Fiscal Year Ended March 2026 (FY2025) Financial Highlights

May 8, 2026

RICOH LEASING COMPANY, LTD.

RiTRES

2026年12月リコーリースは、リトレスへ。

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Consolidated Results for FY2025

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1 Consolidated Results

Financial Performance Overview for FY2025

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1. Net sales increased but profit declined.

   Driven by an increase in operating assets and improvements in asset returns, net sales and gross profit reached record highs.
   Operating profit and ordinary profit achieved the initial plan; however, net income fell short of the plan due to the recognition of extraordinary losses.

2. Operating assets stood at 1,283.2 billion yen (increased 61.5 billion yen from the end of the previous fiscal year).

   Operating assets increased in both leases & finance business and investment business.

3. Announcement of the 26-28 Medium-Term Management Plan.

   The Company aims to enhance corporate value through a virtuous cycle of growth investments and appropriate capital allocation.

4. Expected to increase in net sales and decrease in profits in FY2026.

   While net sales and gross profit are expected to increase, operating profit and profits below the operating level are forecast to decline due to higher selling, general and administrative expenses.

* In this document, securitized lease receivables are not deducted from operating assets.
* In this document, “Profit attributable to owners of parent” is listed as “Net income.”
* In this document, “Gross profit before deducting financial expenses“ is listed as “Profit before financial expenses“.

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Consolidated Results

- Higher profit before financial expenses offset increased financial expenses, resulting in improved gross profit.
- Operating profit declined due to investments aimed at strengthening the business foundation (human resources, IT, etc.).
- The dividend per share was increased by 5 yen to 185 yen, and the payout ratio met the medium-term target of 40% or more.

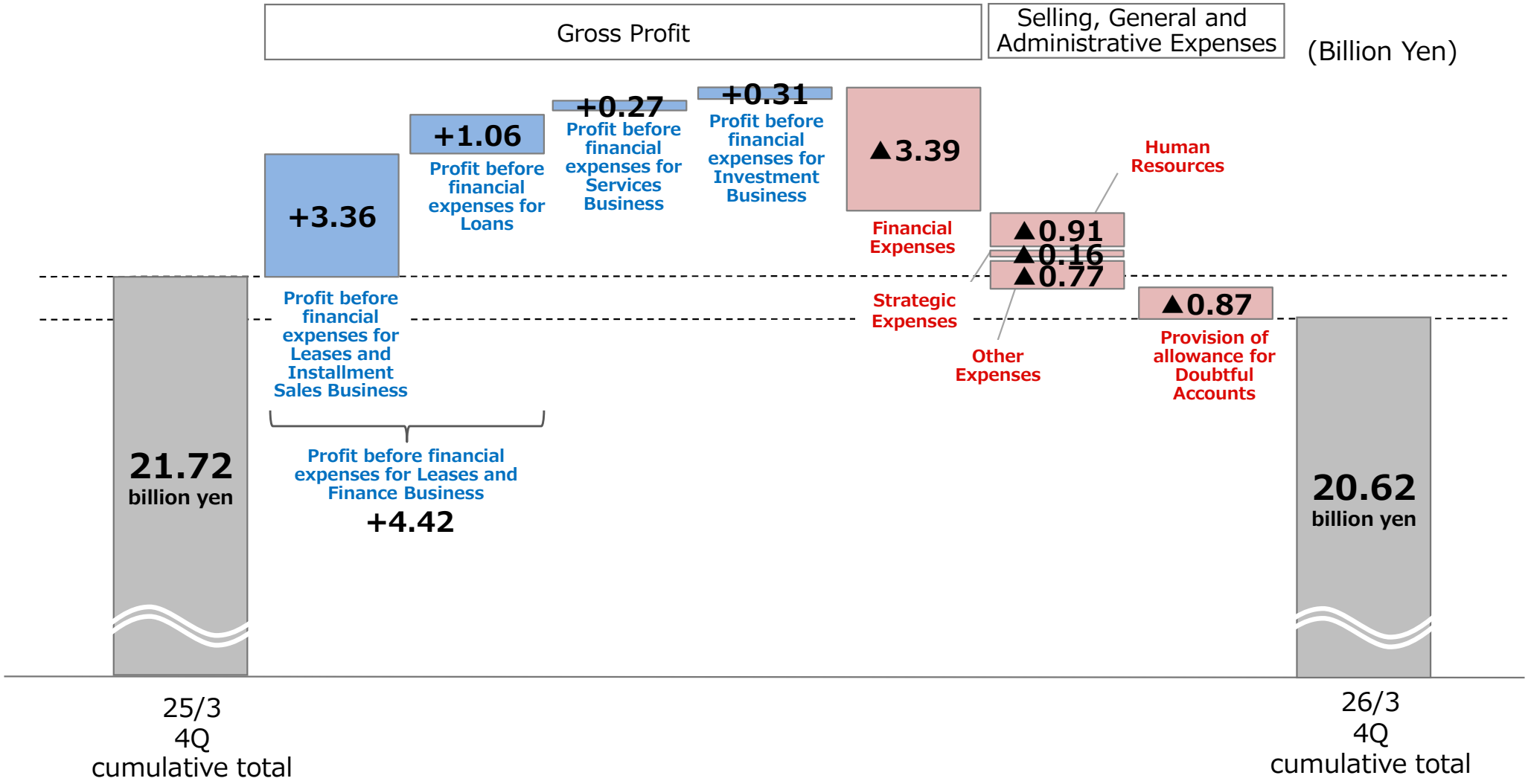
(Billion Yen)

	2025/3 4Q Cumulative total	2026/3 4Q Cumulative total	2026/3 Growth Rate	2026/3 Full-year Forecast	Achivement Rate
Net Sales	312.1	**338.5**	8.5%	320.0	105.8%
Gross Profit	48.5	**50.1**	3.3%	48.0	104.5%
Selling, General and Administrative Expenses	26.8	**29.5**	10.2%	29.0	101.9%
Operating Profit	21.7	**20.6**	(5.1%)	19.0	108.5%
Ordinary Profit	22.0	**21.0**	(4.5%)	19.2	109.6%
Net Income	15.6	**12.8**	(18.1%)	13.2	97.1%
			YoY change		
Dividend per Share(yen)	180.00	**185.00**	5.00	185.00	–
Earnings per Share(yen)	507.99	**415.96**	(92.03)	428.23	–
Dividend Payout Ratio	35.4%	**44.5%**	9.0%	43.2%	–
ROA（Return on Asset Ratio）	1.19%	**0.90%**	(0.29%)	0.93%	–
ROE（Return on Equity Ratio）	6.9%	**5.4%**	(1.5%)	5.6%	–

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Factors Affecting Operating Profit

- Driven by an increase in operating assets and improvements in asset yields, profit before financial expenses increased across all segments.
- Operating profit decreased because of higher financial expenses and selling, general and administrative expenses.



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Consolidated Balance Sheets

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- Operating assets increased mainly due to growth in lease receivables and lease investments, resulting in increases in both assets and liabilities.

(Billion Yen)

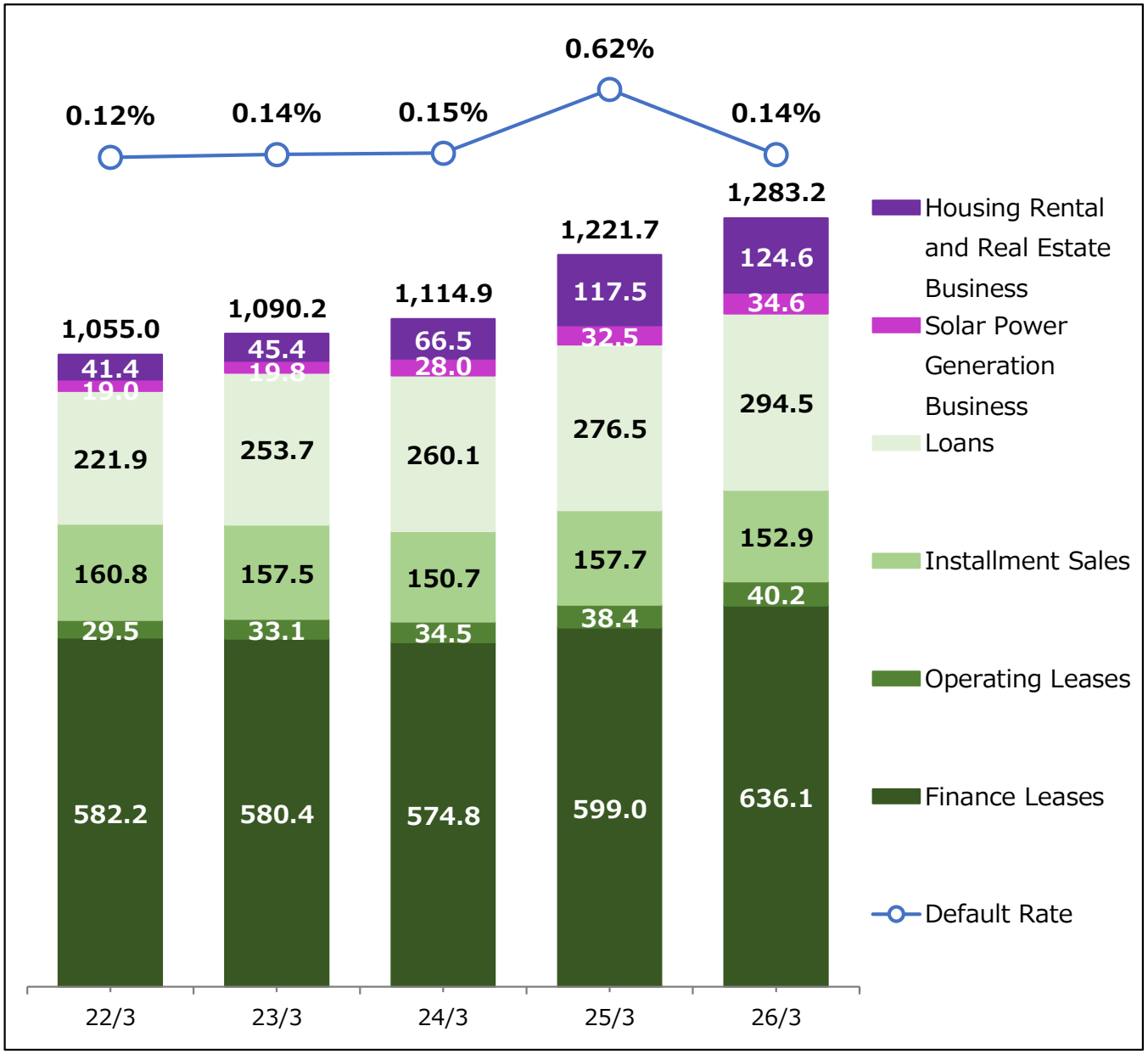
	2025/3	2026/3	
	Actual	Actual	Increase/ Decrease
Cash and deposits	1.3	**7.2**	5.8
Lease receivables and investments in leases	547.6	**597.1**	49.4
Installment receivables	183.5	**177.2**	(6.2)
Accounts receivable - operating loans	276.5	**294.5**	18.0
Assets for lease	138.8	**145.3**	6.4
Allowance for doubtful accounts *1	(6.8)	**(7.1)**	(0.3)
Other assets	235.1	**251.2**	16.1
Total assets	1,376.2	**1,465.5**	89.3

	2025/3	2026/3	
	Actual	Actual	Increase/ Decrease
Short-term Interest-bearing debt *2	209.0	**258.0**	49.0
Long-term Interest-bearing debt	801.0	**837.3**	36.3
Long-term payables under securitization of lease receivables	9.5	**1.1**	(8.4)
Other liabilities	122.5	**127.4**	4.8
Total liabilities	1,142.1	**1,223.8**	81.7
Total net assets	234.0	**241.6**	7.6
Total liabilities and net assets	1,376.2	**1,465.5**	89.3

*1 Allowance for doubtful accounts shows the total of current assets and non-current assets.
*2 Long-term debt within one year(Bonds payable, Long-term borrowings) is included in short-term Interest-Bearing Debt.

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Operating Assets and Default Rate



- In finance leases, operating assets increased significantly due to strong performance in new lease originations.
- In installment sales, operating assets decreased due to the early repayment of large receivables.
- The default loss amount and the default rate remained at low levels, excluding special factors in FY2024.

* Amount of Securitized Lease Receivables for 26/3: 39.0 billion yen.
* Default rate = Default loss amount / Average balance of operating assets.

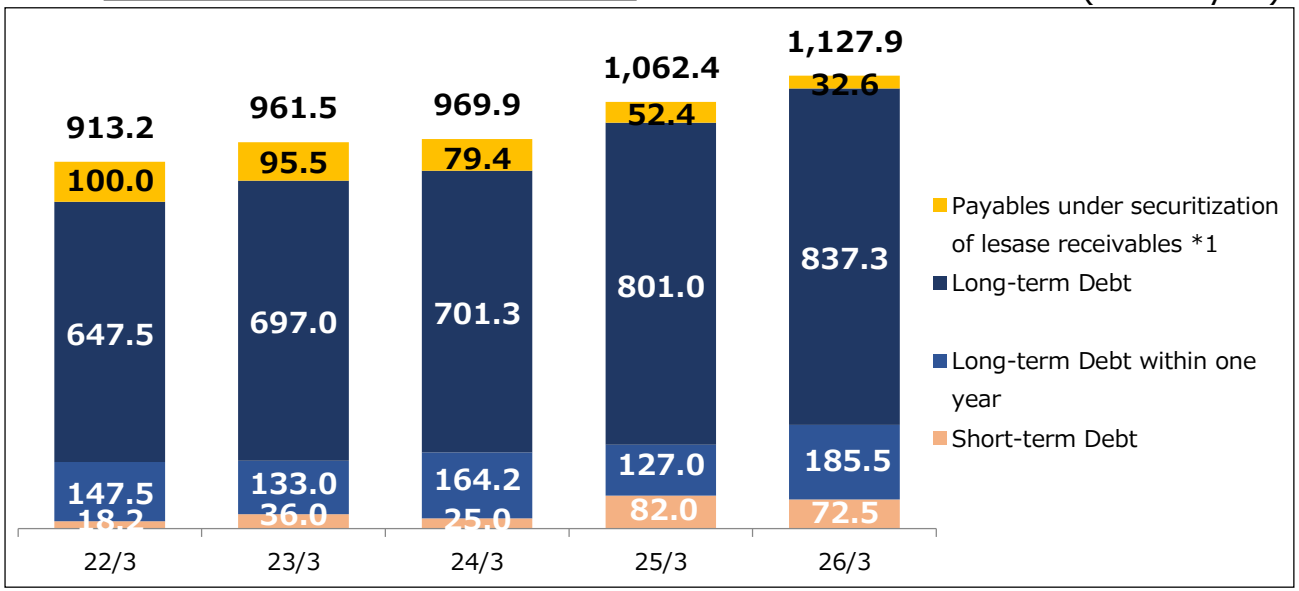
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Total Procurement Amount and Financial Expenses

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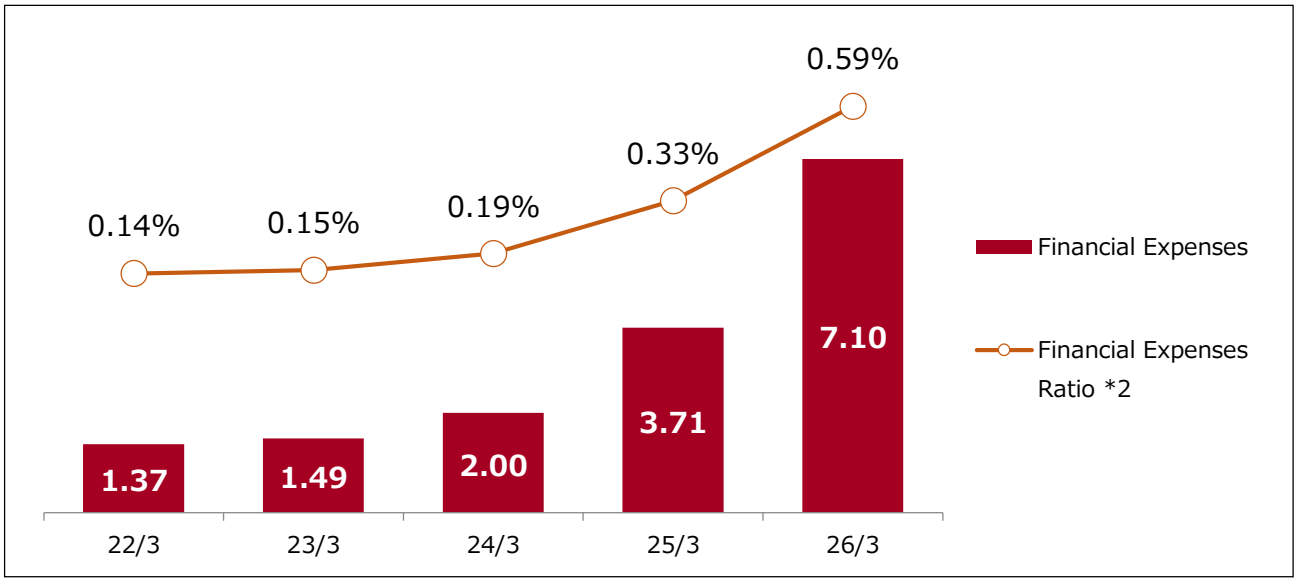
Total Procurement Amount

(Billion yen)



Financial Expenses and Financial Expenses Ratio

(Billion yen)



- Interest-bearing debt increased in line with the growth in operating assets.
- Financial expenses increased significantly due to rising market interest rates.

