Second Quarter of Fiscal Year Ending March 2027 (FY2026) Financial Highlights

November 4, 2026

RICOH LEASING COMPANY, LTD.

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Consolidated Results for the Second Quarter of FY2026

Financial Performance Overview for the Second Quarter of FY2026

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1. Gross profit up 1.1% YoY, Operating profit down 8.2% YoY

Profit before financial expenses increased, mainly in the Vendor & Customer Solutions Business, driving gross profit to a new record high for the second-quarter cumulative period.

Operating profit and ordinary profit declined due to higher SG&A expenses associated with investments in human capital and IT, but performance progressed ahead of plan.

2. Operating assets: 1,303.0 billion yen (+19.7 billion yen from the end of the previous fiscal year)

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

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

Although an extraordinary loss of 0.8 billion yen related to the solar power generation business was recorded, it was absorbed by higher-than-planned operating profit and ordinary profit.

* 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“.
* Following a review of the calculation method for operating asset balances by business, the balances for each business as of the end of FY2025 and FY2026 1Q have been retroactively restated.

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Consolidated Results

- Secured earnings even amid rising interest rates, through measures such as raising yields on new contracts.
- Operating profit and ordinary profit decreased while net income increased, and progress toward the full-year forecast remained solid for each profit item.

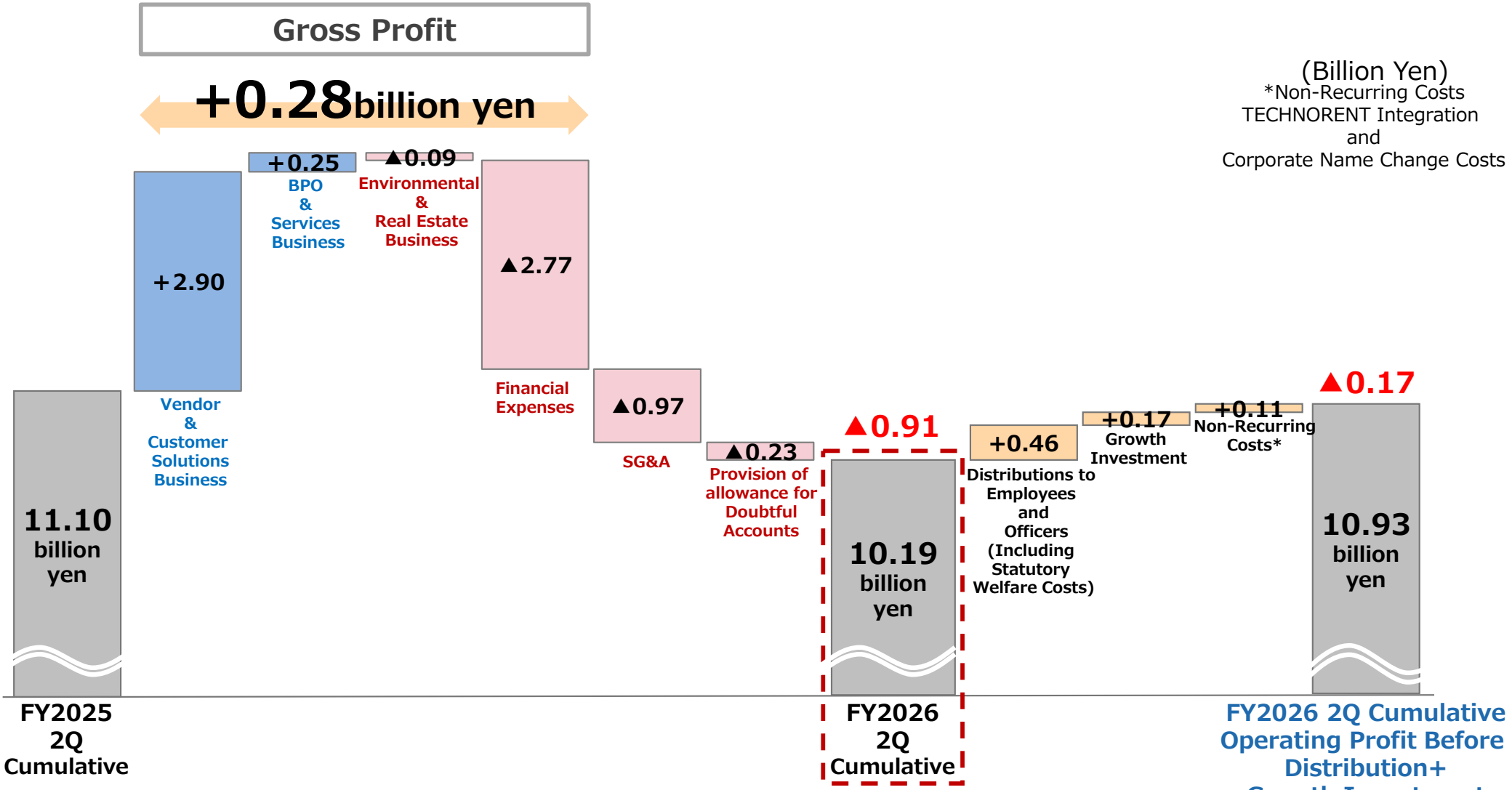
(Billion Yen)

	FY2025 2Q Cumulative	FY2026 2Q Cumulative	FY2026 Growth Rate	FY2026 Full-year Forecast	Progress Rate
Profit before Financial Expenses	28.6	**31.6**	10.7%	64.3	49.2%
Financial Expenses	3.1	**5.8**	89.3%	13.9	42.2%
Gross Profit	25.5	**25.7**	1.1%	50.4	51.2%
Selling,General and Administrative Expenses	14.3	**15.6**	8.4%	32.8	47.6%
Provision for allowance for doubtful accounts	0.7	**0.9**	33.0%	2.0	46.9%
Operating Profit	11.1	**10.1**	(8.2%)	17.6	57.9%
Ordinary Profit	11.3	**9.9**	(12.3%)	17.4	57.4%
Net Income	6.2	**6.2**	0.2%	11.9	52.7%
Value Added+Growth Investment	16.9	**17.0**	1.0%	33.9	50.4%
Operating Assets Balance	1,251.3	**1,303.0**	4.1%	1,343.0	–
			YoY change		
Dividend per Share(yen)	90.00	**128.00**	38.00	256.00	–
Ordinary Dividend	90.00	**93.00**	3.00	186.00	–
Special Dividend	0.00	**35.00**	35.00	70.00	–
Earnings per Share(yen)	203.00	**203.29**	0.29	386.00	–
Dividend Payout Ratio	44.3%	**63.0%**	18.6%	66.3%	–
ROA（Return on Asset Ratio)	0.89%	**0.84%**	(0.05%)	0.80%	–
ROE（Return on Equity Ratio)	5.3%	**5.2%**	(0.1%)	4.9%	–
Equity Ratio (%)	16.9%	**16.0%**	(0.8%)	16.2%	–

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Factors Affecting Operating Profit

- Profit before financial expenses in the Vendor & Customer Solutions Business increased on growth in operating assets and asset yields.
- Operating profit declined due to higher financial expenses, general expenses, and credit costs.
- Employee and Officers distributions, growth investments, and non-recurring costs increased due to investments aimed at sustainable improvement of corporate value.

