



Answers,
Custom Fit.

ORIX Corporation

Third Quarter Consolidated Financial Results

For the Nine-Month Period Ended December 31, 2019

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Head of Treasury and Accounting Headquarters

February 3, 2020

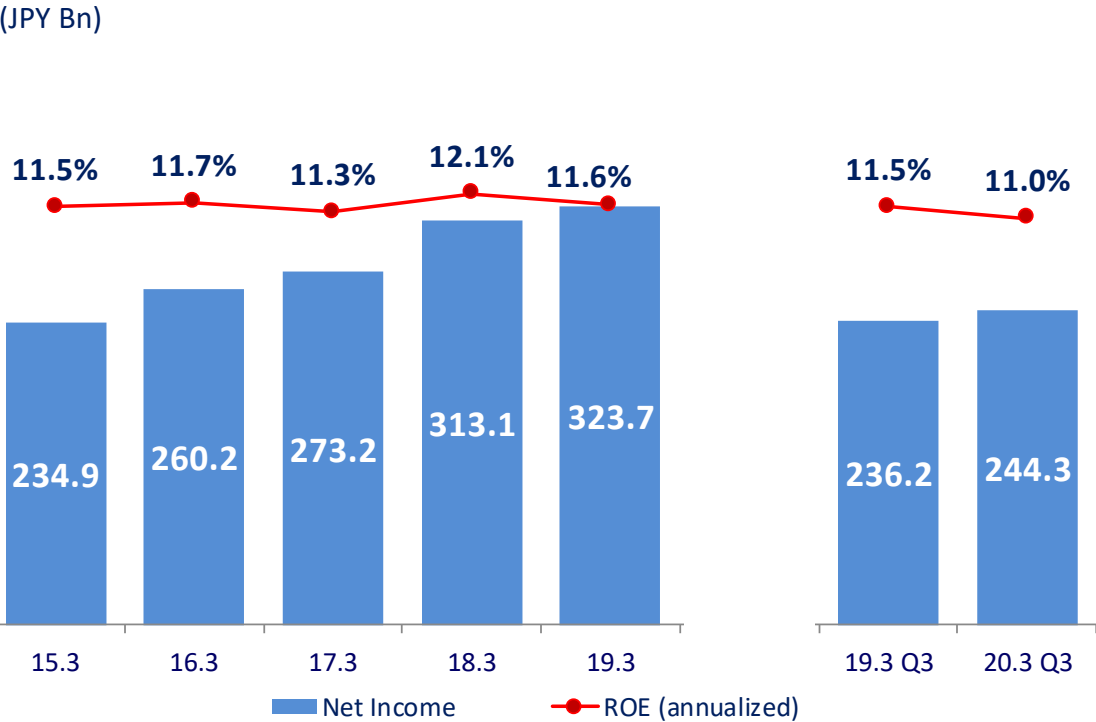
(TSE: 8591; NYSE: IX)

Overview (1) Net Income / ROE



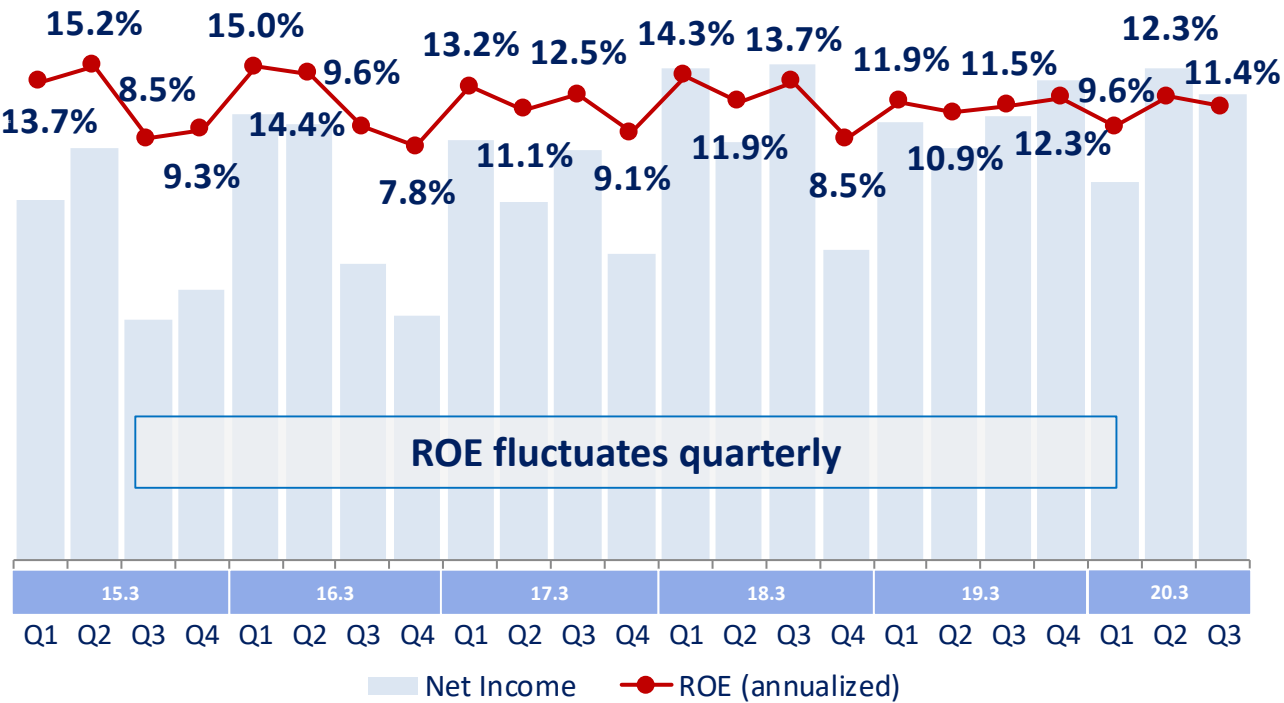
✓ 244.3 JPY bn in net income, up by 3.4% YoY. Annualized ROE at 11.0%

Net Income* and ROE



*Net Income refers to Net Income Attributable to ORIX Corporation Shareholders

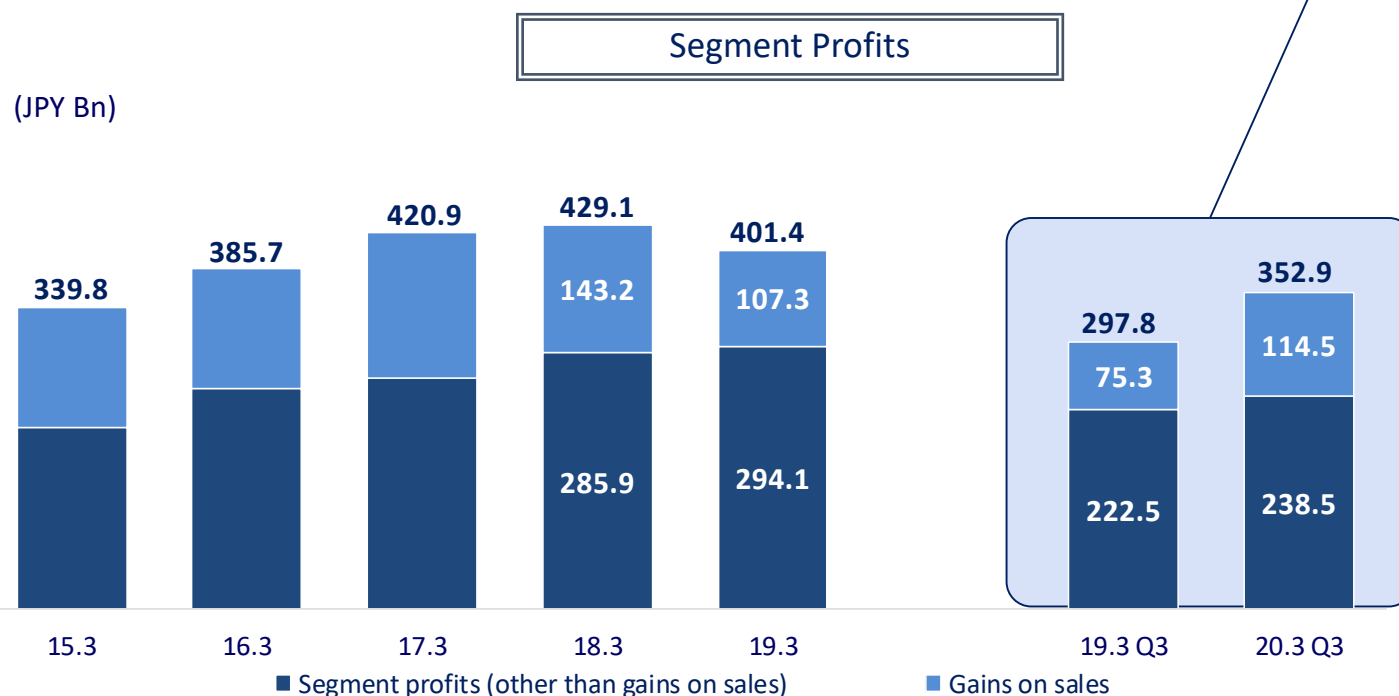
Reference: Past Quarterly ROE



Overview (2) Breakdown of Segment Profits

| | | |
|--|--|---|
| FY20.3 Q3 Segment Profits 352.9 JPY bn up by 19% YoY (+55.1 JPY bn) | Of which Other than gains on sales | 238.5 JPY bn up by 7% YoY (+16.0 JPY bn) Exceeded the level of last year with the contribution of new M&A (NXT, Avolon), although there are a few segments where the profits decreased YoY |
| | Of which Gains on sales | 114.5 JPY bn up by 52% YoY (+39.2 JPY bn) Sold ORIX Living, completed selling all the shares of Houlihan Lokey and sold several PE investments to promote portfolio replacement |

*Major gains on sales: gains on sales of rental property, gains on sales of subsidiaries and affiliates, gains on sales of investment securities, etc.