*1 Payables under securitization of lease receivables includes off-balance sheet financing.
*2 Financial expenses ratio = Financial expenses/ Average balance of operating assets.

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2 Performance by Business Field

Performance by Business Field

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- Driven by an increase in operating asset balances and improvements in asset yields, profit before financial expenses increased across all fields.
- Contract execution volume increased in the office, capital expenditure, and medical and healthcare fields.
  Meanwhile, the real estate and environmental field declined due to a reactionary decrease following large projects secured in the previous fiscal year, resulting in an overall decrease.

(Billion Yen)

	Profit before Financial Expenses			Executed contracts volume		
	2025/3	2026/3		2025/3	2026/3	
	4Q cumulative total	4Q cumulative total	Growth Rate	4Q cumulative total	4Q cumulative total	Growth Rate
Office	16.0	**17.8**	11.1%	123.6	**134.2**	8.6%
Capital investment	10.6	**11.8**	11.5%	118	**126.9**	7.5%
Medical and healthcare	5.9	**6.3**	6.9%	32.3	**33.8**	4.7%
Real estate	8.7	**9.7**	10.7%	143	**117.8**	(17.6%)
The environment	3.8	**3.8**	0.4%	33.8	**25**	(26.1%)
as a Service	3.1	**3.6**	14.6%	16	**15.5**	(3.4%)
BPO	3.8	**4.0**	4.8%	–	–	–
Total	52.2	**57.2**	9.6%	466.9	**453.4**	(2.9%)

* Executed contracts volume = Cost of acquisition of assets for lease (leases) or installments receivable minus unrealized profit on installment sales (installment sales).

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Results in Office / Capital Investment Fields

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Office Field

- Driven by an increase in operating assets and improvements in asset yields, net sales and profit increased.
- Executed contracts volume increased, supported by demand for network equipment for security measures and server expansion associated with the utilization of AI.

Results

(Billion Yen)

	2025/3	2026/3	
	4Q cumulative total	4Q cumulative total	Growth Rate
Net Sales	115.0	**120.7**	5.0%
Cost of Sales	98.9	**102.8**	4.0%
Profit before Financial Expenses	16.0	**17.8**	11.1%

Executed contracts volume

(Billion Yen)

	2025/3	2026/3	
	4Q cumulative total	4Q cumulative total	Growth Rate
Leases and Installment Sales	123.6	**134.2**	8.6%
Total of Office field	123.6	**134.2**	8.6%

Capital Investment Field

- Driven by an increase in operating assets and improvements in asset yields, net sales and profit increased.
- Executed contracts volume increased, mainly driven by priority fields such as construction machinery and vehicles.

Results

(Billion Yen)

	2025/3	2026/3	
	4Q cumulative total	4Q cumulative total	Growth Rate
Net Sales	98.4	**108.6**	10.5%
Cost of Sales	87.7	**96.8**	10.3%
Profit before Financial Expenses	10.6	**11.8**	11.5%

Executed contracts volume

(Billion Yen)

	2025/3	2026/3	
	4Q cumulative total	4Q cumulative total	Growth Rate
Leases and Installment Sales	116.8	**126.6**	8.4%
Loans	1.2	**0.2**	(79.7%)
Total of Capital investment field	118.0	**126.9**	7.5%

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Results in Medical and Healthcare / Real Estate Fields

Medical and Healthcare Field

- Driven by an increase in operating assets and improvements in asset yields, net sales and profit increased.
- Executed contracts volume increased, driven by growth in various medical equipment, mainly medical PCs and diagnostic imaging equipment, associated with the wider adoption of electronic medical records.

Results

(Billion Yen)

	2025/3 4Q cumulative total	2026/3 4Q cumulative total	2026/3 Growth Rate
Net Sales	27.6	**28.9**	4.7%
Cost of Sales	21.7	**22.6**	4.1%
Profit before Financial Expenses	5.9	**6.3**	6.9%

Executed contracts volume

(Billion Yen)

	2025/3 4Q cumulative total	2026/3 4Q cumulative total	2026/3 Growth Rate
Leases and Installment Sales	26.4	**28.7**	8.5%
Loans	5.8	**5.1**	(12.5%)
Total of Medical and healthcare field	32.3	**33.8**	4.7%

Real Estate Field

- Profit before financial expenses increased, mainly driven by trust beneficiary rights and loans.
- Although building leases grew, executed contracts volume decreased due to a reactionary decline following large trust beneficiary rights projects secured in the previous fiscal year.

Results

(Billion Yen)

	2025/3 4Q cumulative total	2026/3 4Q cumulative total	2026/3 Growth Rate
Net Sales	17.9	**21.3**	19.1%
Cost of Sales	9.1	**11.6**	27.0%
Profit before Financial Expenses	8.7	**9.7**	10.7%

Executed contracts volume

(Billion Yen)

	2025/3 4Q cumulative total	2026/3 4Q cumulative total	2026/3 Growth Rate
Leases and Installment Sales	1.7	**3.4**	100.7%
Loans	66.4	**70.7**	6.6%
Housing Rental	0.7	**0.0**	(96.1%)
Real Estate Business	74.1	**43.5**	(41.2%)
Total of Real estate field	143.0	**117.8**	(17.6%)

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Results in The Environment /as a Service Fields

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The Environment Field

- Net sales increased due to the early repayment of large receivables.
- Executed contracts volume decreased due to a decline in lease and installment sales projects for solar power generation equipment.

as a Service Field

- Profit before financial expenses increased, driven by an increase in operating assets and improvements in profit margins.
- Executed contracts volume decreased due to a reactionary decline following multiple large projects secured in the previous fiscal year.

Results

(Billion Yen)

	2025/3	2026/3	
	4Q cumulative total	4Q cumulative total	Growth Rate
Net Sales	28.2	**30.6**	8.7%
Cost of Sales	24.4	**26.8**	10.0%
Profit before Financial Expenses	3.8	**3.8**	0.4%

Executed contracts volume

(Billion Yen)

	2025/3	2026/3	
	4Q cumulative total	4Q cumulative total	Growth Rate
Leases and Installment Sales	19.5	**5.2**	(73.1%)
Loans	4.8	**14.2**	193.4%
Solar Power Generation Business	7.9	**4.8**	(38.1%)
Others	1.5	**0.6**	(60.9%)
Total of The environment field	33.8	**25.0**	(26.1%)

Results

(Billion Yen)

	2025/3	2026/3	
	4Q cumulative total	4Q cumulative total	Growth Rate
Net Sales	17.2	**19.6**	14.0%
Cost of Sales	14.0	**16.0**	13.9%
Profit before Financial Expenses	3.1	**3.6**	14.6%

Executed contracts volume

(Billion Yen)

	2025/3	2026/3	
	4Q cumulative total	4Q cumulative total	Growth Rate
Leases and Installment Sales	16.0	**15.5**	(3.4%)
Total of as a Service field	16.0	**15.5**	(3.4%)

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Results in BPO Field / Leases, Installment Sales, Executed Contract Volume

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BPO Field

- In collection agency services, both performance and the number of transactions continued to perform steadily, driven by the acquisition of new customers and growth in areas such as school fee collections.
- In factoring services for nursing-care facilities, transaction volume increased as the Company captured growing demand as an alternative to borrowing, supported by growth in new acquisitions and renewals.

Results

(Billion Yen)

	2025/3 4Q cumulative total	2026/3 4Q cumulative total	2026/3 Growth Rate
Net Sales	7.6	**8.5**	10.9%
Cost of Sales	3.8	**4.4**	17.2%
Profit before Financial Expenses	3.8	**4.0**	4.8%

Sales results

(Billion Yen)

	2025/3 4Q cumulative total	2026/3 4Q cumulative total	2026/3 Growth Rate
Number of Transactions in Collection Agency Services (million cases)	32.85	**40.68**	23.8%
Transaction Volume of Factoring Services for Nursing-Care Facilities	93.6	**101.4**	8.3%

Leases, Installment Sales, Executed Contract Volume (by Product)

- Information-related equipment as well as vehicles and transportation equipment expanded.
- Industrial machinery declined due to a reactionary decline following large environmental projects secured in the previous fiscal year.

(Billion Yen)

	2025/3 4Q cumulative total	2026/3 4Q cumulative total	2026/3 Growth Rate	Japan Leasing Association (cumulative total from 25/4 to 26/3) Lease capital investment Growth Rate
Office and It-Related Equipment	154.9	**165.1**	6.6%	7.9%
Medical Equipment	30.8	**32.0**	3.9%	(5.3%)
Industrial Machinery	26.1	**12.0**	(53.7%)	(5.5%)
Commercial and Service Equipment	12.5	**13.3**	6.3%	(5.9%)
Vehicle and Transport Equipment	26.1	**29.9**	14.6%	3.3%
Others	53.6	**61.3**	14.4%	(4.3%)
Leases and Installment Sales	304.1	**313.8**	3.2%	2.3%

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26-28 Medium-Term Management Plan

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1 Review of the 23–25 Medium-Term Management Plan

Performance of the 23–25 Medium-Term Management Plan

- We steadily accumulated earning assets and kept pace with market interest rates, resulting in net interest income exceeding the target.
- Operating profit fell short of the target due to higher-than-anticipated interest rate increases and investments made to strengthen the business foundation.
- Net income for the period was also affected by the impairment loss recorded for Welfare Suzuran.
- We achieved our target dividend payout ratio of 40% and continued our track record of consecutive dividend increases.

(Billion Yen)

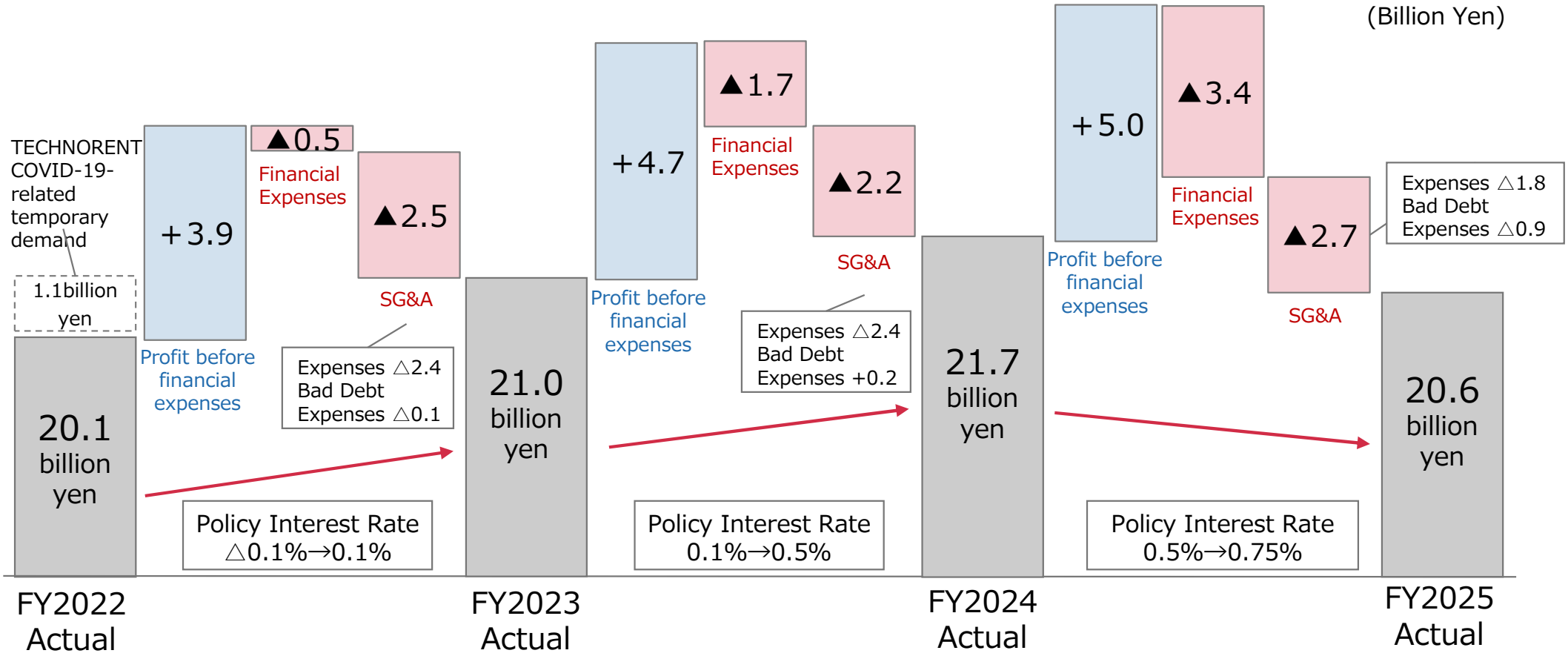
	2023/3	2026/3			
	Actual	Mid-Term Plan	Actual	Variance vs. Plan	CAGR (23/3-26/3)
Gross Profit before Deducting Financial Expenses	**44.7**	**53.0**	**57.2**	**4.2**	**8.6%**
Cost of Funds	1.4	3.0	7.1	4.1	68.0%
Gross Profit	43.2	50.0	50.1	0.1	5.1%
Selling, General and Administrative Expenses	22.0	26.5	29.5	3.0	10.3%
Operating Profit	**21.2**	**23.5**	**20.6**	**(2.8)**	**(1.0%)**
Net Income	**14.8**	**16.0**	**12.8**	**(3.1)**	**(4.8%)**
ROA	**1.23%**	**1.1%or higher**	**0.90%**	**(0.20%)**	**–**
ROE	**7.2%**	**7%or higher**	**5.4%**	**(1.6%)**	**–**
Dividend Payout Ratio	**30.1%**	**40%or higher**	**44.5%**	**4.5%**	**–**
Operating Assets Outstanding	1,090.2	1,304.0	1,283.2	(20.7)	5.6%

*Items outlined in red indicate targets disclosed in the Medium-Term Management Plan.
*"Selling, General and Administrative Expenses" shall hereinafter be referred to as "SG&A".

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Performance of the 23–25 Medium-Term Management Plan

- Amid changes in the financial environment, the cost of funds has trended upward over the medium term.
- Driven by business growth and initiatives to enhance profitability, gross profit has continued to increase.
- However, this growth was insufficient to fully offset the increase in SG&A.



