ORIX Investor Day 2026
Japan & APAC Business Unit

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COO, Japan & APAC business unit

Japan & APAC Business overview & Core strengths

Financial services and business solutions in Japan

Nationwide 59 offices, approx. 1,400 employees, 400,000 clients

Leasing, rental and mobility services

World-class fleet management volume (1.42M vehicles)

Equipment leasing (ICT and measurement)

Approx. 40,000 types of rental equipment

Private equity investments in Japan

33 deals executed, IRR approx. 25%, MOIC approx. 3.5x

Financial services and corporate investments

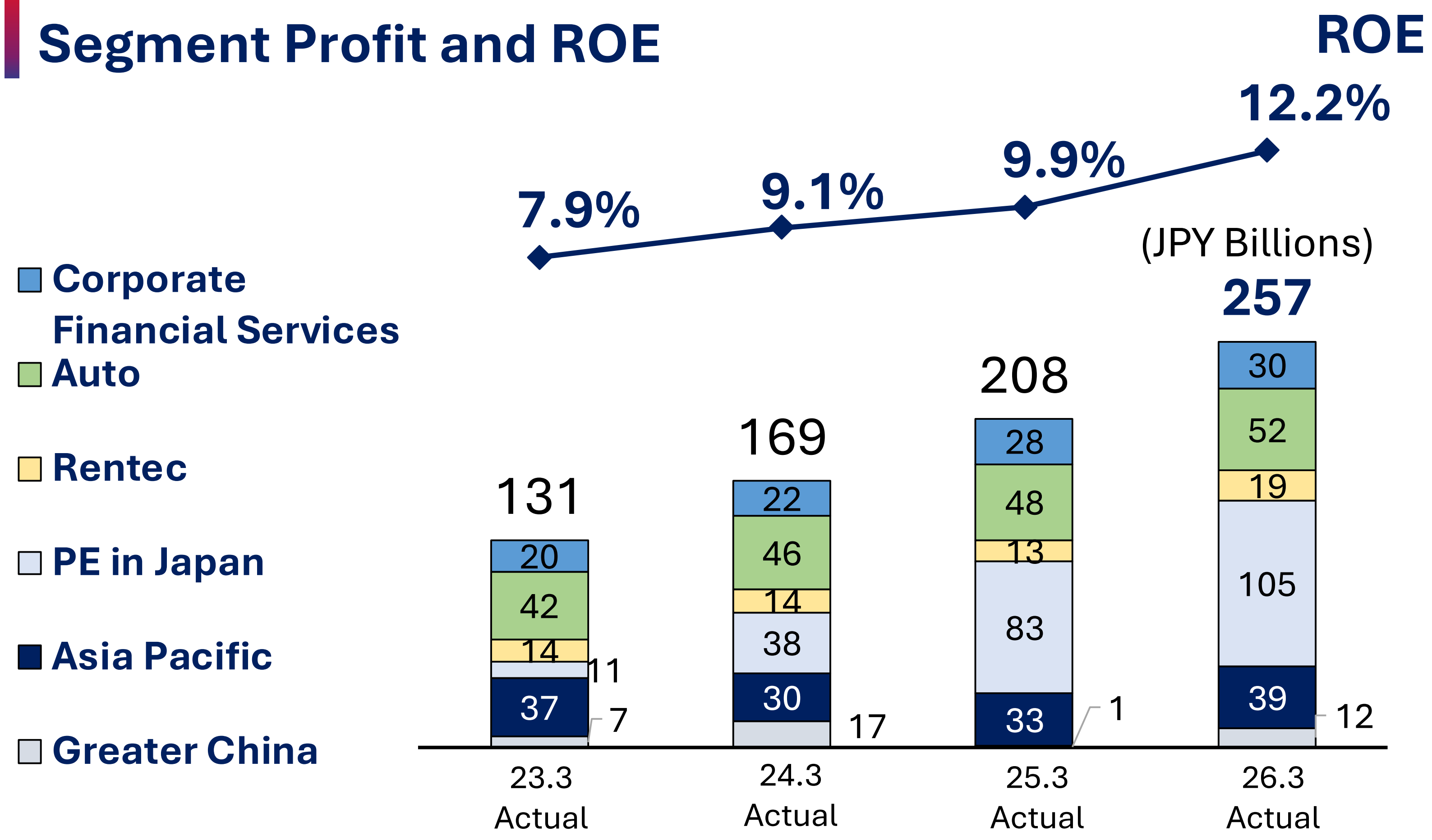
12 local subsidiaries and affiliates

Financial services and corporate investments

China, Taiwan, Hong Kong

APAC Financial Performance & Profitability

6 business units (FY23.3-26.3): Segment Profit and ROE



	ROE
High-teens	
Auto	19%
Rentec	19%
Mid-teens	
Corporate Financial Services	15%
PE Investment	16%
Single-Digit	
Asia-Pacific	9%
Greater China	3%

