

FY2023 -FY2025

**Progress of Mid-
Term Management
Plan**

October 31, 2023

Ricoh Leasing Company, Ltd.

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



Recognition of the current situation toward enhancing corporate value

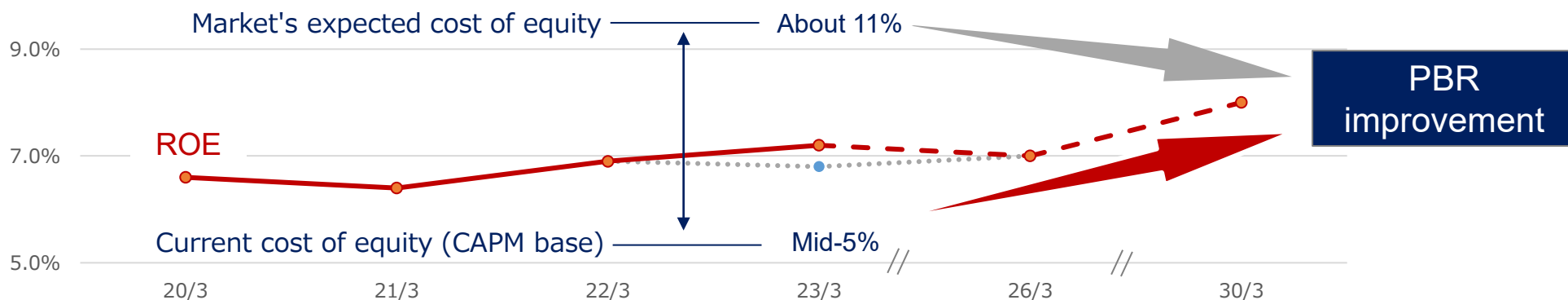
- Recognized that the PBR has remained at a low level and there is a gap with the market's expected cost of equity.

	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)