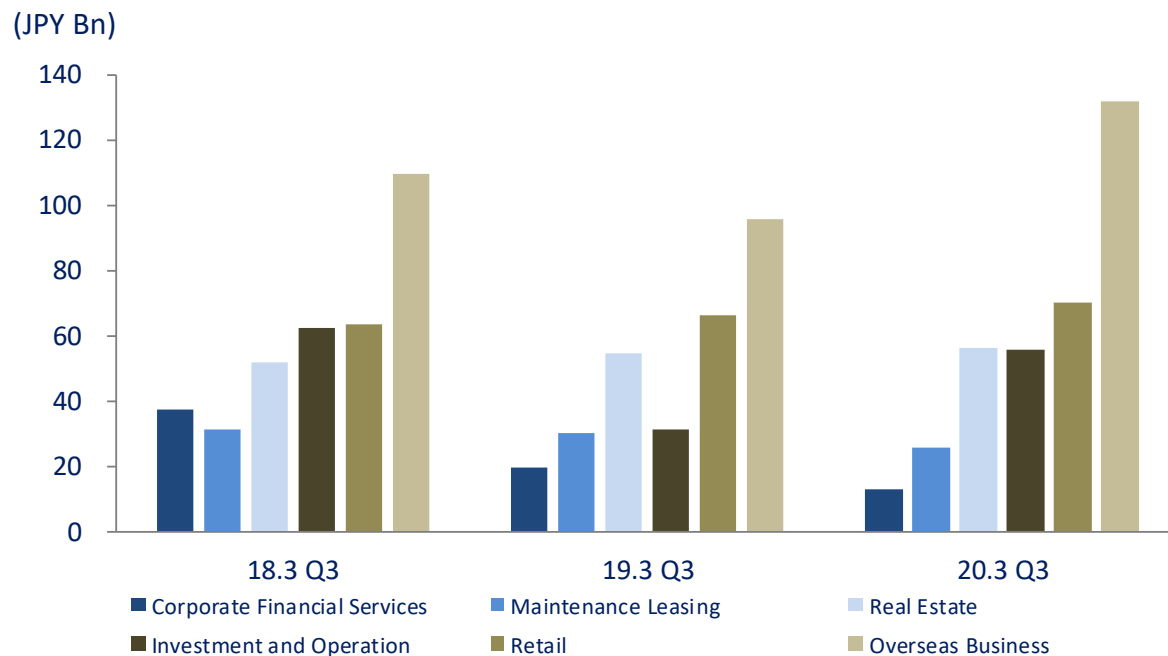


| New Investments (After FY20.3 Q3) | | |
|-----------------------------------|--------------------------|---|
| Oct. 2019 | Wind power business | (Overseas) Acquired up to 100% of the shares |
| Dec. 2019 Jan. 2020 | Infrastructure services | (U.S.) 2 PE deals |
| Jan. 2020 | Hunt Real Estate Capital | (U.S.) Real estate loan origination and servicing company |
| Jan. 2020 | Kobayashi Kako | (PE investment in Japan) Producer and seller of generic drugs. |

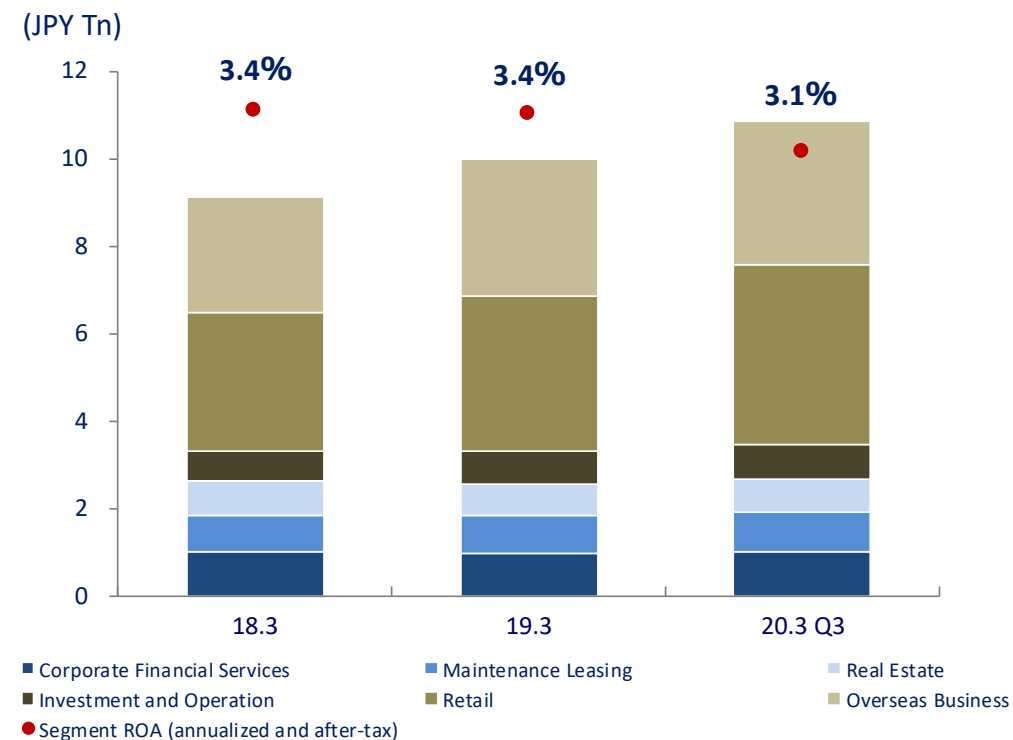
Overview (3) Segment Profits / Segment Assets

- ✓ Segment Profits: 352.9 JPY bn
Real Estate, Investment and Operation, Retail and Overseas Business increased YoY while Corporate Financial Services and Maintenance Leasing decreased YoY
- ✓ Segment Assets: 10.9 JPY tn up by 9% YTD (+861.5 JPY bn)
*Includes about 200 JPY bn as a result of adoption of new lease accounting standards

Segment Profits



Segment Assets and ROA



Segment Performance (1) Corporate Financial Services

*As the figures less than 0.1 JPY bn are rounded off, the total of individual business unit figures does not necessarily match the segment figures



Segment Profits: 13.2 JPY bn

YoY ▲6.6 JPY bn (▲33%)

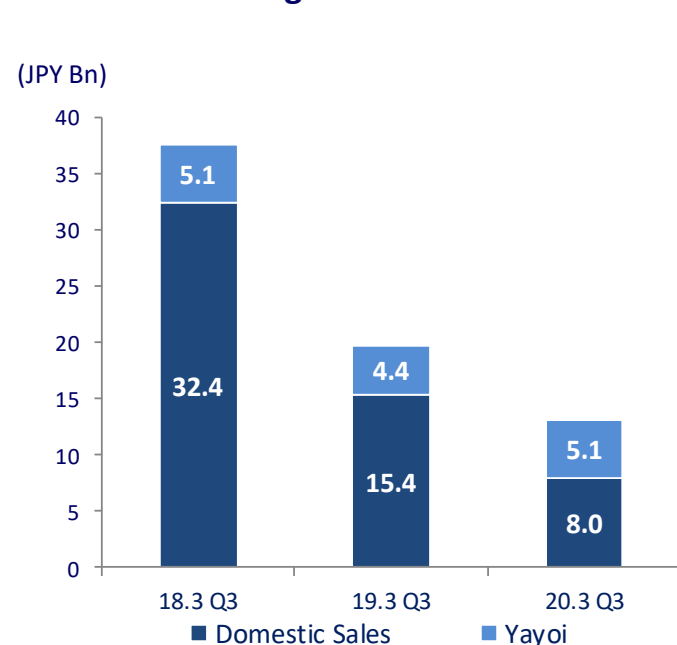
- ✓ Agency fee income from life insurance business for corporate customers decreased. Yields on loans were maintained
- ✓ Yayoi achieved increase in membership for fee-based support services and sales of packaged products
 <Impact from the accounting standard change: IDC (Initial Direct Costs) ▲1.4 JPY bn>

Segment Assets: 1,000.1 JPY bn

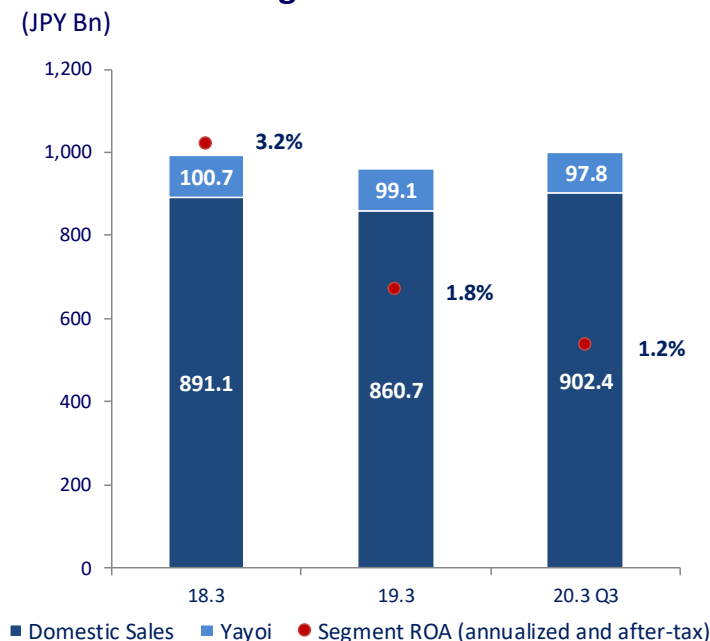
YTD +40.4 JPY bn (+4%)

- ✓ Operating leases increased due to new lease accounting standards (+54.9 JPY bn)

