First Quartet of Fiscal Year Ending March 2027 (FY2026) Financial Highlights

July 31, 2026

RICOH LEASING COMPANY, LTD.

RiTRES

2026年12月リコーリースは、リトレスへ。

Table of Contents

1. Consolidated Results for the First Quarter of FY2026

2. Performance by Business field

3. Reference Material

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1 Consolidated Results for the First Quarter of FY2026

Financial Performance Overview for the First Quarter of FY2026

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1. Gross profit up 5.1% YoY, Operating profit down 3.6% YoY

Profit before financial expenses increased steadily across all businesses, driving gross profit to a record high for the first quarter.

Operating profit declined due to higher SG&A expenses, including employee and director distributions and provision for doubtful accounts.

2. Operating assets: 1,294.7 billion yen (+11.4 billion yen from the end of the previous fiscal year)

Operating assets increased in both the Vendor & Customer Solutions Business and the Environment & Real Estate Business.

3. The full-year income forecast for FY2026 remains unchanged from the initial forecast.

First-quarter net income achieved 27.7% of the full-year forecast, representing steady progress toward the annual target.

* 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

- Although profit at the operating income level and below decreased year on year, performance progressed ahead of the full-year forecast, marking a solid start to the fiscal year.

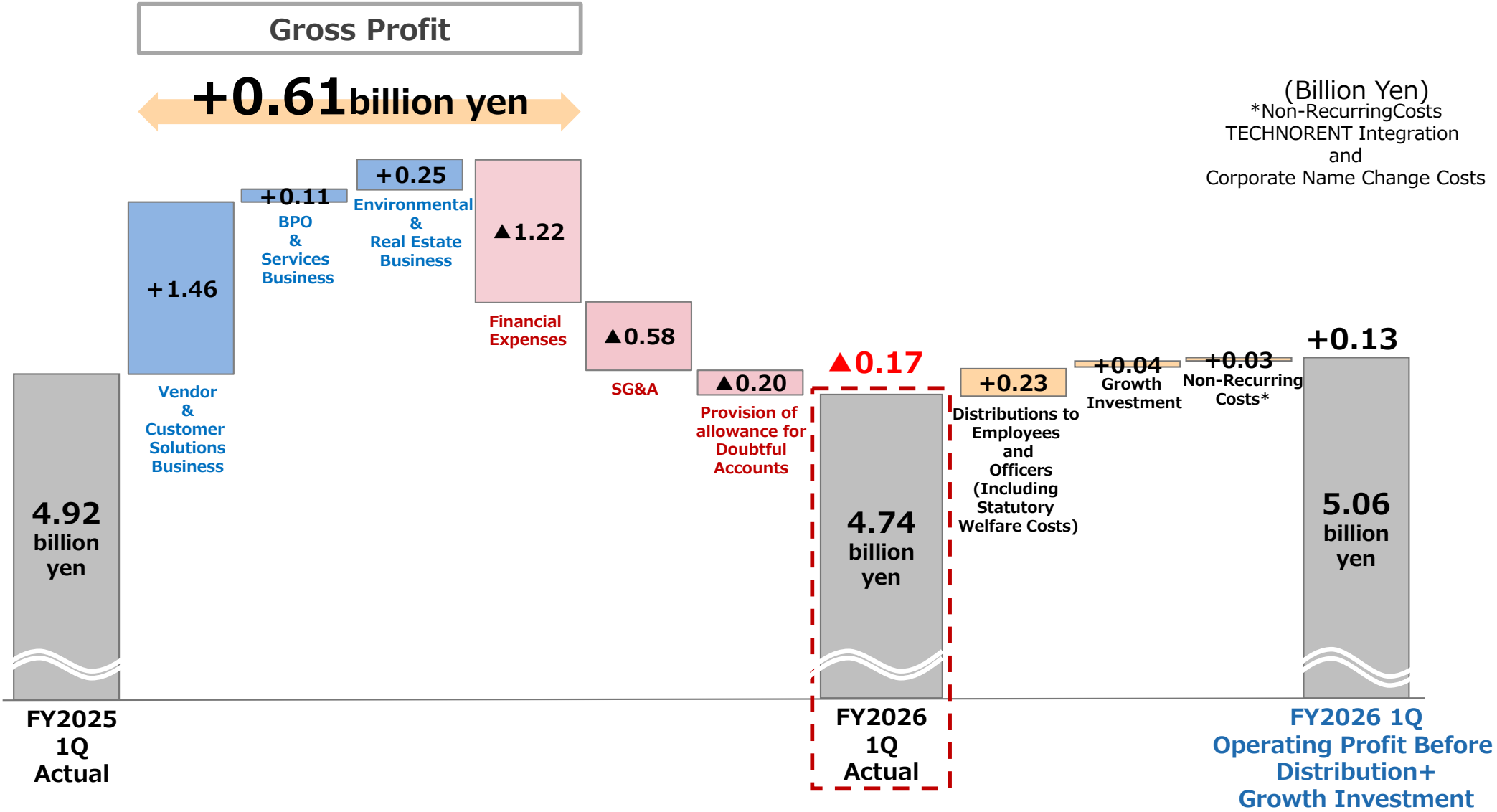
(Billion Yen)

