

Ricoh's Global Network

As of March 31, 2001

Japan

Production

Tohoku Ricoh Co., Ltd.
Ricoh Elemex Corporation
Ricoh Unitechno Co., Ltd.
Hasama Ricoh, Inc.
Ricoh Microelectronics Co., Ltd.
Ricoh Keiki Co., Ltd.

Sales and Other

Tokyo Ricoh Co., Ltd.
Osaka Ricoh Co., Ltd.
Ricoh Technosystems Co., Ltd.
NBS Ricoh Co., Ltd.
Ricoh Logistics System Co., Ltd.
Ricoh Leasing Company, Ltd.
Ricoh San-ai Service Co., Ltd.

The Americas

Production

Mexico

Ricoh Industrial de Mexico, S.A. de C.V.

United States

Ricoh Electronics, Inc.

Sales and Other

Argentina

Ricoh Argentina S.A.

Brazil

Gestetner do Brazil S.A.

Canada

Ricoh Canada Inc.
Lanier Canada, Inc.

Chile

Lanier de Chile, S.A.

Colombia

Gestetner Colombia S.A.
Lanier Colombia, S.A.

Costa Rica

Lanier de Costa Rica, S.A.

Dominican Republic

Lanier Dominicana, S.A.

El Salvador

Lanier de El Salvador, S.A. de C.V.

Guatemala

Lanier de Guatemala, S.A.

Mexico

Ricoh Mexicana, S.A. de C.V.

Panama

Lanier de Panama, S.A.

Puerto Rico

NRG Distribution Corporation
Lanier Puerto Rico, Inc.

United States

Ricoh Corporation
Ricoh Finance Corporation
Ricoh Innovations, Inc.
Ricoh Latin America, Inc.
Savin Corporation
Lanier Worldwide, Inc.

Uruguay

Gestetner Limitada
Ricoh Latin America Distribution Center S.A.
Ricoh South America Distribution Center S.A.

Venezuela

Gestetner S.A.

Europe, Africa, and the Middle East

Production

France Ricoh Industrie France S.A

United Kingdom Ricoh UK Products Ltd.
Ricoch Wellingborough Products Ltd.
GR Advanced Materials Ltd.

Sales and Other

Austria Ricoh Austria GmbH
Gestetner Buromaschinen-Verkaufsgesellschaft m.b.H
Lanier Bürosysteme GmbH & Co. KG

Belgium NRG Belgium S.A.
Lanier Belgium N.V./S.A.

Denmark Gestetner A/S
Lanier Danmark A/S

Finland Lanier Suomi Oy

France Ricoh France S.A.
NRG France S.A.
Rex-Rotary S.A.

Germany Ricoh Deutschland GmbH
NRG Deutschland GmbH
Lanier Deutschland GmbH & Co. KG

Guernsey NRG International Limited

Hungary Ricoh Hungary Kft.
Lanier Hungaria Kft.

Ireland Gestetner Ireland Limited

Israel Gestetner (Israel) Limited

Italy Ricoh Italia S.p.A.
NRG Italia S.p.A.
Lanier Italia, S.p.A.

Netherlands Ricoh Europe B.V.
Ricoch Nederland B.V.
Ricoch Finance Nederland B.V.
Kulk & Kramer Kantoorssystemen BV
NRG Benelux BV
Lanier CV

Norway Ricoh Norge A.S.
Lanier Norge A/S

Poland Ricoh Polska Sp.zo.o.

Russia Mitsui-Ricoh CIS Ltd.

South Africa Gestetner (Proprietary) Limited

Spain Ricoh España S.A.
NRG Comunicaciones S.A.
Lanier España S.A.

Sweden Gestetner Svenska Aktiebolag
Lanier Svenska AB

United Kingdom Ricoh UK Ltd.
Gestetner Holdings PLC
Midland Copying Consultants Limited
NRG Group Limited
Lanier United Kingdom Ltd.

Asia and Oceania

Production

China Ricoh Asia Industry (Shenzhen) Ltd.
Ricoch Dianzhuang (Shenzhen) Electronics Co., Ltd.
Ricoch International (Shanghai) Co., Ltd.
Shanghai Ricoch Facsimile Co., Ltd.

Korea Sindo Ricoch Co., Ltd.

Taiwan Taiwan Ricoch Co., Ltd.

Sales and Other

Australia Ricoh Australia Pty. Ltd.
Lanier (Australia) Pty. Ltd.
Hanimex Pty. Limited
Rabbit Photo Holdings Limited

China Ricoh Electronic Technology Ltd. (China)
Ricoch Electronic Technology Ltd. (Beijing)

Hong Kong Ricoh Hong Kong Ltd.
Ricoch Asia Industry Ltd.
Ricoch Photo Products (Asia) Ltd.
Ricoch Component (H.K.) Ltd.
Guastalla Trading Co., Ltd.
Gestetner China Ltd.

India Ricoh India Limited
Gestetner (India) Limited

Malaysia Ricoh Malaysia Sdn. Bhd.

New Zealand Ricoh New Zealand Limited
Hanimex (NZ) Limited
Camera House Limited
Viko New Zealand Limited

Philippines Ricoh Philippines, Inc.

Singapore Ricoh Asia Pacific Pte. Ltd.
Ricoch Singapore Pte Ltd.
Lanier Singapore Pte. Ltd.

Thailand Ricoh Thailand Ltd.