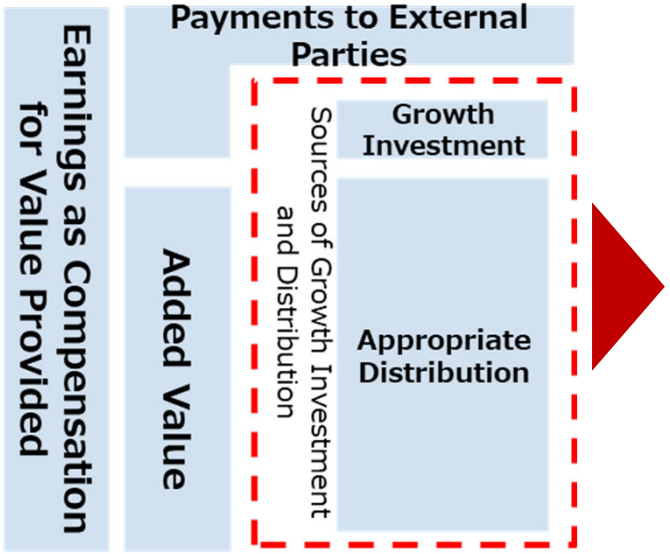


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Added Value and Growth Investment

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➢ 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

➢ Added Value + Growth Investment

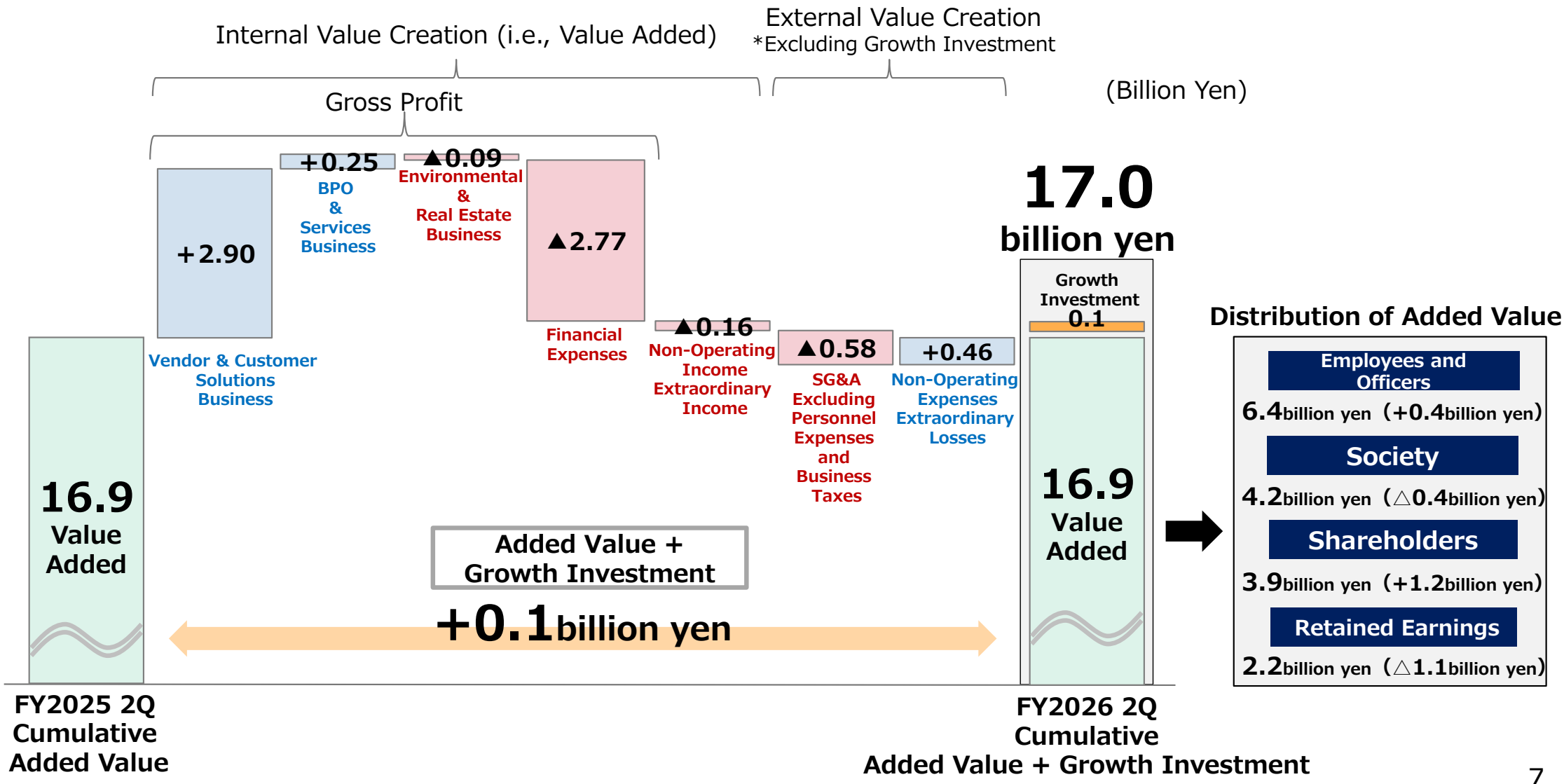
(Billion Yen)	FY2025 2Q Cumulative	**FY2026 2Q Cumulative**	**Change**	
Added Value + Growth Investment	16.9	**17.0**	**0.1**	
Profit	26.0	**26.1**	**0.1**	Gross Profit + Non-Operating Income + Extraordinary Income
Payments to External Parties				
Growth Investment	0.0	**0.1**	**0.1**	Expenses Related to Advanced Certifications and AI-Related Qualifications, IT Investment-Related Expenses, and Branding Investments
Added Value	16.9	**16.9**	**0.0**	
Employees and Officers	5.9	**6.4**	**0.4**	
└ Appropriate Distribution	0.0	**0.1**	**0.1**	Advanced Certification Allowances, Relocation and Expatriate Allowances, and Employee Share-Based Compensation Plans
Society	4.6	**4.2**	**(0.4)**	
Shareholders	2.7	**3.9**	**1.2**	
Business Investment and Internal Reserves	3.4	**2.2**	**(1.1)**	

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Factors Affecting Added Value + Growth Investment

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- Value added was maintained at the previous year's level, as the increase in profit before financial expenses absorbed the increase in financial expenses.
- Distributions to employees and officers, and to shareholders including the special dividend, expanded, reflecting steady progress in our appropriate distribution management initiatives.



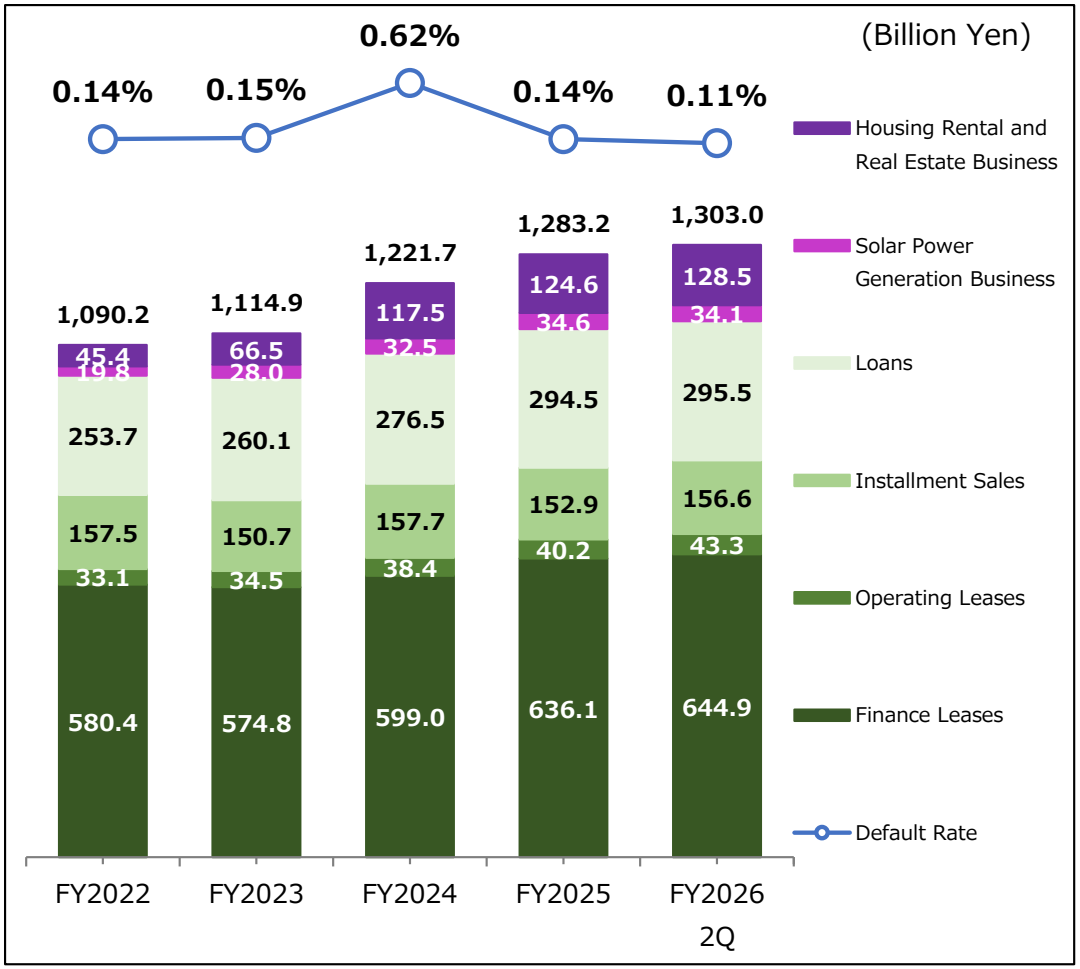
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Operating Assets・Default Rate/ Total Procurement Amount・Financial Expenses Ratio