23–25 Medium-Term Management Plan Period

Gross Profit +8.0 billion yen

Operating Profit +0.5 billion yen

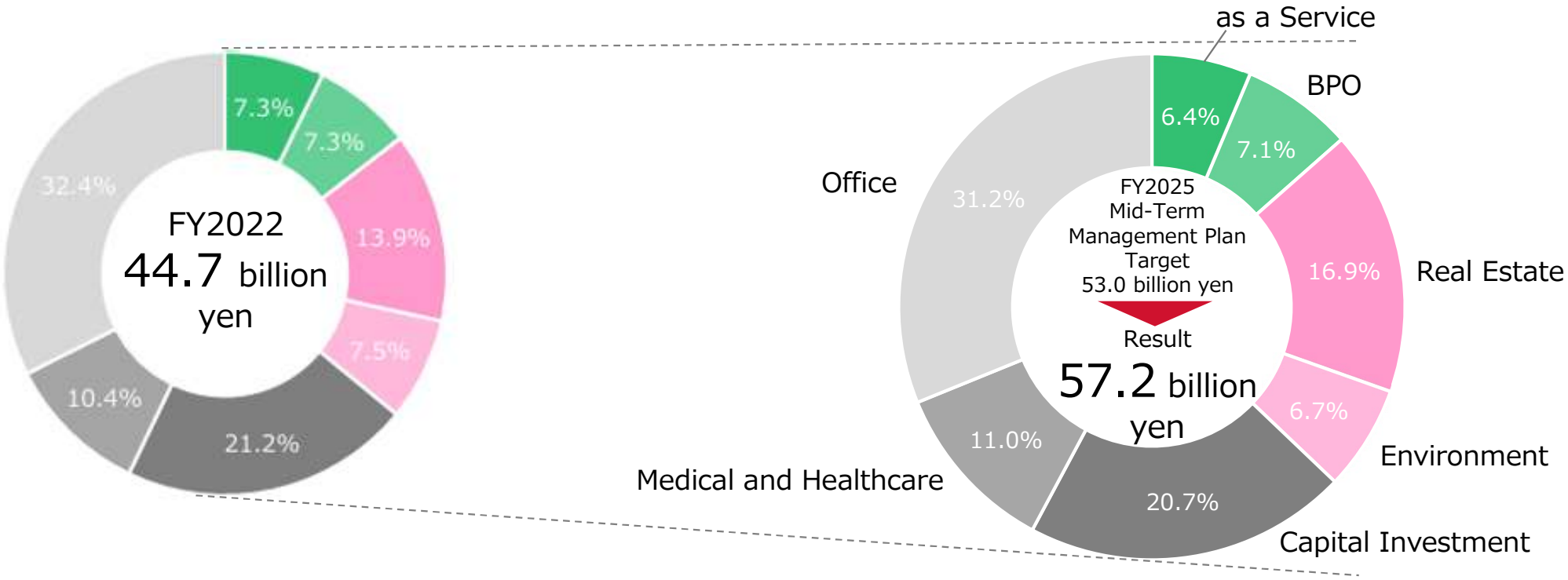
*Comparison with operating profit for FY2022 excluding the temporary COVID-19–related demand at TECHNORENT.

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Business Portfolio of the 23–25 Medium-Term Management Plan

- Under the 23–25 Medium-Term Management Plan, we pursued diversification of our business portfolio by strengthening the earnings power of existing businesses while expanding into new growth initiatives.

➢Composition of Gross Profit before Deducting Financial Expenses



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Review of the 23–25 Medium-Term Management Plan

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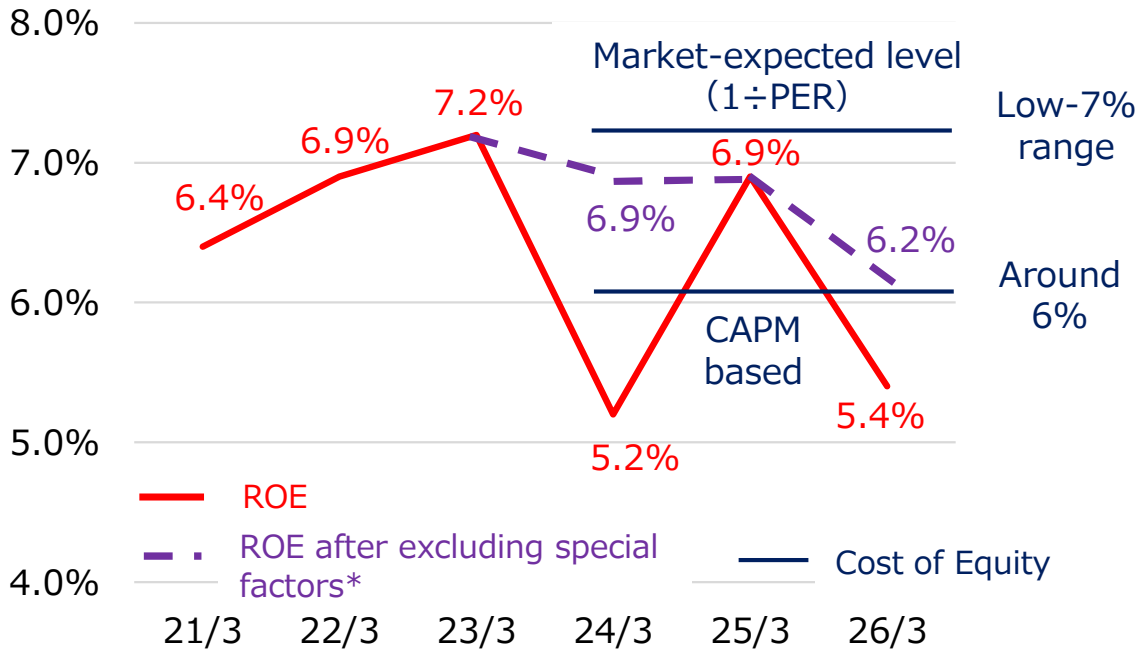
Business Growth Strategy	Key Achievements and Results
Challenge of New Business Models	• Reduce the operational burden of corporate PC management by offering integrated solutions that combine PC rental services with lifecycle management functions. • Strengthen web-based marketing for bill collection agency services and expand payment-related services. • Conduct pilot initiatives to address challenges in the nursing care sector through the development of services for nursing care providers.
Diversification through Business and Service Additions	• Leverage financial expertise to expand transaction volumes and drive differentiation, centered on transactions involving beneficial interests in trusts. • Building on internally developed valuation and management models, expand investment and financing in solar power generation assets and develop fee-based businesses.
Further Expansion with Enhanced Efficiency	• By capturing post-COVID capital investment demand, transactions in leases and installment sales expanded, centered on vendor leasing.

Organizational Capability Enhancement Strategy	Key Achievements and Results
Promoting Challenges that Drive Business Growth and Revitalizing the Organization	• Deploy the Human Capital Impact Path to visualize the pathway through which employees' operational and sales activities lead to financial outcomes. • Operate the internal proposal program "Mirai Creation", aimed at realizing a prosperous future.
Building Flexible Systems and Operational Structures Aligned with Social Change	• Review business processes across sales, credit screening, and contract operations to promote standardization and efficiency, with the aim of enhancing the business foundation. • Initiate the development of core systems with a view to DX, business process reform, and UX, as part of a shift in IT management from a defensive to an offensive orientation.
Strengthening Governance Including Group Companies	• Establish governance mechanisms to reflect investor feedback in medium-term management plan discussions and business operations through IR reporting to the Board of Directors. • Integrate governance structures through the consolidation of TECHNORENT, thereby strengthening the growth platform for the as-a-Service business.

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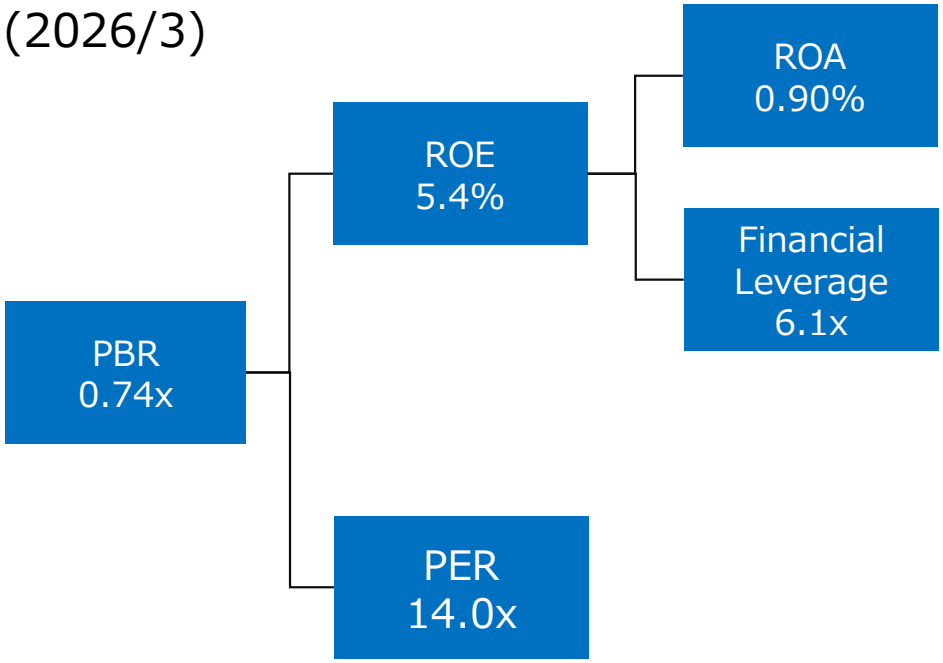
Review of the 23–25 Medium-Term Management Plan

Current Status of Corporate Value and PBR



*Special factors: one-off losses from impairment of investment securities and goodwill.

Current Status of PBR (2026/3)



	23/3	26/3	Current Assessment and Key Issues
ROA	1.23%	0.90%	Declined due to higher-than-expected interest rate increases and investments aimed at strengthening the business foundation; improving profitability remains a key challenge.
Financial Leverage	5.8x	6.1x	Increased only marginally despite growth in operating assets; further business expansion and a review of the optimal level of equity capital are required.
PER	7.9x	14.0x	Improved as shareholders returns and earnings stability were positively evaluated; further enhancement of growth expectations remains a challenge.

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Review of the 23–25 Medium-Term Management Plan

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Changes in the External Environment

Domestic capital investment is moving toward recovery

Transition to an inflationary economy and changes in interest rate trends

Labor shortages due to a declining birthrate and an aging population

Rapid advancement of generative AI and DX

Our Strengths and Key Characteristics

- Development of businesses that provide value to SMEs that have limited access to small-scale financial and service offerings.
- Highly efficient and high-quality operational structure supporting a high-volume, small-transaction business model.
- A stable earnings base built on these strengths.

Issues

- Sluggish improvement in capital efficiency due to a low level of financial leverage.
- Vendor leasing has prioritized efficiency, resulting in insufficient resources to enhance value-added offerings.
- Supporting small-ticket financial and service businesses continues to require a certain level of staffing.
- While the environment and real estate segments have driven business expansion in recent years, rising interest rates have created challenges in securing profitability.

Toward Enhancing Corporate Value

- While the stable earnings base remains solid, achieving capital profitability that exceeds the cost of capital remains a challenge.
- To improve capital profitability, it is necessary to further strengthen competitive advantages in each business.
- The effective utilization and strengthening of human capital—such as problem-solving capability and business creation capability—are key drivers of value creation.
- Enhancing IT capabilities is essential to enable the efficient and effective use of human capital.
- To enhance corporate value, it is necessary to accelerate investment in human capital and IT.

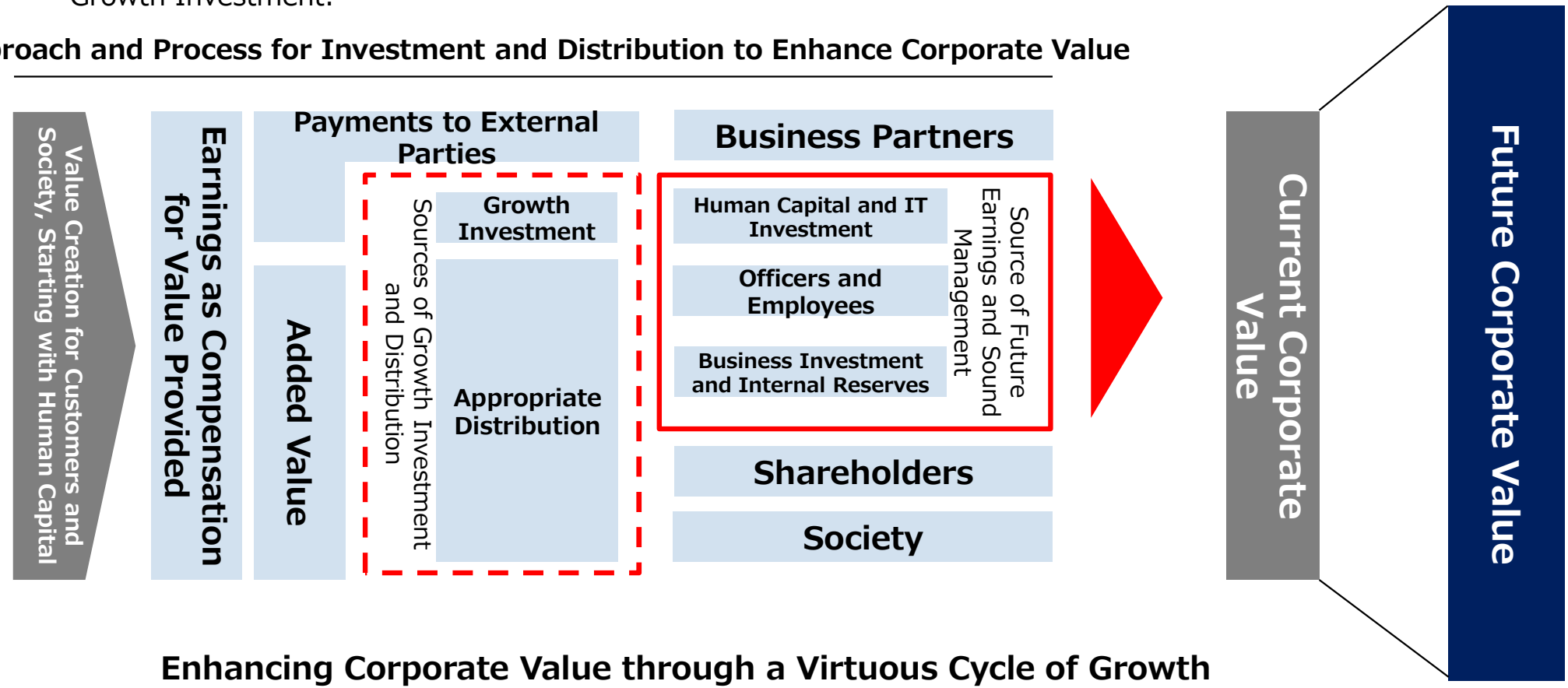
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2 Toward Enhancing Corporate Value

Toward Enhancing Corporate Value
Growth Investment and Appropriate Distribution

- Aim to maximize added value and enhance corporate value through **a virtuous cycle of strategic growth investment and appropriate distribution.**
- Define the sources for distribution to officers and employees, business investment and internal reserves, shareholders, and society—as well as the foundation for medium- to long-term profit growth—as “Added Value + Growth Investment.”