	FY2025 1Q	FY2026 1Q	FY2026 Growth Rate	FY2026 Full-year Forecast	Progress Rate
Profit before Financial Expenses	13.6	**15.5**	13.4%	64.3	24.1%
Financial Expenses	1.4	**2.7**	81.7%	13.9	19.6%
Gross Profit	12.1	**12.7**	5.1%	50.4	25.4%
Selling,General and Administrative Expenses	7.2	**8.0**	10.9%	32.8	24.5%
Provision for allowance for doubtful accounts	0.2	**0.4**	89.9%	2.0	22.1%
Operating Profit	4.9	**4.7**	(3.6%)	17.6	27.0%
Ordinary Profit	5.0	**4.7**	(5.7%)	17.4	27.5%
Net Income	3.4	**3.3**	(5.3%)	11.9	27.7%
Value Added+Growth Investment	8.6	**8.6**	0.4%	33.9	25.5%
Operating Assets Balance	1,236.9	**1,294.7**	4.7%	1,343.0	–
			YonY change		
Dividend per Share(yen)	–	**–**	–	256.00	–
Ordinary Dividend	–	**–**	–	186.00	–
Special Dividend	–	**–**	–	70.00	–
Earnings per Share(yen)	113.11	**107.08**	(6.02)	386.06	–
Dividend Payout Ratio	–	**–**	–	66.3%	–
ROA（Return on Asset Ratio)	1.00%	**0.90%**	(0.11%)	0.80%	–
ROE（Return on Equity Ratio)	5.9%	**5.5%**	(0.5%)	4.9%	–
Equity Ratio (%)	16.8%	**16.3%**	(0.5%)	16.2%	–

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Factors Affecting Operating Profit

- Profit before financial expenses increased across all segments on growth in operating assets and asset yields.
- Operating profit increased excluding the impact of employee and director distributions and growth investments.
- Although provision for doubtful accounts increased due to additional allowances for specific receivables, losses from actual credit incidents decreased.

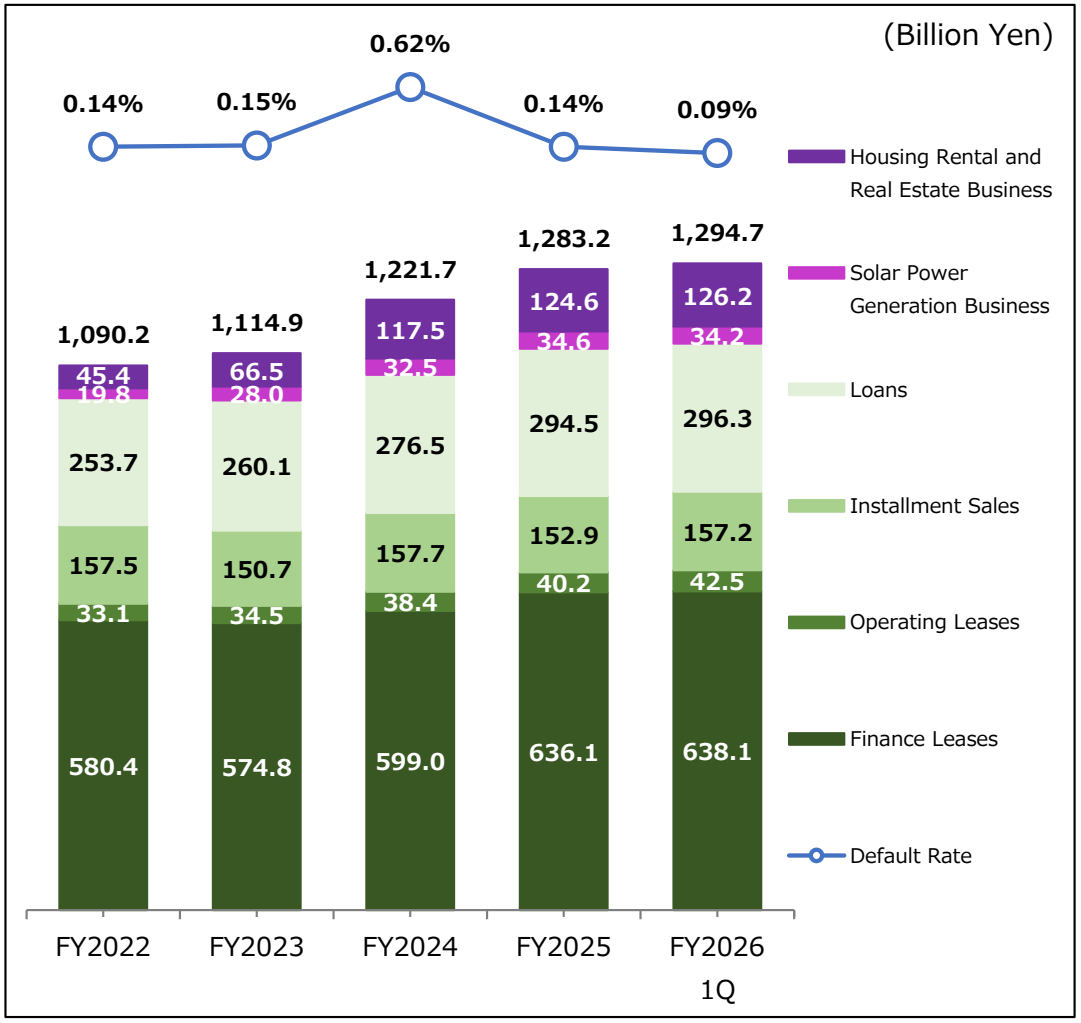


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Operating Assets・Default Rate/ Total Procurement Amount・Financial Expenses Ratio

- Operating assets increased due to growth in executed contracts volume.
- The default rate declined due to lower credit losses.

