IR Day

Digital Services Business Initiatives in Japan

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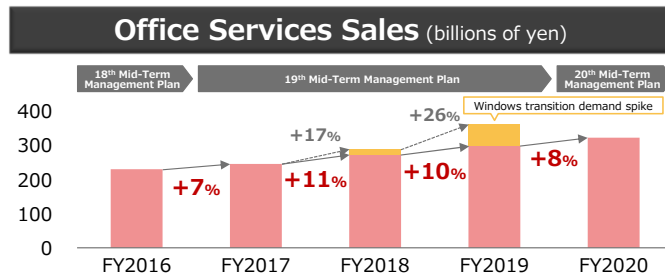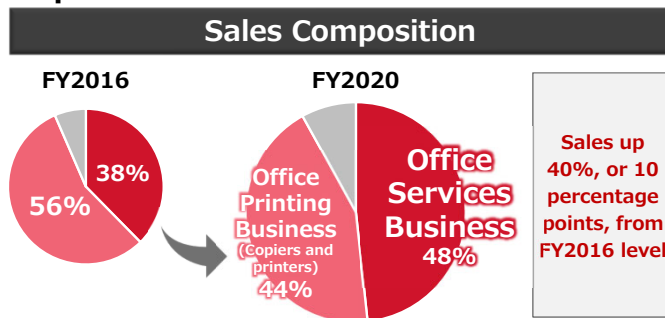RICOH

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RICOH Digital Services

- I will discuss three things today.
- First, I will go through the reforms we are making to become a digital services provider. Second, I will outline progress toward our goals in that regard. Third, I will cover our Digital Services business vision and goals.

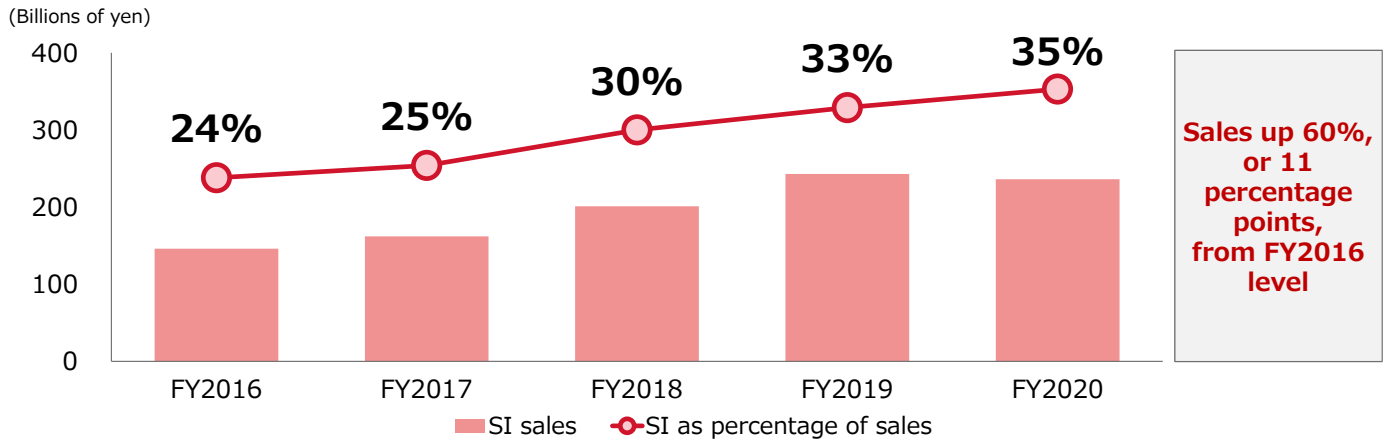# Reforms to Become a Digital Services Provider

Office Services pivotal to operations of company, which has earned a solid reputation for its efforts

Sales Composition

FY2016

38%
56%

FY2020

Office Printing Business (Copiers and printers) 44%

Office Services Business 48%

Sales up 40%, or 10 percentage points, from FY2016 level

Office Services Sales (billions of yen)

18th Mid-Term Management Plan
19th Mid-Term Management Plan
20th Mid-Term Management Plan

400
300
200
100
0

+7% +11% +10% +8%
+17% +26%

Windows transition demand spike

FY2016 FY2017 FY2018 FY2019 FY2020

J.D. Power customer satisfaction surveys (2021) ● IT Solutions Provider ● IT Equipment Maintenance	**1st** for 7 straight years
Number of grants from Ministry of Economy, Trade and Industry for IT deployments* (Source: Ricoh) * For projects supporting IT deployments to enhance productivity in services and other areas	**1st** for 3 straight years
Windows PC sales share for corporate customers in fiscal 2020 (Source: Ricoh)	**Around 10%**
Number of small and medium-sized business customers using Microsoft 365 (Source: Microsoft Japan)	**1st**
Nikkei Computer Customer Satisfaction Survey 2021-2022 **Won awards in IT consulting systems integration-related categories of:** ● Upstream design ● System development ● System operation services	**1st** in 3 systems integration categories

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- Ricoh Japan has strengthened its Office Services and Office Printing (MFP and printer) businesses in the drive to become a digital services provider.

- The Office Services business accounted for 48% of sales in fiscal 2020, up 40%, or 10 percentage points, from fiscal 2016.

- The annual growth has been roughly 10% in that time.

- We have earned a solid reputation for our efforts. J.D. Power customer satisfaction surveys in fiscal 2021 ranked us first for seven straight years. We were first for three consecutive years in terms of the number of grants from the Ministry of Economy, Trade and Industry for IT deployments. We were first in terms of the number of small and medium-sized business customers using Microsoft 365 customers. We placed first in three systems integration categories of the Nikkei Computer Customer Satisfaction Survey for 2021–2022 in the SI-related category, and have acquired a 10% share of corporate Windows PC sales.
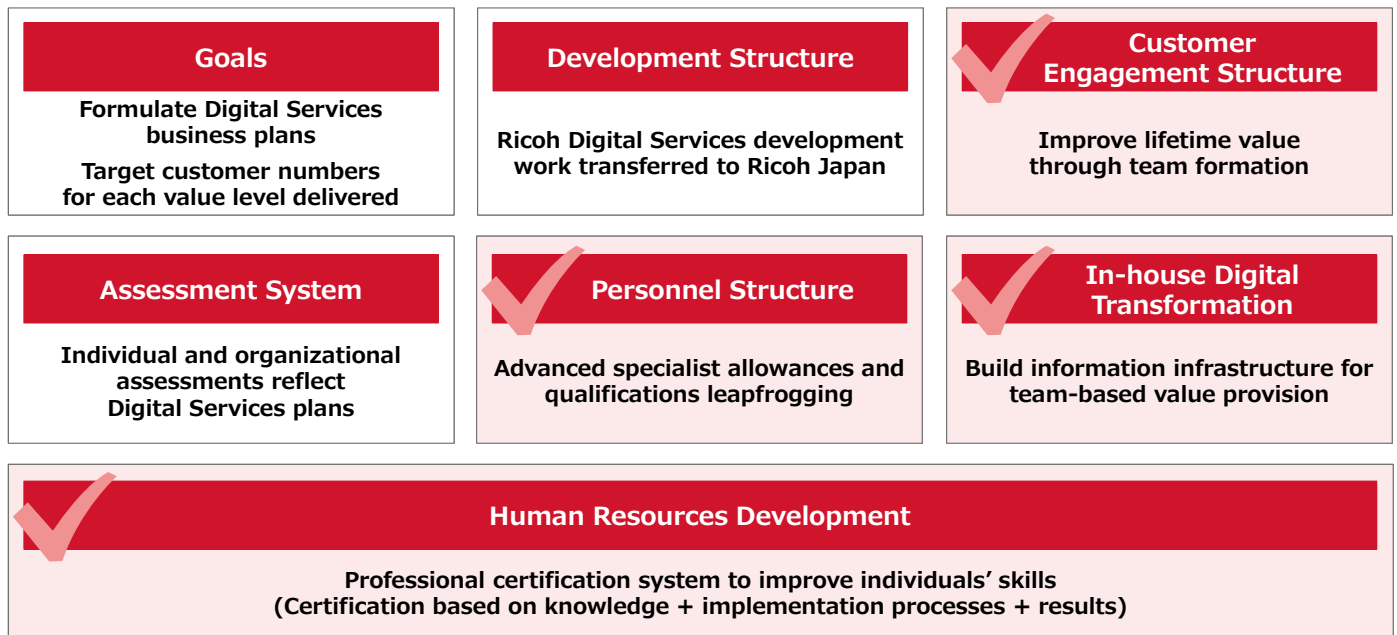
Systems Integration (SI) Business Growth