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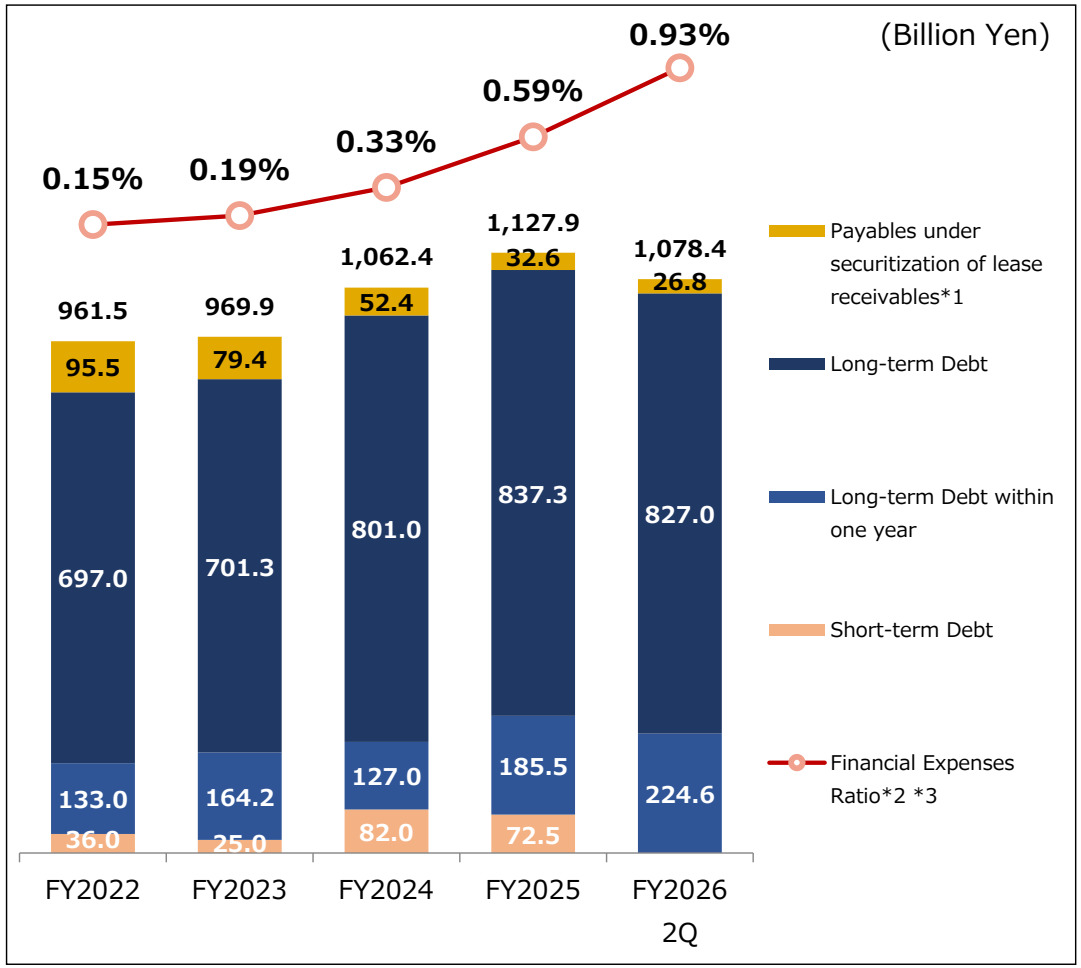
- Operating assets increased steadily, mainly in finance leases.
- Default loss amount and default rate remained stable at low levels.

Operating Assets・Default Rate



- Short-term debt was repaid due to a timing shift in payments caused by the calendar. The decrease in total procurement amount is temporary.
- Financial expenses increased on rising interest rates, and the financial expenses ratio rose.

Total Procurement Amount・Financial Expenses Ratio



* Amount of Securitized Lease Receivables for the second quarter of FY2026: 34.0 billion yen.
* Default rate = Default loss amount / Average balance of operating assets. (default rate has been calculated by annualizing the default loss amount for the second quarter of FY2026)

*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 second quarter of FY2026, financial expenses ratio has been calculated by annualizing financial expenses.

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Performance by Business Segment

Result in Vendor & Customer Solutions Business

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- Raised yields on new contracts in response to higher financial expenses, keeping pace with rising market interest rates and securing earnings.
- Executed contracts volume increased, driven by demand for cybersecurity measures and growth in vehicles and construction machinery.
- Vendor lease enhancement initiatives continued to take effect, and transactions with major vendors remained solid.

Results

(Billion yen)

	FY2025 2Q Cumulative	FY2026 2Q Cumulative	FY2026 Growth Rate
Profit before financial expenses	17.9	**20.9**	16.2%
Financial Expenses	1.7	**3.3**	89.2%
Gross Profit	16.2	**17.5**	8.1%

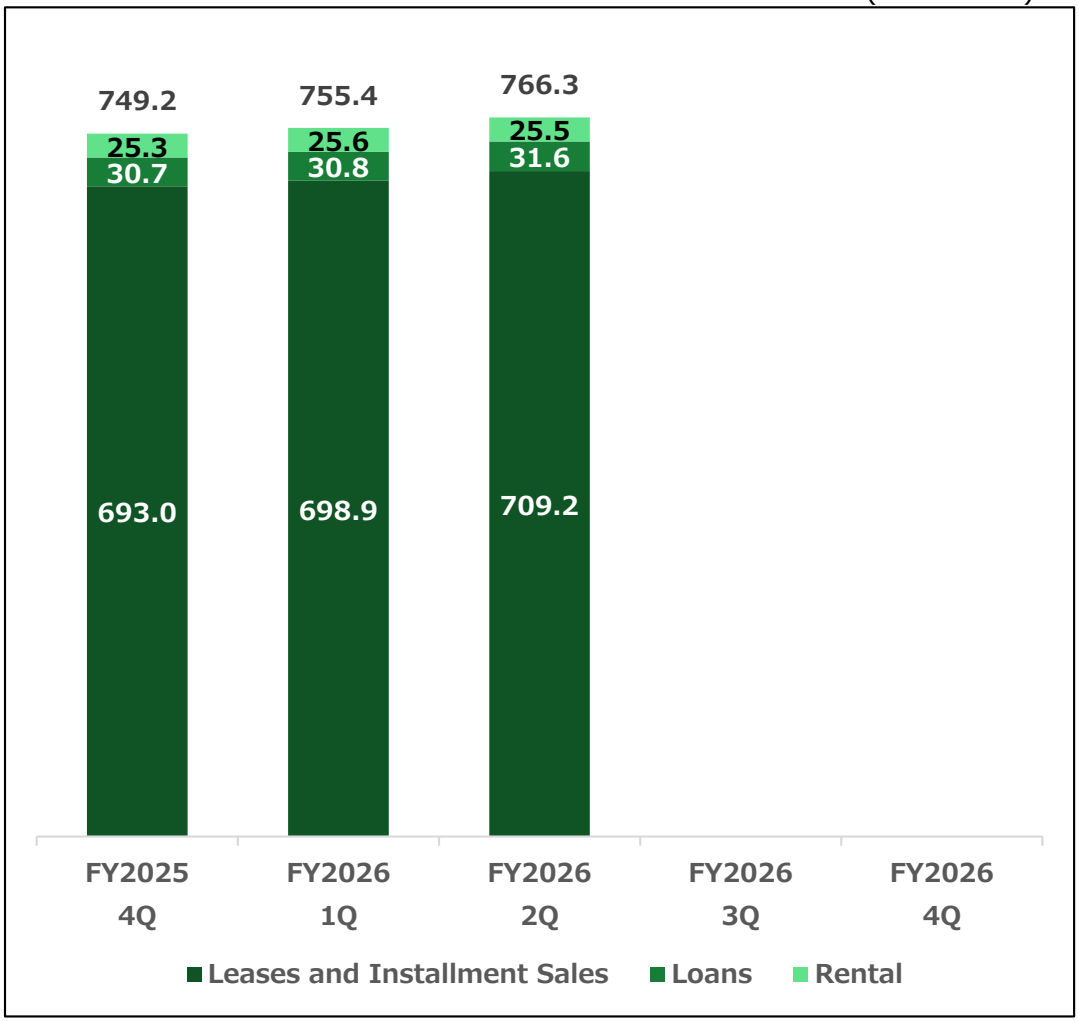
Executed contracts volume

(Billion yen)

