

**RICOH
Europe**

**Office
Services**

RICOH
imagine. change.

David Mills
CEO
RICOH Europe, plc

December 1, 2021

RICOH Digital Services

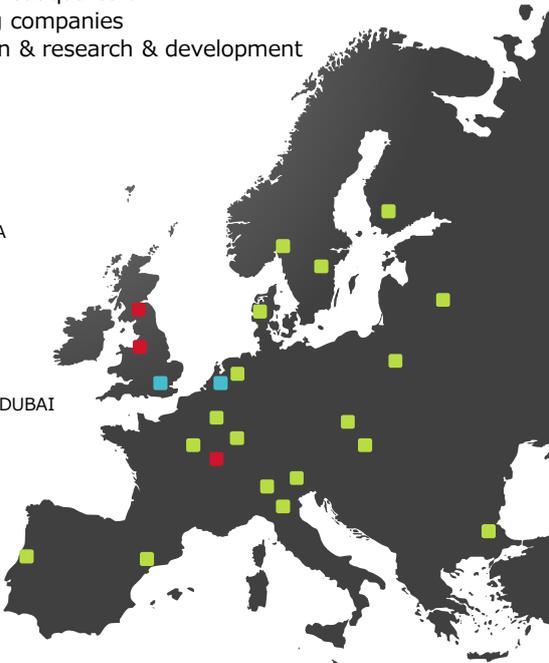
- I'm David Mills, the CEO of Ricoh Europe.
- I'm delighted to give you this presentation on how we are progressing with Office Services in Ricoh Europe.
- Let me give you a little background of what Ricoh Europe is, and how we're making progress in the office services arena.

- Regional headquarters
- Operating companies
- Production & research & development

SOUTH AFRICA



MIDDLE EAST DUBAI



Financial	Rev: 357B JPY in FY20
Customer Base	1,400,000 MIF
Coverage	25 Operating Companies 16 Leasing Companies
Distributors	255
Employees <small>(As of Oct. 2021)</small>	Sales: 3,200 Customer Engineer: 4,800
Awards	Gartner: Magic Quadrant for Managed Workplace Services, Europe 3 consecutive years ('19, '20, '21) Verdantix: Green Quadrant for Workplace Systems Integrators ('21)

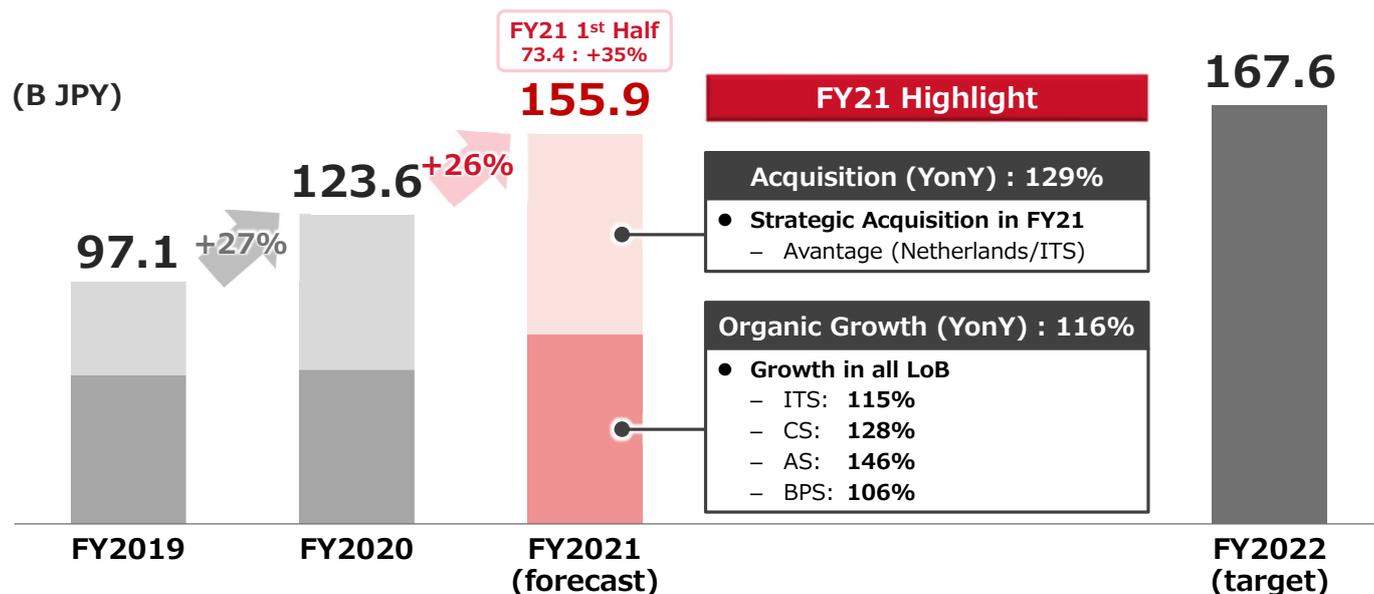
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- First of all, our financial performance and our revenue is JPY357 billion in FY2020 and actually growing in 2021. Our customer base, measured in terms of MIF, is 1,400,000 machines in the field, spread across 25 operating companies, with 16 leasing companies.
- And you can see on the map on the left-hand side, the green dots are our operating units placed in all the major countries in Europe and also in Johannesburg in South Africa and in Dubai in the Middle East.
- The 255 distributors enable us to service Eastern Europe, the Middle East, and also Africa. Really, we're in every country in Europe, the Middle East, and Africa through our distribution network, which is a very loyal network towards Ricoh.
- Our employees are 3,200 salespeople and 4,800 customer engineers, which are really key to our future development.
- We're very pleased that we're in the Gartner Magic Quadrant for Managed Workplace Services, and we're constantly working to improve in that quadrant throughout the year.
- We've got 2 regional headquarters in the blue sort of blobs on the page, one in London, where I'm speaking from today, and the second one in Amstelveen in the Netherlands.

