

Ricoh's Global Network

As of March 31, 2003

Japan

Production

Tohoku Ricoh Co., Ltd.
Hasama Ricoh, Inc.
Ricoh Optical Industries Co., Ltd.
Ricoh Unitech Co., Ltd.
Ricoh Elemex Corporation
Ricoh Keiki Co., Ltd.
Ricoh Microelectronics Co., Ltd.

Sales and Other

Ricoh Tohoku Co., Ltd.
Ricoh Chubu Co., Ltd.
Ricoh Kansai Co., Ltd.
Ricoh Chugoku Co., Ltd.
Ricoh Kyushu Co., Ltd.
Tokyo Ricoh Co., Ltd.
Osaka Ricoh Co., Ltd.
NBS Ricoh Co., Ltd.
Ricoh Technosystems Co., Ltd.
Ricoh Leasing Company, Ltd.
Ricoh Logistics System 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.
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 South America Distribution
Center S.A.

Venezuela

Ricoh de Venezuela S.A.

Europe, Africa, and the Middle East

Production

France
Ricoh Industrie France S.A.
United Kingdom
Ricoh UK Products Ltd.
Ricoh 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
Lanier Belgium N.V./S.A.
NRG Belgium S.A.
Denmark
NRG Scandinavia A/S
Finland
Ricoh Finland 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.

Ireland

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

Norway

Ricoh Norge A.S.

Poland

Ricoh Polska Sp.zo.o.

Russia

Mitsui-Ricoh CIS Ltd.

South Africa

NRG Gestetner South Africa (Pty)
Ltd.

Spain

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

Sweden

NRG Scandinavia AB

Switzerland

Lanier (Schweiz) AG

United Kingdom

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

Asia and Oceania

Production

China

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

Korea

Sindo Ricoh Co., Ltd.

Taiwan

Taiwan Ricoh Co., Ltd.

Sales and Other

Australia

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

China

Ricoh China Co., Ltd.
Ricoh Electronic Technology Ltd.
(China)
Ricoh Electronic Technology Ltd.
(Beijing)

Hong Kong

Ricoh Hong Kong Ltd.
Ricoh Asia Industry Ltd.
Ricoh Component (H.K.) 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.
Ricoh Singapore Pte. Ltd.
Lanier Singapore Pte. Ltd.

Thailand

Ricoh Thailand Ltd.