Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

July 31, 2026

Company name: RICOH LEASING COMPANY, LTD.
Name of representative: Tokuharu Nakamura, President and Chief Executive Officer
(Securities code: 8566; Prime Market)
Inquiries: Kentaro Takita, Executive Officer and General Manager of Corporate Management Division
(Telephone: +81-50-1702-4203)

Notice Regarding the Disposal of Treasury Shares in Connection with the Introduction of an Employee Stock Compensation Plan

RICOH LEASING COMPANY, LTD. (the "Company") hereby announces that, at a meeting of its Board of Directors held today, it resolved to dispose of treasury shares as stock compensation (the "Treasury Share Disposal"), as described below.

1. Overview of the Disposal

(1) Disposal Date	August 18, 2026
(2) Class and Number of Shares to be Disposed of	204,300 shares of the Company's common stock
(3) Disposal Price	¥6,850 per share
(4) Total Disposal Amount	¥1,399,455,000
(5) Planned Allottee	Sumitomo Mitsui Trust Bank, Limited (Trust Account) (Re-entrustment trustee: Custody Bank of Japan, Ltd. (Trust Account))
(6) Other Matters	The Company has submitted an extraordinary report under the Financial Instruments and Exchange Act with respect to the Treasury Share Disposal.

2. Purpose of and Reasons for the Disposal

The Company resolved at a meeting of its Board of Directors held on March 25, 2026 to introduce a stock compensation plan utilizing a trust (the "Plan") for its employees (the "Employees") . The purpose of the Plan is to grant the Company's shares to Employees as an investment in human capital designed to develop and motivate Employees who will contribute to the enhancement of the Company's medium- to long-term corporate value. Through the Plan, the Company seeks to foster an ownership mindset among Employees and establish their position as employee shareholders who share the same perspective as investors with respect to the benefits and risks associated with fluctuations in the Company's share price. The Plan is also intended to further enhance Employees' awareness of participation in management by linking the Company's business performance and share price performance to their own achievements.

For details of the Plan, please refer to the notice entitled "Notice Concerning Introduction of a Stock Compensation Plan for Employees" dated March 25, 2026.

The Treasury Share Disposal will be made to Sumitomo Mitsui Trust Bank, Limited (Trust Account), the trustee of the trust established for the implementation of the Plan (re-trustee: Japan Custody Bank, Ltd. (Trust Account)).

The number of shares to be disposed of corresponds to the number of shares expected to be delivered to Employees during the trust period in accordance with the share delivery rules to be established by the Company upon the introduction of the Plan. The resulting dilution will represent 0.65% of the total number of issued shares, being 31,243,223 shares as of March 31, 2026, and 0.66% of the total voting rights, being 307,969 voting rights as of the same date (in each case, rounded to two decimal places).

The Company believes that the Plan will contribute to the enhancement of its medium- to long-term corporate value. Accordingly, the Company considers the number of shares to be disposed of and the resulting level of dilution under the Treasury Share Disposal to be reasonable and believes that the impact on the secondary market will be limited.

(Reference) Summary of the Trust Agreement

Settlor	The Company
Trustee	Sumitomo Mitsui Trust Bank, Limited (Re-entrustment trustee: Custody Bank of Japan, Ltd.)
Beneficiaries	Employees who satisfy the beneficiary requirements
Trust Administrator	A third party to be selected that is independent of the Company and its officers
Exercise of Voting Rights	The trustee will exercise the voting rights of shares in the Trust during the trust period based on the instructions of the trust administrator.
Type of Trust	Trust of money other than "money trust" (kinsen-shintaku) (third-party-benefit trust)
Trust Agreement Date	August 18, 2026
Trust Period	From August 18, 2026 to September 30, 2031 (scheduled)
Purpose of the Trust	To deliver the Company Shares to the beneficiaries in accordance with the share delivery rules.

3. Basis for and Specific Details of the Calculation of the Disposal Price

The disposal price was determined based on the closing price of the Company's common stock on the Tokyo Stock Exchange on July 30, 2026, the business day immediately preceding the date of the Board of Directors' resolution, in order to ensure objectivity and eliminate arbitrariness in light of recent share price movements. The Company considers the price to be objective and reasonable, as it represents the market value of the Company's shares immediately prior to the resolution of the Board of Directors.