

**RICOH Digital
Services Briefing**

**North
America**

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Carsten Bruhn

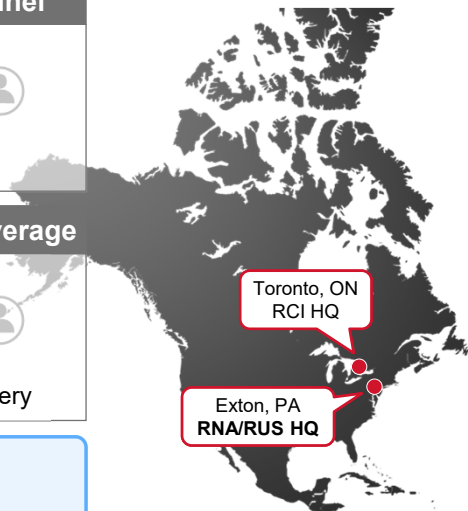
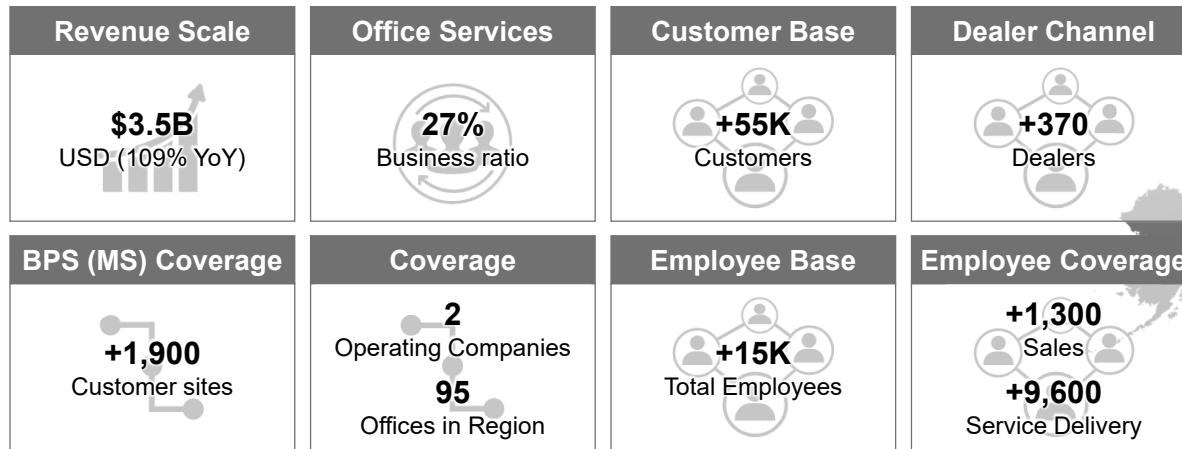
General Manager of North America Management Division,
Ricoh Digital Services Business Unit
President and CEO of Ricoh USA, Inc.

December 7, 2023

RICOH Digital Services

Ricoh North America Overview

- RNA covers the entire the U.S. and Canada with a direct sales and dealer network
- Our **very large customer base, BPS customer sites and last-mile footprint** are our strength as we seek to grow our service business