	FY2025 2Q Cumulative	FY2026 2Q Cumulative	FY2026 Growth Rate
Office	67.4	**67.7**	0.3%
Capital investment	60.9	**62.3**	2.4%
Medical and healthcare	16.8	**17.0**	1.7%
Total of Leases, Installment Sales, and Loans	145.1	**147.1**	1.4%
Rental Contract Volume	10.5	**8.6**	△18.7%

Operating Asset Balance

(Billion Yen)



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Result in BPO & Services Business

- 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 expanded steadily, supported by business expansion among existing customers and new customer acquisitions.
- In Receivables Guarantee Services, the number of quotations and contracts increased following the release of the new package plan "Mamotte," and the balance continued to build up.

Results

(Billion yen)

	FY2025 2Q Cumulative	FY2026 2Q Cumulative	FY2026 Growth Rate
Profit before financial expenses	2.7	**2.9**	9.3%
Financial Expenses	0.0	**0.0**	108.9%
Gross Profit	2.7	**2.9**	8.6%

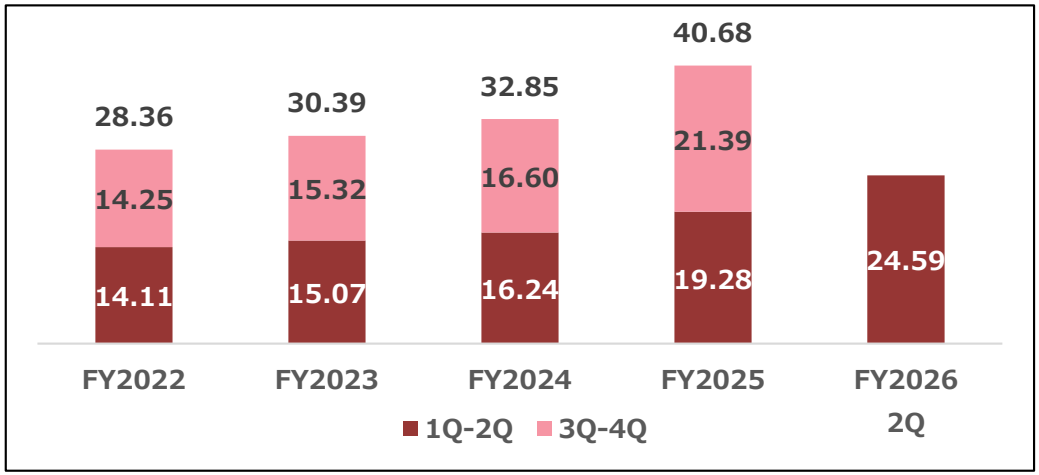
Sales results

(Billion yen)

	FY2025 2Q Cumulative	FY2026 2Q Cumulative	FY2026 Growth Rate
Number of Transactions in Collection Agency Services (Million Cases)	19.28	**24.59**	27.5%
Transaction Volume of Factoring Services for Nursing-Care Facilities	49.2	**56.3**	14.5%
Outstanding Receivables Guarantee Balance	1.8	**4.5**	141.4%

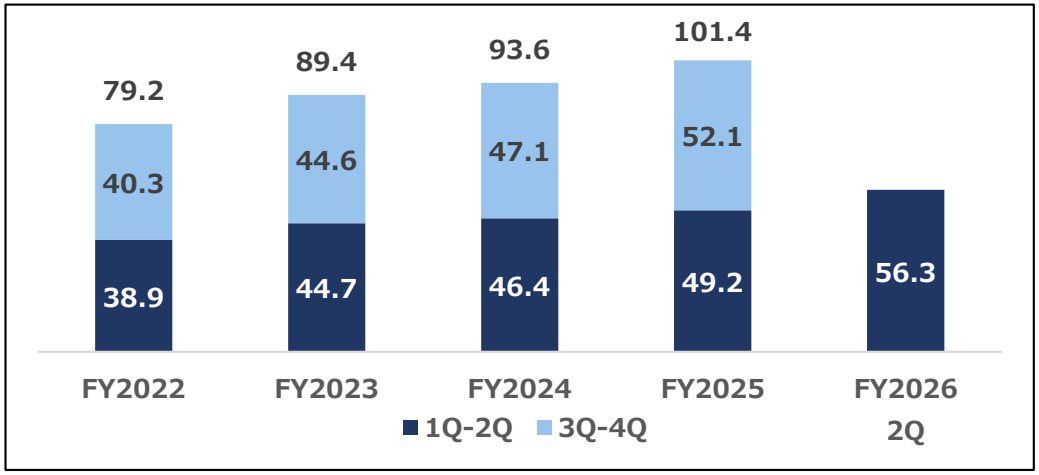
Number of Transactions in Collection Agency Services

(Million Cases)



Transaction Volume of Factoring Services for Nursing-Care Facilities

(Billion Yen)



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Result in Environmental & Real Estate Business

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- Profit before financial expenses declined slightly due to the reactionary decline from large cancellation gains in the previous year, and gross profit decreased as financial expenses also increased..
- The Environment Business is shifting to floating-rate loans, while the Real Estate Business aims to improve profitability through value enhancement of owned assets and asset replacement.

Results

(Billion yen)

	FY2025 2Q Cumulative	FY2026 2Q Cumulative	FY2026 Growth Rate
Profit before financial expenses	7.9	**7.8**	△1.3%
Financial Expenses	1.2	**2.4**	89.1%
Gross Profit	6.6	**5.3**	△18.8%

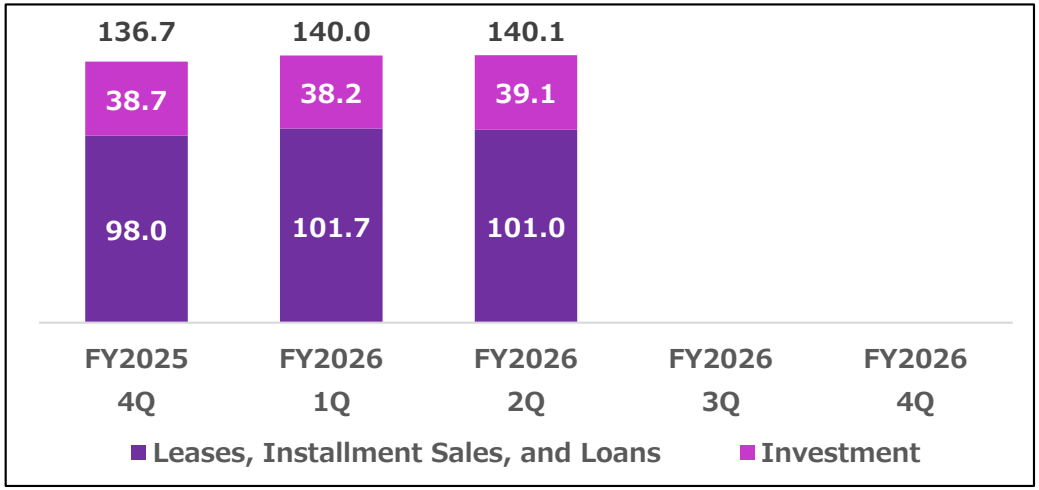
Executed contracts volume

(Billion Yen)

