# QUARTERLY REPORT 

Third Quarter Ended December 31, 2006
(Results for the Period from October 1, 2006 to December 31, 2006)

## Performance Outline (Consolidated)

(1) Three Months Ended December 31, 2006 and 2005

|  | (Billions of yen) |  |  |
| :---: | :---: | :---: | :---: |
|  | Three months ended December 31, 2006 | Three months ended December 31, 2005 | Change |
| Domestic sales | 236.8 | 229.5 | 3.1\% |
| Overseas sales | 268.8 | 244.8 | 9.8\% |
| Net sales | 505.7 | 474.4 | 6.6\% |
| Gross profit | 219.3 | 200.1 | 9.6\% |
| Operating income | 48.6 | 36.3 | 33.7\% |
| Income from continuing operations before income taxes | 48.7 | 38.0 | 28.3\% |
| Net income | 31.2 | 23.0 | 35.9\% |
| Exchange rate (Yen/US\$) | 117.82 | 117.24 | 0.58 |
| Exchange rate (Yen/EURO) | 151.92 | 139.41 | 12.51 |
| Net income per share (yen) | 42.83 | 31.34 | 11.49 |
| Net income per share-diluted (yen) | 42.66 | - | - |
| Capital expenditures | 17.6 | 21.2 | -3.6 |
| Depreciation for tangible fixed assets | 18.2 | 17.6 | 0.6 |
| R\&D expenditures | 27.9 | 27.2 | 0.7 |

(2) Nine Months Ended December 31, 2006, 2005 and Year Ending March 31, 2007

|  | Nine months ended December 31, 2006 (Results) |  | Change | (Billions of yen) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Nine months ended December 31, 2005 (Results) |  | Year ending March 31, 2007 (Forecast) | Change |
| Domestic sales | 729.3 | 707.3 | 3.1\% | 1,002.0 | 3.7\% |
| Overseas sales | 763.3 | 686.9 | 11.1\% | 1,065.0 | 12.9\% |
| Net sales | 1,492.6 | 1,394.3 | 7.0\% | 2,067.0 | 8.3\% |
| Gross profit | 627.2 | 585.8 | 7.1\% | 858.3 | 8.0\% |
| Operating income | 121.8 | 101.4 | 20.1\% | 172.0 | 15.8\% |
| Income from continuing operations before income taxes | 123.0 | 105.5 | 16.6\% | 170.0 | 11.3\% |
| Net income | 83.2 | 65.8 | 26.5\% | 107.5 | 10.8\% |
| Exchange rate (Yen/US\$) | 116.21 | 112.04 | 4.17 | 115.91 | 2.65 |
| Exchange rate (Yen/EURO) | 147.97 | 136.92 | 11.05 | 147.22 | 9.36 |
| Net income per share (yen) | 114.18 | 89.74 | 24.44 | 147.36 | 15.03 |
| Net income per share-diluted (yen) | 114.01 | - | - | 146.20 | - |
| Total assets | 2,205.5 | 1,990.8 | 214.7 | - |  |
| Shareholders' equity | 1,036.1 | 929.5 | 106.6 | - | - |
| Interest-bearing debt | 468.0 | 397.4 | 70.5 | - | - |
| Equity ratio (\%) | 47.0 | 46.7 | 0.3 | - | - |
| Shareholders' equity per share (yen) | 1,420.31 | 1,265.83 | 154.48 | - | - |
| Cash flows from operating activities | 73.5 | 90.9 | -17.3 | - | - |
| Cash flows from investing activities | -60.6 | -91.2 | 30.6 | - | - |
| Cash flows from financing activities | 63.6 | -32.0 | 95.7 | - | - |
| Cash and cash equivalents at end of period | 269.3 | 154.8 | 114.5 | - | - |
| Capital expenditures | 56.8 | 79.4 | -22.6 | 82.0 | -20.0 |
| Depreciation for tangible fixed assets | 52.0 | 48.7 | 3.2 | 72.0 | 4.5 |
| R\&D expenditures | 84.4 | 82.1 | 2.2 | 120.0 | 9.6 |

## Ricoh Company, Ltd.

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## Performance

## *Overview

Consolidated net sales of Ricoh group for the third quarter of fiscal year 2007 (the three months period from October 1 to December 31,2006 ) increased by $6.6 \%$ as compared to the previous corresponding period, to $¥ 505.7$ billion. During this quarter, the average yen exchange rates were $¥ 117.82$ against the U.S. dollar (down $¥ 0.58$ ) and $¥ 151.92$ against the Euro (down $¥ 12.51$ ). Net sales would have increased by $4.0 \%$ excluding impact of such foreign currency exchange fluctuations.

As for Japan, sales of color PPCs (plain paper copiers), color MFPs (multifunctional printers) and laser printers increased. Sales of support and service related to solution business continued to perform well. Meanwhile, sales of monochrome PPCs and MFPs decreased as compared to the previous corresponding period due to a shift in customer demand to color products. Sales in Industrial Products were almost the same as the previous corresponding period. Sales in Other, including digital cameras increased. As a result, domestic net sales increased by $3.1 \%$ as compared to the previous corresponding period.
As for overseas, the increase in sales of PPCs, MFPs, and laser printers, especially color products contributed to the favorite performance in each geographic area. As a result, net sales in overseas increased by $9.8 \%$ as compared to the previous corresponding period. Excluding effects of foreign currency fluctuations, net sales in overseas would have increased by $4.8 \%$ as compared to the previous corresponding period.
Gross profit increased by $9.6 \%$ as compared the previous corresponding period. Gross profit as percentage of net sales increased as compared the previous corresponding period to $43.4 \%$. This increase in gross profit primarily reflects increase in sales of value-added high-margin products such as new color products in each geographic area. Ricoh incurred large amount of strategic expenses related to (1) research and development activities, (2) enhancement of its sales and marketing organization structure and (3) investments in information technologies in connection with development of its core operating systems. Although selling, general and administrative expenses (SGA) increased by $4.2 \%$ as compared to the previous corresponding period, SGA as percentage of net sales decreased as compared to the previous corresponding period to $33.8 \%$. As a result, operating income increased by $33.7 \%$ as compared to the previous corresponding period, to $¥ 48.6$ billion.

As for other (income) expenses, both interest income and expenses increased due to rise in interest rate. Net effect of interest income and expenses on profit was the almost same as the previous corresponding period. Other (income) expenses decreased, since the foreign currency exchange gain and other, net in the previous corresponding period was higher relatively. As a result, income from continuing operations before income taxes increased by $28.3 \%$ as compared to the previous corresponding period, to $¥ 48.7$ billion.

As for provision for income taxes, effective tax rate in this quarter decreased as compared to the previous corresponding period, due to the temporal recognition of deferred income tax accompanied with integration of group companies in the previous corresponding period. An increase in minority interests in earnings of subsidiaries and equity in earnings of affiliates were due to increase in income of subsidiaries and affiliates. As a result, net income from continuing operations increased by $38.3 \%$ as compared to the previous corresponding period, to $¥ 31.2$ billion and net income increased by $35.9 \%$ as compared to the previous corresponding period, to $¥ 31.2$ billion.
*Conditions by Product Line
Office Solutions (Sales up 6.7\% to $¥ 435.3$ billion)
Net sales in the Imaging Solutions as our core business increased as compared to the previous corresponding period due primarily to increase in sales of color PPCs, color MFPs and laser printers in Japan and overseas. Net sales in Network System Solutions are almost the same as the previous corresponding period due to the increase in sales of support and services mainly in Japan. As a result, net sales in the Office Solutions increased by $6.7 \%$ as compared to the previous corresponding period, to $¥ 435.3$ billion.

Imaging Solutions (Sales up $7.4 \%$ to $¥ 394.3$ billion)

- Sales of color PPCs and color MFPs increased due primarily to introduction of new products in all geographic regions such as Japan, the Americas, Europe and Other.
- In Japan, the decrease in monochrome PPCs and monochrome MFPs was sufficiently offset by the increase in sales of color products due to a shift in customer demand to color products. In overseas, the increase in sales of monochrome PPCs and monochrome MFPs contributed to the increase in overall sales of PPCs and MFPs.
- While the growth of sales of color and monochrome products differed from region to region, overall sales of laser printers increased.


## Network System Solutions (Sales up 0.4\% to $¥ 40.9$ billion)

- Net sales in Network System Solutions are the almost the same as the previous corresponding period due to the increase in sales of support and services mainly in Japan and almost the same as the PC and servers.

On the whole, operating income in this segment increased by $20.2 \%$ as compared to the previous corresponding period, to $¥ 61.7$ billion, since the increase in sales and introduction of new products offset the large amount of strategic expenses. Operating income as a percentage of net sales increased by 1.6 percentage points as compared to the previous corresponding period to $14.2 \%$.

