

**Second Quarter
of Fiscal Year
Ending March
2024 (FY2023)**

**Financial
Highlights**

RICOH
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October 31, 2023

Ricoh Leasing Company, Ltd.



1. Consolidated Results for the Second Quarter of Fiscal Year Ending March 2024
2. Performance by Business field
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1. Consolidated Results for the Second Quarter of Fiscal Year Ending March 2024



Financial Performance Overview for the Second Quarter of Fiscal Year Ending March 2024

1. Net sales increased, but profit fell.

Net sales increased due to the early repayment of large receivables and growth in the Services business. Net income declined chiefly due to a loss on valuation of investment securities of 3.7 billion yen.

2. Operating assets stood at 1,086.8 billion yen (decreased 3.4 billion yen from the end of the previous fiscal year).

Executed contracts volume continues to recover after a downturn amid the COVID-19 pandemic, but operating assets declines due to the early repayment of several large receivables.

3. Disclosure of awareness of the current situation and initiatives to enhance corporate value

Aim for profitability exceeding the cost of equity by raising ROE through continued cost-of-capital management and expansion of non-asset businesses.
Reviewed basic policy for shareholder return to improve financial leverage.

4. The full-year income forecast and dividend forecast for the fiscal year ending March 2024 remains unchanged from the initial forecast.

Operating Profit was 55.6% of the full-year forecast. Steady progress was made.
The Company applies mark-to-market accounting to securities and makes reversal entries.
The amount of loss on valuation of investment securities may change or not be recorded due to the share price during or at the end of the fiscal year. There have been no changes to the initial forecast.

* 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."

- Gross Profit increased due to growth of services Business and Leases & Finance Business. This offset the decline in COVID-19-related rental special demand in the previous year.
- Selling, General and Administrative Expenses increased due to investing in strengthening the business foundation. Strengthen management of priorities and keep the progress rate within the plan.
- Steady progress was made toward the full-year forecast except for net income.

(Billion Yen)

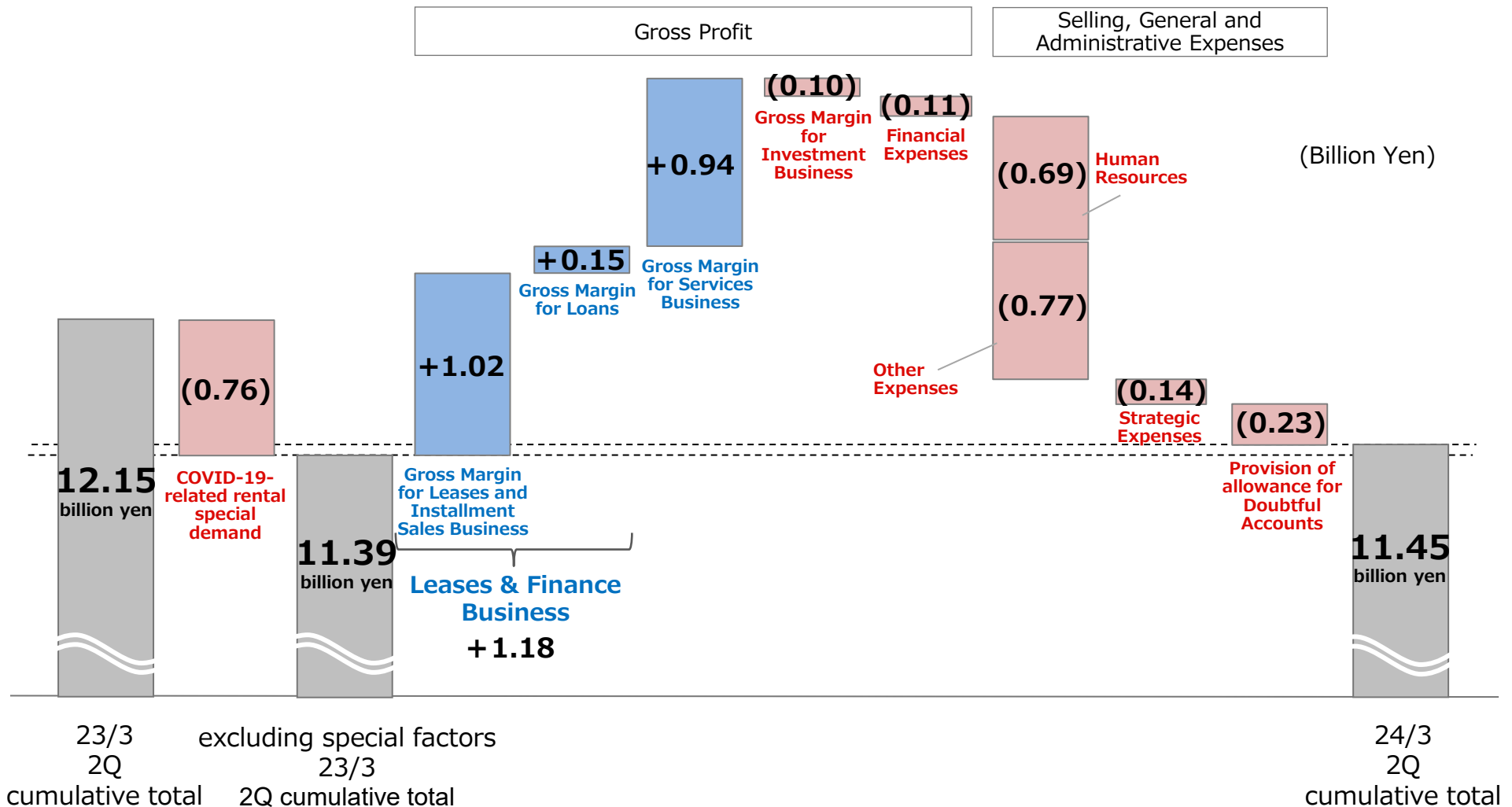
	2023/3	2024/3		2024/3	Progress Rate
	2Q Cumulative total	2Q Cumulative total	Growth Rate	Full-year Forecast	
Net Sales	149.0	155.3	4.2%	306.0	50.8%
Gross Profit	21.9	23.0	5.2%	45.0	51.3%
Selling, General and Administrative Expenses	9.7	11.6	19.0%	24.4	47.7%
Operating Profit	12.1	11.4	(5.8%)	20.6	55.6%
Ordinary Profit	12.3	11.6	(6.1%)	20.7	56.2%
Net Income	8.4	5.3	(36.6%)	14.4	37.3%
			<u>YoY change</u>		
Dividend per Share(yen)	65.00	75.00	10.00	150.00	–
Earnings per Share(yen)	274.93	174.37	(100.55)	467.16	–
Dividend Payout Ratio	23.6%	43.0%	19.4%	32.1%	–
ROA (Return on Asset Ratio)	1.42%	0.87%	(0.55%)	1.15%	–
ROE (Return on Equity Ratio)	8.3%	5.0%	(3.3%)	6.7%	–

* Actual ROA and ROE are annualized numerical figures



Factors Affecting Operating Profit

- Results at Welfare Suzuran, which became a subsidiary in December last year, were reflected in consolidated results, and the gross margin for Services Business increased, as were human resources and other expenses.



Consolidated Balance Sheets

- Assets and liabilities decreased from the end of the previous fiscal year chiefly due to the early repayment of large receivables.
- Other assets increased due to assets for solar power generation business, etc.

(Billion Yen)

	2023/3		2024/3			2023/3		2024/3	
	Actual	End of 2Q Actual	Increase/Decrease at the End of the Previous Term			Actual	End of 2Q Actual	Increase/Decrease at the End of the Previous Term	
Cash and deposits	14.1	9.0	(5.0)	Short-term Interest-Bearing Debt	169.0	163.0	(6.0)		
Lease receivables and investments in leases	509.7	505.9	(3.8)	Long-term Interest-Bearing Debt	697.0	704.5	7.5		
Installment receivables	181.6	175.6	(5.9)	Long-term payables under securitization of lease receivables	35.5	27.6	(7.9)		
Accounts receivable - operating loans	253.7	252.9	(0.7)	Other liabilities	123.6	119.9	(3.6)		
Assets for lease	69.1	71.9	2.8	Total Liabilities	1,025.2	1,015.1	(10.1)		
Allowance for doubtful accounts	(12.9)	(12.4)	0.4	Total net assets	211.7	217.3	5.6		
Other assets	221.4	229.3	7.8						
Total assets	1,236.9	1,232.4	(4.5)	Total liabilities and net assets	1,236.9	1,232.4	(4.5)		

* Allowance for doubtful accounts shows the total of current assets and non-current assets.

