

Translation

Notice: This document is an excerpt translation of the original Japanese document and is only for reference purposes. In the event of any discrepancy between this translated document and the original Japanese document, the latter shall prevail.

Summary of Consolidated Financial Results for the Nine Months Ended December 31, 2025 (Based on Japanese GAAP)

February 6, 2026

Company name: RICOH LEASING COMPANY, LTD.
 Stock exchange listing: Tokyo
 Stock code: 8566 URL <https://www.r-lease.co.jp/>
 Representative: President and Chief Executive Officer Tokuharu Nakamura
 Executive Officer and General
 Inquiries: Manager of Corporate Management Division Kentaro Takita TEL 050-1702-4203
 Scheduled date to commence dividend payments: —
 Preparation of supplementary material on quarterly financial results: Yes
 Holding of quarterly financial results meeting: No

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the nine months ended December 31, 2025 (from April 1, 2025 to December 31, 2025)

(1) Consolidated operating results (cumulative)

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Nine months ended December 31, 2025	254,321	10.5	16,446	(4.0)	16,763	(3.8)	10,122	(18.4)
Nine months ended December 31, 2024	230,063	(2.1)	17,132	0.7	17,418	0.7	12,404	49.9

Note : Comprehensive income for the nine months ended December 31, 2025 : 11,937 Millions of yen (14.3%)
 for the nine months ended December 31, 2024 : 13,934 Millions of yen 29.2%

	Earnings per share	Diluted earnings per share
	Yen	Yen
Nine months ended December 31, 2025	328.40	—
Nine months ended December 31, 2024	402.43	—

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of December 31, 2025	1,460,187	240,327	16.5	7,796.65
As of March 31, 2025	1,376,211	234,070	17.0	7,593.67

Reference : Shareholders' equity

As of December 31, 2025 : 240,327 Millions of yen As of March 31, 2025 : 234,070 Millions of yen

2. Cash dividends

	Annual dividends per share				
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Year ended March 31, 2025	—	80.00	—	100.00	180.00
Year ending March 31, 2026	—	90.00			
Year ending March 31, 2026 (Forecast)			—	95.00	185.00

Note : Correction to the forecast of cash dividends most recently announced : No

3. Forecast of consolidated financial results for the year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	320,000	2.5	19,000	(12.6)	19,200	(12.8)	13,200	(15.7)	428.23

Note : Correction to the forecast of financial results most recently announced : No

4. Notes

- (1) Significant changes in scope of consolidation during the nine months ended December 31, 2025: No
- (2) Application of special accounting methods for preparing quarterly consolidated financial statements: No
- (3) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements
- Changes in accounting policies due to revisions to accounting standards and other regulations: No
- Changes in accounting policies due to other reasons: No
- Changes in accounting estimates: No
- Restatement of prior period financial statements: No

(4) Number of issued shares (common shares)

Total number of issued shares at the end of the period (including treasury shares)

As of December 31, 2025	31,243,223 shares	As of March 31, 2025	31,243,223 shares
-------------------------	-------------------	----------------------	-------------------

Number of treasury shares at the end of the period

As of December 31, 2025	418,782 shares	As of March 31, 2025	418,762 shares
-------------------------	----------------	----------------------	----------------

Average number of shares during the period (cumulative from the beginning of the fiscal year)

Nine months ended December 31, 2025	30,824,457 shares	Nine months ended December 31, 2024	30,824,520 shares
-------------------------------------	-------------------	-------------------------------------	-------------------

Note : The Company's shares held by the trust account related to the stock compensation plan are included in the number of treasury shares at the end of the period (94,700 shares for the third quarter of the fiscal year ending March 2026, and 94,700 shares for the fiscal year ended March 2025). In addition, it is included in treasury stock to be deducted when calculating the average number of shares during the period (94,700 shares for the third quarter of the fiscal year ending March 2026, and 94,700 shares for the third quarter of the fiscal year ended March 2025).