Office Services Revenue Growth in EMEA

- Keep growing significantly taking advantage of both acquisition and organic growth
- In a strong position to deliver FY22 target



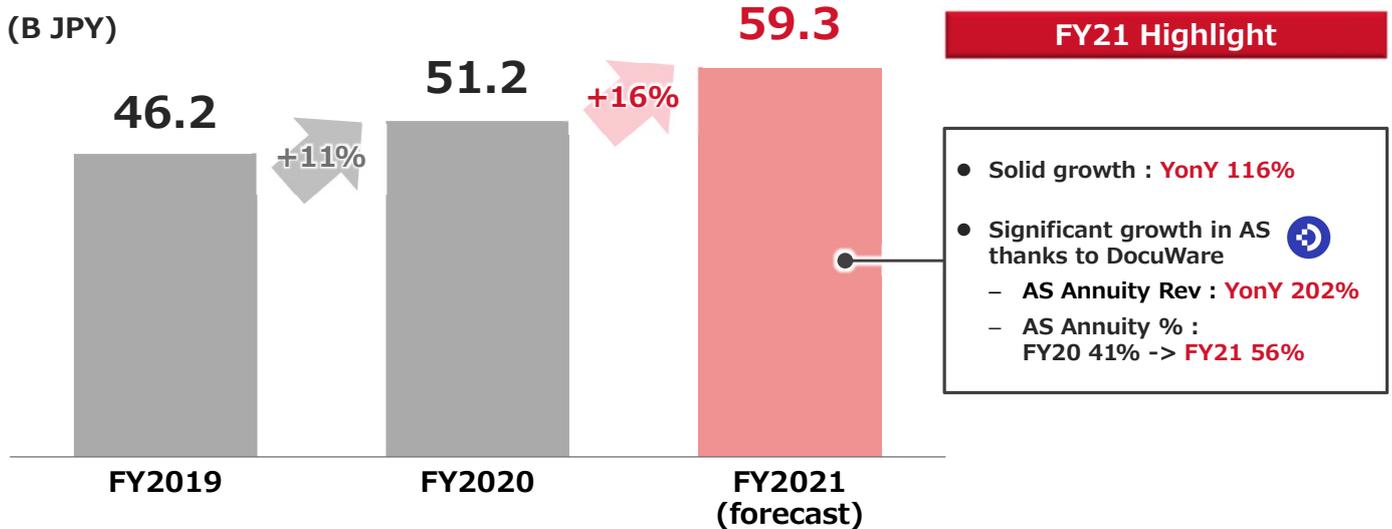
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- Now let me tell you about our Office Services revenue growth in EMEA.
- In FY2019 to FY2020, we have 27% growth. And we're kind of matching that this year with 26% growth from FY2020 to 2021. This is kind of in the middle in the pandemic, so it is a really growing area. I'm delighted and pleased to report that in the first half of FY2021, we've got 35% growth.
- We're well on our way to achieve our target. Our second-half performance is always greater than our first half. We believe we're in a strong position to deliver FY2022 target. And with a few more acquisitions, maybe we will exceed that target going forward.
- Delighted with our acquisitions, all performing reasonably well, and we will achieve, through the acquisitions, a growth of 129% YoY. The latest acquisition that we just achieved is Avantage in the Netherlands, based in Rotterdam, which is the commercial sort of focus point of the Netherlands market.
- Our organic growth in the Office Service areas is 116% YoY. IT Services, 115% is really going strong. Communication Services at 128% is a vastly, quickly growing position in their market. And we're proud of our Application Services where DocuWare actually sits, and that's growing at 146% YoY. Mainly that's by subscription model and basically, cloud billing is on a monthly basis, not buildup up front. And our BPS, which is sometimes historical old businesses where we're looking after print rooms in customers, that's growing at 106%. Even through the pandemic, that is growing, too. Basically, really delighted with our performance in EMEA.