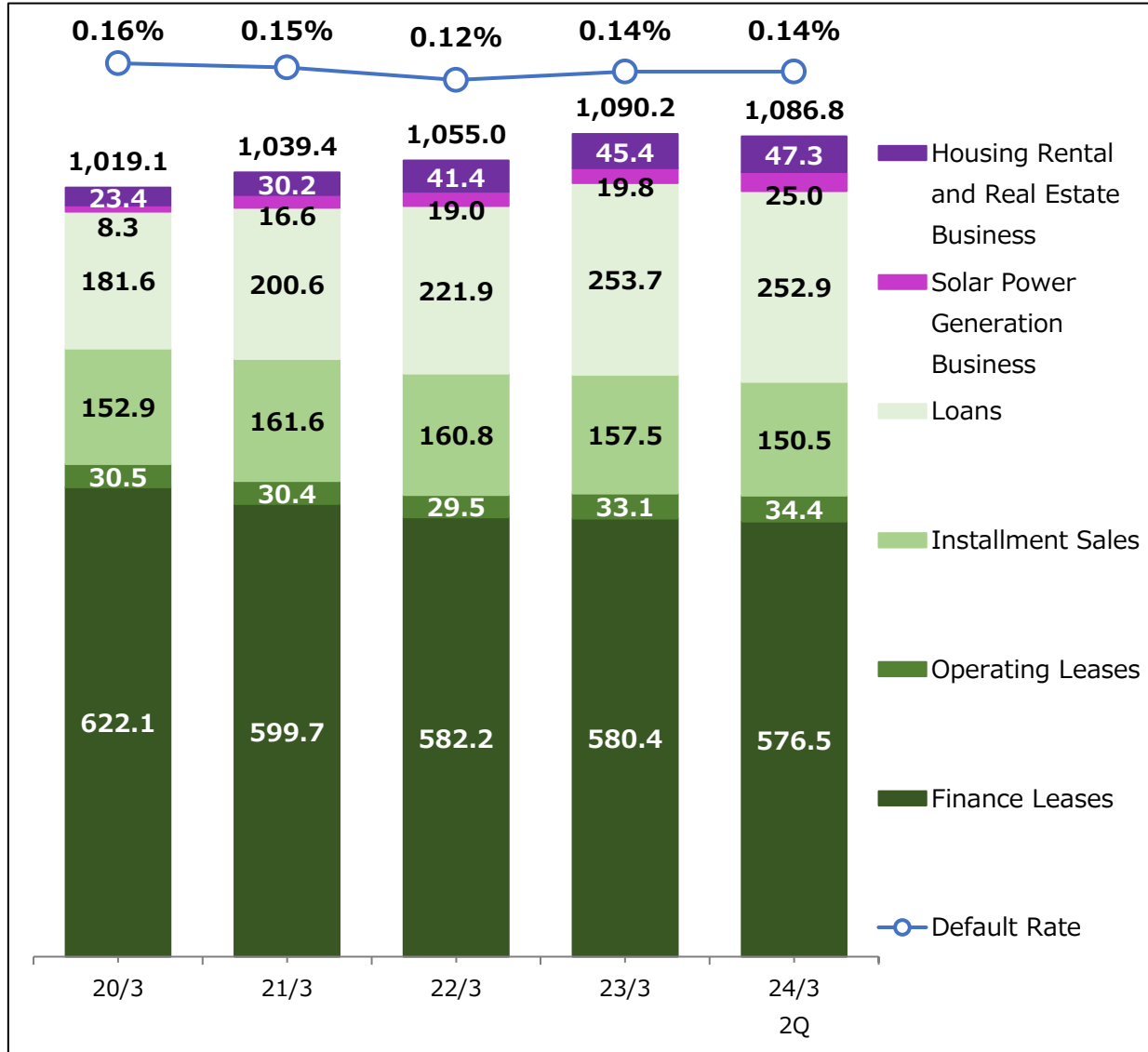
* Long-term debt within one year (Bonds payable, Long-term borrowings) is included in short-term Interest-Bearing Debt.

* The accounting method for the business combination with Welfare Suzuran was determined at the end of the first quarter of the fiscal year ending March 31, 2024, and the figures at the end of the fiscal year ended March 31, 2023 are figures revised after the determination of the accounting method.



Operating Assets and Default Rate

(Billion yen)



- Operating assets decreased 3.4 billion yen from the end of the previous fiscal year due to the early repayment of several large receivables while operating assets accumulated as a result of new contracts executed.
- The default loss amount and the default rate remained at a low level.

* Amount of Securitized Lease Receivables for the second quarter of 24/3: 70.6 billion yen.

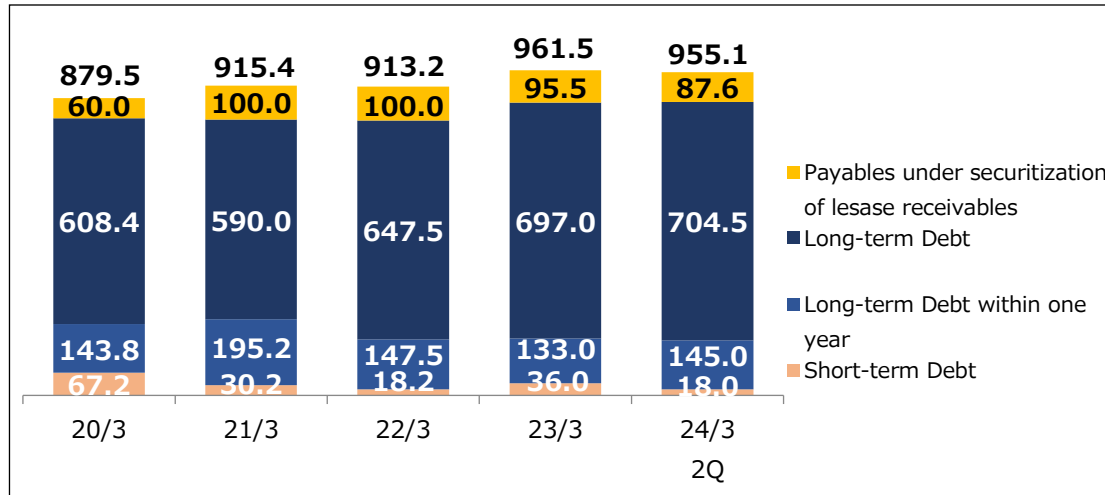
* Default rate = Default loss amount / Average balance of operating assets (default rate has been calculated by annualizing the default loss amount for the second quarter of 24/3)



Total Procurement Amount and Financial Expenses

Total Procurement Amount

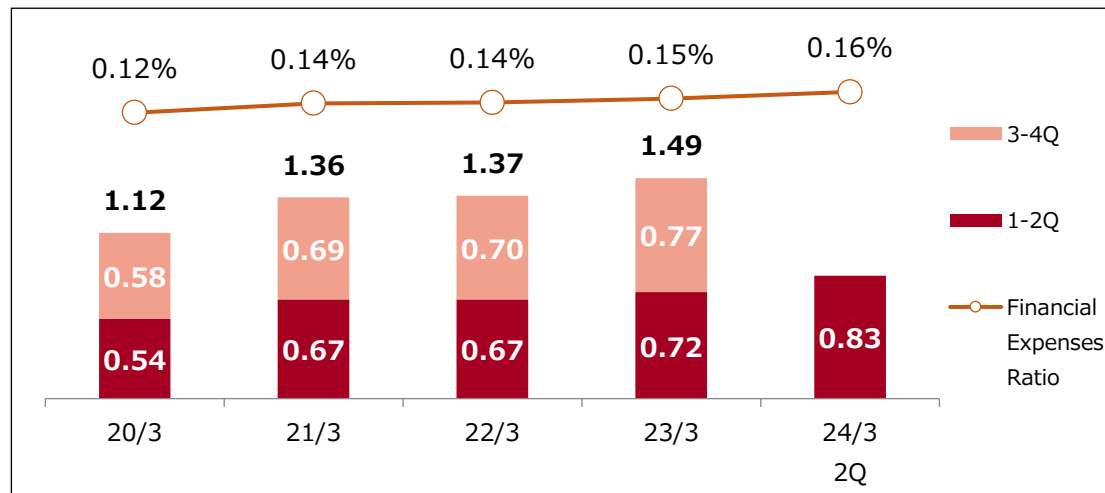
(Billion yen)



- Raise funds while managing and controlling interest rate fluctuation risk and liquidity risk.
- Issued our first sustainability bond in October at 10.0 billion yen.
- Financial expenses rose. The financial expenses ratio increased slightly.