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Achieving steady expansion

(Billions of yen)

Sales up 60%, or 11 percentage points, from FY2016 level

Ricoh Japan's SI Solutions Businesses Encompass:
1. Applications and support and services solutions
2. Applications and hardware (including edge device) combined with support and services and solutions
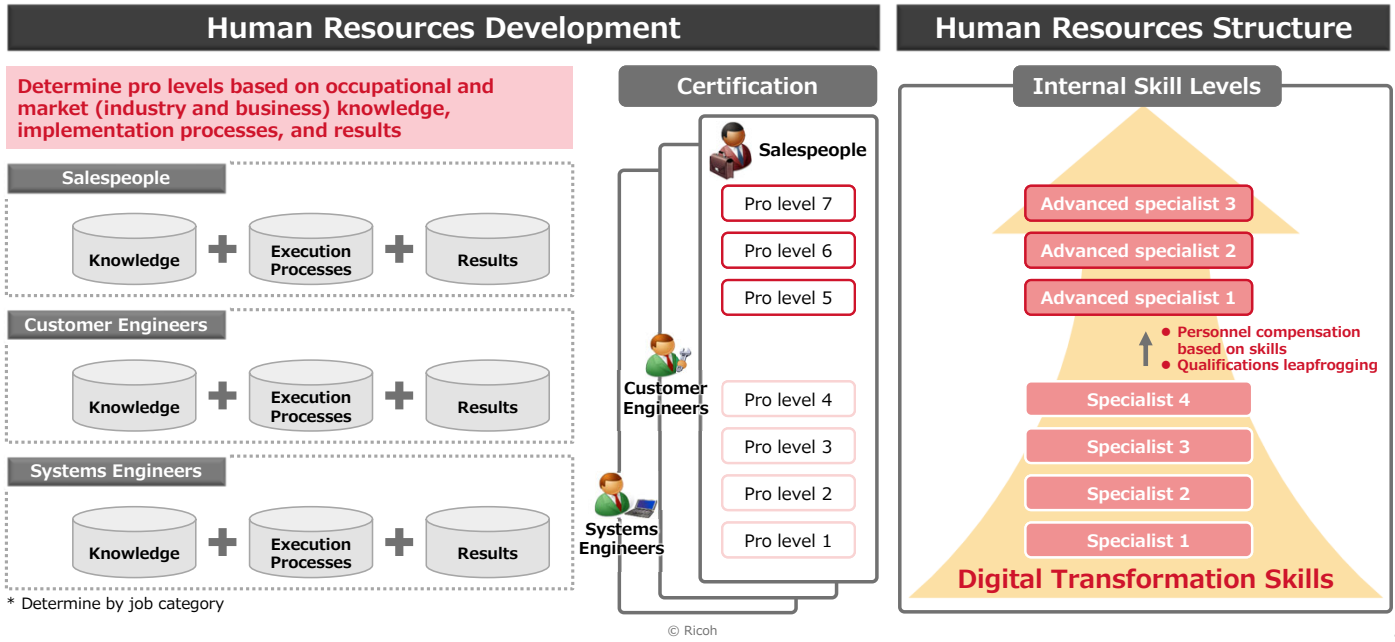
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- We have strengthened our solutions sales capabilities.
  The graph shows our steady systems integration sales expansion.

- Ricoh Japan's systems integration business encompasses applications and support services solutions, such as construction and maintenance, to resolve the specific issues of customer sectors and businesses.

- The systems integration business accounted for 35% of sales in fiscal 2020.
  That represented a 60%, or 11 percentage point increase from the fiscal 2016 level.

Initiatives to Become Digital Services Company

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Goals	Development Structure	Customer Engagement Structure
Formulate Digital Services business plans Target customer numbers for each value level delivered	Ricoh Digital Services development work transferred to Ricoh Japan	Improve lifetime value through team formation

Assessment System	Personnel Structure	In-house Digital Transformation
Individual and organizational assessments reflect Digital Services plans	Advanced specialist allowances and qualifications leapfrogging	Build information infrastructure for team-based value provision

Human Resources Development

Professional certification system to improve individuals' skills
(Certification based on knowledge + implementation processes + results)

✓ Discussed later in this presentation

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- We have undertaken a range of initiatives to ensure that we continue growing as a digital services provider.

- First, from fiscal 2021 we changed our approach to formulating Digital Services business plans. We now target customer numbers for each value level delivered.

- Ricoh Digital Services development work was transferred to Ricoh Japan to enhance agility.

- I will now explain our customer engagement and human resources structures, human resources development, and our in-house digital transformation.

Human Resources Development and Structure

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Reacquire skills according to job category to offer and support optimal digital transformations for customers and strengthen customer handling

Human Resources Development

Human Resources Structure

Determine pro levels based on occupational and market (industry and business) knowledge, implementation processes, and results

Salespeople

Knowledge + Execution Processes + Results

Customer Engineers

Knowledge + Execution Processes + Results

Systems Engineers

Knowledge + Execution Processes + Results

* Determine by job category

Certification

Salespeople

Pro level 7
Pro level 6
Pro level 5

Customer Engineers

Pro level 4
Pro level 3

Systems Engineers

Pro level 2
Pro level 1

Internal Skill Levels

Advanced specialist 3
Advanced specialist 2
Advanced specialist 1

- Personnel compensation based on skills
- Qualifications leapfrogging

Specialist 4
Specialist 3
Specialist 2
Specialist 1

Digital Transformation Skills

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- For our human resources development and structure, we have run a professional certification program for each job category since fiscal 2018.

- The program encourages individuals to build career paths progressing through seven professional levels, covering their knowledge, implementation processes, and results. Compensation reflects certification results.

- We link various education courses to improve employees' ability to understand issues and present digital transformation proposals.

- It used to be necessary to obtain managerial qualifications to secure a higher salary. We revised our personnel structure so employees can secure higher positions as specialists, with compensation that is commensurate with skills.

