ORIX Investor Day 2026
CEO Remarks

Hidetake Takahashi
President and Group CEO

Today's Agenda

15:00-15:15	**CEO Hidetake Takahashi** CEO Remarks
15:15-15:35	**COO Satoru Matsuzaki (Japan & APAC)** Maximizing Value Through Intra-segment Synergies
15:35-15:55	**COO Shuji Irie (Infrastructure)** Global Macro Commentary & Investment Focus
15:55-16:10	**COO Yoshiteru (Terry) Suzuki (USA & Europe)** Bridging Trans-Atlantic Business / Pathway at ORIX USA
16:10-16:20	**CFO & CSO Masataka (Masa) Yamada** Shift Towards Asset Management Business Model

Contents

Four Key Questions Frequently Asked by Investors

Our History

ORIX

Business diversification and geographic expansion to support “Standing on Our Own”

	1964–1970s	1980s–1990s	2000s	2010s	2020s
	Introduced Japan’s first leasing business to support the country’s rapid economic growth	Expansion of financial services and acceleration of globalization	Addressed corporate challenges and entered the environmental business	Strengthened corporate resilience and contributed to solving energy challenges	Creating new value in response to a rapidly changing environment

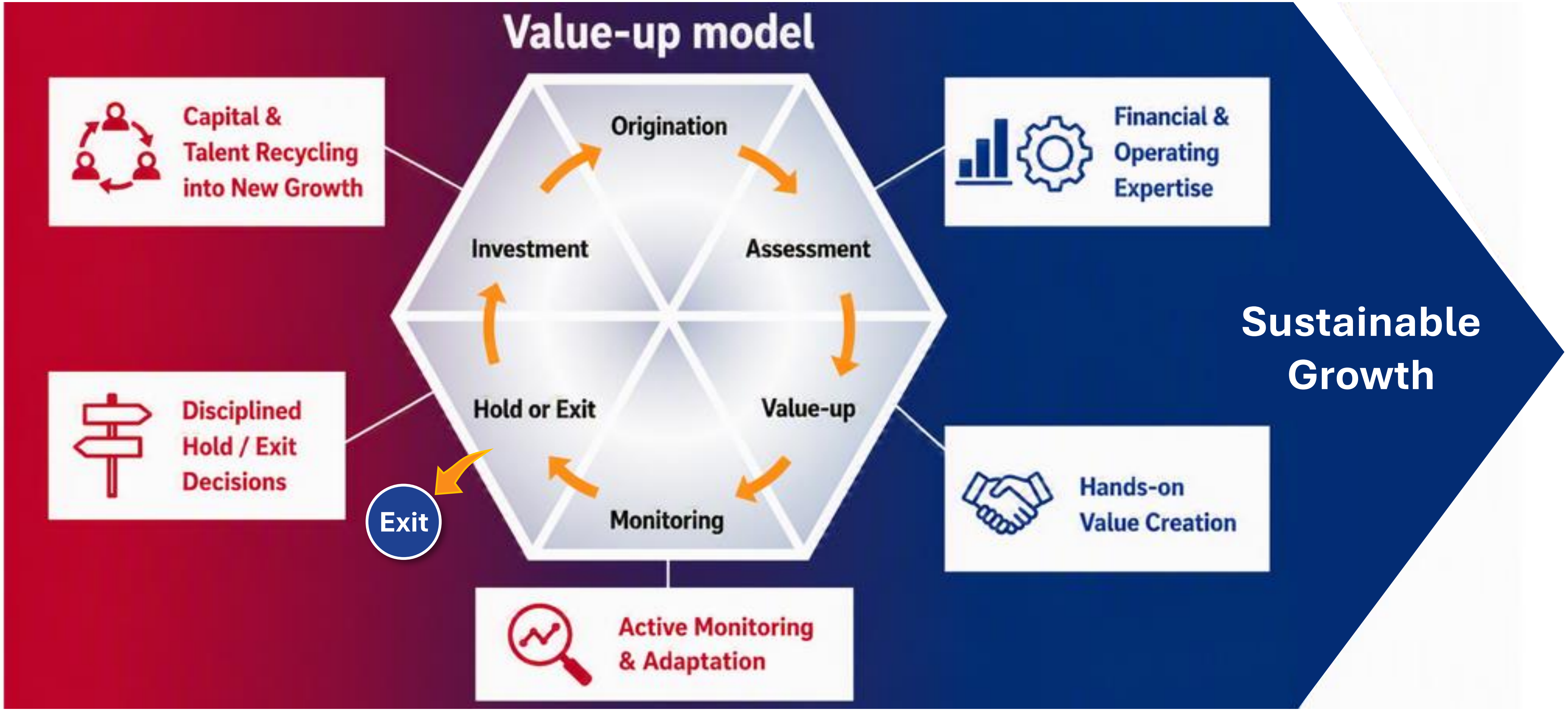
ORIX’s Business Development

ORIX’s Business Development

Our Core Value	Standing on Our Own	Into Neighboring Fields / Interdepartmental Group Collaboration	Expanding in New Business Fields	Agile, Flexible, and Adaptable	Change is the Only Constant

