

RICOH Digital Products

Support workers' progress while creating new value that addresses social challenges

We are committed to enhancing the Ricoh Group's profitability by creating and delivering new value that supports the progress of office and frontline workers and helps resolve social issues. In fiscal 2024, joint venture ETRIA will leverage technological synergies that bolster our development and production competitiveness. We will deepen our collaboration with PFU, consolidated in July 2023, to transform our business model. We will reinforce partnerships with other industry players to achieve environmental sustainability and business growth, helping to realize a circular economy.



Katsunori Nakata
President of RICOH Digital Products Business Unit

21st Mid-Term Management Strategy challenges

- Supply innovative devices that drive digital services growth
- Expand our business domain by strengthening our edge devices lineup for frontline and industrial applications
- Broaden our customer base by employing new sales channels
- Establish a production and development structure that adapts agilely to market trends

Fiscal 2024 focuses

Establish joint venture ETRIA and capitalize on synergies

- Improve profitability by streamlining operations and reducing development and production costs
- Accelerate the launch of a common engine and step up collaboration with other industry players
- Develop and roll out eco-friendly MFPs for a circular economy

Increase collaboration between PFU and Ricoh, transforming the business models of both companies

- Harness shared technologies to develop and commercialize new MFPs and scanners
- Stabilize earnings by creating new recurring revenue businesses

Market environment

We are mitigating the risks of manufacturing and supply delays attributable to geopolitical factors and large-scale disasters. We strive to enhance the profitability of MFPs and other devices by delivering competitive offerings through an optimized production and development system, including collaborations with other companies. ESG requirements increasingly shape public-sector procurement and major business negotiations, especially in Europe. We are responding to those customer demands. Moreover, we are hedging against exchange rate fluctuations.

Risks — and opportunities +	Responses
— Impact on factory manufacturing and product supply from escalating global political, military, and social tensions and major disasters and the spread of infectious diseases	Step up response processes by manufacturing mainstay models in multiple locations, securing inventories, diversifying the suppliers of critical parts, and choosing viable alternatives
— Declining print volumes for office MFPs and printers owing to diversifying work styles and a shift toward paperless offices	Maintain and broaden our customer base by developing products that tap shared technologies with PFU and bolster profitability through synergies within ETRIA
+ Rising ESG requirements for public tenders and large business negotiations across various countries, particularly in Europe	Boost participation and success in business negotiations by offering industry-leading, environmentally friendly MFPs and leveraging our expertise as an ESG leader
+ Growing demand for digitalized information through business process digital transformations	Develop new MFPs and scanners by sharing technologies with PFU