2008



2014

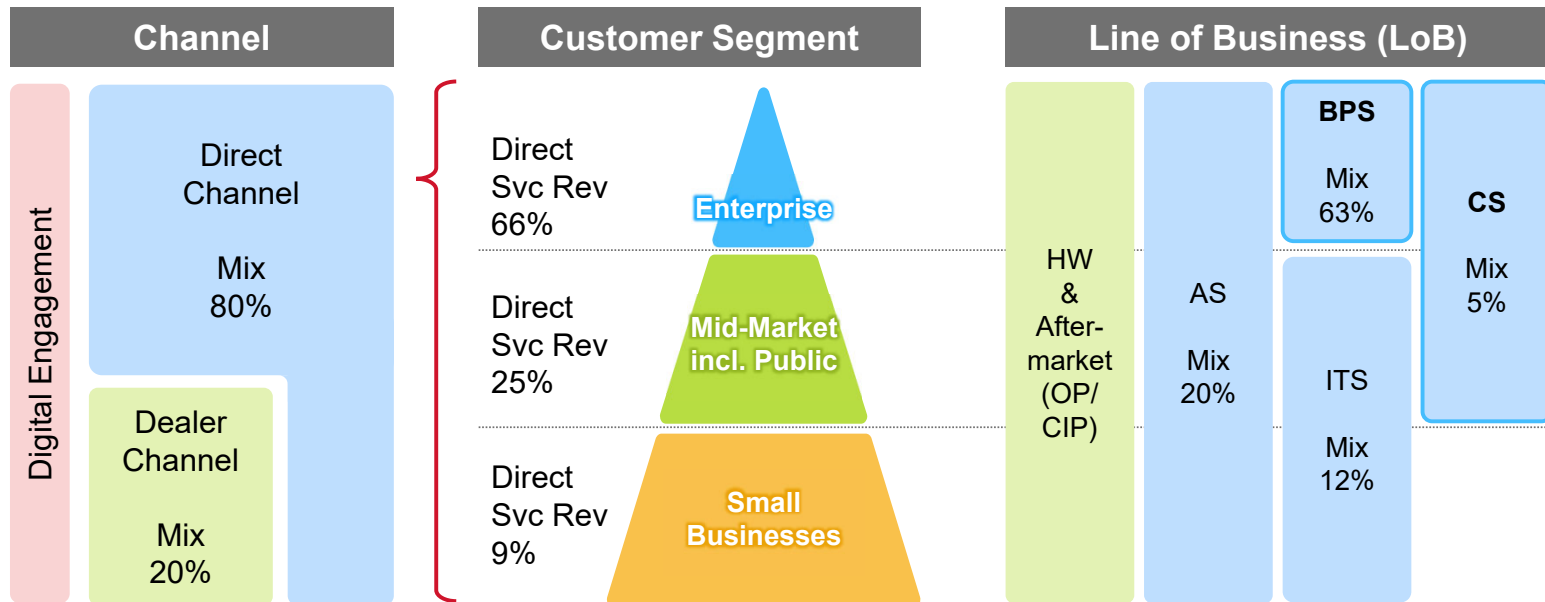


2022

Major service capability acquisitions completed since 2008

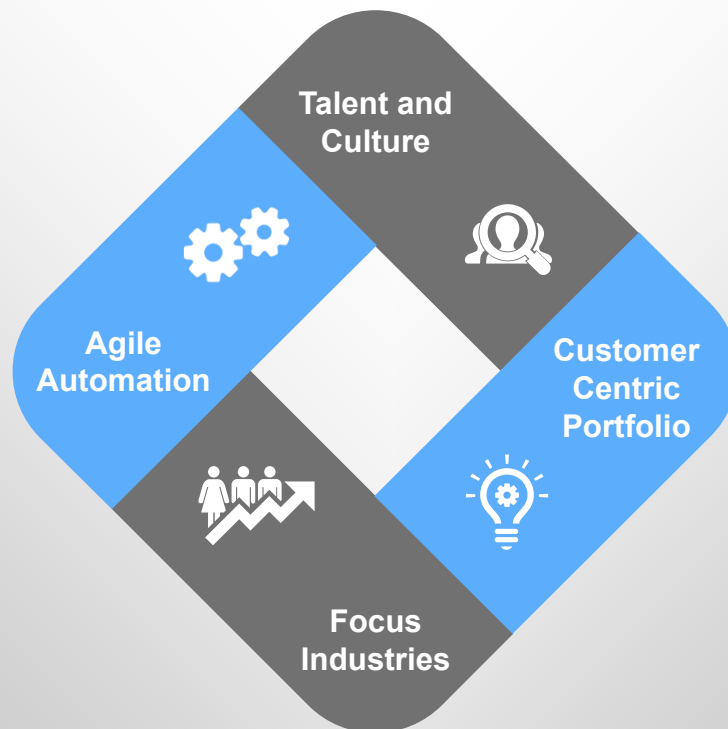
Ricoh North America Customer and Market Overview

- Enterprise is a key segment of focus, supporting our Digital Services growth strategy
- BPS and CS are key areas of emphasis aligned to our regional and global strategy