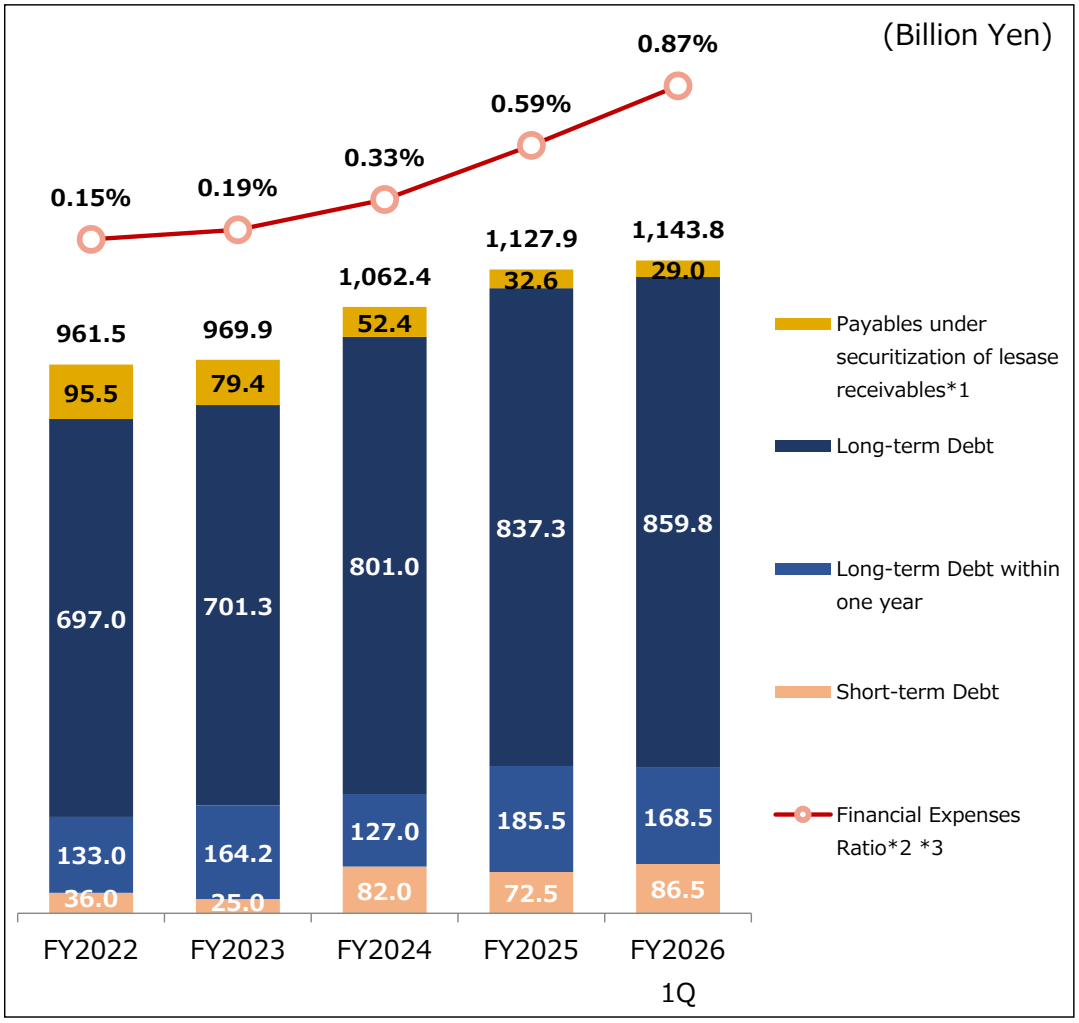
Operating Assets・Default Rate



* Amount of Securitized Lease Receivables for the first quarter of 27/3: 36.4billion yen.
* Default rate = Default loss amount / Average balance of operating assets. (default rate has been calculated by annualizing the default loss amount for the first quarter of 27/3)

- Funding volume increased on growth in operating assets.
- Financial expenses increased and the Financial Expenses Ratio rose due to higher interest rates.

Total Procurement Amount・Financial Expenses Ratio



*1 Payables under securitization of lease receivables includes off-balance sheet financing.
*2 Financial expenses ratio = Financial expenses/Average balance of operating assets.
*3 For the first quarter of 27/3, financial expenses ratio has been calculated by annualizing financial expenses.

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2 Performance by Business Segment

Result in Vendor & Customer Solutions Business

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- Profit growth driven by higher operating asset balances and asset yields, offsetting higher financial expenses.
- Demand for cybersecurity solutions offset the decline in PC replacement demand from the previous year.
- Vendor lease enhancement initiatives contributed to steady business growth.