Approach and Process for Investment and Distribution to Enhance Corporate Value



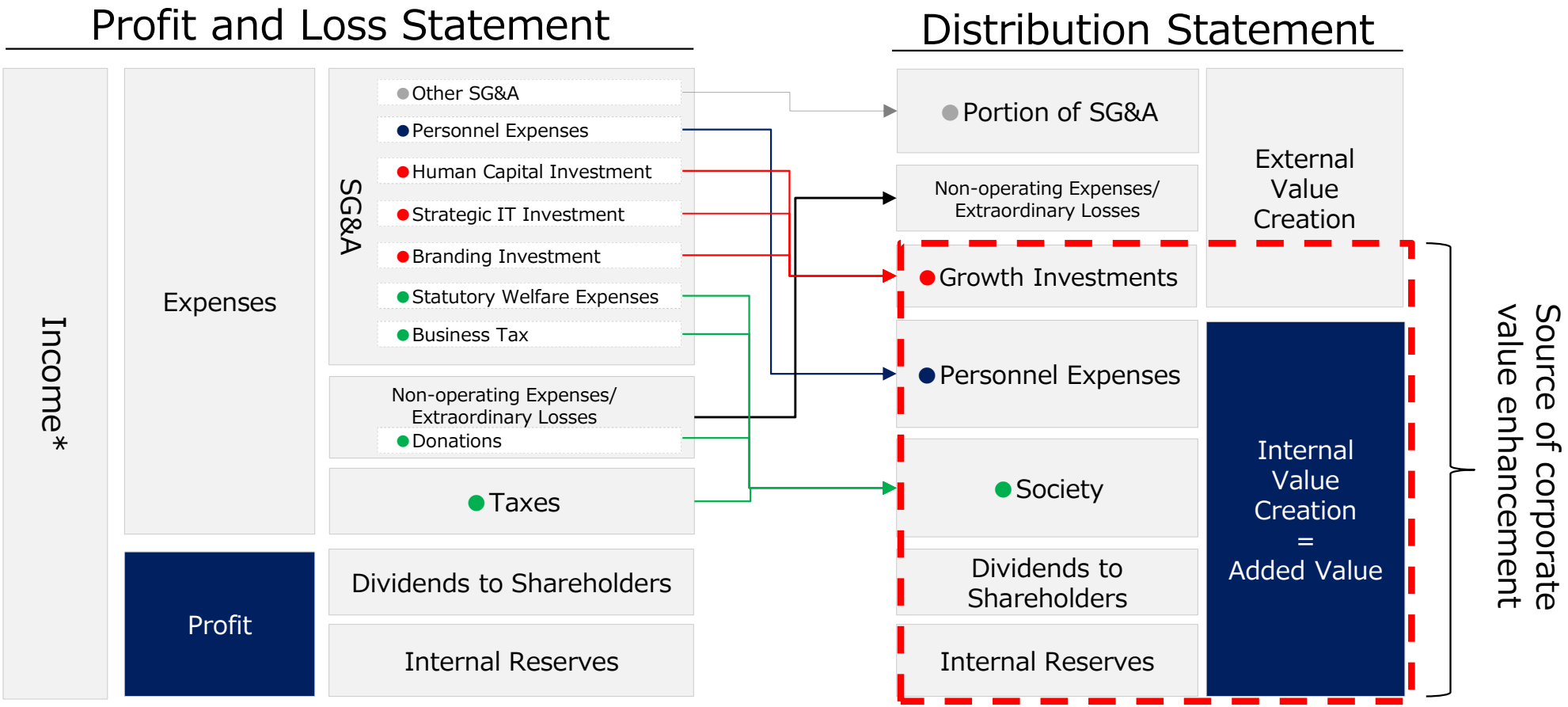
Enhancing Corporate Value through a Virtuous Cycle of Growth Investment and Appropriate Distribution

Realizing Our Vision for the Next 10 Years
— Expanding the Possibilities of Leasing to Support SMEs —

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26–28 Medium-Term Management Plan: Distribution Statement

- Investments in human capital, IT, and branding recorded as SG&A are visualized as growth investments.
- The total amount of Added Value, including growth investments and shareholder returns, and the results of its distribution are presented in the Distribution Statement.



* Gross Profit + Non-Operating Income + Extraordinary Income

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Toward Corporate Value Enhancement
Profit Growth through Investment and Distribution

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- For the six-year period through FY2031, we will pursue growth investment and appropriate distribution to build a foundation for sustainable growth.
- From FY2032 onward, while continuing growth investment and appropriate distribution, we aim to simultaneously achieve capital profitability.

		26-28 Mid-Term Plan →	29-31 Mid-Term Plan →	FY32-34 and Beyond →
Growth Investment	Human Capital	Recruitment of Professional Talent and Support for Certification Programs		
	IT	Enhancing Services and Transitioning to an AI-Oriented Operating Model		
Appropriate Distribution	Human Capital	Employee Stock-Based Compensation Programs and Expanded Allowances		
	Share holders	Introduction of Progressive Dividends and Continuous Special Dividends		
	Society	Contributions to Society through Donations and Tax Payments		

Corporate Value Enhancement

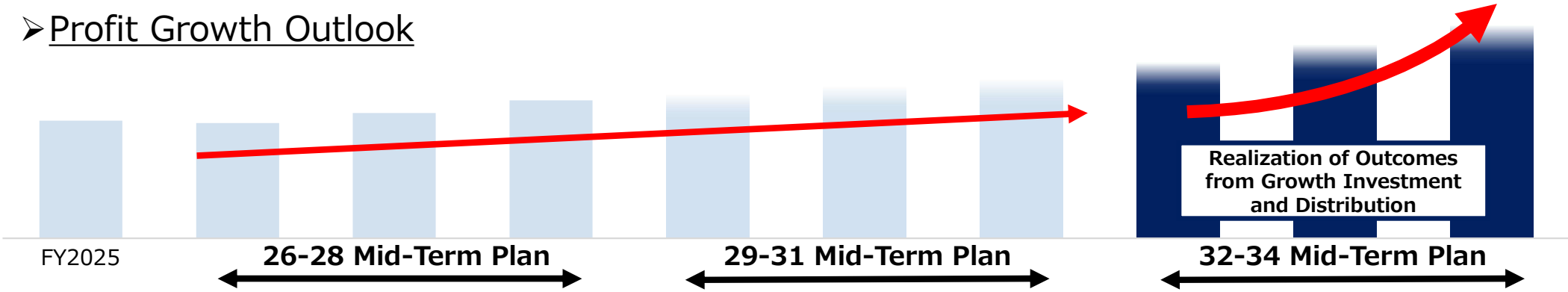
Sustainable Growth of Businesses with Competitive Advantages

Simultaneous Achievement of Growth Investment, Distribution, and Capital Profitability

ROE	**8.0% or higher**
PBR	**1.2x or higher**
Productivity	**1.5x or higher**

* Productivity: Gross profit per employee (compared with FY2025).

➢Profit Growth Outlook



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Strategy and Outlook of the 26–28 Medium-Term Management Plan

26–28 Medium-Term Management Plan: Framework

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Our Group's Aspiration

Mid- to Long-Term Vision

— Expanding the Possibilities of Leasing to Support SMEs —

- To aim for the "Vendor Leasing DANTOTSU No.1" and position it as a pillar of stable growth.
- Position BPO and as a Service as growth-driving businesses.
- Position Environmental and Real Estate businesses as areas for improving capital efficiency.

"Vendor Leasing DANTOTSU No.1" means an outstanding No.1 position in vendor leasing.

External Environment

- Intensifying competition within the domestic finance industry
- Structural labor shortages across multiple industries
- Transition to an inflationary economy and changes in the financial environment
- Rapid advancement of DX and AI

Medium-Term Management Plan Strategies

1 Strengthening Core Businesses and Establishing a Foundation in Growth Areas

- Position vendor leasing as the core driver of stable growth and earnings, while establishing BPO and as a Service as foundations for future growth.
- Improve capital profitability in the environmental and real estate businesses through functional enhancement.

2 Growth Investment in Human Capital and IT to Establish Competitive Advantage

- Growth investment and appropriate distribution aimed at securing and developing human capital that drives transformation.
- Thorough efficiency in high-volume, small-ticket businesses through DX and generative AI, and a transition to an AI-oriented operating model.

3 Shareholder Returns Based on an Appropriate Level of Financial Leverage

- Introduce a progressive dividend policy and implement continuous special dividends over the six-year period covering the 26–28 and 29–31 Medium-Term Management Plans.

A Virtuous Cycle Toward Corporate Value Enhancement through Growth Investment and Appropriate Distribution

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Medium-Term Management Plan Strategy ① Strengthening Core Businesses and Establishing a Foundation in Growth Areas

Medium-Term Management Plan Strategy ①
Segment Changes

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- We will restructure our segments to clearly define profitability and earnings by business.

Current Structure

Reported Segments (Product-Based)	Business Areas (Strategy / Market-Based)
Lease & Finance Business	Office
	Capital Investment
Services Business	Medical & Healthcare
	Real Estate
	Environment
Investment Business	as a Service
	BPO

Reorganized into Three Businesses

Going Forward

New Disclosed Segments(Integration of Organizational and Strategic Axes)

- **Vendor & Customer Solutions Business**
- **BPO & Services Business**
- **Environment & Real Estate Business**

Disclosure Schedule (Planned)	FY2026	FY2027
Statutory Disclosure(Securities Reports, Financial Results Briefings, etc.)	Existing Segments	New Segments
Voluntary Disclosure(Earnings Presentation Materials, etc.)	New Segments (Gross Profit by Business)	New Segments (Operating Profit and Assets by Business)

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Medium-Term Management Plan Strategy ①
Regarding Segment Changes (Reference)

- The relationships among the new segments, existing segments, and the business areas under the 23–25 Medium-Term Management Plan are as follows.

Business Fields		New Segments	Current Segments						
			Leasing & Finance			Service			Investment
			Installment Leasing	Rental	Financing	Payment Collection Services	Care Factoring	Service Fees	Asset-Based Income
Office	Ricoh Leasing	Vendor & Customer Solutions Business	◎	◎	○			○	
Capital Investment	Ricoh Leasing								
as a Service	TECHNORENT								
Medical & Healthcare	Ricoh Leasing W Suzuran	BPO & Services Business				◎	◎	○	
BPO	Ricoh Leasing Enplus								
Environment	Ricoh Leasing	Environment & Real Estate Business	◎		◎			○	◎
Real Estate	Ricoh Leasing								

* The ◎ mark indicates revenue that will serve as a core earnings source in the new segments.

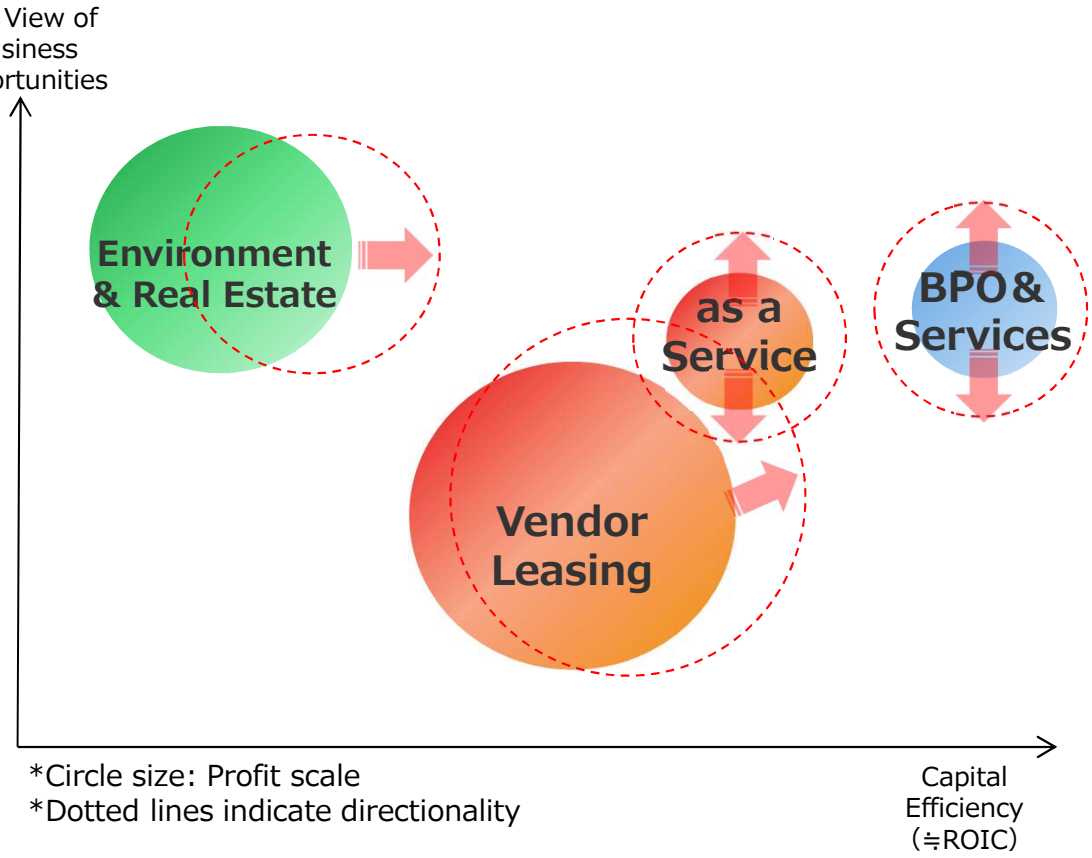
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Medium-Term Management Plan Strategy ①
Strategic Direction of Each Business Segment

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➢ Current Status by Segment

	Vendor & Customer Solutions Business	BPO & Services Business	Environment & Real Estate Business
Return on Capital	○	◎	▲
Profit Scale	○	▲	○
Business Opportunities Identified by the Company	Expansion and Deepening of the Customer Base through a Shift from Sales Support to Solution-Oriented Sales	Expansion of BPO services addressing increasingly diverse payment methods and labor shortages	Investments in the expanding battery storage market and the real estate market, primarily in the Greater Tokyo area



Positioning

Vendor & Customer Solutions Business
Core Business Balancing Scale and Profitability

BPO & Services Business
Profit Expansion Areas Targeting Growth Potential

Environment & Real Estate Business
Stable Earnings and Capital Efficiency Improvement Areas

Directionality

- Vendor leasing aims to establish a solid competitive advantage through human capital development and IT investment, expand both scale and quality, and increase market share to achieve an Outstanding No.1 Position.
- The as a service business will expand profit scale through inter-business synergies with vendor leasing and continued IT investment.
- By improving the efficiency of small-lot, high-volume processing, upgrading service sophistication, and leveraging group-wide synergies, we will expand and enhance BPO services across settlement, nursing care, guarantees, and real estate, thereby increasing profit scale.
- In the environment business, driven by renewable energy and GX-related investment demand, we aim to improve capital efficiency through service upgrades and enhanced functionality.
- In the real estate business, while carefully balancing risk and return, we will enhance functions across the real estate lifecycle to improve capital efficiency.

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Medium-Term Management Plan Strategy ①
Vendor & Customer Solutions Business

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➢ Market Environment

- Growing demand for productivity improvement driven by labor shortages.
- Increasing diversification of vendors' product and service delivery models.
- Top-tier transaction base and strong track record in vendor leasing.
- Integration of TECHNORENT to further enhance synergy effects.

Targets	FY2025	FY2028	CAGR
Leasing, Installment Sales, and Loan Contract Execution Volume	293.9 billion yen	312.0 billion yen	2.0%
Rental Contract Volume (aaS)	15.5 billion yen	32.0 billion yen	27.2%
Operating Assets	743.5 billion yen	805.0 billion yen	2.7%

➢ Strategies / Initiatives

Vendor Leasing

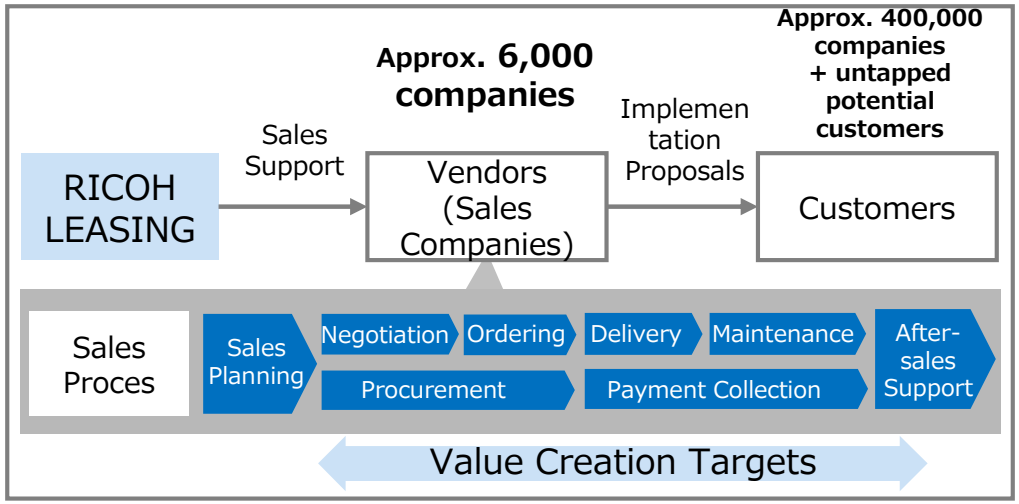
- Aim for "Vendor Leasing DANTOTSU No.1".
- Shift from sales support to solving challenges across the entire sales process.

aaS

- Strengthen PC lifecycle management (PC-LCM) capabilities.
- Enhance synergies with vendor leasing.

➢ Toward "Vendor Leasing DANTOTSU No.1"

■ Vendor Leasing Transaction Flow and the Vendor Sales Process



■ "To Become an Indispensable Partner" for Vendors

	Outstanding Problem-Solving Capability	Outstanding Sales Capability	Outstanding Quality and High Efficiency
Initiatives	・Development of advanced, high-level professional qualifications ・Strengthening services provided to vendors	・Transition to an optimal sales structure aligned with roles ・Strengthening synergies with aaS and BPO businesses	Strengthening back-office operations through AI and DX Objectives
Objectives	・Increase in profit scale and profitability ・Creation of new business opportunities	・Expansion of vendor and customer bases ・Increase in profit per sales representative	Improvement in overall productivity

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Medium-Term Management Plan Strategy ①
BPO & Services Business

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➢ Market Environment

- The shift toward cashless payment solutions continues to gain momentum.
- The nursing care–related market continues to expand amid the advancing aging population.
- Awareness of receivables guarantee products remains relatively low, leaving ample room for growth.
- Against the backdrop of labor shortages, the number of foreign workers continues to increase.