- We offer the right treatment to employees with advanced skills, regardless of age. In some cases, we permit them to leapfrog to instantly become advanced specialists.
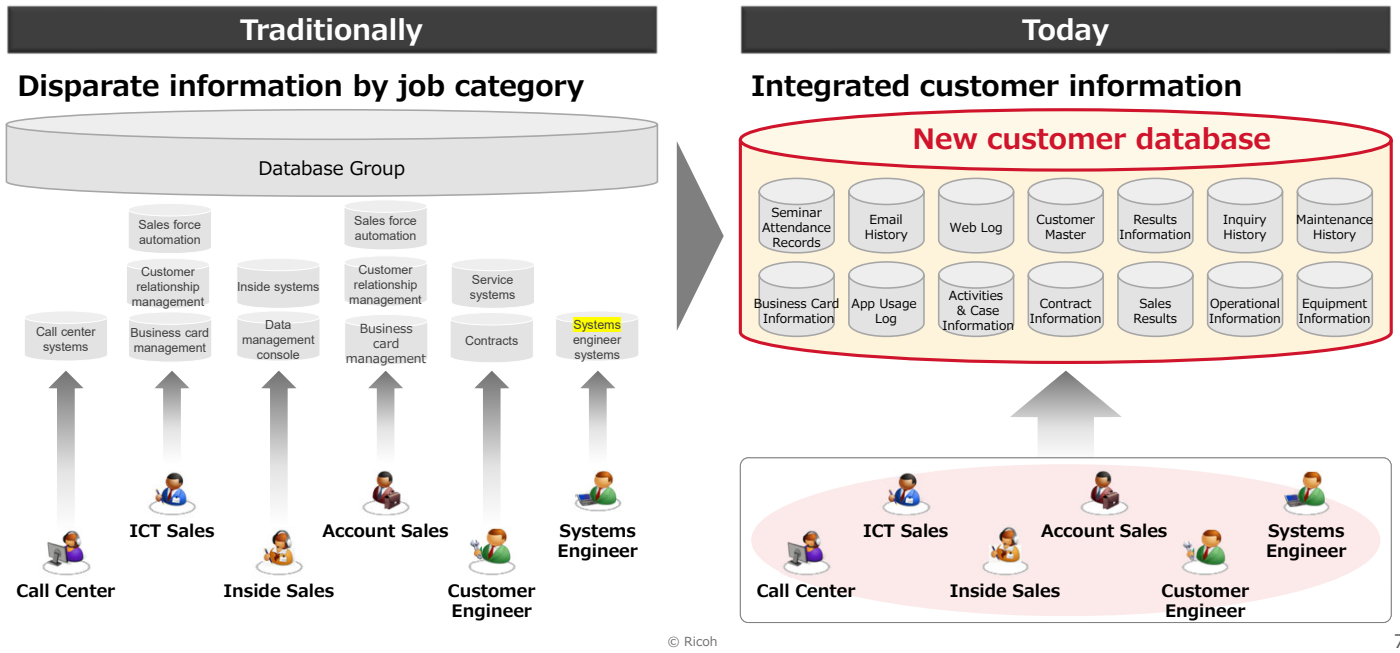
Customer Engagement Structure to Enhance Lifetime Value

Switch from individual to team formation activities to improve lifetime value by tackling new challenges
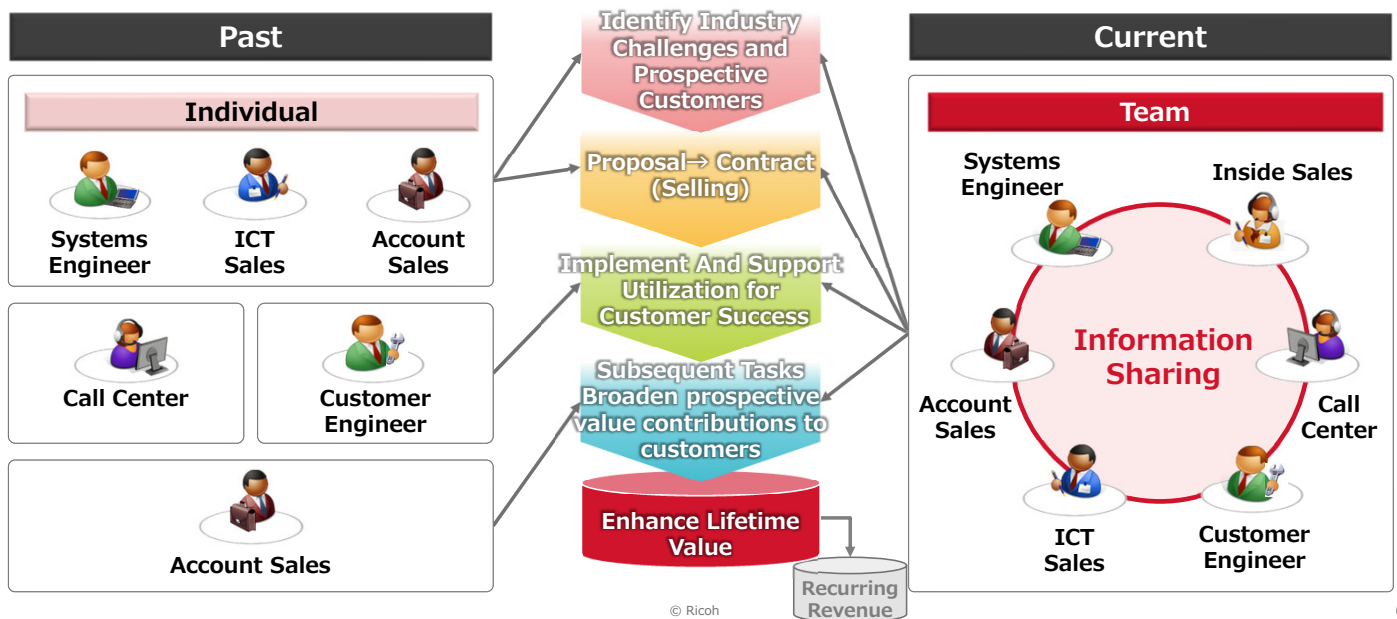
- We adopted a team formation activities approach for the customer engagement structure.

- When our sales formation was product-based, salespeople were responsible for providing copiers and solutions. Customer engineers handled post-installation support and machine repair.

- We consider it important to keep working with customers to increase the lifetime value of our digital services. These services continue from selling to encompass when customers are considering purchases through operations and until business improvements become apparent.

- Because it would be hard for sales teams to handle all this alone, we decided to set up teams of various professionals to keep working closely with customers.

In-House Digital Transformation

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Share customer status with team, with right team member responding at right time

Traditionally	Today

Disparate information by job category

Integrated customer information

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- We are also transforming internal systems to better serve customers through teams.
- We used to manage our database by job category. We have integrated it with customer data to share transaction information and issues.
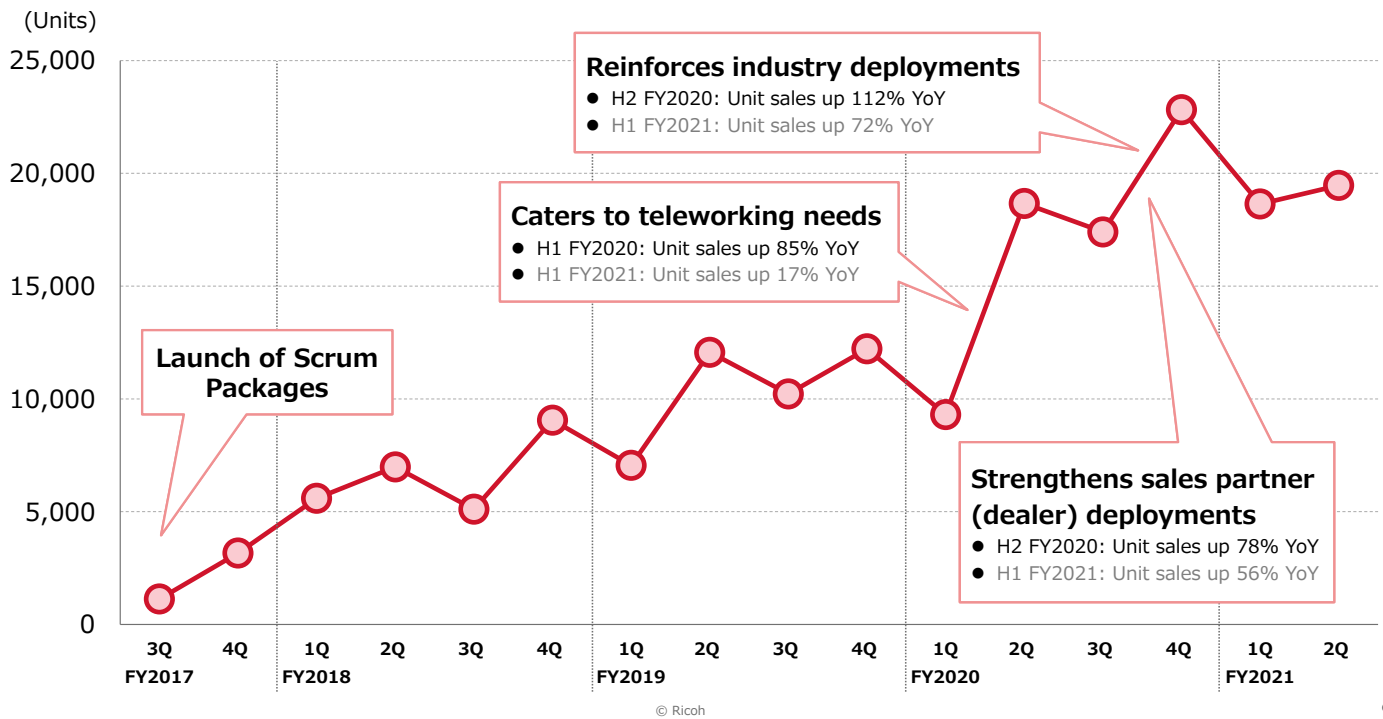
Progress Toward Goals

- I will now discuss progress we have made toward reaching our goals.