Office Services Annuity Revenue

- OS Annuity revenue has been successfully increasing, which is a vital basis for our sustainable profitable growth going forward



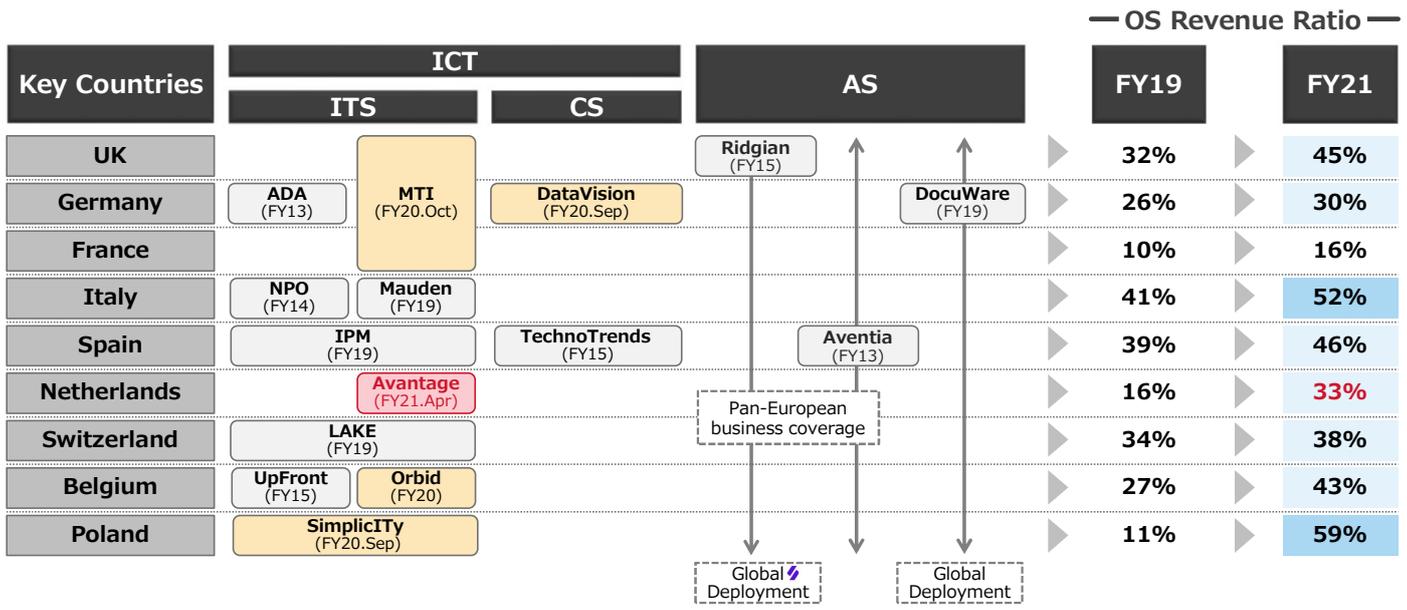
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- 1 of the key aspects that we do focus on is annuity.
- We're just not selling hardware. We're building this annuity base. And you can see we've got a growing revenue growth in this particular area, 11% from FY2019 to FY2020, and 16% from FY2020 for FY2021 forecast.
- It is very important in terms of our profitability, that we grow the annuity parts of our business. And this is either through maintenance, where we're billing that on a monthly or quarterly basis, whether it's a contract support where we're supplying services around a particular contract or cloud services or contracted revenue through our Application Services.
- The significant growth in our Application Services through DocuWare has been fantastic. And YoY growth, we've got 202% and we anticipate this to grow even further moving forward. And as I said before, this is mainly through cloud services and a subscription model that we're billing on a regular basis, either monthly or quarterly.
- It is very important that we keep expanding our network.