Results

(Billion Yen)

	FY2025 1Q	FY2026 1Q	FY2026 Growth Rate
Profit before financial expenses	8.9	**10.4**	16.4%
Financial Expenses	0.8	**1.5**	83.7%
Gross Profit	8.1	**8.8**	9.3%

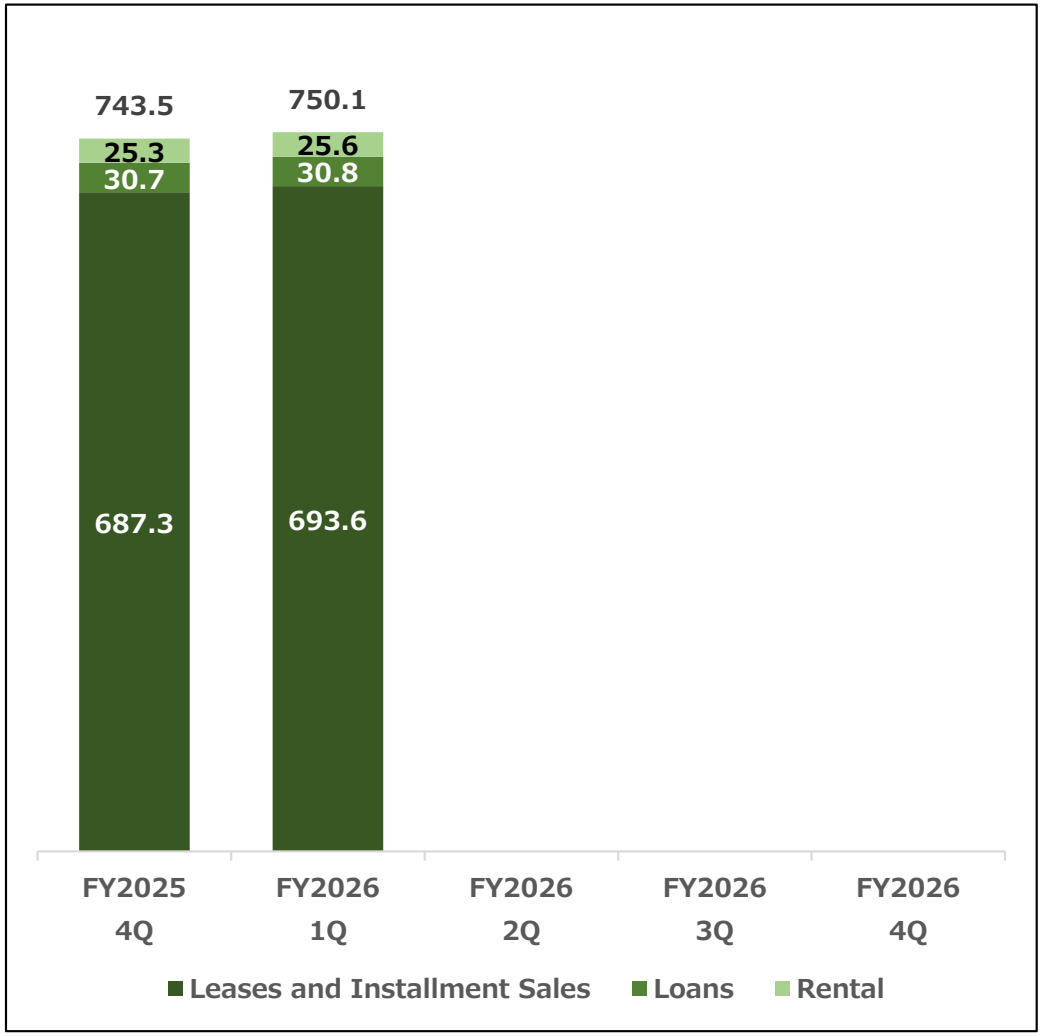
Executed contracts volume

(Billion Yen)

	FY2025 1Q	FY2026 1Q	FY2026 Growth Rate
Office	31.2	**31.9**	2.5%
Capital investment	28.9	**32.0**	10.7%
Medical and healthcare	8.8	**8.3**	△5.2%
Total of Leases, Installment Sales, and Loans	68.9	**72.3**	4.9%
Rental Contract Volume	4.9	**4.1**	△17.5%

Operating Asset Balance

(Billion Yen)



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Result in BPO & Services Business

- Growth in Collection Agency Services and Factoring Services for Nursing-Care Facilities drove profit growth.
- Transaction volume in Collection Agency Services increased significantly, driven by the ramp-up of major contracts acquired in the previous year and new large-scale customer wins.
- Transaction volume in Factoring Services for Nursing-Care Facilities increased, supported by business expansion among existing customers and new customer acquisitions.

