

Operational Excellence Strategy

Contributing to business units and customers by delivering outstanding services at reasonable costs and leveraging our process digitalization expertise

Message from a Corporate Officer

The Ricoh Group has constantly pursued process digitalization initiatives by leveraging digital technology and data to enhance productivity. We created a process DX framework so all employees can take uniform approaches to overhauling processes. We developed and are employing a framework to help employees acquire the skills they need to drive reforms. Ricoh has thus steadily engrained digitalization activities from the bottom up at business unit and operational levels. Productivity has improved solidly in the Professional Services Division, which supports business growth from Group headquarters. We will broaden the scope of our efforts to encompass all Ricoh Group companies, including our five business units.

Meanwhile, we plan to overhaul core systems that are key to supporting the next generation of management. Rather than simply replacing systems, we will use this opportunity to renew the entire process of Ricoh Group operation by integrating the three elements of process, IT, and data.

We will contribute to the performance of our customers and the Ricoh Group by continuing to increase productivity through both bottom-up activities and overall process innovation and by applying the knowledge gained from these activities to resolve our customers' challenges.

Kazuo Nishinomiya

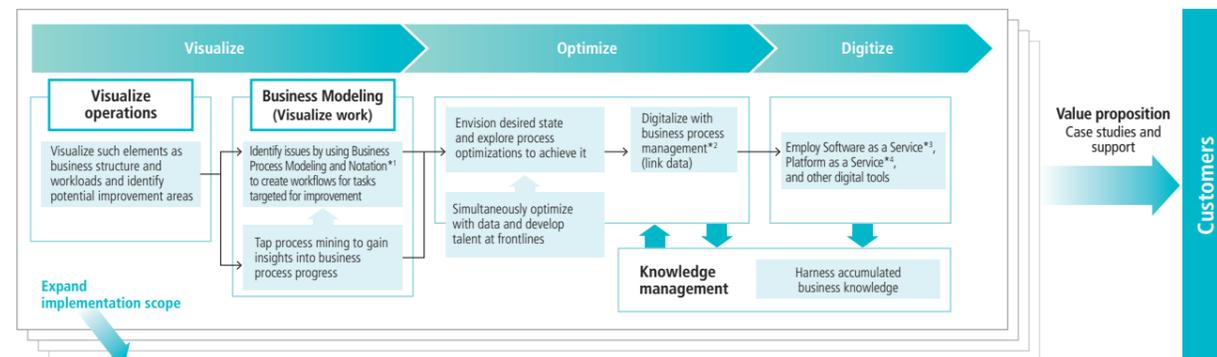
Corporate Officer in charge of Professional Services



Digitalizing processes and delivering customer value

To achieve operational excellence, we defined a framework that routinely and efficiently implements process DX, transforming entire processes. In fiscal 2023, we will expand this initiative companywide, providing value as a service to customers based

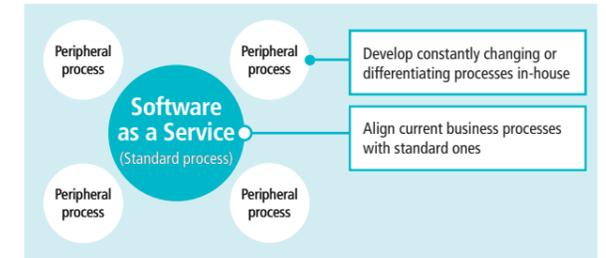
on the experience we have accumulated and implemented within the Ricoh Group. In fiscal 2023, we will extend departmental and business unit efforts companywide.



*1 Business Process Modeling and Notation is a graphical representation of a business process, and complies with the ISO 19510 standard
 *2 Business process management is a structured approach to identify and continuously improve business processes to perform as they should through changes and improvements
 *3 Software as a Service is a model for providing subscription software across the cloud
 *4 Platform as a Service provides servers, operating systems, and middleware platforms needed for applications to run on the cloud

Reforming business processes while upgrading mission-critical systems

In overhauling our mission-critical systems, we are deploying an integrated Software as a Service approach in line with enterprise architecture* principles. While aligning our own processes as closely as possible to the standard Software as a Service ones, we are also developing peripheral processes in-house that constantly evolve and set us apart competitively so we can respond rapidly and flexibly to future changes.