## Industrial Products (Sales up $2.9 \%$ to $¥ 30.5$ billion)

Net sales in the Industrial Products increased by $2.9 \%$ as compared to the previous corresponding period, to $¥ 30.5$ billion. While sales in the optical equipment business decreased as compared to the previous corresponding period due primarily to sluggish demand, such decrease in sales in optical equipment business was sufficiently offset by the increase in sales in thermal media, electric component, semiconductor and measuring equipment businesses. As a result, operating income in this segment was improved to $¥ 0.6$ billion from the operating loss $¥ 0.7$ billion in the previous corresponding period.

## Other (Sales up $8.3 \%$ to $¥ 39.8$ billion)

Net sales in the Other increased by $8.3 \%$ as compared to the previous corresponding period, to $¥ 39.8$ billion due mainly to the favorite performance of lease business. The operating income in this segment decreased to $¥ 0.2$ billion. This decrease was due to the sale of non-core business in the previous corresponding period.
*Cash Flows (Nine months ended December 31, 2006)
Net cash provided by operating activities decreased by $¥ 17.3$ billion as compared to the previous corresponding period, to $¥ 73.5$ billion. Although the total of net income and depreciation increased and the balance of trade receivables slightly decreased as compared to the end of the preceding fiscal year, the balance of inventories increased as compared to the end of the preceding fiscal year.
Net cash used in investing activities decreased by $¥ 30.6$ billion to $¥ 60.6$ billion, due to the decrease in capital investment. In the previous corresponding period Ricoh made large capital investments to the key R\&D facilities. Ricoh received the cash inflows from the sale of the content delivery service business.

As a result, free cash flows generated by operating and investing activities increased by $¥ 13.2$ billion as compared to the previous corresponding period, to $¥ 12.9$ billion.

Net cash provided by financing activities was $¥ 63.6$ billion due primarily to the proceeds from issuance of the convertible bonds ( $¥ 55.2$ billion, issued on December 7, 2006).

As a result, cash and cash equivalents at the end of this third quarter increased by $¥ 82.3$ billion as compared to the end of the preceding fiscal year, to $¥ 269.3$ billion.
*Forecast for the entire fiscal year

Net sales for fiscal year 2007 is forecasted same as announced in October 2006, which results from net of its decreasing domestic sales and its increasing overseas sales, and gross profit operating income, income from continuing operations and net income are revised upward, based on the result of the third quarter's performance, the latest competition and currency rate. Exchange rate of $¥ 115.00$ against the U.S. dollar and of $¥ 145.00$ in the fourth quarter are assumed.
Almost all necessary procedures for the acquisition of European business from Danka Business Systems PLC (announced on October 12,2006 ) have been taken. In near future, this acquisition will be completed.
Influence of the formation (planned in the next April to June) of a joint venture with IBM Corporation on the Ricoh's performance for fiscal year 2007 will be immaterial, as announced on January 25, 2007.

Our performance forecasts for fiscal 2007 are as follows:
Exchange rate assumptions for the fiscal year ending March 31, 2007
US\$ $1=¥ 115.91$ ( $¥ 113.26$ in previous fiscal year)
EURO $1=¥ 147.22$ ( $¥ 137.86$ in previous fiscal year)

|  |  |  | (Billions of yen) |
| :--- | ---: | ---: | ---: |
|  | Year ending <br> March 31, 2007 <br> (Forecast) | Year ended <br> March 31, 2006 <br> (Results) | Change |

* As a result of the sale of a business, the operating results and cash flows from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".
* In accordance with Japanese regulations, Ricoh has issued forecast for its financial results for the fiscal year ending March 31, 2007. These forecast are forward-looking statements based on a number of assumptions and beliefs in light of the information currently available to management and subject to significant risks and uncertainties.


## Ricoh Company, Ltd. and Consolidated Subsidiaries

## Financial Highlights for the Third Quarter Ended December 31, 2006 (U.S. GAAP Financial Information)

## 1. Items Relating to Third Quarter Financial Statements

(1) No change in accounting method has been made.
(2) Change relating to the scale of consolidation and the application of the equity method:

Consolidated subsidiaries: 5 additions; 2 removals
Companies accounted for by the equity method: 2 removals
2. Results for the Period from October 1, 2006 to December 31, 2006
(1) Operating Results (Millions of yen)

|  | Three months ended <br> December 31, 2006 | Three months ended <br> December 31, 2005 | Year ended <br> March 31, 2006 |
| :--- | ---: | ---: | ---: |
| Net sales | 505,712 | 474,479 | $1,909,238$ |
| (\% change from the previous corresponding period) | 6.6 | 7.3 | 148 |
| Operating income | 48,652 | 36,399 | 148,584 |
| (\% change from the previous corresponding period) | 33.7 | -3.7 | 13.3 |
| Income from continuing operations before income taxes | 48,791 | 38,020 | 152,766 |
| (\% change from the previous corresponding period) | 28.3 | 16.6 |  |
| Net income | 31,252 | 97,057 |  |
| (\% change from the previous corresponding period) | 35.9 | 23,000 | 16.7 |
| Net income per share-basic (yen) | 42.83 | 3.5 | 132.33 |
| Net income per share-diluted (yen) | 42.66 | 31.34 | - |

Note: Equity in earnings of affiliates: $¥ 910$ million ( $¥ 762$ million in previous corresponding period)

| (2) Financial Position |  |  | (Millions of yen) |
| :--- | ---: | ---: | ---: |
|  | December 31, 2006 | December 31, 2005 | March 31, 2006 |
| Total assets | $2,205,546$ | $1,990,802$ | $2,041,183$ |
| Shareholders' equity | $1,036,129$ | 960,245 |  |
| Equity ratio (\%) | 47.0 | 47.0 |  |
| Equity per share (yen) | $1,420.31$ | 46.7 | 47.0 |


| Cash Flows |  |  | (Millions of yen) |
| :--- | ---: | ---: | ---: |
|  | Nine months ended | Nine months ended | Year ended |
|  | December 31, 2006 | December 31, 2005 | March 31, 2006 |
| Cash flows from operating activities | 73,548 | 90,940 | 173,479 |
| Cash flows from investing activities | $-60,610$ | $-91,247$ | $-120,051$ |
| Cash flows from financing activities | 63,675 | $-32,063$ | $-59,989$ |
| Cash and cash equivalents at end of period | 269,361 | 154,840 | 187,055 |

3. Forecast of Operating Results from April 1, 2006 to March 31, 2007
(Millions of yen)

|  |  |
| :--- | :---: |
| Net sales | $2,067,000$ |
| Operating income | 172,000 |
| Income before income taxes | 170,000 |
| Net income | 107,500 |

Note: Net income per share (Consolidated) $¥ 147.36$
Notes:

* As a result of the sale of a business, the operating results and cash flows from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of LongLived Assets".
* In accordance with Japanese regulations, Ricoh has issued forecast for its financial results for the fiscal year ending March 31, 2007. These forecast are forward-looking statements based on a number of assumptions and beliefs in light of the information currently available to management and subject to significant risks and uncertainties.


## Consolidated Performance

1. Consolidated Statements of Income

| months ended December 31, 2006 and 2005) (Millions of yen) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Three months ended December 31, 2006 | Three months ended December 31, 2005 | Change | \% |
| Net sales | 505,712 | 474,479 | 31,233 | 6.6 |
| Cost of sales | 286,344 | 274,312 | 12,032 | 4.4 |
| Percentage of net sales (\%) | 56.6 | 57.8 |  |  |
| Gross Profit | 219,368 | 200,167 | 19,201 | 9.6 |
| Percentage of net sales (\%) | 43.4 | 42.2 |  |  |
| Selling, general and administrative expenses | 170,716 | 163,768 | 6,948 | 4.2 |
| Percentage of net sales (\%) | 33.8 | 34.5 |  |  |
| Operating income | 48,652 | 36,399 | 12,253 | 33.7 |
| Percentage of net sales (\%) | 9.6 | 7.7 |  |  |
| Other (income) expense |  |  |  |  |
| Interest and dividend income | 1,465 | 887 | 578 | 65.2 |
| Percentage of net sales (\%) | 0.3 | 0.2 |  |  |
| Interest expense | 1,885 | 1,450 | 435 | 30.0 |
| Percentage of net sales (\%) | 0.4 | 0.3 |  |  |
| Other, net | -559 | -2,184 | 1,625 | - |
| Percentage of net sales (\%) | -0.1 | -0.4 |  |  |
| Income from continuing operations before income taxes |  |  |  |  |
| equity income and minority interests | 48,791 | 38,020 | 10,771 | 28.3 |
| Percentage of net sales (\%) | 9.6 | 8.0 |  |  |
| Provision for income taxes | 17,104 | 15,190 | 1,914 | 12.6 |
| Percentage of net sales (\%) | 3.3 | 3.2 |  |  |
| Minority interests in earnings of subsidiaries | 1,345 | 999 | 346 | 34.6 |
| Percentage of net sales (\%) | 0.3 | 0.2 |  |  |
| Equity in earnings of affiliates | 910 | 762 | 148 | 19.4 |
| Percentage of net sales (\%) | 0.2 | 0.2 |  |  |
| Income from continuing operations | 31,252 | 22,593 | 8,659 | 38.3 |
| Percentage of net sales (\%) | 6.2 | 4.8 |  |  |
| Income from discontinued operations, net of tax | - | 407 | -407 | - |
| Percentage of net sales (\%) | - | 0.0 |  |  |
| Net income | 31,252 | 23,000 | 8,252 | 35.9 |
| Percentage of net sales (\%) | 6.2 | 4.8 |  |  |
| Reference : Exchange rate |  |  |  |  |
| US\$ 1 | $¥ 117.82$ | $¥ 117.24$ |  |  |
| EURO 1 | $¥ 151.92$ | $¥ 139.41$ |  |  |