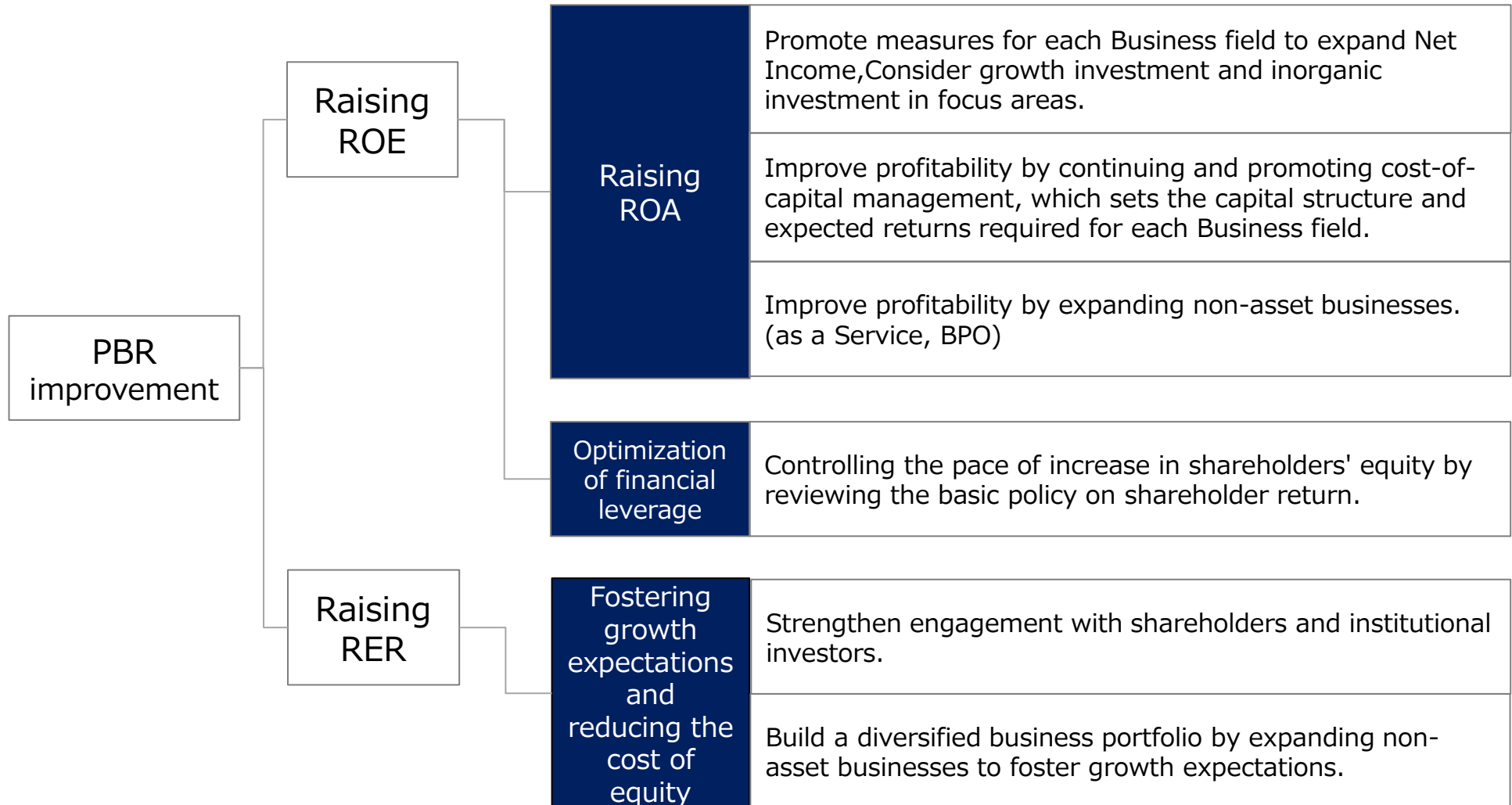
■ Recognition of the current situation

- 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.

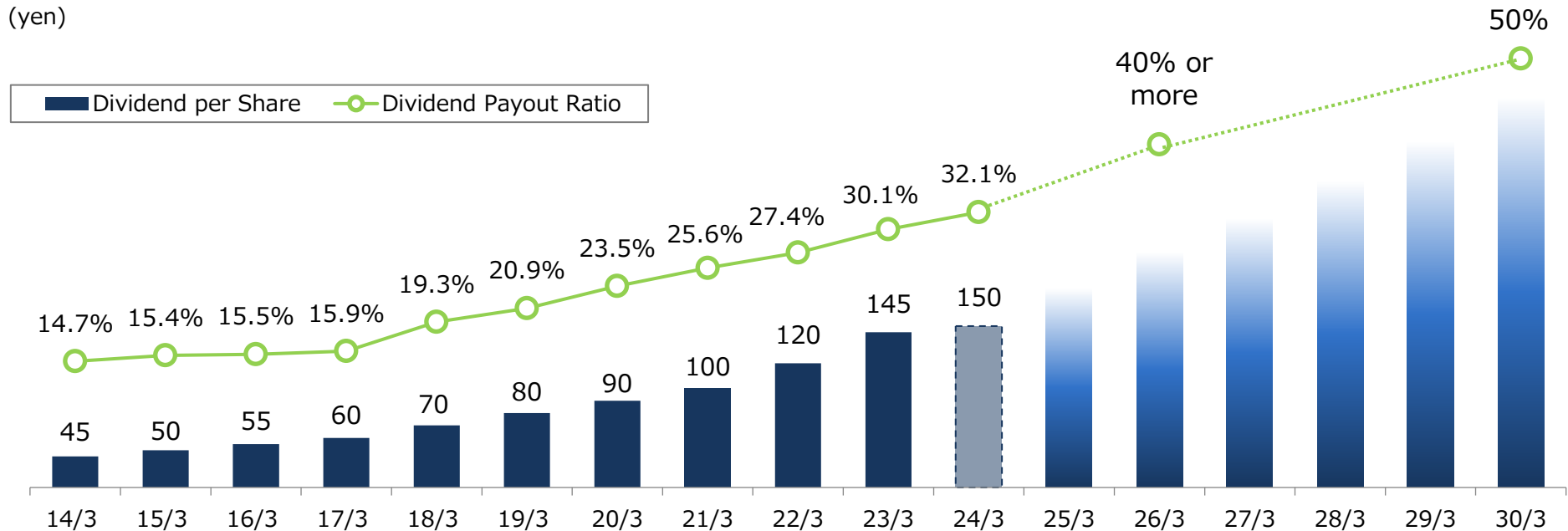




Reviewed basic policy for shareholder return

- 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.



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.

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