Value Creation Initiatives

We support the operational efficiency and complexity of customers around the globe by offering an array of integrated solutions in Process Automation and Workplace Experience, which we have identified as growth areas. As well as developing products and services in-house, we are bolstering our customer value proposition by investing strategically to acquire various technologies and services.

Process Automation

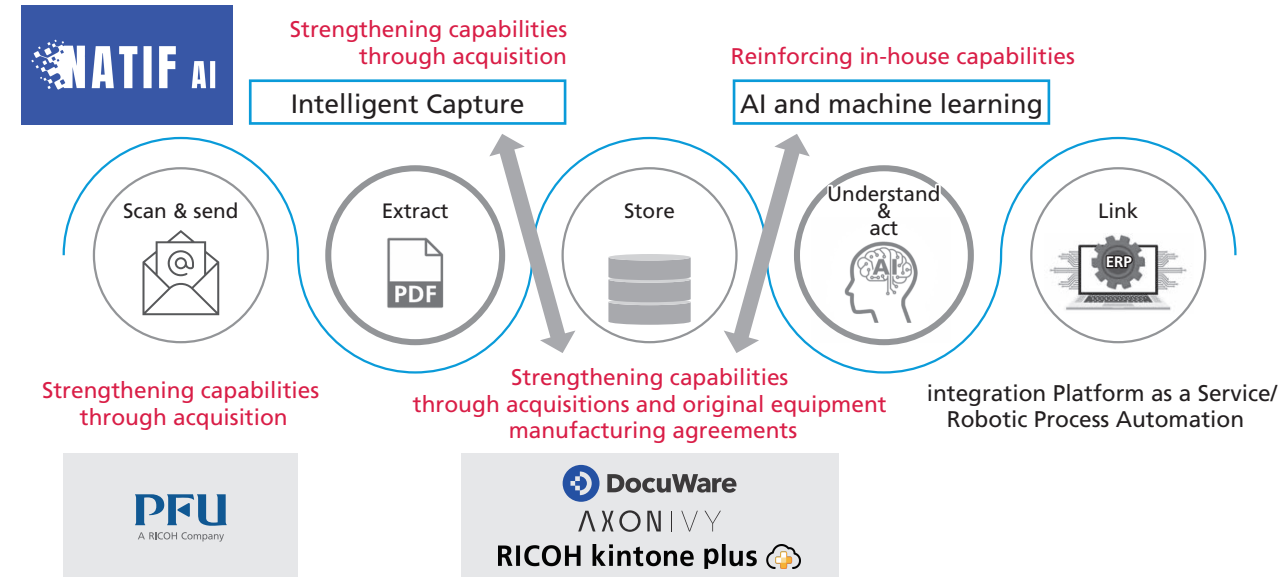## Investing strategically to enhance capabilities in growth areas

Acquiring advanced AI software start-up natif.ai

Ricoh Group company DocuWare acquired all shares of German software start-up natif.ai GmbH in April 2024 as part of growth investment efforts. natif.ai's AI-enabled Intelligent Capture, advanced image recognition, and optical character recognition technologies enhance the ability of our offerings to extract information from paper, handwritten, and other documents, for greater

automation and sophistication across diverse business processes.

Integrating the Intelligent Capture–related technologies of natif.ai and DocuWare will help customers enhance productivity by digitalizing invoice processing, contract management, and other paper-based workflows, freeing them from these routine tasks.

Areas of strength in the field of Process Automation

NATIF AI

Strengthening capabilities through acquisition
Intelligent Capture

Reinforcing in-house capabilities
AI and machine learning

Scan & send — Extract — Store — Understand & act — Link

Strengthening capabilities through acquisition
PFU A RICOH Company

Strengthening capabilities through acquisitions and original equipment manufacturing agreements
DocuWare
AXONIVY
RICOH kintone plus

integration Platform as a Service/ Robotic Process Automation

DocuWare [1]

DocuWare develops and sells platforms that support business document management and workflow automation. More than 500 pre-sales engineers and system engineers serve customers in 45 countries.

