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ESG Data

Environment

■ ORIX Group’s GHG Emissions

(Unit: Tons-CO₂e)

	FY ended March 31, 2022	FY ended March 31, 2023	FY ended March 31, 2024	FY ended March 31, 2025	FY ended March 31, 2026
● Scope 1	1,044,892	981,519	991,233	942,714	894,974
● Scope 2	151,980	139,766	137,525	121,591	110,364
Scope 1 & 2Total	1,196,872	1,121,285	1,128,757	1,064,305	1,005,338

- Scope 1 (Direct GHG emissions occurring from sources that are owned or controlled by the company (fuel consumption, industrial processes))
Combustion of fuels including fuel oil, diesel, gasoline, city gas, coal, biomass and waste; use of limestone for desulfurization treatment
- Scope 2 (Indirect GHG emissions from purchased energy consumed by the company (electricity use, heat))
Electricity use and heat (steam, cold water, warm water)

Calculation Boundary and Method

Calculation Period

From April 1 to March 31 each fiscal year

Calculation Boundary

FY ended March 2022: Consolidated ORIX Group companies (Japan and overseas, excluding a limited number of overseas offices)
FY ended March 2023-2026: Consolidated ORIX Group companies (Japan and overseas, excluding some companies where GHG emissions are not considered material)

Target Activities

- GHG Protocol direct emissions (Scope 1) and indirect emissions (Scope 2)

Calculation Method

- GHG emissions (converted to CO₂) are calculated based on the GHG Protocol and Japan’s “Ministerial Ordinance Concerning Calculation of Greenhouse Gas Emissions Associated with Business Activities of Specified Emitters” (calculated based on ORIX Group’s GHG calculation guidelines).
- GHG emissions, including CO₂ from non-energy sources, methane (CH₄), and dinitrogen monoxide (N₂O), are included based on ORIX Group’s GHG calculation guidelines.
- In principle, we use the emissions factors published under Japan’s Mandatory Greenhouse Gas Accounting and Reporting System.
- From the fiscal year ended March 2025, for emissions factors related to electricity consumption at domestic locations, the basic emission factors by electricity provider are used.

- For emissions factors related to electricity consumption at overseas locations, electricity provider-specific emission factors are used when available, and otherwise the International Energy Agency’s CO₂ emissions factors from electricity generation by country are used. (For the fiscal year ended March 2026, Emissions Factors 2025 are applied.)
- From FY2025, Scope 2 emissions associated with electricity purchased from intra-Group power generation companies have been deducted. (For FY2026, 3 thousand t-CO₂e were deducted.)
- Some calculations use estimated values.

[Notes]

- Change in emissions factors: Beginning from the data for the fiscal year ended March 2022, we have changed the calculation for emissions related to electricity consumption to the market-based method.
- Emissions from coal-biomass co-fired power plants: ORIX operates two coal-biomass co-fired power plants in Japan. One is Soma Coal and Biomass Power Plant in Soma City, Fukushima Prefecture, which started operations in March 2018. The other is Hibikinada Coal and Biomass Power Plant in Kitakyushu City, Fukuoka Prefecture, which started operations in December 2018. Each of these power plants has a total generating capacity of 112 MW. Emissions from these two plants for the fiscal year ended March 2026 were 789 thousand t-CO₂e.
- GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.

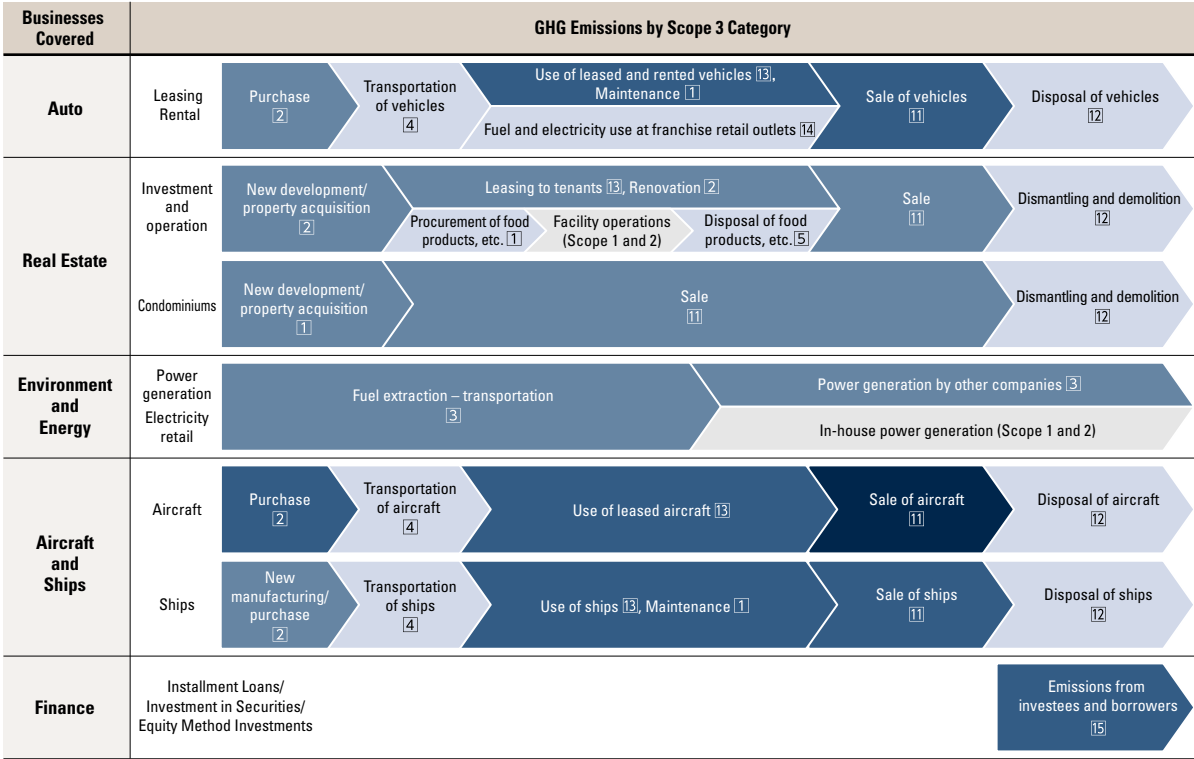
Third-Party Assurance

- For the fiscal year ended March 2026, KPMG AZSA Sustainability Co., Ltd. has provided independent assurance for our GHG emissions (Scope 1 and Scope 2).

 [See here for details on third-party assurance.](#)

Scope 3 (Value Chain GHG Emissions) and ORIX’s Businesses (FY Ended March 2026)

ORIX’s Scope 3 emissions from customers using leased properties (Category 13) and from investments (Category 15) are relatively large categories.



Notes to table

(Note 1) Emissions:  Less than 10,000 tons  10,000 to 500,000 tons  500,000 to 5,000,000 tons  5,000,000 to 20,000,000 tons

(Note 2) Calculation period: Emissions from business activities for the fiscal year ended March 2026 are estimated in accordance with the GHG Protocol.