	FY2025 2Q Cumulative	FY2026 2Q Cumulative	FY2026 Growth Rate
Leases, Installment Sales, and Loans	7.0	**11.3**	62.1%
Investment	3.0	**2.9**	△1.4%
Total of Environmental Business	10.0	**14.3**	42.9%
Leases, Installment Sales, and Loans	25.0	**26.8**	7.4%
Investment	29.4	**18.0**	△38.6%
Total of Real Estate Business	54.4	**44.9**	△17.5%
Total of Environmental and Real Estate Businesses	64.5	**59.3**	△8.1%

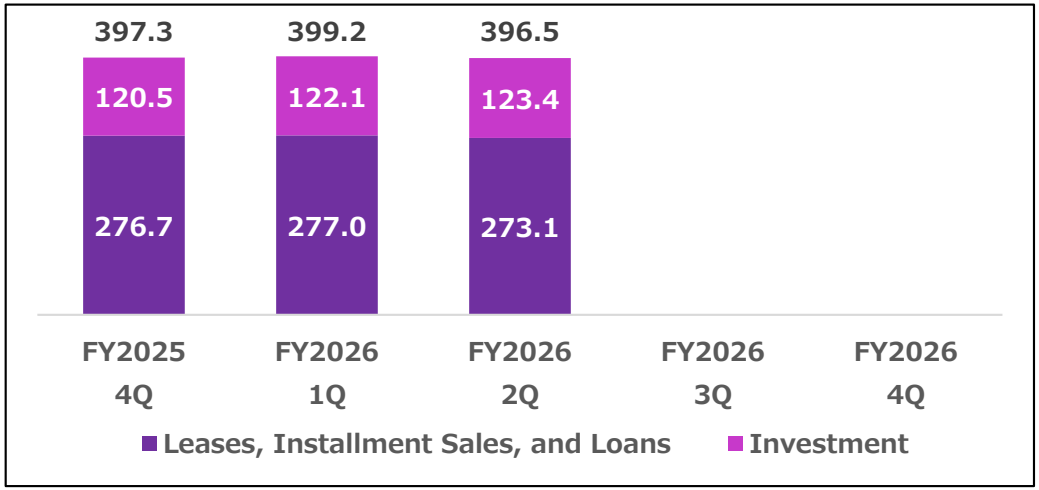
Operating Asset Balance (Environmental)

(Billion Yen)



Operating Asset Balance (Real Estate)

(Billion Yen)



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3 Initiatives to Enhance Corporate Value

Business Topics: Vendor & Customer Solutions Business

Mid-Term Management Plan Targets: 26–28

Rental Contract Volume CAGR **16.0%**

FY2025 Actual 20.4 billion yen

FY2028 Target 32.0 billion yen

Increasing Earnings through Direct Sales and Partnerships

Further Strengthening Our Business Model and Growing Together with Partners

- ✓ Work with stakeholders across the value chain to offer competitive rental products to customers using the equipment.
- ✓ Build on our longstanding ability to develop products aligned with partners' sales strategies to strengthen our business model.
- ✓ **Continue delivering value to equipment users through partnerships, creating business opportunities and increasing earnings.**

Strengths of Our ICT Business Model

Upstream	Midstream	Downstream
PC Manufacturers Distributors	Partners Major Telecommunications Companies Leasing Companies Major Office Equipment Dealers	End Users ・Direct Business with Large Corporations ・Business with Large Corporations through Partners
Pricing Negotiation Power through Bulk Purchasing	× Ability to Generate Sales Opportunities through Partner-based Business Development	× Ability to Deliver Services to End Users

RICOH LEASING(as a Service Business Division)

Collaborate with Stakeholders across the Value Chain. Create Business Opportunities and Increase Earnings.

Improving Profitability by Adding Services to PC-LCM

Rollout of "Rental Maintenance Plus"

- ✓ A monthly subscription add-on service that waives repair charges for damage to rented PCs caused by negligence or accidental incidents.
- ✓ By adding this service, customers can avoid unexpected expenses and spread IT asset management costs more evenly.
- ✓ **Improve profitability by expanding services that enhance customer convenience at each phase of PC-LCM.**

Standard Arrangement	With Rental Maintenance Plus
Damage Caused by Negligence or Accidental Incidents	
Comprehensive Movable Property Insurance Applies	Comprehensive Movable Property Insurance + Rental Maintenance Plus Apply
If damage exceeds the scope of coverage, the excess is charged to the customer	Repairs and replacement equipment are provided at no cost to the customer
The customer completes internal approval and payment procedures (Unexpected Expenses and Administrative Burden)	Spread costs more evenly over the rental period, reducing the burden on the customer's IT department

Improve Profitability by Continuing to Add Services that Deliver Value to Customers

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Business Topics: BPO & Services Business

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Mid-Term Management Plan Targets: 26–28

Collection Agency Service Transactions	CAGR 18.1%	FY2025 Actual	40.68 million	Outstanding Receivables Guarantees Balance	CAGR 88.6%	FY2025 Actual	3.1 billion yen
		FY2028 Target	67.00 million			FY2028 Target	21.0 billion yen

Expanding Collection Agency and Accounts Receivable Guarantee Services

Rollout of the "Business Collect" Promotional Initiative

Promoting Collection Agency and Accounts Receivable Guarantee Services Together

- ✓ Promote both businesses through a single website and offer one-stop solutions to corporate customers.
- ✓ Raise awareness through cross-selling by the leasing sales team, exhibitions and direct mail, supporting new customer acquisition from the second half onward.
- ✓ **Leverage the strengths of offering both services to capture latent demand and expand proposal opportunities.**

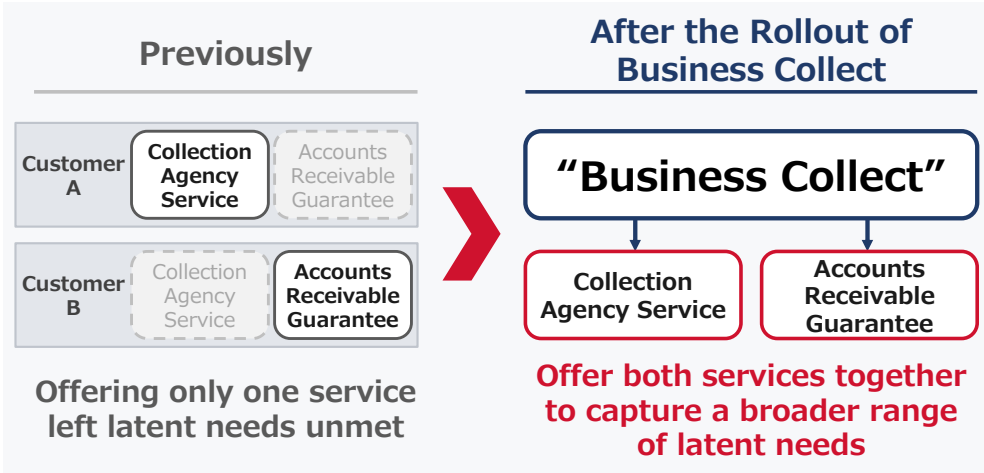
Expanding Collection Agency Services through Paperless Payments

