

Ricoh's Global Network

As of March 31, 2004

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.S.

United Kingdom

Ricoh UK Products Ltd.
Ricoh Wellingborough Products
Ltd.
GR Advanced Materials Ltd.

Sales and Other

Austria

Ricoh Austria GmbH
NRG Gestetner Austria GmbH
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 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.
Ricoh Nederland B.V.
Ricoh Finance Nederland B.V.
NRG Rex-Rotary B.V.
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
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.

Sales and Other

Australia

Ricoh Australia Pty, Ltd.
Lanier (Australia) Pty. Ltd.

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

Philippines

Ricoh Philippines, Inc.

Singapore

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

Thailand

Ricoh Thailand Ltd.