(Note 3) Numbers in the table indicate Scope 3 categories.

Emissions for categories other than those listed to the left are as follows. (Unit: Thousand tons CO₂e)

	FY ended March 2024	FY ended March 2025	FY ended March 2026
Category 6 (Business travel)	49	50	69
Category 7 (Employee commuting)	5	5	5

 [Note: See here for details of the calculation scope and concept.](#)

Note: Categories 2, 3, 6, 7, 11, 13, and 15 of Scope 3 emissions for the fiscal year ended March 2026 have received third-party assurance from LRQA Limited. See [here](#) for the third-party assurance letter from LRQA Limited.

CO₂ Avoided Emissions through the Renewable Energy Business (Unit: Thousand tons CO₂e)

	FY ended March 2024	FY ended March 2025	FY ended March 2026
Wind Power Generation	2,336	2,200	1,882
Solar Power Generation	1,553	1,710	1,348
Geothermal Power Generation	285	291	56
Hydropower Generation	327	416	476
Biomass Power Generation	259	266	267
Total	4,761	4,883	4,030

 [Note: See here for details of the calculation scope and concept.](#)

ORIX Corporation Water Usage and Waste Disposal Volume

Water Usage (Unit: Thousand m³)

	FY ended March 2024*	FY ended March 2025	FY ended March 2026
Water withdrawal	282	110	102
Rainwater	2	6	1
Water discharge	280	110	101

* Through the fiscal year ended March 31, 2024, water usage includes that of third-party tenants occupying properties owned by ORIX Corporation.

Waste Disposal Volume (tons)

	FY ended March 2024	FY ended March 2025	FY ended March 2026
Disposal volume	353	441*	204

* The figures for the fiscal year ended March 31, 2025 have been corrected due to an error.

 [Note: See here for details of the calculation scope and method.](#)

Social

Employee Composition (ORIX Group Consolidated)

		2022	2023	2024	2025	2026
Number of employees		32,235	34,737	33,807	33,982	37,286
By region	Japan	24,738	27,021	25,915	26,045	28,269
	Outside Japan*1	7,497	7,716	7,892	7,937	9,017
By gender	Male	20,330	21,352	20,707	20,647	23,616
	Female	11,905	13,385	13,100	13,335	13,670
Average number of temporary staff		19,024	19,623	19,678	17,853	18,443

Data Concerning Employees and Diversity*2 (ORIX Corporation*3)

Average age		44.2	44.5	44.5	44.4	44.2
Average years of service		17.8	18.1	18.0	17.8	17.6
Turnover rate*4		4.6	5.2	4.8	5.4	5.4
Percentage of female employees		44.0	44.2	44.6	45.4	45.1
Percentage of mid-career employees		39.8	40.3	41.0	41.5	42.5
Percentage of foreign national employees		1.9	1.9	2.0	2.0	1.9
Female Managers*5	Number of persons	512	529	554	583	609
	Percentage	28.6	29.8	31.7	33.2	34.1
Percentage of newly appointed female managers		54.2	50.0	61.2	45.2	53.6

Working Hours and Leave Taken (ORIX Corporation)

Annual paid leave taken	Days taken	14.1	14.9	15.1	14.6	14.7
	Percentage taken	75.0	79.7	81.9	79.6	81.4
Average monthly working hours		157.4	157.3	156.7	157.1	157.8
Average monthly non-statutory working hours		6.1	5.8	5.2	5.7	6.2

Compensation (ORIX Corporation)

Average annual salary (JPY)	8,852,516	9,100,288	9,203,700	9,761,606	10,396,546
Pay Gap between Men and Women*6	—	62.2	62.2	63.7	64.2

Recruiting (ORIX Corporation)

Total number of employees recruited		101	147	205	207	243
New graduates	Male	21	30	30	49	55
	Female	19	14	42	40	38
Mid-career employees	Male	51	84	105	87	117
	Female	10	19	28	31	33
Percentage of female recruits		28.7	22.4	34.1	34.2	29.2
Percentage of mid-career hires		60.3	70.0	64.8	57.0	61.7

*1 Outside Japan: Total number of employees in the Asia-Pacific and Greater China Units of the Japan & APAC Segment, the Aircraft and Ships Unit of the Infrastructure Segment, and the USA & Europe Segment.

*2 Data Concerning Employees: Excluding executives.

*3 ORIX Corporation (non-consolidated): 3,016 employees, or 8% of consolidated group employees, as of the end of March 2026. (the definition of “ORIX Corporation” on this page is the same).

*4 Turnover rate: Includes retirees and employees transferred within ORIX Group.

*5 Managers: Persons in the same office, in addition to section managers, who are equivalent to section managers in terms of job content and degree of responsibility, regardless of their title or membership (however, this excludes the lowest ranks).

*6 Comparative ratio of the average annual wage of female employees to the average annual wage of male employees. The calculation includes employees seconded into the company from other firms and excludes employees seconded from the company to other firms.

*7 Female employees who took childcare leave: The ratio of the number of employees who took childcare leave in the previous fiscal year to the number of employees who gave birth in the previous fiscal year. The ratio may exceed 100% as the number of employees who took childcare leave includes the number of those who newly took childcare leave in the previous fiscal year although they gave birth before the previous fiscal year but did not take childcare leave in that fiscal year.

Note: See here for human resources data other than the below for ORIX Corporation and its Group companies. [Human Resources Data](#)

Training (ORIX Corporation)

	2022	2023	2024	2025	2026
Annual total training hours	45,548	86,429	135,998	105,125	139,518
Annual average training hours per employee	12.5	24.0	37.6	28.9	37.5
Annual average training cost per employee (JPY)	67,285	98,646	112,825	129,649	127,825

Childbirth and Childcare (ORIX Corporation)

Female employees who took childcare leave*7	Number of persons	59	61	46	45	43
	Percentage	111.3	107.0	109.5	104.6	102.3
Male employees who took childcare leave or special childcare paid time off*8	Number of persons	52	61	51	65	64
	Percentage	83.8	91.0	96.2	116.0	98.4
Percentage of employees returning after childcare leave*9	Male	100.0	100.0	100.0	100.0	100.0
	Female	94.4	97.0	98.1	95.1	95.5
Retention rate after return*10	Male	100.0	83.3	88.8	93.3	100.0
	Female	100.0	100.0	98.4	98.0	96.5

Nursing Care (ORIX Corporation)

Number of employees who took nursing care paid time off	Male	14	17	29	32	41
	Female	40	45	59	59	93
Number of employees who took nursing care leave	Male	0	0	0	0	0
	Female	1	0	3	2	5

Health and Safety (ORIX Corporation)

Percentage of employees who underwent stress checks	89.1	91.8	93.0	95.1	96.0
Percentage of employees identified as having high stress levels through stress checks	7.9	7.9	7.7	8.1	8.0
Number of occupational accidents	2	3	2	4	3
Number of fatal accidents	0	0	0	0	0

