

Customer Highlight

# Creating Value as a Digital Services Company to Help Transform Customers' Work

The Ricoh Group leverages its strong customer base, broad touchpoints, and proprietary IP to provide digital services that support creativity at work. In this section, we present case studies in growth areas such as Process Automation and Workplace Experience, examples where recognition of our ESG initiatives was pivotal in adoption, and initiatives that co-create new value with customers by applying proprietary AI technologies.

## Story 1 Digital transformation in procurement with DocuWare: Accelerating efficiency while ensuring compliance

### MM Bridge

#### Bridge construction expert with a commitment to engineering excellence

MM Bridge is an integrated engineering company specializing in steel structures, particularly bridges. Originating from the Nagasaki Steelworks, which built Japan's first iron bridge in 1868, the company has since delivered design, fabrication, and construction for many of Japan's leading long-span bridges and steel structures.



#### The Challenge

Japan's construction industry faces major challenges, including an aging workforce, labor shortages, and the need to boost productivity, reform work practices, and pass down skills. In addition, revisions to the Electronic Books Maintenance Act made it mandatory from January 2024 to store all electronic transaction data. For MM Bridge, digitalizing estimates, purchase orders, invoices, delivery notes, and other documents became an urgent priority.

#### Solutions and Benefits

MM Bridge adopted DocuWare in October 2023 to manage content and streamline procurement operations. The system eased rising compliance demands while digitalizing workflows from quotations and orders to invoicing and document storage. Care was taken to avoid disruption at plants and job sites nationwide. Existing workflows and dozens of forms were largely maintained so employees could adapt smoothly. Integration with core systems reduced duplicate entry and errors, while digital processing eliminated end-of-month bottlenecks once caused by mailing documents. The shift cut paper use by about 50,000 sheets a year and extended beyond internal operations. Since December 2024, purchase orders and other documents have been distributed electronically through a cloud-based invoice management service, reducing mailing workloads. This digitalization of procurement has enabled more flexible, location-independent work. Looking ahead, MM Bridge is exploring links with AI-powered intelligent capture to further automate form sorting and data entry.



#### Customer Testimonials

"The Electronic Book Maintenance Act made it essential to digitalize procurement. We chose Ricoh because it enabled us to digitalize and systematize our processes with our existing workflows. Ricoh readily allowed a trial during the evaluation stage. It has offered improvement ideas since implementation, helping us accelerate digital procurement. This support and partnership have given us great confidence in Ricoh. Beyond compliance, we are seeing tangible productivity and work-style improvements. Our efforts have also earned external recognition, including an Excellent Award in the 18th Best Practice Award of the Japan Image and Information Management Association."



Left: Takahiro Hishiki, General Manager, Procurement Department  
Center: Hidetomo Nagao, Manager, Digital Transformation Promotion Group, Engineering Department  
Right: Chihiro Sato, Procurement Department

## Story 2 Headquarters relocation project: Creating an innovative workspace to stimulate employee creativity

### Giuffrè Francis Lefebvre

#### One of Italy's leading publishing houses

Giuffrè Francis Lefebvre prints and distributes legal, tax, and finance periodicals. Headquartered in Milan, the company operates eight subsidiaries across Europe and employs more than 2,400 people. As well as publishing over 10,000 titles, Giuffrè Francis Lefebvre provides specialist software, training, and e-learning services for legal professionals.

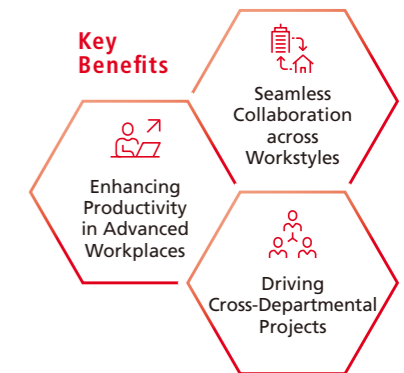


#### The Challenge

When relocating its headquarters, Giuffrè Francis Lefebvre set out to introduce a new approach to work that put the employee experience at the center. The company aimed to build a hybrid environment that makes communication and collaboration seamless, encouraged involvement and creativity, and enabled employees to work together more effectively wherever they are.