(Nine months ended December 31, 2006 and 2005 and Year ended March 31, 2006)

|  | Nine months ended December 31, 2006 | Nine months ended December 31, 2005 | Change | \% | Year ended March 31, 2006 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Net sales | 1,492,634 | 1,394,348 | 98,286 | 7.0 | 1,909,238 |
| Cost of sales | 865,350 | 808,455 | 56,895 | 7.0 | 1,114,238 |
| Percentage of net sales (\%) | 58.0 | 58.0 |  |  | 58.4 |
| Gross Profit | 627,284 | 585,893 | 41,391 | 7.1 | 795,000 |
| Percentage of net sales (\%) | 42.0 | 42.0 |  |  | 41.6 |
| Selling, general and administrative expenses | 505,469 | 484,482 | 20,987 | 4.3 | 646,416 |
| Percentage of net sales (\%) | 33.8 | 34.7 |  |  | 33.8 |
| Operating income | 121,815 | 101,411 | 20,404 | 20.1 | 148,584 |
| Percentage of net sales (\%) | 8.2 | 7.3 |  |  | 7.8 |
| Other (income) expense |  |  |  |  |  |
| Interest and dividend income | 3,446 | 2,271 | 1,175 | 51.7 | 2,896 |
| Percentage of net sales (\%) | 0.2 | 0.2 |  |  | 0.2 |
| Interest expense | 5,123 | 3,646 | 1,477 | 40.5 | 5,244 |
| Percentage of net sales (\%) | 0.3 | 0.3 |  |  | 0.3 |
| Other, net | -2,921 | -5,493 | 2,572 | - | -6,530 |
| Percentage of net sales (\%) | -0.1 | -0.4 |  |  | -0.3 |
| Income from continuing operations before income taxes |  |  |  |  |  |
| equity income and minority interests | 123,059 | 105,529 | 17,530 | 16.6 | 152,766 |
| Percentage of net sales (\%) | 8.2 | 7.6 |  |  | 8.0 |
| Provision for income taxes | 42,984 | 39,202 | 3,782 | 9.6 | 56,165 |
| Percentage of net sales (\%) | 2.8 | 2.8 |  |  | 2.9 |
| Minority interests in earnings of subsidiaries | 4,226 | 3,689 | 537 | 14.6 | 4,185 |
| Percentage of net sales (\%) | 0.3 | 0.3 |  |  | 0.2 |
| Equity in earnings of affiliates | 1,948 | 1,697 | 251 | 14.8 | 2,606 |
| Percentage of net sales (\%) | 0.1 | 0.1 |  |  | 0.1 |
| Income from continuing operations | 77,797 | 64,335 | 13,462 | 20.9 | 95,022 |
| Percentage of net sales (\%) | 5.2 | 4.6 |  |  | 5.0 |
| Income from discontinued operations, net of tax | 5,500 | 1,532 | 3,968 | 259.0 | 2,035 |
| Percentage of net sales (\%) | 0.4 | 0.1 |  |  | 0.1 |
| Net income | 83,297 | 65,867 | 17,430 | 26.5 | 97,057 |
| Percentage of net sales (\%) | 5.6 | 4.7 |  |  | 5.1 |
| Reference : Exchange rate |  |  |  |  |  |
| US\$ 1 | $¥ 116.21$ | $¥ 112.04$ |  |  | $¥ 113.26$ |
| EURO 1 | $¥ 147.97$ | $¥ 136.92$ |  |  | $¥ 137.86$ |

## Note:

* As a result of the sale of a business, the operating results from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".


## 2-1. Consolidated Sales by Product Category

| (Three months ended December 31, 2006 and 2005) |  |  | (Millions of yen) |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Three months ended December 31, 2006 | Three months ended December 31, 2005 | Change | \% |
| <Office Solutions> |  |  |  |  |
| Imaging Solutions | 394,391 | 367,207 | 27,184 | 7.4 |
| Percentage of net sales (\%) | 78.0 | 77.4 |  |  |
| Network System Solutions | 40,924 | 40,779 | 145 | 0.4 |
| Percentage of net sales (\%) | 8.1 | 8.6 |  |  |
| Total Office Solutions | 435,315 | 407,986 | 27,329 | 6.7 |
| Percentage of net sales (\%) | 86.1 | 86.0 |  |  |
| <Industrial Products> |  |  |  |  |
| Industrial Products | 30,570 | 29,715 | 855 | 2.9 |
| Percentage of net sales (\%) | 6.0 | 6.3 |  |  |
| <Other> |  |  |  |  |
| Other | 39,827 | 36,778 | 3,049 | 8.3 |
| Percentage of net sales (\%) | 7.9 | 7.7 |  |  |
| Grand Total | 505,712 | 474,479 | 31,233 | 6.6 |
| Percentage of net sales (\%) | 100.0 | 100.0 |  |  |
| Reference : Exchange rate |  |  |  |  |
| US\$ 1 | ¥117.82 | $¥ 117.24$ |  |  |
| EURO 1 | $¥ 151.92$ | $¥ 139.41$ |  |  |


| (Nine months ended December 31, 2006 and 2005 and Year ended March 31, 2006) |  |  | (Millions of yen) |
| :--- | :--- | :--- | :--- |
|  | Nine months ended | Nine months ended |  |
| December 31, 2006 | December 31, 2005 | Change | $\%$ |


| <Office Solutions> |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Imaging Solutions | 1,138,017 | 1,060,337 | 77,680 | 7.3 | 1,446,635 |
| Percentage of net sales (\%) | 76.2 | 76.0 |  |  | 75.8 |
| Network System Solutions | 135,388 | 133,930 | 1,458 | 1.1 | 190,593 |
| Percentage of net sales (\%) | 9.1 | 9.7 |  |  | 10.0 |
| Total Office Solutions | 1,273,405 | 1,194,267 | 79,138 | 6.6 | 1,637,228 |
| Percentage of net sales (\%) | 85.3 | 85.7 |  |  | 85.8 |
| <Industrial Products> |  |  |  |  |  |
| Industrial Products | 98,826 | 88,174 | 10,652 | 12.1 | 120,636 |
| Percentage of net sales (\%) | 6.6 | 6.3 |  |  | 6.3 |
| <Other> |  |  |  |  |  |
| Other | 120,403 | 111,907 | 8,496 | 7.6 | 151,374 |
| Percentage of net sales (\%) | 8.1 | 8.0 |  |  | 7.9 |
| Grand Total | 1,492,634 | 1,394,348 | 98,286 | 7.0 | 1,909,238 |
| Percentage of net sales (\%) | 100.0 | 100.0 |  |  | 100.0 |
| Reference : Exchange rate |  |  |  |  |  |
| US\$ 1 | ¥116.21 | $¥ 112.04$ |  |  | $¥ 113.26$ |
| EURO 1 | ¥147.97 | $¥ 136.92$ |  |  | $¥ 137.86$ |

## Notes:

* As a result of the sale of a business, the operating results from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".
* Each category includes the following product line:

Imaging Solutions
Digital PPCs, color PPCs, digital duplicators, facsimile machines, analog PPCs, diazo copiers, scanners, MFPs(multifunctional printers), laser printers and software
Personal computers, servers, network systems and network related software
Thermal media, optical equipment, semiconductor devices, electronic components and measuring equipment Optical discs and digital cameras

