

**RICOH Digital
Services Briefing**

EMEA

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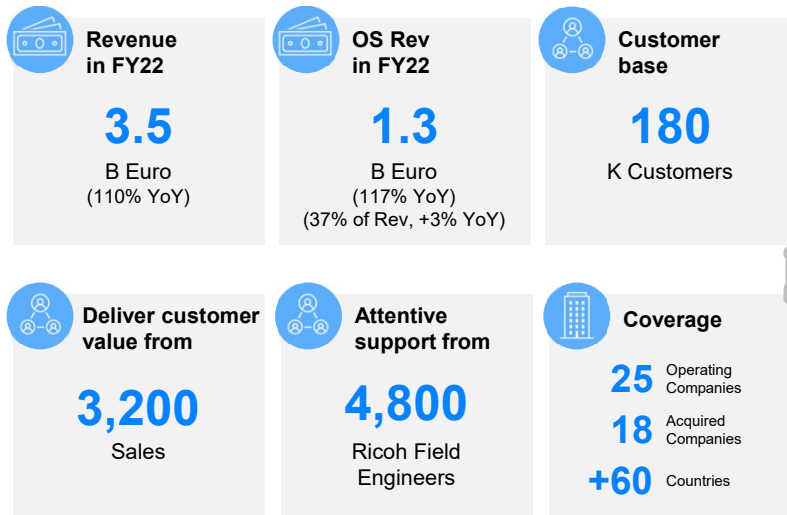
RICOH Digital Services

Office Services Business Initiatives

1. EMEA Office Services Strategy
2. EMEA Office Services Performance and future value
3. Customer Success Stories
4. Talent Development towards a Digital Services Company

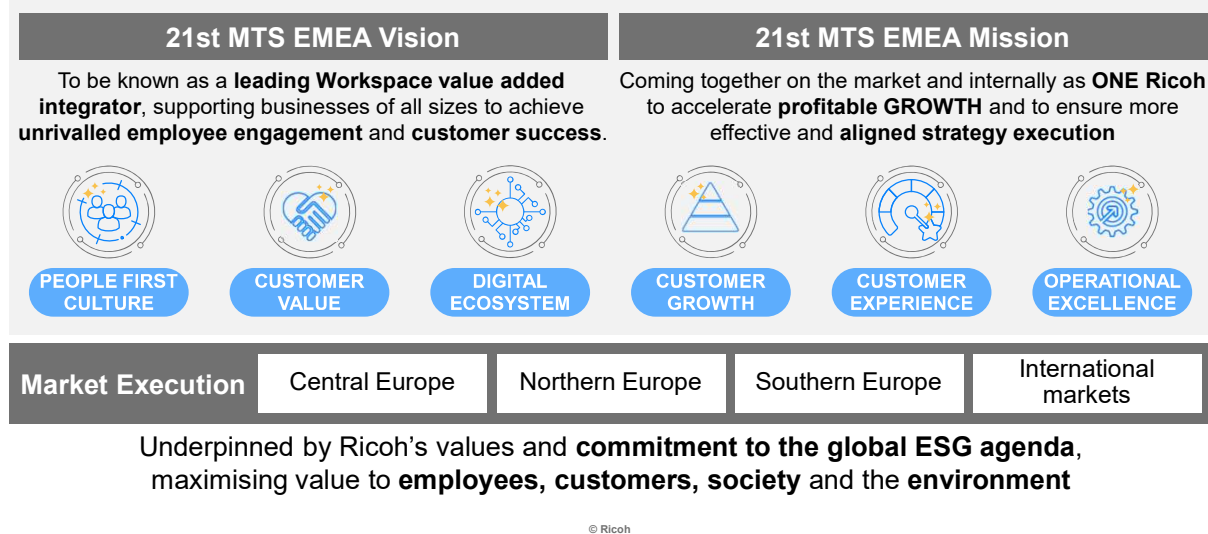


- Thank you, and good afternoon to you all. It's a pleasure to be with you.
- Today, I will talk about what we've been doing from a strategic perspective in EMEA to develop our office services business, including our performance and how we're building for the future. I will then bring this to life with some customer stories and share a focus on how we have shifted the focus of and trained our people.