Targets	FY2025	FY2028	CAGR
Number of Payment Collection Transactions	40.6 million cases	67.0 million cases	18.1%
Factoring Volume	101.4 billion yen	130.0 billion yen	8.6%
Outstanding Receivables Guarantee Balance	3.1 billion yen	21.0 billion yen	88.6%

➢ Strategies / Initiatives

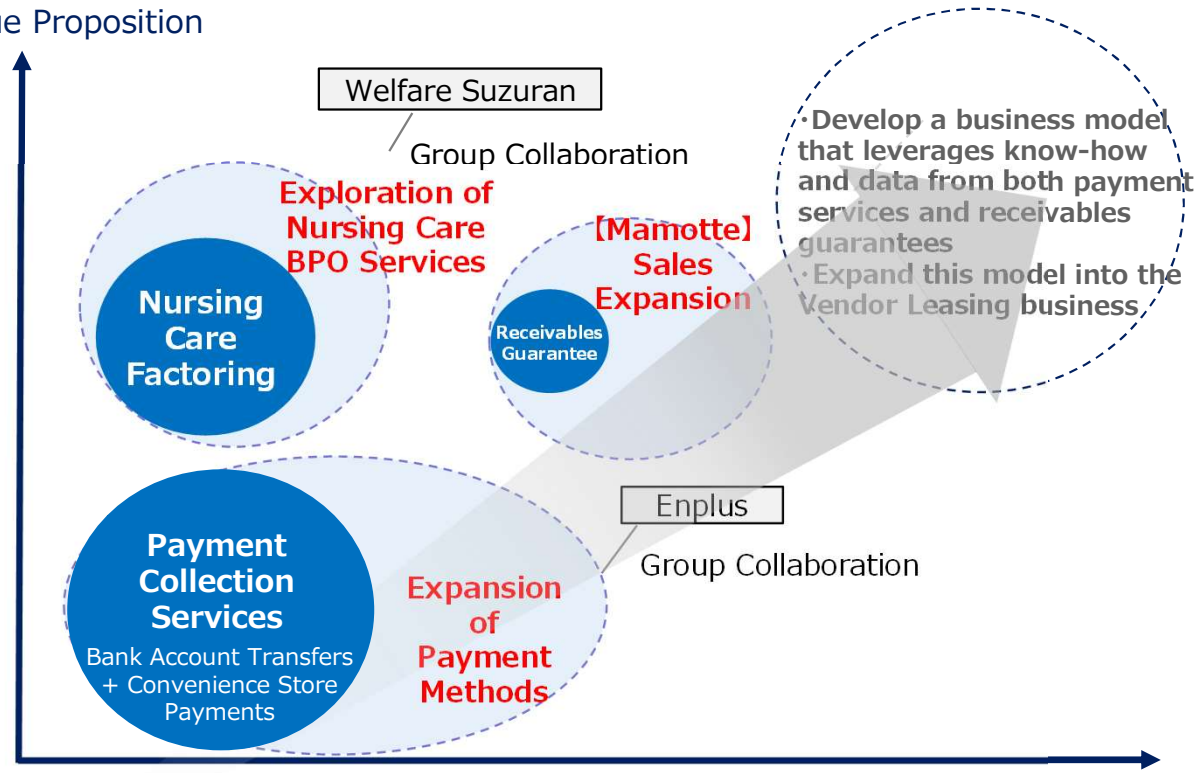
Payment Collection Services
- Expand primarily in the Company's core strength area of small-lot, recurring payments.
- Broaden payment methods beyond bank transfers and convenience store payments.

Nursing Care Factoring
- Develop BPO services centered on nursing care factoring.

Receivables Guarantee
- Expand through the utilization of the Vendor Leasing sales network.
- Drive expansion through web-based marketing.

Enplus
- Expand BPO services for corporate human resources departments.
- Create synergies with Ricoh Leasing's BPO and real estate businesses.

Welfare Suzuran
- Expand earnings through the opening of distinctive new facilities.
- Develop services aimed at addressing challenges in the nursing care industry.



*The size of the circles represents the breadth of the customer base.

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Medium-Term Management Plan Strategy ①
Environmental & Real Estate Business

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➢ Market Environment

- Under the Seventh Strategic Energy Plan, demand for renewable energy remains strong, and the energy storage (battery) market is also expected to expand.
- Despite continued increases in real estate prices, robust market conditions—particularly in the Tokyo metropolitan area—are expected to persist, driving strong demand for capital.

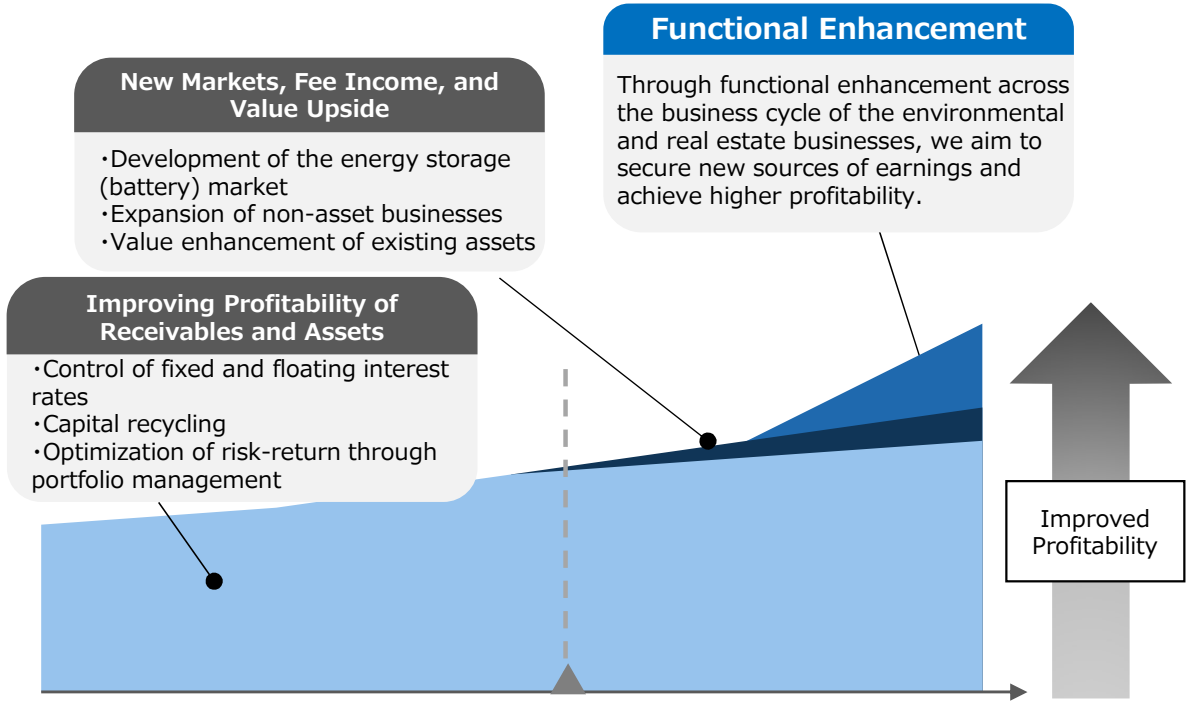
Targets	FY2025	FY2028	CAGR
New Contract Execution Volume	143.9 billion yen	158.0 billion yen	3.2%
Operating Assets	539.7 billion yen	589.0 billion yen	3.0%

➢ Strategies / Initiatives

Common Initiatives
- Enhance profitability through the further sophistication of business operations.
- Expand earnings by strengthening functions across the value chain.

Environment
- Invest in and provide financing for energy storage (battery) projects, a market expected to expand going forward.

Real Estate
- Build an optimal risk-return portfolio through disciplined portfolio management.



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Medium-Term Management Plan Strategy ② Growth Investment in Human Capital and IT to Establish Competitive Advantage

Medium-Term Management Plan Strategy ②
Human Capital Strategy

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Our Aspiration

Not a company that is kind but indifferent, but a company with a culture that is demanding yet warm

A company with a demanding yet warm culture is one where people with skills valued beyond our company still choose to work here.

Ideal Talent Profile

Sincere Mavericks

Individuals who value sincerity and collaboration, embrace change as inevitable, question existing norms, and voluntarily drive transformation.

Human Capital KGI

Clarity of Purpose and Goals (Engagement Score)	A Culture that Encourages Challenge (Engagement Score)

KPI / Targets

Certified Professional Talent*	Improvement in Leadership Development Support (360-degree feedback)	Holders of Advanced Professional Certifications	AI-Related Certifications Acquisition Rate	Ratio of Women in Management Positions
4 people	Year-on-year improvement	50 people	70%	28%

Strategic Pillars

Strengthening Leadership Capability	Enhancing Autonomy
Given the significant impact leaders have on the organization, we will provide continuous and proactive support and promote healthy renewal.	To develop future leaders, we will provide diverse experiences and opportunities for individuals to make decisions on their own.
Establish systems to continuously develop executive and management talent	Build an environment where diverse talent can thrive and remain engaged

*Professional Talent: A certification framework that recognizes individuals based on systematic knowledge (public qualifications) and proven experience and performance.

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Medium-Term Management Plan Strategy ②
Human Capital Strategy

Introduction of Allowances for Advanced Professional Certifications

- Determine incentives and allowances for certifications based on their contribution to the business and level of acquisition difficulty
- Encourage skill development and link it to business growth

Example: Certified Small and Medium Enterprise Consultant
One-time reward: JPY 500,000、Monthly allowance: JPY 100,000

Introduction of Relocation and Regional Allowances

- Reduce the psychological and financial burden associated with relocation and changes in work location
- Strengthen our nationwide regional sales network to achieve “Vendor Leasing DANTOTSU No.1”

In the case of relocation: Allowance of up to JPY 150,000 per month
Applicable for three years from the payment start date
In the case of assignment to a local office: An additional JPY 50,000 per month on top of the above No time limit

Introduction of an Employee Stock-Based Compensation Program

- Encourage employees to view business performance and share price performance as their own achievements, with the aim of fostering and motivating talent that will drive mid- to long-term corporate value enhancement.

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Medium-Term Management Plan Strategy ②
IT Strategy

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- Achieve thorough efficiency in high-volume, small-ticket businesses through DX and transition to an AI-oriented operating model.
- Realize resource shifts to growth areas and planning functions through advanced operational efficiency.
- While carefully assessing investment effectiveness, proceed with consideration of AI-related investments of approximately JPY 1 billion per year.

Enhancing Operational Efficiency and Service Sophistication through DX

Vendor Leasing	Electronic contracts, Automation and accuracy enhancement of credit assessment	**BPO**	Support for multi-payment methods, including electronic money
aaS	Development of a rental business platform	**Environment & Real Estate**	IT-enabled business processes and enhancement of data environments

Toward an AI-Oriented Operating Model

Strengthening AI-Ready Talent

Strengthening skills across all employees to adapt to IT and AI transformation

Digital Skills × Planning & Transformation Skills

Promoting and supporting the acquisition of AI-related certifications

Establishment of a New AI Promotion Organization

New Organization Name	AI & Digital Promotion Division
Key Roles	• Planning and driving company-wide AI utilization initiatives • Establishing governance frameworks and internal rules for AI utilization

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- Strengthen human capital and business capabilities through investment and distribution, thereby enhancing corporate value.
- Continuously maintain and pursue optimal initiatives while assessing their impact on both the business and human capital.

26–28 Medium-Term Management Plan KPIs

- Holders of Advanced Professional Certifications: 50 people
- AI-related Certification Acquisition Rate: 70% (RICOH LEASING on a standalone basis)

Growth Investment

Initiatives	Support for Acquiring Advanced Professional Certifications	Support for AI-Related Certifications Investments in AI and IT
Objectives	"Strengthening Frontline Capabilities" Increased Profit Through Enhanced Problem-Solving Capabilities	"A Strong Back-Office Structure" Improved Productivity Through Greater Efficiency

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Appropriate Distribution

Initiatives	Share Grants to All Employees Allocation to Certified Employees and Regional Transferees
Objectives	Fostering a Shareholder-Oriented Mindset Higher Engagement Through Enhanced Benefits

Impact on Human Capital

Creating an attractive work environment through growth opportunities and appropriate allocation, enhancing the quality of both existing employees and new hires

←

Impact on the Business

- Toward solidifying "Vendor Leasing DANTOTSU No.1"+Future Organic Growth
- Expanded Profit Base in the BPO Sector
- Improved Profitability in the Environmental and Real Estate Sectors

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Medium-Term Management Plan Strategy ③ Shareholder Returns Based on an Appropriate Level of Financial Leverage

Medium-Term Management Plan Strategy ③
Financial Leverage Strategy

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- To secure stable and competitive funding capabilities, we retain a portion of the value created as retained earnings, while maintaining an adequate level of equity ratio and allocating capital to growth investments and shareholder returns.

Securing Capital in Line with Risk Exposure	Our Group's Position
Quantify the risks inherent in our business through VaR and stress-testing methodologies, and assess the adequacy of equity capital.	As business growth is accompanied by an expansion of assets, securing stable and competitive funding capabilities is critically important. For our Group, which is not under the umbrella of a financial institution, maintaining a certain credit rating requires a commensurate level of shareholder equity.

Securing Funding Capability and Maintaining an Appropriate Equity Ratio

Equity Ratio	Credit Ratings
Approx. 15%	**R&I A+、JCR AA-**

Distribution of Value Added

Shareholder Returns	Internal Reserves	Investment
・Progressive dividends ・Special dividends (FY26-31)	Internal reserves to maintain an appropriate equity ratio	Investment in people, IT, and business to support sustainable growth

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Medium-Term Management Plan Strategy ③
Shareholder Return Policy

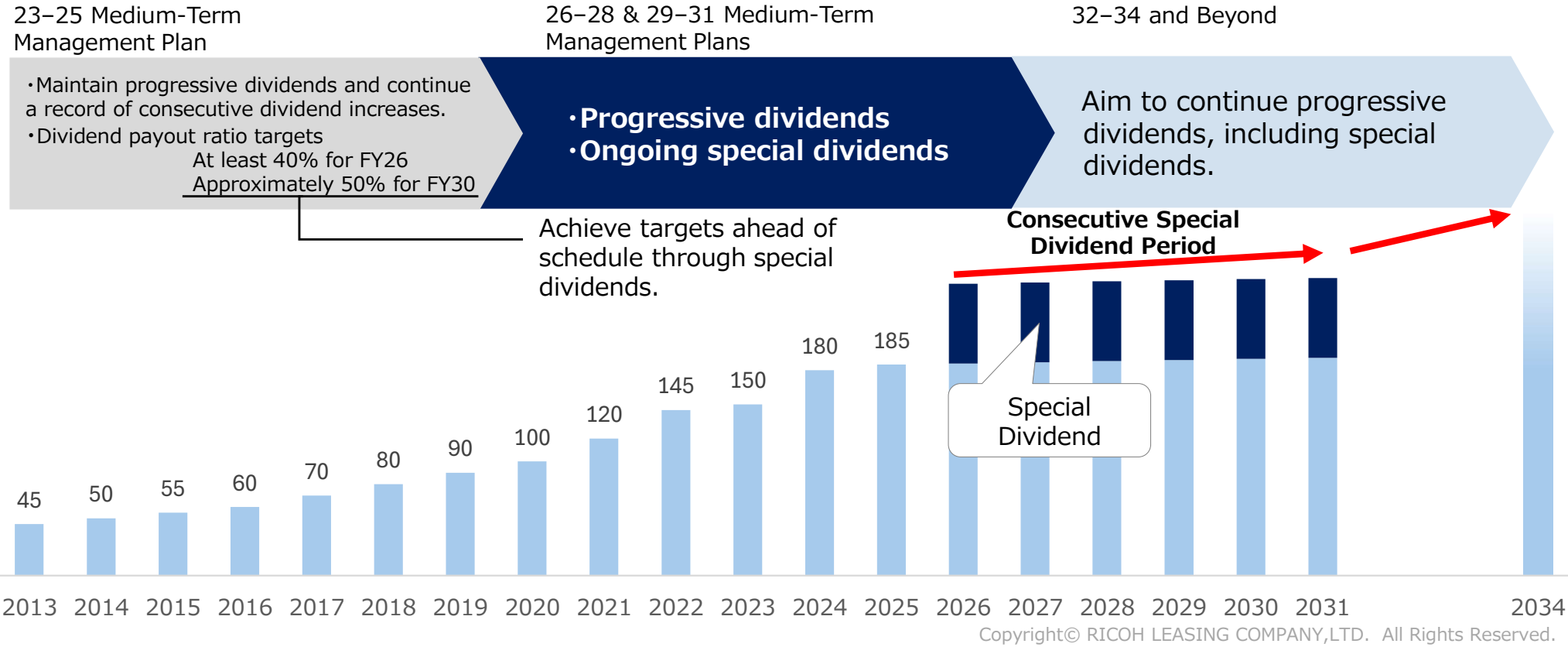
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➢ Basic Policy on Shareholder Returns under the 23–25 Medium-Term

With a focus on dividend progressiveness and industry-leading return levels, we aim to expand shareholder returns while pursuing sustainable growth and strengthening an appropriate capital structure and financial soundness. The targeted dividend payout ratio is at least 40% for FY25 and approximately 50% for FY29.

