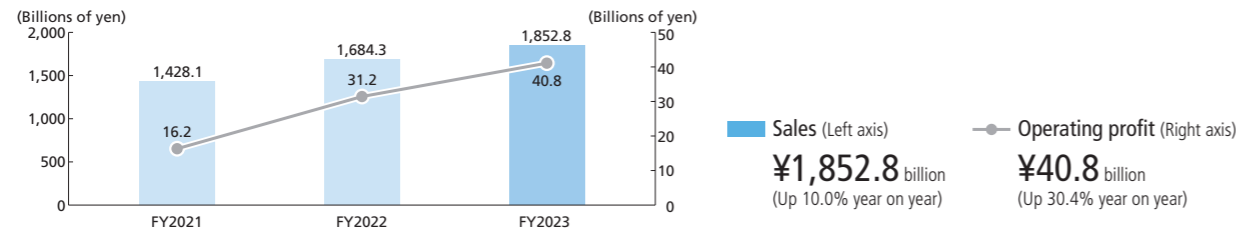


Business Unit Reports

Segment sales and operating profit Figures comply with International Financial Reporting Standards

RICOH Digital Services



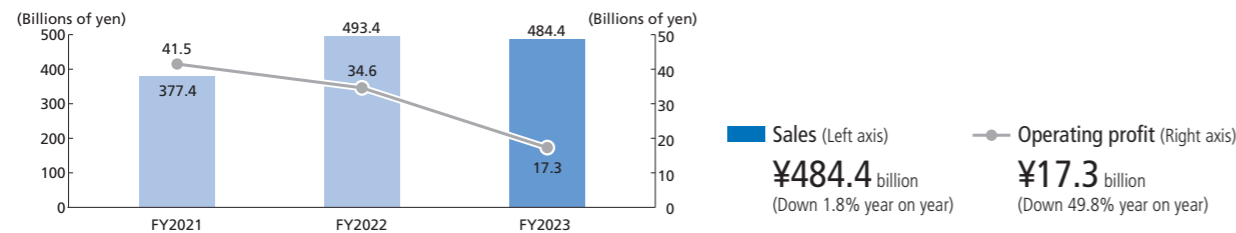
Main Businesses, Functions, Products, and Services

We provide digital services in such areas as process automation, workplace experience, and IT services. We also sell and maintain MFPs, printers, scanners, and other imaging devices, and consumables.

Features and strengths

- This business unit drives Group growth as a global workplace services provider with strong customer touchpoint capabilities from serving 1.4 million companies worldwide and a robust sales and support network.
- Proprietary solutions and collaborations with partners leverage capabilities acquired through acquisitions and business alliances to respond to customer challenges.

RICOH Digital Products



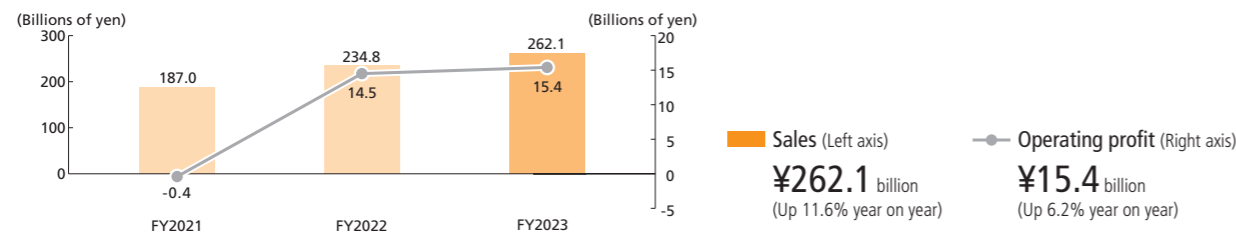
We develop and produce edge devices that serve as information gateways, such as MFPs, printers, and scanners (including on an OEM basis).

Industrial computer business:

We develop and produce embedded computers.

- Harnessing global market leadership in MFPs, we develop these and other devices to help customers transform their work processes.
- A robust range of attractive products matches diverse customer needs, including enhanced environmental performance and advanced security requirements.
- As Japan's industrial computer leader, we develop, produce, and provide customer support.