Scrum Package Unit Sales

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(Units)

Launch of Scrum Packages

Caters to teleworking needs
- H1 FY2020: Unit sales up 85% YoY
- H1 FY2021: Unit sales up 17% YoY

Reinforces industry deployments
- H2 FY2020: Unit sales up 112% YoY
- H1 FY2021: Unit sales up 72% YoY

Strengthens sales partner (dealer) deployments
- H2 FY2020: Unit sales up 78% YoY
- H1 FY2021: Unit sales up 56% YoY

Y-axis: 0 – 5,000 – 10,000 – 15,000 – 20,000 – 25,000

X-axis: 3Q FY2017 | 4Q | 1Q FY2018 | 2Q | 3Q | 4Q | 1Q FY2019 | 2Q | 3Q | 4Q | 1Q FY2020 | 2Q | 3Q | 4Q | 1Q FY2021 | 2Q

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- The graph plots Scrum package unit sales over the years.
- Sales of this product line have expanded significantly since we launched it in the second half of fiscal 2017.
- The COVID-19 pandemic in fiscal 2020 swiftly increased teleworking needs. There was also increased security solutions demand.
- From the third quarter of fiscal 2020, we bolstered proposals for resolving industry issues, with related sales soaring 112% year on year. We also strengthened sales partner deployments, for which sales jumped 78% year on year.

Scrum Package Sales over Past Year

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Have sold 180,000 Scrum packages to date

Cumulative Unit Sales

100,000 through Q2 FY2020
⇒ **180,000** through Q2 FY2021

Scrum packages

Digital tools that resolve issues in nine sectors with three tasks

Construction | Real estate | Manufacturing | Healthcare
Welfare | Transportation | Tourism | Retailing
Printing | Security | Back office | Work practice improvement

Number of Solutions Packs

121 by end-September FY2020
⇒ **154** by end-September FY2021

Real estate business flows
Construction business flows
Manufacturing business flows

Resolving industry and business issues
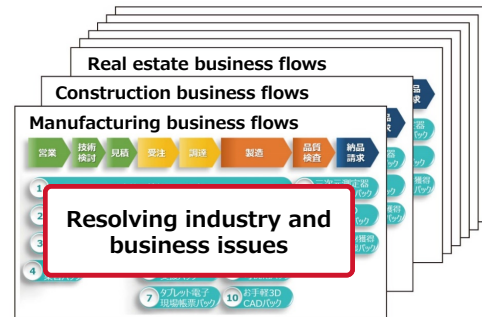
Solutions and sales packages combine optimal products, services, and support for overall business flows of customer industries

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- Cumulative sales of Scrum packages through the end of the second quarter of fiscal 2021 were 180,000 units, up 80,000 from the end of a year earlier.

- The number of solutions packs increased from 121 at the end of September 2020, to 154 a year later.

- We will continue to develop solutions and packages that combine optimal products, services, and support in keeping with the sector- and business-specific issues of customers.
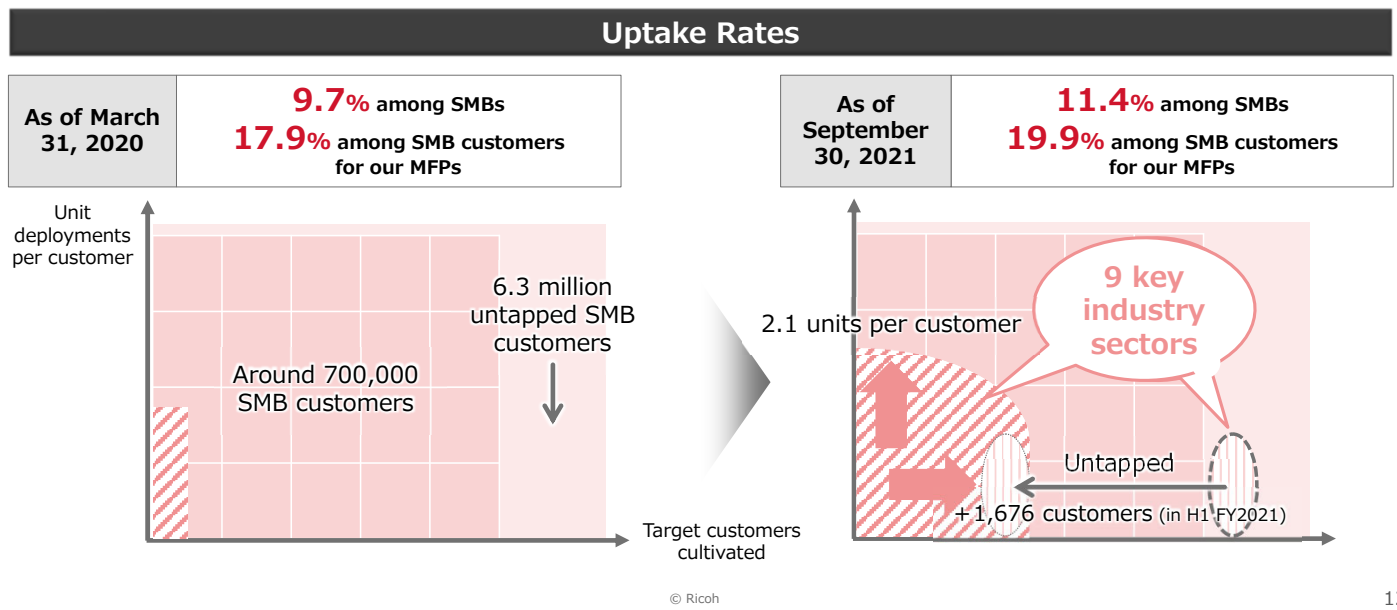
Scrum Package Unit Sales Up YoY in H1 FY2021

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Solutions for industry-specific issues increasingly popular

Sector Pack Sales

Up 72%

Construction	Real Estate	Manufacturing	Healthcare	Welfare
Up 54%	Up 46%	Up 54%	Up 39%	Up 109%
Transportation	Tourism	Printing	Retailing	
Up 64%	Up 10%	Up 100%	Up 1,585%	