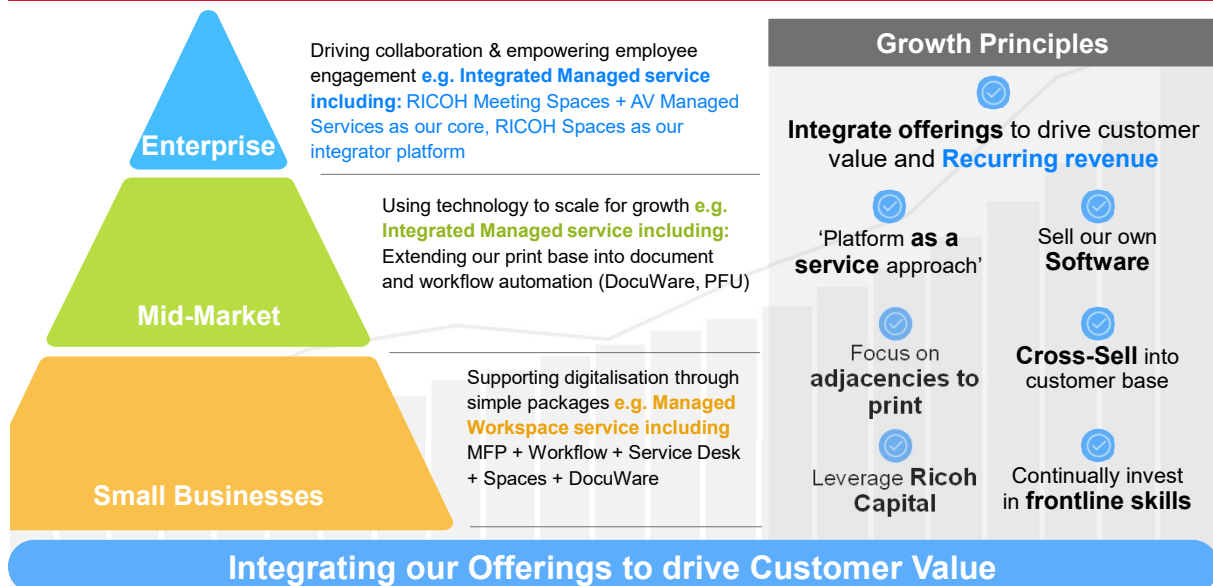


- To set the scene, I'll give a brief overview of the size and scale of our business in EMEA. We achieved EUR3.5 billion of revenue in FY2022, which was a 10% growth YoY with which we were very pleased. Of that revenue, 37% today is from office services. We had significant growth of 17% YoY, which is a result of our investments, both organically and from acquisition.
- In Europe, we have 180,000 customers covering all segments of the market, and they are serviced by a direct sales force of 3,200 people, with as many again in our partner channel across Middle East and Africa. We also have just under 5,000 engineers out on-site every day with our customers and managing remote maintenance.
- As you all know, Europe is a complex geography. We have 25 direct subsidiaries that we call “operating companies”, covering the main markets across Europe, Middle East, and Africa. And we've supplemented that with 18 acquisitions over recent years. We also cover approximately 60 markets in EMEA through our distribution network.