➢ Shareholder Return Policy from 26–28 and Beyond

- Achieve sustainable business growth through a balanced approach to growth investment and distribution, and provide stable shareholder returns based on an appropriate capital structure.
- While maintaining a progressive dividend policy as our basic approach, the Company will implement additional shareholder returns over a six-year period starting in FY2026 (FY26–28 and FY29–31) to mark our 50th anniversary, with the aim of bringing our financial leverage to an appropriate level.



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Financial Outlook and Target Indicators

Financial Outlook

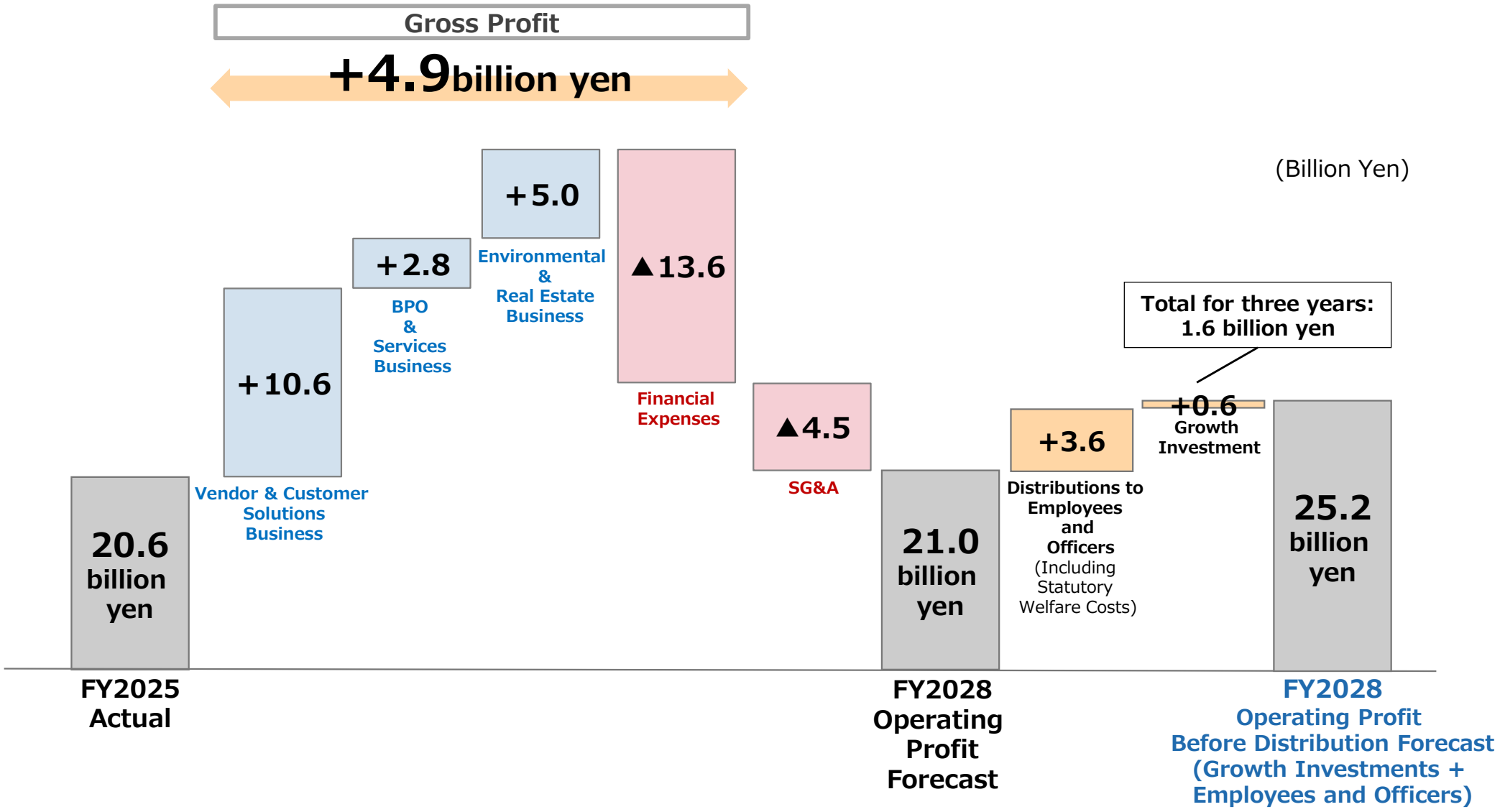
- To enhance ROE, PBR, and productivity, we place strong emphasis on the growth of “Value Added + Growth Investment,” which serves as the core source of value creation.

FY2025		FY2028	
Item	Actual	Forecast	CAGR 26/3→29/3
Gross Profit	50.1billion yen	55.1billion yen	3.2%
Operating Profit	20.6billion yen	21.0billion yen	0.6%
Net Income	12.8billion yen	14.5billion yen	4.2%
ROA	0.90%	0.93%	-
ROE	5.4%	5.7%	-
Annual Dividend per Share	185yen	258yen	11.7%
Operating Assets Balance	1,283.2billion yen	1,394.0billion yen	2.8%
Value Added + Growth Investment	33.6billion yen	40.1billion yen	6.0%

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Changes in Operating Profit in the 26–28 Medium-Term Management Plan

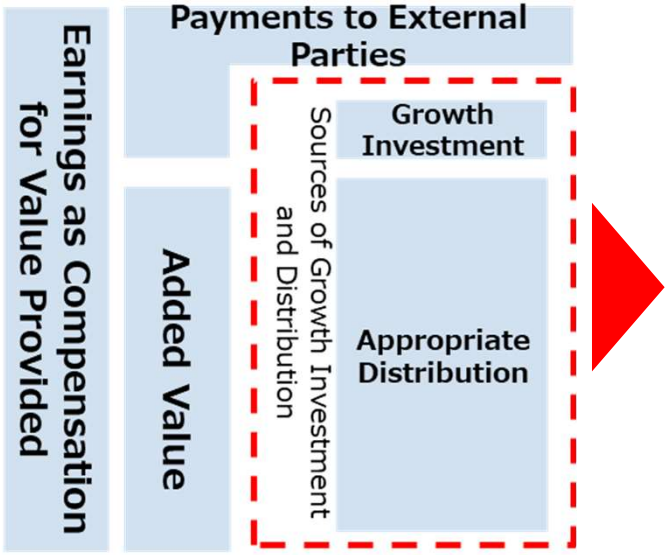
- Assumption of two interest rate hikes in FY2026 under the 26–28 Medium-Term Management Plan
- In response to rising interest rates, we will enhance asset efficiency. To execute appropriate distribution and growth investment, growth in operating profit will be restrained.



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Growth Investments and Added Value Forecast in the 26–28 Medium-Term Management Plan

➢ Items of the Distribution Statement



Profit		Gross Profit + Non-Operating Income + Extraordinary Income
Payments to External Parties		Portion of SG&A,Non-operating Expenses,Extraordinary Losses
	Growth Investment	Expenses Related to Advanced Certifications and AI-Related Qualifications, IT Investment-Related Expenses, and Branding
Added Value		Profit - Payments to External Parties
	Employees and Officers	Personnel Expenses Excluding Statutory Welfare Expenses, Including Advanced Certification Allowances and Employee
	Society	Corporate Taxes, Abundant Future Reserves, and Statutory Welfare Expenses
	Shareholders	Total Annual Dividends for the Fiscal Year
	Business Investment and Internal Reserves	Added Value Total Minus Allocations to Employees and Officers, Society, and Shareholders

➢ Growth Investments and Added Value Forecast in the 26–28 Medium-Term Management Plan

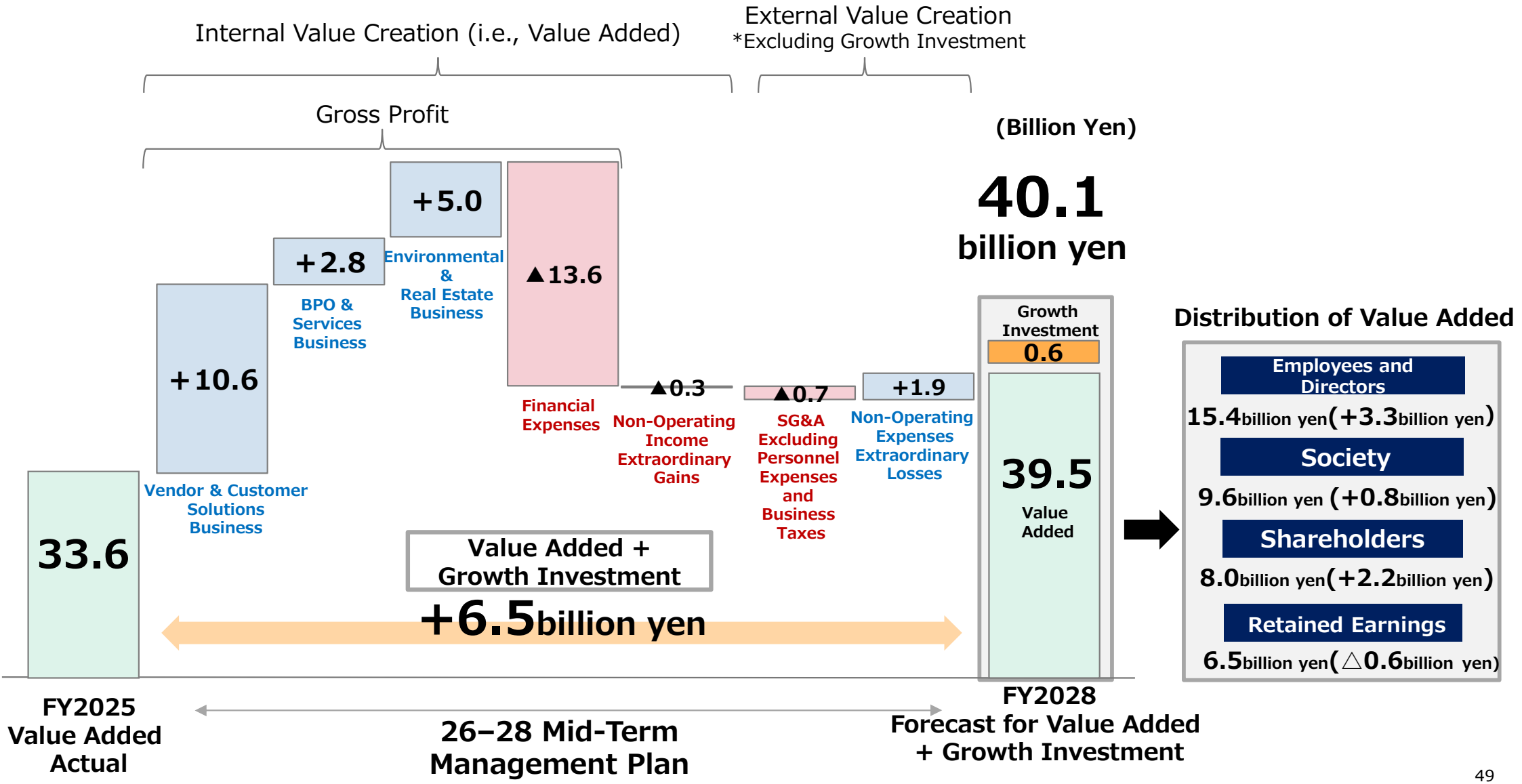
(Billion Yen)

	FY2025	FY2028	Change	
Value Added + Growth Investment	33.6	40.1	6.5	
Profit	51.1	55.8	4.7	Gross Profit + Non-Operating Income + Extraordinary Income
Payments to External Parties				
Growth Investment	0.0	0.6	0.6	Expenses Related to Advanced Certifications and AI-Related Qualifications, IT Investment-Related Expenses, and Branding Investments
Added Value	33.6	39.5	5.9	
Employees and Officers	12.1	15.4	3.3	
└ Appropriate Distribution	0.0	0.7	0.7	Advanced Certification Allowances, Relocation and Expatriate Allowances, and Employee Share-Based Compensation Plans
Society	8.7	9.6	0.8	
Shareholders	5.7	8.0	2.2	
Business Investment and Internal Reserves	7.1	6.5	(0.6)	

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Changes in Value Added in the 26–28 Medium-Term Management Plan

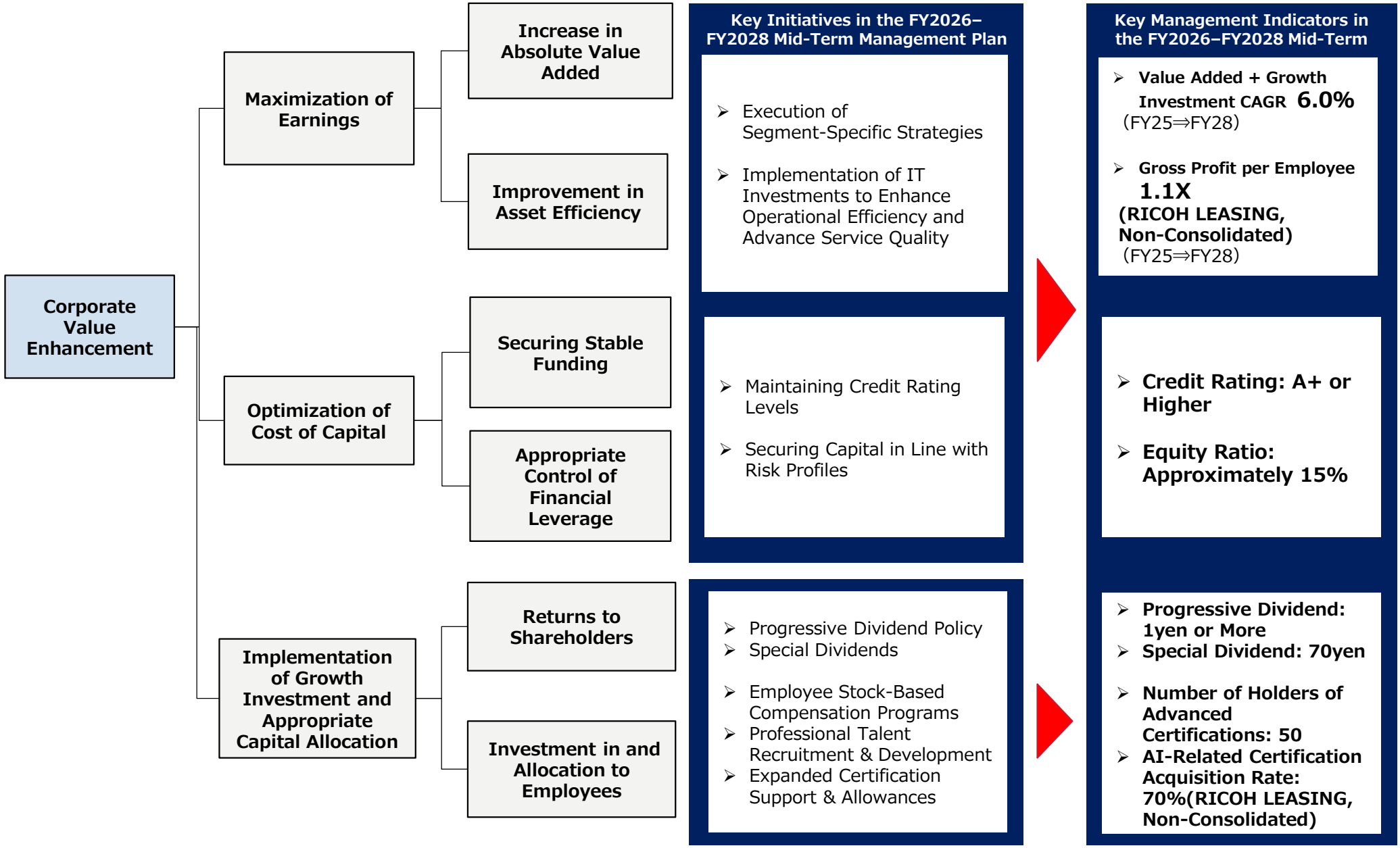
- Increase Value-Added, and promote distribution and investment in growth.