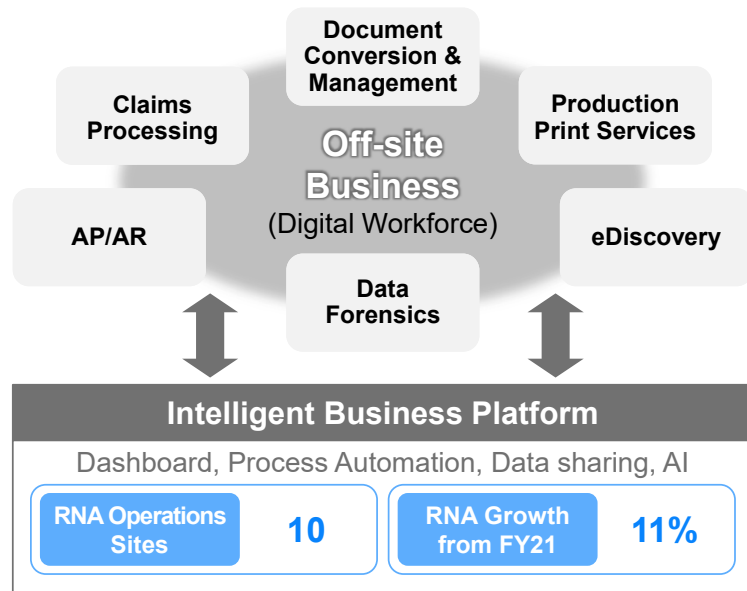
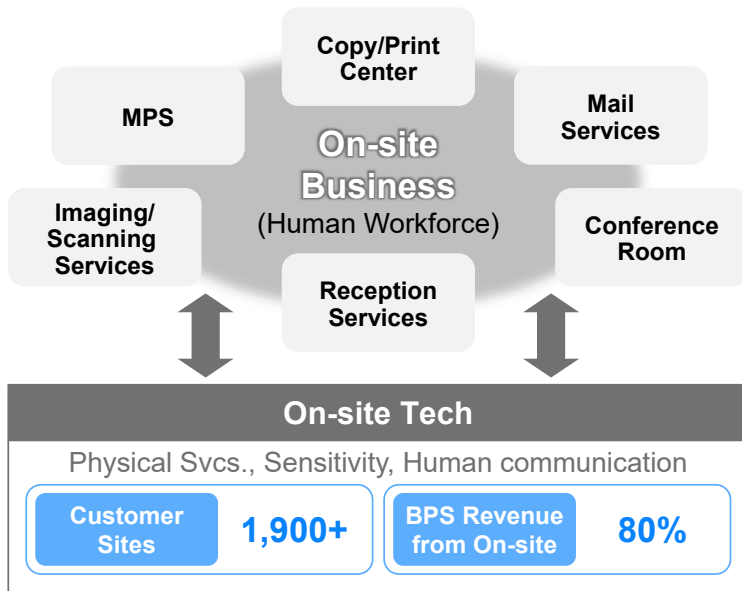
* AS: Application Svcs. BPS: Business Process Svcs. ITS: IT Svcs. CS: Communication Svcs.

Building an agile, sustainable model for growth



Accelerating automation with Business Process Services

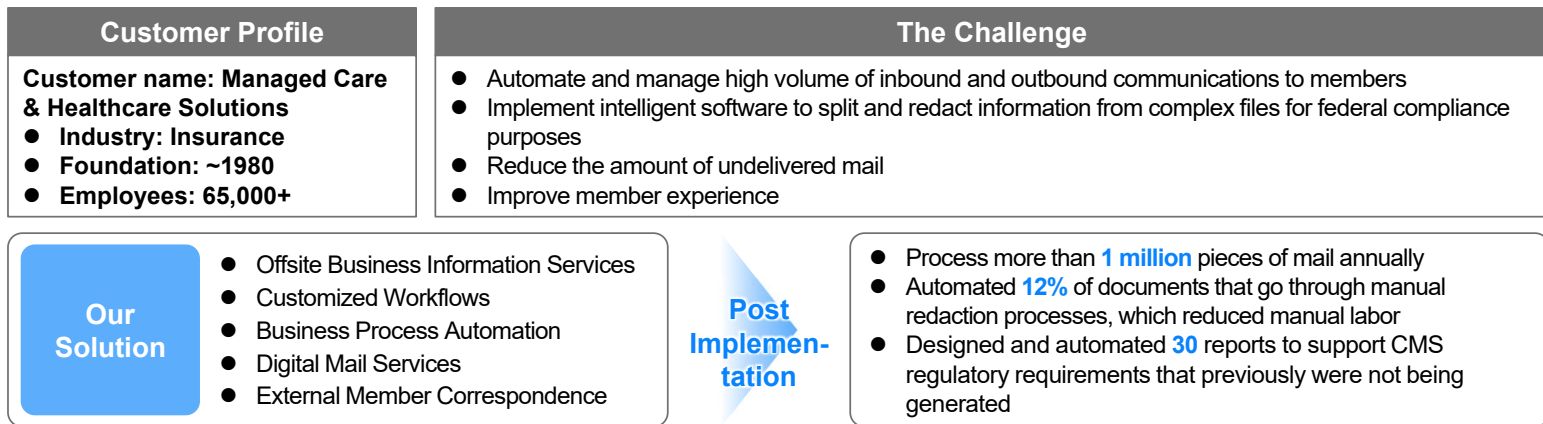
- BPS generates **63% of the services revenues** in North America
- We deliver strategic automation and digitization of customers' businesses through our Intelligent Business PlatformSM, creating new customer value