RICOH Group Mission & Vision >>> **Fulfilment Through Work**



- From a strategic perspective, we are fully aligned to the global strategy of Ricoh with our mission and vision of “Fulfilment through Work,” which works extremely well in Europe, both from an employee engagement perspective, but also from a customer perspective.
- In Europe, we have a vision that we want to be known as a leading workspace value-added integrator, which means that we support our customers in their office environment. That includes working with businesses of all sizes right through from SMBs up to enterprises and global accounts. Our objective is to achieve employee engagement and customer success.
- The way we plan to do this is through coming to the market as ONE Ricoh, not lots of different lines of business or siloed activity, but really as ONE Ricoh, offering our whole portfolio to accelerate profitable growth and make sure to do that with an aligned execution plan.
- We have six strategic pillars that we work to in EMEA, and these resonate very well with our employees. And very importantly, we have put people first. I genuinely believe that if we can get all our people engaged, understanding our strategy and where we are going, they will deliver the best service they can to our customers.
- Obviously, customers are very much at the heart of what we do, particularly in the context of building value. We must also acknowledge that with the more complex portfolio we have today, we need to work in a digital ecosystem with both the acquisitions that we've made and with best in class third-party partners.
- We consistently look to grow our customer base across all segments of our customer pyramid and deliver a truly consistent and exceptional customer experience. Internally, this requires us to have operational excellence and the right building blocks and foundations in place to ensure that consistent delivery.
- Because of the complexity of the geography in EMEA, we divide our region into four: Central Europe (Germany, the DACH region and Eastern Europe); Northern Europe (UK and Ireland, the Nordics, and Benelux); Southern Europe (Spain, Italy, and Iberia and including France); and international markets, which operate our distribution network across the countries where we are partner-led.
- All this in Europe is underpinned by Ricoh's values, which are very important and really do get lived every day by our employees with a very strong commitment to our ESG agenda. That means that we can then maximize value for employees, customers, and very importantly, the society and the environment in which we operate.

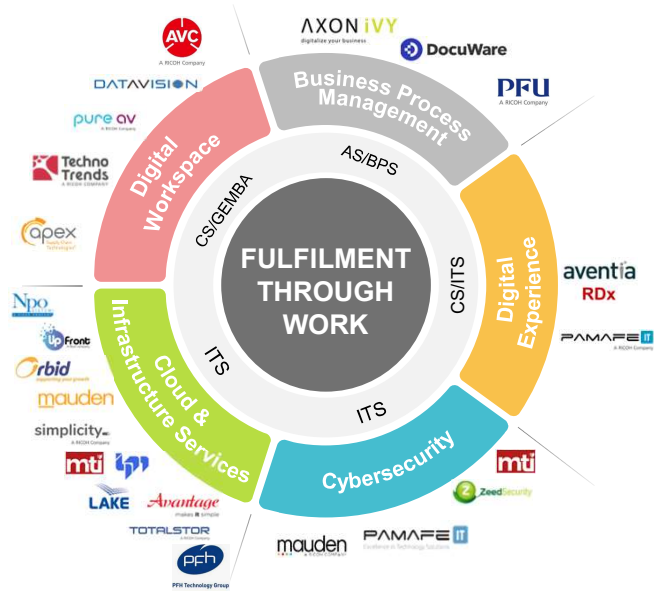


- So, moving now to the office services strategy in more detail. We cover the whole market in Europe, right from the small end of the business sector through the mid-market and up into enterprise.
- At the small end of the market, we need to be cost-effective and standardized in the way that we deliver our services. We do this with some simple packages using a one-stop-shop contract model, which can combine many parts of our portfolio, including our print business and our workflow and process automation offerings, through to our meeting room spaces offering, and any other software that our customers require.
- We also take this approach in our partner channel who are also growing their businesses from print traditional businesses into the office services space.
- The mid-market is a very important space for Ricoh. We have a very strong offering here, which is focused on being integrated in a managed services context. In the mid-market, we often grow our customer base from our existing printing business, where we are already extremely well known and have a great deal of trust, into document and workflow automation offerings, again, leveraging that wider portfolio.
- The enterprise segment can be either enterprise in local countries or global and major accounts across EMEA or the whole world. Our approach here is about acknowledging that we engage with our C-level counterparts, where we are an expert at providing integrated managed services, which enables us to offer solutions from the whole of our portfolio. I will explain this approach in more detail with some customer case studies later on.
- The principles that we operate here are about integrating our offerings, not just being known as a print company, but really driving customer value by adding recurring revenue, and that annuity point is very, very important.
- We offer a platform as a service. If you engage with Ricoh, you can engage in a consistent way for multiple services and solutions across our portfolio. Additionally, we aim to leverage our own software; it's consistent for our customers, and it provides the best margins in our business.
- Of course, we focus on providing services and solutions that are adjacent to our print business, meaning that where we have credibility and trust with customers, we can extend our portfolio. This means that we can effectively cross-sell into our customer base and grow wallet share with the existing customers that we have.
- We also leverage Ricoh Capital, our in-house leasing business, very significantly. This brings an extra revenue and margin source into Ricoh, but also provides simplicity for our customers. Alongside this, we need to maintain sustained investment in the frontline skills of our employees to be able to handle

