1.0%    | 0.5%    | -1.5%   | -7.2%   | -7.3%   | -4.1%   | -2.1%                 |
| Percentage of net sales                         | 85.4%   | 84.5%   | 86.7%   | 87.4%   | 87.3%   | 85.3%   | 88.4%   | 89.6%   | 88.9%   | 88.6%                 |
| Imaging Solutions                               | 412.1   | 415.2   | 434.3   | 447.7   | 410.1   | 403.9   | 383.9   | 400.5   | 378.0   | 382.7                 |
| (change from the previous corresponding period) | 10.6%   | 12.0%   | 10.1%   | 1.3%    | -0.5%   | -2.7%   | -11.6%  | -10.6%  | -7.8%   | -5.3%                 |
| Percentage of net sales                         | 77.8%   | 74.4%   | 78.7%   | 77.3%   | 78.6%   | 74.2%   | 76.5%   | 76.5%   | 76.9%   | 74.5%                 |
| Network System Solutions                        | 40.6    | 56.5    | 44.3    | 58.5    | 45.1    | 60.5    | 59.9    | 68.8    | 58.7    | 72.1                  |
| (change from the previous corresponding period) | 4.1%    | 2.1%    | 8.3%    | -0.7%   | 11.0%   | 7.0%    | 35.3%   | 17.6%   | 30.1%   | 19.2%                 |
| Percentage of net sales                         | 7.6%    | 10.1%   | 8.0%    | 10.1%   | 8.7%    | 11.1%   | 11.9%   | 13.1%   | 12.0%   | 14.0%                 |
| Industrial Products                             | 35.5    | 41.9    | 34.2    | 32.5    | 33.0    | 34.7    | 25.9    | 21.7    | 24.7    | 24.1                  |
| (change from the previous corresponding period) | 2.4%    | 25.0%   | 12.1%   | -5.7%   | -6.9%   | -17.2%  | -24.4%  | -33.1%  | -25.2%  | -30.5%                |
| Percentage of net sales                         | 6.7%    | 7.5%    | 6.2%    | 5.6%    | 6.3%    | 6.4%    | 5.2%    | 4.2%    | 5.0%    | 4.7%                  |
| Other   | 41.7    | 44.5    | 39.1    | 40.6    | 33.2    | 45.0    | 32.1    | 32.5    | 29.8    | 34.6                  |
| (change from the previous corresponding period) | 9.7%    | 4.8%    | -1.8%   | 0.0%    | -20.4%  | 1.3%    | -17.7%  | -20.0%  | -10.3%  | -23.2%                |
| Percentage of net sales                         | 7.9%    | 8.0%    | 7.1%    | 7.0%    | 6.4%    | 8.3%    | 6.4%    | 6.2%    | 6.1%    | 6.7%                  |