Quarterly consolidated financial statements

Consolidated balance sheets

(Millions of yen)

	As of March 31, 2025	As of December 31, 2025
Assets		
Current assets		
Cash and deposits	1,345	6,936
Notes and accounts receivable - trade	226	244
Installment receivables	183,519	176,300
Lease payments receivable	21,035	18,820
Lease receivables and investments in leases	547,643	578,746
Accounts receivable - operating loans	276,515	298,167
Accounts receivable - other loans to customers	8,354	9,204
Other operating assets	9,962	8,867
Accounts receivable - lease	10,973	11,529
Other current assets	66,216	73,622
Allowance for doubtful accounts	(6,367)	(6,482)
Total current assets	1,119,425	1,175,957
Non-current assets		
Property, plant and equipment		
Assets for lease	138,863	153,097
Own-used assets	36,684	39,934
Total property, plant and equipment	175,548	193,032
Intangible assets		
Assets for lease	21	4,138
Other intangible assets	11,366	11,262
Total intangible assets	11,387	15,401
Investments and other assets		
Investment securities	43,452	49,983
Distressed receivables	478	370
Other	26,388	25,806
Allowance for doubtful accounts	(469)	(363)
Total investments and other assets	69,850	75,795
Total non-current assets	256,786	284,229
Total assets	1,376,211	1,460,187

(Millions of yen)

	As of March 31, 2025	As of December 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	21,282	12,827
Short-term borrowings	7,000	16,500
Current portion of bonds payable	—	25,000
Current portion of long-term borrowings	127,000	165,500
Current portion of long-term payables under securitization of lease receivables	8,432	2,938
Commercial papers	75,000	75,000
Income taxes payable	5,404	643
Deferred profit on installment sales	25,806	24,064
Provision for bonuses	1,616	844
Provision for bonuses for directors (and other officers)	71	—
Other current liabilities	52,850	63,062
Total current liabilities	324,462	386,380
Non-current liabilities		
Bonds payable	140,000	158,000
Long-term borrowings	661,000	659,800
Long-term payables under securitization of lease receivables	1,151	—
Retirement benefit liability	455	426
Asset retirement obligations	1,686	1,776
Other noncurrent liabilities	13,385	13,476
Total non-current liabilities	817,678	833,479
Total liabilities	1,142,141	1,219,859
Net assets		
Shareholders' equity		
Share capital	7,896	7,896
Capital surplus	10,372	10,465
Retained earnings	212,421	216,674
Treasury shares	(1,777)	(1,681)
Total shareholders' equity	228,913	233,355
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,516	6,644
Deferred gains or losses on hedges	644	355
Remeasurements of defined benefit plans	(3)	(28)
Total accumulated other comprehensive income	5,157	6,971
Total net assets	234,070	240,327
Total liabilities and net assets	1,376,211	1,460,187

Consolidated statements of income (cumulative) and consolidated statements of comprehensive income (cumulative)

Consolidated statements of income (cumulative)

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Net sales	230,063	254,321
Cost of sales	193,918	216,493
Gross profit	36,144	37,827
Selling, general and administrative expenses	19,012	21,381
Operating profit	17,132	16,446
Non-operating income		
Interest income	141	154
Dividend income	356	438
Gain on investments in investment partnerships	135	166
Other	22	42
Total non-operating income	656	802
Non-operating expenses		
Interest expenses	116	250
Bond issuance costs	236	175
Other	16	58
Total non-operating expenses	369	485
Ordinary profit	17,418	16,763
Extraordinary income		
Gain on sale of investment securities	425	—
Total extraordinary income	425	—
Extraordinary losses		
Impairment loss	—	1,600
Total extraordinary losses	—	1,600
Profit before income taxes	17,843	15,163
Income taxes - current	4,852	4,654
Income taxes - deferred	586	386
Total income taxes	5,439	5,040
Profit	12,404	10,122
Profit attributable to non-controlling interests	—	—
Profit attributable to owners of parent	12,404	10,122

Consolidated statements of comprehensive income (cumulative)

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Profit	12,404	10,122
Other comprehensive income		
Valuation difference on available-for-sale securities	1,522	2,128
Deferred gains or losses on hedges	40	(289)
Remeasurements of defined benefit plans, net of tax	(33)	(25)
Total other comprehensive income	1,529	1,814
Comprehensive income	13,934	11,937
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	13,934	11,937
Comprehensive income attributable to non-controlling interests	—	—