and deliver this more complex offering.

Acquisition Strategy

- Become No1 Leader in Communication Services
- Complete geographical coverage for OS business (capability in each market)
- Acquire Software/Technology
- Acquire Recurring (value added managed services)
- Drive 2-way synergies with Ricoh OpCos
- Scale acquired Software cross border for growth e.g. Ricoh Spaces, DocuWare, Axon Ivy



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- Now I will share a little more about our acquisition strategy in Europe. The chart on the right-hand side shows the acquisitions that we have made over the last few years and where they fit within our portfolio. We are very clear when we are looking at our acquisition strategy that we only buy businesses that take us forward in our existing portfolio.
- And one of our objectives, as you've heard today from other presenters, is to become the number one leader in communication services. We are number three today, and we believe that we have the capability and credibility to do that.
- In EMEA, we are looking to complete our geographical coverage for the Office Service areas of our businesses, so that we've got consistent capability in each market. Some of our acquisitions are single country focused and some cover more than one geography in EMEA.
- We are looking to acquire software and technology for the reasons that Takahiro Irida, the President of Ricoh Digital Services Business Unit, explained in the context of DocuWare, Axon Ivy and kintone. But it's also very important for Ricoh that we acquire recurring value in our business, not one-off sales, but value-add managed services, which give us that revenue stream over the life of our contracts with our customers and which allow us to lock in our customers and be "sticky" in the market.
- We obviously look to drive two-way synergies with Ricoh operating companies. That means opening up our customer base on both sides - the acquisitions and the Ricoh side of the business - and leveraging and selling more as a result of adding these acquisitions in our geographies.
- And it's important that we scale our cross-border activities and look for innovation in these businesses, bringing it into a central team and really growing and scaling it and then pushing it back out into all of our markets in EMEA. We've had huge success with RICOH Spaces, as Takahiro mentioned earlier, which is our Workplace Experience platform including meeting room and desk booking system, which now we're able to provide globally with Ricoh, but also DocuWare and Axon Ivy, which are getting great traction in EMEA.

Maximising Ricoh's value through strategic alliances

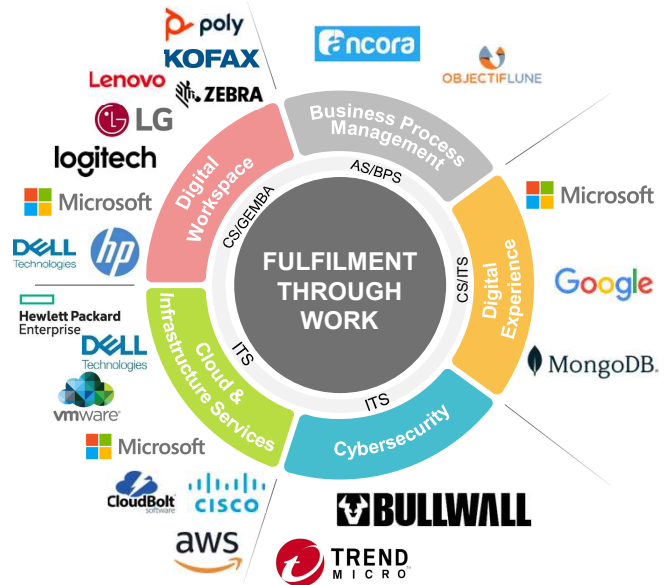
- Enrich our digital services capabilities
- Achieve highest partnership accreditation
- Enhance market reach
- Scale new, complementary technology
- Access to specialised skills & expertise
- Support to win complex projects
- Global partnerships e.g. Zebra