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A Tree Diagram Anchored in Enhancing Corporate Value

- An Overview of Key Initiatives Centered on Enhancing Corporate Value.



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Our Aspiration

The Vision Beyond Growth Investment and Appropriate Distribution

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- To more clearly define the core strengths of our group and the direction we aim to pursue, we have renewed our “Mid- to Long-Term Vision”.

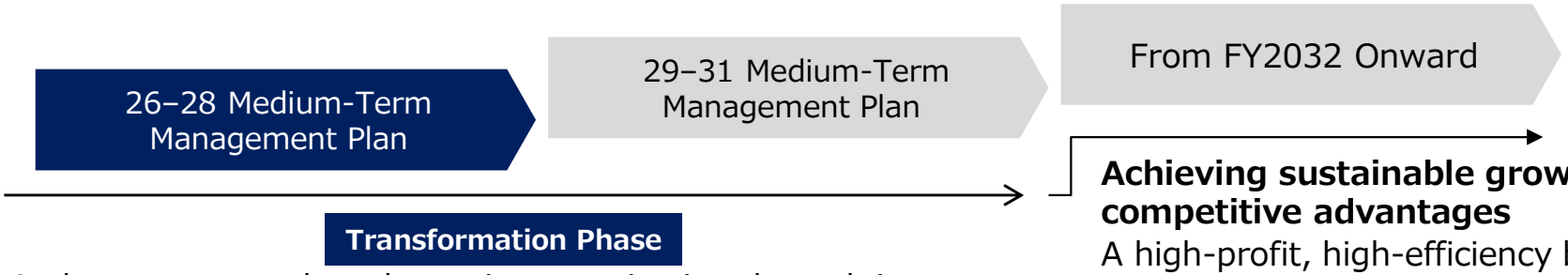
■New Mid- to Long-Term Vision (Our Desired State 10 Years Ahead)

Expanding the Possibilities of Leasing to Support SMEs

Anchored in vendor leasing, we will continuously evolve our services and businesses,
address social challenges through co-creation with our business partners,
and remain an “indispensable presence” supporting the growth of SMEs and other businesses.

■Roadmap to Achieving Our Mid- to Long-Term Vision

- By leveraging vendor leasing as our core strength, we will build a highly profitable and efficient business portfolio with strong competitive advantages and achieve sustainable growth.



A phase to strengthen the entire organization through investment in human capital and IT, accelerating the enhancement and advancement of our businesses

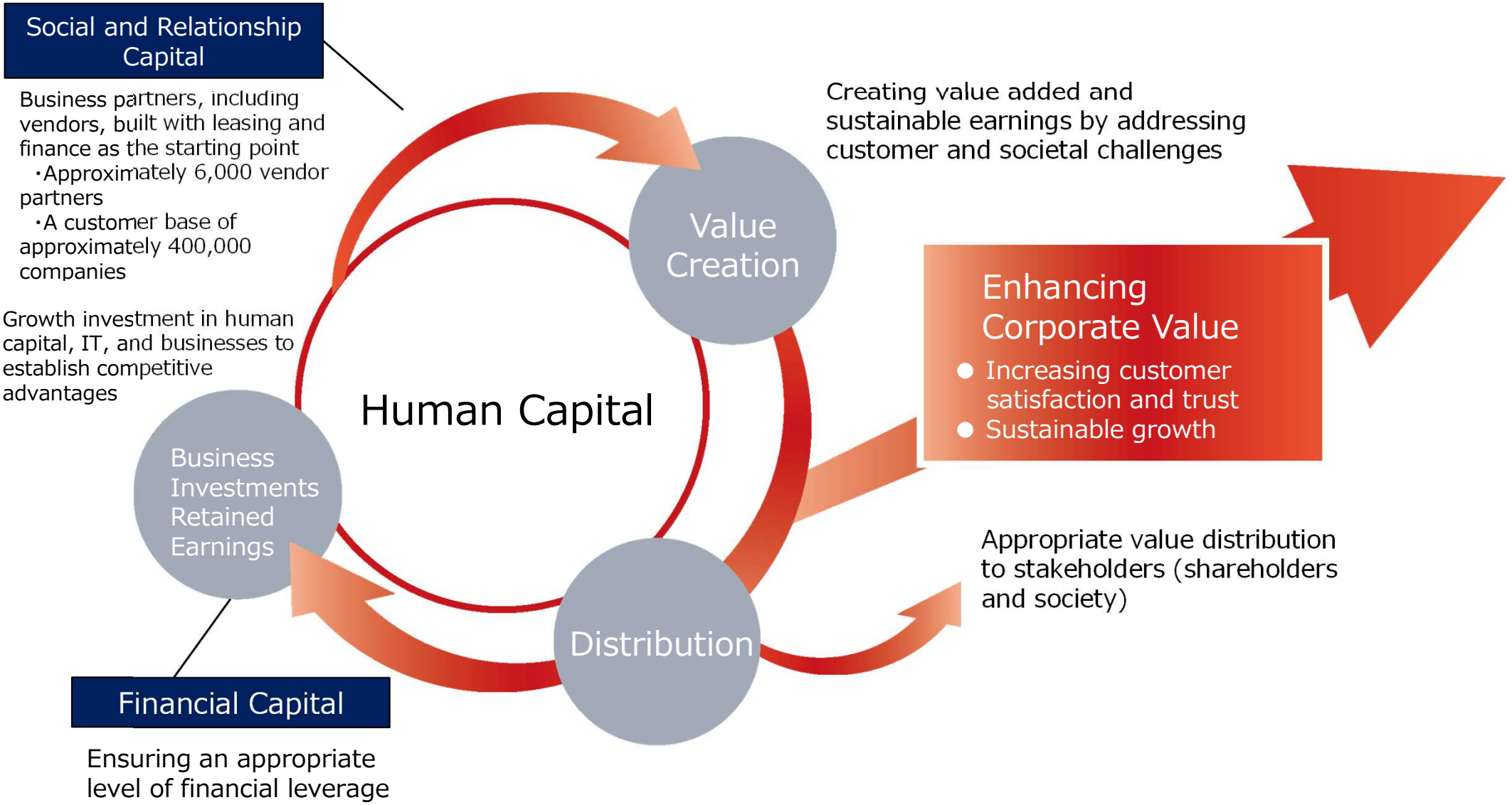
Achieving sustainable growth with strong competitive advantages

A high-profit, high-efficiency business portfolio at the core, becoming “Vendor Leasing DANTOTSU No.1”company

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Corporate Value Enhancement Process— Sustainable Growth and Corporate Value Enhancement —

- Enhancing corporate value with human capital as the starting point



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Our Group's Strengths and Growth Foundation Built Over Time (Reference)

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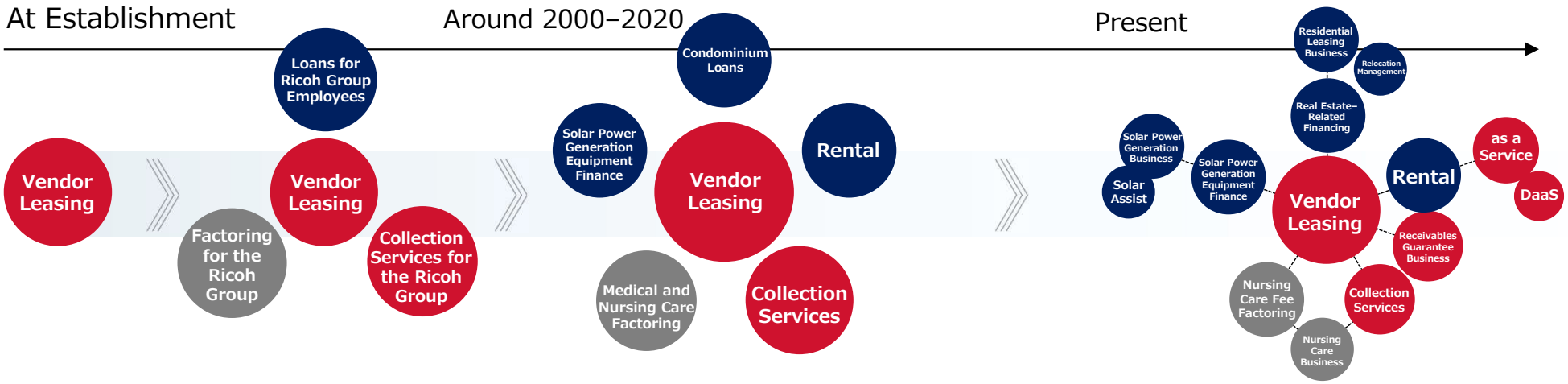
- Leveraging the business model and operating platform we have built over time, we have achieved sustainable growth with vendor leasing as our starting point.

Our Group's Aspiration

Expanding the Possibilities of Leasing to Support SMEs

Strengths We Have Built Over Time

Business Foundation	A foundation that has enabled us to create value together with business partners, with sales support as our starting point
Operating Know-How	Data utilization through a small-lot, high-volume model (credit assessment capabilities) × operational efficiency
Growth Engine	Execution capability built through expanding into adjacent businesses and services, with vendor leasing as the starting point



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Consolidated Income Forecast for FY2026

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Consolidated Income Forecast

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- We anticipate two policy rate hikes in fiscal 2026; while we expect funding costs to continue rising, we aim to maintain gross profit at the previous year's level.
- In addition to making growth investments aimed at enhancing future corporate value, we will pay a special dividend in line with our revised shareholder return policy.

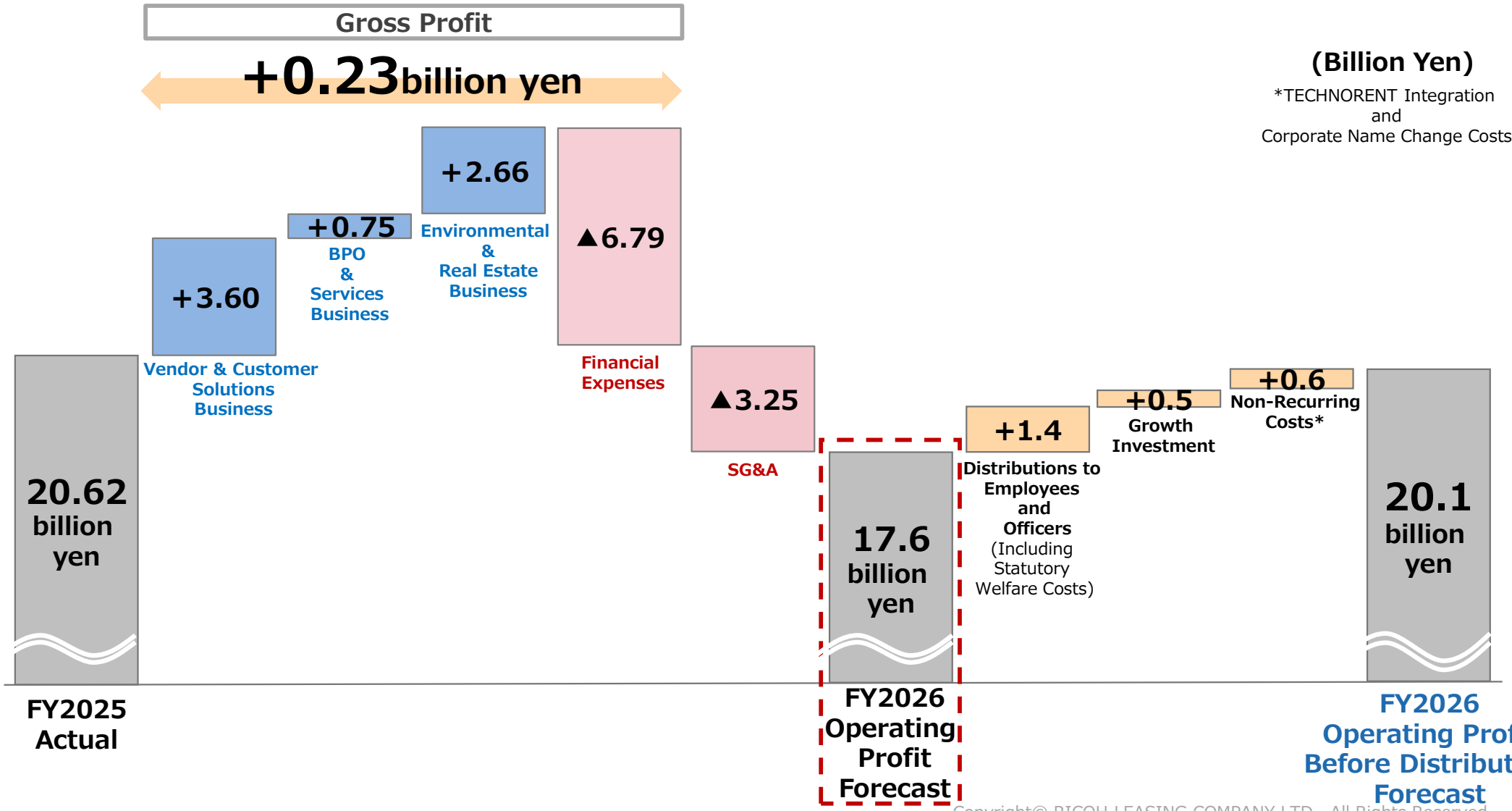
(Billion Yen)

	2026/3		2027/3	
	Full-year Actual	Growth Rate	Full-year Forecast	Growth Rate
Net Sales	338.5	8.5%	**370.0**	9.3%
Gross Profit	50.1	3.3%	**50.4**	0.5%
Selling, General and Administrative Expenses	29.5	10.2%	**32.8**	11.0%
Provision of allowance for doubtful accounts	2.0	76.6%	**2.0**	△0.9%
Operating Profit	20.6	(5.1%)	**17.6**	(14.7%)
Ordinary Profit	21.0	(4.5%)	**17.4**	(17.3%)
Profit	12.8	(18.1%)	**11.9**	(7.2%)
Operating Assets Balance	1,283.2	5.0%	**1,343.0**	4.7%
Value Added+Growth Investment	33.6	-	**33.9**	0.7%
		YoY change		YoY change
Dividend per Share(yen)	185.00	5.00	**256.00**	71.00
Ordinary Dividend	185.00	5.00	**186.00**	1.00
Special Dividend	-	-	**70.00**	70.00
Earnings per Share(yen)	415.96	(92.03)	**386.06**	(29.90)
Dividend Payout Ratio	44.5%	9.0%	**66.3%**	21.8%
ROA（Return on Asset Ratio)	0.90%	(0.29%)	**0.80%**	(0.11%)
ROE（Return on Equity Ratio)	5.4%	(1.5%)	**4.9%**	(0.5%)

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Forecast on Factors Affecting Operating Profit

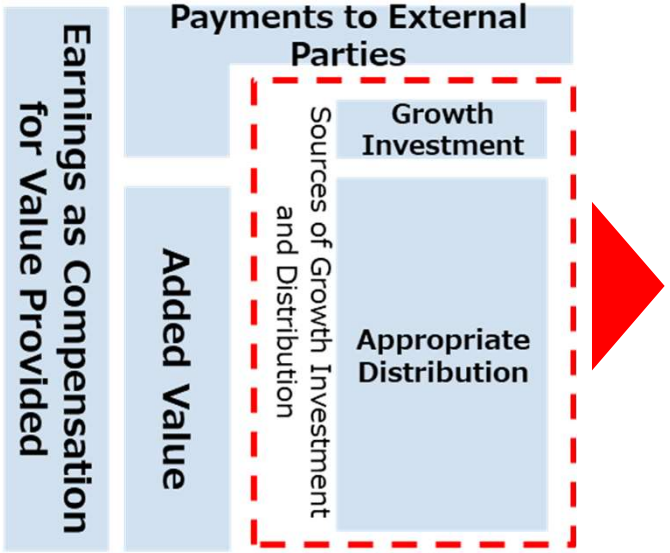
- We will execute growth investments and distributions aimed at achieving sustainable enhancement of corporate value.
- SG&A to increase in FY2026 due to non-recurring costs related to the TECHNORENT integration and corporate name change.