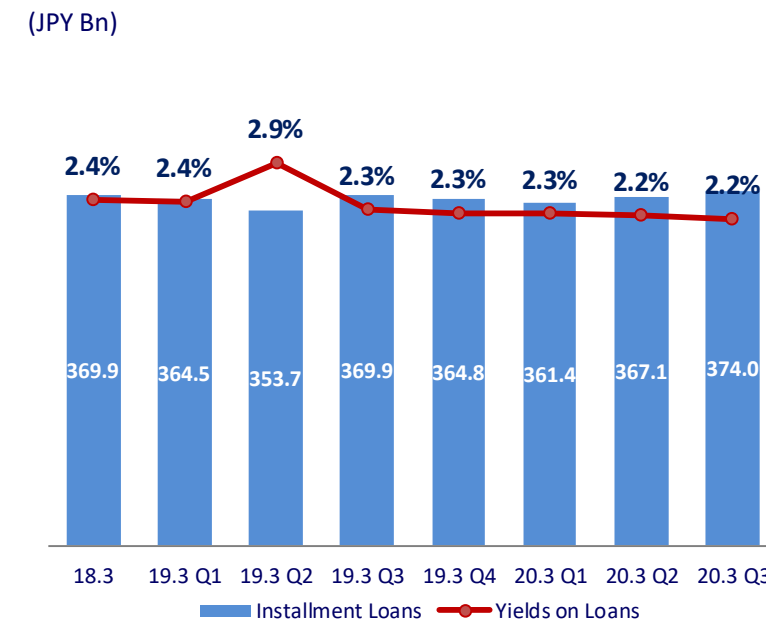
Segment Profits



Segment Assets and ROA



Yields on Loans



Yields on loans = finance revenues classified as loan interest ÷ average balance of installment loans

Business Status

- ✓ Promote business investment to SMEs with succession problems through utilizing financial know-how and sales network
- ✓ Diversification of services income continues while carefully dealing with asset accumulation at low spreads

Segment Performance (1) Corporate Financial Services



(JPY Bn)

| | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YoY) |
|--|----------------|----------------|----------------|--------------|--------------|--------------|----------------|-----------------|
| Finance revenues | 37.4 | 36.0 | 32.4 | 30.7 | 28.8 | 22.3 | 18.2 | 82% |
| Gains on investment securities and dividends | 1.0 | 7.1 | 2.5 | 17.1 | -0.8 | -0.7 | 1.5 | - |
| Operating leases | 24.5 | 25.5 | 25.6 | 23.4 | 23.5 | 17.8 | 17.1 | 96% |
| Services income | 20.6 | 34.3 | 38.5 | 40.3 | 39.3 | 29.2 | 28.7 | 98% |
| Segment Revenues | 85.9 | 107.5 | 103.1 | 115.8 | 95.2 | 71.7 | 69.7 | 97% |
| Interest expense | 9.1 | 7.5 | 6.2 | 5.0 | 4.1 | 3.1 | 2.8 | 89% |
| Costs of operating leases | 12.2 | 13.3 | 14.3 | 14.1 | 14.3 | 10.7 | 11.0 | 103% |
| Services expense | 5.3 | 7.2 | 7.5 | 8.1 | 10.1 | 7.4 | 9.8 | 133% |
| Selling, general and administrative expenses | 30.9 | 37.1 | 39.1 | 39.1 | 37.9 | 28.2 | 32.9 | 117% |
| Segment Expenses | 61.0 | 65.8 | 68.2 | 68.8 | 69.0 | 51.1 | 58.6 | 115% |
| Segment Profits | 25.5 | 42.4 | 38.0 | 49.3 | 25.5 | 19.8 | 13.2 | 67% |
| Net Investment in Leases | 532.6 | 509.8 | 483.4 | 439.3 | 403.6 | 414.5 | 383.8 | |
| Installment Loans | 461.3 | 417.6 | 402.9 | 369.9 | 364.8 | 369.9 | 374.0 | |
| Segment Assets | 1,203.4 | 1,133.9 | 1,086.0 | 991.8 | 959.7 | 974.9 | 1,000.1 | |
| ROA | 1.46% | 2.41% | 2.34% | 3.24% | 1.79% | 1.84% | 1.23% | |

Segment Performance (2) Maintenance Leasing

Segment Profits: 25.8 JPY bn

YoY ▲4.6 JPY bn (▲15%)

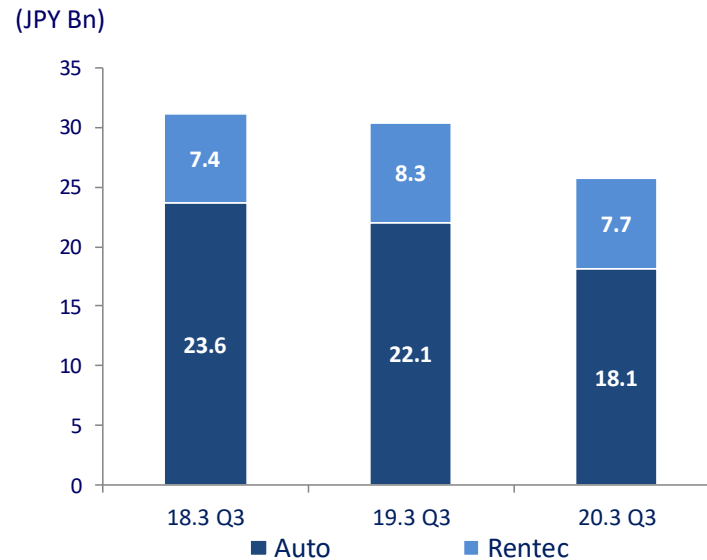
- ✓ Revenues from both Auto and Rentec increased.
- ✓ SG&A increased from service improvement partly causing profit to decline
<Impact from the accounting standard change: IDC (Initial Direct Costs) ▲1.9 JPY bn >

Segment Assets: 900.9 JPY bn

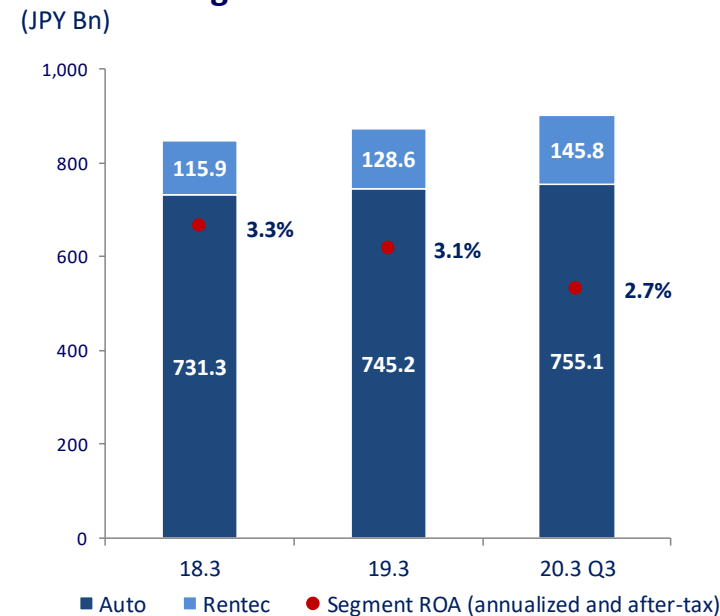
YTD +27.2 JPY bn (+3%)

- ✓ IT-related rental assets increased
- ✓ Auto assets remained at the same level as FY19.3

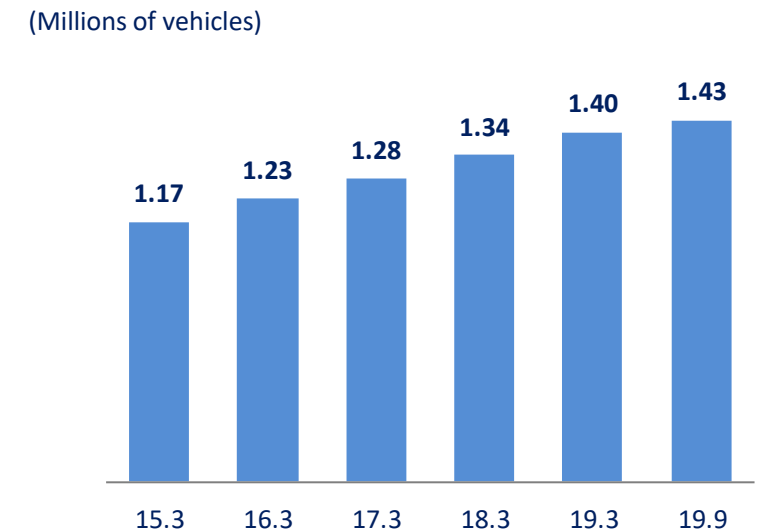
Segment Profits



Segment Assets and ROA



Number of Automobiles Under Management (ORIX Auto)



Business Status

- ✓ Expand car sharing business nationwide in cooperation with car rental business. Promote MaaS (Mobility as a Service) by partnering with railway companies, etc.
- ✓ Seeking to expand the rental business including Yodogawa Transformer (rental business of power receiving, transforming and generating facilities and equipment) and by expanding rental products line up such as collaboration robots and drones

Segment Performance (2) Maintenance Leasing

(JPY Bn)

| | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YoY) |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------------|
| Finance revenues | 11.7 | 12.5 | 13.4 | 14.2 | 14.4 | 10.7 | 11.8 | 110% |
| Operating leases | 185.7 | 188.9 | 187.3 | 189.7 | 198.0 | 147.7 | 154.4 | 105% |
| Services income | 62.5 | 66.8 | 66.3 | 67.8 | 70.6 | 52.4 | 53.1 | 101% |
| Segment Revenues | 264.1 | 272.1 | 271.0 | 275.9 | 288.2 | 214.3 | 224.0 | 105% |
| Interest expense | 4.2 | 4.0 | 3.7 | 3.2 | 3.0 | 2.3 | 2.2 | 92% |
| Costs of operating leases | 138.2 | 141.5 | 143.3 | 145.4 | 154.4 | 114.8 | 122.0 | 106% |
| Services expense | 38.5 | 39.7 | 39.2 | 40.1 | 40.6 | 30.1 | 31.5 | 105% |
| Selling, general and administrative expenses | 38.8 | 41.0 | 42.9 | 44.1 | 46.5 | 34.6 | 38.8 | 112% |
| Segment Expenses | 223.6 | 229.2 | 231.1 | 235.6 | 250.5 | 185.0 | 198.2 | 107% |
| Segment Profits | 40.4 | 42.9 | 39.8 | 40.2 | 38.8 | 30.4 | 25.8 | 85% |
| Net Investment in Leases | 257.1 | 285.5 | 308.9 | 319.9 | 328.4 | 325.7 | 325.6 | |
| Investment in Operating Leases | 488.6 | 492.4 | 492.6 | 505.5 | 525.4 | 515.1 | 556.1 | |
| Segment Assets | 750.7 | 783.0 | 806.7 | 847.2 | 873.8 | 862.4 | 900.9 | |
| ROA | 3.58% | 3.72% | 3.42% | 3.32% | 3.09% | 3.25% | 2.65% | |