Why We Continue to Evolve

Powerful Origination and Value Creation Engine, with a disciplined risk management



New Management Structure

Driving growth through faster, more accountable decision-making

Hidetake Takahashi

CEO,
Responsible for
Digital Innovation Unit

Business Units | *Growth Engine*

Satoru Matsuzaki

COO,
Japan & APAC
Business Unit

Shuji Irie

COO,
Infrastructure
Business Unit

Terry Suzuki

COO,
USA & Europe
Business Unit

Kazunori Kataoka

President,
ORIX Life Insurance

Corporate Functions | *Governance & Discipline*

Masataka Yamada

CFO/CSO,
Responsible for
Corporate Strategy and
Management Unit

Stan Koyanagi

Global General Counsel,
Responsible for
Legal and Compliance
Unit

Takashi Otsuka

CRO,
Responsible for
Risk Management
Unit

Tomohiko Ishihara

Executive Officer,
Responsible for
HR and Administration
Unit

Long Term Vision

Our Vision for 2035

Making Impact through

"Alternative Investment and Operations"

and "Business Solutions"

Management Targets for 2035

ROE	15.0%
Net Income	1 Tn Yen

ORIX

Key Initiatives Going Forward

Portfolio Optimization

Sophisticated Risk Management

New Business Creation

+

"深化 (Shinka)" = Deepening

Business Model Transformation

"進化 (Shinka)" = Evolution

Deepening and evolving ORIX's two core business models: "Alternative Investment and Operations" and "Business Solutions"

Two Core Business Models

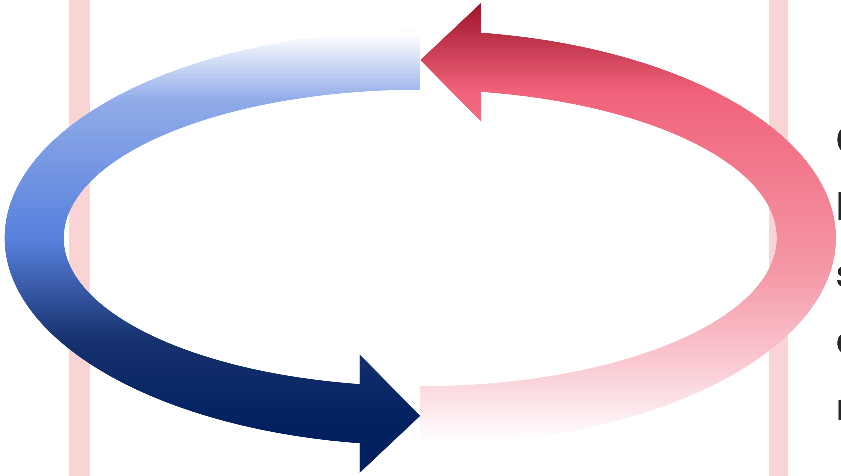
Deepening and evolving our two core business models to drive future growth

Evolving into an Alternative Asset Investment, Operations and Management

Alternative Investment & Operations

Accelerate investment in alternative assets, leading to growth in AUM

Market-in approach



Hands-on operating capabilities

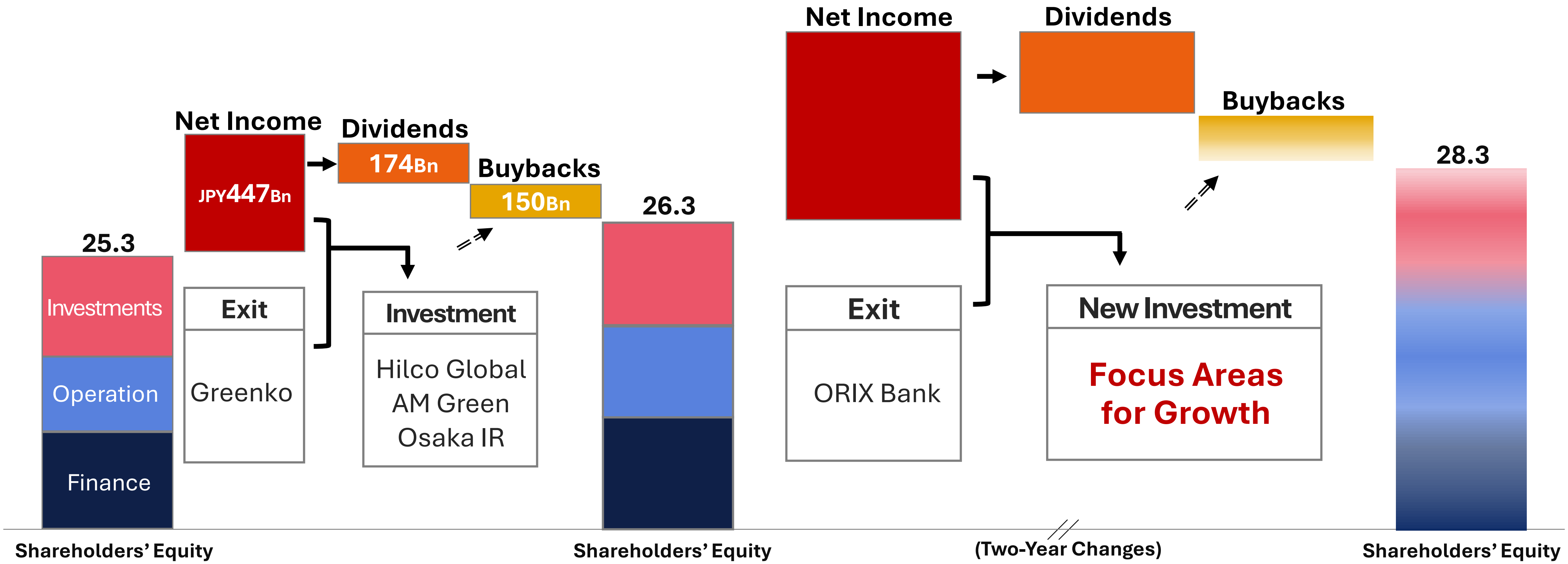
Deepening customer touchpoints to further strengthen the Business Solutions model