#### Solutions and Benefits

For its headquarters relocation project, Giuffrè Francis Lefebvre turned to Ricoh Italy, with whom it had long worked in office printing. Ricoh Italy managed the project in collaboration not only with the customer's IT, facilities, and HR departments, but also with external partners such as architects and designers. The new office features 14 meeting rooms tailored to different purposes—from small rooms for two or three people equipped with videoconferencing, to medium-sized spaces for team collaboration, and large training rooms designed for hybrid work. A spacious auditorium was also built to host internal and external events. All rooms can be booked easily from a smartphone through the cloud-based RICOH Spaces service, which also provides visitor management to streamline reception check-ins and enhance convenience. These solutions have enabled seamless collaboration between office and remote workers, improving productivity while also unlocking employee creativity.



#### Customer Testimonials

"We wanted to create a working environment that was genuinely accessible and could improve the individual experience, and also to ensure that it was clearly perceived as such. We are extremely satisfied with the work carried out by the professionals at Ricoh Italy as well as the support that they continue to provide, intervening quickly where required. We are continuing to engage with Ricoh as we are well aware that the way of working is constantly evolving, and we are ready to seize new opportunities for innovation and change."



Carlotta Uttini  
Demand Manager

Refer to our website • Customer Story: Giuffrè Francis Lefebvre RICOH Spaces

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**Story 3** Large-scale introduction of eco-friendly MFPs: Supporting customers' sustainability goals

**KVK (The Netherlands Chamber of Commerce)**

**A Dutch public institution that helps businesses grow**

KVK supports business start-ups and operations while managing business registrations, which are mandatory for all companies in the Netherlands. It fosters growth by providing start-up support, legal advice, and information services.

**The Challenge**

KVK initiated a tender process to choose a supplier for multifunctional printers (MFP) and network printers and related services. This process complied with the Dutch Public Procurement Act 2012, the legal framework for publicly procuring goods, services, and works. KVK emphasized that it sought flexible, sustainable, and highly available MFPs and network printers that could cost-effectively optimize devices. It also sought to build a long-term partnership with a supplier that could advise on and support sustainable procurement policies and optimize the print infrastructure.

**Solutions and Benefits**

Ricoh delivered a print solution that integrated 120 RICOH IM C4510A and RICOH IM 460 MFPs with the RICOH Streamline NX V3; RICOH myPrint print management software, which enables printing anytime, anywhere; and Ricoh's application management tools. KVK was particularly impressed with the environmental features of these advanced MFPs. They include a low typical electricity consumption value, long product life, device and component reusability, eco-conscious manufacturing processes, and recyclability across the product life cycle. Both models employ Ricoh's Always Current Technology for continuous firmware updates and robust, long-term security protection.

KVK values Ricoh's commitment to social impact, particularly in promoting inclusiveness and building strong ties with society to expand equal opportunities in the labor market for all, including people with disabilities.



**Customer Testimonials**

"We handle numerous tasks that involve documents requiring specific print formats or settings. For that reason, the proof-of-concept period took longer than we originally anticipated. Nevertheless, Ricoh provided meticulous support throughout the process, enabling a smooth transition to the new print environment. As a result, our employees were able to start printing right away without any issues."



Jurandi Mari  
Product Owner, Modern Workplace

**Delivering New Value with AI Technology**

Generative AI ushers in a new digital transformation phase. The use of AI is rapidly expanding across diverse business fields as expectations for its potential continue to grow. Ricoh supports customers' digital transformation by combining proprietary AI technologies with know-how accumulated through in-house practice.

**Transforming how customers work with proprietary AI technology**

Ricoh has pursued AI development since the 1980s, leveraging its strengths in image recognition and natural language processing. In March 2023, the company developed its own large language model (LLM). Ricoh was subsequently selected by Japan's Ministry of Economy, Trade and Industry for the Generative AI Accelerator Challenge (GENIAC) in both October 2024 and July 2025. Under this initiative, it is developing a multimodal LLM capable of interpreting charts, diagrams, and other complex documents.

Japan has more century-old companies than any other country, and much of their know-how is preserved in diverse documents. Using AI effectively in business requires training on industry- and company-specific proprietary data. However, Japanese documents often combine diagrams, tables, and images in complex formats that conventional AI has difficulty

processing. Ricoh contributes to strengthening the competitiveness of Japanese companies by developing and providing multimodal LLMs capable of handling these complex document types.

Security is one of the key challenges in implementing AI. Because financial and medical institutions often cannot upload sensitive data to the cloud, Ricoh developed LLM solutions that can operate securely on-premises. These process all information—including commands and natural language prompts—within internal networks, ensuring safe use. Ricoh is also promoting the "democratization of AI." Frontline employees use no-code tools to create AI applications and generate use cases for operational improvement, which in turn support proposals to help customers enhance their business processes.