## 2-2. Consolidated Sales by Geographic Area

| (Millions of yen) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Three months ended December 31, 2006 | Three months ended December 31, 2005 | Change | \% |
| <Domestic> | 236,817 | 229,594 | 7,223 | 3.1 |
| Percentage of net sales (\%) | 46.8 | 48.4 |  |  |
| <Overseas> | 268,895 | 244,885 | 24,010 | 9.8 |
| Percentage of net sales (\%) | 53.2 | 51.6 |  |  |
| The Americas | 105,785 | 98,176 | 7,609 | 7.8 |
| Percentage of net sales (\%) | 20.9 | 20.7 |  |  |
| Europe | 129,798 | 115,109 | 14,689 | 12.8 |
| Percentage of net sales (\%) | 25.7 | 24.3 |  |  |
| Other | 33,312 | 31,600 | 1,712 | 5.4 |
| Percentage of net sales (\%) | 6.6 | 6.6 |  |  |
| Grand Total | 505,712 | 474,479 | 31,233 | 6.6 |
| Percentage of net sales (\%) | 100.0 | 100.0 |  |  |
| Reference : Exchange rate |  |  |  |  |
| US\$ 1 | ¥117.82 | ¥117.24 |  |  |
| EURO 1 | ¥151.92 | ¥139.41 |  |  |


| (Nine months ended December 31, 2006 and 2005 and Year ended March 31, 2006) |  |  |  |  | (Millions of yen) |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Nine months ended December 31, 2006 | Nine months ended December 31, 2005 | Change | \% | Year ended March 31, 2006 |
| <Domestic> | 729,308 | 707,360 | 21,948 | 3.1 | 966,224 |
| Percentage of net sales (\%) | 48.9 | 50.7 |  |  | 50.6 |
| <Overseas> | 763,326 | 686,988 | 76,338 | 11.1 | 943,014 |
| Percentage of net sales (\%) | 51.1 | 49.3 |  |  | 49.4 |
| The Americas | 309,369 | 282,091 | 27,278 | 9.7 | 387,412 |
| Percentage of net sales (\%) | 20.7 | 20.2 |  |  | 20.3 |
| Europe | 356,302 | 316,508 | 39,794 | 12.6 | 434,800 |
| Percentage of net sales (\%) | 23.9 | 22.7 |  |  | 22.8 |
| Other | 97,655 | 88,389 | 9,266 | 10.5 | 120,802 |
| Percentage of net sales (\%) | 6.5 | 6.4 |  |  | 6.3 |
| Grand Total | 1,492,634 | 1,394,348 | 98,286 | 7.0 | 1,909,238 |
| Percentage of net sales (\%) | 100.0 | 100.0 |  |  | 100.0 |
| Reference : Exchange rate |  |  |  |  |  |
| US\$ 1 | $¥ 116.21$ | $¥ 112.04$ |  |  | ¥113.26 |
| EURO 1 | $¥ 147.97$ | $¥ 136.92$ |  |  | $¥ 137.86$ |

## Note:

* As a result of the sale of a business, the operating results from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".


## 3. Consolidated Balance Sheets

(December 31, 2006 and March 31, 2006)

| Assets |  |  | (Millions of yen) |
| :--- | ---: | ---: | ---: |
| Current Assets | December 31, 2006 | March 31, 2006 | Change |
| Cash and time deposits |  |  |  |
| Trade receivables | 270,821 | 188,525 | 82,296 |
| Marketable securities | 655,105 | 630,501 | 24,604 |
| Inventories | 179 | 162 | 17 |
| Other current assets | 207,369 | 169,245 | 38,124 |
| Total Current Assets | 60,451 | 55,110 | 5,341 |
| Fixed Assets | $1,193,925$ | $1,043,543$ | 150,382 |
| Tangible fixed assets |  |  |  |
| Finance receivables | 268,572 | 268,243 | 329 |
| Other Investments | 429,401 | 415,435 | 13,966 |
| Total Fixed Assets | 313,648 | 313,962 | -314 |
| Total Assets | $1,011,621$ | 997,640 | 13,981 |

Note:
Contents of cash and time deposits:

| Cash and cash equivalents | 269,361 | 187,055 |
| :--- | ---: | ---: |
| Time deposits | 1,460 | 1,470 |


| Liabilities and Shareholders' Investment | (Millions of yen) |  |  |
| :---: | :---: | :---: | :---: |
|  | December 31, 2006 | March 31, 2006 | Change |
| Current Liabilities |  |  |  |
| Trade payables | 329,575 | 339,152 | -9,577 |
| Short-term borrowings | 221,210 | 185,651 | 35,559 |
| Other current liabilities | 161,056 | 159,225 | 1,831 |
| Total Current Liabilities | 711,841 | 684,028 | 27,813 |
| Fixed Liabilities |  |  |  |
| Long-term indebtedness | 246,836 | 195,626 | 51,210 |
| Accrued pension and severance costs | 97,678 | 97,020 | 658 |
| Other fixed liabilities | 56,558 | 51,374 | 5,184 |
| Total Fixed Liabilities | 401,072 | 344,020 | 57,052 |
| Total Liabilities | 1,112,913 | 1,028,048 | 84,865 |
| Minority Interest | 56,504 | 52,890 | 3,614 |
| Shareholders' Investment |  |  |  |
| Common stock | 135,364 | 135,364 |  |
| Additional paid-in capital | 186,452 | 186,450 | 2 |
| Retained earnings | 730,435 | 665,394 | 65,041 |
| Accumulated other comprehensive income (loss) | 15,106 | 4,099 | 11,007 |
| Treasury stock | -31,228 | -31,062 | -166 |
| Total Shareholders' Investment | 1,036,129 | 960,245 | 75,884 |
| Total Liabilities and Shareholders' Investment | 2,205,546 | 2,041,183 | 164,363 |
| Note: Other comprehensive income; |  |  |  |
| Net unrealized holding gains (losses) on available-for-sale securities | 6,235 | 8,928 | -2,693 |
| Pension liability adjustments | -6,579 | -7,643 | 1,064 |
| Net unrealized gains (losses) on derivative instruments | -36 | 157 | -193 |
| Cumulative translation adjustments | 15,486 | 2,657 | 12,829 |

Reference: Exchange rate
US\$ 1
EURO 1

December 31, 2006 March 31, 2006
$¥ 119.11 \quad ¥ 117.47$
$¥ 156.50 \quad ¥ 142.81$

## 4. Consolidated Statements of Shareholders' Investment

| Nine months ended December 31, 2006 |
| :--- |
| \begin{tabular}{\|l|r|r|r|r|r|r|}
\hline
\end{tabular} |


| Nine months ended December 31, 2005 |
| :--- |
| \begin{tabular}{\|l|r|r|r|r|r|r|}
\hline
\end{tabular} |

Year ended March 31, 2006


## 5. Consolidated Statements of Cash Flows

| (Nine months ended December 31, 2006 and 2005 and Year ended March 31, 2006) |  |  | (illions of yen) |
| :---: | :---: | :---: | :---: |
|  | Nine months ended December 31, 2006 | Nine months ended December 31, 2005 | Year ended March 31, 2006 |
| I. Cash Flows from Operating Activities: |  |  |  |
| Net income | 83,297 | 65,867 | 97,057 |
| Income from discontinued operations, net of tax | -5,500 | -1,532 | -2,035 |
| Income from continuing operations | 77,797 | 64,335 | 95,022 |
| Adjustments to reconcile net income to net cash provided by operating activities- |  |  |  |
| Depreciation and amortization | 65,280 | 61,997 | 84,089 |
| Equity in earnings of affiliates, net of dividends received | -1,106 | -872 | -1,431 |
| Deferred income taxes | -1,540 | -4,202 | -4,692 |
| Loss on disposal and sales of tangible fixed assets | 2,775 | 1,794 | 920 |
| Pension and severance costs, less payments | -1,138 | 2,220 | 3,340 |
| Changes in assets and liabilities- |  |  |  |
| Decrease in trade receivables | 2,332 | 20,232 | 13,411 |
| (Increase) decrease in inventories | -30,761 | 913 | 3,726 |
| Increase in finance receivables | -15,705 | -25,204 | -30,029 |
| Decrease in trade payables | -13,571 | -31,436 | -4,442 |
| (Decrease) increase in accrued income taxes and |  |  |  |
| Other, net | -7,181 | 3,908 | 11,060 |
| Net cash provided by operating activities | 73,548 | 90,940 | 173,479 |
| II. Cash Flows from Investing Activities: |  |  |  |
| Proceeds from sales of property, plant and equipment | 404 | 331 | 3,085 |
| Expenditures for tangible fixed assets | -56,760 | -79,263 | -101,788 |
| Payments for purchases of available-for-sale securities | -73,155 | -114,519 | -138,607 |
| Proceeds from sales of available-for-sale securities | 72,205 | 117,417 | 141,620 |
| (Increase) decrease in time deposits, net | 26 | -331 | -136 |
| Proceeds from sales of discontinued operation | 12,000 | - | - |
| Other, net | -15,330 | -14,882 | -24,225 |
| Net cash used in investing activities | -60,610 | -91,247 | -120,051 |
| III. Cash Flows from Financing Activities: |  |  |  |
| Proceeds from long-term indebtedness | 54,782 | 61,160 | 63,751 |
| Repayment of long-term indebtedness | -25,958 | -67,833 | -93,752 |
| Increase in short-term borrowings, net | 7,064 | 43,887 | 39,618 |
| Proceeds from issuance of long-term debt securities | 65,274 | - | 10,000 |
| Repayment of long-term debt securities | -18,000 | -52,000 | -52,000 |
| Dividend paid | -18,256 | -16,178 | -16,178 |
| Payment for purchase of treasury stock | -593 | -487 | -10,653 |
| Other, net | -638 | -612 | -775 |
| Net cash provided by (used in) financing activities | 63,675 | -32,063 | -59,989 |
| IV. Net Increase in Cash and Cash Equivalents from discontinued operations | 825 | 2,579 | 3,376 |
| V. Effect of Exchange Rate Changes on Cash and Cash Equivalents | 4,868 | -2,226 | 3,383 |
| VI. Net Increase (Decrease) in Cash and Cash Equivalents | 82,306 | -32,017 | 198 |
| VII. Cash and Cash Equivalents at Beginning of Year | 187,055 | 186,857 | 186,857 |
| VIII. Cash and Cash Equivalents at End of Period | 269,361 | 154,840 | 187,055 |

