

# Messages from Regional Leaders Spearheading Strategic Action

The Ricoh Group operates in Japan, North America, Europe, the Middle East and Africa, the Asia-Pacific, Latin America, and elsewhere around the world. We are building a local production and consumption development structure to swiftly deliver solutions and stay close to our customers. We are leveraging customer touchpoints to help companies

in these regions transform how they work. For this section, top regional managers shared their views about the launch of the 21st MTS.

## North America



**Carsten Bruhn**

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

### Empowering hybrid and borderless workspaces to become more productive

Ricoh North America optimizes and markets its systems and capabilities to expand digital services in line with Ricoh's 21st MTS. We seek to improve business agility, customer experiences, creativity, and hybrid, borderless work.

We thus rationalized our digital services portfolio and partially realigned go-to-market and sales teams to target long-served vertical industries offering exceptional opportunities to broaden our digital services footprint. That approach has driven more than 55% of services revenues in those verticals. It has also deepened customer relationships by delivering on joint innovation and development plans that transform customers' businesses and ours.

Our Culture of Excellence has increased employee engagement to help others flourish, harnessing our dynamism and accountability so organizations can keep up with change. This is the essence of Fulfillment Through Work, which is central to the 21st MTS and our vision for the future.

## EMEA

### Putting people first to deliver exceptional outcomes

It is increasingly important to make people central to business and technology decision-making. Ricoh has long put people first in keeping with its "Fulfillment through Work" vision.

We integrate market-leading expertise across physical and virtual working environments to materialize that vision by innovating diverse services and solutions that deliver unmatched value to customers.

Under the 21st MTS, we will perfect that expertise by collaborating with customers and business partners or acquiring firms to accelerate our growth across Europe, the Middle East, and Africa. It will remain a top priority to attract, develop, and retain talent across our organisation to underpin that expansion.

Our people-centric focus on automation, collaboration and innovation will enable us to deliver exceptional outcomes for customers and our employees and business.



**Nicola Downing**

General Manager of EMEA Management Division,  
Ricoch Digital Services Business Unit  
CEO of Ricoh Europe PLC

## APAC and Latin America



**Keiichiro Uesugi**

General Manager of Asia-Pacific & Latin America Management Division,  
Ricoch Digital Services Business Unit  
President of Ricoh Asia Pacific Pte, Ltd.

### Leveraging diverse talent to deliver optimal solutions for a diverse, fast-growing market

Ricoh's strong customer base in APAC and Latin America benefit from the strength of our locally based sales and support infrastructure. Each region is characterized by differences in culture, religion, language and business practices, and the pace of change is even faster than in Japan, Europe and North America, with spectacular economic and urban development and rapid digitalization.

In response, we aim to grow as a service integrator by embracing regional needs and crafting solutions that address our customers' challenges. Understanding the needs and requirements of our diverse customer base helps us to maximize group synergies and deliver optimal solutions and services, proven by customers in Japan, Europe and North America, faster than our competitors.

The diversity of our team is a major strength and will contribute to the wider success of the Ricoh Group in the years to come.

## Japan

### Becoming a service integrator that delivers new value with digital services

In Japan, the Ricoh Group serves around one million offices through a localized, nationwide sales support structure. Companies these days must comply with workstyle reform-related legislation, the Electronic Bookkeeping Act, and a recently adopted invoice system. It has become more challenging to maintain information security. Companies are thus stepping up efforts to enhance work productivity with digital technology.

The 21st MTS guides Ricoh Japan's vision for becoming a service integrator that grows with customers and contributes to communities by generating new value with digital services. We will bolster our model for resolving industry and business challenges by combining hardware, applications, and support and services that expand our customer value proposition. We will also keep reinforcing our structure to consistently support everything from deployment to usage.

Because our people are vital to creating and delivering value, we will accordingly invest more in them. We will build trust with customers so we can grow with them and their communities.



**Tohru Kasai**

General Manager of Japan Management Division,  
Ricoch Digital Services Business Unit  
President of Ricoh Japan Corporation