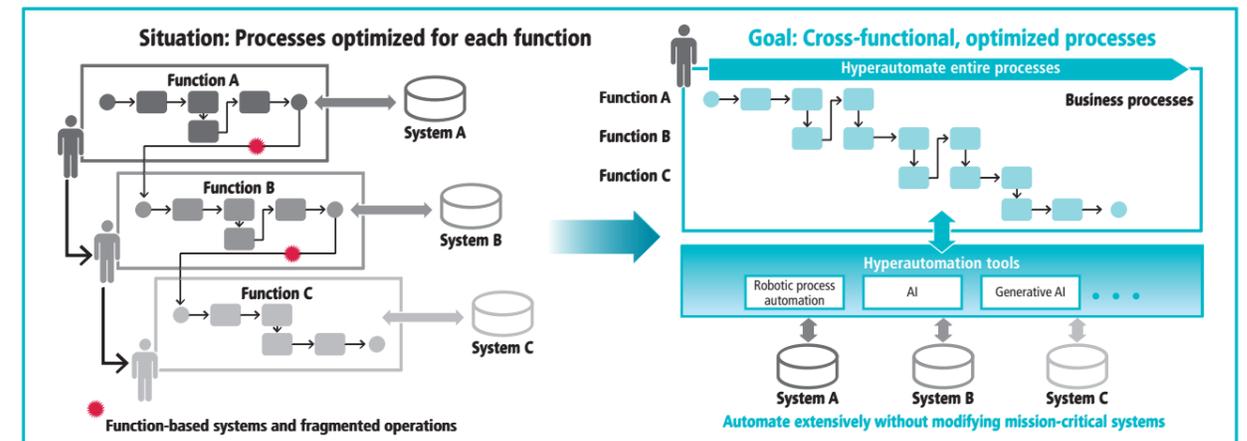
* Enterprise architecture applies a unified methodology to model entire organizational setups and optimize their businesses and systems

Dramatically improving employee experiences with hyperautomation*

To date, our process digitalizations have delivered positive results in raising productivity by overhauling business processes for the functions that employees themselves oversee.

We will focus not only on the operations of individual functions but also on entire processes, including the operations of

all employees involved. We will meet the challenge of dramatically improving employee experiences by thoroughly using digital technology and data and establish operationally excellent business processes that are resilient to change.

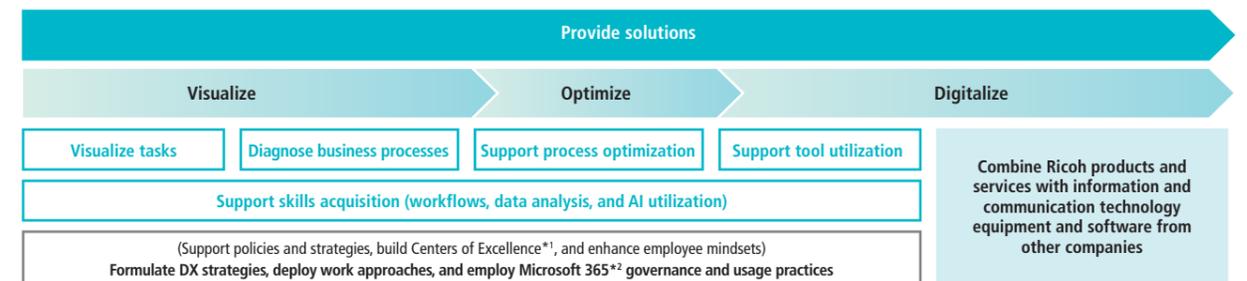


* Hyperautomation dramatically improves productivity by leveraging digital technology and data to link and automate multiple tasks

Leveraging in-house experience to deliver customer solutions

From fiscal 2022, we began collaborating with customers to resolve their issues by drawing on the specialized knowledge that our employees accumulate through their roles in their operations and practical process digitalization expertise that

the Group has amassed over the years. The accomplishment that comes from serving our customers will lead to Fulfillment through Work for our employees.



*1 Centers of Excellence are hubs of cross-organizational initiatives
 *2 Microsoft 365 is a registered trademark or trademark of Microsoft Corporation in the United States and other countries