[^1]
## 6. Segment Information

(1) Industry Segment Information

| (Three months ended December 31, 2006 and 2005) | (Millions of yen) |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Three months ended December 31, 2006 | Three months ended December 31, 2005 | Change | \% |
| Office Solutions: |  |  |  |  |
| Net sales: |  |  |  |  |
| Unaffiliated customers | 435,315 | 407,986 | 27,329 | 6.7 |
| Intersegment | - | - | - |  |
| Total | 435,315 | 407,986 | 27,329 | 6.7 |
| Operating expenses | 373,589 | 356,613 | 16,976 | 4.8 |
| Operating income | 61,726 | 51,373 | 10,353 | 20.2 |
| Operating income on sales in Office Solutions (\%) | 14.2 | 12.6 |  |  |
| Industrial Products: |  |  |  |  |
| Net sales: |  |  |  |  |
| Unaffiliated customers | 30,570 | 29,715 | 855 | 2.9 |
| Intersegment | 1,313 | 658 | 655 | 99.5 |
| Total | 31,883 | 30,373 | 1,510 | 5.0 |
| Operating expenses | 31,262 | 31,074 | 188 | 0.6 |
| Operating income | 621 | -701 | 1,322 | - |
| Operating income on sales in Industrial Products (\%) | 1.9 | -2.3 |  |  |
| Other: |  |  |  |  |
| Net sales: |  |  |  |  |
| Unaffiliated customers | 39,827 | 36,778 | 3,049 | 8.3 |
| Intersegment | - | - | - |  |
| Total | 39,827 | 36,778 | 3,049 | 8.3 |
| Operating expenses | 39,570 | 34,983 | 4,587 | 13.1 |
| Operating income | 257 | 1,795 | -1,538 | -85.7 |
| Operating income on sales in Other (\%) | 0.6 | 4.9 |  |  |
| Corporate and Eliminations: |  |  |  |  |
| Net sales: |  |  |  |  |
| Intersegment | -1,313 | -658 | -655 |  |
| Total | -1,313 | -658 | -655 | - |
| Operating expenses: |  |  |  |  |
| Intersegment | -1,268 | -662 | -606 | - |
| Corporate | 13,907 | 16,072 | -2,165 | - |
| Total | 12,639 | 15,410 | -2,771 | - |
| Operating income | -13,952 | -16,068 | 2,116 | - |
| Consolidated: |  |  |  |  |
| Net sales: |  |  |  |  |
| Unaffiliated customers | 505,712 | 474,479 | 31,233 | 6.6 |
| Intersegment | - | - | - |  |
| Total | 505,712 | 474,479 | 31,233 | 6.6 |
| Operating expenses | 457,060 | 438,080 | 18,980 | 4.3 |
| Operating income | 48,652 | 36,399 | 12,253 | 33.7 |
| Operating income on consolidated net sales (\%) | 9.6 | 7.7 |  |  |

## Note:

* As a result of the sale of a business, the operating results from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".

| (Nine months ended December 31, 2006 and 2005 and Year ended March 31, 2006) |  |  |  |  | $\begin{aligned} & \frac{(\text { Millions of yen) }}{\text { Year ended }} \\ & \text { March 31, } 2006 \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Nine months ended December 31, 2006 | Nine months ended December 31, 2005 | Change | \% |  |
| Office Solutions: |  |  |  |  |  |
| Net sales: |  |  |  |  |  |
| Unaffiliated customers | 1,273,405 | 1,194,267 | 79,138 | 6.6 | 1,637,228 |
| Intersegment | - | - | - |  | - |
| Total | 1,273,405 | 1,194,267 | 79,138 | 6.6 | 1,637,228 |
| Operating expenses | 1,112,909 | 1,052,462 | 60,447 | 5.7 | 1,434,279 |
| Operating income | 160,496 | 141,805 | 18,691 | 13.2 | 202,949 |
| Operating income on sales in Office Solutions (\%) | 12.6 | 11.9 |  |  | 12.4 |
| Industrial Products: |  |  |  |  |  |
| Net sales: |  |  |  |  |  |
| Unaffiliated customers | 98,826 | 88,174 | 10,652 | 12.1 | 120,636 |
| Intersegment | 3,638 | 1,902 | 1,736 | 91.3 | 2,564 |
| Total | 102,464 | 90,076 | 12,388 | 13.8 | 123,200 |
| Operating expenses | 100,949 | 90,948 | 10,001 | 11.0 | 124,108 |
| Operating income | 1,515 | -872 | 2,387 | - | -908 |
| Operating income on sales in Industrial Products (\%) | 1.5 | -1.0 |  |  | -0.7 |
| Other: |  |  |  |  |  |
| Net sales: |  |  |  |  |  |
| Unaffiliated customers | 120,403 | 111,907 | 8,496 | 7.6 | 151,374 |
| Intersegment | - | - | - |  | - |
| Total | 120,403 | 111,907 | 8,496 | 7.6 | 151,374 |
| Operating expenses | 118,248 | 109,879 | 8,369 | 7.6 | 148,692 |
| Operating income | 2,155 | 2,028 | 127 | 6.3 | 2,682 |
| Operating income on sales in Other (\%) | 1.8 | 1.8 |  |  | 1.8 |
| Corporate and Eliminations: |  |  |  |  |  |
| Net sales: |  |  |  |  |  |
| Intersegment | -3,638 | -1,902 | -1,736 | - | -2,564 |
| Total | -3,638 | -1,902 | -1,736 | - | -2,564 |
| Operating expenses: |  |  |  |  |  |
| Intersegment | -3,638 | -1,941 | -1,697 | - | -2,594 |
| Corporate | 42,351 | 41,589 | 762 | - | 56,169 |
| Total | 38,713 | 39,648 | -935 | - | 53,575 |
| Operating income | -42,351 | -41,550 | -801 | - | -56,139 |
| Consolidated: |  |  |  |  |  |
| Net sales: |  |  |  |  |  |
| Unaffiliated customers | 1,492,634 | 1,394,348 | 98,286 | 7.0 | 1,909,238 |
| Intersegment | - | - | - |  | - |
| Total | 1,492,634 | 1,394,348 | 98,286 | 7.0 | 1,909,238 |
| Operating expenses | 1,370,819 | 1,292,937 | 77,882 | 6.0 | 1,760,654 |
| Operating income | 121,815 | 101,411 | 20,404 | 20.1 | 148,584 |
| Operating income on consolidated net sales (\%) | 8.2 | 7.3 |  |  | 7.8 |

## Note:

* As a result of the sale of a business, the operating results from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".
(2) Geographic Segment Information

| (Three months ended December 31, 2006 and 2005) |  | (Millions of yen) |  |
| :--- | :--- | :--- | :--- |
|  | Three months ended <br> December 31, 2006 | Three months ended <br> December 31, 2005 | Change |$\%$


| Japan: |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: |
| Net sales: | 243,239 | 235,852 | 7,387 | 3.1 |
| External customers | 132,630 | 104,330 | 28,300 | 27.1 |
| Intersegment | 375,869 | 340,182 | 35,687 | 10.5 |
| Total | 342,864 | 313,356 | 29,508 | 9.4 |
| Operating expenses | 33,005 | 26,826 | 6,179 | 23.0 |
| Operating income | 8.8 | 7.9 |  |  |
| $\quad$ Operating income on sales in Japan(\%) |  |  |  |  |


| The Americas: |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: |
| Net sales: | 105,618 | 98,122 | 7,496 | 7.6 |
| $\quad$ External customers | 795 | 5,405 | $-4,610$ | -85.3 |
| $\quad$ Intersegment | 106,413 | 103,527 | 2,886 | 2.8 |
| $\quad$ Total | 102,834 | 101,728 | 1,106 | 1.1 |
| Operating expenses | 3,579 | 1,799 | 1,780 | 98.9 |
| Operating income | 3.4 | 1.7 |  |  |
| $\quad$ Operating income on sales in the Americas $(\%)$ |  |  |  |  |


| Europe: |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: |
| Net sales: | 130,042 | 116,178 | 13,864 | 11.9 |
| $\quad$ External customers | 1,366 | 869 | 497 | 57.2 |
| $\quad$ Intersegment | 131,408 | 117,047 | 14,361 | 12.3 |
| $\quad$ Total | 122,581 | 112,612 | 9,969 | 8.9 |
| Operating expenses | 8,827 | 4,435 | 4,392 | 99.0 |
| Operating income | 6.7 | 3.8 |  |  |
| $\quad$ Operating income on sales in Europe(\%) |  |  |  |  |
| Other: |  |  |  |  |
| Net sales: | 26,813 | 24,327 | 2,486 | 10.2 |
| $\quad$ External customers | 42,843 | 25,335 | 17,508 | 69.1 |
| $\quad$ Intersegment | 69,656 | 49,662 | 19,994 | 40.3 |
| $\quad$ Total | 64,700 | 46,029 | 18,671 | 40.6 |
| Operating expenses | 4,956 | 3,633 | 1,323 | 36.4 |
| Operating income | 7.1 | 7.3 |  |  |
| $\quad$ Operating income on sales in Other $(\%)$ |  |  |  |  |

