

Notice Regarding Organizational Change and Executive Personnel Change

TOKYO, February 18, 2026 – Ricoh Company, Ltd. announced today its decision to make the following organizational changes and changes to Corporate Officers as of April 1, 2026.

1. Organizational change

- i. RICOH Digital Services Business Unit will be discontinued as a separate entity and each organization of the RICOH Digital Services Business Unit will be transferred to other business units and functional departments according to their respective functions and roles.
- ii. RICOH Futures Business Unit will be discontinued as a separate entity and each organization of the RICOH Futures Business Unit will be transferred to other business units and functional departments according to their respective functions and roles.
- iii. RICOH Software Business Unit will be newly formed.
- iv. Integration Marketing Division will be newly formed.
- v. Corporate Planning Division will be newly formed.
- vi. Supply Chain Functions Management Division will be renamed to SCM Division.
- vii. Digital Strategy Division will be renamed to Digital Transformation Division.
- viii. Technology Management Division will be renamed to Technology Division.

2. Corporate Officers and other personnel changes

| Name | New | Current |
|-----------------|--|---|
| Takahiro Irlsa | <ul style="list-style-type: none">● Senior Corporate Officer● Chief Strategy Officer (CSO)● General Manager of Corporate Planning Division● Chairperson of Ricoh Japan Corporation | <ul style="list-style-type: none">● Senior Corporate Officer● President of RICOH Digital Services Business Unit● Chairperson of Ricoh Japan Corporation |
| Yasuyuki Nomizu | <ul style="list-style-type: none">● Senior Corporate Officer● CTO● Chief Information Security Officer (CISO)● General Manager of Technology Division● President of Ricoh IT Solutions Co., Ltd.● Chairperson of Ricoh Software Research Center (Beijing) Co. Ltd. | <ul style="list-style-type: none">● Senior Corporate Officer● CTO● In charge of Security● General Manager of Technology Management Division● General Manager of Digital Strategy Division● President of Ricoh IT Solutions Co., Ltd. |

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| | | <ul style="list-style-type: none"> ● Chairperson of Ricoh Software Research Center (Beijing) Co. Ltd. |
| Kazunori Kobayashi | <ul style="list-style-type: none"> ● Senior Corporate Officer ● Chief Marketing Officer (CMO) ● General Manager of Integration Marketing Division | <ul style="list-style-type: none"> ● Corporate Officer ● President of RICOH Futures Business Unit |
| Carsten Bruhn | <ul style="list-style-type: none"> ● Corporate Officer ● General Manager of North America Management Division ● President and CEO of Ricoh USA, Inc. | <ul style="list-style-type: none"> ● Corporate Officer ● General Manager of North America Management Division, RICOH Digital Services Business Unit ● President and CEO of Ricoh USA, Inc. |
| Mikako Suzuki | <ul style="list-style-type: none"> ● Corporate Officer ● Chief Sustainability & Risk Management Officer (CSRO) ● General Manager of ESG Strategy Division ● Audit & Supervisory Board Member of Ricoh Japan Corporation | <ul style="list-style-type: none"> ● Corporate Officer ● In charge of ESG and Risk Management ● General Manager of ESG Strategy Division ● Audit & Supervisory Board Member of Ricoh Japan Corporation |
| Keiichiro Uesugi | <ul style="list-style-type: none"> ● Corporate Officer ● General Manager of Asia-Pacific Management Division ● President of Ricoh Asia Pacific Pte, Ltd. | <ul style="list-style-type: none"> ● Corporate Officer ● General Manager of Asia-Pacific Management Division, RICOH Digital Services Business Unit ● President of Ricoh Asia Pacific Pte, Ltd. |
| Toru Kasai | <ul style="list-style-type: none"> ● Corporate Officer ● General Manager of Japan Management Division ● President of Ricoh Japan Corporation | <ul style="list-style-type: none"> ● Corporate Officer ● General Manager of Japan Management Division, RICOH Digital Services Business Unit ● President of Ricoh Japan Corporation |
| David Mills | <ul style="list-style-type: none"> ● Corporate Officer ● General Manager of EMEA Management Division ● CEO of Ricoh Europe PLC | <ul style="list-style-type: none"> ● Corporate Officer ● General Manager of EMEA Management Division, RICOH Digital Services Business Unit ● CEO of Ricoh Europe PLC |
| Michael Berger | <ul style="list-style-type: none"> ● Corporate Officer ● Co-President Product & Operations of RICOH Software Business Unit ● CEO of DocuWare GmbH Group | <ul style="list-style-type: none"> ● CEO of DocuWare GmbH Group |
| Sanae Endo | <ul style="list-style-type: none"> ● Corporate Officer ● Co-President Commercial of RICOH Software Business Unit | <ul style="list-style-type: none"> ● General Manager of Corporate Planning Center ● Director of Ricoh Imaging Company, Ltd. |

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| Tomohiro Umeda | <ul style="list-style-type: none"> ● Corporate Secretary ● General Manager of Board of Directors Office | <ul style="list-style-type: none"> ● General Manager of Board of Directors Office |
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| About Ricoh |

Ricoh is a leading provider of integrated digital services and print and imaging solutions designed to support digital transformation of workplaces, workspaces and optimize business performance.

Headquartered in Tokyo, Ricoh's global operation reaches customers in approximately 200 countries and regions, supported by cultivated knowledge, technologies, and organizational capabilities nurtured over its 85-year history. In the financial year ended March 2025, Ricoh Group had worldwide sales of 2,527 billion yen (approx. 16.8 billion USD).

It is Ricoh's mission and vision to empower individuals to find Fulfillment through Work by understanding and transforming how people work so we can unleash their potential and creativity to realize a sustainable future.

For further information, please visit www.ricoh.com

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