

Business unit overview

# RFS

RICOH Futures



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

## Message from Business Unit President

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

The mission of RICOH Futures is to leverage its unique technologies to resolve social issues through business and elevate the Ricoh brand through innovations that contribute to such solutions. By revolutionizing digital technologies that transform the world of work, we aim to fulfill our vision of fostering regional and social development while helping to attain a carbon-neutral, circular economy. A key consideration in creating new businesses is to painstakingly craft a convincing story of how best to balance technological and operational development and determine what we will offer, to whom, and how to build a devoted customer base for our offerings.

While drawing on proprietary technologies and co-creating strategically with partners through open innovation, we will proudly earn stakeholders' trust and make our vision come true.

## Business features and strengths

We seek to become a global ESG leader by innovating ways to achieve a sustainable economy.

- Develop businesses and technologies by focusing on ventures that help resolve social issues
- Incubate new business creation processes by collaborating with corporate R&D units
- Undertake open innovation initiatives by employing proprietary optics, image processing, AI, inkjet, materials, and other technologies that Ricoh has amassed in existing businesses, co-creating with venture enterprises, establishing funding, and undertaking other initiatives

## Business risks and opportunities

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.

<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Delays in materializing and expanding the scales of businesses that resolve social issues</li> <li>• Poor responses to ethical, legal, and social issues that could undermine corporate credibility and lead to missed business opportunities</li> <li>• Lost service opportunities owing to parts and raw materials supply delays or stoppages</li> </ul>
<p><b>Earnings opportunities</b></p> <ul style="list-style-type: none"> <li>• The need for frontlines DX employing 360° images</li> <li>• The need to boost domestic drug discovery in view of the threats of new infectious diseases and economic security requirements</li> <li>• Rising hopes for bio-materials with low environmental impacts</li> <li>• Increasing expectations for highly functional, high-performance rechargeable batteries for various applications</li> </ul>

## Medium- and long-term opportunities and strategies under 21st MTS

<p><b>Opportunities</b></p>	<ul style="list-style-type: none"> <li>• Materialize and expand businesses that help resolve social issues</li> <li>• Engage in open innovation to create new value chains and customer value</li> <li>• Balance allocations of management resources to priority businesses</li> </ul>
<p><b>Strategic initiatives</b></p>	<p>Under the 21st MTS, we aim to build a solid revenue stream in frontlines and social domains by expanding the scale of businesses that help resolve social issues. We will thus draw more on Group technologies and resolve social issues through open innovation. At the same time, we will assess conditions in each business segment, balancing management resource allocations and decision making.</p> <p><b>Smart Vision business</b> We seek to extend the value of 360° content in various applications. This content allows people to virtually access various spaces while remaining remote. We will augment real estate photography and on-site DX at construction sites by working with customers to leverage 360° content in new areas.</p> <p><b>Biomedical business</b> In fiscal 2022, biotechnology venture company Elixirgen Scientific became a Ricoh subsidiary. By combining its technology and expertise with our technology, strengths and resources, we are bolstering our drug discovery support business using induced pluripotent stem cells. We are also developing and building a manufacturing infrastructure for messenger RNA-based* therapeutic drugs in Japan. We seek to contribute to human health and well-being while enhancing domestic economic security, boosting our manufacturing capacity for medical mRNA. We also aim to support the discovery of vaccines and other medical RNA drugs.</p> <p><small>* Messenger RNA is a molecule that copies some genetic information from DNA and synthesizes proteins.</small></p> <p><b>PLAiR business</b> PLAiR is a novel compostable foamed polylactic acid sheet derived from plants. We created it with proprietary technology as an alternative to fossil-derived plastics. We can thus help reduce pollution from those materials by constructing a new ecosystem. The first application taking advantage of PLAiR's lightness and heat resistance was food containers. We aim to expand our PLAiR business by co-creating with partners.</p> <p><b>Inkjet battery business</b> We developed a technology that uses inkjet technology to manufacture rechargeable lithium-ion batteries in diverse shapes. We will deliver new value through an array of batteries for Internet of Things and wearable devices.</p>

## Resolving social issues through business

**Digitalizing construction industry processes with 360° images**

The Japanese government looks to apply its Act on the Arrangement of Related Acts to Promote Work Style Reform to the construction sector from April 2024. Thus, there is an urgent need to boost labor productivity, fueling interest in the sector in digitalizing business processes. It was against that backdrop that we have focused on collaborating with construction tech companies from fiscal 2022. We are leveraging the RICOH360 platform to help resolve the sector's issues and expand our business using 360° images and video.

**Kenichi Nakabori, Representative Director, log build Co., Ltd.**

At log build, established in 2020, I draw on more than 20 years of experience as a construction company manager and site supervisor in my quest to resolve social issues. These include personnel shortages among general contractors, housing, renovation, and other firms, an aging workforce, long working hours, and management structures that rely heavily on the skills of individual workers. I am delighted to collaborate with Ricoh to enhance the user experience and streamline overall construction workflows with 360° images. I will keep striving to revitalize the construction sector.

Managing frontlines by linking drawings to 360° images