## Corporate and Eliminations:

| Net sales: |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: |
| $\quad$ Intersegment | $-177,634$ | $-135,939$ | $-41,695$ | - |
| $\quad$ Total | $-177,634$ | $-135,939$ | $-41,695$ | - |
| Operating expenses | $-175,919$ | $-135,645$ | $-40,274$ | - |
| Operating income | $-1,715$ | -294 | $-1,421$ | - |
| Consolidated: |  |  |  |  |
| Net sales: | 505,712 | 474,479 | 31,233 | 6.6 |
| $\quad$ External customers | - | - | - |  |
| $\quad$ Intersegment | 505,712 | 474,479 | 31,233 | 6.6 |
| $\quad$ Total | 457,060 | 438,080 | 18,980 | 4.3 |
| Operating expenses | 48,652 | 36,399 | 12,253 | 33.7 |
| Operating income | 9.6 | 7.7 |  |  |
| $\quad$ Operating income on consolidated net sales(\%) |  |  |  |  |

Note:

* As a result of the sale of a business, the operating results from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".

| (Nine months ended December 31, 2006 and 2005 and Year ended March 31, 2006) |  |  |  |  | (Millions of yen) |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Nine months ended December 31, 2006 | Nine months ended December 31, 2005 | Change | \% | Year ended March 31, 2006 |
| Japan: |  |  |  |  |  |
| Net sales: |  |  |  |  |  |
| External customers | 747,668 | 728,319 | 19,349 | 2.7 | 992,945 |
| Intersegment | 378,662 | 308,643 | 70,019 | 22.7 | 413,087 |
| Total | 1,126,330 | 1,036,962 | 89,368 | 8.6 | 1,406,032 |
| Operating expenses | 1,041,717 | 964,781 | 76,936 | 8.0 | 1,310,233 |
| Operating income | 84,613 | 72,181 | 12,432 | 17.2 | 95,799 |
| Operating income on sales in Japan(\%) | 7.5 | 7.0 |  |  | 6.8 |
| The Americas: |  |  |  |  |  |
| Net sales: |  |  |  |  |  |
| External customers | 309,178 | 280,441 | 28,737 | 10.2 | 385,746 |
| Intersegment | 2,526 | 7,158 | -4,632 | -64.7 | 7,630 |
| Total | 311,704 | 287,599 | 24,105 | 8.4 | 393,376 |
| Operating expenses | 299,175 | 279,335 | 19,840 | 7.1 | 378,108 |
| Operating income | 12,529 | 8,264 | 4,265 | 51.6 | 15,268 |
| Operating income on sales in the Americas(\%) | 4.0 | 2.9 |  |  | 3.9 |
| Europe: |  |  |  |  |  |
| Net sales: |  |  |  |  |  |
| External customers | 356,865 | 315,747 | 41,118 | 13.0 | 434,304 |
| Intersegment | 3,106 | 3,315 | -209 | -6.3 | 4,449 |
| Total | 359,971 | 319,062 | 40,909 | 12.8 | 438,753 |
| Operating expenses | 341,558 | 304,660 | 36,898 | 12.1 | 417,341 |
| Operating income | 18,413 | 14,402 | 4,011 | 27.9 | 21,412 |
| Operating income on sales in Europe(\%) | 5.1 | 4.5 |  |  | 4.9 |
| Other: |  |  |  |  |  |
| Net sales: |  |  |  |  |  |
| External customers | 78,923 | 69,841 | 9,082 | 13.0 | 96,243 |
| Intersegment | 115,245 | 73,354 | 41,891 | 57.1 | 104,045 |
| Total | 194,168 | 143,195 | 50,973 | 35.6 | 200,288 |
| Operating expenses | 180,387 | 132,963 | 47,424 | 35.7 | 185,283 |
| Operating income | 13,781 | 10,232 | 3,549 | 34.7 | 15,005 |
| Operating income on sales in Other(\%) | 7.1 | 7.1 |  |  | 7.5 |
| Corporate and Eliminations: |  |  |  |  |  |
| Net sales: |  |  |  |  |  |
| Intersegment | -499,539 | -392,470 | -107,069 | - | -529,211 |
| Total | -499,539 | -392,470 | -107,069 | - | -529,211 |
| Operating expenses | -492,018 | -388,802 | -103,216 | - | -530,311 |
| Operating income | -7,521 | -3,668 | -3,853 | - | 1,100 |
| Consolidated: |  |  |  |  |  |
| Net sales: |  |  |  |  |  |
| External customers | 1,492,634 | 1,394,348 | 98,286 | 7.0 | 1,909,238 |
| Intersegment | - | - | - |  | - |
| Total | 1,492,634 | 1,394,348 | 98,286 | 7.0 | 1,909,238 |
| Operating expenses | 1,370,819 | 1,292,937 | 77,882 | 6.0 | 1,760,654 |
| Operating income | 121,815 | 101,411 | 20,404 | 20.1 | 148,584 |
| Operating income on consolidated net sales(\%) | 8.2 | 7.3 |  |  | 7.8 |

Note:

* As a result of the sale of a business, the operating results from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".
-APPENDIX- (Third Quarter Ended December 31, 2006)


## 1. Consolidated Quarterly Performance Outline

| Fiscal 2007 | (Millions of yen) |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1Q | Change(\%) | 2Q | Change(\%) | 3Q | Change(\%) |
| Net sales | 484,576 | 7.3 | 502,346 | 7.2 | 505,712 | 6.6 |
| Gross profit | 202,565 | 4.7 | 205,351 | 6.8 | 219,368 | 9.6 |
| Operating income | 40,647 | 11.7 | 32,516 | 13.6 | 48,652 | 33.7 |
| Income from continuing operations before income taxes | 38,704 | 4.0 | 35,564 | 17.3 | 48,791 | 28.3 |
| Net income | 29,125 | 22.8 | 22,920 | 19.7 | 31,252 | 35.9 |
| Net income per share (yen) | 39.92 | - | 31.43 | - | 42.83 |  |
| Net income per share-diluted (yen) | - | - | - | - | 42.66 |  |
| Total assets | 2,055,138 | - | 2,097,763 | - | 2,205,546 | - |
| Shareholders' equity | 980,225 | - | 1,008,412 | - | 1,036,129 | - |
| $\underline{\text { Shareholders' equity per share (yen) }}$ | 1,343.70 |  | 1,382.14 | - | 1,420.31 |  |


| Fiscal 2006 (Millions of yen) |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1Q | Change(\%) | 2Q | Change(\%) | 3Q | Change(\%) | 4 Q | Change(\%) |
| Net sales | 451,465 | 3.8 | 468,404 | 7.0 | 474,479 | 7.3 | 514,890 | 4.6 |
| Gross profit | 193,517 | 3.0 | 192,209 | 10.9 | 200,167 | 4.8 | 209,107 | 6.1 |
| Operating income | 36,389 | -5.0 | 28,623 | 66.3 | 36,399 | -3.7 | 47,173 | 24.7 |
| Income from continuing operations before income taxes | 37,198 | -7.5 | 30,311 | 72.4 | 38,020 | 12.6 | 47,237 | 19.8 |
| Net income | 23,723 | -4.7 | 19,144 | 75.2 | 23,000 | 3.5 | 31,190 | 24.3 |
| Net income per share (yen) | 32.32 | - | 26.08 | - | 31.34 | - | 42.59 |  |
| Net income per share-diluted (yen) | - | - | - | - | - | - | - | - |
| Total assets | 1,899,986 | - | 1,948,587 | - | 1,990,802 | - | 2,041,183 |  |
| Shareholders' equity | 879,665 | - | 905,674 | - | 929,508 | - | 960,245 | - |
| Shareholders' equity per share (yen) | 1,198.48 | - | 1,233.08 | - | 1,265.83 | - | 1,316.21 | - |

## Note:

* Fiscal year refers to Ricoh's fiscal year ended March 31.
* As a result of the sale of a business, the operating results and cash flows from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".
* Ricoh has no dilutive securities outstanding in fiscal 2006 and in the first half of fiscal 2007, and there is no difference between bases and diluted net income per share. Therefore net income per share-diluted except for third quarter of fiscal 2007 are omitted.