Financial Expenses and Financial Expenses Ratio

(Billion yen)



* Payables under securitization of lease receivables includes off-balance sheet financing.
 * Financial expenses ratio = Financial expenses / Average balance of operating assets
 * For the second quarter of 24/3, financial expenses ratio has been calculated by annualizing financial expenses.

2. Performance by Business field



Overview of Business Fields

- We have defined seven business fields under three business growth strategies to clarify markets where the Group provides value and allocate resources to highly profitable fields where there are greater opportunities and thereby to achieve sustainable profit growth.

Strategy	Business field	Overview	Segments involved		
			Leases & Finance Business	Services Business	Investment Business
Expansion and improved efficiency	Office	Leasing and installment sales, particularly of office and IT-related equipment, for the office market	○		
	Capital investment	Capital expenditures particularly in three priority fields (construction machinery, vehicles and agriculture)	○		
	Medical and healthcare	Leasing and installment sales of medical equipment, loans to doctors in private practice, and operation of nursing-care facilities	○	○	
Diversification through the addition of businesses and services	Real estate	Real estate loans, Housing Rental Business, real estate-related business investment	○		○
	The environment	Leasing and installment sales related to the environment, the Solar Power Generation Business	○		○
Taking on the challenge of a new business model	as a Service	Rental primarily in the fields of ICT, industry and measuring	○		
	BPO	Settlement services, including collection agency services, factoring service for nursing-care facilities and credit guarantee, and services for business travelers from overseas		○	



Performance by Business field

- Gross profit before deducting Financial Expenses increased due to growth such as Office field and Medical and Healthcare Field.
- Executed contracts volume increased, driven by The Environmental Field, where multiple large-scale projects started operation.
- Yields on new lease and Installment sales contracts continued to improve. Good operating assets increased.

(Billion Yen)

	Gross profit before deducting Financial Expenses			Executed contracts volume		
	2023/3	2024/3		2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate	2Q cumulative total	2Q cumulative total	Growth Rate
Office	6.9	7.9	14.1%	54.2	57.4	5.9%
Capital investment	4.9	4.3	(11.5%)	50.2	45.0	(10.3%)
Medical and healthcare	2.2	2.8	30.9%	14.3	14.7	2.7%
Real estate	3.1	3.4	12.0%	49.2	58.3	18.6%
The environment	2.0	2.2	12.8%	14.4	25.8	78.4%
as a Service	1.9	1.3	(29.7%)	5.6	6.1	9.2%
BPO	1.5	1.6	7.0%	-	-	-
Total	22.6	23.9	5.6%	188.2	207.6	10.3%

* Executed contracts volume = Cost of acquisition of assets for lease (leases) or installments receivable minus unrealized profit on installment sales (installment sales)

Office field

- Gross profit before deducting Financial Expenses expanded, chiefly reflecting an improvement in asset yields and an increase in re-leasing.
- The volume of executed contracts, particularly IT-related equipment contracts, continued to recover.

■ Results

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Net Sales	58.1	57.7	(0.7%)
Cost of Sales	51.1	49.7	(2.7%)
Gross profit before deducting Financial Expenses	6.9	7.9	14.1%

■ Executed contracts volume

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Leases and Installment Sales	54.2	57.4	5.9%
Total of Office field	54.2	57.4	5.9%

Capital Investment field

- Profit decreased chiefly due to a decrease in re-leasing, which performed well in the previous fiscal year.
- The executed contract volume fell due to the absence of large projects in the previous fiscal year.

■ Results

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Net Sales	47.7	48.7	2.2%
Cost of Sales	42.8	44.4	3.7%
Gross profit before deducting Financial Expenses	4.9	4.3	(11.5%)

■ Executed contracts volume

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Leases and Installment Sales	49.8	45.0	(9.7%)
Loans*	0.3	0.0	(85.3%)
Total of Capital investment field	50.2	45.0	(10.3%)

* Executed contracts volume for Loans was recorded in the Capital Investment field in the First Quarter of 24/3. From the second Quarter of 24/3 onward, capital investment field/medical and healthcare field/the environment field according to customers' attributes To be accounted for by category.



Results in Medical and Healthcare and Real Estate

Medical and Healthcare Field

- Results at Welfare Suzuran was reflected in consolidated results, and both sales and profit increased.
- Primarily in Loans for practitioners growth and Executed contracts volume increased.

■ Results

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Net Sales	13.4	13.7	2.6%
Cost of Sales	11.2	10.8	(3.0%)
Gross profit before deducting Financial Expenses	2.2	2.8	30.9%

■ Executed contracts volume

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Leases and Installment Sales	12.3	12.5	1.0%
Loans	1.9	2.2	12.7%
Total of Medical and healthcare field	14.3	14.7	2.7%

Real Estate Field

- Results expanded by improving asset yield and reflecting an increase in operating assets.
- Loans for logistics and residential facilities and investment in trust beneficial interests increased.

■ Results

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Net Sales	6.8	7.8	13.9%
Cost of Sales	3.7	4.3	15.5%
Gross profit before deducting Financial Expenses	3.1	3.4	12.0%

■ Executed contracts volume

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Leases and Installment Sales	0.8	1.0	29.2%
Loans	42.1	47.9	13.8%
Housing Rental	1.9	1.7	(9.1%)
Real Estate Business	4.2	7.5	77.1%
Total of Real estate field	49.2	58.3	18.6%



Results in The Environment and as a Service Fields

The Environmental Field

- Both sales and profits increased due to early repayment of large-scale projects, etc.
- Executed contracts volume increased significantly due to multiple large-scale installment projects and investments in solar power generation.

Results

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Net Sales	10.6	14.6	36.7%
Cost of Sales	8.6	12.3	42.2%
Gross profit before deducting Financial Expenses	2.0	2.2	12.8%

Executed contracts volume

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Leases and Installment Sales	13.6	17.3	27.2%
Loans	0.0	1.0	-
Solar Power Generation Business	0.7	7.4	954.3%
Others	0.1	0.0	(100.0%)
Total of The environment field	14.4	25.8	78.4%

as a Service Field

- Profit declined after COVID-19-related rental special demand in the previous year.
- The executed contract volume, particularly in the ICT field, rose, and operating assets increased.

Results

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Net Sales	8.9	9.1	2.0%
Cost of Sales	7.0	7.7	10.7%
Gross profit before deducting Financial Expenses	1.9	1.3	(29.7%)

Executed contracts volume

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Leases and Installment Sales	5.6	6.1	9.2%
Total of as a Service field	5.6	6.1	9.2%



Results in BPO Field, Leases, Installment Sales, Executed Contract Volume

BPO Field

- Results expanded by continued to attain new customers in collection agency services and factoring services for nursing-care facilities, and the number of transactions and the transaction volume increased steadily.

Results

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Net Sales	3.2	3.4	7.3%
Cost of Sales	1.7	1.8	7.6%
Gross profit before deducting Financial Expenses	1.5	1.6	7.0%

Executed contracts volume

(Billion Yen)

	2023/3	2024/3	
	2Q cumulative total	2Q cumulative total	Growth Rate
Number of Transactions in Collection Agency Services (million cases)	14.11	15.07	6.8%
Transaction Volume of Factoring Services for Healthcare & Nursing-Care Facilities	38.9	44.7	15.1%

Leases, Installment Sales, Executed Contract Volume (by Product)

- Industrial machinery driven by the overall executed contracts volume due to the large contracts for solar power generation equipment.
- Yields on new lease and installment sales contracts continued to improve.