Example Partner Accreditation

- VMware Pinnacle Status
- Dell Technologies 2023 Partner Of The Year Award – Excellence in Transformation (EMEA)



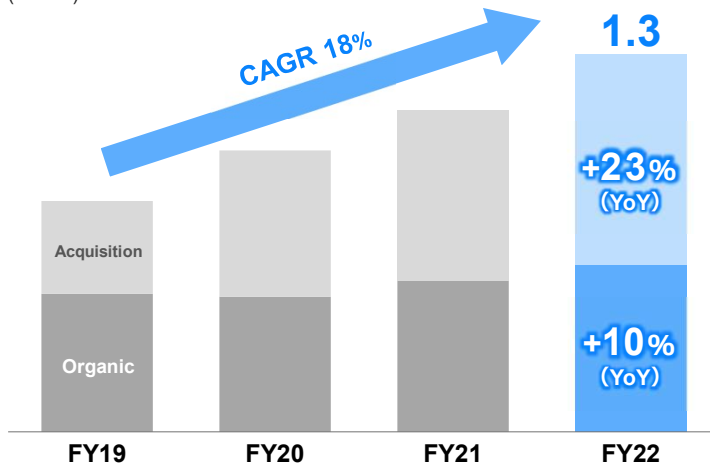
- RICOH Spaces included in Logitech's Tap Scheduler



- Today, we work in a very complex ecosystem. Gone are the days where we are the manufacturer of everything we provide. And we have a real focus now on enriching our digital service capabilities with offerings that our customers want to buy. It's important to us that we achieve high partnership accreditations, which means we get a great deal of investment from these third parties, which in turn gives us an enhanced market reach and scale to provide complementary technology and software to our own portfolio.
- It also means that we have access to specialized skills and expertise with the employee base of our partners. We regularly pitch to customers with both Ricoh employees as well as partner employees, which means we need to be very aligned. This approach gives us the capability to support and win more complex projects and customer opportunities.
- I will share a couple of examples. We have VMware Top Pinnacle status. And this year, in EMEA, we won the Dell Technologies Partner of the Year Award, which gives us access to the best rebates, the best training, and the best products and support from Dell. We've also got a deal with Logitech, where RICOH Spaces technology is now included as standard in the Logitech Tap Scheduler technology, which was very pleasing indeed.

- Accelerate organic growth through continued diversification, sales transformation and leveraging acquired capabilities

(B Euro)



FY23 Prospect

Market Situation

- **Total IT market growth in 2023 : +4%**
Gartner 2023Q2
 - Software 12%, IT Services 9% and Communication Services 4%
 - Devices & end-user compute : -14%

Ricoh's Performance in FY23 H1

- **Strong growth in FY23 H1 : +14%**
 - AS +25%, IT Services +18%, Communication Services +9%
- **Strategic new acquisition in FY23**
 - No1 IT integrator, PFH (Ireland)