Maximizing Value through Intra-segment Synergies

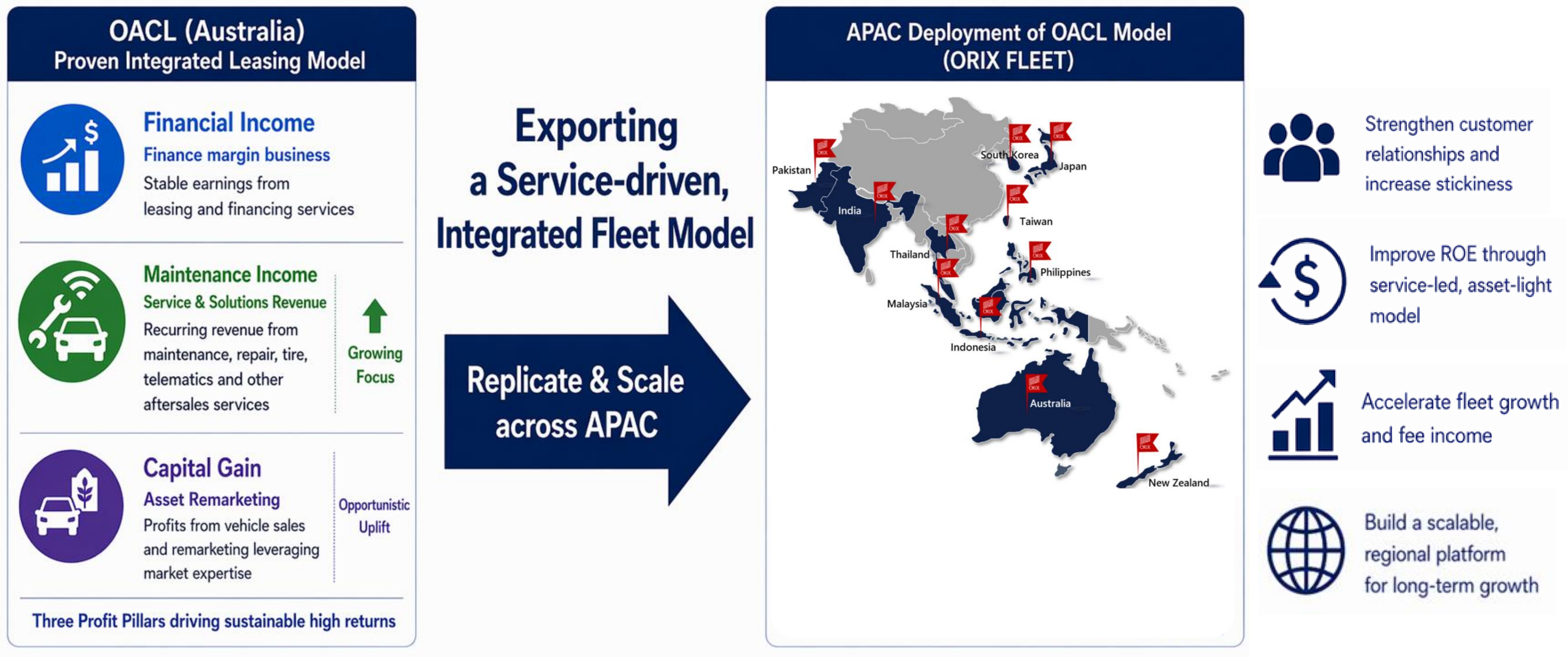
Drive synergies through Strategic Integration across the APAC platform