Growth through automation:

BPS Case Study

- Fortune 500 Managed Care and Healthcare Solutions company sought an automation solution to streamline its processing for open enrollment, disputes, appeals, and other correspondence to better meet regulatory requirements for its 28 million members



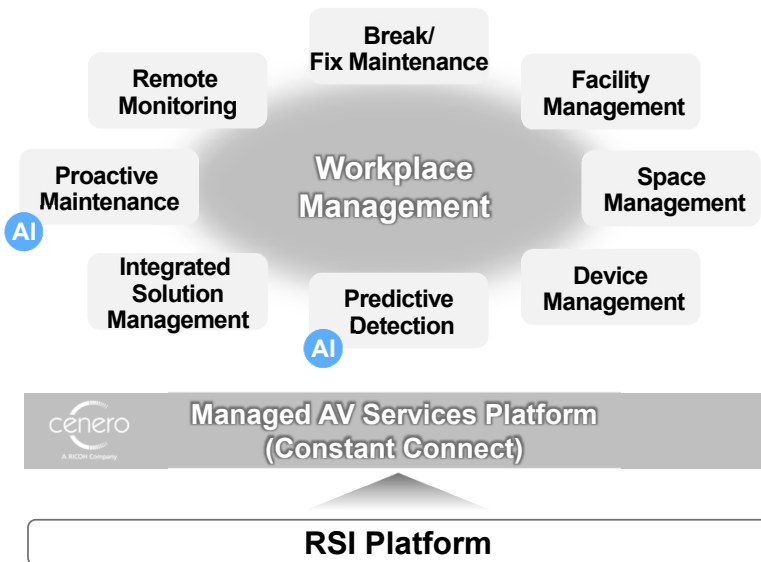
Reason for Selecting Ricoh

- Long-term partnership with Ricoh predicated on trust, integration capabilities, and technology stack
- Required a secured environment to manage their data
- Differentiated co-innovation process that addresses complex requirements and supports ability to meet SLA mandates

Expanding customer-centric portfolio with Communication Services

- Supporting the global strategy of accelerating the Communication Services domain, Cenero acquisition contributed significant service growth and profitability

Communication Services



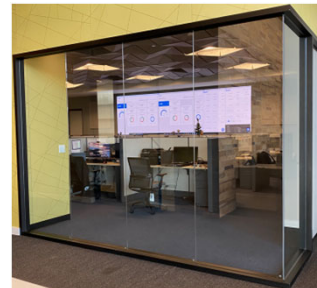
Service Offering

Managed Services

24x7 Service Operations Center (SOC)

AV System Integration Services

Design & Engineering,
Programming & Configuration



+30%

**Revenue Growth
(FY23 Forecast)**

*1: Avixa IOTA 2023 overview report, 2023-2028 CAGR

5.3%

**NA CS Market Growth
Projection*1**

Customer-centric portfolio:

Communication Services Case Study

- Global pharmaceutical company has been a long-term customer for nearly 15 years
- With multiple office locations, they required a Managed Services partner for better continuity and collaboration between communication platforms

Customer Profile

- Customer name: Global Pharmaceutical Manufacturer**
- **Industry: Pharmaceutical Industry**
 - **Foundation: ~1870**
 - **Employees: 40,000+**

The Challenge

- Easily connect remote and in-office employees
- Improve the poor user experience being caused by disparate technology systems
- Decrease downtime experienced in meetings, which was resulting in loss of time and money

Our Solution

- Consistent technology implemented across different room types and offices
- Ongoing service and support programs established
- Comprehensive AV Analytics Dashboard demonstrates system performance, room usage, and support trends