Process Automation

Leveraging problem-solving expertise to help small- and medium-sized enterprises adopt digital processes

Customer case study: A wholesaler headquartered in Japan

This customer streamlined operations by deploying RICOH kintone plus, eliminating the need to manually create quotations and manage paper-based contracts. Seamlessly integrating with the customer's systems was a key factor, prompting it to replace MFPs from another vendor.

Issues
- The customer manually input information into Excel to create quotes. This time-consuming, labor-intensive process increased the risk of errors.
- The customer stored contracts in paper form, separately from the project management system.
➡ The customer wanted to eliminate such inefficient tasks as manual data entry and paper-based management.

Value provided
- That company now manages daily reports and project information with RICOH kintone plus. Data automatically links to quotes, eliminating manual input.
- It also installed new Ricoh MFPs to scan contracts and link them to project information for centralized management.
- Reducing manual data entry and streamlining project management free employees to focus on more creative tasks.

RICOH kintone plus

Ricoh integrated a cloud-based business improvement platform based on kintone® from Cybozu, Inc., adding Ricoh-specific features. Companies can create applications that automate and streamline business processes without programming. This setup provides solid digital transformation support to small and medium-sized enterprises. More than 1,700 companies adopted the platform as of March 2024.

Workplace Experience

Drawing on global customer touchpoints to centrally manage meeting rooms across multiple countries

Customer case study: An appliance manufacturer headquartered in Singapore

We harnessed our global customer touchpoints and solutions and Cenero's expertise to become a global partner supporting this customer's workflows.

Issues
- Working with multiple audiovisual vendors worldwide resulted in a time-consuming, costly process.
➡ This customer wanted to simplify vendor management and improve service levels.

Value provided
- We consolidated account management, reporting, and other services for more than 200 meeting rooms across 14

countries including Europe, the United States, Canada, and Mexico. We streamlined vendor and meeting room management to reduce time and costs.
- We stationed an audiovisual (AV) engineer at the customer's U.K. site. Our AV Network Operations Centre in Poland provides global support, handling technical inquiries, preventive maintenance, and other services.
- We ensure that meeting rooms are always ready for use so customers can concentrate on deliberations.

cenero

Cenero joined the Ricoh Group in 2022. That company provides a managed AV service platform with a focus on the Americas. As an AV technology specialist, it helps build and optimize hybrid work environments.

Workspace design example

Strengthening value co-creation at customer touchpoints by collaborating with them to visualize and resolve business challenges

Renovating and reopening RICOH BUSINESS INNOVATION LOUNGE TOKYO

We are closely aligning our business with customer needs, from visualizing their management and operational issues to proposing solutions and resolving challenges.

It was in keeping with that approach that we renovated and reopened RICOH BUSINESS INNOVATION LOUNGE TOKYO on February 1, 2024, to foster collaborative value creation with customers while tapping advanced AI technology. We position this revamped facility as an executive briefing center. We welcome corporate executives and provide support for everything from creating AI-driven value scenarios and business designs to implementation through dialogue with specialist engineers and workshops that incorporate design thinking. We are developing solutions for essential management issues and co-creating businesses for customers who find it hard to formulate their digital transformation visions or face numerous issues relating to such change.

Harnessing our strengths to create value with customers

RICOH BUSINESS INNOVATION LOUNGE TOKYO draws on our strong customer touchpoints to create value with companies by combining our unique AI technology, which features natural language processing❶ and spatial recognition❷ capabilities, and offers more than 100 customer value scenarios in various industries. As well as proposing solutions and use cases for customers' visible issues, business designers, digital transformation coordinators, and other onsite digital experts use design thinking in consultation and workshops to help shed light on underlying concerns. We formulated a range of programs to systematically develop experts. Examples include an in-house program that assigns employees temporarily to this facility, a Challenger system in which

employees participate on a project basis through our in-house second job system, and a proprietary certification setup.

