

Translation

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Summary of Consolidated Financial Results for the Year Ended March 31, 2026 (Based on Japanese GAAP)

May 8, 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 +81-50-1702-4203
 Scheduled date of ordinary general meeting of shareholders: June 29, 2026
 Scheduled date to file Securities Report: June 19, 2026
 Scheduled date to commence dividend payments: June 30, 2026
 Preparation of supplementary material on financial results: Yes
 Holding of financial results meeting: Yes (for institutional investors and analysts)

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Consolidated operating results

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	%
Year ended March 31, 2026	338,579	8.5	20,621	(5.1)	21,043	(4.5)	12,821	(18.1)
Year ended March 31, 2025	312,156	1.2	21,729	3.4	22,030	2.3	15,658	38.8

Note : Comprehensive income for the year ended March 31, 2026 : 13,342 Millions of yen (20.9%)
 for the year ended March 31, 2025 : 16,857 Millions of yen 12.8%

	Earnings per share	Diluted earnings per share	Profit attributable to owners of parent/equity	Ordinary profit/total assets	Operating profit/net sales
	Yen	Yen	%	%	%
Year ended March 31, 2026	415.96	–	5.4	1.5	6.1
Year ended March 31, 2025	507.99	–	6.9	1.7	7.0

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2026	1,465,563	241,680	16.5	7,840.55
As of March 31, 2025	1,376,211	234,070	17.0	7,593.67

Reference : Shareholders' equity

As of March 31, 2026 : 241,680 Millions of yen As of March 31, 2025 : 234,070 Millions of yen

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Year ended March 31, 2026	(51,725)	(13,229)	70,817	7,208
Year ended March 31, 2025	(94,396)	(12,265)	103,051	1,345

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Dividend payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended March 31, 2025	–	80.00	–	100.00	180.00	5,557	35.4	2.4
Year ended March 31, 2026	–	90.00	–	95.00	185.00	5,720	44.5	2.4
Year ending March 31, 2027 (Forecast)	–	128.00	–	128.00	256.00		66.3	

3. Forecast of consolidated financial results for the year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

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	370,000	9.3	17,600	(14.7)	17,400	(17.3)	11,900	(7.2)	386.06

4. Notes

(1) Changes in significant subsidiaries during the year ended March 31, 2026 No

(2) 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

(3) Number of issued shares (common shares)

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

As of March 31, 2026	31,243,223 shares	As of March 31, 2025	31,243,223 shares
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Number of treasury shares at the end of the period

As of March 31, 2026	418,782 shares	As of March 31, 2025	418,762 shares
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Average number of shares during the period

Year ended March 31, 2026	30,824,454 shares	Year ended March 31, 2025	30,824,506 shares
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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 fiscal year ended 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 fiscal year ended March 2026, 94,700 shares for the fiscal year ended March 2025).

Consolidated financial statements
Consolidated balance sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	1,345	7,208
Notes and accounts receivable - trade	226	271
Installment receivables	183,519	177,232
Lease payments receivable	21,035	18,263
Lease receivables and investments in leases	547,643	597,143
Accounts receivable - operating loans	276,515	294,596
Accounts receivable - other loans to customers	8,354	9,174
Other operating assets	9,962	8,692
Accounts receivable - lease	10,973	11,232
Other current assets	66,216	76,204
Allowance for doubtful accounts	(6,367)	(6,665)
Total current assets	<u>1,119,425</u>	<u>1,193,355</u>
Non-current assets		
Property, plant and equipment		
Assets for lease		
Assets for lease	138,863	141,165
Total assets for lease	<u>138,863</u>	<u>141,165</u>
Own-used assets		
Machinery and equipment	33,866	36,042
construction in progress	1,392	1,995
Other own-used assets	1,426	2,520
Total own-used assets	<u>36,684</u>	<u>40,558</u>
Total property, plant and equipment	<u>175,548</u>	<u>181,723</u>
Intangible assets		
Assets for lease	21	4,136
Other intangible assets	11,366	11,363
Total intangible assets	<u>11,387</u>	<u>15,500</u>
Investments and other assets		
Investment securities	43,452	48,399
Distressed receivables	478	528
Deferred tax assets	5,435	4,768
Other	20,952	21,807
Allowance for doubtful accounts	(469)	(520)
Total investments and other assets	<u>69,850</u>	<u>74,983</u>
Total non-current assets	<u>256,786</u>	<u>272,207</u>
Total assets	<u>1,376,211</u>	<u>1,465,563</u>

