



ORIX Launches Full-scale Business Succession Support for Maritime-Related Companies

TOKYO, Japan – October 21, 2025 – ORIX Corporation (“ORIX”) announced that the procedures for supporting the business succession of FAIR FIELD SHIPPING CO., LTD. (“FAIR FIELD SHIPPING”), a Japanese shipowner, have been completed. Going forward, ORIX will launch full-scale business succession support services specializing in the maritime industry to address issues related to business succession, such as the development of business successors and sustainable business growth in maritime-related companies.

FAIR FIELD SHIPPING, established in 1974, is a company that owns ocean-going ships and manages their operation. Based on its representative’s desire for medium- to long-term business continuity and ensuring its employees’ employment, ORIX coordinated for FAIR FIELD SHIPPING’s ships and employees to be taken over by ORIX’s business partners. Some of the ships were handed over to ORIX Group’s Santoku Senpaku Co., Ltd (“Santoku Senpaku”).

ORIX will assign personnel specializing in business succession support for maritime-related companies. ORIX will support succession in the most appropriate manner for the client’s circumstances, including the acquisition of shares by ORIX, brokerage for the transfer of assets and shares to third parties as well as the provision of consultancy and advisory services.

In Japan, the top management of companies is aging—for example, the average age of company representatives has reached 63 years old, with those in their 70s and older making up approximately 35%^{*1}, both of which are new record highs. In the maritime industry, the nurturing of next-generation management is an urgent matter. Meanwhile, there are many management issues, including rising fuel costs, labor shortages, and responding to decarbonization and digital transformation (DX). Against these backgrounds, there is a growing trend for maritime-related companies facing difficulties in succession internally to consider business succession through a third party.

ORIX began a secondhand ship leasing business in Japan in the latter half of the 1960s and has been building up expertise in ship investment (owning and operations); ship purchases, sales, and brokerage; and international ship financing. Furthermore, ORIX acquired all shares of Santoku Senpaku^{*2} in 2024 for the purpose of business succession and the shares of SOMEK Corporation^{*3}-which was established through a corporate split of Sojitz Corporation’s marine vessel trading business-in 2025. While pursuing business expansion through M&A, ORIX is diversifying its maritime-related businesses and expanding its trading network across the maritime industry.

ORIX will continue to contribute to the sustainable growth of the maritime industry as a part of social infrastructure by utilizing its accumulated experience and expertise.

- *1 Source: [TOKYO SHOKO RESEARCH, LTD., “Average age of company presidents reaches 63.59 years old, the highest ever, with Akita Prefecture having the highest average age at 66.07 years old and Hiroshima Prefecture the lowest at 62.45 years old”](#) (in Japanese)
- *2 [ORIX Signs Share Transfer Agreement for Santoku Senpaku \(February 15, 2024\)](#)
- *3 [ORIX Invests in Marine Vessel Trading Business of Sojitz Corporation \(March 19, 2025\)](#)

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About ORIX Group:

ORIX Group (ORIX Corporation TSE: 8591; NYSE: IX) was established in 1964 and has grown from its roots in leasing in Japan to become a global, diverse, and unique corporate group. Today, it is active around the world in financing and investment, life insurance, banking, asset management, real estate, concession, environment and energy, automobile-related services, industrial/ICT equipment, ships and aircraft. Since expanding outside of Japan in 1971, ORIX Group has grown its business globally and now operates in around 30 countries and regions across the world with approximately 34,000 people. ORIX Group unites globally around its Purpose: “Finding Paths. Making Impact.” combining diverse expertise and innovative thinking to help our world develop in a sustainable way. For more details, please visit our website: <https://www.orix.co.jp/grp/en/> (As of March 31, 2025)

Caution Concerning Forward-Looking Statements:

These documents may contain forward-looking statements about expected future events and financial results that involve risks and uncertainties. Such statements are based on our current expectations and are subject to uncertainties and risks that could cause actual results that differ materially from those described in the forward-looking statements. Factors that could cause such a difference include, but are not limited to, those described under “Risk Factors” in the Company’s annual report on Form 20-F filed with the United States Securities and Exchange Commission and under “(4) Risk Factors” of the “1. Summary of Consolidated Financial Results” of the “Consolidated Financial Results April 1, 2024 – March 31, 2025” furnished on Form 6-K.