(Billion Yen)

	2023/3	2024/3		Japan Leasing Association (cumulative total from 23/4 to 23/9) Growth Rate
	2Q cumulative total	2Q cumulative total	Growth Rate	
Office and It-Related Equipment	66.2	65.9	(0.3%)	9.8%
Medical Equipment	14.1	13.9	(1.2%)	11.2%
Industrial Machinery	12.4	20.1	62.5%	16.9%
Commercial and Service Equipment	6.9	6.3	(8.6%)	3.8%
Transport Equipment	11.8	11.0	(6.6%)	15.8%
Others	25.0	22.0	(12.2%)	(4.3%)
Leases and Installment Sales	136.6	139.5	2.2%	9.0%

3 . Progress of Mid-Term Management Plan (FY2023 – FY2025)

* Please refer to the reference materials for the strategy of the Mid-Term Management Plan.

Recognition of the current situation toward enhancing corporate value

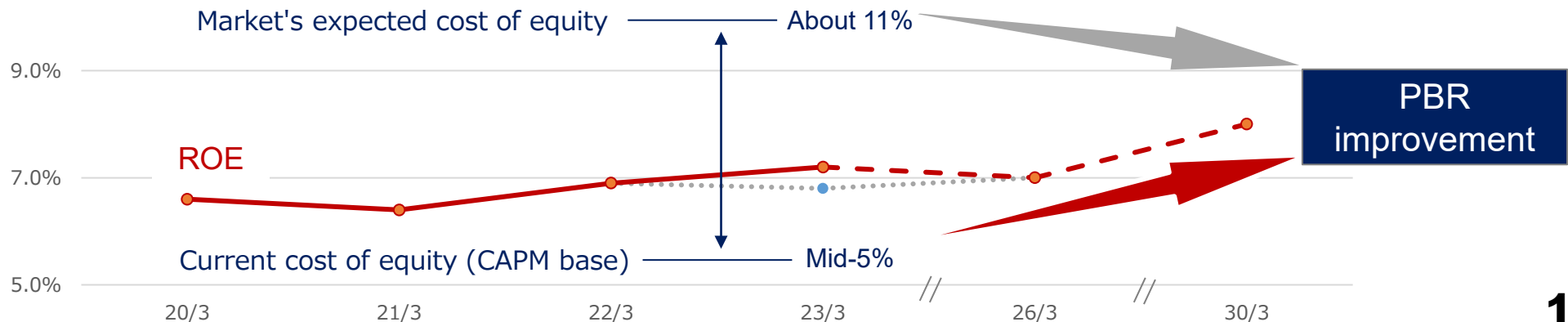
- Recognized that the PBR has remained at a low level and there is a gap with the market's expected cost of equity.

	2020/3	2021/3	2022/3	2023/3		2026/3	2030/3
	results	results	results	results	Excluding special factors	Mid-Term management plan Targets	Long-Term Targets
Operating profit	17.0billion yen	17.4billion yen	19.2billion yen	21.2billion yen	20.0billion yen	23.5billion yen	30.0billion yen
Net Income	11.8billion yen	12.0billion yen	13.4billion yen	14.8billion yen	14.0billion yen	16.0billion yen	-
ROA	1.08%	1.04%	1.15%	1.23%	1.17%	1.1% or more	1.3% or more
ROE	6.6%	6.4%	6.9%	7.2%	6.8%	7% or more	8% or more
PBR	0.48x	0.56x	0.51x	0.55x	-	-	-

* The special factor in the Fiscal year ended March 2023 is COVID-19-related rental special demand (rental extension revenue: +1.1 billion yen)

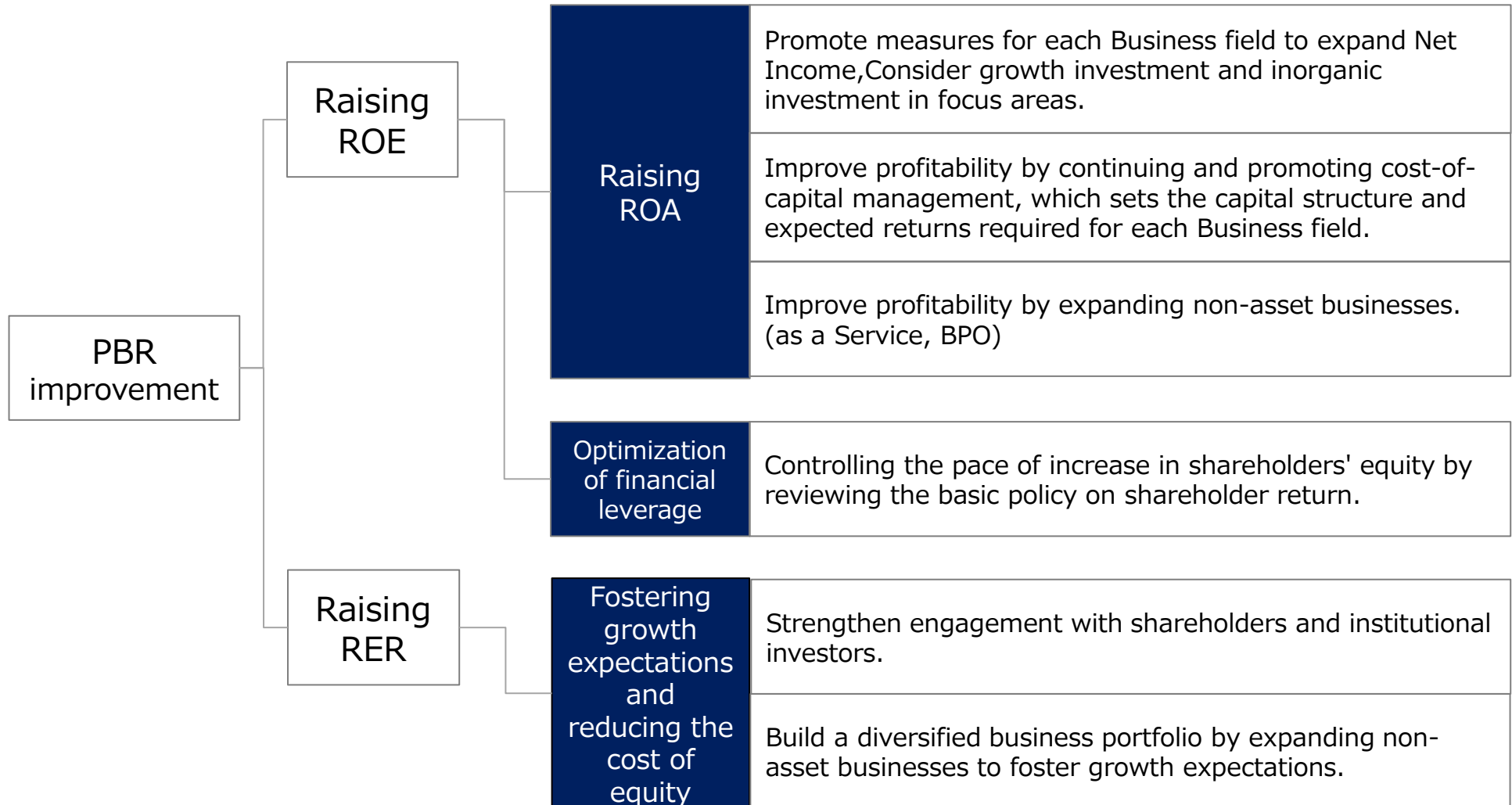
Recognition of the current situation

- Current ROE exceeds the cost of equity (CAPM base) and the equity spread is positive.
- On the other hand, recognizing that there is a divergence from the current PBR level from the market's expected cost of equity capital, Aiming to raise ROE and reduce the cost of equity expected by the market.



Initiatives toward enhancing corporate value

- Aim to enhance corporate value by implementing various measures and improving PBR by raising ROE and PER.