| 4. Sales by Geographic Area                     | Jun.'07 | Sep.'07 | Dec.'07 | Mar.'08 | Jun.'08 | Sep.'08 | Dec.'08 | Mar.'09 | Jun.'09 | Sep.'09<br>(Forecast) |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------------------|
| Japan   | 244.7   | 259.7   | 244.6   | 266.9   | 233.8   | 249.9   | 221.0   | 233.4   | 206.7   | 223.2                 |
| (change from the previous corresponding period) | 1.8%    | 3.0%    | 3.3%    | -2.2%   | -4.4%   | -3.8%   | -9.6%   | -12.5%  | -11.6%  | -10.7%                |
| Percentage of net sales                         | 46.2%   | 46.5%   | 44.3%   | 46.1%   | 44.8%   | 45.9%   | 44.0%   | 44.6%   | 42.1%   | 43.5%                 |
| Overseas  | 285.3   | 298.5   | 307.3   | 312.6   | 287.7   | 294.4   | 281.0   | 290.2   | 284.6   | 290.3                 |
| (change from the previous corresponding period) | 16.9%   | 19.3%   | 14.3%   | 3.1%    | 0.8%    | -1.4%   | -8.6%   | -7.2%   | -1.1%   | -1.4%                 |
| Percentage of net sales                         | 53.8%   | 53.5%   | 55.7%   | 53.9%   | 55.2%   | 54.1%   | 56.0%   | 55.4%   | 57.9%   | 56.5%                 |
| The Americas                                    | 103.1   | 112.5   | 108.2   | 110.8   | 101.6   | 115.9   | 132.8   | 152.3   | 142.7   | 146.9                 |
| (change from the previous corresponding period) | 2.5%    | 9.3%    | 2.3%    | -5.3%   | -1.5%   | 3.0%    | 22.8%   | 37.5%   | 40.4%   | 26.8%                 |
| Percentage of net sales                         | 19.5%   | 20.2%   | 19.6%   | 19.1%   | 19.5%   | 21.3%   | 26.5%   | 29.1%   | 29.1%   | 28.6%                 |
| Europe  | 146.8   | 142.2   | 154.5   | 159.5   | 148.6   | 140.0   | 119.5   | 115.1   | 113.7   | 115.4                 |
| (change from the previous corresponding period) | 29.4%   | 25.9%   | 19.1%   | 5.8%    | 1.2%    | -1.6%   | -22.6%  | -27.8%  | -23.5%  | -17.6%                |
| Percentage of net sales                         | 27.7%   | 25.5%   | 28.0%   | 27.5%   | 28.5%   | 25.7%   | 23.8%   | 22.0%   | 23.1%   | 22.5%                 |
| Other   | 35.3    | 43.7    | 44.6    | 42.2    | 37.3    | 38.4    | 28.5    | 22.6    | 28.1    | 28.0                  |
| (change from the previous corresponding period) | 17.9%   | 27.4%   | 33.9%   | 19.2%   | 5.7%    | -12.1%  | -35.9%  | -46.2%  | -24.7%  | -27.1%                |
| Percentage of net sales                         | 6.6%    | 7.8%    | 8.1%    | 7.3%    | 7.2%    | 7.1%    | 5.7%    | 4.3%    | 5.7%    | 5.5%                  |

| 5. Products ratio on Imaging Solutions category (by sales) | Jun.'07 | Sep.'07 | Dec.'07 | Mar.'08 | Jun.'08 | Sep.'08 | Dec.'08 | Mar.'09 | Jun.'09 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Japan Copier   | 74%     | 76%     | 72%     | 74%     | 72%     | 74%     | 73%     | 68%     | 71%     |
| Printer  | 20%     | 18%     | 22%     | 19%     | 23%     | 20%     | 22%     | 26%     | 22%     |
| Other  | 5%      | 6%      | 5%      | 6%      | 4%      | 6%      | 6%      | 5%      | 7%      |
| Overseas Copier  | 84%     | 83%     | 77%     | 77%     | 76%     | 75%     | 76%     | 78%     | 72%     |
| Printer  | 11%     | 13%     | 19%     | 19%     | 21%     | 21%     | 19%     | 18%     | 20%     |
| Other  | 5%      | 4%      | 4%      | 4%      | 3%      | 4%      | 4%      | 4%      | 7%      |
| Total Copier   | 81%     | 80%     | 75%     | 76%     | 75%     | 75%     | 75%     | 75%     | 72%     |
| Printer  | 14%     | 15%     | 20%     | 19%     | 22%     | 21%     | 20%     | 21%     | 21%     |
| Other  | 5%      | 5%      | 4%      | 5%      | 3%      | 5%      | 5%      | 4%      | 7%      |

| 6. Color ratio (by sales value of machine) | Jun.'07 | Sep.'07 | Dec.'07 | Mar.'08 | Jun.'08 | Sep.'08 | Dec.'08 | Mar.'09 | Jun.'09 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Copier Japan                               | 52%     | 59%     | 61%     | 63%     | 59%     | 57%     | 59%     | 59%     | 64%     |
| Overseas                                   | 39%     | 44%     | 45%     | 49%     | 48%     | 52%     | 50%     | 53%     | 49%     |
| Total                                      | 43%     | 48%     | 49%     | 53%     | 51%     | 53%     | 52%     | 54%     | 54%     |
| Printer Japan                              | 25%     | 22%     | 23%     | 32%     | 27%     | 19%     | 36%     | 31%     | 23%     |
| Overseas                                   | 52%     | 38%     | 32%     | 31%     | 32%     | 20%     | 20%     | 17%     | 24%     |
| Total                                      | 36%     | 30%     | 28%     | 32%     | 29%     | 20%     | 26%     | 23%     | 24%     |