

# RICOH Futures

## Making the world a better place by resolving social issues

Our vision is to enhance the quality of life and help create a decarbonized, circular economy through new businesses by leveraging digital technology that transforms the world of work for our customers. We are cultivating conditions for new technologies and ideas to emerge and flourish and are committed to swiftly scaling and monetizing these innovations. By driving business and technology development, we will accelerate our efforts and collaborate with partners to resolve social issues and realize our vision for tomorrow.



**Kazunori Kobayashi**  
President of RICOH Futures Business Unit

### 21st Mid-Term Management Strategy challenges

- Focus strategically on businesses that drive growth and resolve social issues
- Focus management resources on key areas and swiftly generate profitability
- Engage in open innovation to create new value chains and customer value

### Fiscal 2024 focuses

Swiftly expand and monetize through selection and concentration and effective portfolio management

- Clarify focus areas, define investment targets and limits, and reinforce monetization strategies

Co-create with customers and partners to accelerate business and technology development

- Develop partnerships in such areas as the inkjet battery and biomedical businesses, achieving outcomes that we cannot accomplish alone, to generate unique customer value

### Market environment

In Japan, the need to enhance productivity as workforces shrink is fueling demand to digitalize operations. Also, progress toward a decarbonized, circular economy and increased expectations for longer healthy life expectancies represent opportunities to expand our business. We will draw on our solid proprietary technologies and customer base to pursue open innovation and swiftly resolve social issues while creating new businesses.

Risks – and opportunities +	Responses
– Delays in realizing and expanding businesses that help resolve social issues	Leverage the Ricoh Group's technologies and pursue open innovation to drive growth and collaboration
– Poor responses to ethical, legal, and social issues that could undermine corporate credibility and lead to missed business opportunities	Establish a framework for ethical awareness and activities while strengthening technology ethics in the value creation process
– Missed opportunities to launch services owing to delays or stoppages in parts and raw materials supplies because of the social climate	Enhance preventive and response processes by selecting multiple suppliers or alternative products for critical components to mitigate risks
+ Growing demand for digital transformation at construction sites using 360-degree images and videos	Use 360-degree images and videos for digital transformation at construction sites by co-creating with partners and develop and deploy usage in new markets
+ An increasing need to reinforce drug discovery capabilities in Japan in view of new infectious disease threats and importance of economic security	Build drug discovery support business and clinical trial drug manufacturing infrastructure by leveraging the acquisition of Elixirgen Scientific, Inc.
+ Increasing expectations for highly functional, high-performance rechargeable batteries for various applications	Develop manufacturing technology for lithium-ion secondary batteries using inkjet technology to lower materials costs