

Feature

Infrastructure Business in Emerging Markets

—People and Businesses Sustaining Value Creation Cycles and Capital Recycling—

As AI and other technologies create opportunities beyond borders, India is expanding renewable energy and leveraging deep technology talent to strengthen its presence as a leading Global South nation. ORIX entered India's financial services sector in the 1990s, later expanded into renewable energy, and built a partnership with Greenko's founders. Drawing on its experience and talent in India, as well as its global energy expertise, ORIX will pursue growth opportunities in technology.



Pinnapuram integrated renewable energy project



Mr. Suzuki receiving an explanation at the planned construction site for the Kakinada green ammonia production facility



Mr. Shin receiving an explanation about the facilities at the Pinnapuram Integrated Renewable Energy Project

Sachiko Nakane, Head of Sustainability, reports on value creation in action, drawing on her on-site interviews.

Growth opportunities uncovered through perseverance amid uncertainty

ORIX operates renewable energy businesses worldwide, with 3.6GW*¹ of operating capacity as of March 31, 2026. In July 2025, ORIX sold part of its stake in Greenko Energy Holdings ("Greenko") and subscribed to convertible bonds issued by AM Green (Luxembourg) S.à.r.l ("AMG Lux"), the 100% parent of AM Green B.V. ("AMG"), established by Greenko's founders. The sale generated about ¥95 billion in gains at a double-digit IRR and helped drive record-high net income for the fiscal year ended March 2026, ORIX's third consecutive year of record profits.

ORIX's business in India began in 1993 with an equity investment in IL&FS, an infrastructure and financial group. In 1995, ORIX and IL&FS established an auto leasing company, which now operates as ORIX India and continues to provide automotive services across India.

In 2016, ORIX acquired a 49% stake in IL&FS Wind, entering India's environment and energy business. When IL&FS's financial condition deteriorated in 2019, ORIX assessed the wind business's long-term value, chose to continue rather than withdraw, and made IL&FS Wind a wholly owned subsidiary.

In 2021, ORIX acquired shares in Greenko from its founders and integrated its Indian wind power business into Greenko. As consideration, ORIX subscribed to new Greenko shares, acquiring about 21.8%*² for approximately US\$961 million. At the time, Greenko was rapidly growing as one of India's leading renewable

energy companies, with GIC Private Limited (GIC) and the Abu Dhabi Investment Authority (ADIA) among its shareholders.

Global talent fostering trust and sustaining the investment cycle

The partial sale of Greenko and investment in AMG Lux symbolize ORIX's capital recycling strategy, enabled by its business experience and talent in India.

The 2021 transaction was led by Hidetake Takahashi, then Head of Energy and Eco Services Headquarters and now Group CEO, and Nobuomi Iokamori, now Deputy Head. Satofumi Suzuki later completed the partial sale of Greenko shares and the subscription of AMG Lux convertible bonds. Since joining ORIX as a new graduate, Mr. Suzuki has worked in corporate sales and sourced investment opportunities in Hong Kong. Since taking charge of Greenko, he has visited India frequently and built strong trust with Greenko's founders and senior executives.

Mike Nikkel of Energy and Eco Services Headquarters has also supported investee relationships globally. With extensive experience in energy and infrastructure development, investment, financing, and management, mainly in Asia, he joined ORIX in 2015. Recognizing Greenko's ability to provide low-cost, stable renewable energy through pumped-storage power generation, as well as its founders' vision and execution capabilities, he has worked with Mr. Takahashi, Mr. Iokamori and Mr. Suzuki to build a long-term partnership supporting Greenko's growth.

In July 2025, ORIX subscribed to about US\$731 million of AMG Lux convertible bonds, backed by the project team's research and due

diligence led by Mr. Suzuki and Mr. Nikkel. AMG Lux's subsidiary, AM Green B.V., established by Greenko's founders in 2023, develops green hydrogen and green ammonia projects. Its first phase in Kakinada, Andhra Pradesh, targets annual green ammonia production of 1 million tons from 2028, with a future vision of 5 million tons. It has signed a basic agreement with major European customers and is also considering supply to Japan, South Korea, Singapore, and other Asian markets.