Human Capital Management—Key Indicators

ORIX Value Score*11 Degree of implementation of behaviors based on the ORIX Group Purpose & Culture	ORIX Group	57%	60%	64%
	ORIX Corporation	60%	63%	67%
	Group companies worldwide	57%	59%	64%
Succession Readiness Ratio*12 Average number of employees who could serve as successor candidates per key business leadership role		2.3 (As of the end of October)	2.5 (As of the end of June)	2.5 (As of the end of June)
Engagement Score*13 Comprehensively measures employee motivation and work environment	ORIX Group	62%	65%	67%
	ORIX Corporation	73%	76%	78%
	Group companies worldwide (excl. ORIX Corp.)	61%	64%	66%

*8 Male employees who took childcare leave or special childcare paid time off: Ratio of the number of employees who newly took childcare leave or special childcare paid time off in the previous fiscal year to the number of male employees whose child was born in the previous fiscal year. The ratio may exceed 100% as the number of employees who took such leave or paid time off includes the number of those who newly took leave or paid time off in the previous fiscal year although their child was born before the previous fiscal year but did not take leave or paid time off in that fiscal year. Special childcare paid time off: A system that provides special paid leave to employees who are raising a child under one year old and have not taken childcare leave for that child.

*9 Number of employees who took special childcare paid time off: (For the fiscal year ended March 2026) The number of employees who took special paid leave days between April 2025 and March 31, 2026.

*9 Percentage of employees returning after childcare leave: (For the fiscal year ended March 2026) The percentage of employees who returned to work among employees who reached the end of childcare leave in the fiscal year ended March 2026.

*10 Retention rate after return: (For the fiscal year ended March 2026) Percentage of employees still working as of March 2026 among employees who returned to work during the fiscal year ended March 2025.

*11 The percentage of employees who selected a positive response (highest two points on a five-point scale) to the question in the employee engagement survey, “At my workplace, the ORIX Group Purpose & Culture is put into practice?”

*12 Average number of employees for ORIX and ORIX Real Estate as of the end of October 2024 and June 2025, and for ORIX, ORIX Auto, ORIX Rentec, and ORIX Real Estate as of the end of June 2026.

*13 The percentage of employees who selected a positive response (highest two points on a five-point scale) to the question in the employee engagement survey, “Overall, how satisfied are you with your company at present?”

Governance

■ Number of Meetings Held, Attendance Rate, and Composition of the Board of Directors

	FY ended March 2022	FY ended March 2023	FY ended March 2024	FY ended March 2025	FY ended March 2026
Number of Board of Directors meetings held	9	8	8	8	8
Board of Directors meeting attendance rate	99%	100%	100%	100%	100%
Number of directors	11	11	11	11	10
Of which, number of outside directors	6	6	6	6	6
Ratio of outside directors	54.5%	54.5%	54.5%	54.5%	60.0%
Of which, number of female directors	2	2	2	2	3
Ratio of female directors	18.1%	18.1%	18.1%	18.1%	30.0%

■ Number of Meetings Held and Attendance Rates of Committees

	FY ended March 2022	FY ended March 2023	FY ended March 2024	FY ended March 2025	FY ended March 2026
Number of Nominating Committee meetings held	7	6	7	6	6
Nominating Committee attendance rate	100%	100%	100%	100%	100%
Number of Audit Committee meetings held	12	14	14	14	15
Audit Committee attendance rate	97%	98%	100%	100%	100%
Number of Compensation Committee meetings held	4	4	5	5	7
Compensation Committee attendance rate	100%	100%	100%	100%	100%

- ➡ [Page 69 Number of Meetings Attended and Attendance Rate for the Board of Directors and Committee Meetings in FY Ended March 2026 \(by Director\)](#)
- ➡ [Page 71 ORIX Shares Held \(As of the Date of Submission of the Securities Report for the FY Ended March 2026\)](#)
- ➡ [Page 71 Compensation for Directors, Executive Officers, and Group Executives \(FY Ended March 2026\)](#)

Inclusion in ESG Indices

As of June 2026, ORIX is included in the ESG indices below:

- MSCI Japan ESG Select Leaders Index
- MSCI Japan Empowering Women Index (WIN)
- S&P/JPX Carbon Efficient Index
- Morningstar Japan ex-REIT Gender Diversity Tilt Index
- FTSE JPX Blossom Japan Sector Relative Index
- FTSE JPX Blossom Japan Index
- FTSE4Good Developed Index

See the following pages for other data.

 [Initiatives We Support](#)

 [Certification and Recognition](#)

 [Sustainability Information Index](#)

Eleven-Year Summary of Consolidated Financial Data

(Years ended March 31, 2016 through 2026)