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	21,282	21,262
Short-term loans payable	7,000	15,500
Current portion of bonds payable	-	25,000
Current portion of long-term borrowings	127,000	160,500
Current portion of long-term payables under securitization of lease receivables	8,432	1,151
Commercial papers	75,000	57,000
Underwriting debt payment	583	564
Lease liabilities	35	39
Income taxes payable	5,404	2,018
Advances received - lease	5,216	5,263
Deferred profit on installment sales	25,806	24,277
Provision for bonuses	1,616	1,733
Provision for bonuses for directors (and other officers)	71	55
Other current liabilities	47,014	54,679
Total current liabilities	324,462	370,684
Non-current liabilities		
Bonds payable	140,000	158,000
Long-term borrowings	661,000	679,300
Long-term payables under securitization of lease receivables	1,151	—
Lease liabilities	89	72
Retirement benefit liability	455	223
Guarantee received	13,006	13,534
Asset retirement obligations	1,686	1,817
Other noncurrent liabilities	288	250
Total non-current liabilities	817,678	853,198
Total liabilities	1,142,141	1,223,882
Net assets		
Shareholders' equity		
Share capital	7,896	7,896
Capital surplus	10,372	10,418
Retained earnings	212,421	219,368
Treasury shares	(1,777)	(1,681)
Total shareholders' equity	228,913	236,002
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,516	5,256
Deferred gains or losses on hedges	644	301
Remeasurements of defined benefit plans	(3)	119
Total accumulated other comprehensive income	5,157	5,677
Total net assets	234,070	241,680
Total liabilities and net assets	1,376,211	1,465,563

Consolidated statements of income and consolidated statements of comprehensive income
Consolidated statements of income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	312,156	338,579
Cost of sales	263,609	288,410
Gross profit	48,546	50,169
Selling, general and administrative expenses		
Commission expenses	6,175	6,820
Employees' salaries and allowances	7,185	7,683
Provision for bonuses	1,616	1,773
Provision of allowance for doubtful accounts	1,143	2,018
Other	10,696	11,252
Total selling, general and administrative expenses	26,816	29,547
Operating profit	21,729	20,621
Non-operating income		
Interest income	187	223
Dividend income	359	436
Gain on investments in investment partnerships	182	320
Other	31	49
Total non-operating income	760	1,030
Non-operating expenses		
Interest expenses	174	359
Bond issuance costs	236	175
Social Contribution	34	43
Other	14	30
Total non-operating expenses	459	608
Ordinary profit	22,030	21,043
Extraordinary income		
Gain on sale of investment securities	425	–
Total extraordinary income	425	–
Extraordinary losses		
Impairment loss	–	1,600
Loss on valuation of investment securities	74	339
Total extraordinary losses	74	1,939
Profit before income taxes	22,381	19,103
Income taxes - current	8,058	6,033
Income taxes - deferred	(1,335)	248
Total income taxes	6,722	6,281
Profit	15,658	12,821
Profit attributable to non-controlling interests	–	–
Profit attributable to owners of parent	15,658	12,821

Consolidated statements of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	15,658	12,821
Other comprehensive income		
Valuation difference on available-for-sale securities	1,045	739
Deferred gains or losses on hedges	106	(342)
Remeasurements of defined benefit plans, net of tax	47	123
Total other comprehensive income	1,199	520
Comprehensive income	16,857	13,342
Comprehensive income attributable to owners of parent	16,857	13,342
Comprehensive income attributable to non-controlling interests	—	—

Consolidated statements of changes in equity

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,896	10,215	201,540	(1,674)	217,978
Changes during period					
Dividends of surplus			(4,777)		(4,777)
Profit attributable to owners of parent			15,658		15,658
Purchase of treasury shares				(468)	(468)
Disposal of treasury shares		159		310	469
Restricted stock remuneration		(2)		55	53
Change in ownership interest of parent due to transactions with non-controlling interests		(0)			(0)
Net changes in items other than shareholders' equity					
Total changes during period	–	157	10,880	(102)	10,935
Balance at end of period	7,896	10,372	212,421	(1,777)	228,913