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Growth Investments and Added Value Forecast

➢ Items of the Distribution Statement



Profit		Gross Profit + Non-Operating Income + Extraordinary Income
Payments to External Parties		Portion of SG&A,Non-operating Expenses,Extraordinary Losses
	Growth Investment	Expenses Related to Advanced Certifications and AI-Related Qualifications, IT Investment-Related Expenses, and Branding
Added Value		Profit - Payments to External Parties
	Employees and Officers	Personnel Expenses Excluding Statutory Welfare Expenses, Including Advanced Certification Allowances and Employee
	Society	Corporate Taxes, Abundant Future Reserves, and Statutory Welfare Expenses
	Shareholders	Total Annual Dividends for the Fiscal Year
	Business Investment and Internal Reserves	Added Value Total Minus Allocations to Employees and Officers, Society, and Shareholders

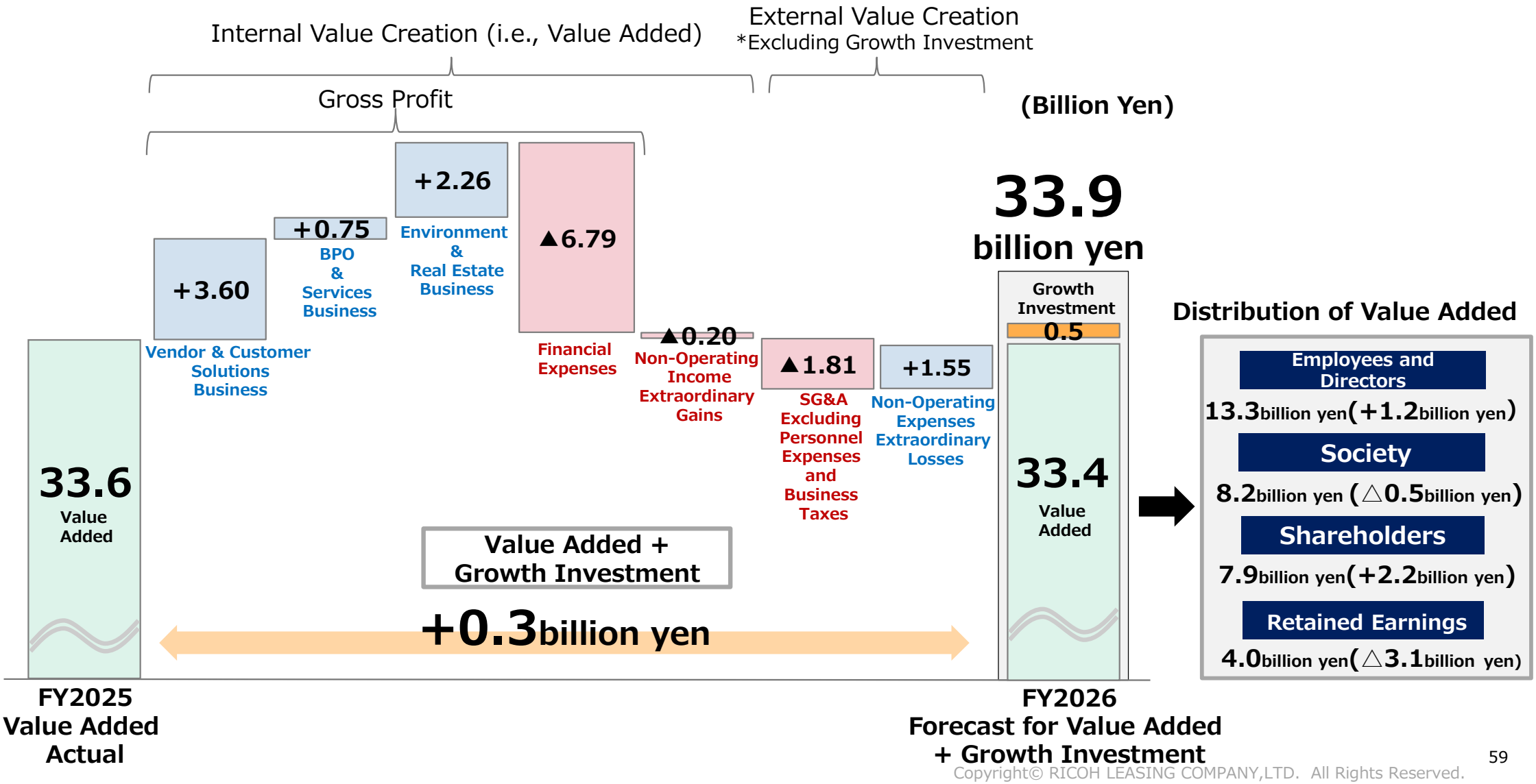
➢ Growth Investments and Added Value Forecast

(Billion Yen)	FY2025	FY2026	Change	
Value Added + Growth Investment	33.6	33.9	0.3	
Profit	51.1	51.2	0,1	Gross Profit + Non-Operating Income + Extraordinary Income
Payments to External Parties				
Growth Investment	0.0	0.5	0.5	Expenses Related to Advanced Certifications and AI-Related Qualifications, IT Investment-Related Expenses, and Branding Investments
Added Value	33.6	33.4	(0.2)	
Employees and Officers	12.1	13,3	1.2	
└ Appropriate Distribution	0.0	0.5	0.5	Advanced Certification Allowances, Relocation and Expatriate Allowances, and Employee Share-Based Compensation Plans
Society	8.7	8.2	(0.5)	
Shareholders	5.7	7.9	2.2	
Business Investment and Internal Reserves	7.1	4.0	(3.1)	

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Forecast on Factors Affecting Value Added + Growth Investment

- We seek to enhance future value added through disciplined capital allocation, balancing distributions and investment in growth.
- While promoting appropriate distributions to employees and officers, we will further strengthen shareholder distributions as we move toward an optimal level of the equity ratio.



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Breakdown of Operating Assets — Forecast

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- Both the Vendor & Customer Solutions Business and the Environment & Real Estate Business are building up assets, with operating assets expected to increase by 59.7 billion yen

(Billion Yen)

	2026/3		2027/3	
	Actual	Increase/ Decrease	Forecast	Increase/ Decrease
Vendor & Customer Solutions Business	743.5	45.8	**775.5**	31.9
Leases and Installment	712.7	44.5	**742.9**	30.1
Loans	30.7	1.3	**32.5**	1.8
Environment & Real Estate Business	539.7	15.6	**567.4**	27.7
Leases and Installment	116.5	(10.3)	**110.1**	(6.3)
Loans	263.8	16.7	**284.6**	20.7
Solar Power Generation Business	34.6	2.1	**37.7**	3.0
Housing Rental and Real Estate Business	124.6	7.1	**135.0**	10.3
Operating Assets Balance	1,283.2	61.5	**1,343.0**	59.7
Leases and Installment	829.3	34.1	**853.1**	23.7
Loans	294.5	18.0	**317.2**	22.6
Solar Power Generation Business	34.6	2.1	**37.7**	3.0
Housing Rental and Real Estate Business	124.6	7.1	**135.0**	10.3

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RICOH LEASING to become RITRES



Empower the Future.

*The change in our trading name is conditional on the approval of motion partially amending the Articles of Association at the General Meeting of Shareholders scheduled for June 29, 2026.

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Major Releases in FY2025

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FY2025	1Q	**Real estate**	Execution of a loan agreement with Ishikari Renewable Energy Center No.1 LLC
		Company-wide	Participation in the “Health and Productivity Management Alliance”
	2Q	**BPO**	The “Convenience Store Payment Service” now supports smartphone-based cashless payments via auPAY and Rakuten Pay
		Environment	Provision of additional environmental value through participation in the Sapporo Real Estate Development project
		Company-wide	Selected as a CDP 2024 Supplier Engagement Leader
		Company-wide	Continued inclusion as a constituent of the “FTSE Blossom Japan Index” and the “FTSE Blossom Japan Sector Relative Index”
		Medical and Healthcare	Commencement of operation of a medical DX system designed to improve operational efficiency at clinics
		Company-wide	Notice Concerning Relocation of Head Office
		Company-wide	Commencement of consideration regarding the merger with TECHNORENT Co.,Ltd a consolidated subsidiary of the Company
		Office	Donations made to three organizations through a “Tie-up-type” SDGs participation lease and rental program

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Major Releases in FY2025

FY2025	2Q	**Welfare Suzuran**	Opening of a new residential paid nursing home specialized in women and DX
		Company-wide	Formulation of the “RICOH LEASING group basic policy on customer harassment”
	3Q	**BPO**	Launch of the collection agency “Online account transfer application service”
		Real estate	Launch of the “First Fund for Housing Support for Single-Parent Families”
		Company-wide	Awarded the highest “Gold” rating in the PRIDE index 2025 for the second consecutive year
		Company-wide	Ranked 13th in the corporate category of the “Forbes Japan women award 2025”
		Company-wide	Establishment of the “RICOH LEASING group abundant future fund”
		Company-wide	Recipient of the FY2025 minister of the environment award for climate change action
		Company-wide	Selected as an “A list company” in the CDP climate change questionnaire 2025
	4Q	**Company-wide**	First-time hosting of the flag football tournament “RECOH LEASING cup”

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Major Releases in FY2025

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FY2025	4Q	Company-wide	Notice Concerning Change of Trade Name and Partial Amendments
		Company-wide	Notice regarding the conclusion of a partnership agreement with the Hokkaido Nippon-Ham Fighters
		The environment	Selection for the “Grid-scale large battery storage installation support program aimed at expanding renewable energy adoption”
		Company-wide	Certified as a “Sports yell company 2026” by the Japan sports agency
		Company-wide	Notice of Partial Changes to the Shareholder Benefit Program
		Company-wide	Certified as a “health and productivity management outstanding organization 2026 (large enterprise category)” for the tenth consecutive year
		Company-wide	Notice Concerning Introduction of a Stock Compensation Plan for Employees
		Company-wide	Introduction of relocation and regional assignment allowances
		Company-wide	Introduction of allowances for high-difficulty professional qualifications
		BPO	The collection agency service “School collect” reaches cumulative adoption by 1,000 public elementary and junior high schools nationwide

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Consolidated Statements of Income

(Billion Yen)

	2025/3		2026/3		2027/3	
	4Q cumulative total	Growth Rate	4Q cumulative total	Growth Rate	Full-year Forecast	Growth Rate
Net Sales	312.1	1.2%	**338.5**	8.5%	370.0	9.3%
Cost of Sales	263.6	0.3%	**288.4**	9.4%	319.6	10.8%
Finacial Expenses	3.7	85.4%	**7.1**	91.5%	13.9	95.6%
Gross Profit	48.5	6.5%	**50.1**	3.3%	50.4	0.5%
Selling,General and Administrative Expenses	26.8	9.2%	**29.5**	10.2%	32.8	11.0%
Personnel Expenses	12.9	5.8%	**13.8**	7.1%	15.2	10.3%
Provision of Allowance for Doubtful Accounnts	1.1	(17.2%)	**2.0**	76.6%	2.0	(0.9%)
Operating Profit	21.7	3.4%	**20.6**	(5.1%)	17.6	(14.7%)
Ordinary Profit	22.0	2.3%	**21.0**	(4.5%)	17.4	(17.3%)
Net Income	15.6	38.8%	**12.8**	(18.1%)	11.9	(7.2%)

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Performance by Segment

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Net Sales and profit

(Billion yen)

	2025/3		2026/3	
	4Q cumulative total	Growth Rate	4Q cumulative total	Growth Rate
Net Sales	312.1	1.2%	**338.5**	8.5%
Leases & Finance Business	292.8	(0.2%)	**316.3**	8.0%
Services Business	9.3	6.7%	**10.2**	9.9%
Investment Business	9.9	64.9%	**11.8**	20.0%
Segment Profit	24.6	5.1%	**23.7**	(3.6%)
Leases & Finance Business	21.2	1.6%	**20.8**	(2.1%)
Services Business	1.2	(6.2%)	**1.1**	(12.7%)
Investment Business	2.0	84.3%	**1.7**	(13.5%)

Operating Assets

(Billion yen)

	2025/3		2026/3	
	Actual	Increase/ Decrease	Actual	Increase/ Decrease
Operating Assets	1,221.7	106.7	**1,283.2**	61.5
Leases & Finance Business	1,071.6	51.2	**1,123.9**	52.2
Investment Business	150.0	55.4	**159.3**	9.2

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Quarterly Performance Trends

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(Billion yen)

	FY2022					FY2023					FY2024					FY2025				
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total
Net sales	76.3	72.6	75.6	74.2	298.8	77.5	77.7	79.6	73.3	308.3	75.6	78.0	76.3	82.0	312.1	82.4	88.4	83.4	84.2	338.5
Profit before Financial Expenses	11.8	10.7	10.8	11.2	44.7	11.5	12.3	11.8	11.7	47.5	11.9	13.4	13.2	13.6	52.2	13.6	14.9	14.1	14.4	57.2
Office	3.5	3.4	3.4	4.0	14.5	3.8	3.6	3.8	3.7	15.1	3.9	3.9	3.9	4.1	16.0	4.4	4.3	4.4	4.6	17.8
Capital Investment	2.5	2.3	2.4	2.0	9.4	2.3	2.3	2.3	2.4	9.6	2.3	2.4	2.6	3.1	10.6	2.6	3.1	3.0	2.9	11.8
Medical and healthcare	1.0	1.1	1.0	1.4	4.6	1.4	1.4	1.5	1.4	5.8	1.4	1.4	1.4	1.4	5.9	1.5	1.5	1.5	1.6	6.3
Real estate	1.4	1.6	1.5	1.5	6.2	1.7	1.7	1.6	1.9	7.0	1.8	2.2	2.2	2.4	8.7	2.2	2.3	2.5	2.5	9.7
The environment	1.2	0.7	0.7	0.5	3.3	0.6	1.6	0.9	0.5	3.8	0.6	1.6	0.8	0.6	3.8	0.9	1.6	0.6	0.5	3.8
as a Service	1.3	0.6	0.6	0.6	3.2	0.6	0.6	0.6	0.6	2.6	0.6	0.6	1.0	0.7	3.1	0.7	0.9	0.8	1.0	3.6
BPO	0.8	0.7	0.8	0.8	3.2	0.7	0.8	0.8	0.8	3.4	0.9	1.0	0.9	0.9	3.8	1.0	1.0	1.0	1.0	4.0
Financial Expenses	0.3	0.3	0.3	0.3	1.4	0.4	0.4	0.4	0.7	2.0	0.6	0.8	1.0	1.2	3.7	1.4	1.6	1.8	2.1	7.1
Gross Profit	11.5	10.3	10.4	10.9	43.2	11.1	11.9	11.4	11.0	45.5	11.2	12.6	12.2	12.4	48.5	12.1	13.3	12.3	12.3	50.1
Selling,General and Administrative Expenses	4.7	5.0	4.9	7.2	22.0	5.8	5.7	5.8	7.0	24.5	6.1	6.3	6.4	7.8	26.8	7.2	7.1	6.9	8.1	29.5
Operating Profit	6.8	5.3	5.4	3.6	21.2	5.2	6.1	5.5	3.9	21.0	5.1	6.3	5.7	4.5	21.7	4.9	6.1	5.3	4.1	20.6
Ordinary Profit	6.9	5.4	5.5	3.6	21.5	5.2	6.3	5.6	4.2	21.5	5.2	6.3	5.7	4.6	22.0	5.0	6.3	5.3	4.2	21.0
Net Income	4.7	3.7	3.8	2.5	14.8	0.9	4.4	2.8	3.0	11.2	3.5	4.7	4.1	3.2	15.6	3.4	2.7	3.8	2.6	12.8

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