Leverage our Financing Capabilities to expand into higher value-added services

Unlock synergies through integration

Expand **"Business Solutions"** from **Japan to APAC**

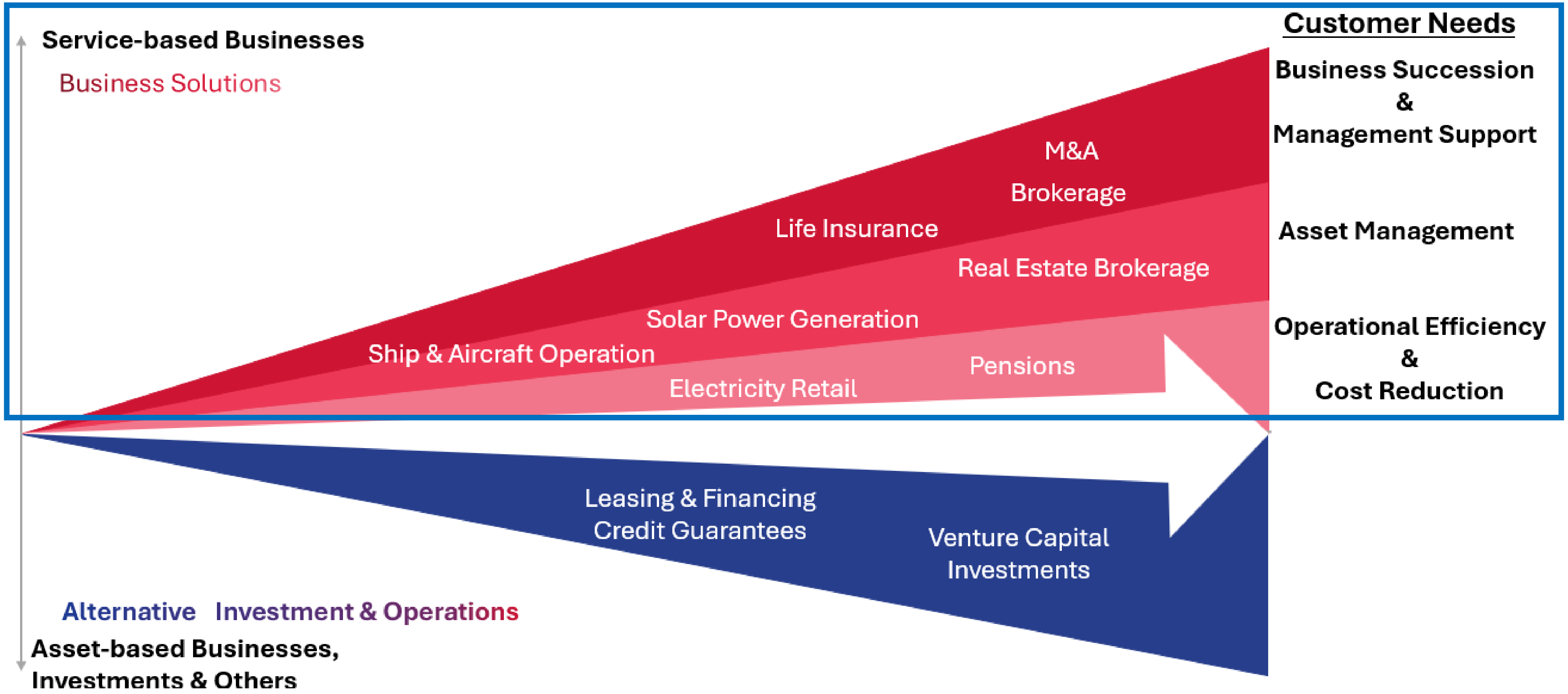
Case Study 1: ORIX Fleet, Expansion Of OACL Leasing Model



[Vehicle Leasing & Fleet Management in Asia Pacific | ORIX Fleet]