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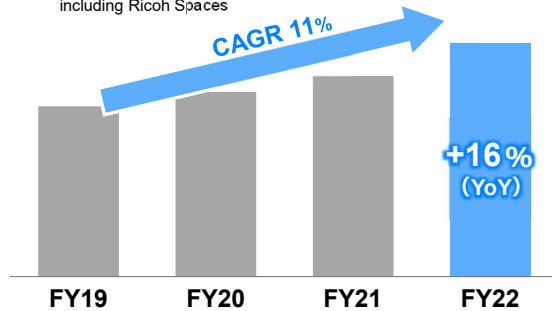
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- I will now share more information about how this strategy translates into business growth and business revenue.
- In terms of the CAGR that we have seen over the last three years, we're very proud of the 18%, we are achieving. And as you can see on the bar chart, this is a split between acquisition and organic growth.
- Currently, we're showing a 23% growth in our acquisition revenue YoY, which includes existing acquisitions growing to plan as well as adding new acquisitions to our portfolio.
- Very positively, the organic side of our business, where we have invested in our people and in technology, giving our people more to sell, is growing 10% YoY. And we believe that we're very well placed to take advantage of a growing sector in EMEA.
- We're seeing 4% growth at the moment in the total IT market in EMEA, which is experiencing challenging conditions. We have many economic headwinds. We have ongoing wars and we have a lot of caution in the market at the moment. So, to see that market growing at 4% is great. And it means that we have invested in the right sector going forward to provide sustainable future growth for Ricoh.
- In terms of the current-year performance, we are just reporting H1 results. We've seen strong growth of 14% in this space, with significant growth in the process automation side of the business with IT services and communication services all growing.
- Additionally, in EMEA we welcomed a new acquisition this year, the number one IT integrator in Ireland called PFH, which has huge opportunities in Ireland. It's a very fast-growing market where a lot of European companies are headquartered today. So, there is a real opportunity for us to grow much faster in that geography.

- Focus on building OS recurring and deferred income for sustainable profit into the future

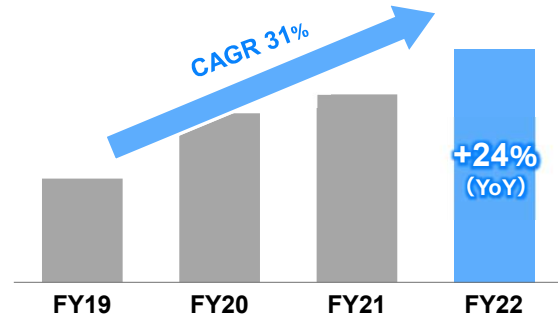
Office Services Recurring Revenue

- Significant growth in FY22 especially in ;
 - **Application Services : +37% YoY**
Digital Process Automation including DocuWare/Axon ivy
 - **Communication Services : +35% YoY**
Collaborative meeting rooms and hybrid work environments including Ricoh Spaces



Deferred Income

- Future Revenue on Balance Sheet : **+24% YoY**



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- Very importantly, we want to be growing for the future. It is not about one-off drop sales in the year, and we are keenly focused on growing our office services recurring revenue, but also the deferred income on our balance sheet for sustainable profit into the future.
- And we've seen significant growth on this, particularly in application services using software to lock in the customer with recurring revenue streams on licenses, but also on maintenance as standard over the life of a contract. Not only do we see that recurring revenue, we also see a phenomenal lock-in rate for our customers. As an example, the renewal rate in EMEA on DocuWare is 95% of our customer base, which is really very strong.
- This is fantastic on the deferred income side. Many of our customers pay upfront which is positive from a cash perspective, but also from the perspective of a lock-in with our customers. And we've seen significant growth of about 24% YoY of our deferred income on our balance sheet.