Task Pack Sales

Up 29%

Security	Back office
Up 48%	Up 74%
Work practice improvement	
Down 4%	
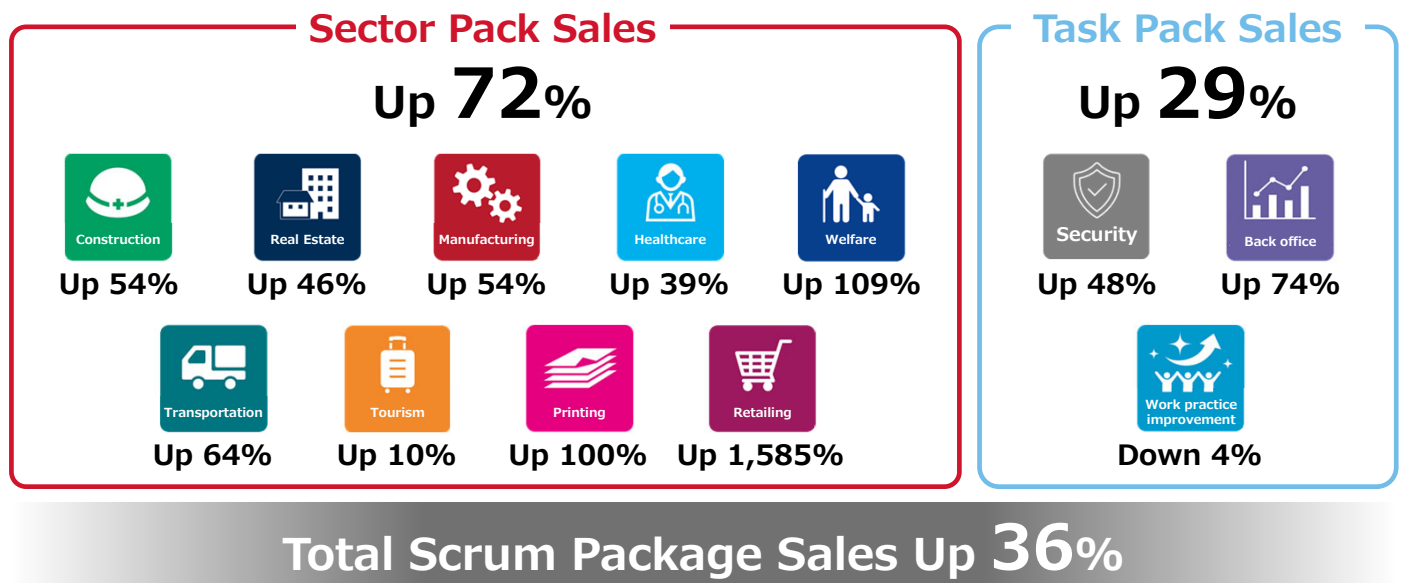
Total Scrum Package Sales Up 36%

- In the first half of fiscal 2021, sales of sector packs for key industries jumped 72% year on year.
- There was particular expansion in pack sales for the welfare and transportation sectors.
- We enjoyed steady growth in sales of security and back office packs for sales, accounting, and payroll processes.

Scrum Package Uptake Rates

Uptake rate at end-September 2021 was 11.4%, or 19.9% among MFP customers

Uptake Rates	
As of March 31, 2020	**9.7%** among SMBs **17.9%** among SMB customers for our MFPs
As of September 30, 2021	**11.4%** among SMBs **19.9%** among SMB customers for our MFPs

- The Scrum package uptake rate increased from 9.7% in fiscal 2020, to 11.4% as of September 30, 2021.

- Among MFP customers, the Scrum package uptake rate increased from 17.9% in fiscal 2020, to 19.9% in fiscal 2021.

- In fiscal 2021, we will strengthen deployments by industry and offer Scrum packages to around 1,700 firms that have yet to do business with us.

- We are cross-selling to customers that already use Scrum packages, generating an average of 2.1 unit deployments per customer.

- We would like to share this case study video for a customer in the construction and civil engineering sector (with annual sales of 200 million yen and four employees) that deployed the Scrum package.

- In that sector, companies have to report on construction work and whether or not they are properly managing safety. There is a lot of related documentation.

- After deploying the Scrum package for construction photography and management, this company halved work hours for photo management. It similarly halved work hours needed to create construction management ledgers, which compiles information on safety management and other processes.

We presented a Japanese-language video titled, *Scrum Package Example of Construction and Civil Engineering,* **through the following link,**

https://www.youtube.com/watch?v=CtXPvZkyY1M
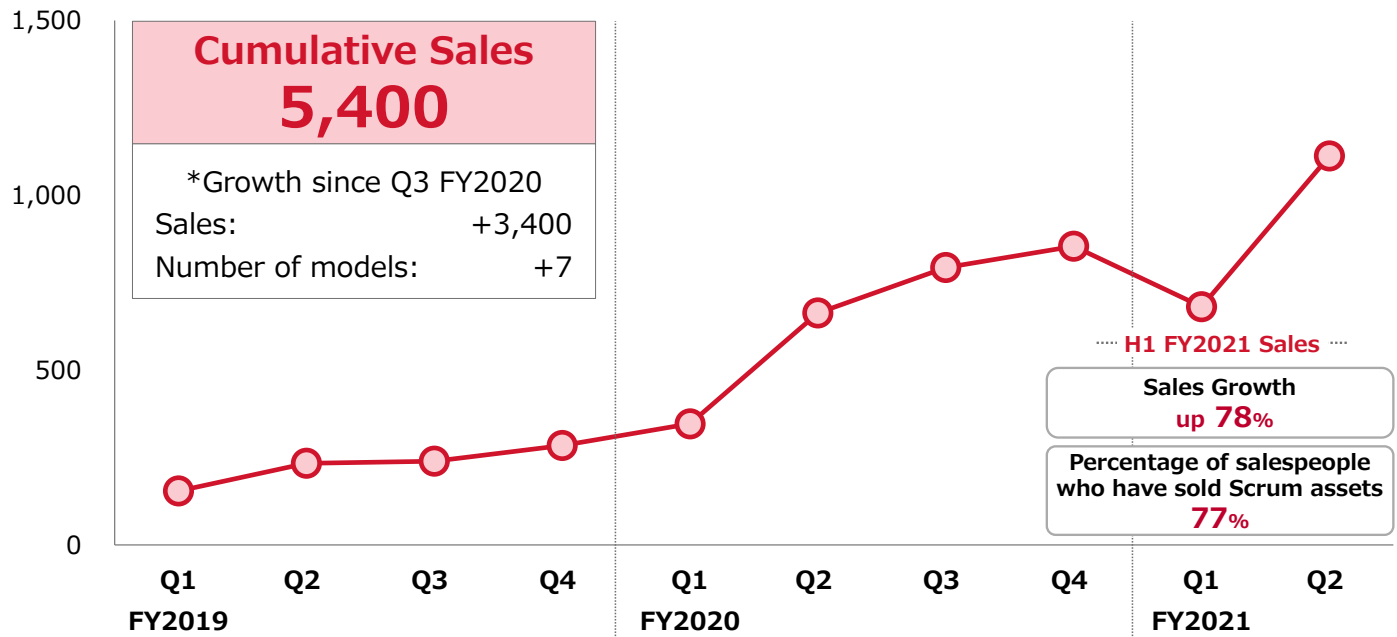
https://www.youtube.com/watch?v=CtXPvZkyY1M

Script from video:

● Frankly, we're short of people.

● We used to have to record information directly on blackboards based on site design documentation, take pictures with digital cameras, transfer the data to PCs after returning from sites, and then assign pictures to work categories. This took a lot of time.

● The new setup allows for one person to take pictures and change blackboard sizes.

● Another advantage is that we can select a folder for each type of work at sites and take pictures. The pictures are sorted once taken.

● It takes a lot of time and effort to sort paper documents that companies send us, copy them when using them, and then put them together in an implementation ledger.

● Scan to Cyguard converts documents into data, which is then displayed on MFPs, and we can check where we put data for each document by simply selecting the folders.

● Converting everything to PDFs has made managing things so much has easier.

● I think we'll benefit more and more from not having to send out the same document two or three times to subcontractors.

● The more we increase usage, the easier things will be and the more time we save.