Results

(Billion Yen)

	FY2025 1Q	FY2026 1Q	FY2026 Growth Rate
Profit before financial expenses	1.3	**1.4**	8.5%
Financial Expenses	0.0	**0.0**	95.1%
Gross Profit	1.3	**1.4**	7.9%

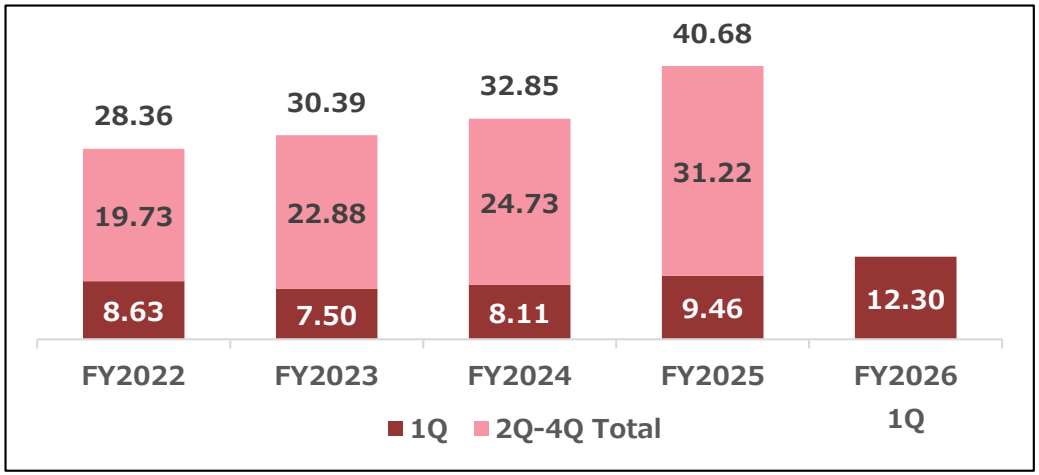
Sales results

(Billion Yen)

	FY2025 1Q	FY2026 1Q	FY2026 Growth Rate
Number of Transactions in Collection Agency Services (Million Cases)	9.46	**12.30**	30.1%
Transaction Volume of Factoring Services for Nursing-Care Facilities	24.4	**27.6**	13.2%
Outstanding Receivables Guarantee Balance	1.8	**3.6**	101.3%

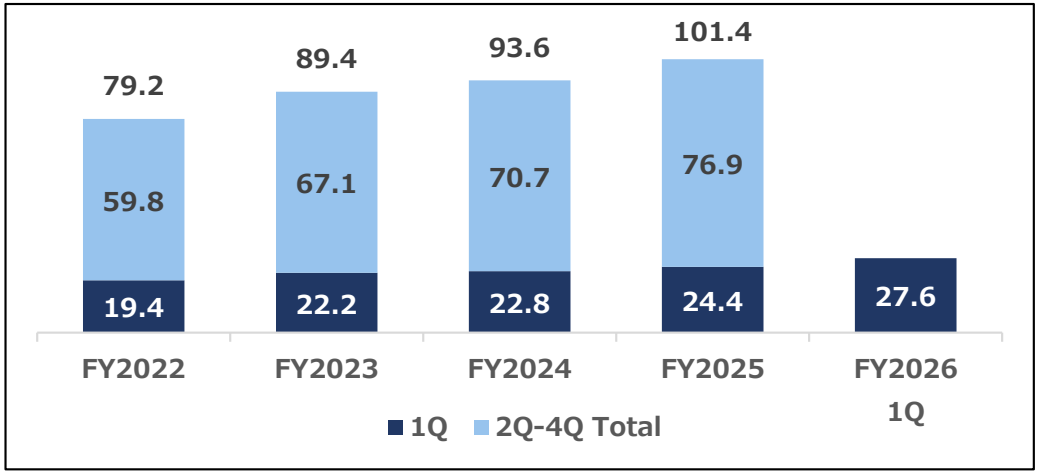
Number of Transactions in Collection Agency Services

(Million Cases)



Transaction Volume of Factoring Services for Nursing-Care Facilities

(Billion Yen)



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Result in Environmental & Real Estate Business

- Higher financial expenses offset growth in profit before financial expenses, resulting in lower profit.
- Environmental Business: Executed contracts volume increased significantly on large-scale installment and loan transactions.
  Real Estate Business: Executed contracts volume decreased due to the reactionary decline from large trust beneficial interests transactions.

Results

(Billion Yen)

	FY2025 1Q	FY2026 1Q	FY2026 Growth Rate
Profit before financial expenses	3.3	**3.6**	7.6%
Financial Expenses	0.6	**1.1**	78.8%
Gross Profit	2.7	**2.5**	△8.6%

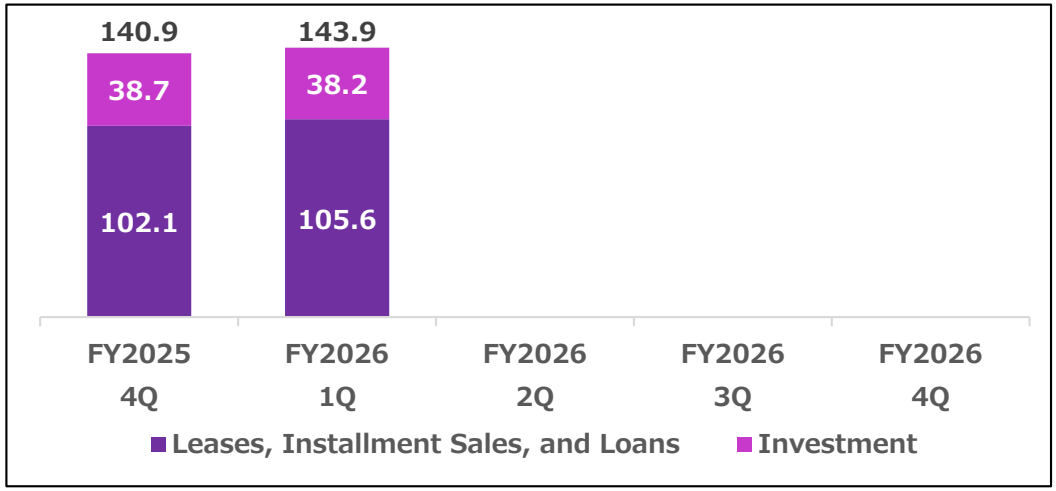
Executed contracts volume

(Billion Yen)