Business Solutions

Grow fee income by enhancing services and expanding managed assets

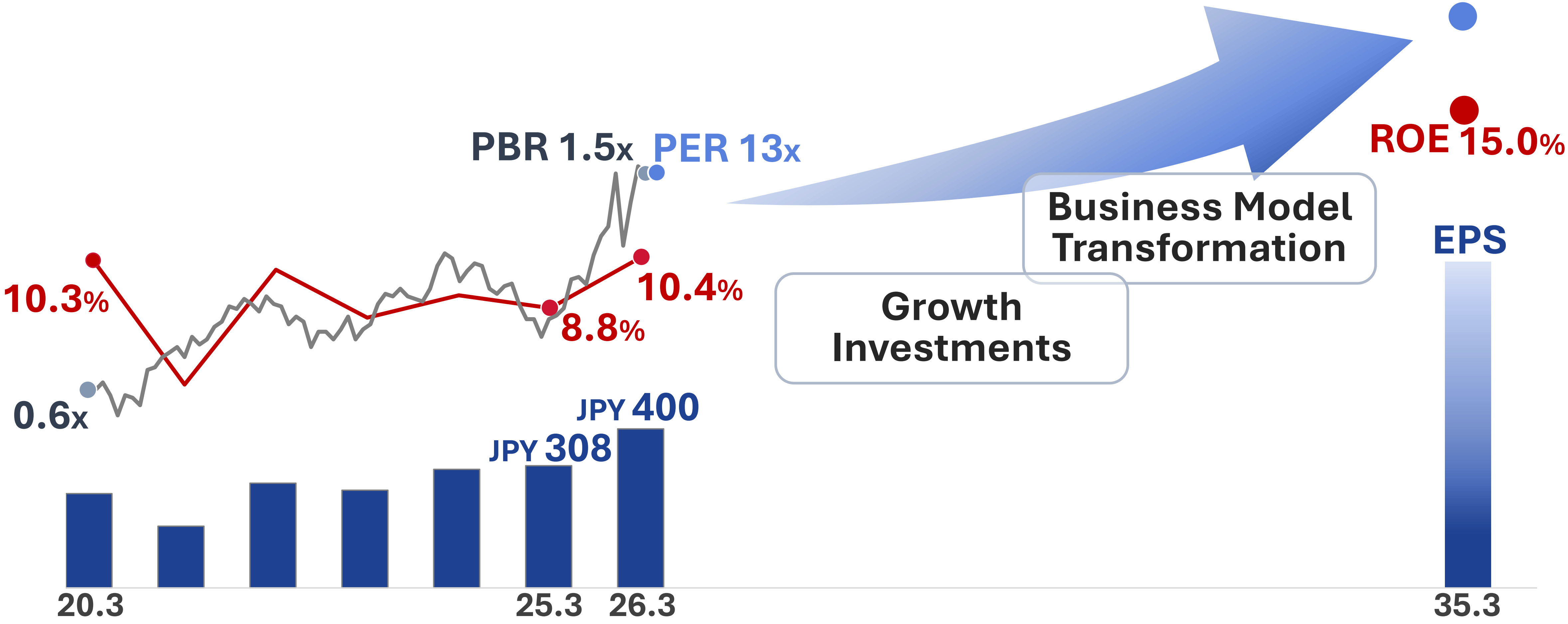
Capital Allocation

Balanced growth investments and shareholder returns to maximize corporate value



CEO's Aspiration

Build a diversified earnings and capital recycling platform to compound earnings and drive sustainable value




Your Way
Beyond Finance.
Not just funding outcomes - running them.
Bringing operations and expertise to what
finance alone can't deliver.
ORIX

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