	Unit	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Financial Position												
Net Investment in Leases	Millions of yen	1,190,136	1,204,024	1,194,888	1,155,632	1,080,964	1,029,518	1,057,973	1,087,563	1,155,023	1,167,380	1,247,491
Installment Loans	Millions of yen	2,592,233	2,815,706	2,823,769	3,277,670	3,779,697	3,705,660	3,899,503	1,678,436	1,699,655	1,569,283	1,488,263
Investment in Operating Leases	Millions of yen	1,349,199	1,313,164	1,344,926	1,335,959	1,400,001	1,408,189	1,463,202	1,537,178	1,868,574	1,967,178	2,152,820
Investment in Securities	Millions of yen	2,344,792	2,026,512	1,729,455	1,928,916	2,186,896	2,578,023	2,761,698	2,562,765	2,951,842	2,929,106	3,142,498
Property under Facility Operations	Millions of yen	327,016	398,936	434,786	441,632	562,485	491,855	561,846	620,994	689,573	771,851	779,075
Assets of Discontinued Operations Held for Sale	Millions of yen								2,719,741	2,777,418	3,103,500	3,195,402
Total Assets	Millions of yen	10,992,918	11,231,895	11,425,982	12,174,917	13,067,528	13,563,082	14,280,684	15,289,385	16,322,100	16,866,251	18,002,776
Short-term Debt, Long-term Debt and Deposits	Millions of yen	5,685,014	5,753,059	5,890,720	6,423,512	6,847,889	7,041,887	7,142,843	5,606,772	6,031,443	6,001,244	6,345,625
Liabilities of Discontinued Operations Held for Sale	Millions of yen								2,453,341	2,525,941	2,840,917	2,943,088
Debt/Equity Ratio												
Short-term Debt, Long-term Debt and Deposits / Shareholders' Equity	Times	2.5	2.3	2.2	2.2	2.3	2.3	2.2	1.6	1.5	1.5	1.4
Share of Long-term Debt	%	92	93	93	93	93	93	91	91	91	91	91
ORIX Corporation Shareholders' Equity	Millions of yen	2,310,431	2,507,698	2,682,424	2,897,074	2,993,608	3,028,456	3,304,196	3,543,607	3,941,466	4,089,782	4,482,500
Shareholders' Equity Ratio	%	21.0	22.3	23.5	23.8	22.9	22.3	23.1	23.2	24.1	24.2	24.9
Revenues and Expenses												
Total Revenues	Millions of yen	2,369,202	2,678,659	2,862,771	2,434,864	2,283,000	2,292,357	2,508,043	2,607,500	2,755,044	2,811,567	3,254,402
Total Expenses	Millions of yen	2,081,461	2,349,435	2,526,576	2,105,426	2,010,648	2,033,884	2,215,160	2,303,826	2,427,759	2,508,689	2,825,375
Provision for Doubtful Receivables and Probable Loan Losses	Millions of yen	11,717	22,667	17,265	22,525	24,425						
Provision for Credit Losses	Millions of yen						16,275	5,388	9,460	21,347	18,899	33,829
Income before Income Taxes and Discontinued Operations	Millions of yen	391,302	424,965	435,501	395,730	412,561	287,561	509,447	—	—	—	—
Income from Continuing Operations before Income Taxes	Millions of yen								360,418	436,954	451,593	664,330
Net Income Attributable to ORIX Corporation Shareholders	Millions of yen	260,169	273,239	313,135	323,745	302,700	192,384	317,376	290,340	346,132	351,630	447,265
ROA	%	2.32	2.46	2.76	2.74	2.40	1.44	2.28	1.96	2.19	2.12	2.57
ROE	%	11.7	11.3	12.1	11.6	10.3	6.4	10.0	8.5	9.2	8.8	10.4
Per Share Data (Yen)												
Net Income Attributable to ORIX Corporation Shareholders: Basic Earnings per Share	Yen	198.73	208.88	244.40	252.92	237.38	155.54	263.72	245.98	298.55	307.74	400.27
Net Income Attributable to ORIX Corporation Shareholders: Diluted Earnings per Share	Yen	198.52	208.68	244.15	252.70	237.17	155.39	263.42	245.65	298.05	307.16	399.40
ORIX Corporation Shareholders' Equity per Share	Yen	1,764.34	1,925.17	2,095.64	2,263.41	2,386.35	2,487.77	2,768.72	3,027.93	3,422.94	3,599.24	4,080.24
Cash Dividends	Yen	45.75	52.25	66.00	76.00	76.00	78.00	85.60	85.60	98.60	120.01	156.10
Segment												
Segment Profits	Millions of yen	403,437	447,308	462,809	438,298	458,059	331,497	555,851	412,059	464,270	516,037	706,312
Segment Assets	Millions of yen	10,782,609	11,015,440	11,161,820	11,752,421	13,058,664	13,307,279	14,058,463	11,778,384	13,117,744	13,345,769	14,235,234
Return on Segment Assets (ROA)	%	2.37	2.51	2.82	2.83	2.44	1.46	2.32	2.33	2.59	2.50	3.10
Number of Employees	Number of Employees	33,333	34,835	31,890	32,411	31,233	33,153	32,235	34,737	33,807	33,982	37,286

Notes:

1. Cash dividends represent the amount of dividend per share for the corresponding fiscal year.

2. From the fiscal year ended March 2017, FASB Accounting Standards Update No. 2015-03 (Interest-Imputation of Interest (Subtopic 835-30): Simplifying the Presentation of Debt Issuance Costs) has been applied retroactively to consolidated financial statements for prior fiscal years.

3. From the fiscal year ended March 2019, consolidated VIEs for securitizing financial assets such as direct financing lease receivables and loan receivables are included in segment revenues, segment profits and segment assets. The amounts in the previous years have been retrospectively reclassified to reflect this change.

4. From the fiscal year ended March 2020, FASB Accounting Standards Update No. 2016-02 (Leases (Topic 842)) has been applied, and investment in direct financing leases has been reclassified to net investment in leases.

5. From the fiscal year ended March 2020, FASB Accounting Standards Update No. 2019-20 (Leases (Topic 842): Narrow-Scope Improvements for Lessors) has been applied, and the method of presentation on the statement of income has changed for certain expenses, including taxes on lessors' direct financing leases and operating leases.

6. From the fiscal year ended March 2021, the classification of business segments has been reorganized. Segment profits and segment assets for previous years have been retrospectively reclassified to reflect this change.

7. From the fiscal year ended March 2021, the methods of allocating expenses to business divisions and calculating segment profits have changed. Segment profits for previous years have been retrospectively reclassified to reflect this change.

8. From the fiscal year ended March 2021, Accounting Standards Update No. 2016-13 (Measurement of Credit Losses on Financial Instruments—ASC 326 (Financial Instruments—Credit Losses)) has been applied, and provision for doubtful receivables and probable loan losses has been reclassified to provision for credit losses.

9. From the fiscal year ended March 2022, the method of allocating interest expense and selling, general and administrative expenses among segments has changed. Segment profits for previous years have been retrospectively reclassified to reflect this change.

10. From the fiscal year ended March 2022, a portion of the leasing business in the Environment and Energy segment was transferred to the Corporate Financial Services and Maintenance Leasing segment. Segment profits and segment assets for previous years have been retrospectively reclassified to reflect this change.

11. From the fiscal year ended March 2023, the method of allocating interest expenses and selling, general and administrative expenses to segments has been changed. Segment profits for the previous fiscal year have been retrospectively reclassified to reflect this change.

12. From the fiscal year ended March 2024, segment profits have been calculated with broadened scope of profit sharing for inter-segment collaboration. Segment profits for the previous fiscal years have been retrospectively reclassified to reflect this change.

13. From the fiscal year ended March 2024, Accounting Standards Update 2018-12 (Targeted Improvements to the Accounting for Long-Duration Contracts—ASC 944 (Financial Services—Insurance)) has been applied retroactively to the fiscal year ended March 2022.

14. From the fiscal year ended March 2024, the presentation of equity method investment has been changed. The presentation has been retrospectively reclassified from the fiscal year ended March 2020 to reflect this change.

15. From the fiscal year ended March 2025, the interest expense allocation method for each segment was partially changed. Segment profits for prior fiscal years have been retrospectively reclassified to reflect this change.

16. From the fiscal year ended March 2025, the scope of segment assets was changed to include cash and cash equivalents, trade notes, accounts and other receivables. Segment assets for prior fiscal years have been retrospectively reclassified to reflect this change.

17. In the first quarter of fiscal 2027, the Company classified the business of ORIX Bank Corporation, a consolidated subsidiary of the Company (hereinafter, the “Target”), as held for sale and a discontinued operation. Accordingly, the profits, assets, and liabilities related to the Target are presented separately from continuing operations. The amounts for the fiscal years ended March 31, 2023, 2024, 2025, and 2026 have also been retrospectively reclassified and restated accordingly.