RICOH Graphic Communications



Commercial printing business:

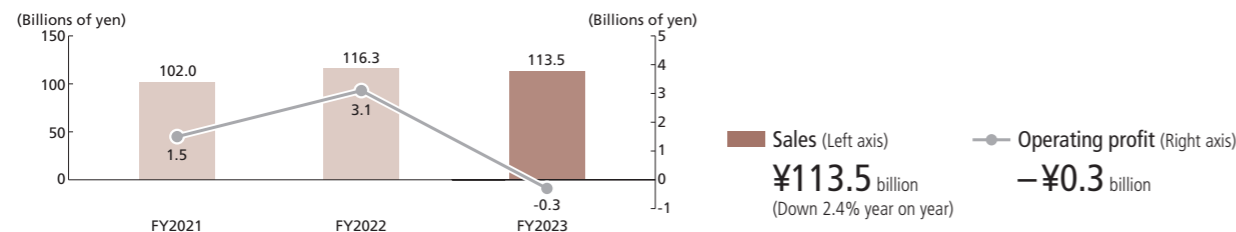
We provide digital printing products, services, and consumables for high-mix, low-volume printing, mainly to printing industry customers.

Industrial printing business:

We manufacture and sell industrial inkjet heads, inks, and printers for diverse applications.

- Comprehensive solutions and services ranging from digital printing-related products to workflow and marketing support at printing sites help customers adopt digital processes. Initiatives to reduce waste, use energy more efficiently, and decarbonize help customers shrink their eco footprints.
- Global leadership in color cutsheet and high-speed inkjet printers is a key strength.

RICOH Industrial Solutions



Thermal media business:

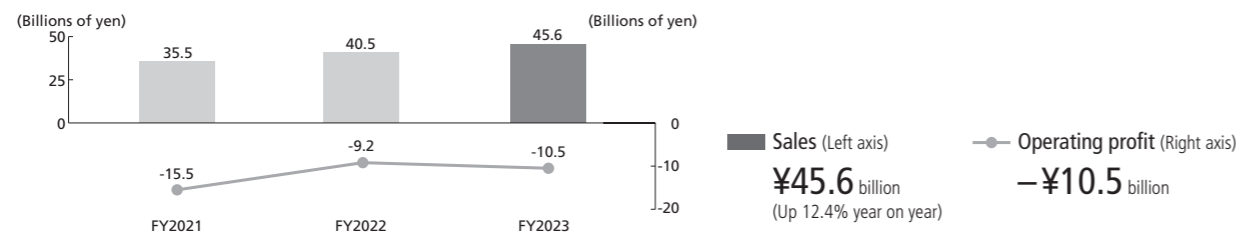
We manufacture and sell thermal paper for food point-of-sale and delivery labels and thermal transfer ribbons for printing clothing price tags, tickets, and other items.

Industrial products business:

We provide automation equipment and various inspection systems, mainly for the automotive industry.

- A proprietary technology and a global production and sales network enable us to lead the global market in thermal paper and thermal transfer ribbons for the logistics, distribution, and healthcare sectors.
- Our label-free thermal printing machines print variable information at high speed and resolutions, mainly in the food industry, helping to conserve resources and reduce environmental impact.
- Numerous products and solutions employ proprietary image processing and jetting technologies.

Other



New businesses:

The Smart Vision business leverages 360-degree cameras to drive on-site digitalization, with platforms for the inkjet battery and biomedical sectors.

Camera business:

Digital cameras

New businesses: Digital innovations that transform the world of work contribute to a sustainable economy.

- Proprietary optics, image processing, AI, inkjet, and materials technologies drive new business development.
 - Co-creating with start-ups and establishing funds fosters open innovation.
- Camera business:
- Our unique and distinctive products satisfy core users.

Sales and operating profit include external customer and inter-segment transactions.



NOTICE OF 124TH ORDINARY GENERAL MEETING OF SHAREHOLDERS