Segment Performance (3) Real Estate

Segment Profits: 56.1 JPY bn

YoY +1.3 JPY bn (+3%)

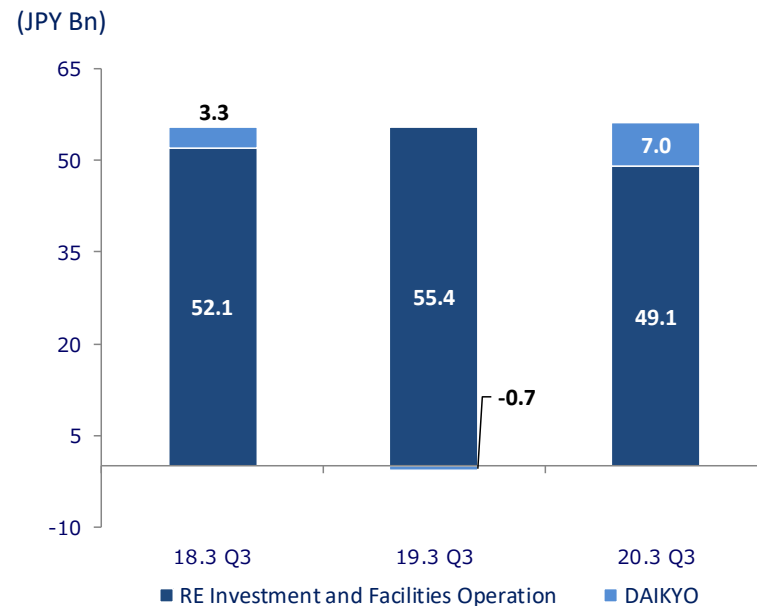
- ✓ Gains on sales from ORIX Living in Q2
- ✓ The number of condominiums delivered in Q3 increased YoY at DAIKYO

Segment Assets: 756.1 JPY bn

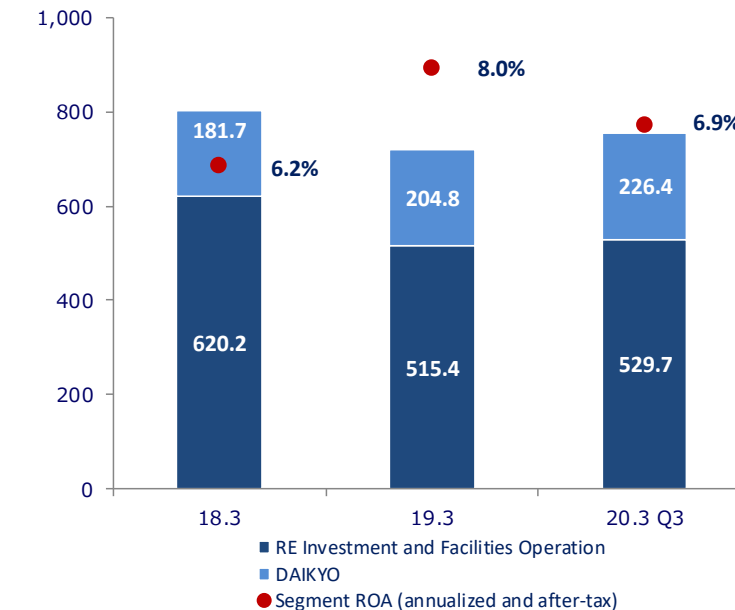
YTD +35.9 JPY bn (+5%)

- ✓ Assets decreased due to some selling while new investments continue
- ✓ Operating lease assets increased due to new lease accounting standards (+92.3 JPY bn)

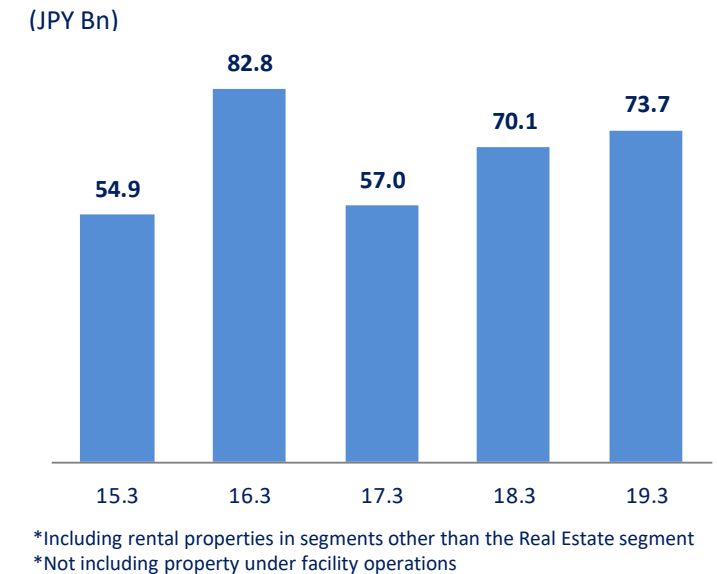
Segment Profits



Segment Assets and ROA



Unrealized Gains on Rental Properties*



Business Status

- ✓ Promoted large-scale projects, such as renovations of Beppu SUGINOI HOTEL (to be completed in 2025), the Osaka Umekita Phase 2 project (to be opened in 2024)
- ✓ Integrated management initiative with DAIKYO, which became a wholly owned subsidiary in 2019, continues; promoting resources / know-how sharing in areas of Development and Sales, Brokerage, and Management and Construction

Segment Performance (3) Real Estate

(JPY Bn)

| | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YoY) |
|--|----------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------------|
| Finance revenues | 4.2 | 6.9 | 2.4 | 2.1 | 2.1 | 1.5 | 2.1 | 140% |
| Operating leases | 71.4 | 67.9 | 96.0 | 55.2 | 72.5 | 56.0 | 49.0 | 88% |
| <i>Gains on Rental Property Sales</i> | 15.5 | 16.8 | 50.6 | 14.3 | 35.0 | 27.1 | 23.0 | 85% |
| Sales of goods and real estate | 104.6 | 134.8 | 122.0 | 131.8 | 141.5 | 67.7 | 67.8 | 100% |
| Services income | 279.6 | 287.6 | 292.0 | 300.1 | 313.1 | 232.3 | 213.0 | 92% |
| Segment Revenues | 460.6 | 498.7 | 512.8 | 489.8 | 529.1 | 357.4 | 332.0 | 93% |
| Interest expense | 7.5 | 5.2 | 3.2 | 2.3 | 2.2 | 1.7 | 1.0 | 60% |
| Costs of operating leases | 38.5 | 34.5 | 30.3 | 27.6 | 26.0 | 19.2 | 18.6 | 97% |
| Costs of goods and real estate sold | 98.3 | 113.1 | 100.9 | 112.2 | 121.4 | 61.3 | 63.1 | 103% |
| Services expense | 233.7 | 242.7 | 246.5 | 254.4 | 261.1 | 190.4 | 179.9 | 94% |
| Selling, general and administrative expenses | 43.8 | 45.8 | 43.9 | 43.2 | 44.0 | 33.0 | 32.8 | 99% |
| Segment Expenses | 461.7 | 450.5 | 429.0 | 444.0 | 457.0 | 306.4 | 296.0 | 97% |
| Segment Profits | 9.8 | 52.3 | 84.5 | 74.4 | 89.2 | 54.7 | 56.1 | 102% |
| Investment in Operating Leases | 436.5 | 392.0 | 318.3 | 273.0 | 242.0 | 234.1 | 281.7 | |
| Property under Facility Operations | 172.2 | 177.5 | 185.0 | 195.5 | 146.1 | 198.0 | 128.6 | |
| Advances for Finance Lease and Operating Lease | 44.7 | 38.5 | 19.8 | 21.6 | 29.9 | 30.6 | 37.9 | |
| Investment in Affiliates | 106.7 | 107.5 | 110.6 | 100.2 | 107.1 | 105.1 | 96.2 | |
| Segment Assets | 1,054.9 | 917.7 | 843.9 | 802.0 | 720.2 | 791.3 | 756.1 | |
| ROA | 0.57% | 3.52% | 6.55% | 6.17% | 8.03% | 6.27% | 6.94% | |

Segment Performance (4) Investment and Operation

Segment Profits: 55.6 JPY bn

YoY +24.5 JPY bn (+79%)

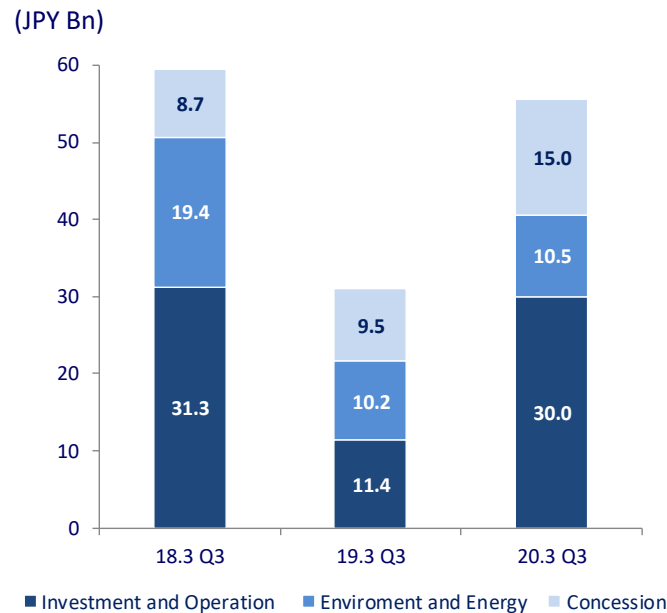
- ✓ Gains on sales in private equity investment posted in Q1 and Q3.
- Concession performed well
- ✓ Solar power generation business in Japan remained strong