Consolidated Balance Sheets

(Years ended March 31, 2024 through 2026)

(Millions of yen)

	2024	2025	2026
Net Investment in Leases	1,155,023	1,167,380	1,247,491
Installment Loans	1,699,655	1,569,283	1,488,263
Allowance for Credit Losses	(54,195)	(53,060)	(76,342)
Investment in Operating Leases	1,868,574	1,967,178	2,152,820
Investment in Securities	2,951,842	2,929,106	3,142,498
Property under Facility Operations	689,573	771,851	779,075
Equity Method Investments	1,311,086	1,317,292	1,304,073
Inventories	227,359	229,229	269,187
Assets of Discontinued Operations Held for Sale	2,777,418	3,103,500	3,195,402
Others (Cash and Cash Equivalents, etc.)	3,695,765	3,864,492	4,500,309
Total Assets	16,322,100	16,866,251	18,002,776
Short-term Debt, Long-term Debt and Deposits	6,031,443	6,001,244	6,345,625
Policy Liabilities and Policyholders' Account Balances	1,892,510	1,948,047	1,943,710
Liabilities of Discontinued Operations Held for Sale	2,525,941	2,840,917	2,943,088
Others (Notes, Accounts Payable and Accrued Expenses, etc.)	1,847,596	1,900,828	2,146,542
Total Liabilities	12,297,490	12,691,036	13,378,965
Redeemable Noncontrolling Interests	2,645	3,432	50,743
Total ORIX Corporation Shareholders' Equity	3,941,466	4,089,782	4,482,500
Noncontrolling Interests	80,499	82,001	90,568
Total Equity	4,021,965	4,171,783	4,573,068
Total Liabilities, Redeemable Noncontrolling Interests and Equity	16,322,100	16,866,251	18,002,776

Notes: 1. From the first quarter of the fiscal year ended March 2024, Accounting Standard Update No. 2018-12 (Targeted Improvements to the Accounting for Long-Duration Contracts-ASC 944 (Financial Services—Insurance)) has been applied retroactively to the fiscal year ended March 2022.

2. From the fiscal year ended March 2024, the presentation of equity method investment has been changed. The presentation for prior fiscal years has been retrospectively reclassified to reflect this change.

3. In the first quarter of fiscal 2027, the Company classified the business of ORIX Bank Corporation, a consolidated subsidiary of the Company (hereinafter, the “Target”), as held for sale and a discontinued operation. Accordingly, the assets and liabilities related to the business of the Target are presented separately as “Assets of Discontinued Operations Held for Sale” and “Liabilities of Discontinued Operations Held for Sale,” respectively. The amounts in the previous years have been retrospectively reclassified for this classification.

Consolidated Statements of Income

(Years ended March 31, 2024 through 2026)

	(Millions of yen)		
	2024	2025	2026
Finance revenues	¥ 291,939	¥ 268,115	¥ 286,667
Gains on investment securities and dividends	32,427	14,224	134,296
Operating leases	535,490	624,444	641,185
Life insurance premiums and related investment income	558,923	515,259	640,159
Sales of goods and real estate	373,914	373,155	442,586
Services income	962,351	1,016,370	1,109,509
Total Revenues :	2,755,044	2,811,567	3,254,402
Interest expense	183,678	161,887	174,096
Costs of operating leases	356,760	394,821	411,939
Life insurance costs	433,863	384,753	479,937
Costs of goods and real estate sold	268,627	271,833	331,988
Services expense	557,417	598,241	628,729
Other (income) and expense	(4,442)	27,087	58,899
Selling, general and administrative expenses	608,470	624,681	688,052
Provision for credit losses	21,347	18,899	33,829
Write-downs of long-lived assets	1,724	25,933	16,242
Write-downs of securities	315	554	1,664
Total Expenses :	2,427,759	2,508,689	2,825,375
Operating Income	327,285	302,878	429,027
Equity in Net Income of Affiliates	37,181	57,260	123,989
Gains on Sales of Subsidiaries and Equity method investments and Liquidation Losses, net	72,488	87,705	111,314
Bargain Purchase Gain	—	3,750	—
Income from Continuing Operations before Income Taxes	436,954	451,593	664,330
Provision for Income Taxes	122,672	120,555	225,429
Net Income from Continuing Operations	314,282	331,038	438,901
Discontinued Operations :			
Income (Loss) from Discontinued Operations before Income Taxes	33,021	28,869	27,102
Provision for Income Taxes	8,716	8,272	7,675
Net Income from Discontinued Operations	24,305	20,597	19,427
Net Income	338,587	351,635	458,328
Net Income Attributable to the Noncontrolling Interests	(7,682)	(389)	11,821
Net Income Attributable to the Redeemable Noncontrolling Interests	137	394	(758)
Net Income Attributable to ORIX Corporation Shareholders	¥ 346,132	¥ 351,630	¥ 447,265

Notes: 1. From the fiscal year ended March 2024, Accounting Standard Update No. 2018-12 (Targeted Improvements to the Accounting for Long-Duration Contracts-ASC 944 (Financial Services—Insurance)) has been applied retroactively to the fiscal year ended March 2022.

2. From the fiscal year ended March 2024, the presentation of equity method investment has been changed. The statements of income for prior fiscal years have been retrospectively reclassified to reflect this change.

3. In the first quarter of fiscal 2027, the Company classified the business of ORIX Bank Corporation, a consolidated subsidiary of the Company (hereinafter, the “Target”), as held for sale and a discontinued operation. Accordingly, the results of operations of the Target are presented separately from continuing operations. The amounts in the previous years have been retrospectively reclassified for this classification.

Consolidated Statements of Comprehensive Income

(Years ended March 31, 2024 through 2026)

	(Millions of yen)		
	2024	2025	2026
Net Income	¥338,587	¥351,635	¥458,328
Other comprehensive income (loss), net of tax			
Net change of unrealized gains (losses) on investment in securities	(67,762)	(153,108)	(214,449)
Net change of impact of changes in policy liability discount rate	93,269	158,339	299,258
Net change of debt valuation adjustments	(191)	(35)	193
Net change of defined benefit pension plans	13,293	5,128	17,167
Net change of foreign currency translation adjustments	173,304	(20,060)	171,936
Net change of unrealized gains (losses) on derivative instruments	(5,875)	(6,403)	(2,840)
Total other comprehensive income (loss)	206,038	(16,139)	271,265
Comprehensive Income	544,625	335,496	729,593
Comprehensive Income (Losses) Attributable to the Noncontrolling Interests	(3,035)	(492)	15,771
Comprehensive Income (Losses) Attributable to the Redeemable Noncontrolling Interests	350	344	2,773
Comprehensive Income Attributable to ORIX Corporation Shareholders	¥547,310	¥335,644	¥711,049

Notes: 1. From the fiscal year ended March 2024, Accounting Standard Update No. 2018-12 (Targeted Improvements to the Accounting for Long-Duration Contracts-ASC 944 (Financial Services—Insurance)) has been applied retroactively to the fiscal year ended March 2022.

2. The LDTI standard has been applied since April 1, 2023, with the transition date of April 1, 2021, using the modified retrospective transition approach.