	FY2025 1Q	FY2026 1Q	FY2026 Growth Rate
Leases, Installment Sales, and Loans	0.8	**7.0**	704.0%
Investment	0.1	**0.2**	136.0%
Total of Environmental Business	0.9	**7.3**	638.0%
Leases, Installment Sales, and Loans	12.7	**14.6**	14.3%
Investment	18.6	**11.1**	△40.5%
Total of Real Estate Business	31.4	**25.7**	△18.2%
Total of Environmental and Real Estate Businesses	32.4	**33.0**	2.0%

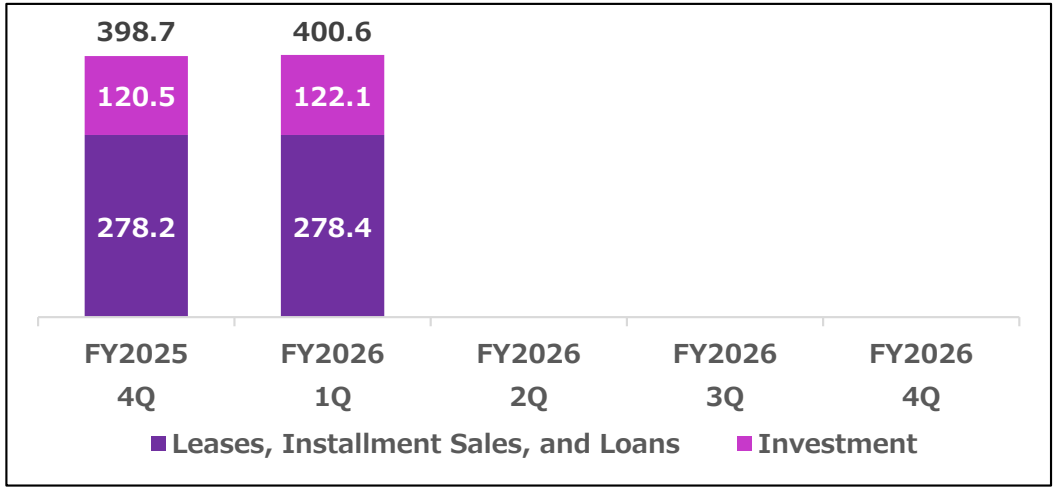
Operating Asset Balance (Environmental)

(Billion Yen)



Operating Asset Balance (Real Estate)

(Billion Yen)



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3 Reference Material

Consolidated Income Forecast

- We anticipate two policy rate hikes in FY2026; 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.

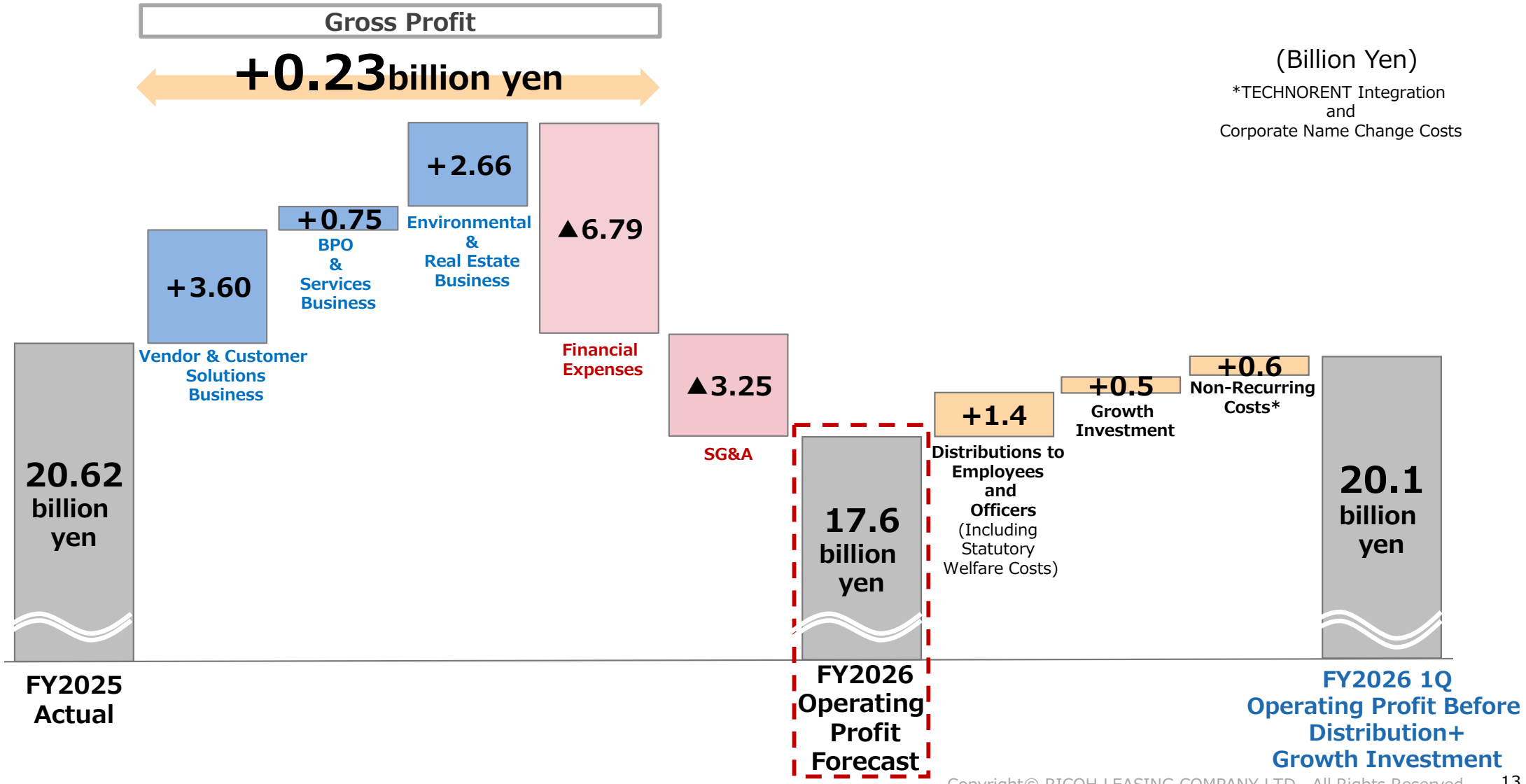
(Billion Yen)