Customer Case

– Global consumer electronics company

Communication Services

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- Ricoh recognised as customer's Global Workspace Services Partner
- Cross-border contribution leveraging Ricoh's unique global fulfilment capability and footprint

Customer & Challenge	Our Solution	Customer Benefit	Strategic Partnership
<p>Customer</p> <ul style="list-style-type: none"> • Global consumer electronics manufacturer • Pure AV services and CS solutions provided to UK HQ <p>Challenge</p> <ul style="list-style-type: none"> • Working with Multiple AV vendors globally • Consolidation required to drive standardisation and improve service levels 	<p>CS with managed service</p> <ul style="list-style-type: none"> Standardised meeting room solutions developed Consistent service level provided across 250+ meeting rooms Ricoh AV Network Operations Center (AVNOC) supports users globally <p>Benefit to Ricoh</p> <ul style="list-style-type: none"> • Recurring revenue from integrated Workspace Service 	<p>Ricoh's value add</p> <ul style="list-style-type: none"> • Global, consistent, reliable support service achieved • Cost savings delivered through standardised meeting rooms and improved collaboration • Delivery of best practice through leveraging acquired company and Ricoh know-how 	<p>Journey with Global Ricoh Group</p> <ul style="list-style-type: none"> Trusted relationship with PureAV for CS in UK since 2017 Deploy standardised CS solution to EMEA and Americas Consistent managed service across regions by Ricoh AVNOC Further opportunity to extend area and provide Ricoh's broader digital services

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- Next, I will run through our customer case studies. The first one is a global consumer electronics company that used to be headquartered in the UK and recently moved to Singapore. We are the global workspace provider to this customer.
- One of our acquisitions in the UK was providing communication services to the headquarters of this company. With that lead, we have been able to expand our footprint so that we are now the global provider of standardized meeting room solutions in around 250-plus meeting rooms globally, which we manage remotely from our AV network operations center in Poland. We provide a 24/7 service to manage maintenance and preventative maintenance for this customer in their meeting room solution across the world. We now have this set up well established in EMEA and in North and Latin America.
- This gives us the opportunity to provide cost savings, consistent global support and service to this customer, but also, of course, allows us to open the door to provide more of our portfolio to this customer.

Customer Case

- Global Multi-Industry Enterprise

Communication Services
IT Services
Office Printing

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- Ricoh recognised as customer's Global Workspace Services Partner
- Successfully extend existing relationship



Customer & Challenge	Our Solution	Customer Benefit	Strategic Partnership
<p>Customer</p> <ul style="list-style-type: none"> • Multi-industry enterprise organisation (Germany) • Ricoh managed print services customer (65 countries) <p>Challenge</p> <ul style="list-style-type: none"> • Need for global Communication Services (CS) provider • Employee collaboration and communication challenges • No CS global governance 	<p>Consultative approach & consolidated CS solutions</p> <ul style="list-style-type: none"> Global standards implemented Multi-country Microsoft Teams technology roll-out Meeting Room as a Service (1,500 rooms, 50+ countries) <p>Benefit to Ricoh</p> <ul style="list-style-type: none"> • Recurring revenue • Customer open to future cross-sell opportunities 	<p>Ricoh's value add</p> <ul style="list-style-type: none"> • Consistent global services for CS, managed print and IT services • Improved employee satisfaction • Reduced CS user incidents 	<p>Journey with Global Ricoh Group</p> <ul style="list-style-type: none"> Global relationship for managed print service since 2014 CRD (print room) Achieving service IT Services to support Customer's Healthcare business 24/7 Software Support Global Managed CS Services

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- Moving to the next case study: this is a global multi-industry enterprise customer headquartered and listed in Germany, with whom we have a very longstanding relationship.
- Initially, we were the global print partner for this customer in 65 countries around the world. But we identified that the customer had a very fragmented approach to communication services, particularly in the context of meeting rooms, but also in their technology to enable collaboration across the globe.
- In this instance, we were able to implement a multi-country Microsoft Teams rollout globally and, at the same time, deploy Meeting Room as a Service to 1,500 meeting rooms in 50-plus countries, which has really cemented Ricoh as a global technology partner with this customer. It has also opened the door for us to provide more of our portfolio in certain countries going forward.
- Again, this shows how we open the door to huge opportunity as soon as we diversify away from print and provide more to these customers.

