

● Marketing and general operations

■ Production and R&D

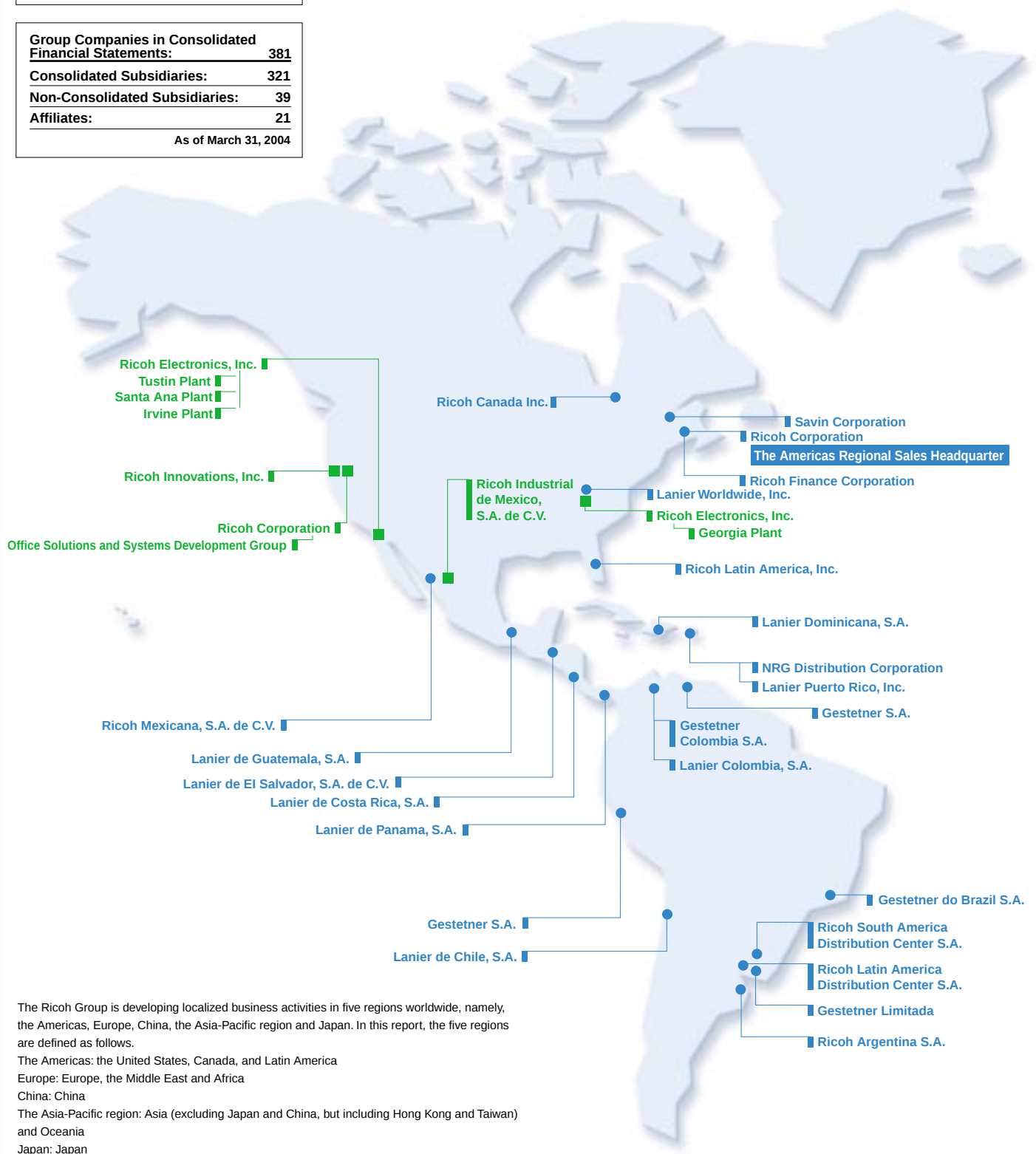
Group Companies in Consolidated Financial Statements: 381

Consolidated Subsidiaries: 321

Non-Consolidated Subsidiaries: 39

Affiliates: 21

As of March 31, 2004



The Ricoh Group is developing localized business activities in five regions worldwide, namely, the Americas, Europe, China, the Asia-Pacific region and Japan. In this report, the five regions are defined as follows.

The Americas: the United States, Canada, and Latin America

Europe: Europe, the Middle East and Africa

China: China

The Asia-Pacific region: Asia (excluding Japan and China, but including Hong Kong and Taiwan) and Oceania

Japan: Japan

* Different from the scope covered by this report. (See page 4.)