Breakdown of Assets and Revenues by Segment (Fiscal year ended March 2026)

(Millions of yen)

	Japan & APAC Business Unit		Infrastructure Business Unit		USA & Europe Business Unit		Insurance Business Unit		Total
Main Components of Segment Assets		4,720,861		3,575,072		2,741,031		3,198,270	14,235,234
Net Investment in Leases	Corporate leasing and auto leasing	1,194,048	—	52,913	—	433	—	—	1,247,394
Installment Loans	Corporate loans	680,872	—	35,097	Private credit and real estate lending	757,103	—	15,191	1,488,263
Investment in Operating Leases	Leasing and rental of auto and precision measuring equipment	1,118,843	Real estate rental and leasing of aircraft and ships	976,673	—	39,605	—	25,457	2,160,578
Investment in Securities	—	80,956	—	154,105	PE investment and seed capital	618,885	Management of corporate and government bonds and other assets	2,288,116	3,142,062
Property under Facility Operations and Servicing Assets	—	119,002	Facility operation and Environment and Energy-related facilities	656,847	—	82,749	—	—	858,598
Inventories	—	45,020	Condominiums	223,164	—	699	—	—	268,883
Advances for Finance Leases and Operating Leases	—	11,317	—	78,924	—	—	—	—	90,241
Investment in Affiliates	PE investment (Co-investment)	457,931	Investment in public infrastructure facilities and investment in Avolon	685,773	PE investment	71,582	—	46,002	1,261,288
Advances for Property under Facility Operations	—	4,001	—	123,899	—	—	—	—	127,900
Goodwill, Intangible Assets Acquired in Business Combinations	—	384,231	—	221,750	—	690,949	—	4,452	1,301,382
Other assets	Cash and cash equivalents and accounts receivable	624,640	Cash and cash equivalents and accounts receivable	365,927	Cash and cash equivalents and accounts receivable	479,026	Cash and cash equivalents and accounts receivable	819,052	2,288,645
Main Components of Segment Revenues		1,170,530		884,774		562,271		643,045	3,260,620
Finance Revenues	Interest revenues from corporate loans and auto leasing revenues	156,546	—	21,670	Interest revenues from loans	109,919	—	141	288,276
Life Insurance Premiums and Related Investment Income	—	—	—	—	—	—	Life insurance premiums and investment income	642,904	642,904
Gains on Investment Securities and Dividends	—	9,330	—	21,778	Gains on sales and valuation gains from PE investment and seed capital	103,292	—	0	134,400
Operating Leases	Auto leasing revenues, rental revenues, and gains on sales of used cars	476,890	Rental revenues from rental properties and gains on sales of rental properties Lease income and gains on sales of aircraft and ships	165,760	—	2,670	—	0	645,320
Sales of Goods and Real Estate	Revenues from sales of goods by PE investees	306,409	Gains on sales of condominiums	130,478	—	2,535	—	0	439,422
Services Income	Various fees, revenues from vehicle maintenance services, and revenues from services provided by PE investees	221,355	Revenues from facility operation Asset management fees	545,088	Asset management fee revenues	343,855	—	0	1,110,298
Segment Profit		256,889		282,527		64,005		102,891	706,312

Group Companies

(As of March 31, 2026)

Company Name	Principal Business	Established (Acquired)	ORIX Group Controlling Share
ORIX Auto Corporation	Automobile Leasing, Rental, Car Sharing and Sales of Used Automobiles	June 1973	100%
ORIX Rentec Corporation	Rental and Leasing of Test and Measurement Instruments and IT-Related Equipment	Sep. 1976	100%
ORIX Capital Corporation	Venture Capital	Oct. 1983	100%
NS Lease Co., Ltd.	Leasing, Lending, Other Financial Services	(July 2002)	100%
ORIX Tokushima Corporation	Leasing, Other Financial Services	(Oct. 2005)	95%
Tsukuba Lease Corporation	Leasing	(June 2010)	95%
Kyuko-Lease Inc.	Leasing, Other Financial Services	(Jan. 2012)	85%
Yodogawa Transformer Co., Ltd.	Manufacturing, Rental, and Sales of Power Receiving, Transforming, and Generating Facilities and Equipment, Various Types of Transformers, Cubicles, etc.	(Jan. 2018)	100%
REX Co., Ltd.*1	Rental of measuring instruments and equipment	(Apr. 2026)	100%
ORIX Interior Corporation	Real Estate Rental	(Jan. 1987)	100%
ORIX Hotel Management Corporation	Onsen Hotel, Hotel and Training Accommodation Facility Operation	Jan. 1997	100%
ORIX Real Estate Corporation	Real Estate Investment, Development, Rental, Facility Operation and Management	Mar. 1999	100%
ORIX Asset Management Corporation	Asset Management of J-REIT	Sep. 2000	100%
Osaka City Dome Co., Ltd.	Management and Operation of Multipurpose Halls, and Planning, Production, and Operation of Various Events Including Sports	(Sep. 2006)	90%
ORIX Real Estate Investment Advisors Corporation	Real Estate Investment and Advisory Services	Sep. 2007	100%
ORIX Aquarium Corporation	Aquarium Operation	Apr. 2011	100%
DAIKYO INCORPORATED	Housing Development and Sales, Redevelopment	(Jan. 2019)	100%
ANABUKI CONSTRUCTION INCORPORATED	Housing Development and Sales, Construction Services	(Jan. 2019)	100%
DAIKYO ASTAGE INCORPORATED	Condominium Management, Repair and Maintenance, Resident Services	(Jan. 2019)	100%
ANABUKI COMMUNITY INCORPORATED	Condominium Management, Repair and Maintenance, Resident Services	(Jan. 2019)	100%
DAIKYO ANABUKI CONSTRUCTION INCORPORATED	Condominium Repair and Maintenance, Construction Services, Building Diagnostics, Aseismic Reinforcing Work	(Jan. 2019)	100%
DAIKYO ANABUKI REAL ESTATE INCORPORATED	Real Estate Buying, Selling, Brokerage, Leasing, Management	(Jan. 2019)	100%
ORIX Facilities Corporation	General Building, Rental Condominium, and Other Facilities Management, Real Estate Brokerage, Construction Services	(Jan. 2019)	100%

Company Name	Principal Business	Established (Acquired)	ORIX Group Controlling Share
ORIX Eco Services Corporation	Trading of Recycled Metals and other Resources, Collection and Transportation of Industrial Waste, and Intermediate Waste Processing	Apr. 1998	100%
ORIX Environmental Resources Management Corporation	Waste Recycling	Sep. 2002	100%
Ubiteq, INC.	Development and Provision of IoT Solutions, Design, Manufacturing and Quality Assurance of Electronic Devices, Design, Development and Maintenance of Software	(July 2010)	57%
ORIX Renewable Energy Management Corporation	Asset management, operation, and maintenance of Solar Power Plants and Power Storage Plant	June 2018	100%
Nozoe Industry Inc.	Stretch film wholesale business, manufacturing and sales of recycled products and other items, wholesale business for various packaging materials	(Mar. 2026)	100%
ORIX Life Insurance Corporation	Life Insurance	Apr. 1991	100%
ORIX Maritime Corporation	Ship Charter and Ship Broker Service	Nov. 1977	100%
Santoku Senpaku Co., Ltd.	Ship Related Business	(Feb. 2024)	100%
SOMEK Corporation	Marine vessel trading businesses	(Mar. 2025)	62%
ORIX Insurance Services Corporation	Insurance Agency Services	Sep. 1976	100%
ORIX Computer Systems Corporation	Software Engineering and Systems Management	Mar. 1984	100%
ORIX Baseball Club Co., Ltd.	Professional Baseball Team Management	(Oct. 1988)	100%
ORIX Business Center Okinawa Corporation	Business Center, Contact Center	Nov. 1999	100%
ORIX Business Support Corporation	Business Support Services	Apr. 2007	100%

*1 Added in April 2026.
Notes: 1. Chofu Driving School Corporation deleted in July 2026.
2. ONE Energy Corporation deleted in July 2026.
3. ORIX Bank Corporation deleted in August 2026.