- Successfully expand OS business in target countries by reinforcing our capabilities and acquiring new competencies through acquisition

+50%
+30%



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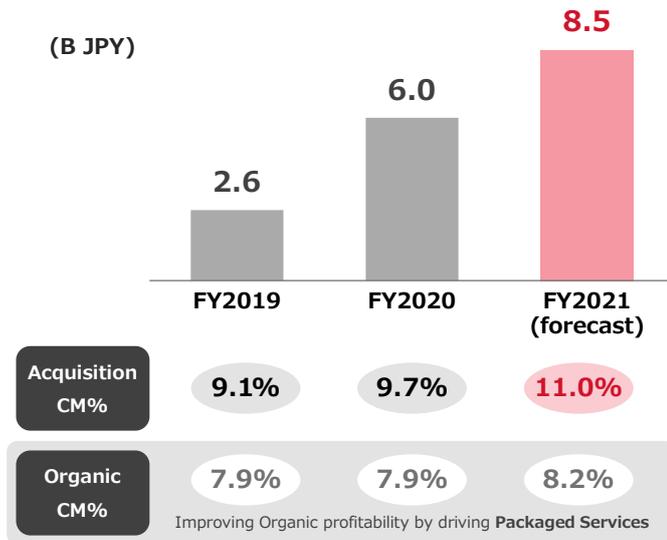
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- We are reinforcing our Digital Services structure of our OS business across Europe. Our basic objective is to be at least 50% revenue in our Office Services businesses in each of our markets.
- The number of acquisitions that we've done in the IT Services area and we've kind of nearly completed our geographical coverage. MTI, an acquisition we did over a year ago now, is growing quite quickly in France, giving us additional coverage there.
- In Communications Services, especially with the pandemic, we see that as a significant opportunity. And DataVision, which I'll come on to later, has also seen rapid growth in Germany. We've built up a lot of knowledge by doing TechnoTrends in FY2015 in this particular market, and we see this as a significant opportunity for them for the future.
- Application Services, bought a few small companies called Ridgian and Aventia in the early days to acquire knowledge. And finally, in DocuWare, we bought in FY2019 is a great example of where we want to be in the future.
- You can look at the movement that we've made from FY2019 to FY2021. Taking the UK as an example, now 45% of our business in the UK is through Office Services and not through Office Printing.
- You can see France is probably the lowest at 16%, so a little bit of work to do with that. But with Avantage that we bought in FY2021 in April, we've made significant progress in the Netherlands moving from 16% to 33%.
- Now the key aspect of what we're trying to do is improve our contribution that we're making through these acquisitions in our Office Services business.