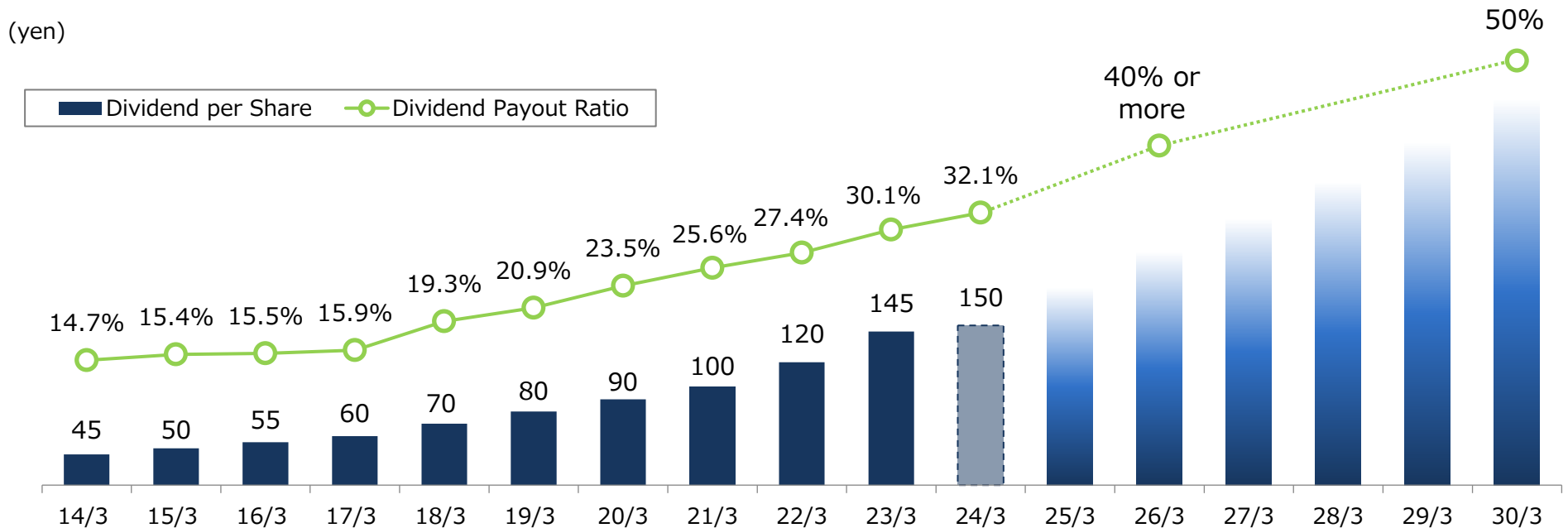





Reviewed basic policy for shareholder return

- Reviewed the basic policy for shareholder return and Dividend Payout Ratio guidelines.

	Before change	After change
Basic policy for shareholder return	Our basic policy is to provide stable shareholder returns over the medium to long term, and steadily increase shareholder dividends while working to achieve sustainable growth, appropriate capital structure and a strengthened financial position. Our mid-term management plan target(FY2025) for shareholder returns is a dividend payout ratio of 35.	Aware of the progressiveness of dividends and the industry-leading level of returns, the Company aims to expand shareholder returns by achieving sustainable growth and appropriate capital structure and strengthening its financial position. The guidelines for Dividend Payout Ratio is at 40% or more in FY2025 and 50% in FY2029.



Topic 1: TECHNO RENT Initiatives at Group Companies

Strategy	Business fields	Topics
Taking on the challenge of a new business model	 as a Service	Provision of value to major customers through PC DaaS(Device as a Service) in collaboration with the Ricoh Group.

■ Outline of Initiatives

- Ricoh Japan and our group-based company TECHNO RENT Co., Ltd. jointly released “Pasokon Isshin plus”, a product bundled with PCs and PC-LCM.
- Contributed to reducing the burden of complicated tasks associated with corporate PC management in response to PC replacement demand associated with the termination of Windows10 support.

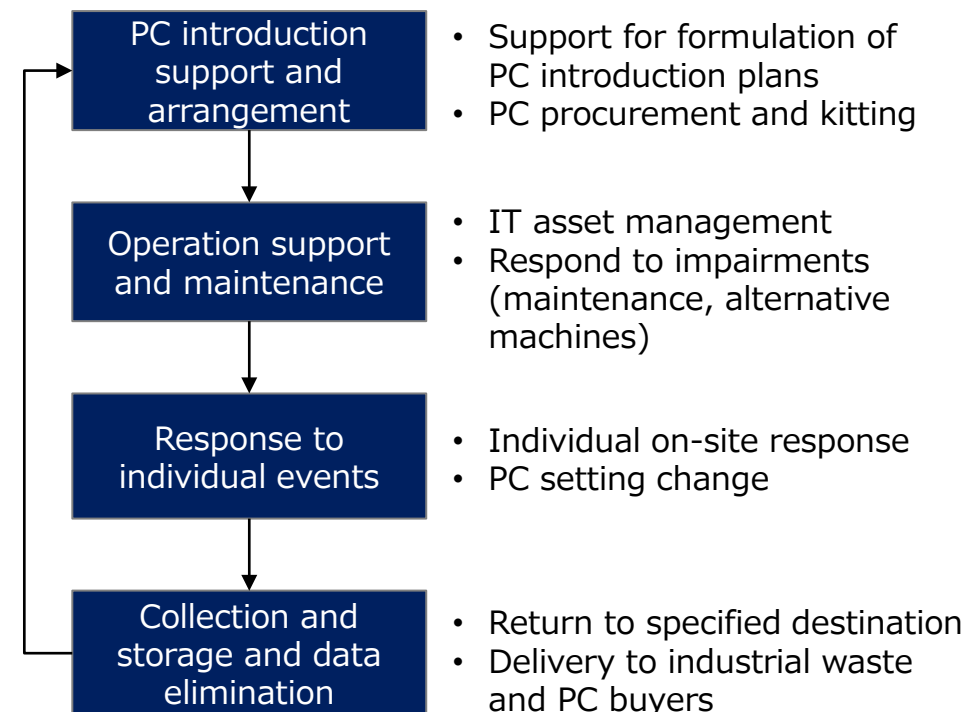
* PC-LCM: a service that streamlines a series of administrative tasks related to the use of PCs by companies.



■ Future development

- Expand the handling of “Pasokon Isshin plus” among major customers through collaboration with Ricoh Japan.
- In addition to PC, we handle many of these products as leasing products in our group. In the fields of knowledgeable medical and nursing care, construction equipment, and agriculture, we are promoting the establishment of a service model through tie-ups with manufacturers and other entities.

PC-LCM image



Topic 2: Start of Credit Guarantee Business

Strategy	Business fields	Topics
Taking on the challenge of a new business model	BPO	Launch of Credit guarantee business utilizing transaction data.