Greenko's founders are also applying their strengths in "Speed, Scale and Smart" to data centers, building on their power business. Minkyu Shin, working with Mr. Suzuki, will continue supporting the evolving Greenko Group. After joining ORIX as a new graduate, he gained sales experience in the Electric Power Business Department and has been responsible for the Greenko Group since September 2024. At ORIX, the same department covers execution, monitoring, and exit, allowing junior employees to inherit senior colleagues' projects and strengthen organizational repeatability.

By combining long experience in India, risk-based investment decisions, and people who work closely with investees, ORIX creates value through capital recycling—recovering capital at the right time and redeploying it to the next growth areas.

*1 The capacity of facilities in the construction phase and other pre-operational stages is not included, and ORIX's ownership ratio and other factors are taken into account.

*2 As of July 2025, prior to the sale, ORIX held a 20% ownership interest.

Roundtable Discussion

Investment Capabilities on the Ground in India



Sachiko Nakane

Head of Sustainability
Department

Satofumi Suzuki

Senior Vice President
Global Business Development
Department

Minkyu Shin

Global Business
Development Department

In March 2026, Mr. Suzuki and Mr. Shin visited an integrated renewable energy project in Pinnapuram, Andhra Pradesh, India, combining solar, wind, and pumped-storage hydropower. They discussed the operational capabilities behind “Speed, Scale and Smart” and potential collaboration with ORIX as an investor.

—**Nakane:** Mr. Shin, this was your first visit to a power plant. What was your impression?

Shin: I was impressed by how talented the plant staff were and how proudly they explained their work.

Suzuki: Greenko Group’s strength lies not only in top management’s vision, but also in its ability to execute on-site. CEO Anil Kumar Chalamalasetty often emphasizes “Speed, Scale and Smart.” Seeing the site made clear that speed and scale underpin the competitiveness

of this integrated project centered on pumped-storage hydropower. Completing in just over three years what often takes nine to ten years reflects not only India’s market characteristics, but also Greenko Group’s management and team strength.

—**Nakane:** That speed is hard to imagine in Japan, isn’t it?

Suzuki: That was a major lesson for us. Although Anil is not a construction expert, that is why he asks simple questions and finds ways to shorten timelines. His question—“Isn’t there another way?”—echoes what we learned at ORIX: focus on how to make it happen, not why it cannot be done.

Shin: People on the front lines as well as at headquarters understand their work deeply and take pride in it. That individual strength supports Greenko Group’s growth. I sensed a similar culture at ORIX, where many employees embrace diverse businesses and change.

Suzuki: Greenko Group refines its own strengths while remaining open to external collaboration and ecosystem building. It also engages local communities from the outset as key stakeholders, which supports project sustainability.

—**Nakane:** Their ecosystem-building approach is distinctive, isn’t it?

Suzuki: In India, solving social issues and earning profits are naturally linked. Solar and wind are key to decarbonization, but their output fluctuates. Greenko uses pumped-storage hydropower to absorb that variability, reduce curtailment and reliance on costly backup power, improve system efficiency, lower costs, and create long-term value. That consistent philosophy is why we see value in being a long-term partner.

—**Nakane:** What do you focus on when monitoring investees?

Suzuki: We regularly review project progress, facility operations, regulatory trends, future business plans, and financing. Beyond green ammonia, Greenko is also considering data centers—not just buildings, but platforms that provide computing power and applications. The key question for ORIX is how to keep pace with that speed.

Shin: As an investor, I want to provide more than capital and add business value. To do that, younger employees like us must understand the business deeply and keep asking what we can contribute.



Mr. Suzuki (second from right) receiving a briefing from project staff in the control room at the Pinnapuram integrated renewable energy project



Proposed site for a green ammonia production facility

Interview

Creating What Comes Before the Market

Greenko Group's Management Philosophy as Explained by President Mahesh Kolli

Mahesh Kolli Founder, President & Joint Managing Director

Profile

After gaining entrepreneurial experience in the environmental technology sector, he co-founded Greenko with Anil Kumar Chalamalasetty in 2006. His approach to business building at the intersection of science, technology and business models has been the cornerstone of Greenko and AM Green build-out. He oversees group strategy, capital raising and new business development, and has helped build Greenko into one of India's leading renewable energy companies. He currently leads the expansion of intelligent tokens*, pumped-storage, green hydrogen & green ammonia businesses, while driving the development of AM Green, which he co-founded with Anil in 2023. About eight years ago, when ORIX was seeking a local partner for its wind power business in India, he met ORIX Group CEO Takahashi. Through ongoing dialogue thereafter, they deepened the trust between their two companies and laid the foundation for the partnership that exists today.