● Using the system will definitely reduce mistakes and make up for our personnel shortfall.
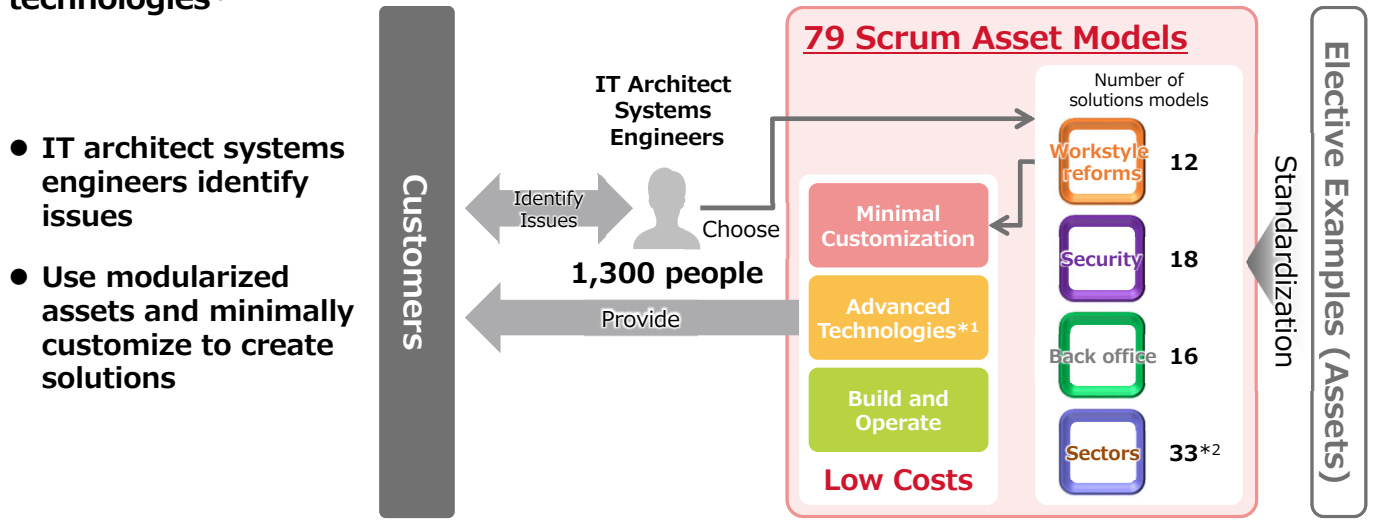
Scrum Asset Sales Volume

(Number of sales)

Cumulative Sales
5,400

*Growth since Q3 FY2020
Sales: +3,400
Number of models: +7

H1 FY2021 Sales

Sales Growth
up 78%

**Percentage of salespeople
who have sold Scrum assets
77%**

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
FY2019				FY2020				FY2021	

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- This graph plots Scrum asset sales.

- As explained on IR Day in November 2020, Scrum assets represent a solutions model for mid-sized companies with annual sales of 5 to 50 billion yen.

- This problem-solving model draws on systems engineers is vital alongside Scrum packages for small and medium-sized businesses.

- Cumulative Scrum assets sales through the second quarter of fiscal 2021 totalled 5,400, which was 3,400 higher than a year earlier.
  In the first half of fiscal 2021, sales rose 78% year on year.

Scrum Assets Solutions for Mid-Sized Companies

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Mid-sized company solutions model combining development experience applications deployment and operations) of 1,300 systems engineers with advanced technologies*¹
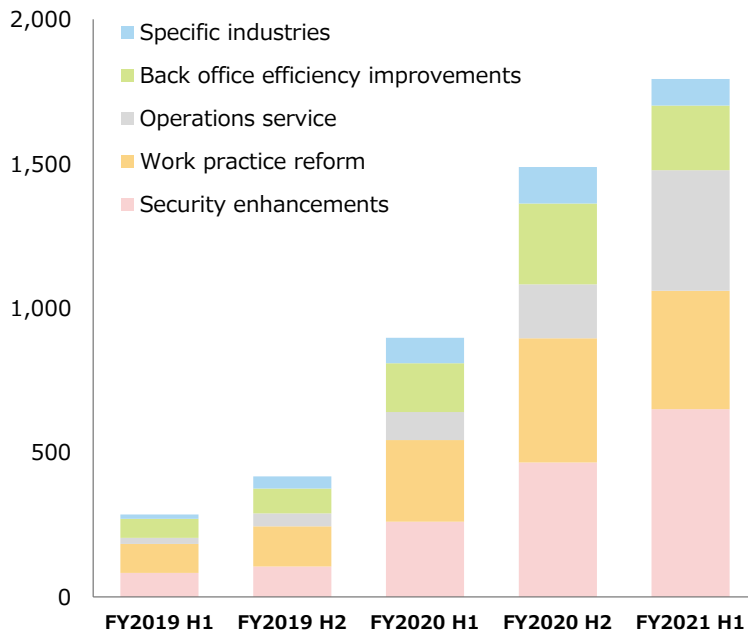

- **IT architect systems engineers identify issues**
- **Use modularized assets and minimally customize to create solutions**

79 Scrum Asset Models

Number of solutions models

Category	Number
Workstyle reforms	12
Security	18
Back office	16
Sectors	33*²

Low Costs

Elective Examples (Assets)

Standardization

*1:   Including artificial intelligence, robotic process automation, optical character recognition, cloud, and other technologies
*2:   Manufacturing 15 models, Distribution and service 10 models, Other 8 models

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15/24

- Ricoh Japan has about 1,300 system engineers.
- We draw on development work for our customers to create and roll out solutions assets that we can combine with technologies and provide them to mid-sized companies.
- Instead of providing complete packages, our systems engineers employ asset solutions that employ minimum customization.
- We currently deploy 79 workstyle reform, security, back office, and specific industry models.

Support for Tiny IT Departments Driving Growth

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(Number of Assets Sold)

Legend:
- Specific industries
- Back office efficiency improvements
- Operations service
- Work practice reform
- Security enhancements

Y-axis: 0, 500, 1,000, 1,500, 2,000

X-axis: FY2019 H1, FY2019 H2, FY2020 H1, FY2020 H2, FY2021 H1

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Mid-Sized Company IT Systems Department Support

Operations support service
- Operations management and maintenance

Work practice reforms support service
- Teleworking environment construction
- Information and communications infrastructure overhaul

Security enhancements support service
- Server virtualization and security enhancement
- Security network construction

- The need for Scrum assets is particularly high among mid-sized companies with one IT expert or perhaps no such person at all.

- We believe that this situation applies to around 35% of mid-sized companies. They face numerous system construction, operation, and security challenges. We are accordingly increasing the number of solutions and services addressing IT personnel shortages.

- Light blue portions in the graph shows results for specific industry models.

- We look to expand the number of industry models and increase the sales number of Scrum assets.

- See the next page for an example.

Scrum Asset Example (Insurance Sector)

Customer issue: Increased caseload for auto accident insurance claims

Insurer manually registered cases in system based on investigation request forms and needs to overcome capacity limits of small team to accelerate subsequent processing

Workflow After Deploying Scrum Assets

Email
Automatically create PDFs

→ Automatically place in specified Outlook folders

Fax
Automatically create PDFs

→ Automatically place in specified folders

Excel
Create PDFs

Scrum Assets

DocuWare
Use folder monitoring function to automatically import documents

Automatically create comma separated values under set times and conditions

Database
Import comma-separated values data

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Scrum Asset Benefits

OCR processing and entry Intelligent Indexing function saves labor and accelerates progress to subsequent processes

Key benefits of automation to reduce number of people to manually register new forms have been:
- Reduced workloads of registration workers
- Fewer inputting errors
- Faster data entry

Monthly Work Hour Reduction

3 fewer minutes per case
x
2,000 cases
= 100 hours saved

- This slide shows an example of a Scrum asset deployment at a non-life insurer.
- The company had spent a lot of time and money to manually register emailed and faxed investigation request forms into its system.
- With our assets, the company uses optical character recognition to automatically convert the forms into PDFs and link them with our DocuWare contents utilization service so it can centrally manage investigation requests and automate workflows.
- This is an example of how the speed of deployment to the next process was dramatically improved, leading to a reduction of 100 man-hours per month. The automation also reduced the workload of the registration staff and reduced input errors.

Digital Services Business Vision and Goals

- Finally, I will take you through our digital services business vision and goals.