	Accumulated other comprehensive income				Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	3,470	538	(50)	3,957	221,936
Changes during period					
Dividends of surplus					(4,777)
Profit attributable to owners of parent					15,658
Purchase of treasury shares					(468)
Disposal of treasury shares					469
Restricted stock remuneration					53
Change in ownership interest of parent due to transactions with non-controlling interests					(0)
Net changes in items other than shareholders' equity	1,045	106	47	1,199	1,199
Total changes during period	1,045	106	47	1,199	12,134
Balance at end of period	4,516	644	(3)	5,157	234,070

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,896	10,372	212,421	(1,777)	228,913
Changes during period					
Dividends of surplus			(5,874)		(5,874)
Profit attributable to owners of parent			12,821		12,821
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares				26	26
Restricted stock remuneration		46		69	115
Change in ownership interest of parent due to transactions with non-controlling interests					-
Net changes in items other than shareholders' equity					-
Total changes during period	-	46	6,946	96	7,089
Balance at end of period	7,896	10,418	219,368	(1,681)	236,002

	Accumulated other comprehensive income				Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	4,516	644	(3)	5,157	234,070
Changes during period					
Dividends of surplus					(5,874)
Profit attributable to owners of parent					12,821
Purchase of treasury shares					(0)
Disposal of treasury shares					26
Restricted stock remuneration					115
Change in ownership interest of parent due to transactions with non-controlling interests					-
Net changes in items other than shareholders' equity	739	(342)	123	520	520
Total changes during period	739	(342)	123	520	7,609
Balance at end of period	5,256	301	119	5,677	241,680

Consolidated statements of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	22,381	19,103
Depreciation of assets for lease	18,736	20,950
Depreciation and loss on retirement of own-used assets	3,754	4,337
Loss on valuation of investment securities	74	339
Loss (gain) on sale of investment securities	(425)	–
Impairment loss	–	1,600
Increase (decrease) in allowance for doubtful accounts	(5,803)	348
Increase (decrease) in provision for bonuses	186	157
Increase (decrease) in provision for bonuses for directors (and other officers)	15	(16)
Increase (decrease) in retirement benefit liability	(90)	(52)
Interest and dividend income	(546)	(659)
Capital costs and interest expenses	3,885	7,464
Bond issuance costs	236	175
Loss (gain) on investments in investment partnerships	(182)	(320)
Decrease (increase) in installment receivables	(6,943)	4,758
Decrease (increase) in lease payments receivable	3,299	2,772
Net decrease (increase) in lease receivables and investments in leases	(41,252)	(48,665)
Decrease (increase) in accounts receivable - operating loans	(16,338)	(18,081)
Decrease (increase) in accounts receivable-other loans to customers	2,452	(820)
Decrease (increase) in accounts receivable - lease	(1,317)	(259)
Purchase of assets for lease	(92,051)	(67,423)
Increase (decrease) in trade payables	(285)	1,579
Decrease (increase) in distressed receivables	5,460	(49)
Other, net	18,808	36,657
Subtotal	<u>(85,944)</u>	<u>(36,105)</u>
Interest and dividends received	395	499
Interest paid	(3,488)	(6,700)
Income taxes paid	(5,359)	(9,419)
Net cash provided by (used in) operating activities	<u>(94,396)</u>	<u>(51,725)</u>
Cash flows from investing activities		
Purchase of short-term and long-term investment securities	(5,069)	(2,105)
Proceeds from sale and redemption of short-term and long-term investment securities	3,667	21
Purchase of own-used assets	(11,266)	(11,982)
Other, net	403	837
Net cash provided by (used in) investing activities	<u>(12,265)</u>	<u>(13,229)</u>

	(Millions of yen)	
	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	7,000	8,500
Net increase (decrease) in commercial papers	50,000	(18,000)
Proceeds from long-term borrowings	166,700	178,800
Repayments of long-term borrowings	(114,200)	(127,000)
Repayments of payables under securitization of lease receivables	(11,434)	(8,432)
Proceeds from issuance of bonds	59,763	42,824
Redemption of bonds	(50,000)	-
Proceeds from sales of treasury shares	467	-
Purchase of treasury shares	(468)	(0)
Dividends paid	(4,777)	(5,874)
Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(0)	-
Net cash provided by (used in) financing activities	103,051	70,817
Net increase (decrease) in cash and cash equivalents	(3,610)	5,862
Cash and cash equivalents at beginning of period	4,956	1,345
Cash and cash equivalents at end of period	1,345	7,208