Company Name	Country (Region)	Principal Business	Established (Acquired)	ORIX Group Controlling Share
ORIX Corporation USA	USA	Financial Services	Aug. 1981	100%
Boston Partners Global Investors, Inc.	USA	Asset Management	(July 2013)	100%
Harbor Capital Advisors, Inc.	USA	Asset Management	(July 2013)	100%
Lument Real Estate Capital Holdings, LLC	USA	Mortgage Banking and Loan Servicing	Sep. 2013	100%
Boston Financial Investment Management, L.P.	USA	Low Income Housing Tax Credit Syndicator	(July 2016)	100%
NXT Capital Group, LLC	USA	Loan Origination, Asset Management	(Aug. 2018)	100%
Hilco Trading, LLC	USA	Asset valuation, asset disposal and liquidation, asset-backed lending	(Sep. 2025)	71 %
ORIX Asia Limited	Hong Kong	Leasing, Lending, Vehicle Finance, Japan Mortgage, Banking	Sep. 1971	100%
ORIX Asia Capital Limited	Hong Kong	Equity Investment, Lending	July 1973	100%
ORIX Finance Services Hong Kong Limited	Hong Kong	Leasing, Lending, Hong Kong Mortgage	(May 2002)	100%
ORIX Taiwan Corporation	Taiwan	Leasing, Sales Finance, Insurance Agency Services	(Feb. 1991)	100%
ORIX Auto Leasing Taiwan Corporation	Taiwan	Automobile Leasing	Apr. 1998	100%
ORIX Taiwan Asset Management Company	Taiwan	NPL Investment, Loan Servicing	Nov. 2004	100%
ORIX Capital Korea Corporation	South Korea	Automobile Leasing, Leasing, Lending	Feb. 2004	100%
ORIX Private Equity Korea Corporation	South Korea	Fund Operation and Management	Mar. 2010	100%
ORIX China Corporation	China	Leasing, Rental	Aug. 2005	50%
ORIX (China) Investment Co., Ltd.	China	Equity Investment, Other Financial Services	Dec. 2009	100%
ORIX China Industrial Holdings Limited	China	Equity Investment, Other Financial Services	Sep. 2021	50%

Company Name	Country (Region)	Principal Business	Established (Acquired)	ORIX Group Controlling Share
ORIX Leasing Singapore Limited	Singapore	Leasing, Sales Finance, Lending	Sep. 1972	100%
ORIX Investment and Management Private Limited	Singapore	Equity Investment, Lending	May 1981	100%
ORIX Leasing Malaysia Berhad	Malaysia	Leasing, Lending	Sep. 1973	100%
PT. ORIX Indonesia Finance	Indonesia	Leasing, Automobile Leasing	Apr. 1975	85%
PT Sinar Mitra Sepadan Finance	Indonesia	Used Car Loans for Sole Proprietors and Individual Customers	(Nov. 2015)	85%
ORIX METRO Leasing and Finance Corporation	Philippines	Leasing, Automobile Leasing, Lending	June 1977	40%
Thai ORIX Leasing Co., Ltd.	Thailand	Leasing, Automobile Leasing and Rentals	June 1978	96%
OLP Financial Services Pakistan Limited	Pakistan	Equipment Leasing, Automobile Leasing, Loans	July 1986	49%
ORIX Corporation India Ltd.	India	Automobile Leasing, IT Leasing, Rentals, Leasing, Commercial Vehicle Loans, Commercial Mortgage Loans, Loans	Mar. 1995	99%
ORIX Australia Corporation Limited	Australia	Automobile Leasing and Truck Rentals	July 1986	100%
ORIX New Zealand Limited	New Zealand	Automobile Leasing	Dec. 1988	100%
ORIX Aviation Systems Limited	Ireland	Aircraft Leasing, Aircraft Asset Management	Mar. 1991	100%
ORIX Corporation Europe N.V.	Netherlands	Headquarters for the Business in Europe	(July 2013)	100%
Robeco Institutional Asset Management B.V. (RIAM)	Netherlands	Asset Management	(July 2013)	100%
Transtrend B.V.	Netherlands	Asset Management	(July 2013)	100%
ORIX Corporation UK Limited	Britain	Equity Investment	Jan. 2018	100%
Gravis Capital Management Ltd.	Britain	Fund Operation and Management	(Jan. 2021)	70%
Elawan Energy S.L.	Spain	Development and Operation of Wind and Solar Power Generation	(July 2021)	100%

Note: ORIX has offices in other locations not included in the list above. In total, ORIX’s business operations currently extend across approximately 30 countries and regions worldwide.

Corporate Profile / Stock Information / Investor Memo

Corporate Profile (As of March 31, 2026)

Company Name	ORIX Corporation
Established	April 17, 1964
Head Office	World Trade Center Building, South Tower, 2-4-1 Hamamatsu-cho, Minato-ku, Tokyo 105-5135, Japan Tel: +81-3-3435-3000
Shareholders' Equity	¥4,482,500 million
Fiscal Year-End	March 31
Consolidated Companies	1,369
Affiliates	128 (equity-method affiliates)
Number of Employees	37,286
Global Network	Approximately 30 countries and regions worldwide

About Integrated Report 2026

Applicable Scope

ORIX Corporation and its Group companies in Japan and around the world

Reporting Period

The fiscal year ended March 2026 (April 1, 2025 to March 31, 2026)

Note: Some activities and information contained in this report are from before or after the reporting period.

Reference Guidelines

- The International Financial Reporting Standards (IFRS) Foundation (the former Value Reporting Foundation), "International Integrated Reporting Framework"
- The Ministry of Economy, Trade and Industry, "Guidance for Collaborative Value Creation 2.0"

Inquiries

ORIX Corporation Investor Relations Department

Phone: +81-3-3435-3121

URL: <https://www.orix.co.jp/grp/en/contact/inquiry-eng.html>

Primary Information Disclosure Channels

ORIX discloses information through multiple platforms and media so a wide range of stakeholders, including shareholders and investors, can acquire a multifaceted understanding of its sustainable growth.