Background

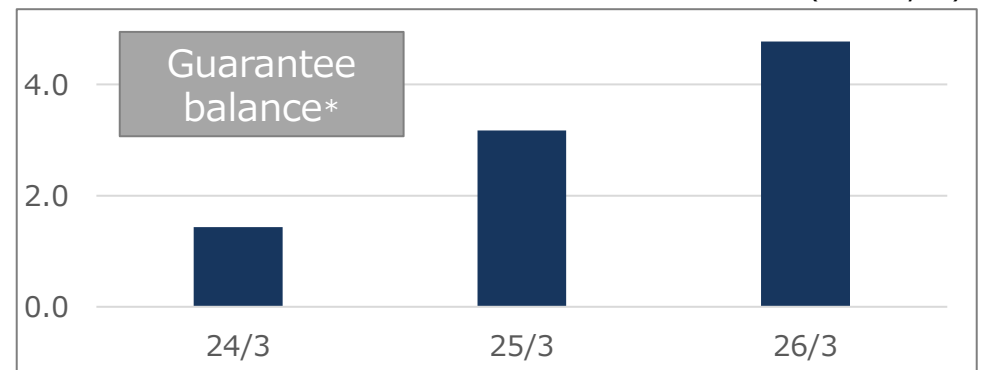
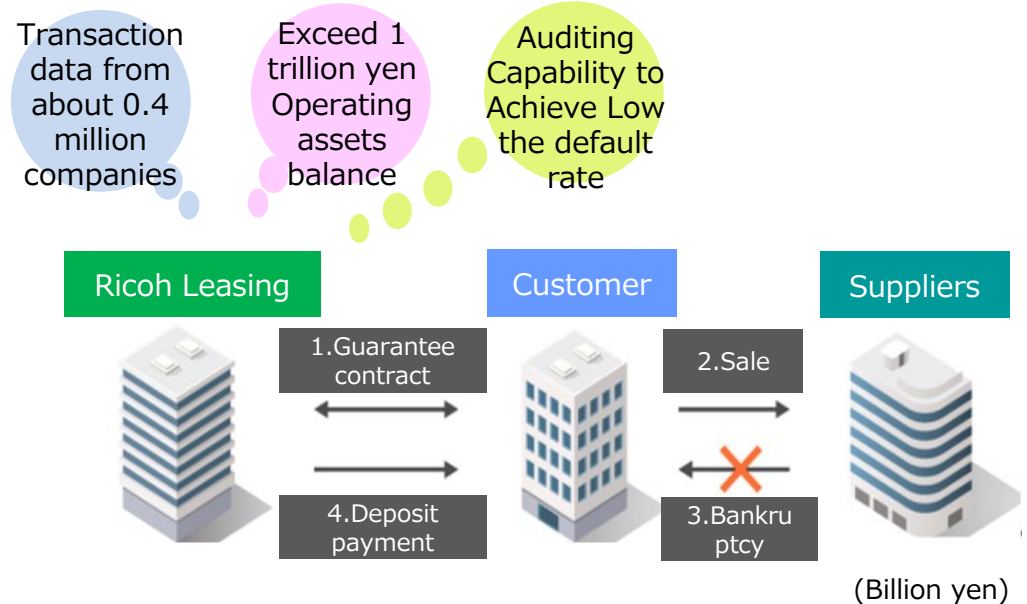
- The importance of managing SMEs' credit is increasing, particularly due to the economic contraction caused by the COVID-19 pandemic, the Repayment of interest-free and unsecured loans begins, and changes in the company climate.
- The number of bankruptcies in April-September 2023 increased by 34.7% year-on-year* to just over 4000, showing an upward trend.

* Based on TEIKOKU DATABANK National Bankruptcy Tabulation 2023 1H

Outline of Initiatives

- We guarantee the risk of uncollected receivables (such as accounts receivable) arising from inter-company transactions.
- Contributing to the reduction of uncollected risks of user companies and the expansion of credit management functions through this business.

* Guarantee balance: The balance of debt guarantees assumed



4 . Consolidated Income Forecast for Fiscal Year Ending March 2024

(The initial forecast announced on May 9, 2023 has
remain unchanged.)

* The accounting method for the business combination with Welfare Suzuran was determined in the first quarter of the fiscal year ending March 31, 2024. The full-year results in the fiscal year ended March 31, 2023 and the year-on-year growth rates in the fiscal year ended March 31, 2024 are figures revised after the determination of the accounting method.

Consolidated Income Forecast

- An increase in gross profit will be more than offset by an increase in selling, general and administrative expenses, resulting in a decrease in profit.
- The annual dividend per share is 150 yen. Expects dividend increases for the 29th consecutive year* since listing.

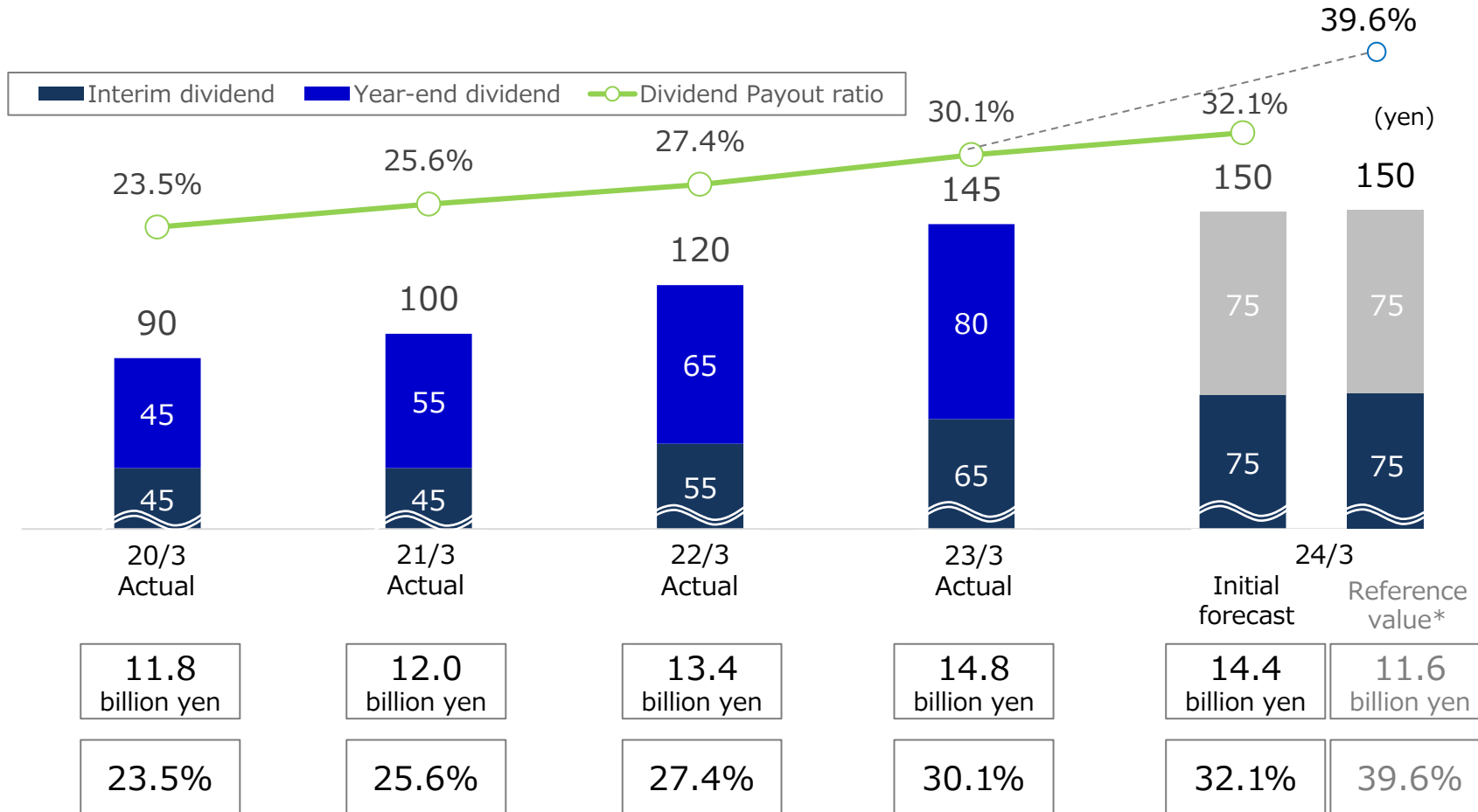
(Billion Yen)

	2023/3		2024/3	
	Full-year Actual	Growth Rate	Full-year Forecast	Growth Rate
Net Sales	298.8	(1.6%)	306.0	2.4%
Gross Profit	43.2	8.1%	45.0	4.0%
Selling, General and Administrative Expenses	22.0	6.2%	24.4	10.7%
Operating Profit	21.2	10.1%	20.6	(3.0%)
Ordinary Profit	21.5	10.5%	20.7	(4.0%)
Net Income	14.8	10.3%	14.4	(3.2%)
		<u>YoY change</u>		<u>YoY change</u>
Dividend per Share(yen)	145.00	25.00	150.00	5.00
Earnings per Share(yen)	482.48	45.13	467.16	(15.32)
Dividend Payout Ratio	30.1%	2.6%	32.1%	2.1%
ROA (Return on Asset Ratio)	1.23%	0.08%	1.15%	(0.08%)
ROE (Return on Equity Ratio)	7.2%	0.3%	6.7%	(0.5%)

* Consecutive dividend increases include the substantial dividend increase due to the stock split in Fiscal Year Ended March 2000.