Contribution Margin

- Grow contribution margin with higher profitability

(B JPY)



Creating Synergy

- Accelerate synergies between RICOH and all acquired companies
- Huge opportunities across EMEA

DATAVISION
MODERN MEETING & WORKPLACE SOLUTIONS

- Market-leading AV/IT system integrator in Germany
- Microsoft GOLD partner
- Acquired in Sep FY20



Drive joint-sales approach with Ricoh

Won 3 Global Deals with **Microsoft Teams Rooms Solution**

- Multinational industrial manufacturing company (TCV €1.5M)
- Global leading provider of reinsurance (TCV €3.0M)
- Global laundry/beauty care company (TCV €1.5M)



Expand geographic coverage collaborating with Ricoh Austria

Won a first deal with Meeting rooms solution, Installation and Integration

- Fintech company in Austria (TCV €250K)

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- On this slide, you'll see how we're doing this.
- We're delighted again that we're growing our contribution from this particular area from JPY2.6 billion in FY2019 to JPY8.5 billion in FY2021. And also, we're improving our margins from 9.1% to 11%; and organically, which is a little bit more difficult because we're known organically as an office printing company, from 7.9% to 8.2%. We're doing this through delivering kind of Packaged Services, the same as the Scrum packages in Japan.
- It is also important that we create synergies through these acquired companies. And just to give you an example of 1 kind of synergies that we've done is with DataVision. DataVision is a market-leading AV IT systems integrator in Germany. They're a Microsoft Gold Partner, and we acquired the business in September FY2020.
- Working with Ricoh and working in Ricoh's customer base, we've won 3 global deals with Microsoft Teams Rooms. Through the pandemic, obviously, there's been a lot of interest in this.
- The first one is a multinational industrial manufacturing company, and the contract value here is EUR1.5 million, a significant number of meeting rooms. The second one is a global leading provider of reinsurance with a contract value of EUR3 million; and finally, a laundry and beauty care company of EUR1.5 million.
- We're also using the expertise of DataVision to expand in the Germanic-speaking areas across Europe. And the first example of that is moving into Austria, which is a neighboring country to Germany, and we've expanded into a FinTech business, again with Meeting Rooms, with a contract value of EUR0.25 million. It's great to see DataVision growing not only in supplying our customers with what they need with the new ways of working, but it is also key to see that we're expanding with them geographically.

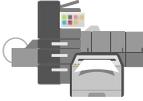
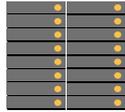
Packaged Services Progress in FY21

Work Together, Anywhere campaign (As of Oct.2021)

Packaged Services
(Organic)

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FY21 Won 6.4B JPY	FY21 Opportunities 24.9B JPY	FY21 Target 10.8B JPY (YonY 148%)
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Process Automation/ DocuWare	Workplace Management Solutions	Printing	Remote Working Equipment*
			 <small>*Includes eShop</small>
Won 1.2B JPY	Won 1.1B JPY	Won 1.5B JPY	Won 832M JPY
Opportunity 6.4B JPY	Opportunity 3.3B JPY	Opportunity 5.1B JPY	Opportunity 1.4B JPY
Cyber Security	Cloud & Infrastructure	Conferencing/ Collaboration	Smart Lockers
			
Won 349M JPY	Won 233M JPY	Won 201M JPY	Won 113M JPY
Opportunity 1.8B JPY	Opportunity 1.4B JPY	Opportunity 659M JPY	Opportunity 794M JPY

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- Now it is key that we offer Packaged Services, the same as we've been doing in Japan.
- To do this, we launched the Work Together, Anywhere campaign in October 2021, which has been a great success.
- Each one of these 8 areas, we develop Packaged Solutions. You can see we're offering packages in process automation, which is basically DocuWare, workplace management solutions, obviously, office printing, remote working equipment, which has become very important with the pandemic, cybersecurity, which is really key and important these days, cloud infrastructure, conferencing collaboration, and just recently, kind of smart lockers.
- You can see the most expansive area is process automation and DocuWare. This is a considerable focus where we're building that annuity for the future with cloud revenues and also the subscription model in this particular area.