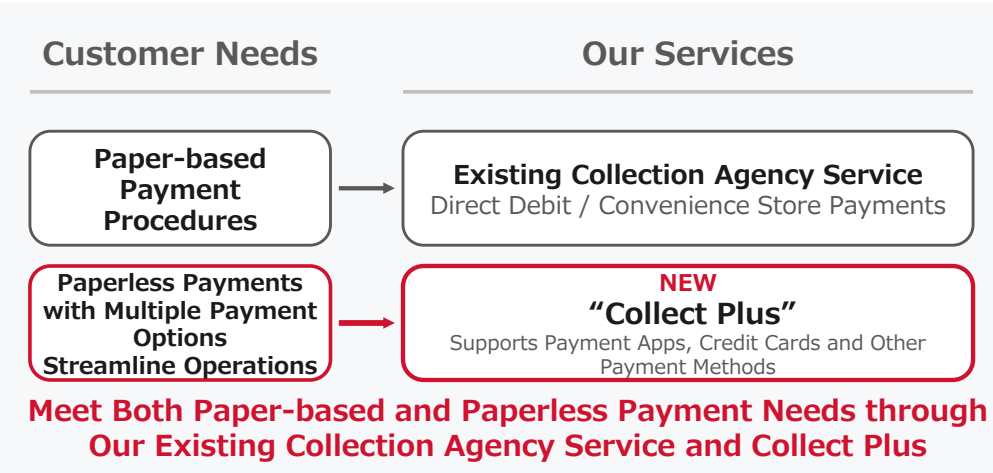
Development of "Collect Plus" for Paperless Payments and Multiple Payment Methods*

Jointly Developed with a Payment Service Partner; Launch Scheduled for Spring 2027

- ✓ Add paperless options supporting multiple payment methods to collection agency services that have traditionally relied on paper-based processes.
- ✓ **Capture increasingly diverse and sophisticated demand as cashless payments expand. Serve our existing customer base while reaching new customer segments to further expand the market for collection agency services.**

*Multiple payment methods: A system that provides a variety of payment methods, including credit cards, through a single service.





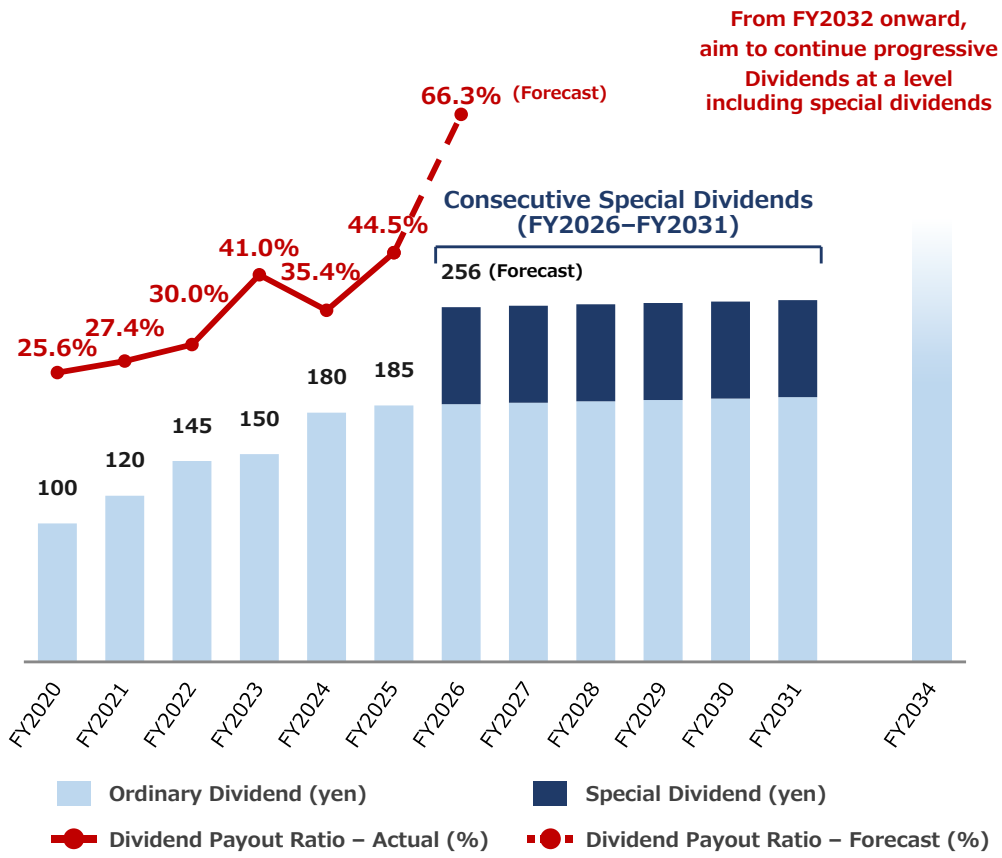
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Shareholder Returns, Equity Ratio & Credit Ratings

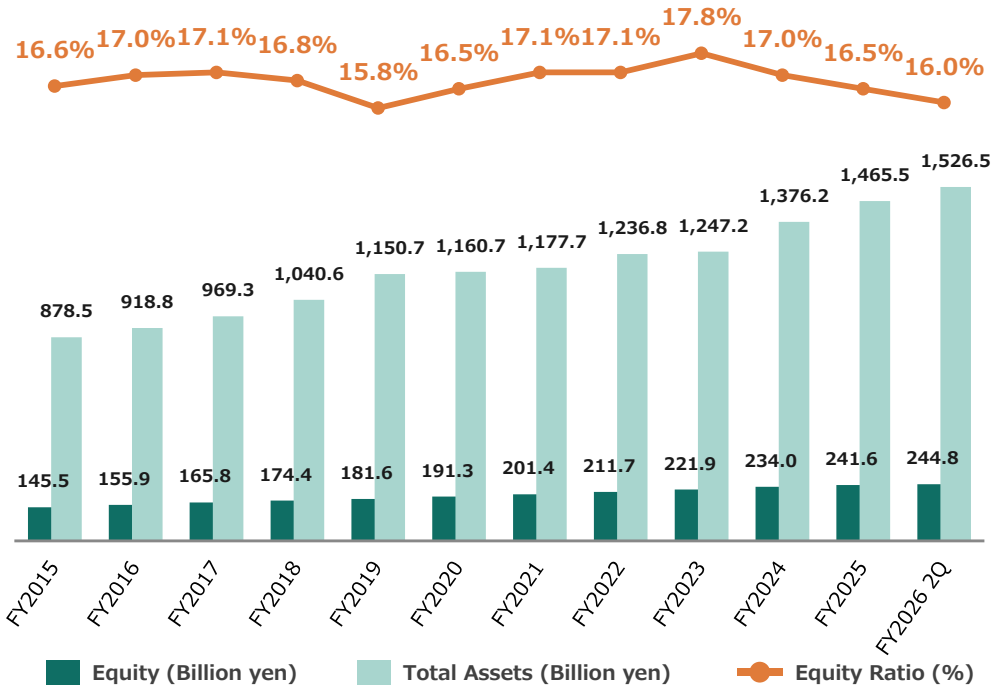
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- Optimize financial leverage with an equity ratio of around 15% as a guideline, and enhance shareholder returns while maintaining credit ratings

Dividend Trends



Equity Ratio Trends



Credit Ratings (as of September 30, 2026)

JCR: AA- (Stable) / J-1+	R&I: A+ (Stable) / a-1	S&P: BBB (Stable) / A-2

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Practicing Growth Investment and Appropriate Distribution Management

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- To strengthen the growth drivers that support medium- to long-term corporate value enhancement, we are actively pursuing growth investment and distribution, centered on human capital.

Introduction of an Employee Stock-Based Remuneration System

- ✓ Shares granted to full-time employees with at least three years of service
- ✓ Managers: shares worth approx. ¥10 million cumulatively over 20 years; general employees: shares worth approx. ¥50,000 per year

Expected to foster employees' sense of participation in management, by making business performance and share price their own results

Introduction of an Advanced Professional Certification Allowance

- ✓ Acquisition costs fully covered by the Company; reward of up to ¥500,000 for those who pass
- ✓ Monthly allowance of ¥10,000 to ¥100,000 for certification holders
- ✓ **Supporting employees' efforts to obtain certifications to improve their "earning power"**
- ✓ **Fostering professional talent through certification, with the aim of developing personnel who will eventually provide consulting services for SMEs**

240 course participants out of 1,371 employees*

Participation rate: 17.5%

Introduction of a Relocation and Regional Assignment Allowance

- ✓ **Reducing the psychological and financial burden of relocation-related transfers**
- ✓ For employees who relocate, a monthly allowance of ¥50,000 to ¥150,000 for up to three years

Contributing to strengthening the nationwide sales network to realize "Undisputed No. 1 in Vendor Leasing"

AI-Related Certification Made Mandatory for All Employees

- ✓ Designated as a required certification for all officers and employees
- ✓ Examination fees and study expenses subsidized
- ✓ **Promoting company-wide literacy improvement, aiming to become an "AI-oriented company"**

371 employees obtained AI-related qualifications out of 1,371 employees* Attainment rate: 27.1%

* The number of employees is for RICOH LEASING on a standalone basis.