**Customer Success Story 1**

Sompo Japan Insurance, Inc. faced the challenge of improving efficiency and convenience in handling inquiries on insurance underwriting and regulations among its agencies, sales branches, and headquarters.

As part of the GENIAC project, Ricoh and Sompo Japan jointly developed a private multimodal LLM specialized for insurance operations. The model was trained on the company's extensive internal regulations, manuals containing complex diagrams, and Q&A data, and demonstrated higher reading comprehension accuracy than other models. Sompo Japan plans to apply this LLM to its company-wide system, which already generates draft responses to inquiries from both inside and outside the organization.

**Customer Success Story 2**

Nasu Red Cross Hospital of the Japanese Red Cross Society adopted Ricoh's LLM to streamline creation of inpatient discharge summaries, which are shared with other medical institutions and care facilities. Preparing these summaries is a particularly heavy task for attending physicians, at a time when excessive working hours for doctors are recognized as a wider social issue. Ricoh's LLM uses 70 billion parameters yet is resource-efficient enough to operate securely on-premises, ensuring safe handling of sensitive patient data. Ricoh also provides AI development tools and training programs to support broader use of AI in healthcare settings.



Reference source: <https://www.nasu.jrc.or.jp/>

## Employee Highlight

## Showcasing Individuals at the Heart of Ricoh's Transformation

Ricoh's evolution into a digital services company begins with its people. We foster self-motivated individuals who pursue growth and fulfillment through work. Empowered to act, they create new value for customers and drive both personal and business growth. This section spotlights change-makers whose passion brings Ricoh's transformation to life each day.

### Stepping outside the comfort zone to drive change

#### Albert Sarria Zahonero

Project Manager, Hyper-Automation Digital Factory, Ricoh España S.L.U.

Albert joined Ricoh Spain in 2010. After successfully completing the SCALA digital talent development program, he leads project management for the Hyper-Automation Digital Factory.



### Accelerating change through ongoing learning

I started out at Ricoh Spain as a line manager in printing software support, and I am now leading the project management for the Hyper-Automation Digital Factory. This project supports the transformation of cross-functional business processes through automation and technology integration. My role is to streamline our company's operations and leverage them to provide value to our customers.

While I was already doing well as a manager, I wanted to step outside my comfort zone and take on new challenges. I needed more skills and capabilities for Ricoh and for myself. That mindset led me to sign up for Ricoh Europe's SCALA digital talent development program.

The program was as much about people as technology. I connected with colleagues from Italy, the United Kingdom, Germany, and other European countries. I saw how their teams operate and how they communicate. I became better at designing business process automation solutions by earning Microsoft

Azure\* Fundamentals, DocuWare, and other certifications through the program. While I originally focused on printing solutions, the program enabled me to gain expertise in digital technology and new tools that help us improve processes and reduce repetitive tasks so customers can focus on more creative work, which they really appreciate. I learned how new skills and technologies can inspire fresh approaches to improving work processes.

Everyone still had their regular roles within Ricoh, so meeting both program expectations and departmental goals was challenging. Despite that, being part of this program was very rewarding for me and the company.

Continuous learning is essential for personal growth and for Ricoh's future. With new tools, changing customer needs, and the rapid rise of AI, the pace of change is only increasing. My role is to help customers digitalize their business processes, and to do that I must keep evolving too. I'm excited to be part of this journey.

\* Microsoft Azure is trademark of the Microsoft group of companies.

### Sowing the seeds for future improvements in creating unique new value

#### Yoichi Sakurai

Group Leader, Innovation Promotion Section DX Planning Department, Process IT Data Management, Digital Strategy Division, Ricoh Company, Ltd.

Yoichi joined Ricoh in 2010. He designed printer systems, including several ground-breaking commercial printers, before moving into 3D printer R&D. Since 2020, he has focused on using digital technologies to improve internal business processes.



### A corporate culture that values curiosity

I devoted many years to hardware development, from designing printer systems to researching 3D printers. After a decade, I felt I had experienced the full cycle of creating and delivering products. That was when I saw an internal job posting for the Process Digital Transformation Department. I raised my hand, eager to start something from scratch.

When I stepped into the new field of driving digital transformation, the Ricoh Digital Academy became an invaluable platform for my self-directed learning. The online program gave me access to a wide range of specialized knowledge. I earned certifications in data science and business analysis, and I also took part in in-house ideathons where we competed to develop applications that solve workplace challenges. Through that, I even gained experience creating business improvement apps. Since I've always enjoyed learning about the unknown, I felt little anxiety about taking on this new area of work. More importantly, Ricoh has a culture that respects employees' autonomy and actively encourages us to try new things. Thanks to that environment, I now find myself working in areas I never could have imagined when I first joined the company.

