

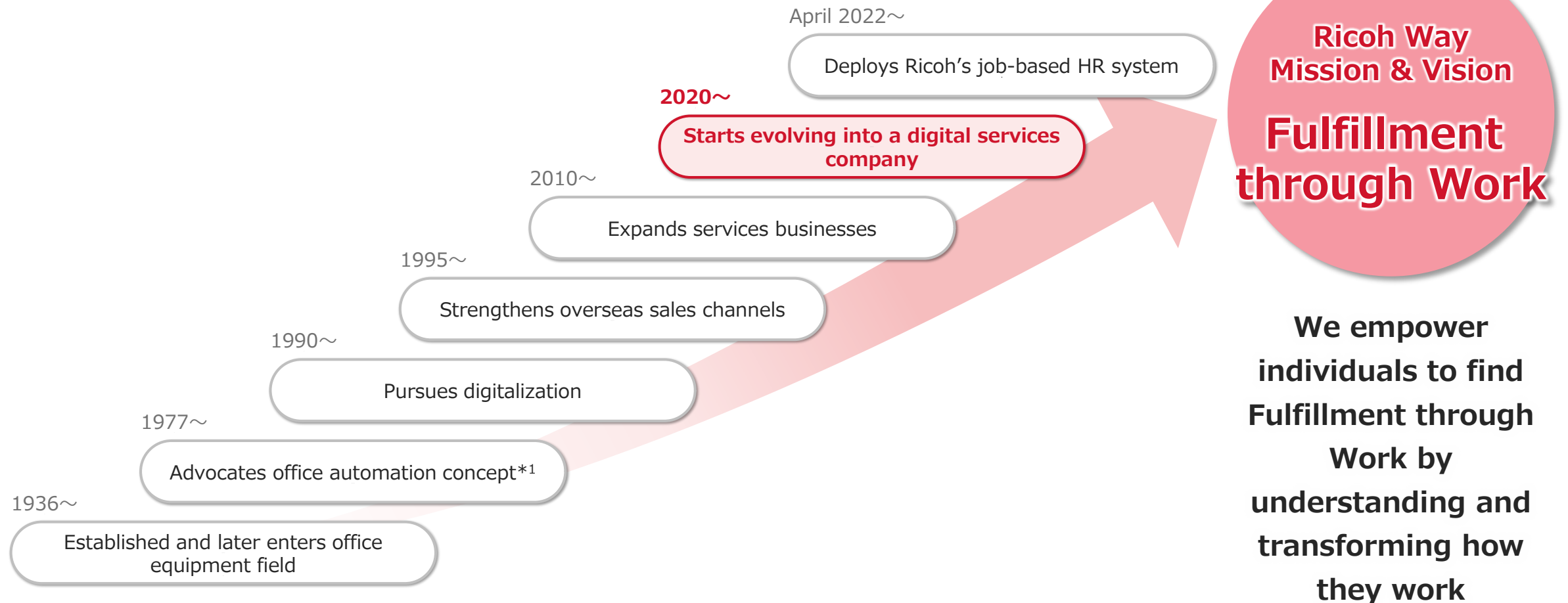
Human Capital Strategy and Our Progress

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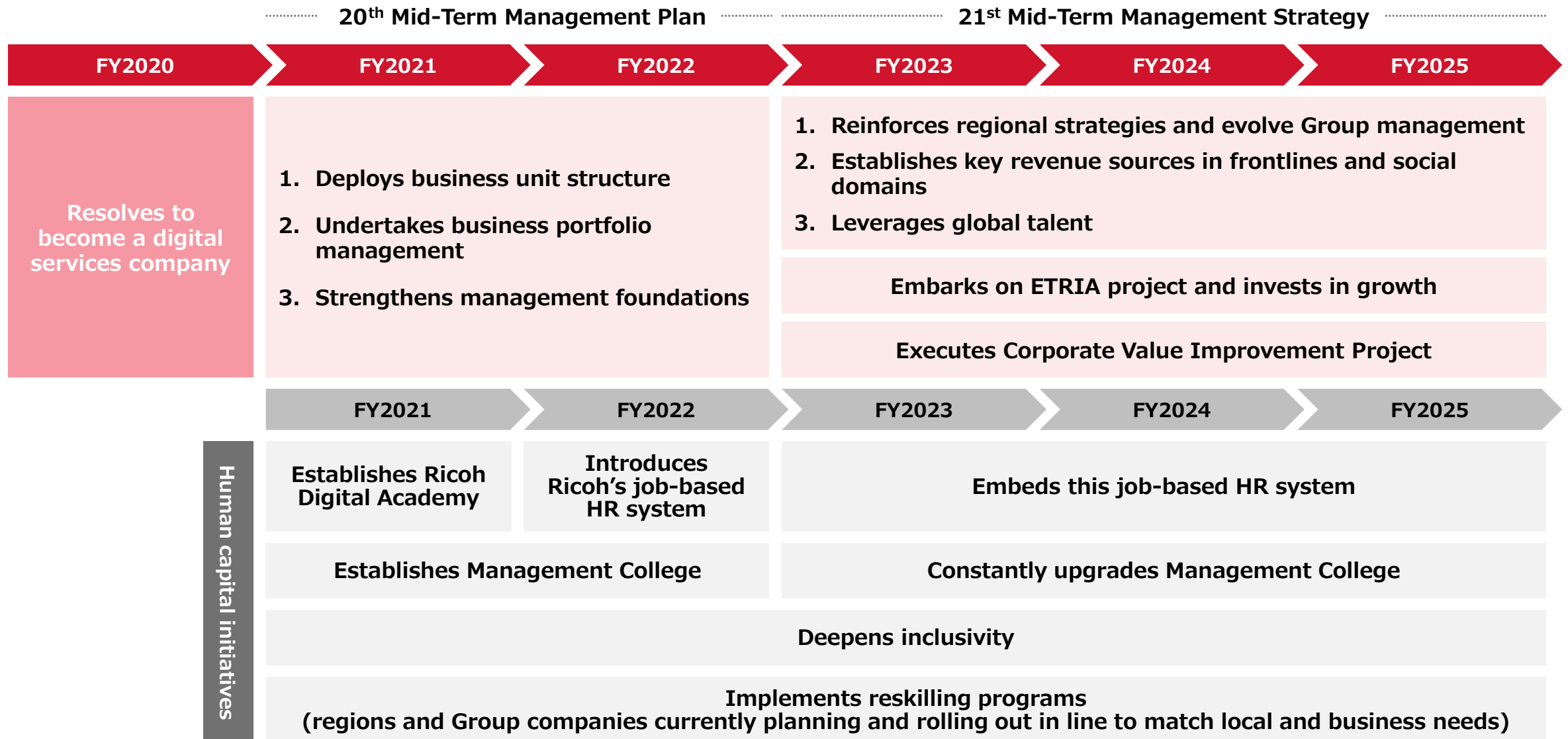
Ricoh's Transformation From Office Automation to Digital Services

Evolving into a **digital services company** that supports individual creativity and helps transform workplaces



*1 : The notion of having machines handle routine tasks so people can do more creative work

Digital Services Evolution Over Past Five Years



People, Organizational, and Cultural Elements of Transformation into a Digital Services Company

	Office equipment manufacturer	Digital services company
People	<ul style="list-style-type: none">• Workers delivering as directed• Company-optimized personnel rotations	<ul style="list-style-type: none">• Employees proactively resolve issues by themselves at customer touchpoints• The company provides individual growth opportunities that employees seize
Organization	<ul style="list-style-type: none">• Fulfilling personal responsibilities• Supervisors manage subordinates and teams	<ul style="list-style-type: none">• Fully customer-centric• Supervisors support and encourage subordinates and teams
Culture	<ul style="list-style-type: none">• Product-oriented• Pointing out shortcomings	<ul style="list-style-type: none">• Market-driven• A culture of appreciation