Dividend forecast for Fiscal Year Ending March 2024

- If an extraordinary loss of 3.7 billion yen similar to the second quarter results is recorded in the full-year financial results, For the year ending March 31, 2024, Net Income 11.6 billion yen and Dividend Payout Ratio 39.6% (The annual dividend per share 150 yen)

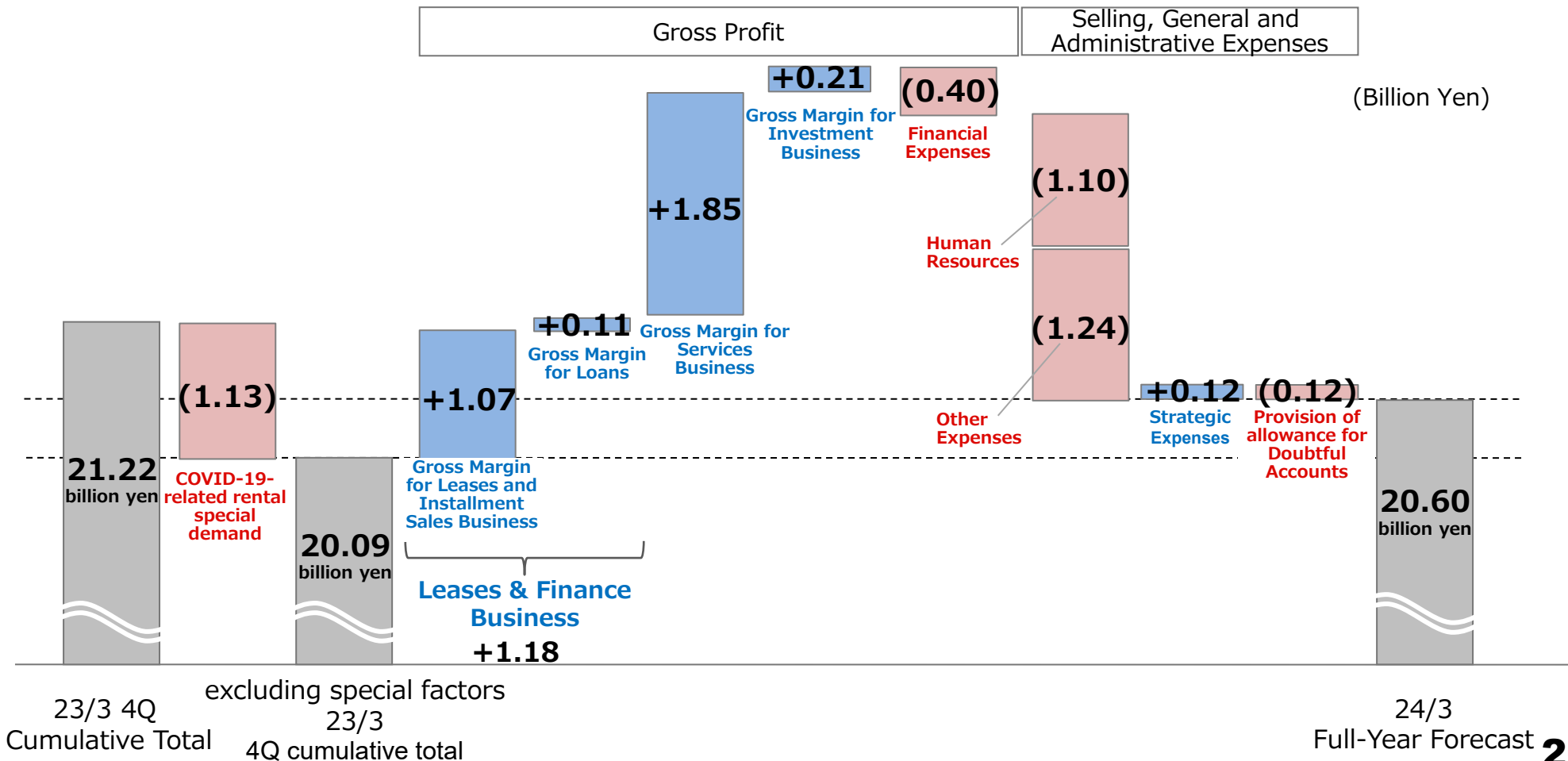


* Figures for Net Income and Dividend Payout Ratio assuming an extraordinary loss of 3.7 billion yen (loss on valuation of investment securities) as in the second quarter of FY 3/2024.



Forecast on Factors Affecting Operating Profit

- Operating profit will expect to increase, except for special demand linked to COVID-19 in the rental business in the previous fiscal year, given increases in Services Business and Leases & Finance Business.
- Results at Welfare Suzuran will be reflected in consolidated results from the fiscal year ending March 31, 2024, and the gross margin for Services Business will increase, as will human resources and other expenses.
- Financial expenses and the provision of an allowance for doubtful accounts will increase due to market conditions. In strategic expenses, priority management will be strengthened.





Breakdown of Operating Assets — Forecast

- Operating assets forecast to rise 62.4 billion yen due to recovery in transaction volume and business investment amount.
- Leases & Finance Business expects an increase with a focus on loans. Investment Business also expects an increase with a focus on real estate-related investments and solar power generation

(Billion Yen)

	2023/3		2024/3	
	Actual	Increase/ Decrease	Forecast	Increase/ Decrease
Finance Leases	580.4	(1.8)	585.0	4.5
Operating Leases	33.1	3.6	35.0	1.8
Total Leases	613.6	1.8	620.0	6.3
Installment Sales	157.5	(3.2)	160.0	2.4
Total Transaction Volume for Leases and Installment Sales	771.2	(1.3)	780.0	8.7
Loans	253.7	31.7	270.0	16.2
Leases & Finance Business	1,024.9	30.3	1,050.0	25.0
Investment Business	65.3	4.8	102.7	37.3
Total Operating Assets	1,090.2	35.2	1,152.7	62.4

5 . Reference Material



Major releases in FY2023

FY2023	1Q	The environment	Provision of finance based on business feasibility evaluations in the off-site PPA field
		The environment	Utilize renewable energy derived from our own solar power plants in our own offices
		BPO	Launch of Credit Guarantee Business
		The environment	Launch of management services for the operation of solar power generation
	2Q	Company-wide	Continue to select FTSE Blossom Japan Index and FTSE Blossom Japan Sector Relative Index as constituents
		Company-wide	Began handling SDGs participatory leasing and rental
		The environment	Commencement of the FIT Non-Fossil Deed Agency Purchase Service
		The environment	Provision of financing for the largest domestic 4MW solar sharing
		Company-wide	Started handling "tie-up-type" SDGs participatory leasing
	3Q	Capital investment	Started development of U-Cash for Finance with NTT DATA and Desamis

Consolidated Statements of Income

(billion yen)

	2023/3		2024/3		2024/3	
	2Q cumulative total	Growth Rate	2Q cumulative total	Growth Rate	Full-year Forecast	Growth Rate
Net Sales	149.0	(3.0%)	155.3	4.2%	306.0	2.4%
Cost of Sales	127.1	(4.8%)	132.2	4.0%	261.0	2.1%
Finacial Expenses	0.7	6.3%	0.8	16.0%	1.9	26.8%
Gross Profit	21.9	8.3%	23.0	5.2%	45.0	4.0%
Selling,General and Administrative Expenses	9.7	12.8%	11.6	19.0%	24.4	10.7%
Personnel Expenses	5.2	8.3%	5.9	13.2%	12.0	10.1%
Provision of Allowance for Doubtful Accountnts	0.0	-	0.2	435.3%	1.4	10.1%
Operating Profit	12.1	5.0%	11.4	(5.8%)	20.6	(3.0%)
Ordinary Profit	12.3	6.5%	11.6	(6.1%)	20.7	(4.0%)
Profit Attributable to Owners of Parent	8.4	6.8%	5.3	(36.6%)	14.4	(3.2%)

Performance by Segment

■ Net Sales and profit

(billion yen)