- Worked with RICOH to optimise warehouse operations, accelerating key processes by 80%, increasing workforce productivity, and improving client services

Customer & Challenge	Our Solution	Benefit
<ul style="list-style-type: none">● Customer<ul style="list-style-type: none">– Leading Logistic company providing transportation, warehousing and logistics management services● Challenge<ul style="list-style-type: none">– Complex and inefficient manual process with paper delivery documents at each location <p>“ How could we develop faster, more-efficient workflows to support greater workforce productivity and strengthen its reputation for innovation ? ”</p>	<ul style="list-style-type: none">● DocuWare Cloud <ul style="list-style-type: none">– Allow them to remove the current complexity and manual working <p>DocuWare Cloud</p>  <p>“ We saw that DocuWare Cloud offered exceptional automation capabilities to simplify the development of new workflow. ”</p>	<ul style="list-style-type: none">● Customer Success<ul style="list-style-type: none">– Much faster, efficient workflow– Massive process acceleration of around 80%– Enabling employees to spend more time focusing on value-add tasks <p>“ We are optimising our warehouse processes to ensure that we deliver excellence for our clients, long-lasting commercial relationships. ”</p>

- Now let me take you through 2 customer examples that we've been working on within Europe.
- The first 1 is around this process automation and DocuWare. Ricoh worked to optimize warehouse operations of a very large global logistics company, accelerating key processes by 80%, and increasing workforce productivity and improving client services.
- This company is a very large logistics company with many warehouses across Europe. And we focused particularly on one warehouse to start with. Now we're in 10 warehouses with this large logistics company, so you can see how the solution is expandable.
- The challenge was it was a complex and inefficient manual process with paper delivery documents at each location. We automated that manual process through DocuWare in the cloud. Great feedback from the customer. It was much faster. It provided a much more efficient workflow and it accelerated their business processes by 80%, so speeding up the services they could offer to their customer.



- Worked with RICOH to deploy innovative digital tools that enhance the workplace, improve member services and ensure employee safety during the pandemic

Customer & Challenge	Our Solution	Benefit
<ul style="list-style-type: none"> ● Customer <ul style="list-style-type: none"> – Not-for-profit membership organization in the U.K. ● Challenge <ul style="list-style-type: none"> – Aimed to implement a return-to-work strategy after pandemic restriction eased <p>“ How could we make the most efficient and cost-effective use of the space, and empower employees visiting members to work more productively and collaboratively ? ”</p>	<ul style="list-style-type: none"> ● RICOH Spaces <ul style="list-style-type: none"> Safe return to work place Hybrid working model Dynamic space management True employee experience Add intelligence to workplace New Workplace innovation 	<ul style="list-style-type: none"> ● Customer Success <ul style="list-style-type: none"> – Successfully operating at the forefront of Digital Innovation – Safe return to work – Enhance the working environment: 2 offices, +300 bookable spaces, room/desk booking <p>“ Our work with RICOH has been hugely successful so far. Confident that RICOH will deliver expertise and solutions we need to set the standard for digital business. ”</p>

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- The second example really proves how kind of agile we can be.
- This came from one of our acquisitions, Ridgian, in the UK that we did in the early days around Application Services. We had a few requests focusing on the pain point of our customers, where they were getting people back to the office after the pandemic or one of the lulls in the pandemic, but really didn't want to bring everybody back so needed a sort of desk-booking system.
- We responded by developing an application where, over a phone or a PC, you could actually book your desk space in your office. We're using it extensively ourselves over Ricoh Europe today, so we can manage a return back to the office for our own employees.
- The customer is a nonprofit membership organization in the UK, well known. We have given them RICOH Spaces. It enabled them to return to work safely in their 2 offices with 300 bookable spaces, meeting rooms. And we are charging, which is important, this application on a monthly basis per desk to this customer. It is a great business model for the future, which is very repeatable as we move forward.
- There's some great examples where we've got. In one of the offices that we've done, they've even got a sauna in Germany, and you actually book through this application the sauna, so that's kind of interesting.
- It also enables hybrid working. It gives a great experience for the employee, where they can book their space and be guaranteed of a desk. And sometimes the desks can be different. Sometimes it could be with two sort of screens. Other times, it can be a height-moving desk. Also, you can actually book food; you can book car parking spaces; anything you desire to be booked can be booked through the application.
- This has really taken off in Europe as the working practices have changed significantly. And we're also selling it globally now across Europe.