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Non-financial Targets of the 26–28 Medium-Term Management Plan

- As part of our initiatives to enhance corporate value, we have set non-financial targets based on our material issues.

Material Issues	Sub-material Issues	Non-financial Targets		
		Indicator	Targets	Fiscal Year for Achievement
Supporting SMEs in Taking On Challenges and Creating Value	● **Contributing to Resource Circulation and a Decarbonized Society**	Scope 1 and 2 GHG Emissions Reduction	**Carbon-neutral**	FY2030
		Lease Equipment Collection Rate*	**72%**	FY2030
		Computer Reuse and Recycling Rate	**100%**	FY2028
Developing Human Capital to Achieve Sustainable Growth	● **Developing Principled Mavericks.** ● **Building a Demanding Yet Supportive Organization.**	Number of Certified Professional Personnel	**4**	FY2028
		Leadership Development Support	**Improvement in 360-degree survey results compared with the previous fiscal year**	FY2028
		Number of Employees with Advanced Qualifications	**50**	FY2028
		AI-related Qualification Attainment Rate	**70%**	FY2028
		Ratio of Female Managers	**28%**	FY2028

* Target for Lease Equipment Collection Rate: Due to the expansion of business areas and the resulting diversification of machinery and equipment included in the calculation scope, the FY2030 target has been revised to 72%.

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4 Reference Materials

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 for 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%

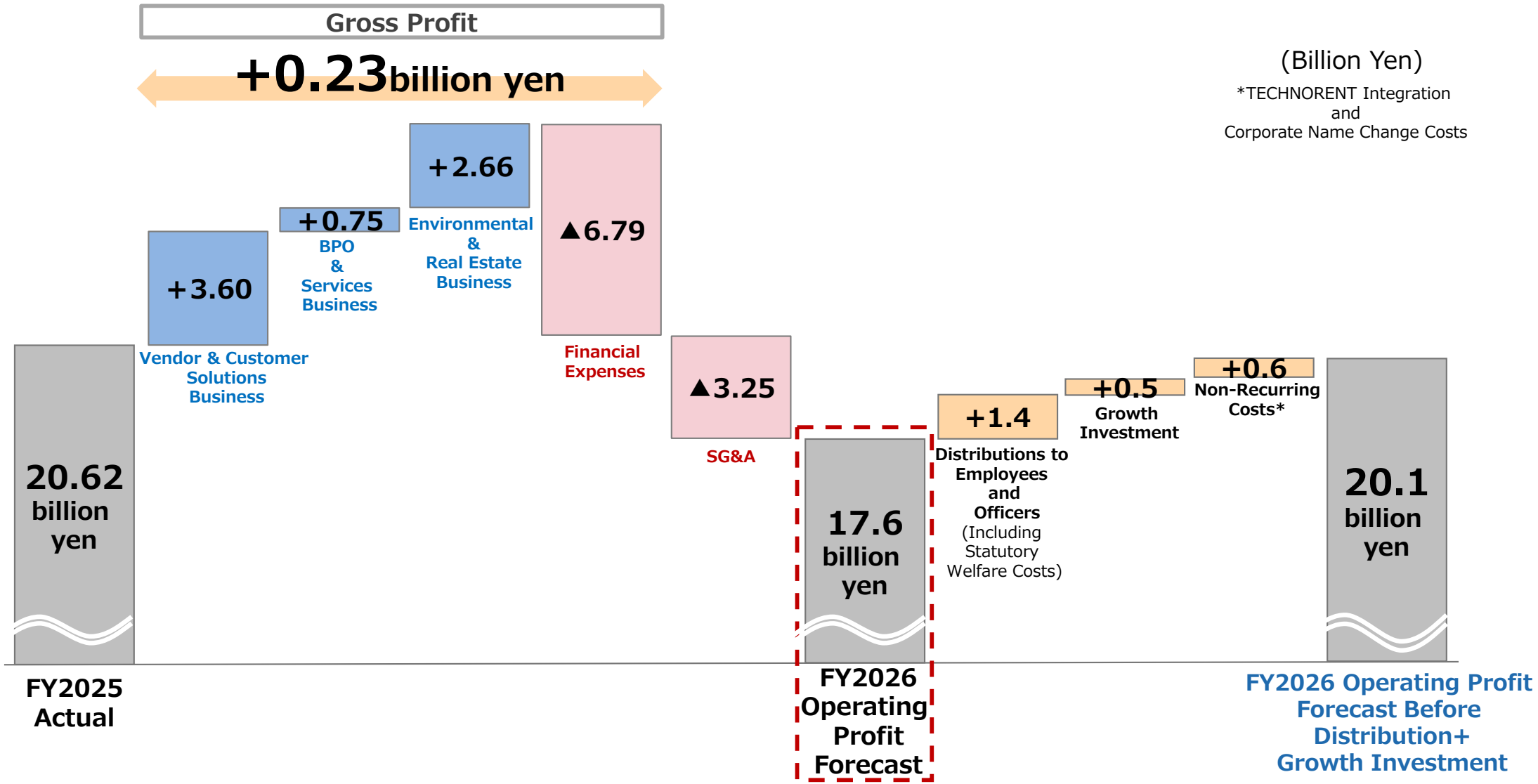
		YoY change		YoY change
Dividend per Share(yen)	185.00	5.00	**256.00**	71.00
Ordinary Dividend	185.00	5.00	**186.00**	1.00
Special Dividend	-	-	**70.00**	70.00
Earnings per Share(yen)	415.96	(92.03)	**386.00**	(29.96)
Dividend Payout Ratio	44.5%	9.0%	**66.3%**	21.8%
ROA（Return on Asset Ratio)	0.90%	(0.29%)	**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

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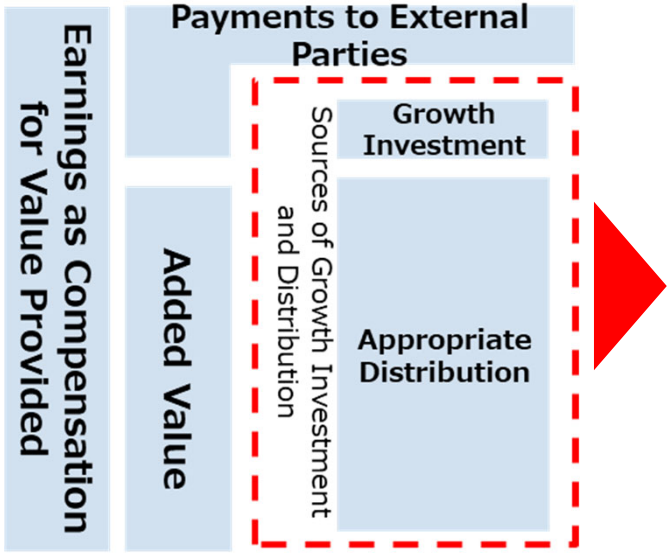
- We will execute growth investments and distributions aimed at achieving sustainable enhancement of corporate value.
- SG&A to increase in FY2026 due to non-recurring costs related to the TECHNORENT integration and corporate name change.