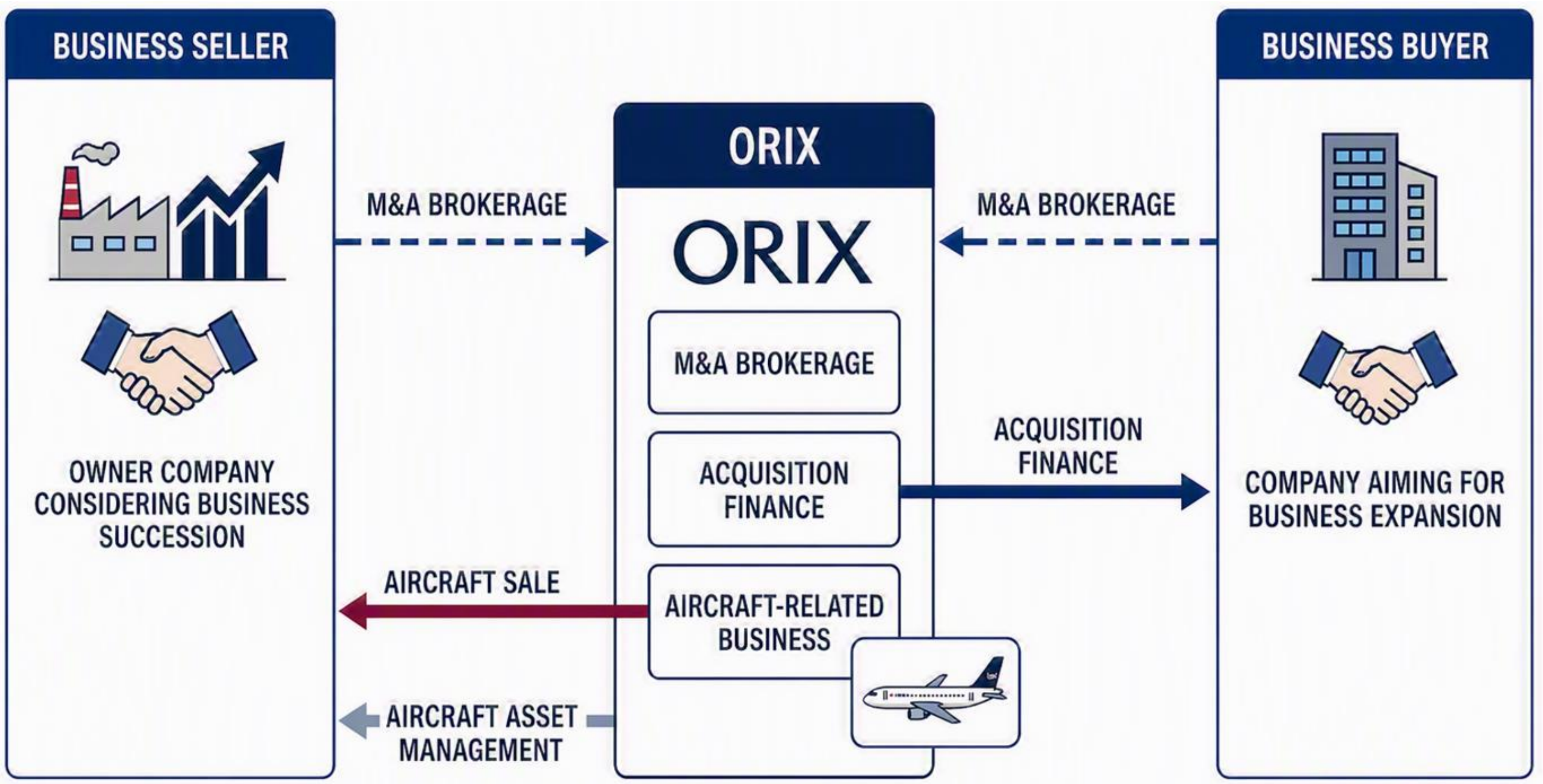
Potential Expansion in Business Solutions from Japan to APAC

ORIX's strength is creating synergies through long-term client relationships and multiple service offerings in Japan, and this approach can be replicated across APAC



Case Study 2: Integrated Solutions to address Customer Needs

We deliver integrated solutions combining M&A advisory, financing, and aviation-related services to address customer needs, enhancing profitability



AI&O*: Leverage ORIX+QIA towards Japan/APAC GP Platform

*AI&O: Alternative Investment & Operations, ORIX Group's one of two main strategic competencies

Strategic Mission as APAC Unit COO

(Appendix) Breakdown of Segment Profit

(JPY Billions)

Segment Profit		23.3 Actual	24.3 Actual	25.3 Actual	26.3 Actual
Corporate Financial Services and Maintenance Leasing		**77**	**83**	**90**	**101**
	Corporate Financial Services	20	22	28	30
	Auto	42	46	48	52
	Rentec	14	14	13	19
PE Investment		**11**	**38**	**83**	**105**
Asia-Pacific		**37**	**30**	**33**	**39**
Greater China		**7**	**17**	**1**	**12**
Japan & APAC Business Unit		**131**	**169**	**208**	**257**

Segment Asset		25.3 Actual	26.3 Actual	ROE
Corporate Financial Services and Maintenance Leasing		**18,846**	**18,769**	**18%**
	Corporate Financial Services	8,461	7,646	15%
	Auto	8,072	8,403	19%
	Rentec	2,312	2,719	19%
PE Investment		**9,737**	**9,869**	**16%**
Asia-Pacific		**11,709**	**12,842**	**9%**
Greater China		**5,547**	**5,811**	**3%**
Japan & APAC Business Unit		**45,839**	**47,291**	**12.2%**


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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