- Taking advantage of highly experienced OP resources, train and shift them to support Office Services
- It will provide a point of differentiation from our competitors and enable us to be more competitive in the market

RICOH Europe's Digital talent development Initiative

DA RICOH	Digital Academy		TA RICOH	Technical Academy		SA RICOH	Sales Academy				
<ul style="list-style-type: none"> ● Digital Talent Programme <ul style="list-style-type: none"> – Develop Digital specialists over 6-9 months along with an industry-reconigised accreditation 			<ul style="list-style-type: none"> ● Cross-Skilling Programme <ul style="list-style-type: none"> – Cross-skill OP field engineers to be able to provide support across OS business 			<ul style="list-style-type: none"> ● Selling Value Programme <ul style="list-style-type: none"> – Enhance sales' selling skills to become a strategic value-adding partner to our customer 					
<div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">Digital Business Solution</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">Hybrid Infrastructure Services</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">DocuWare</div>			<div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">Digital Workplace Services</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">Communication Services</div>								
FY21		FY22		FY21		FY22		FY21		FY22	
70 talents completed 89 talents in progress		300 talents		686 talents in progress		100% OP talents ready		+2K sales been through phase1 Phase2 now launched		3K sales	

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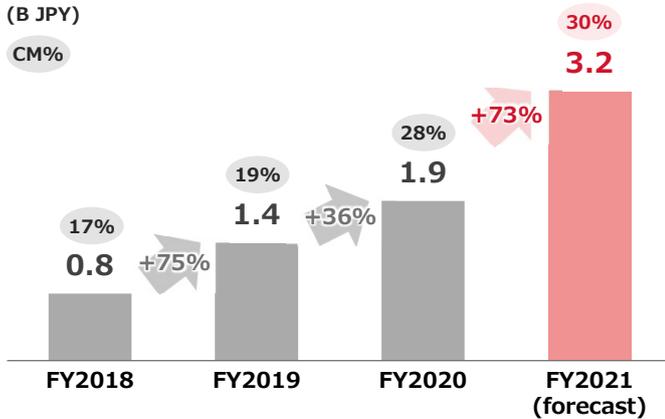
- It is very important that we train our employees.
- Our Office Printing employees are talented and they're a group of people that have been loyal to Ricoh. We've developed 3 sort of training programs.
- The first training program is our Digital Academy. This is to develop talent so we can educate people in digital business solutions, hybrid infrastructure services, and DocuWare. They're moving from maintaining office printing machines to these new areas and providing a fantastic service to our customers.
- In FY2021, we developed 70 talents and now current progress is in 89 talents. The majority of them are going to software professional services and mainly around DocuWare. We're planning to do 300 new talents in FY2022.
- The second area is our Technical Academy. That's allowing our Office Printing engineers to move into Digital Workplace Services and Communication Services.
- The classic example of this is installing meeting rooms, installing lockers, and anything to do with the office where that is required, and with the changing environment today, plenty of particular demand in this area.
- In FY2021, we trained 686 people in this particular area to progress. And finally, in FY2022, we aim to train the whole of our Office Printing talents, giving them a career path and an area to move into.
- Obviously, sales is very important, and the Selling Value Programme was launched for our salespeople, where in FY2022, we expect 3,000 people to be trained.

RICOH Service Advantage

- Provide a set of innovative technology services leveraging our substantial field engineers

EMEA 4,800 Field Engineers

- Significant revenue growth with high profitability



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Target Market

- Huge opportunity to build new Annuity stream

Portfolio	Offering
Smart Lockers	Service provision and reseller for lockers vendors and customers. 18K contracted lockers, 1 million doors
3 rd Party Technology Maintenance	Maintenance Services for Non-RICOH equipment
Collaborative Robotics	Service provision and lifecycle management for Robotics vendors