Segment Assets: 808.5 JPY bn

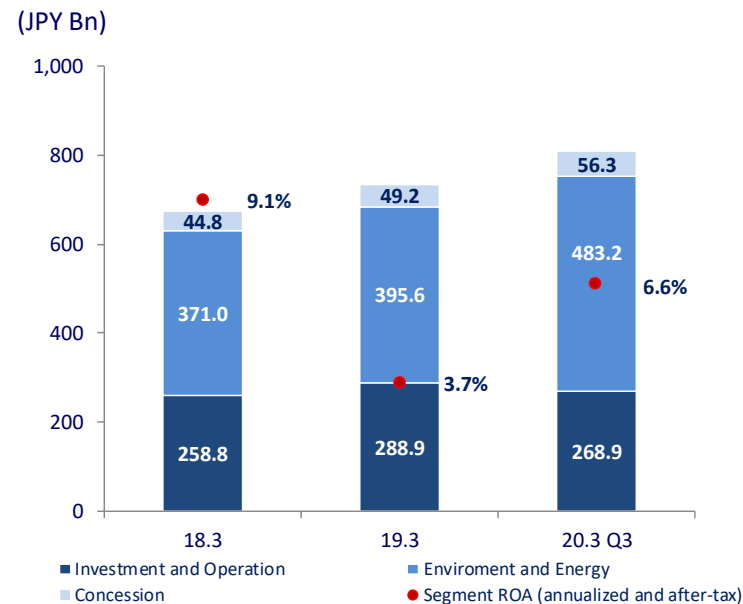
YTD +74.9 JPY bn (+10%)

- ✓ Made wind power generation investees in overseas into our wholly owned subsidiaries
- ✓ Operating assets related to environment and energy business increased due to new lease accounting standards (+40.0 JPY bn)

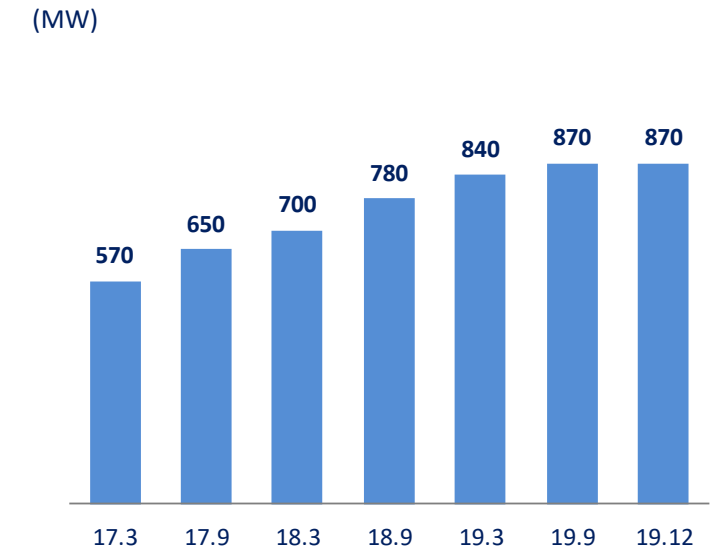
Segment Profits



Segment Assets and ROA



Solar Power Generation Business in Japan



Business Status

- ✓ Private equity investment generated investment profit of more than 100 JPY bn in the last five years; exploring opportunities with a view to engage in long-term strategic investment. 2 new investments made in FY20.3
- ✓ Solar power generation business in Japan is doing well (1GW secured including those plants under construction); also started to promote geothermal power and wind power

Segment Performance (4) Investment and Operation

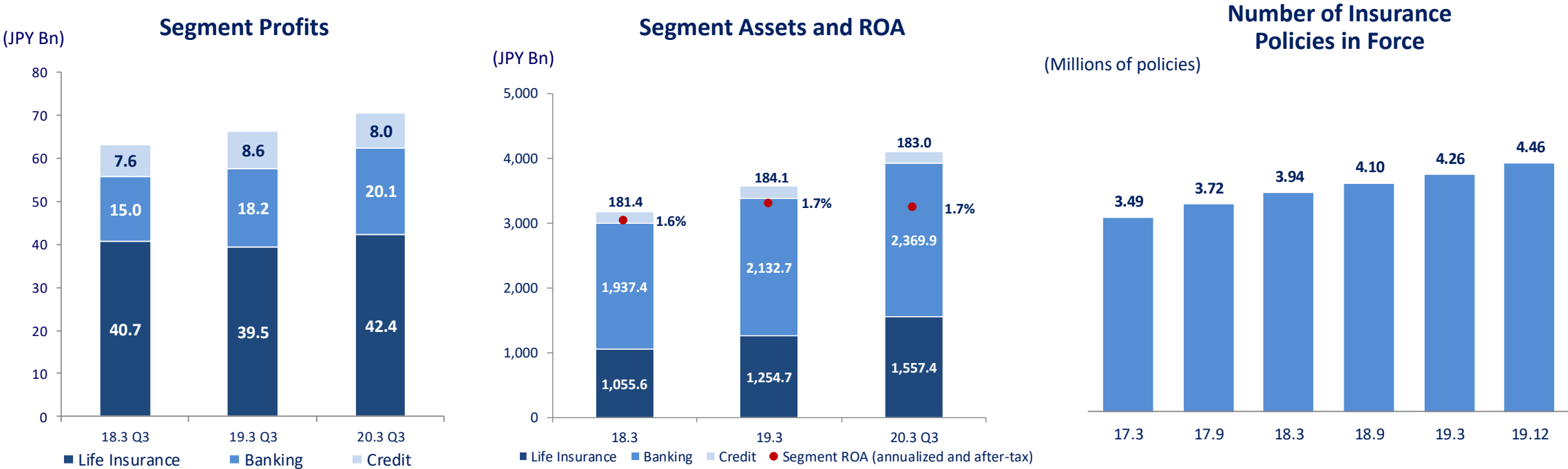
(JPY Bn)

| | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YoY) |
|---|--------------|--------------|--------------|----------------|--------------|--------------|--------------|-----------------|
| Finance revenues | 16.0 | 12.9 | 11.0 | 9.3 | 9.1 | 7.0 | 5.2 | 74% |
| Gains on investment securities and dividends | 9.3 | 10.2 | 12.9 | 7.6 | 0.1 | 0.1 | 2.1 | 1423% |
| Sales of goods and real estate | 276.5 | 596.7 | 825.0 | 924.2 | 436.0 | 371.2 | 197.5 | 53% |
| Services income | 86.2 | 100.0 | 118.8 | 140.1 | 169.1 | 125.0 | 135.6 | 108% |
| Segment Revenues | 389.7 | 721.4 | 970.0 | 1,083.5 | 615.2 | 504.0 | 341.3 | 68% |
| Interest expense | 3.3 | 3.2 | 4.9 | 5.7 | 7.1 | 5.2 | 5.8 | 110% |
| Costs of goods and real estate sold | 248.9 | 559.4 | 779.4 | 875.5 | 400.6 | 344.3 | 172.3 | 50% |
| Services expense | 74.8 | 83.0 | 91.6 | 110.6 | 131.7 | 96.7 | 103.2 | 107% |
| Selling, general and administrative expenses | 29.8 | 41.7 | 55.0 | 55.5 | 51.9 | 38.1 | 37.4 | 98% |
| Segment Expenses | 358.9 | 687.6 | 937.1 | 1,047.3 | 591.7 | 484.6 | 318.8 | 66% |
| Equity in Net Income (Loss) of Affiliates and others | 7.1 | 14.1 | 40.5 | 47.9 | 14.7 | 11.7 | 33.1 | 283% |
| Segment Profits | 37.8 | 47.9 | 73.4 | 84.1 | 38.2 | 31.1 | 55.6 | 179% |
| Installment Loans | 103.9 | 94.1 | 71.5 | 59.4 | 47.6 | 50.2 | 40.4 | |
| Investment in Securities | 84.1 | 66.6 | 46.4 | 28.6 | 25.8 | 27.3 | 24.1 | |
| Property under Facility Operations | 90.9 | 130.6 | 187.7 | 208.1 | 265.0 | 259.5 | 364.3 | |
| Inventories | 30.8 | 21.1 | 24.8 | 24.3 | 30.8 | 31.0 | 32.1 | |
| Investment in Affiliates | 35.6 | 91.8 | 60.3 | 156.9 | 162.0 | 161.4 | 148.9 | |
| Goodwill, Intangible Assets Acquired in Business Combinations | 56.3 | 68.6 | 116.5 | 122.7 | 158.7 | 157.4 | 139.8 | |
| Segment Assets | 458.4 | 540.4 | 593.8 | 674.6 | 733.6 | 735.9 | 808.5 | |
| ROA | 5.77% | 6.37% | 8.84% | 9.06% | 3.71% | 4.03% | 6.58% | |

Segment Performance (5) Retail



| | | | |
|---|-----------------------|---|--------------------------|
| Segment Profits: 70.4 JPY bn | YoY +4.2 JPY bn (+6%) | Segment Assets: 4,110.3 JPY bn | YTD +538.9 JPY bn (+15%) |
| <ul style="list-style-type: none">✓ Life insurance remained solid. Loss from variable life insurance posted in the previous year now gone✓ Finance revenues of banking increased | | <ul style="list-style-type: none">✓ Investment in securities at life insurance business and installment loans at banking business increased | |



| | |
|------------------------|---|
| Business Status | <ul style="list-style-type: none">✓ ORIX Life Insurance expanded its product lineup. As a result, number of insurance policies increased steadily✓ ORIX Bank increased its assets constantly while maintaining net interest margin at 2% level |
|------------------------|---|