Overview of 21st Mid-Term Management Strategy's Human Capital Strategy

Three pillars	1. Self-motivation Encourage employees to fulfill their potential	2. Growth Align personal and business growth	3. Fulfillment through Work Enable employees to experience Fulfillment through Work	
Noteworthy initiatives	Embed Ricoh's job-based HR system	Reskilling	Global Inclusion Council	
	Management College	Talent review	Cross-mentoring	
FY2025 KPIs	Career development Internal job reassignment rate exceeding 60% based on Individual Development Plans*1		Digital training*2 completion rate 100%	
			Female-held managerial position ratio Global 20% Japan 10%	Employee engagement score 3.91*3

*1 : Individual Development Plans aim to achieve individual career goals

*2 : Digital training is a generic term for training programs that cover design thinking and agility, process digitalization, and digital basics

*3 : Uses Gallup's Q12 mean score

Strategic pillar 1

Encourage employees to fulfill their potential



Outcomes from Ricoh's job-based HR system

Issues prior to deployment

In becoming a digital services company:

1

Resolve issues in competency-based qualification system

2

Empower self-motivated individuals to upskill and thrive

1. Too many managerial roles

Appointments favor higher-grade staff, making the organization rigid

2. Seniority-based placement and promotion

Past evaluations carry too much weight

3. Less engagement among younger employees

Fewer promotion opportunities increase demotivation and turnover risk

Post-deployment outcomes

Right person in the right position

Vacating and refilling management positions as organizational needs change

Promoting young employees with challenging sprits

【Percentage of junior managers in their 30s】

Pre-deployment: 2.5% ⇒ **11.4%** by April 2025

Self-directed career development and stretch mindsets

Publishing job descriptions that enable people to clearly envision their career targets

Strategic pillar 2

Align personal and business growth



Talent Development and Upskilling Programs in Japan

Overview of key talent development and training efforts

- We had trained a total of 4,658 individuals in four key talent development areas right by the end of January 2025
- We offer a two-tiered curriculum to raise the baseline digital skills of all employees and upskill key personnel

Key talent	Business architecture	Software engineering	Data science	Cybersecurity
Fiscal 2025 ESG targets	500 people	1,000 people	500 people	2,000 people
Training content	On-the-job training at RICOH BUSINESS INNOVATION LOUNGE TOKYO and TRIBUS, workshops, and e-learning	Support for acquiring external skill level-based certifications		Security engineer certification and training
	External vendor certifications (AWS, Azure, The Computing Technology Industry Association*1), statistical qualifications, and business and IT qualifications from the Information-technology Promotion Agency			

Deploying skills development and reskilling program to strengthen specific capabilities

- We rolled this program out in FY2024 to bolster talent in four categories: IT, AI, systems engineering, and process DX
- We transfer graduates to workplaces in growth areas that can tap their skills



Targets: IT, AI, systems engineering, and process digitalization talent

*1 : The Computing Technology Industry Association is a global trade association for the information technology industry.

SCALA Digital Talent Development Program in Europe

Program logo



Jack's story

Hear from Jack, on how he transitioned from his role in Purchasing to bring fresh ideas and a fresh perspective to the Marketing group. We're passionate about helping people achieve their career goals.

Program overview

- Deployed across Europe for Office Services professionals
- Comprising the three-month modules shown below
- 220 participants have completed the three program sessions to date

Module 1: Digital Self

Onboarding	Digital Literacy	Learner selects required sub-modules and pathways suitable for own learning needs
	<ol style="list-style-type: none">1. Readiness2. Literacy	

Team Assignment

Module 2: Technical Skills Development

Career Review	Digital Services	Business Line Capabilities	Learning Options Reviewed

Module 3: Business Readiness

Mentoring	Projects	Placements	Digital Behaviour

Strategic pillar 3

Enable employees to experience Fulfillment through Work



Overview of Global Inclusion Council

- Launched in 2016
- Comprises representatives from each region
- Holds regularly discussions, including with senior executives
 - Drives inclusivity policy and cultural change



Initiatives in Japan

- Established domestic inclusion council
- Events to date this fiscal year
 - Generation gap workshop
 - External inclusivity speaker event
 - Inclusivity resources shared through intranet