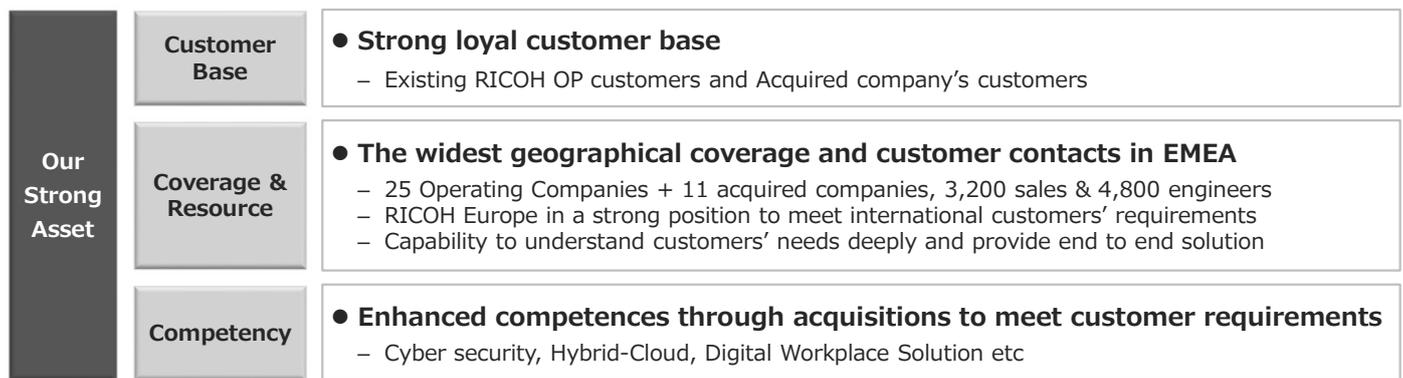
Why RICOH?

RICOH has ability to ;

- Provide End to End Managed Services for all our solutions
- Scale services taking advantage of our engineers across EMEA and global
- Provide leasing

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- I want to highlight a further opportunity, which we're calling Service Advantage.
- This is using our engineering base of 4,800 engineers to give new services to our customers. The fastest growing and the most important one that we see across Europe, and we are one of the biggest locker providers in Europe now, is kind of locker services. We've got 18,000 contracted lockers with 1 million doors in Europe, a quickly expanding area.
- We're also doing third-party technology maintenance of different equipment and other people's printing equipment and again, that's evolving and developing quite rapidly. And we've found a very niche area to maintain and provide their life cycle management for robots, particularly in warehouses.
- You can see from a contribution margin perspective, it is significantly profitable business. We're making 30% now. And you can see from the early days, that has grown from 17%. And we expect to achieve 73% growth from FY2020 to FY2021.
- We're really strengthening part of our business, where we are actually using our fantastic talent of our service engineers to provide these services that our customers need.
- These are real pain points for our customers today, delivering packages to receptions. Locker systems are fantastic, and robots in warehouses are becoming more predominant as skill shortages are growing in this particular area across Europe.



Reinforce competitiveness by

Customer Value

Continuing to develop new customer value at frontline

Synergy

Maximising synergy with acquired company across EMEA

Business Model

Building Service Annuity and deploying Packaged Services

Investment

Keeping investing in growth area and people for our future

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- In conclusion, I think the first thing we've got in Ricoh Europe is a very strong, loyal customer base. And our Office Printing customers have been loyal for many years and offering these new services is the way we've got to move forward.
- We've got the widest geographical coverage probably of any of our competition, which is amazing and a great asset. We're in 25 operating companies. We've just recently acquired 11 acquired companies with the new skills. We've got 3,200 salespeople and 4,800 engineers, so we're in a unique position. And the distribution partners that I mentioned previously, give us further coverage across Europe.
- We're in a very strong position to meet the needs of our international customers. And it's important that we deeply understand our customers' needs. And you can see how we've been doing that with RICOH Spaces, locker systems that we offer now to our customers.
- Our competencies are very important. We are training our people to have their competencies in cybersecurity, hybrid cloud, and digital workplace solutions, and, obviously, our Application Services and delivering professional services through mainly DocuWare.
- I believe we're delivering great customer value and our customers, with our strong reputation, are coming back for more and more services. I think we've got a great opportunity to deliver many services as we integrate our companies and get them working better together.
- I think we're developing some really successful business models where we're developing our annuity packages and our Packaged Services, so we can deliver to many.
- And our future plans include investing more, particularly in these fast-growing growth areas in terms of revenue but, most importantly, in terms of annuity and profitability.
- Thank you for your time today.

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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