The scope of value co-creation has broadened from process digitalization, which started with the need to process large volumes of paper documents, to using AI and data for digital documents and digitalizing, managing, and renovating customer workspaces. We will continue pursuing co-creation with customers that benefits society.

Global endeavors that drive Fulfillment through Work

We have begun extending customer collaborations beyond Japan. For example, we set up an experience center in the Netherlands and the Digital Experience Centre in the United Kingdom. These sites enable customers to interact with the latest workplace technologies.

Through these activities, we strive to generate new value that empowers customers to experience Fulfillment through Work by becoming more productive, efficient, and creative. RICOH BUSINESS INNOVATION LOUNGE TOKYO is engaging with customers in comfortable surroundings to cultivate innovative thinking about underlying digital transformation issues and begin resolving them through co-creation.

From February through May 2024, guests from more than 100 companies, up 93% from the previous corresponding period, visited RICOH BUSINESS INNOVATION LOUNGE TOKYO

Key value creation takeaways
- The facility co-creates solution scenarios with customers based on trust through routine contact with them and a deep understanding of their industries and operations
- The facility stations engineers with expertise in AI and other digital technologies as business architects❶
- It employs a range of tools to help customers gain new insight and resolve their business challenges

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Creating value with edge devices supporting our digital services company approach

Launching ETRIA❶

Ricoh and Toshiba Tec integrated their development and production of MFPs, printers, peripheral equipment, and related consumables for offices to establish ETRIA on July 1, 2024.

Joint venture objectives

The market for office printing is shrinking as changing work environments make remote work and paperless workflows more prevalent. Ricoh and Toshiba Tec are combining their technologies to develop a highly competitive common engine through this joint venture. This will make their offerings more attractive and lower development, procurement, and production costs by taking advantage of economies of scale.

Value proposition

ETRIA will serve companies adopting digital workflows by providing devices that digitalize and seamlessly connect text, paper documents, meeting audio, intelligence on frontline conditions, and other analog information, enhancing the value of that data. The company will thus create customer touchpoints, with its customer base serving as a foothold for offering a range of digital

services. Through ETRIA, we will keep investing to improve environmental performance, which customers increasingly require.

Contributing to a circular economy❶

ETRIA will revamp product design and manufacturing with a view to achieving 100% recycling and contributing to a circular economy. As well as maintaining production efficiency, it will bolster our manufacturing capabilities by emphasizing the ease of disassembling and recycling equipment recovered from the field. We will improve the quality and reliability of such recycled offerings, expand our high-value-added recycling business, and cater to customer needs.

Toner bottle made from recycled plastic containers

Recycled materials account for around 50% of plastic content in the main unit of the RICOH IM C3010 color laser MFP

Customers increasingly requiring ESG sustainability❷

ESG-related laws and regulations are tightening worldwide, and customers are intensifying related demands. In Europe in particular, the circular economy and human rights regulations are becoming more stringent. Japan is also seeing increasing pressure in public procurement tenders to disclose carbon footprints and offsets. In some cases, ESG compliance is a key evaluation criterion for negotiating a business deal or is even a requirement for participating in such discussions.

Examples of ESG assessments for procurement deals in Europe

· French public-sector deal

A comprehensive evaluation allocated 20% of the assessment to environmental factors, such as recycled materials content and the provision of recycled equipment, and social factors, including product accessibility. Our strong performance in both areas earned us high recognition, culminating in an order for about 10,000 MFPs.

· Dutch private-sector deal

The prospective customer assigned monetary value to environmental initiatives, including product environmental performance, the use of recycled materials in cardboard and plastic packaging, and cartridge collection. It factored those contributions into the overall evaluation. Our environmental performance rated highly, resulting in an order for more than 100 MFPs.