Post Implementation

- **99.5%** uptime for proactive conference spaces
- Enterprise-wide AV standards simplified interactions
- **75%** of downtime in meetings regained

Reason for Selecting Ricoh

- Established industry expert at developing smart, strategic collaborative solutions for large, multi-office corporations
- Provided a consultative approach to understand the specific use cases and business challenges
- Considered the entire meeting lifecycle and strategized to effectively design, deploy and manage AV solutions for a global organization

Transforming our business through talent and culture

- Through the establishment of our Culture of Excellence in FY21, we have been building an inclusive and diverse culture
- Driving an “outside-in” customer focus through an aspirational mindset for growth, which drives employee engagement

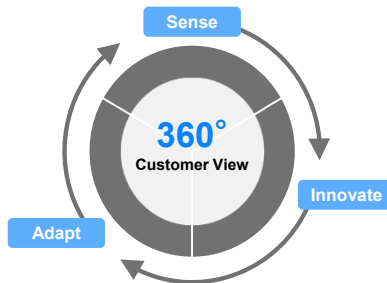
Achieving Fulfilment Through Work

We have a passion to serve our customers, unlocking the power of information so we can unlock the full potential of our people to create more meaningful human experiences for Ricoh and our customers.

Strategic Themes



Strategic Thinking



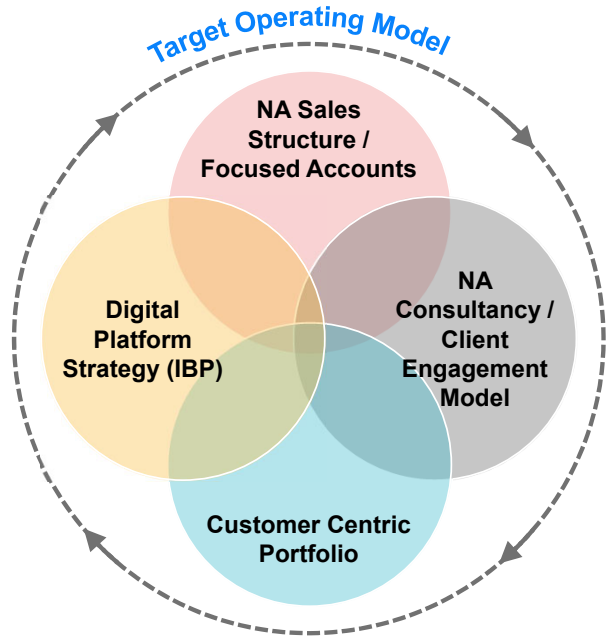
Proof of Progress



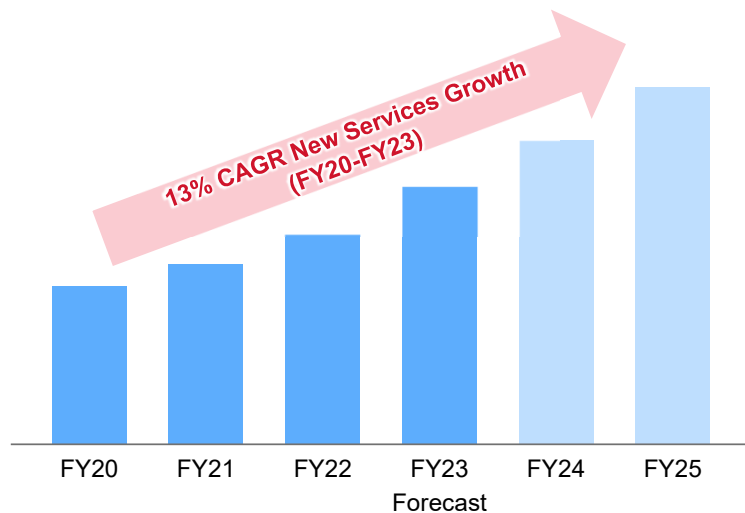
+16%
employee
engagement
increase

Accelerating an agile, sustainable model for growth

- Our Digital Service Portfolio and Platform strategy will continue to create new services, recurring revenue, and growth



Recurring Revenue in New Service business



* New Svcs ; BPS (offsite), Communications Svcs.

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

No company's name and/or organization's name used, quoted and/or referenced in this material shall be interpreted as a recommendation and/or endorsement by Ricoh.

This material is not an offer or a solicitation to make investments. Do not rely solely on these materials for your investments, decisions on which are your responsibility.

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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