Segment Performance (5) Retail

(JPY Bn)

| | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YoY) |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Finance revenues | 56.8 | 61.0 | 68.1 | 72.9 | 76.7 | 57.6 | 60.2 | 104% |
| Life insurance premiums and related investment income | 352.5 | 190.8 | 297.9 | 353.0 | 348.3 | 229.1 | 291.7 | 127% |
| Segment Revenues | 426.1 | 254.4 | 368.7 | 428.7 | 428.9 | 289.3 | 355.5 | 123% |
| Interest expense | 5.8 | 4.7 | 4.1 | 4.0 | 4.1 | 3.1 | 3.3 | 106% |
| Life insurance costs | 272.0 | 122.0 | 201.4 | 256.3 | 247.8 | 153.7 | 210.3 | 137% |
| Selling, general and administrative expenses | 60.5 | 67.5 | 77.0 | 79.2 | 78.7 | 56.3 | 58.5 | 104% |
| Provision for doubtful receivables and probable loan losses and write-downs of long-lived assets and securities | 4.0 | 7.4 | 10.1 | 11.2 | 11.5 | 8.4 | 9.8 | 116% |
| Segment Expenses | 342.2 | 203.4 | 295.8 | 354.2 | 344.7 | 223.0 | 285.0 | 128% |
| Segment Profits | 120.6 | 51.8 | 72.9 | 74.5 | 84.2 | 66.2 | 70.4 | 106% |
| Installment Loans | 1,411.7 | 1,523.1 | 1,727.0 | 1,852.8 | 2,050.0 | 1,983.1 | 2,291.7 | |
| Investment in Securities | 2,228.6 | 1,876.3 | 1,502.7 | 1,260.3 | 1,474.8 | 1,367.1 | 1,772.8 | |
| Segment Assets | 3,717.2 | 3,472.1 | 3,293.4 | 3,174.5 | 3,571.4 | 3,396.1 | 4,110.3 | |
| ROA | 2.62% | 0.96% | 1.47% | 1.57% | 1.71% | 1.84% | 1.68% | |

Segment Performance (6) Overseas Business

Segment Profits: 131.9 JPY bn

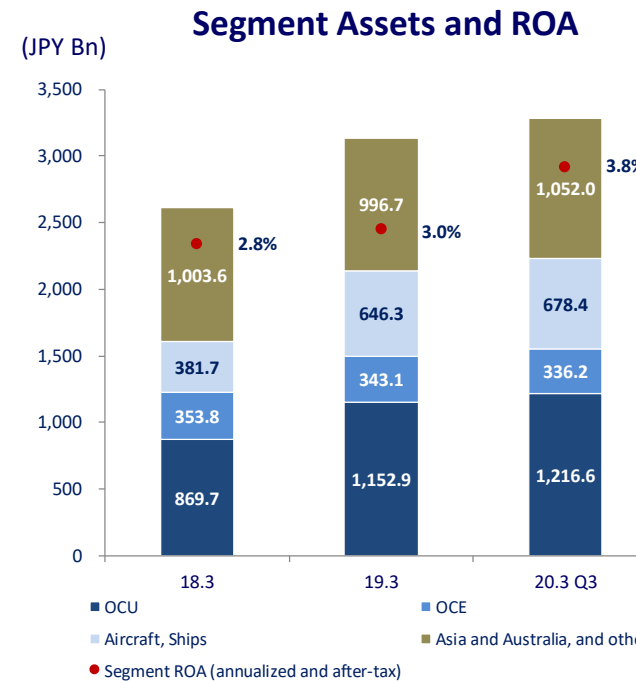
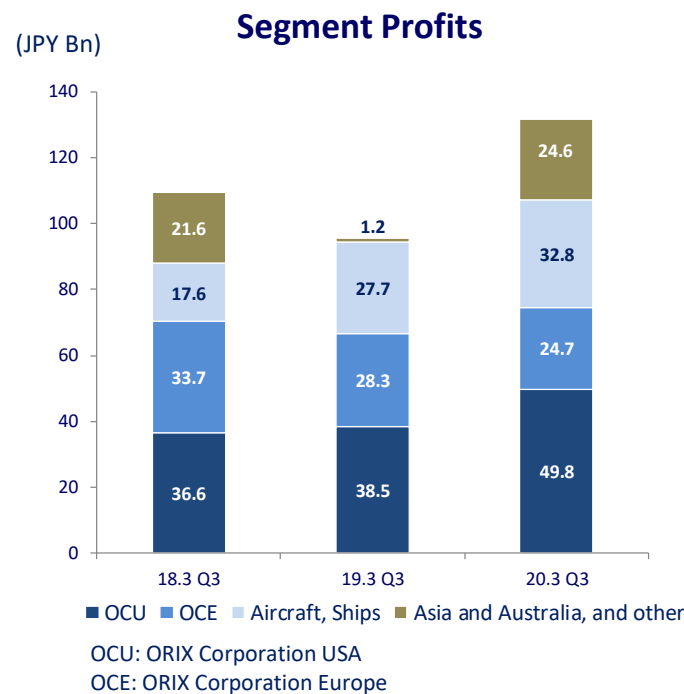
YoY +36.3 JPY bn (+38%)

- ✓ Profit from new investments in FY19.3 and gains on sales in Asia and U.S. contributed
- ✓ Foreign exchange impact ▲3.9 JPY bn

Segment Assets: 3,283.2 JPY bn

YTD +144. 2 JPY bn (+5%)

- ✓ Installment loans at OCU business and aircraft operating lease assets increased
- ✓ Excluding foreign exchange impact of ▲48.3 JPY bn, segment assets increased by 192.5 JPY bn



Contribution from New Investments

| Large-scale investment In FY19.3 | Segment profits In FY20.3 Q3 |
|--|---------------------------------|
| NXT Capital (Loan origination, asset management) | 8.3 JPY Bn |
| Avolon (Aircraft leasing) | 14.1 JPY Bn |

Business Status

- ✓ Continue to seek diversification of loan and asset management business in U.S. and Europe. Acquired all the shares of Hunt Real Estate Capital
- ✓ Pursue synergy with Avolon to further increase the scale of aircraft leasing business and enhance the presence

Segment Performance (6) Overseas Business

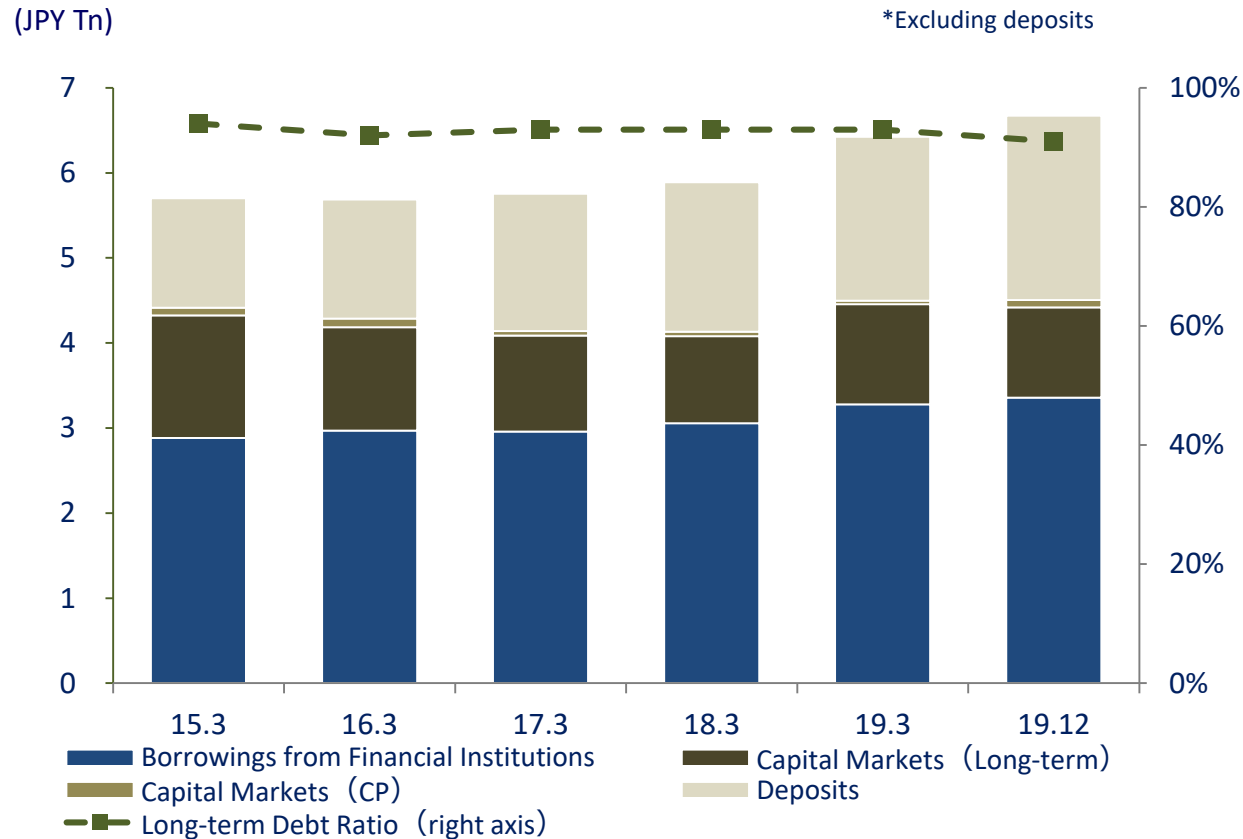
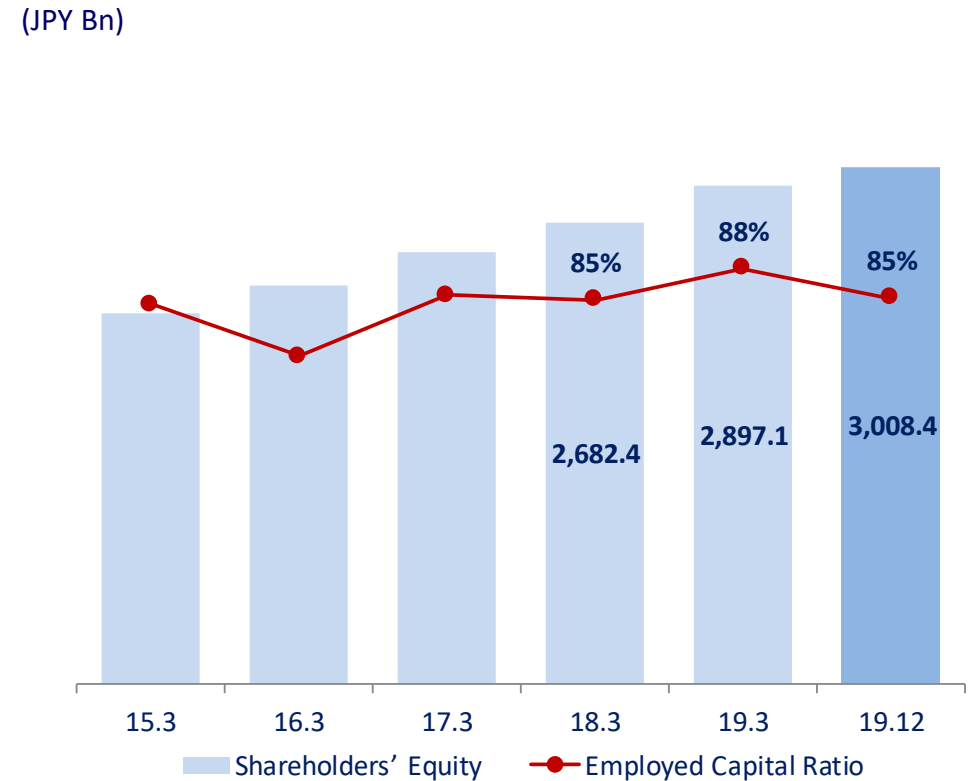
(JPY Bn)

| | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YoY) |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Finance revenues | 67.3 | 79.4 | 85.1 | 98.4 | 111.6 | 80.5 | 93.6 | 116% |
| Gains on investment securities and dividends | 29.8 | 16.1 | 13.3 | 17.5 | 16.6 | 5.5 | 23.5 | 425% |
| Operating leases | 82.1 | 92.0 | 88.4 | 111.6 | 121.9 | 93.6 | 84.9 | 91% |
| Services income | 321.5 | 250.1 | 216.7 | 238.6 | 233.1 | 179.4 | 162.6 | 91% |
| Segment Revenues | 565.2 | 530.4 | 462.7 | 479.6 | 490.7 | 365.4 | 369.2 | 101% |
| Interest expense | 34.0 | 37.7 | 40.3 | 51.5 | 62.8 | 44.5 | 51.5 | 116% |
| Costs of operating leases | 49.7 | 56.0 | 54.9 | 64.4 | 62.5 | 46.7 | 47.6 | 102% |
| Services expense | 76.2 | 76.0 | 65.6 | 70.4 | 66.5 | 50.8 | 42.5 | 84% |
| Selling, general and administrative expenses | 216.3 | 197.8 | 169.3 | 177.9 | 183.7 | 134.3 | 139.5 | 104% |
| Segment Expenses | 464.8 | 450.9 | 390.5 | 382.9 | 395.1 | 288.6 | 291.4 | 101% |
| Segment Profits | 105.8 | 148.5 | 112.4 | 106.6 | 125.4 | 95.6 | 131.9 | 138% |
| Net Investment in Leases | 386.6 | 351.0 | 357.7 | 368.7 | 362.4 | 364.3 | 370.6 | |
| Installment Loans | 467.0 | 550.7 | 613.5 | 534.6 | 814.8 | 773.9 | 909.3 | |
| Investment in Operating Leases | 279.2 | 376.2 | 420.6 | 491.1 | 509.1 | 503.4 | 554.1 | |
| Investment in Securities | 382.1 | 354.2 | 433.3 | 413.4 | 385.3 | 412.1 | 396.2 | |
| Investment in Affiliates | 209.0 | 305.7 | 332.2 | 314.6 | 556.7 | 565.3 | 558.5 | |
| Goodwill, Intangible Assets Acquired in Business Combinations | 489.0 | 394.7 | 380.2 | 427.0 | 452.3 | 460.7 | 439.7 | |
| Segment Assets | 2,280.1 | 2,399.3 | 2,578.1 | 2,608.8 | 3,138.9 | 3,148.8 | 3,283.2 | |
| ROA | 3.13% | 4.22% | 3.08% | 2.81% | 2.99% | 3.03% | 3.75% | |

Financial Soundness Funding structure / Employed Capital Ratio

- ✓ Funding Structure : Diversified funding methods and maintained a high ratio of long-term debt
- ✓ Employed Capital Ratio : Continue to pursue growth while controlling risk and return

Breakdown of Funding and Trend in Long-term Debt Ratio*

Shareholder's Equity /
Employed Capital Ratio

FY20.3 Q3 net income was 244.3 JPY bn (up by 3.4% YoY)

Annualized ROE at 11.0%

Achieving 300 JPY bn net income in FY20.3 is on track

**Aiming for sustainable growth while
consideration to shareholders return continued**

Appendix

Medium to Long-Term Strategic Directions

FY19.3 to FY21.3

(Revised strategic directions below was announced at Q2 financial results briefing on October 29, 2019)

Profit Growth

FY20.3

Net income (Forecast) : 300 JPY bn (▲7% YoY, pre-tax profit +9%)

Capital Efficiency

FY21.3

Net income (Forecast) : To be announced in May 2020

Financial Soundness

Continue sound financial management (Maximum effort to maintain single A)

Shareholders Return

1. The full year dividend will be either a payout ratio of 30% or 76 yen per share in FY20.3, whichever is higher
2. To be repurchased up to 100 JPY bn (Period November 2019 – May 2020)

Medium to Long-Term Strategic Directions

Capital Efficiency Shareholders Return

ROE at 11% or higher

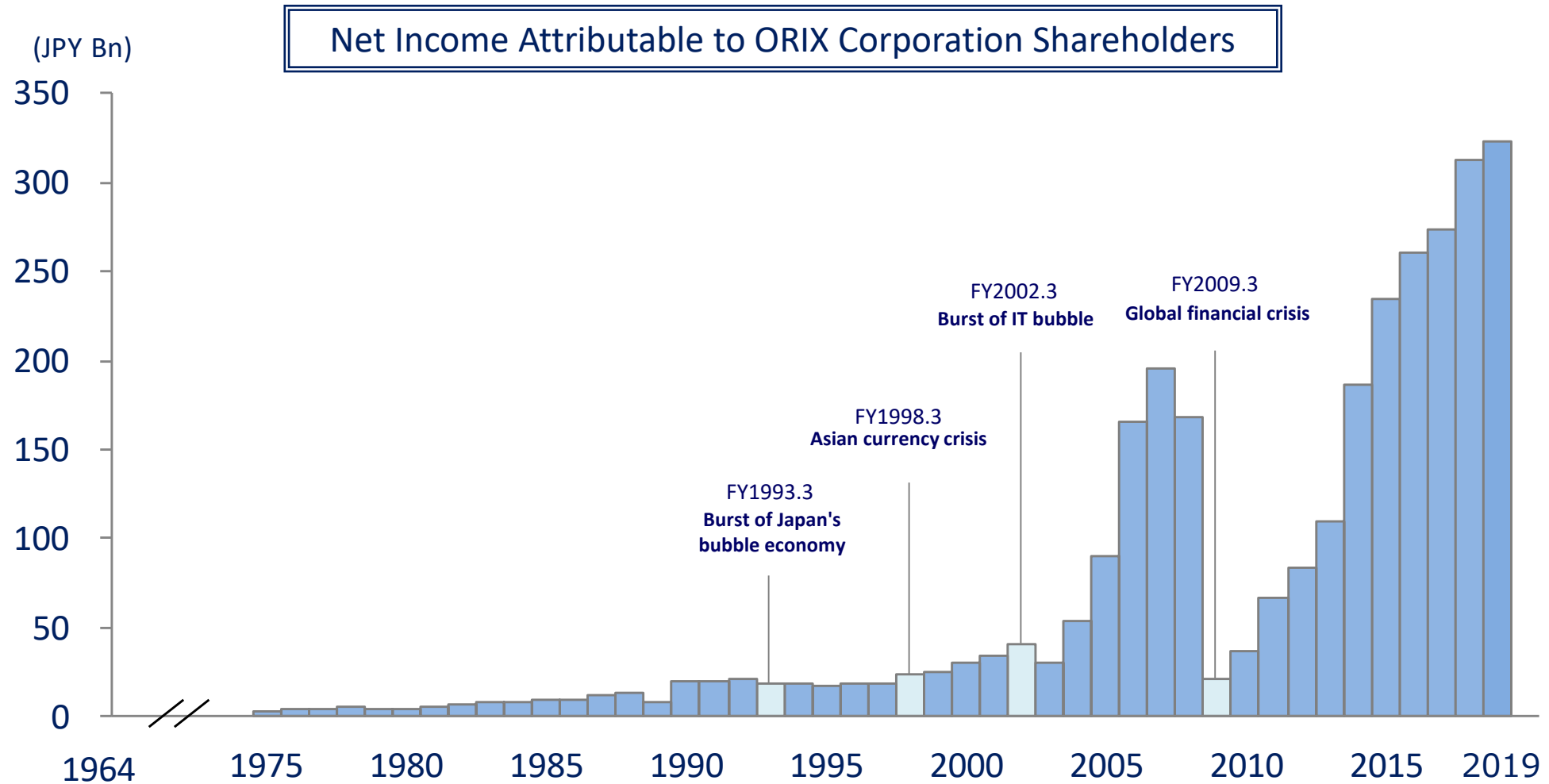
1. Consideration of minimum dividend per share
2. Consideration of proactive share buyback
(In principle, cancel treasury shares that exceeds 5% of issued shares)