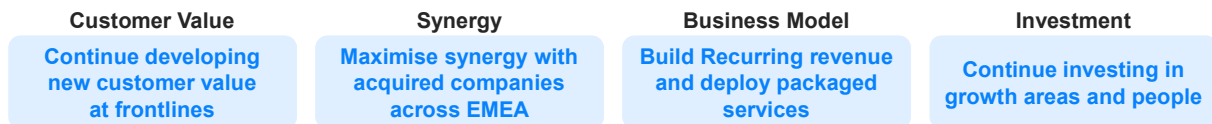
- Continue to train and shift highly experienced workforce to support growing Office Services
- Our talent is a point of differentiation enabling us to be more competitive in the market



- Next, I will talk about how we have supported the growth of our people as we grow our Office Services.
- We have been heavily investing in our employees, particularly on the service engineer and the sales side. We've taken the cream of the crop of our engineers and invested in just under 500 of them to shift their skills into new areas. Today we have DocuWare engineers, people who can provide hybrid infrastructure services and data analytics as well as the remote management of our communication services business. And we have already redeployed a significant chunk of these people into new roles.
- In addition, we have trained a lot of our engineers who are out in the field every day - over 1,000 - who can now provide more than just print support on-site. They now provide IT services and communication services support to our customers in the office environment. That's meant we've been able to grow our professional services revenue by 13% this year compared to last.
- In addition, of course, we've had to educate our sales force. Over 3,000 salespeople have been trained on "selling value"; no longer just selling a printer and a service contract, but looking at customer solutions to problems that we identify and as a result, being able to sell our wider portfolio. An example of the result of this training is that we've increased our DocuWare sales YoY by 36%, which is phenomenal and again, has the benefit of locking in the customer.

Our Strong Asset	Customer Base	Strong, loyal customer base <ul style="list-style-type: none"> Existing Ricoh OP customers and acquired companies' customers
	Coverage & Resource	The widest geographical coverage and customer contacts in EMEA <ul style="list-style-type: none"> 25 Operating Companies + 18 acquired companies covering +60 countries, with 3,200 sales reps & 4,800 engineers Strong partner channel across EMEA Ricoh Europe in a strong position to meet international customers' requirements Capability to deeply understand customers' needs and provide end to end solutions
	Competency	Enhanced competences through acquisitions to meet customer requirements <ul style="list-style-type: none"> Hybrid-Cloud, Digital Workspace Solution, Process Automation etc

Reinforce competitiveness by



On track to meet our target of 60% revenue from non-print Digital Services by FY25

- Overall, I believe that in Europe, we have a very compelling competitive advantage. We have a strong customer base who are very loyal to Ricoh and trust us from an office printing perspective, which gives us the credibility to sell more, both in our existing customer base and in the acquired company customer base.
- We have a very wide geographical coverage and competence in many, many countries across Europe, including working and investing in our partner channel to drive consistency in 60-plus markets. And we're very well positioned to meet international customers' requirements as well as our local customers in the SMB space. We've been acknowledged by many of the industry analysts externally, including IDC and Gartner; they understand what we're doing and the recognition we receive from them helps to build our credibility in the European market.
- Obviously, the acquisition program that we have been on and continue to be on is very important as it allows us to provide really deep customer value.
- Our approach will be reinforced by numerous initiatives including: developing offerings at the frontlines that are relevant to our customer; making sure that we synergize with our acquisitions and leverage the best commercial advantage on both sides ; focusing on delivering recurring revenue and packaged services that are standard and lower cost to deliver; and making sure that we continue to put our people first, investing in them, bringing them with us on the journey so that they have a future as well as Ricoh. Overall, I believe that we are on track to meet our target of achieving 60% of revenue from our office services business by FY2025.
- Thank you.

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:
FY2023 (or fiscal 2023) = Fiscal year ended March 31, 2024, etc.

Note:

The financial data in this document are figures managed by each regional sales company.
The definition is different from the figures of the financial announcement.

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