* The basic unit of information processed and generated by AI models and AI agents.



a relatively flat organization with a high level of transparency, and information is widely shared across the organization rather than being limited to management. Decision-making involves close collaboration across functions, including project teams, procurement, finance, and HR. We carefully balance trade-offs among cost, speed, and quality, while recognizing that quality may sometimes take priority. At the same time, we place strong emphasis on making decisions quickly and efficiently.

—**Nakane:** What kind of talent and organizational foundation are you developing to drive the expansion of your business?

Mahesh: We have between 10 and 15 core team members who have been with us since the last decade or more. They have been central figures in our transition. They were making presentations on wind power in 2014. Now they are doing presentations on new fields such as hydrogen, aluminum, and AI. Energy is a social infrastructure. Infrastructure itself involves touch points with society, politics, regulations, the environment, and capital markets. In this business, it's important for management to orchestrate relationships among these stakeholders. Japan is becoming a fast-growing AI market with the likes of Sakana AI and others becoming globally prominent. We are able to offer fast-to-access latest-generation compute at scale to large frontier AI companies and hyperscalers to use for their AI training and inference needs.

—**Nakane:** How do you view future growth opportunities and potential for collaboration with Japan and other South Asian countries?

Mahesh: The relationship between India and Japan so far has always been on technology transfer from Japan to India. I think the relationship is changing where India can support Japan in terms of energy needs and decarbonization. We are in discussions with Japanese utilities and trading companies for supply of green ammonia and green hydrogen. Globally, industrial energy systems that have relied on fossil fuels will be rebuilt around renewable energy, leading to decentralization and decarbonization. We want to work with countries and companies across South Asia that face energy security challenges and contribute to solving those issues by treating South Asia as one market.

—**Nakane:** What is the management philosophy of Greenko Group?

Mahesh: Every solution we pursue is grounded in a first-principles approach. We don't just blindly follow market and technological trends. We fundamentally understand the source of value, cost structure, technological feasibility, and risks. We don't invest in things we don't understand. We don't enter a market simply because it's a megatrend. We meet with companies in person and decide yes or no, only after we have a deep understanding of the technology and economics. While it is a time-consuming process, we believe this is critical to building a business over the long term.

—**Nakane:** What do you consider most important when developing new markets?

Mahesh: There'll be competition and market normalization. Before the market tries to normalize that solution, we want to capture significant market share. Scale helps us to achieve the right cost. But also, scale helps us to have a long cycle of market dominance. We aim to develop 100GWh of storage capacity by 2030. It's the same thing in ammonia. We planned for five million tons. Growth is in markets which we are enabling, with our technologies, funding, and our customers. Growth and scale are often by-products of this approach. Our first solar project was close to one thousand megawatts. It was built in less than six months' time. At the time, it was the largest single-site solar project in India. We built the largest wind farm—six hundred megawatts in one location. As we continued to deliver results, lenders and partners gained confidence in our capabilities. We are investing a lot of energy and time in creating an end-to-end value chain across green electrons to intelligent tokens, deepening our moat in electrons and building highly defensible, technology-led business verticals.

—**Nakane:** How do you balance speed and uncertainty in large-scale development projects?

Mahesh: Once we set a course, we are not bound to follow it rigidly. If market, regulatory, or technical challenges arise, our ability to respond with agility is critical. We faced a number of challenges, including geological issues and, at times, resistance from lenders and partners. Rather than spending months analyzing a solution, we respond quickly and take action. That agility comes from our organizational culture. We maintain

The Power of Talent Supporting India's Future

Alongside our coverage of Greenko, we visited the Indian Institute of Technology Hyderabad (IIT Hyderabad), where we exchanged views with professors and students on research themes and collaboration with companies. Many of the research projects are expected to have practical applications, reinforcing our sense that India's international competitiveness is underpinned by its abundant pool of high-quality talent.



With Greenko and IIT staff members in front of the library (right: Nakane)