Main Content	Annual Reports	Latest Information
Non-Financial	Integrated Report	Group website Sustainability section
Financial	Securities Report (Japanese only) / Form 20-F	Group website Investor Relations section

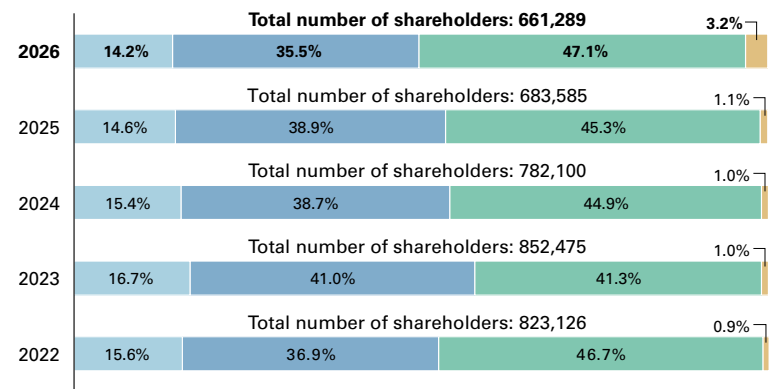
Stock Information (As of March 31, 2026)

Number of Shares

Total Number of Shares Authorized	2,590,000,000 shares
Total Number of Shares Issued and Outstanding	1,124,106,624 shares
Number of Shareholders	661,289

Number of Shareholders/Composition of Shareholders

■ Individuals ■ Financial Institutions ■ Overseas Corporations ■ Other



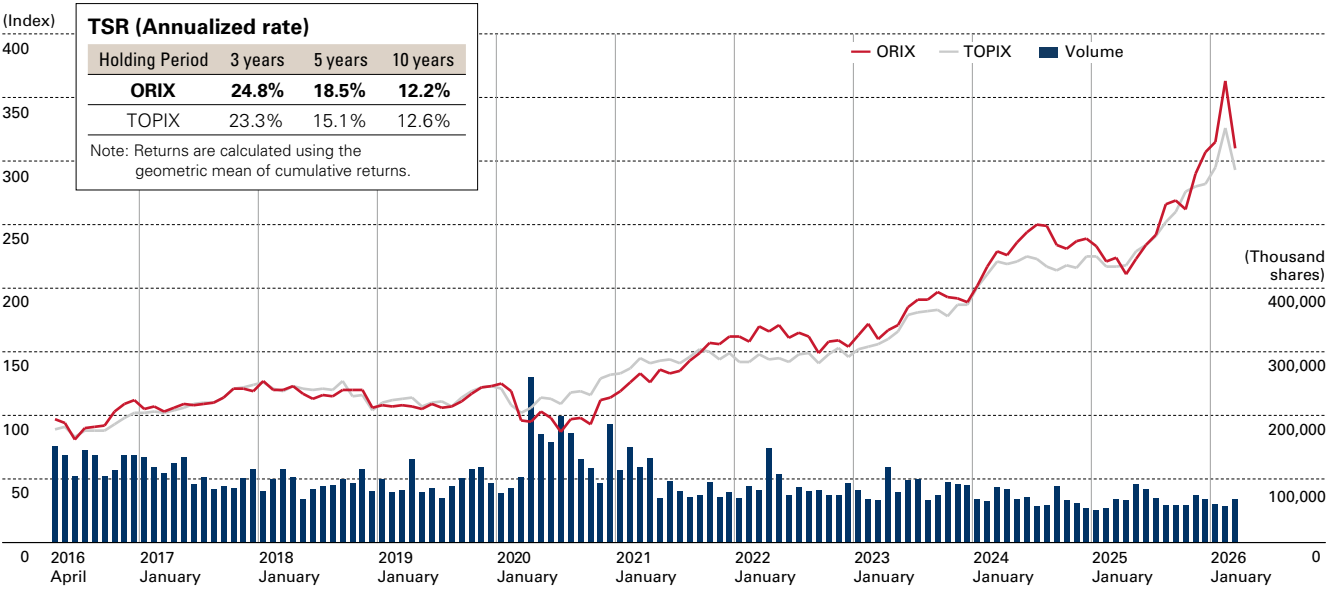
Note: Calculated excluding treasury shares.

Major Shareholders (Top 10)

Name	Number of Shares Held (Thousands)	Percentage of Total Shares in Issue (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	206,924	18.78
Custody Bank of Japan, Ltd. (Trust Account)	87,980	7.98
STATE STREET BANK AND TRUST COMPANY 505001	34,821	3.16
CITIBANK, N.A. -NY, AS DEPOSITARY BANK FOR DEPOSITARY SHARE HOLDERS	33,263	3.01
JP MORGAN CHASE BANK 385642	18,796	1.70
JP MORGAN CHASE BANK 385781	16,328	1.48
BNYM AS AGT/CLTS 10 PERCENT	15,048	1.36
GOVERNMENT OF NORWAY	12,828	1.16
SIX SIS LTD.	10,374	0.94
THE CHASE MANHATTAN BANK, N.A. LONDONSECS LENDING OMNIBUS ACCOUNT	10,303	0.93

Notes: 1. Number of shares held is rounded down to the nearest thousand shares.
2. Percentages of total shares in issue are rounded down after the second decimal place.
3. Percentage of total shares in issue above is calculated after deducting treasury stock (22,484 thousand shares).

Total Shareholder Return (TSR*)



Note: The above graph shows the rate of return on an investment made in April 2016, including dividends and the stock price as of March 31, 2026. The ORIX chart is an index of the investment result of the stock price plus dividends (assuming that dividends are not reinvested), with an investment amount in April 2016 as 100. The index for comparison uses data from the Tokyo Stock Price Index (TOPIX), including dividends, indexed in the same manner.

* TSR (Total Shareholder Return): Total return on investment, combining capital gains and dividends.

Passive Foreign Investment Company Rules

The Company believes that it will be considered a “passive foreign investment company” for U.S. federal income tax purposes in the year to which these consolidated financial results relate and for the foreseeable future by reason of the composition of its assets and the nature of its income. A U.S. holder of the shares or ADSs of the Company is therefore subject to special rules generally intended to eliminate any benefits from the deferral of U.S. federal income tax that a holder could derive from investing in a foreign corporation that does not distribute all of its earnings on a current basis. Investors should consult their tax advisors with respect to such rules, which are summarized under “UNITED STATES TAXATION” in the Company’s Form 20-F filed with the U.S. Securities and Exchange Commission.

Forward-Looking Statements

This document 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 to 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 Form 20-F filed with the U.S. Securities and Exchange Commission and under “Business Risk” of the securities report (yukashoken houkokusho) filed with the Director of the Kanto Local Finance Bureau. The Company makes its annual report on Form 20-F and other reports available free of charge on or through ORIX Group’s website. (<https://www.orix.co.jp/grp/en/library>).

 [Form 20-F filed with the U.S. Securities and Exchange Commission](#)

Investor Memo (As of March 31, 2026)

Transfer Agent for Common Shares

Mitsubishi UFJ Trust and Banking Corporation
Tel: 0120-232-711 (toll-free in Japan)

Stock Exchange Listings

Tokyo Stock Exchange, Prime Market Securities Code: 8591
New York Stock Exchange Trading Symbol: IX

Depository and Registrar for American Depositary Receipts

Citibank, N.A., Shareholder Services
P.O. Box 43077, Providence, RI
02940-3077, USA
Tel: 1-877-248-4237 (toll-free in the U.S.)
1-816-843-4281 (outside the U.S.)
Fax: 1-201-324-3284
E-mail: citibank@shareholders-online.com
Ratio 1 ADS = 1 common share