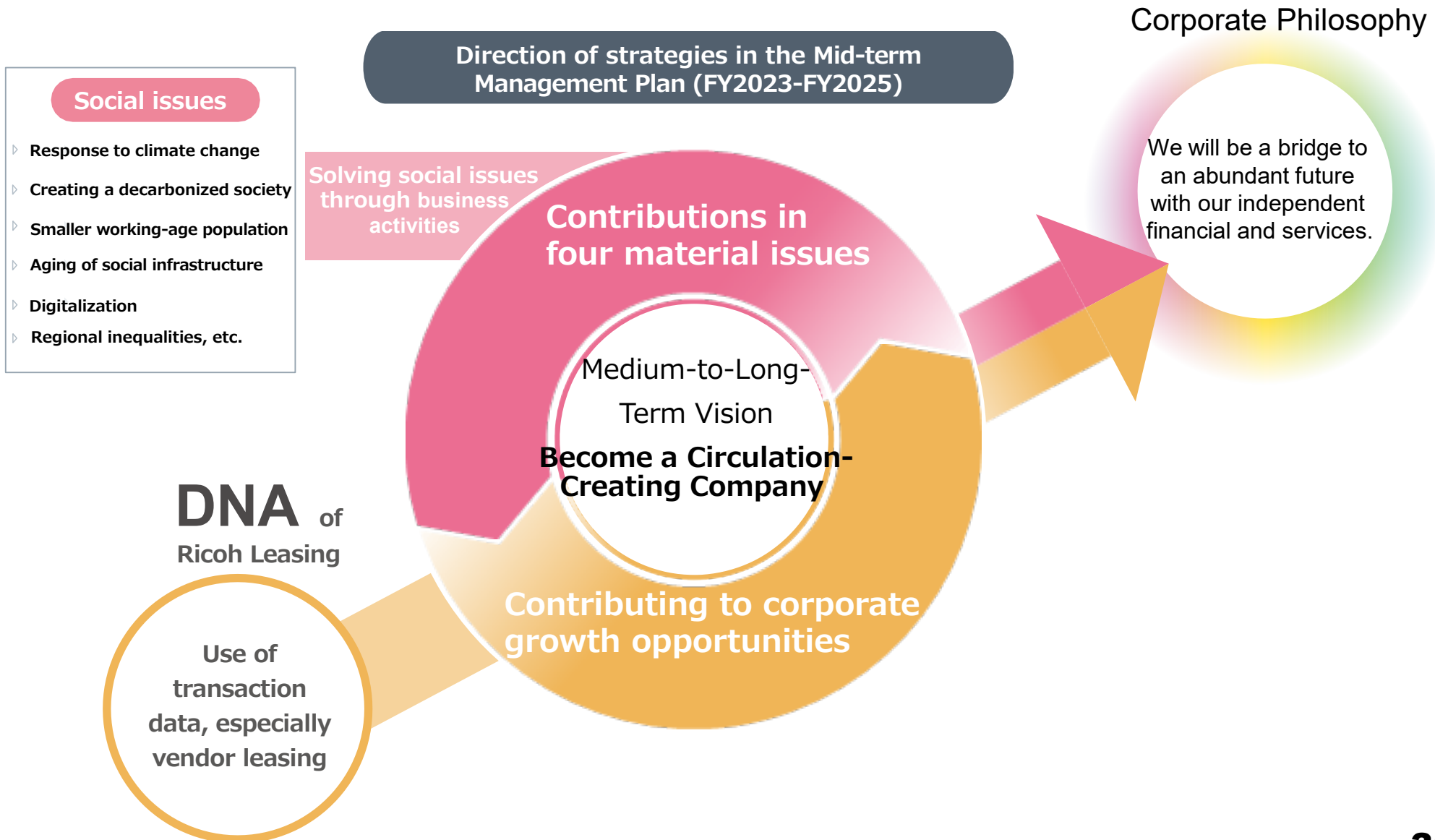
	2023/3		2024/3	
	2Q cumulative total	Growth Rate	2Q cumulative total	Growth Rate
Net Sales	149.0	(3.0%)	155.3	4.2%
Leases & Finance Business	143.2	(3.5%)	148.1	3.4%
Services Business	3.2	1.1%	4.3	32.6%
Investment Business	2.5	22.5%	2.8	10.6%
Segment Profit	13.2	6.5%	12.6	(4.9%)
Leases & Finance Business	11.9	6.7%	11.3	(4.5%)
Services Business	0.7	(3.7%)	0.6	(8.2%)
Investment Business	0.6	15.6%	0.5	(8.6%)

■ Operating Assets

(billion yen)

	2023/3		2024/3	
	Actual	Increase/Decrease	End of 2Q Actual	Increase/Decrease at the End of the Previous Term
Operating Assets	1,090.2	35.2	1,086.8	(3.4)
Leases & Finance Business	1,024.9	30.3	1,014.4	(10.4)
Investment Business	65.3	4.8	72.4	7.0

Target Vision of Ricoh Leasing



FY2023 - FY2025 Mid-term Management Plan

Scheme to Realize the Target Vision

Corporate
Philosophy

We will be a bridge to an abundant future with
our independent financial and services

Medium-to-Long-Term Vision
Become a **Circulation-Creating**
Company

Business Growth
Strategy

Taking on the
challenge of a new
business model

Diversification through the
addition of businesses and
services

Expansion and improved
efficiency

as a
Service

BPO

Real
estate

The
environ-
ment

Nursing
care

Office

Medical
and
healthcare

Capital
invest-
ment

Strategy for
Enhancement of
Organizational
Strength

Encouraging employees
to take on challenges,
which will result in
business growth, and
revitalizing the
organization

Building flexible systems
and operational
structures that reflect
social changes

Strengthening
governance, including
governance at affiliates

Axes in strategic
planning

Corporate growth
opportunities

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Four material issues

DNA of Ricoh Leasing
Use of transaction data, especially
vendor leasing

Social issues
Solving social issues through
business activities

Business Growth Strategy

Allocating resources to highly profitable fields where there are greater opportunities to build the next core businesses.

Strategy	Business field	Measures
Taking on the challenge of a new business model	 as a Service	<ul style="list-style-type: none"> ▶ Providing DaaS (Device as a Service) and value to major customers ▶ Strengthening alliances to provide primarily lease products as a service
	 BPO	<ul style="list-style-type: none"> ▶ Increasing the transaction volume in the Collection Agency Service and expanding settlement-related services ▶ Expanding services, taking advantage of demand for business travel from overseas
Diversification through the addition of businesses and services	 Real estate	<ul style="list-style-type: none"> ▶ Accumulating diverse assets and developing services that will enhance asset value
	 The environment	<ul style="list-style-type: none"> ▶ Diverse businesses, including asset management services for power plants ▶ Developing other power sources business operations and conducting research in the storage battery field
	 Nursing care	<ul style="list-style-type: none"> ▶ Business operation at Welfare Suzuran and accumulation of expertise in the industry

The most important foundations that underpin the Company's growth

Expansion and improved efficiency

 Office

 Medical and healthcare

 Capital investment



Strategy for Enhancement of Organizational Strength

Seeking to strengthen organizational capability and governance, which will underpin business growth.

Strategy	Measures
Encouraging employees to take on challenges, which will result in business growth, and revitalizing the organization	<ul style="list-style-type: none">▶ Strengthening systems that will contribute to cultivating human resources that take on challenges and creating a corporate culture that encourages employees to take on challenges▶ Building systems that will flexibly respond to changes in the external environment and creating an organization where diverse human resources can participate actively
Building flexible systems and operational structures that reflect social changes	<ul style="list-style-type: none">▶ Replacing business systems related to leases one by one for automation and improved efficiency▶ Innovating infrastructure and strengthening cyber security▶ Strengthening IT governance by improving IT management and control
Strengthening governance, including governance at affiliates	<ul style="list-style-type: none">▶ Evolving sustainable management by communicating externally▶ Strengthening cooperation with Group companies and expanding business through the integration of strategies

Forward-looking statements including earnings forecasts contained in this document are based on certain assumptions deemed to be rational in light of the information available to the Company at the time of preparing the document, and are not intended to be guarantees of future performance. Actual results may differ significantly from plans and forecasts due to a variety of factors.

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.

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