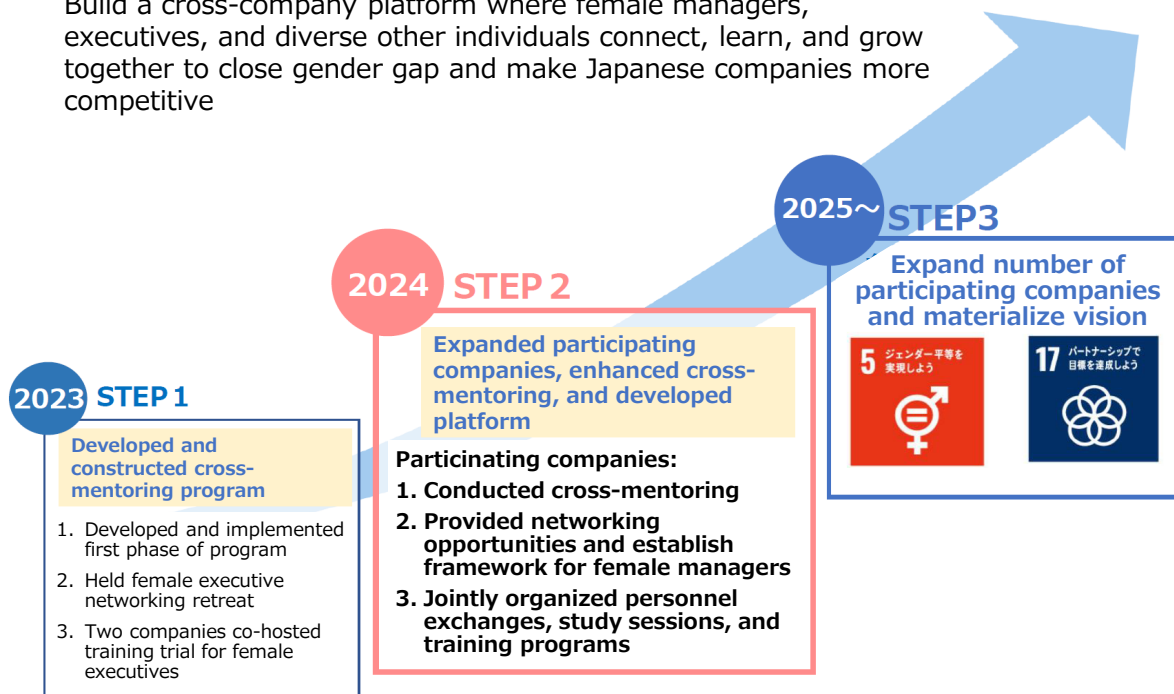


Participating in Cross-Company Mentoring Program in Japan

Partnering with Tokio Marine & Nichido Fire Insurance, Idemitsu, and Teijin

【Cross-mentoring vision】

Build a cross-company platform where female managers, executives, and diverse other individuals connect, learn, and grow together to close gender gap and make Japanese companies more competitive



The four companies additionally held a joint International Women's Day event (including an executive panel discussion)

Next Steps for Our Human Capital Strategy



Next Steps for Our Human Capital Strategy

1.

Build the right talent portfolio for our next management strategy

Identify and close capability gaps through hiring, development, M&A, and reskilling

2.

Strengthen human capital initiatives and culture to achieve business goals and improve corporate value

Upgrade human resources systems, sharpen the brand of the Company, and define employee value proposition

3.

Cultivate future leaders to sustainably improve corporate value

Enhance leadership pipeline and step up middle manager development

Human capital initiatives will drive sustainable growth

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- a. General economic conditions and business trends
- b. Exchange rates and fluctuations
- c. Rapid technological innovations
- d. Uncertainty as to Ricoh's ability to continue to design, develop, produce and market products and services that achieve market acceptance in intensely competitive markets

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Note: These materials define fiscal years as:
FY2025 (or fiscal 2025) = Fiscal year ending March 31, 2026, etc.

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