	FY2025		FY2026	
	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

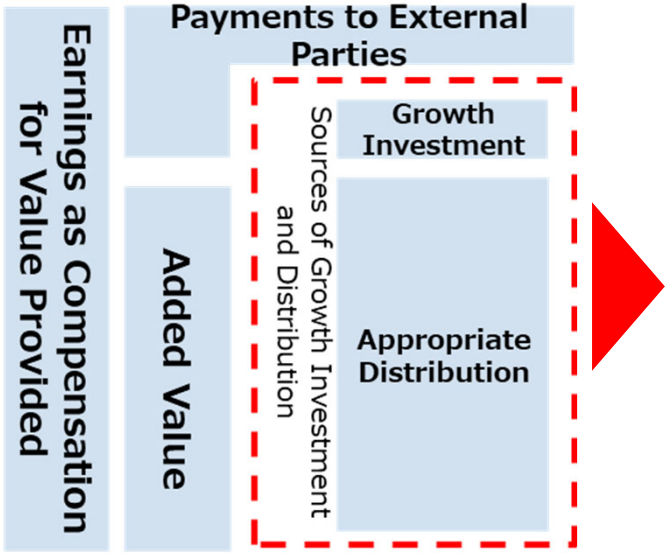
- We will execute growth investments and distributions aimed at achieving sustainable enhancement of corporate value.
- SG&A to increase in FY2026 due to non-recurring costs related to the TECHNORENT integration and corporate name change.



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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

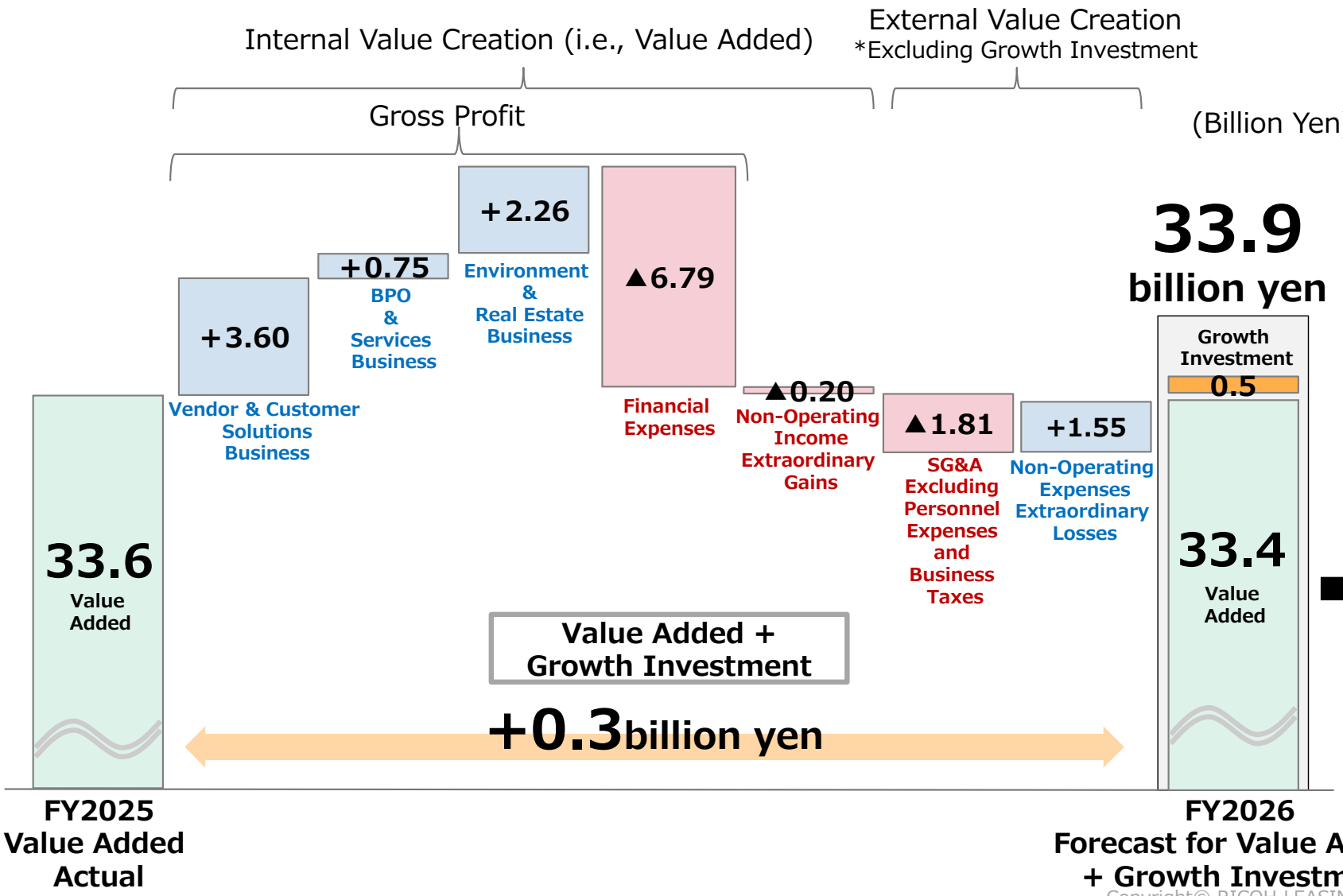
➢ Growth Investments and Added Value Forecast

