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March 25, 2026

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Notice Concerning Introduction of a Stock Compensation Plan for Employees

RICOH LEASING COMPANY, LTD. (the “Company”) hereby announces that, at a meeting of its Board of Directors held on March 25, 2026, it resolved to introduce a stock compensation plan utilizing a trust (the “Plan”) for the Company’s employees (the “Employees”), as described below.

1. Purpose of the Plan

The Plan is introduced as an investment in human capital to develop and motivate employees who will contribute to the enhancement of the Company’s medium- to long-term corporate value. By delivering shares of the Company’s common stock to Employees, the Plan is designed to (i) establish Employees’ position as shareholder-employees who view the benefits and risks arising from stock price fluctuations from the same perspective as investors and (ii) foster a sense of ownership. Through these initiatives, the Plan aims to further enhance Employees’ awareness of participation in management by linking the Company’s business performance and share price movements to their own achievements.

In addition, by promoting the sharing of the Company’s philosophy and vision between the Company and its Employees, the Plan seeks to deepen Employees’ understanding of the relationship between individual growth and contributions to business performance, and the growth of the Company, and to foster a mindset in which each Employee proactively engages regardless of position. As a result, the Plan is intended to encourage autonomous judgment and action beyond organizational and functional boundaries, draw out Employees’ willingness to take on challenges, and promote company-wide behaviors that contribute to the enhancement of the Company’s medium- to long-term corporate value.

2. Overview of the Plan

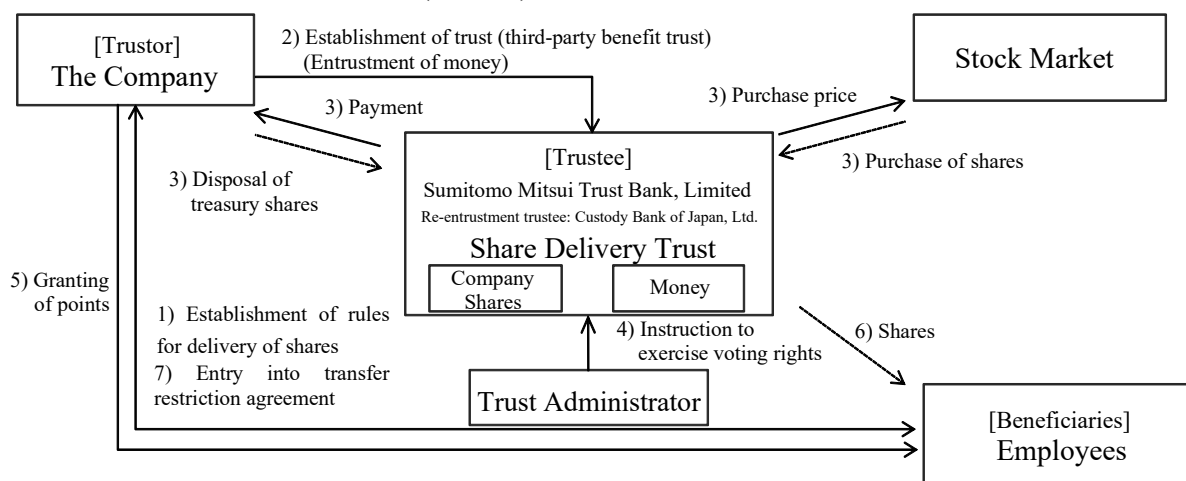
The Plan is a stock compensation plan in which a trust (the “Trust”), established with money contributed by the Company, will acquire common shares of the Company (“Company Shares”) and, through the Trust, Company Shares corresponding to the number of points granted by the Company to Employees who satisfy certain requirements will be delivered to such Employees (provided that such shares will be subject to transfer restrictions pursuant to a transfer restriction agreement to be entered into between the Company and each Employee).

Since the funds for acquisition of Company Shares by the Trust will be fully contributed by the Company, there is no burden on Employees.

With the introduction of the Plan, Employees can benefit financially from increases in the price of Company Shares, and this is therefore expected to have the effect of encouraging Employees to perform their work duties with an awareness of the stock price, as well as enhance their motivation to work.

Please note that a further announcement will be made once the details of the acquisition of Company Shares by the Trust (amount, method of acquisition), etc., have been determined.

< Overview of the Structure of the Plan > (Planned)



- 1) The Company establishes share delivery rules for Employees.
 - 2) The Company establishes a share delivery trust (third-party-benefit trust) with Employees as the beneficiaries (the Trust). At that time, the Company entrusts the amount of money to the trustee, equivalent to the funds for the acquisition of shares.
 - 3) The trustee acquires, in a single tranche, the number of Company Shares sufficient for the expected delivery of shares in the future (through disposal of treasury shares or acquisition from the stock market, including off-auction trading).
 - 4) A trust administrator (who must be independent from the Company and its officers) is appointed to protect the interests of the beneficiaries who are covered by the share delivery rules and supervise the trustee, throughout the trust period. Note, with respect to the Company Shares held in the Trust, the trust administrator instructs the trustee to exercise voting rights and, based on this instruction, the trustee shall exercise voting rights throughout the trust period.
 - 5) The Company grants points to Employees based on the share delivery rules.
 - 6) Employees who satisfy the requirements stipulated in the share delivery rules and the trust agreement pertaining to the Trust, as beneficiaries of the Trust, receive delivery of the Company Shares from the trustee corresponding to the points granted to them.
 - 7) With respect to the Company Shares delivered, the Company and such Employees will enter into a transfer restriction agreement that establishes a transfer restriction period from the delivery date until the date of retirement from the Company.
- Sumitomo Mitsui Trust Bank, Limited which will be the trustee under the Plan, will delegate (re-entrust) management of the trust assets to Custody Bank of Japan, Ltd.

3. About the Trust

(1) Name	Share Delivery Trust for Employees (RS Trust)
(2) Trustor	The Company
(3) Trustee	Sumitomo Mitsui Trust Bank, Limited (Re-entrustment trustee: Custody Bank of Japan, Ltd.)
(4) Beneficiaries	Employees who satisfy the beneficiary requirements
(5) Trust administrator	A third party to be selected that is independent of the Company and its officers
(6) 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.
(7) Type of trust	Trust of money other than “money trust” (<i>kinsen-shintaku</i>) (third-party-benefit trust)
(8) Date of trust agreement	August 2026 (scheduled)
(9) Trust period	August 2026 – Final day of September 2031 (scheduled)
(10) Purpose of the Trust	To deliver the Company Shares to the beneficiaries in accordance with the share delivery rules.