Knowing and growing with our customers

Customer benefits underpin all of our decision-making. From product development through manufacturing, sales, service, and support, we constantly seek to provide new value that puts customers first.

Identifying potential customer needs and innovating

Today's socio-economic environment is vastly different from what it used to be and the transformation process continues, driven by increased globalization, growth of emerging economies and a wider embrace of network technologies. Customer business environments and needs are changing, with management focusing on everything from transforming workflows and cutting the total costs of ownership to ensuring compliance with laws and ordinances.

That said, it is not always clear what customers want. We seek to stay ahead of customers in uncovering needs that they have yet to notice. We have to look beyond what they tell us to identify what they truly need. To that end, we encourage all employees to engage in decision making and ongoing activities that focus on being useful for customers, and we are building a framework to make the interests of customers a top priority. One fruit of that effort is the Customer First Center, which we established in January 2018. The center shares customer feedback with design and manufacturing units, which use this information in initiatives to swiftly enhance products, services, and internal processes. Another outcome was Customer First events on Ricoh's foundation day in February 2018. The events shared our commitment to customers around the globe. We will continue to meet customer expectations by marshaling our comprehensive worldwide resources to reflect feedback in our management and operations.
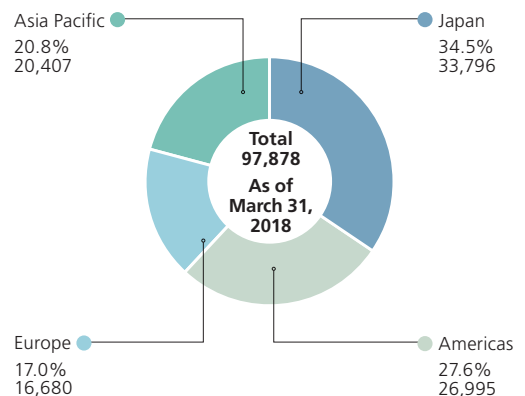
Operating globally and building our supply chain

In sales and services, we have built a global network stretching across some 200 countries and regions and maintain a four-point regional headquarters structure—Japan, the Americas, Europe and Asia Pacific. We are pushing ahead with management that integrates everything from development to sales and service and are making frontlines close to customers to strengthen our structure for developing products with them. We have additionally set up a sales headquarters to assist and oversee regional sales units from the best global perspectives, allocating resources to priority growth markets.

We undertake globally strategic technical development through R&D hubs in Japan, the United States, China, and India and pursue development of technologies attuned to local market characteristics so we can deliver customer and social solutions.

Ricoh supplies products and services to customers through four global production hubs. We are reducing labor requirements for assembly processes and deploying the latest robotics technologies, including those to automate on-site logistics. At the same time, we are endeavoring to enhance manufacturing operations to swiftly deliver highly cost-competitive offerings to our customers.

Customer First event as part of Ricoh's foundation day celebrations

Composition of workforce by region

Asia Pacific
20.8%
20,407

Japan
34.5%
33,796

Total
97,878
As of
March 31,
2018

Europe
17.0%
16,680

Americas
27.6%
26,995

We have built a supply chain that minimizes interruptions to customer operations in the event of disasters or other emergencies. Within the Ricoh Group, we ask suppliers to reinforce business continuity capabilities through redundant production bases and parts procurement channels and larger material and component inventories, and we encourage them to be socially responsible and take a rigorous stance on CSR procurement and issues of child labor and conflict minerals. These efforts underpin our commitment to customer satisfaction through supply chain management ❯**1** implemented from a customer perspective while simultaneously pursuing profit opportunities.

Products that consistently delight and inspire customers

The Ricoh Group believes it is important to provide products and services that customers can use with confidence and that deliver a sense of value that exceeds expectations. The RICOH Quality declaration embodies that ideal in stating that we will "consistently delight and inspire our customers," and we strive to ensure quality, particularly in terms of safety and reliability.

Standards/Frameworks to ensure confidence and safety

- Basic policy on product safety activities
- Action policy on product safety activities
- Multifaceted market quality information management
- Quality management system

Constant improvements in pursuit of customer satisfaction ❯**2**

Sales companies in each country have opportunities for direct contact with customers. It is these companies which operate and maintain customer relationship management (CRM) databases and track customer equipment information and maintenance histories. Customer contact sites use CRM databases, repeatedly survey and analyze needs, pinpoint issues, and suggest products and solutions based on projected needs. Our support continues after delivery, as well, through the 24-hour @Remote ❯**3** onsite maintenance and remote monitoring system, which executes automatic diagnostics and enables quick servicing for worry-free equipment use with little to no downtime for customers. With @Remote, we can verify the operating status of equipment and provide continuous improvements and fine-tuned suggestions based on captured status data, which contributes to greater management efficiency at customer sites.

In addition, we identify ways to make our products better by analyzing customer satisfaction surveys ❯**1** , undertaking improvements to increase user-friendliness and reflecting our findings in manufacturing.
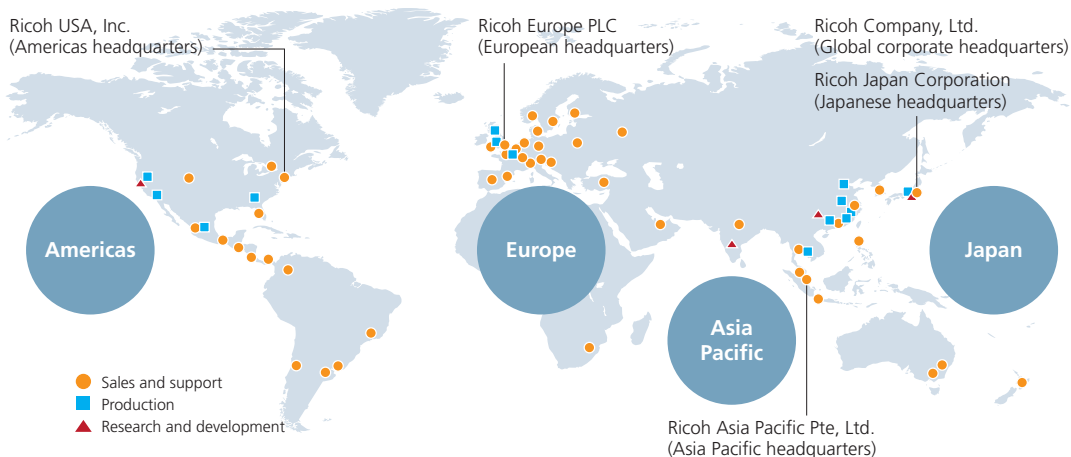
Systems for collecting and applying customer feedback

- CRM databases
- @Remote
- Customer satisfaction surveys
- Call centers
- Customer centers
- Technology centers
- Technology advisory conferences
- Customer First Center

Global network

- Ricoh USA, Inc. (Americas headquarters)
- Ricoh Europe PLC (European headquarters)
- Ricoh Company, Ltd. (Global corporate headquarters)
- Ricoh Japan Corporation (Japanese headquarters)
- Ricoh Asia Pacific Pte, Ltd. (Asia Pacific headquarters)

Americas   Europe   Asia Pacific   Japan

- ● Sales and support
- ■ Production
- ▲ Research and development