Since transferring, I have been driving "process digital

transformation." One project in accounting became a successful case study and was even featured in external media. We began by visualizing the daily work of the accounting team and discovered that about 15% of their time was spent answering internal inquiries. To address this, we built a system that allowed AI to handle as many of those questions as possible. As a result, we created roughly 9,500 hours of capacity each year.

Right now, my focus is not only on solving today's visible issues but also on sowing the seeds for tomorrow's improvements. For example, I have been experimenting with AI agents that autonomously execute tasks based on user instructions to solve problems. I often ask myself: if AI agents were introduced into our daily work, how would our ways of working change? Based on those experiments, we are preparing to implement the findings in our own operations.

I believe the know-how gained through these internal efforts has become one of Ricoh's strengths, and sharing it proactively with customers is what makes our digital services distinctive. I want customers to feel they can turn to us with any challenge, no matter what it is. By harnessing AI as a major technological trend, I hope to contribute to creating new value together with them.

#### Accelerating Digital Talent Development at Ricoh Europe

The Digital Services Academy helps Ricoh Europe's people gain the skills they need to thrive in a fast-changing business environment and prepare for the future. This wide-ranging program covers everything from Ricoh product training, certification, AI, and cybersecurity to project management. By aligning skills development with business strategy, the academy supports the company's digital transformation, strengthens talent across all business lines, and boosts organizational competitiveness.

#### Helping Ricoh Employees in Japan Acquire Advanced Digital Skills

The Ricoh Digital Academy in Japan is a learning platform for developing digital talent to create and accelerate new services. It offers a rich variety of online courses across diverse fields, which employees can combine with internal and external training, e-learning, and workshops to build their digital skills. Another initiative is the Internal Digital Revolution Ideathon, launched in 2020 as part of Ricoh's efforts to advance digital transformation. In this program, employees bring forward ideas to address workplace challenges and work together to improve them through digital technologies.

Employee Highlight Showcasing individuals at the heart of Ricoh's transformation

**We can provide truly valuable solutions by working closely with our customers**

**Nicole Blohm**

Vice president, Digital Services & Delivery, Portfolio Strategy & Product Management, Ricoh USA, Inc.

Nicole has worked at Ricoh USA for more than 20 years, holding key roles in marketing, sales, product strategy, and business management. She is currently responsible for the overall digital services strategy in North America, leading business portfolio strategy and product management.



**Walking in customers' shoes to build solutions that truly matter**

My role is to ensure that Ricoh USA invests appropriately in business portfolio strategies and product management while balancing customer needs and profitability to achieve sustainable growth and improved profitability. By overseeing product life cycle management, market fit, and strategic prioritization, we drive growth, maximize returns on investment, and help Ricoh stay competitive in a dynamic and rapidly changing market.

I am a lifelong learner and am comfortable challenging the status quo, in line with technological advances and changes in my role. As well as gaining skills by researching markets and training, I also learn a lot from talking with customers.

Equally important is building trust and alignment across teams. When they all understand and contribute to our shared strategic direction, our services can deliver excellent long-term customer satisfaction.

With the rise of AI, I focus on automating non-critical tasks to free up time for strategic work that streamlines operations and creates value for customers. Using AI brings with it challenges and learning, but I believe that if all employees approach it as an efficiency multiplier, we will see greater results. AI has only accelerated the speed of an already rapidly changing environment, and

we've spent the last several years refining our approach to the market to keep up with the speed of change.

We engage customers very early in our discovery processes. We study the market, work directly with users, ask questions, and explore what matters to them. I try to understand what makes people tick, whether our solution addresses their actual problem, and what impact solving their problems would have on their business. This early input shapes our direction and helps us build with greater impact.

Empathy guides everything we do. To create offerings that resonate, we need to walk in customers' shoes and understand their experience. That means listening more than talking and getting to the core of what they care about, what drives them, and how we can make their work more fulfilling. This approach leads to proposals that truly resonate. We aim to provide services that are easy to use in any work environment, regardless of position.

My purpose when I wake up every day and come to the office is to make a difference. I focus every action on doing good and making a positive impact through work. By leading with empathy, staying agile, and always learning, I believe we can build solutions that truly matter.