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Added Value and Growth Investment 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

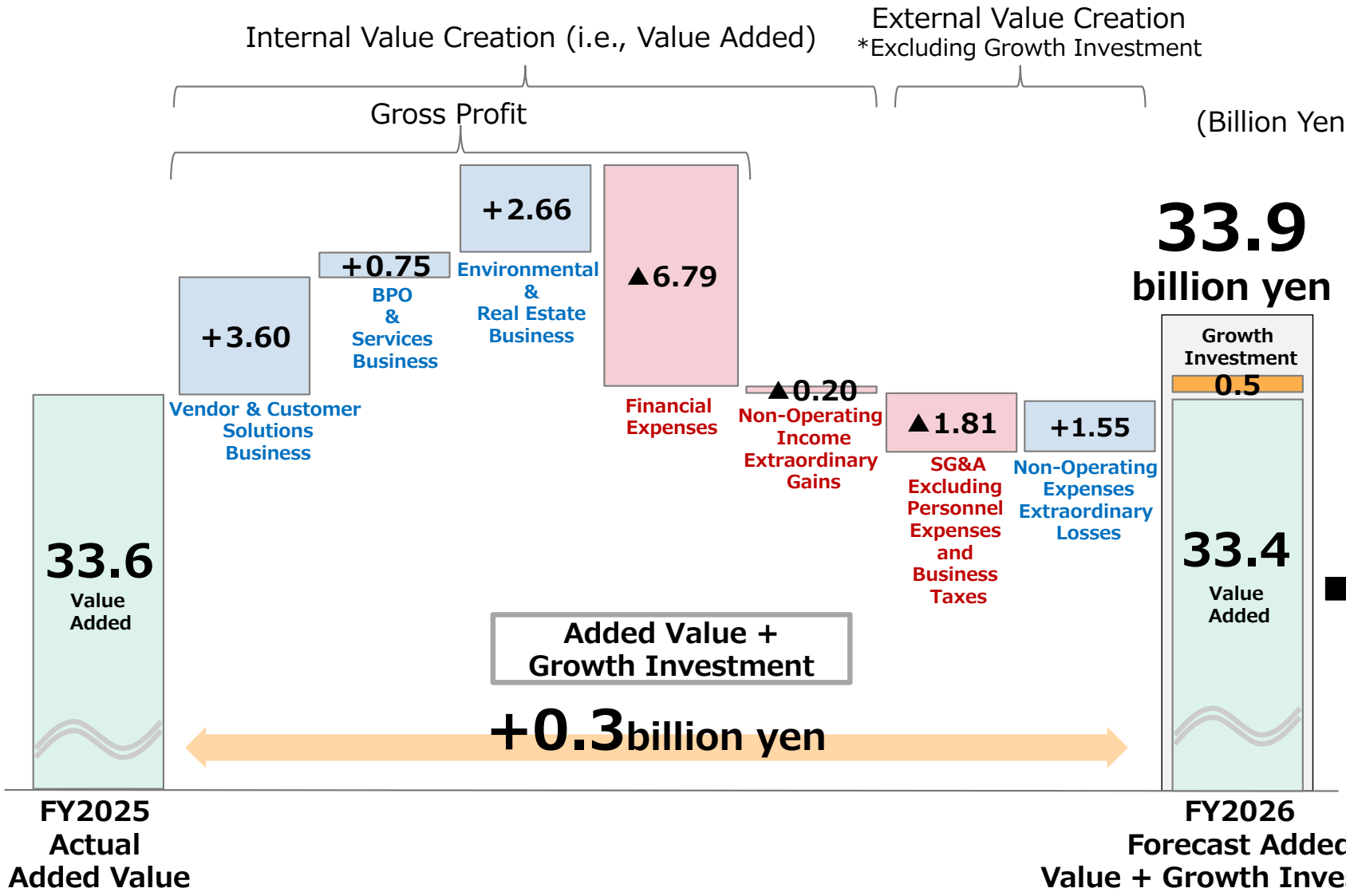
(Billion Yen)	FY2025	FY2026	Change	
Value Added + Growth Investment	33.6	33.9	0.3	
Profit	51.1	51.2	0.1	Gross Profit + Non-Operating Income + Extraordinary Income
Payments to External Parties				
Growth Investment	0.0	0.5	0.5	Expenses Related to Advanced Certifications and AI-Related Qualifications, 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 Added Value + Growth Investment

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- 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 Added Value

Employees and Officers
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

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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	749.2	43.1	**775.5**	26.3
Leases and Installment	718.4	41.7	**742.9**	24.4
Loans	30.7	1.3	**32.5**	1.8
Environment & Real Estate Business	534.0	18.4	**567.4**	33.4
Leases and Installment	110.9	(7.5)	**110.1**	(0.7)
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

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- Total assets increased as operating assets, which form the foundation of future earnings, were steadily built up through solid progress in business activities.

(Billion Yen)

	FY2025 Actual	FY2026 2Q	FY2026 Change from Previous Fiscal Year-End
Cash and deposits	7.2	**25.8**	18.6
Lease receivables and investments in leases	597.1	**613.7**	16.5
Installment receivables	177.2	**181.6**	4.3
Accounts receivable - operating loans	294.5	**295.5**	0.9
Assets for lease	145.3	**146.1**	0.8
Allowance for doubtful accounts *1	(7.1)	**(7.4)**	(0.2)
Other assets	251.2	**271.1**	19.8
Total assets	1,465.5	**1,526.5**	60.9

	FY2025 Actual	FY2026 2Q	FY2026 Change from Previous Fiscal Year-End
Short-term Interest-bearing debt*2	258.0	**224.6**	(33.4)
Long-term Interest-bearing debt	837.3	**827.0**	(10.3)
Long-term payables under securitization of lease receivables	1.1	**-**	(1.1)
Other liabilities	127.4	**230.0**	102.6
Total liabilities	1,223.8	**1,281.6**	57.8
Total net assets	241.6	**244.8**	3.1
Total liabilities and net assets	1,465.5	**1,526.5**	60.9

*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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Leases, Installment Sales, Executed Contracts Volume (by Product)

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- IT-related equipment decreased due to a reactionary decline following the previous year's PC replacement demand.
- Vehicles and transportation equipment increased significantly, driven by strengthened sales activities toward vendors.

(Billion Yen)

	FY2025	FY2026		Japan Leasing Association (cumulative total from 26/4 to 26/9) Lease capital investment Growth Rate
	2Q Cumulative Total	2Q Cumulative Total	Growth Rate	
Office and It-Related Equipment	83.1	**79.2**	(4.6%)	(4.7%)
Medical Equipment	16.2	**16.3**	0.4%	(6.0%)
Industrial Machinery	6.8	**6.9**	1.2%	1.7%
Commercial and Service Equipment	7.3	**6.3**	(13.3%)	(3.0%)
Vehicle and Transport Equipment	14.7	**17.0**	16.2%	6.3%
Others	31.0	**32.1**	3.4%	(1.9%)
Leases and Installment Sales	159.4	**158.1**	(0.8%)	(1.7%)

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Performance by Segment

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Net Sales and profit

(Billion yen)

	FY2025		FY2026	
	2Q Cumulative	Growth Rate	2Q Cumulative	Growth Rate
Net Sales	170.8	11.2%	**174.6**	2.2%
Leases & Finance Business	159.7	10.9%	**162.4**	1.7%
Services Business	5.0	8.5%	**5.8**	15.7%
Investment Business	6.1	20.4%	**6.3**	4.0%
Segment Profit	12.6	0.0%	**12.0**	(5.0%)
Leases & Finance Business	10.7	2.6%	**10.4**	(2.7%)
Services Business	0.5	(28.0%)	**0.6**	15.8%
Investment Business	1.4	(4.4%)	**0.9**	(30.1%)

Operating Assets

(Billion yen)

	FY2025		FY2026	
	4Q	Change from Previous Fiscal Year-End	2Q	Change from Previous Fiscal Year-End
Operating Assets	1,283.2	61.5	**1,303.0**	19.7
Leases & Finance Business	1,123.9	52.2	**1,140.4**	16.5
Investment Business	159.3	9.2	**162.6**	3.2

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Quarterly Performance Trends

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(Billion yen)

	FY2023					FY2024					FY2025					FY2026		
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	Total
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	16.1	31.6
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	3.1	5.8
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	12.9	25.7
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	7.5	15.6
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	0.4	0.9
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	5.4	10.1
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	5.2	9.9
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	2.9	6.2

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About the 26–28 Medium-Term Management Plan

- We are currently implementing the Medium-Term Management Plan, with FY2026 as the first year and FY2028 as the final year.
- Click the image below to view the explanatory materials for the 26–28 Medium-Term Management Plan.



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<Contact>

RICOH LEASING

Corporate Planning Department

Tel : +81-50-1702-4203

Email : ir@r-lease.co.jp

URL : https://www.r-lease.co.jp/en/

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