## 2. Consolidated Sales by Product Category

| (Three months ended December 31, 2006 and 2005) |  |  |  | (Millions of yen) |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Three months ended December 31,2006 | Three months ended December 31, 2005 | Change | \% | Change excluding exchange impact | \% |
| <Office Solutions> |  |  |  |  |  |  |
| Imaging Solutions | 394,391 | 367,207 | 27,184 | 7.4 | 15,753 | 4.3 |
| Percentage of net sales (\%) | 78.0 | 77.4 |  |  |  |  |
| Domestic | 147,470 | 143,304 | 4,166 | 2.9 | 4,166 | 2.9 |
| Overseas | 246,921 | 223,903 | 23,018 | 10.3 | 11,587 | 5.2 |
| Network System Solutions | 40,924 | 40,779 | 145 | 0.4 | -26 | -0.1 |
| Percentage of net sales (\%) | 8.1 | 8.6 |  |  |  |  |
| Domestic | 38,681 | 38,396 | 285 | 0.7 | 285 | 0.7 |
| Overseas | 2,243 | 2,383 | -140 | -5.9 | -311 | -13.1 |
| Office Solutions Total | 435,315 | 407,986 | 27,329 | 6.7 | 15,727 | 3.9 |
| Percentage of net sales (\%) | 86.1 | 86.0 |  |  |  |  |
| Domestic | 186,151 | 181,700 | 4,451 | 2.4 | 4,451 | 2.4 |
| Overseas | 249,164 | 226,286 | 22,878 | 10.1 | 11,276 | 5.0 |
| The Americas | 102,116 | 93,969 | 8,147 | 8.7 | 7,526 | 8.0 |
| Europe | 122,756 | 109,300 | 13,456 | 12.3 | 3,478 | 3.2 |
| Other | 24,292 | 23,017 | 1,275 | 5.5 | 272 | 1.2 |
| <Industrial Products> |  |  |  |  |  |  |
| Industrial Products | 30,570 | 29,715 | 855 | 2.9 | 527 | 1.8 |
| Percentage of net sales (\%) | 6.0 | 6.3 |  |  |  |  |
| Domestic | 17,487 | 17,662 | -175 | -1.0 | -175 | -1.0 |
| Overseas | 13,083 | 12,053 | 1,030 | 8.5 | 702 | 5.8 |
| The Americas | 3,137 | 3,921 | -784 | -20.0 | -704 | -18.0 |
| Europe | 4,650 | 4,073 | 577 | 14.2 | 236 | 5.8 |
| Other | 5,296 | 4,059 | 1,237 | 30.5 | 1,170 | 28.8 |
| <Other> |  |  |  |  |  |  |
| Other | 39,827 | 36,778 | 3,049 | 8.3 | 2,824 | 7.7 |
| Percentage of net sales (\%) | 7.9 | 7.7 |  |  |  |  |
| Domestic | 33,179 | 30,232 | 2,947 | 9.7 | 2,947 | 9.7 |
| Overseas | 6,648 | 6,546 | 102 | 1.6 | -123 | -1.9 |
| The Americas | 532 | 286 | 246 | 86.0 | 241 | 84.3 |
| Europe | 2,392 | 1,736 | 656 | 37.8 | 466 | 26.8 |
| Other | 3,724 | 4,524 | -800 | -17.7 | -830 | -18.3 |
| Grand Total | 505,712 | 474,479 | 31,233 | 6.6 | 19,078 | 4.0 |
| Percentage of net sales (\%) | 100.0 | 100.0 |  |  |  |  |
| Domestic | 236,817 | 229,594 | 7,223 | 3.1 | 7,223 | 3.1 |
| Percentage of net sales (\%) | 46.8 | 48.4 |  |  |  |  |
| Overseas | 268,895 | 244,885 | 24,010 | 9.8 | 11,855 | 4.8 |
| Percentage of net sales (\%) | 53.2 | 51.6 |  |  |  |  |
| The Americas | 105,785 | 98,176 | 7,609 | 7.8 | 7,063 | 7.2 |
| Percentage of net sales (\%) | 20.9 | 20.7 |  |  |  |  |
| Europe | 129,798 | 115,109 | 14,689 | 12.8 | 4,180 | 3.6 |
| Percentage of net sales (\%) | 25.7 | 24.3 |  |  |  |  |
| Other | 33,312 | 31,600 | 1,712 | 5.4 | 612 | 1.9 |
| Percentage of net sales (\%) | 6.6 | 6.6 |  |  |  |  |
| Reference: Exchange rate |  |  |  |  |  |  |
| US\$ 1 | $¥ 117.82$ | $¥ 117.24$ | ¥0.58 |  |  |  |
| EURO 1 | $¥ 151.92$ | $¥ 139.41$ | $¥ 12.51$ |  |  |  |

## Notes:

* As a result of the sale of a business, the operating results and cash flows from the discontinued operations have been reclassified in accordance with Statement of Financial

Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".
*ach category includes the following product line:
Imaging Solutions

Network System Solutions Personal computers, PC servers, network systems and network related software
Industrial Products Thermal media, optical equipments, semiconductors, electronic component and measuring equipments Optical discs and digital camera

| (Nine months ended December 31, 2006 and 2005 and Year ended March 31, 2006) |  |  |  |  |  |  | Millions of yen) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Nine months ended December 31, 2006 | Nine months ended <br> December 31, 2005 | Change | \% | Change excluding exchange impact | \% | Year ended <br> March 31, 2006 |
| <Office Solutions> |  |  |  |  |  |  |  |
| Imaging Solutions | 1,138,017 | 1,060,337 | 77,680 | 7.3 | 38,884 | 3.7 | 1,446,635 |
| Percentage of net sales (\%) | 76.2 | 76.0 |  |  |  |  | 75.8 |
| Domestic | 441,862 | 432,545 | 9,317 | 2.2 | 9,317 | 2.2 | 585,363 |
| Overseas | 696,155 | 627,792 | 68,363 | 10.9 | 29,567 | 4.7 | 861,272 |
| Network System Solutions | 135,388 | 133,930 | 1,458 | 1.1 | 916 | 0.7 | 190,593 |
| Percentage of net sales (\%) | 9.1 | 9.7 |  |  |  |  | 10.0 |
| Domestic | 128,328 | 127,380 | 948 | 0.7 | 948 | 0.7 | 181,149 |
| Overseas | 7,060 | 6,550 | 510 | 7.8 | -32 | -0.5 | 9,444 |
| Office Solutions Total | 1,273,405 | 1,194,267 | 79,138 | 6.6 | 39,800 | 3.3 | 1,637,228 |
| Percentage of net sales (\%) | 85.3 | 85.7 |  |  |  |  | 85.8 |
| Domestic | 570,190 | 559,925 | 10,265 | 1.8 | 10,265 | 1.8 | 766,512 |
| Overseas | 703,215 | 634,342 | 68,873 | 10.9 | 29,535 | 4.7 | 870,716 |
| The Americas | 293,046 | 268,342 | 24,704 | 9.2 | 14,187 | 5.3 | 368,184 |
| Europe | 336,929 | 300,364 | 36,565 | 12.2 | 11,535 | 3.8 | 412,550 |
| Other | 73,240 | 65,636 | 7,604 | 11.6 | 3,813 | 5.8 | 89,982 |
| <Industrial Products> |  |  |  |  |  |  |  |
| Industrial Products | 98,826 | 88,174 | 10,652 | 12.1 | 8,937 | 10.1 | 120,636 |
| Percentage of net sales (\%) | 6.6 | 6.3 |  |  |  |  | 6.3 |
| Domestic | 55,984 | 53,740 | 2,244 | 4.2 | 2,244 | 4.2 | 72,379 |
| Overseas | 42,842 | 34,434 | 8,408 | 24.4 | 6,693 | 19.4 | 48,257 |
| The Americas | 15,228 | 12,142 | 3,086 | 25.4 | 2,540 | 20.9 | 17,391 |
| Europe | 14,031 | 11,546 | 2,485 | 21.5 | 1,559 | 13.5 | 16,049 |
| Other | 13,583 | 10,746 | 2,837 | 26.4 | 2,594 | 24.1 | 14,817 |
| <Other> |  |  |  |  |  |  |  |
| Other | 120,403 | 111,907 | 8,496 | 7.6 | 7,762 | 6.9 | 151,374 |
| Percentage of net sales (\%) | 8.1 | 8.0 |  |  |  |  | 7.9 |
| Domestic | 103,134 | 93,695 | 9,439 | 10.1 | 9,439 | 10.1 | 127,333 |
| Overseas | 17,269 | 18,212 | -943 | -5.2 | -1,677 | -9.2 | 24,041 |
| The Americas | 1,095 | 1,607 | -512 | -31.9 | -545 | -33.9 | 1,837 |
| Europe | 5,342 | 4,598 | 744 | 16.2 | 350 | 7.6 | 6,201 |
| Other | 10,832 | 12,007 | -1,175 | -9.8 | -1,482 | -12.3 | 16,003 |
| Grand Total | 1,492,634 | 1,394,348 | 98,286 | 7.0 | 56,499 | 4.1 | 1,909,238 |
| Percentage of net sales (\%) | 100.0 | 100.0 |  |  |  |  | 100.0 |
| Domestic | 729,308 | 707,360 | 21,948 | 3.1 | 21,948 | 3.1 | 966,224 |
| Percentage of net sales (\%) | 48.9 | 50.7 |  |  |  |  | 50.6 |
| Overseas | 763,326 | 686,988 | 76,338 | 11.1 | 34,551 | 5.0 | 943,014 |
| Percentage of net sales (\%) | 51.1 | 49.3 |  |  |  |  | 49.4 |
| The Americas | 309,369 | 282,091 | 27,278 | 9.7 | 16,182 | 5.7 | 387,412 |
| Percentage of net sales (\%) | 20.7 | 20.2 |  |  |  |  | 20.3 |
| Europe | 356,302 | 316,508 | 39,794 | 12.6 | 13,444 | 4.2 | 434,800 |
| Percentage of net sales (\%) | 23.9 | 22.7 |  |  |  |  | 22.8 |
| Other | 97,655 | 88,389 | 9,266 | 10.5 | 4,925 | 5.6 | 120,802 |
| Percentage of net sales (\%) | 6.5 | 6.4 |  |  |  |  | 6.3 |
| Reference: Exchange rate |  |  |  |  |  |  |  |
| US\$ 1 | $¥ 116.21$ | $¥ 112.04$ | $¥ 4.1$ |  |  |  | $¥ 113.26$ |
| EURO 1 | $¥ 147.97$ | $¥ 136.92$ | $¥ 11.0$ |  |  |  | $¥ 137.86$ |