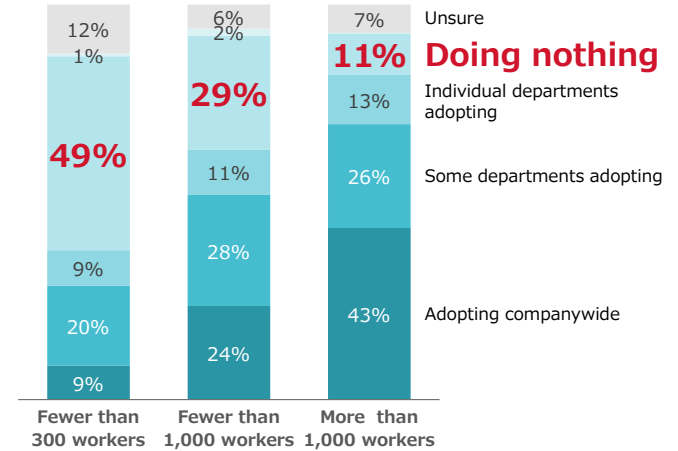# Situations of SMBs and Mid-Sized Companies

- **Ordering by fax still predominates among SMBs and mid-sized companies**
- **Half of companies with fewer than 300 workers yet to adopt digital processes**

Order Methods

76%	69%	68%	12%	11%	16%
Fax	Email	Phone	Web EDI	EDI	Other
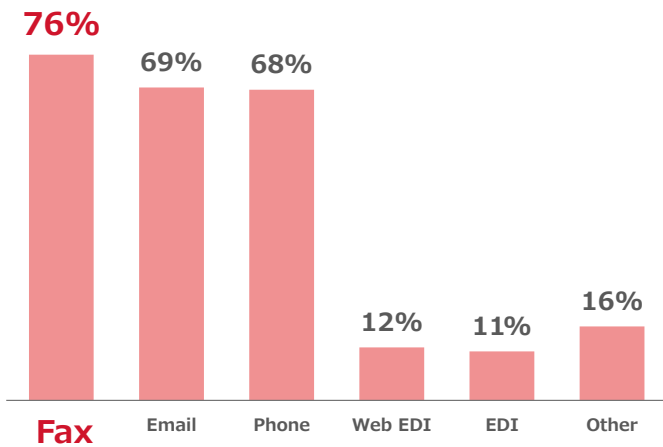
Source: Ministry of Economy, Trade and industry, Japan

Digital Process Adoptions by Company Size

Fewer than 300 workers	Fewer than 1,000 workers	More than 1,000 workers	
12%	6%	7%	Unsure
1%	2%	**11%**	**Doing nothing**
49%	**29%**	13%	Individual departments adopting
9%	11%	26%	Some departments adopting
20%	28%	43%	Adopting companywide
9%	24%		

Source: Information-technology Promotion Agency, Japan

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- As the order methods graph on the left shows, most small and medium-sized businesses use fax, e-mail, or telephone for ordering.
- The graph on the right showing digital process adoptions by company size shows that 49% of companies with fewer than 300 workers and 29% of companies with fewer than 1,000 workers are not adopting digital processes.

Customer Operational Improvement Needs

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Majority of mid-sized and large companies looking to cut business systems headcount

Survey of mid-sized and large company business efficiency and headcount reduction needs

52%
need to reduce headcount
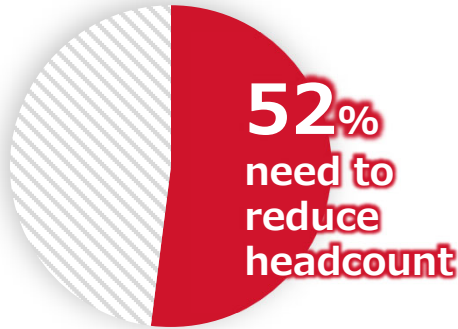
Breakdown	
Management	80%
Department Heads	16%
Others	4%

Source: Customer surveys in metropolitan Tokyo and central Japan in July 2021

Headcount reduction needs identified in customer surveys

Data Entry
- ✓ Input daily sales reports
- ✓ Digitalize customer inquiries
- ✓ Streamline form logging and data entry (currently paper-based; companies would consider voice-based data entry)

Order Processing
- ✓ Automate ordering, production and inventory management, sales, billing, and accounting processes
- ✓ Import fax data in enterprise systems

Customer Information Management
- ✓ Support notifications, applications, receptions, and daily operations for big events

Data Analysis
- ✓ Analyze and use daily reports
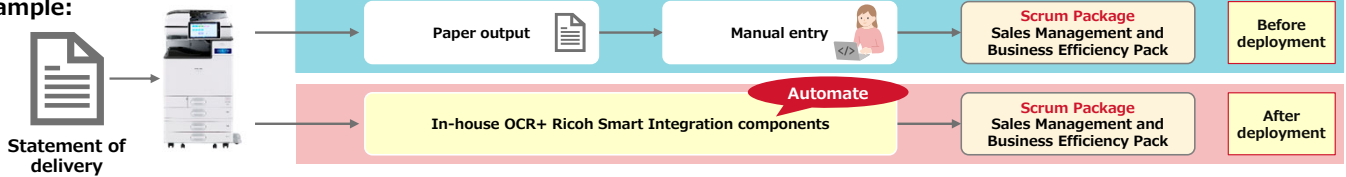- ✓ Analyze athlete data and tactics

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- Just over half of mid-sized and large companies aim to streamline and reduce headcount in such areas as data entry, order processing, customer information management, and data analysis.

- We see a particularly great need to simplify operations that require human intervention before and after enterprise systems processing.

Basic Digital Services Strategy

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Strategy: MFP customers to use digital services; revalue MFP machines in field

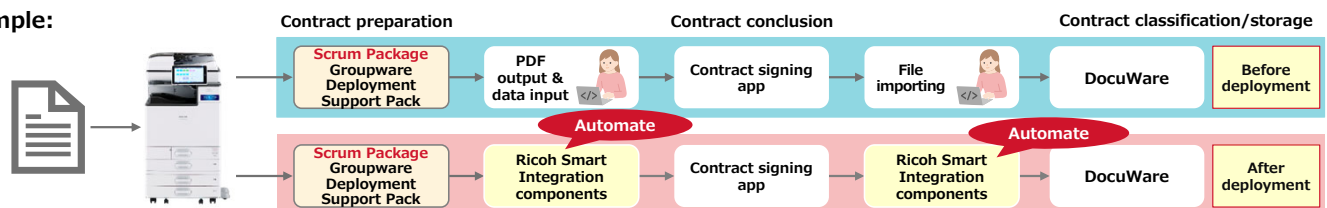**Step 1.** Have MFP customers adopt Scrum series business solutions

Step 2. Automate workflows outside scope of Scrum series task applications (Reduce paper-based data entry work hours)

Example:

Statement of delivery

Paper output	Manual entry	Scrum Package Sales Management and Business Efficiency Pack		Before deployment
In-house OCR+ Ricoh Smart Integration components	**Automate**	Scrum Package Sales Management and Business Efficiency Pack		After deployment

Step 3. Link business processes (applications) and automate series of processes

Example:

Contract preparation | Contract conclusion | Contract classification/storage

Before deployment: Scrum Package Groupware Deployment Support Pack → PDF output & data input → Contract signing app → File importing → DocuWare

After deployment: Scrum Package Groupware Deployment Support Pack → **Automate** Ricoh Smart Integration components → Contract signing app → **Automate** Ricoh Smart Integration components → DocuWare

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- Our basic digital services strategy is to encourage MFP customers to use these digital services and revalue almost 900,000 MFP machines in field.

- Paper pervades in business-to-business transactions and internal corporate documentation.

- Human intervention is necessary for data inputting and between business systems. We help customers digitize by automating paper-based and manual processes.

  Step 1 is to have MFP customers adopt Scrum package and asset business solutions.Around 20% of our customers have adopted Scrum series offerings, and we look to increase the percentage down the track.

  Step 2 is to automate workflows outside the scope of Scrum series task applications and thereby reduce paper-based entry work hours.

  Step 3 is to link business processes or applications and automate a series of processes.This saves labor and enables us to free people for tasks that only they can handle.