(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.



Distribution of Value Added

Employees and Directors
13.3billion yen(+1.2billion yen)

Society
8.2billion yen (△0.5billion yen)

Shareholders
7.9billion yen(+2.2billion yen)

Retained Earnings
4.0billion yen(△3.1billion yen)

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Breakdown of Operating Assets — Forecast

- 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)

	FY2025		FY2026	
	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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Consolidated Balance Sheets

(Billion Yen)

	FY2025 4Q	FY2026 1Q	FY2026 Increase/ Decrease at the end of the previous team
Cash and deposits	7.2	**4.2**	(2.9)
Lease receivables and investments in leases	597.1	**604.5**	7.4
Installment receivables	177.2	**182.2**	5.0
Accounts receivable - operating loans	294.5	**296.3**	1.7
Assets for lease	145.3	**146.5**	1.2
Allowance for doubtful accounts *1	(7.1)	**(7.3)**	(0.1)
Other assets	251.2	**254.1**	2.8
Total assets	1,465.5	**1,480.7**	15.1

	FY2025 4Q	FY2026 1Q	FY2026 Increase/ Decrease at the end of the previous team
Short-term Interest-bearing debt*2	258.0	**255.0**	(3.0)
Long-term Interest-bearing debt	837.3	**859.8**	22.5
Long-term payables under securitization of lease receivables	1.1	**-**	(1.1)
Other liabilities	127.4	**124.8**	(2.6)
Total liabilities	1,223.8	**1,239.6**	15.7
Total net assets	241.6	**241.1**	(0.5)
Total liabilities and net assets	1,465.5	**1,480.7**	15.1

*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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Performance by Segment

Net Sales and profit

(Billion Yen)

	FY2025		FY2026	
	1Q	Growth Rate	1Q	Growth Rate
Net Sales	82.4	8.9%	**87.2**	5.9%
Leases & Finance Business	77.1	8.0%	**81.2**	5.3%
Services Business	2.4	9.7%	**2.8**	14.4%
Investment Business	2.8	39.7%	**3.2**	14.6%
Segment Profit	5.7	(0.5%)	**5.5**	(2.3%)
Leases & Finance Business	4.9	(2.3%)	**4.8**	(1.2%)
Services Business	0.2	(20.2%)	**0.2**	(1.0%)
Investment Business	0.5	36.0%	**0.4**	(12.6%)

Operating Assets

(Billion Yen)

	FY2025		FY2026	
	4Q	Increase/ Decrease	1Q	Increase/ Decrease at the end of the previous team
Operating Assets	1,283.2	61.5	**1,294.7**	11.4
Leases & Finance Business	1,123.9	52.2	**1,134.2**	10.3
Investment Business	159.3	9.2	**160.4**	1.1

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Quarterly Performance Trends

(Billion Yen)

	FY2023					FY2024					FY2025					FY2026
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q
Profit before Financial Expenses	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	15.5
Financial Expenses	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	2.7
Gross Profit	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	12.7
Selling,General and Administrative Expenses	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	8.0
Provision for allowance for doubtful accounts	0.1	0.1	0.1	0.9	1.3	0.0	0.2	0.3	0.4	1.1	0.2	0.4	0.5	0.7	2.0	0.4
Operating Profit	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	4.7
Ordinary Profit	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	4.7
Net Income	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	3.3

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