**Encouraging Self-Directed Learning at Ricoh USA**

Ricoh USA empowers employees to take charge of their growth and supports learning at the individual and team levels. AI and other digital technologies are advancing rapidly, so constant upskilling is vital. Employees choose programs ranging from core business skills to digital transformation training in such areas as data analysis and workflow automation.

**Mai Takahashi**

Group Leader, Sustainability Promotion Group, ESG Promotion Dept., ESG Center, Corporate Planning Div., Ricoh Japan Corporation

Mai joined Ricoh Japan in 2010 and worked as a sales representative in the greater Tokyo area. In 2020, she registered as an SDGs Key Person and later transferred at her own request to handle SDGs and ESG efforts across Ricoh Japan.



**Shiro Matsunobu**

Group Leader, Konan LA Group, Shiga Sales Dept. 1, Shiga Branch, Ricoh Japan Corporation

Since joining Ricoh Japan in 2000, Shiro has been a sales representative in Kyoto. He registered as an SDGs Key Person in 2020. In his current role, he engages in internal and external SDGs and ESG initiatives.



**Sustainability initiatives foster trust with customers and drive business growth**

**What activities do SDGs Key Persons engage in?**

**Mai:** I manage the SDGs Key Persons program within the ESG Center. We kicked it off in 2018 to drive SDGs initiatives inside and outside Ricoh Japan. Back then we had about 90 members; today we've got around 640. While we're embedding SDGs internally, we're also listening to customers and communities to understand their challenges and figure out how to deliver value.

**Shiro:** I'm also an SDGs Key Person. At first, some members were pretty passive, but over time they've become more engaged, and momentum has spread across departments. As SDGs have become better understood in society, more sales reps want to use what they learn as SDGs Key Persons to help customers.

trust, I had to go beyond promoting products. I needed to share Ricoh's commitment to the SDGs, our environmental management, and our long-term vision. That experience drove me to request this transfer, so I could expand the SDGs Key Persons program.

**Shiro:** These days, it's not just about whether a proposal is technically sound. Corporate values and trust have become key decision factors. That's why communicating Ricoh's sustainability initiatives is so important. More clients see us as partners who share their goal of solving social issues, not just as vendors. That's a big step forward.

**What do SDGs Key Persons actually do?**

**Mai:** What makes it special is our internal community. SDGs Key Persons share ideas almost daily, creating a virtuous cycle of picking up and adapting each other's good practices. We each seek ways to partner with customers in building a sustainable economy. It's a big deal to have a space where we can easily talk through ideas or get advice anytime.

**Shiro:** This community's a huge help in daily work. It's heartening to know there are like-minded people nationwide.

**Mai:** I think employee awareness of SDGs and ESG is really high. That comes from steady grassroots efforts at each workplace. SDGs Key Persons have organized workshops that show how our business connects to solving social issues, and we have the My SDGs Declaration initiative. Messages from headquarters are great, but people don't always internalize them. When ideas come from employees themselves, they spread naturally and with enthusiasm.

**How has customer feedback been?**

**Shiro:** One customer asked us to run SDGs training for new employees, so we had a young sales rep lead the session. The customer later told us it hadn't realized how deeply embedded SDGs are in our company.

**Mai:** Many companies want to engage with SDGs but don't know how. One client started top-down but lacked concrete steps. An SDGs Key Person worked closely with them, building trust that also led them to choose Ricoh products. Over time, that company became recognized in its region and industry as a leader in SDGs initiatives. Seeing our efforts ripple out that far was deeply rewarding.

**Shiro:** Going forward, it won't be enough to compete on price alone. We want customers to compare us as partners in building a sustainable society. That's the direction we should move toward.

**Mai:** Within Ricoh Japan, we're also sharing examples where SDGs initiatives have led to new business and performance gains.

**Shiro:** Ricoh Japan has about 7,800 sales reps nationwide. Many share this same mindset, working closely with customers and communities to solve challenges. We want more colleagues to join us in this.

**Mai:** Supporting customers' SDGs and ESG initiatives revitalizes their companies. When companies grow, so do communities, and ultimately Japan as a whole. Through this activities, we aim to create a positive cycle that spreads from local areas to the nation, and eventually to the world.

**How do you apply SDGs in your work?**

**Shiro:** I used to handle small business sales, then I moved to serving major clients. It was a different world, not least because of scheduled appointments, formal meeting rooms, and business discussions. At first, I wasn't sure what to say. But the SDGs gave me a common language. Whether you're new in business or a CEO, the 17 goals are the same for everyone.

**Mai:** Before my current role, I was a sales representative in the greater Tokyo area, one of the most competitive markets. To earn