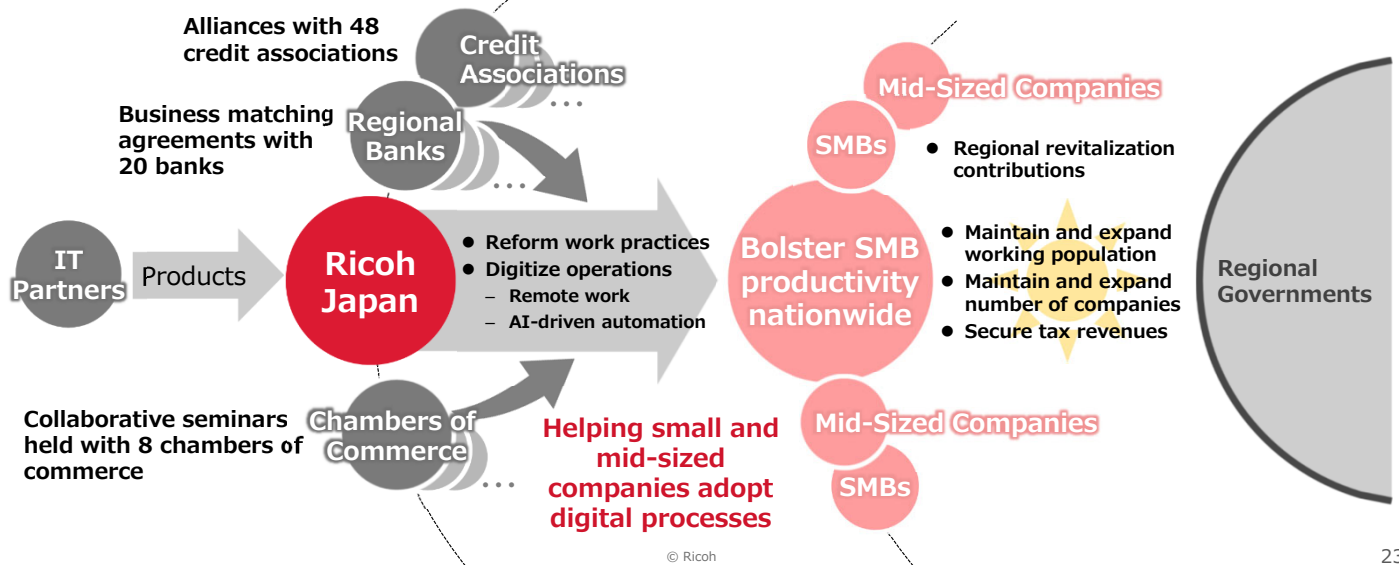- Watch this video for an example of our digital services.

**We presented a video supplementing slide 21,
available only on the day of the briefing.**

Script for video:

- Scanners and MFPs scan document batches together.

- Optical character recognition and other processes automatically identify the scanned data and register it in their respective systems.

- Artificial intelligence automatically recognizes invoice information for registering in the accounting system.

- This automates tasks that used to take considerable time and effort manually, reduces workloads when entering data into the accounting system, and eliminates the need for intermediary processes for far greater productivity.

- In nursing care and welfare, sensor information from sensors provides care providers with real-time information when patients leave their beds or how they are faring.

- User activity and other records are converted and registered in nursing care systems.

- This reduces the frequency of ward patrols and near-miss numbers, alleviating care provider workloads so they can better monitor patient conditions in real time wherever they are.

- Saving labor and automating data entry into nursing care systems greatly enhances productivity so care providers can focus on their core tasks.

- This video was an example of the types of digital service that we want to deliver.

- We will continue to expand solutions models by sector and business.

Helping Businesses Adopt Digital Processes

Collaborating with regional banks, credit associations, and chambers of commerce and industry to help SMBs and mid-sized companies adopt digital processes
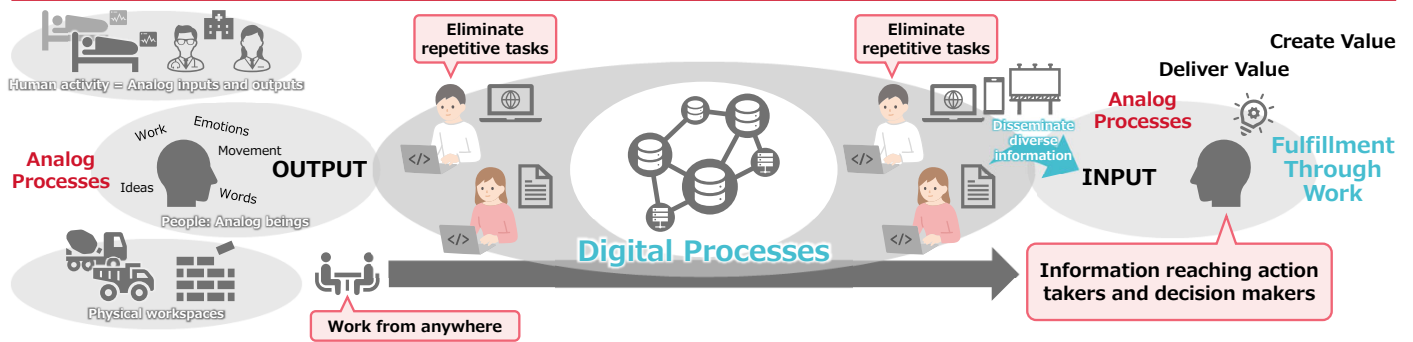
⇒ Assist with adopting digital processes using IT deployment subsidies: Adoption rate of around 70% in 1,800 cases (through 3rd application round in FY2021)

- Alliances with 48 credit associations
- **Credit Associations** …
- Business matching agreements with 20 banks
- **Regional Banks** …
- **IT Partners** → Products → **Ricoh Japan**
  - Reform work practices
  - Digitize operations
    - Remote work
    - AI-driven automation
- Collaborative seminars held with 8 chambers of commerce
- **Chambers of Commerce** …
- **Helping small and mid-sized companies adopt digital processes**
- **Bolster SMB productivity nationwide**
- **Mid-Sized Companies** / **SMBs**
  - Regional revitalization contributions
  - Maintain and expand working population
  - Maintain and expand number of companies
  - Secure tax revenues
- **Mid-Sized Companies** / **SMBs**
- **Regional Governments**

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- As well as working with partners, we can help revitalize communities and foster regional development by collaborating with regional banks, credit associations, and chambers of commerce and industry across Japan to help small and medium-sized businesses adopt digital processes and become more productive.

- We have received many requests from entities that know that we are the top recipient of IT deployment subsidies and that we have a solid record in deploying business solutions models in their industries, working with them to help their customers digitize processes.

- In this last slide, we present the digital transformation support we aim to offer customers.

- People work in analog spaces. Transforming information into digital data has involved various people and limited where they can work.

- Reducing work hours needed for human involvement in business systems and providing efficient digital processing and knowledge and creative support will enable us to help create a world in which people handle tasks that only they can complete. That has been our goal since the beginning of office automation.

- Increasing the value of information to assist the activities and decision-making of people receiving it will empower to create new value. We hope that this leads to Fulfillment through Work.

- Thank you very much for your time and attention today.

Forward-Looking Statements

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The plans, prospects, strategies and other statements, except for historical events mentioned in these materials are forward-looking statements with respect to future events and business results. Those statements were based on the judgment of Ricoh's Directors from available information. Results may differ materially from those projected or implied in such forward-looking statements and from historical trends. Refrain from judgments based only on these statements with respect to future events and business results. The following important factors, without limiting the generality of the foregoing, could affect future results and cause those results to differ materially from those expressed in the forward-looking statements:

  a. General economic conditions and business trends
  b. Exchange rates and fluctuations
  c. Rapid technological innovations
  d. Uncertainty as to Ricoh's ability to continue to design, develop, produce and market
     products and services that achieve market acceptance in intensely competitive markets

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Note: These materials define fiscal years as:
FY2021 (or fiscal 2021) = Fiscal year ended March 31, 2022, etc.

Business category and other changes
From fiscal 2021, Ricoh reclassified the Office Services segment as the Office Printing and Other segments. It also allocated some headquarter expenses to relevant business units. Prior year comparative figures have been retrospectively adjusted to reflect these changes.

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