## Notes:

* As a result of the sale of a business, the operating results and cash flows from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".
* Each category includes the following product line:

Imaging Solutions

Personal computers, PC servers, network systems and network related software
Industrial Products Thermal media, optical equipments, semiconductors, electronic component and measuring equipments Optical dises and digital camera

## 3. Forecast of Consolidated Performance

| (Billions of yen) |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Half year ended | Three months ended |  | Three months ending |  | Year ending |  |  |
|  | Sept. 30, 2006 | Change | Dec. 31, 2006 | Change | Mar. 31, 2007 | Change | Mar. 31, 2007 | Change |
|  | Results | \% | Results | \% | Forecast | \% | Forecast | \% |
| Net sales | 986.9 | 7.3 | 505.7 | 6.6 | 574.3 | 11.6 | 2,067.0 | 8.3 |
| Gross profit | 407.9 | 5.8 | 219.3 | 9.6 | 231.0 | 10.5 | 858.3 | 8.0 |
| Operating income | 73.1 | 12.5 | 48.6 | 33.7 | 50.1 | 6.4 | 172.0 | 15.8 |
| Income from continuing operations before income taxes | 74.2 | 10.0 | 48.7 | 28.3 | 46.9 | -0.6 | 170.0 | 11.3 |
| Net income | 52.0 | 21.4 | 31.2 | 35.9 | 24.2 | -22.4 | 107.5 | 10.8 |
| Net income per share (yen) | 71.35 | - | 42.83 | - | 33.18 | - | 147.36 | - |
| Net income per share-diluted (yen) | - | - | 42.66 | - | 32.19 | - | 146.20 | - |
| Capital expenditures | 39.1 | - | 17.6 | - | 25.1 | - | 82.0 | - |
| Depreciation for tangible fixed assets | 33.7 | - | 18.2 | - | 19.9 | - | 72.0 | - |
| R\&D expenditures | 56.5 | - | 27.9 | - | 35.5 | - | 120.0 | - |
| Exchange rate (Yen/US\$) | 115.40 | - | 117.82 | - | 115.00 | - | 115.91 | - |
| Exchange rate (Yen/EURO) | 145.98 | - | 151.92 | - | 145.00 | - | 147.22 | - |

## 4. Forecast of Consolidated Sales by Product Category

|  | (Billions of yen) |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Three months ending March 31, 2007 |  |  |  | Year ending March 31, 2007 |  |  |  |
|  | Forecast | Change \% | Forecast(*) | Change <br> \% | Forecast | Change <br> \% | Forecast(*) | Change <br> \% |
| <Office Solutions> |  |  |  |  |  |  |  |  |
| Imaging Solutions | 447.4 | 15.8 | 445.0 | 15.2 | 1,585.4 | 9.6 | 1,544.2 | 6.8 |
| Domestic | 166.1 | 8.8 | 166.1 | 8.8 | 608.0 | 3.9 | 608.0 | 3.9 |
| Overseas | 281.2 | 20.5 | 278.8 | 19.4 | 977.4 | 13.5 | 936.2 | 8.7 |
| Network System Solutions | 57.7 | 1.8 | 57.6 | 1.7 | 193.0 | 1.3 | 192.4 | 1.0 |
| Domestic | 54.7 | 1.7 | 54.7 | 1.7 | 183.0 | 1.0 | 183.0 | 1.0 |
| Overseas | 3.0 | 3.7 | 2.9 | 0.2 | 10.0 | 6.5 | 9.4 | -0.3 |
| Office Solutions Total | 505.1 | 14.0 | 502.6 | 13.5 | 1,778.5 | 8.6 | 1,736.7 | 6.1 |
| Domestic | 220.8 | 6.9 | 220.8 | 6.9 | 791.0 | 3.2 | 791.0 | 3.2 |
| Overseas | 284.2 | 20.3 | 281.7 | 19.2 | 987.4 | 13.4 | 945.6 | 8.6 |
| The Americas | 117.2 | 17.4 | 119.3 | 19.5 | 410.2 | 11.4 | 401.8 | 9.1 |
| Europe | 139.9 | 24.7 | 135.8 | 21.0 | 476.8 | 15.6 | 447.6 | 8.5 |
| Other | 27.1 | 11.6 | 26.6 | 9.6 | 100.4 | 11.6 | 96.1 | 6.8 |
| <Industrial Products> |  |  |  |  |  |  |  |  |
| Industrial Products | 30.6 | -5.7 | 30.6 | -5.7 | 129.4 | 7.3 | 127.7 | 5.9 |
| Domestic | 18.2 | -2.4 | 18.2 | -2.4 | 74.1 | 2.5 | 74.1 | 2.5 |
| Overseas | 12.4 | -10.3 | 12.4 | -10.3 | 55.2 | 14.5 | 53.5 | 10.9 |
| The Americas | 3.8 | -27.6 | 3.9 | -25.7 | 19.0 | 9.4 | 18.5 | 6.8 |
| Europe | 4.4 | -2.3 | 4.3 | -4.5 | 18.4 | 14.8 | 17.4 | 8.4 |
| Other | 4.2 | 3.2 | 4.2 | 3.2 | 17.7 | 20.0 | 17.5 | 18.4 |
| <Other> |  |  |  |  |  |  |  |  |
| Other | 38.6 | -2.2 | 38.5 | -2.5 | 159.0 | 5.0 | 158.1 | 4.5 |
| Domestic | 33.6 | -0.1 | 33.6 | -0.1 | 136.7 | 7.4 | 136.7 | 7.4 |
| Overseas | 5.0 | -14.2 | 4.9 | -15.9 | 22.2 | -7.4 | 21.4 | -10.8 |
| The Americas | 0.3 | 30.2 | 0.3 | 30.2 | 1.3 | -24.1 | 1.3 | -25.9 |
| Europe | 1.3 | -18.9 | 1.3 | -18.9 | 6.6 | 7.1 | 6.2 | 0.8 |
| Other | 3.4 | -14.9 | 3.3 | -17.4 | 14.2 | -11.1 | 13.8 | -13.6 |
| Grand Total | 574.3 | 11.6 | 571.7 | 11.0 | 2,067.0 | 8.3 | 2,022.6 | 5.9 |
| Domestic | 272.6 | 5.3 | 272.6 | 5.3 | 1,002.0 | 3.7 | 1,002.0 | 3.7 |
| Overseas | 301.6 | 17.8 | 299.0 | 16.8 | 1,065.0 | 12.9 | 1,020.6 | 8.2 |
| The Americas | 121.3 | 15.2 | 123.5 | 17.3 | 430.6 | 11.2 | 421.7 | 8.9 |
| Europe | 145.6 | 23.1 | 141.4 | 19.5 | 501.9 | 15.4 | 471.3 | 8.4 |
| Other | 34.7 | 7.3 | 34.1 | 5.4 | 132.4 | 9.6 | 127.4 | 5.5 |

[^2]
[^0]:    * As a result of the sale of a business, the operating results and cash flows from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".
    * Ricoh has no dilutive securities outstanding as of December 31, 2005 and there is no difference between bases and diluted net income per share. Therefore net income per share-diluted for the three months and nine months ended December 31, 2005 are omitted.
    * Ricoh bases the forecast estimates for the year ending March 31, 2007 above upon information currently available to management, which involves risks and uncertainties that could cause actual results to differ materially from those projected.

[^1]:    Note:

    * As a result of the sale of a business, the operating results from the discontinued operations have been reclassified in accordance with Statement of Financial Accounting Standards ("SFAS") No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets".

[^2]:    * Excluding foreign exchange impact