About ORIX

Proven Track Record of Profitability



- ✓ ORIX has achieved 54 years of sustained, profitable growth

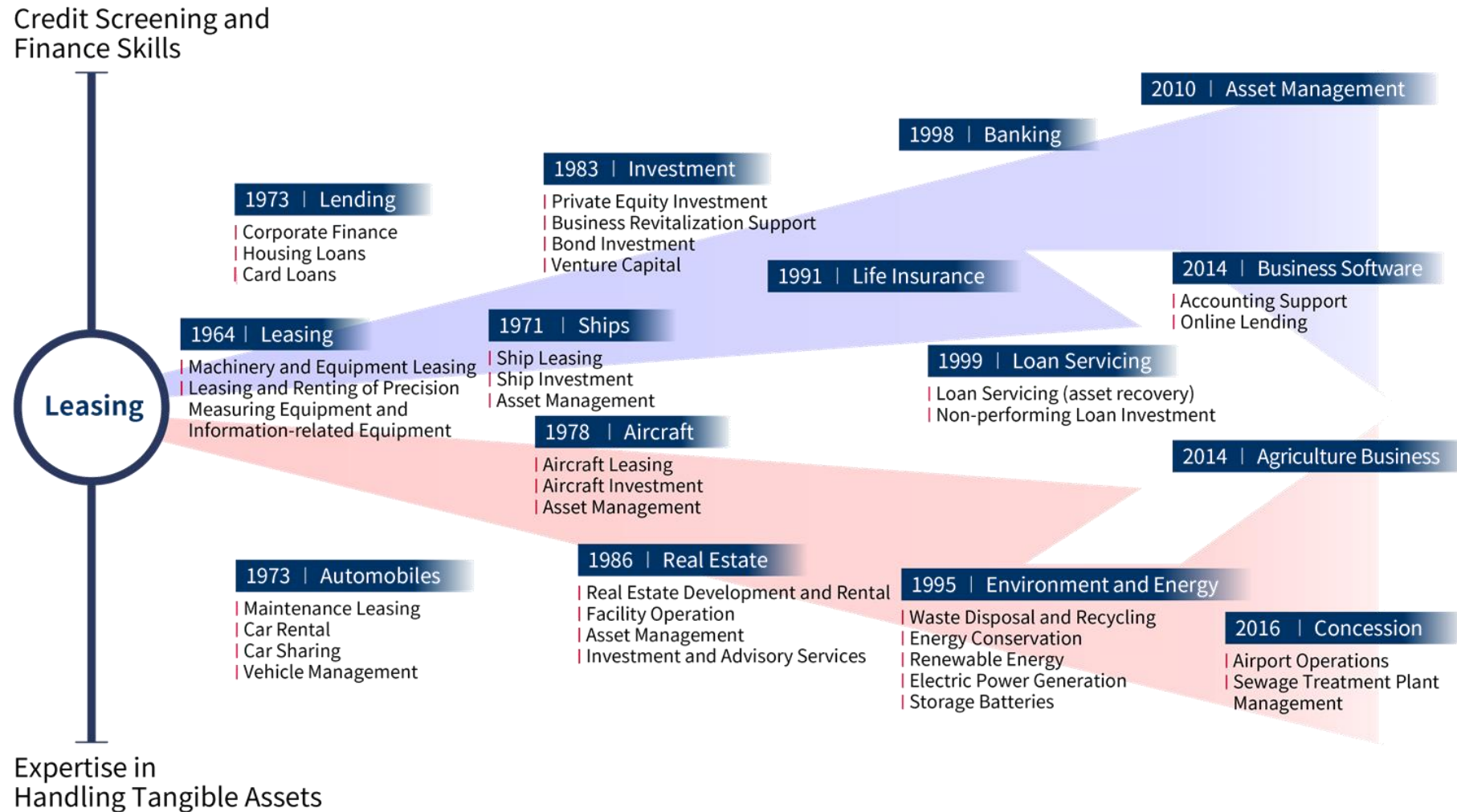


About ORIX

Expertise in Business and Collective Capabilities of the Group



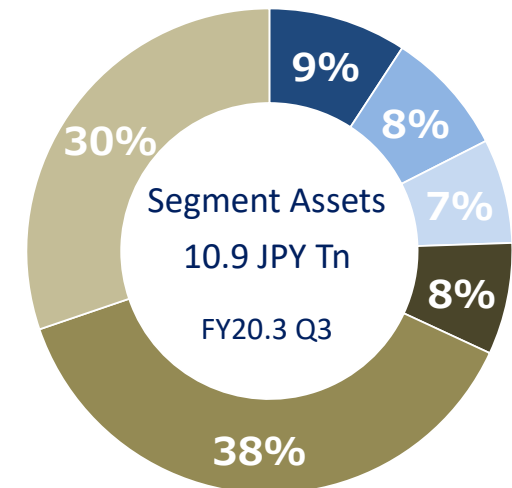
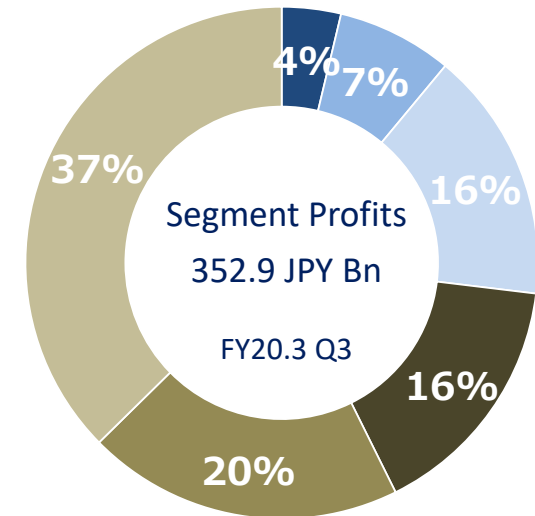
- ✓ ORIX will continue to enhance our expertise in finance and tangible assets as we synergistically expand our businesses



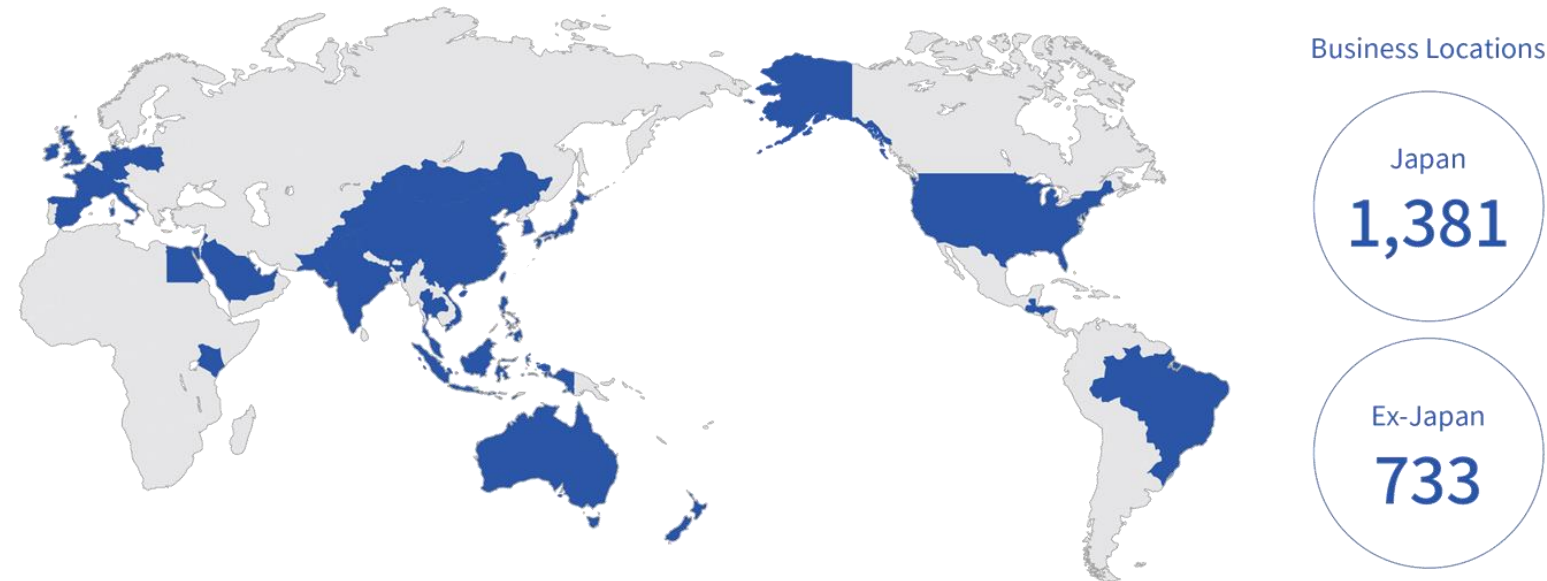
About ORIX Profits and Assets by Segment

- ✓ Individual businesses demonstrate their strengths to the maximum extent possible to bring about synergies

| | |
|-------------------------------------|--|
| Corporate Financial Services | Finance and fee business |
| Maintenance Leasing | Automobile leasing and rentals, car-sharing; test and measurement instruments and IT-related equipment rentals and leasing |
| Real Estate | Real estate development, rental and management; facility operation; real estate investment management |
| Investment and Operation | Environment and energy, private equity and concession |
| Retail | Life insurance, banking and consumer finance |
| Overseas Business | Asset management, aircraft- and ship-related operations, private equity and finance |



- ✓ Using its expertise cultivated in Japan, ORIX has expanded its business globally, with operations in 37 countries and regions worldwide



(As of September 30, 2019)

| 1970s | 1980s | 1990s | 2000s | 2010s |
|--|--------------|---|--------------|---|
| Global Network and Number of Countries | | | | |
| 7 countries | 12 countries | 18 countries | 26 countries | 37 countries |
| Overseas expansion mainly through Leasing business in Asia | | Further overseas expansion via diversification into aircraft-related and equity investment businesses | | Expansion of business operations through acquisition of Robeco and development of the environment and energy business |

Appendix (1) Performance Overview



(JPY Bn)

| | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YoY) |
|--|----------|----------|----------|----------|----------|----------|----------|-----------------|
| Total Revenues | 2,174.3 | 2,369.2 | 2,678.7 | 2,862.8 | 2,434.9 | 1,796.2 | 1,684.4 | 94% |
| Net Income *1 | 234.9 | 260.2 | 273.2 | 313.1 | 323.7 | 236.2 | 244.3 | 103% |
| Segment Assets | 9,464.8 | 9,246.3 | 9,201.9 | 9,098.9 | 9,997.7 | 9,909.3 | 10,859.2 | 110% |
| Total Assets | 11,439.9 | 10,992.9 | 11,231.9 | 11,426.0 | 12,174.9 | 12,121.8 | 12,843.0 | 106% |
| Shareholders' Equity | 2,152.2 | 2,310.4 | 2,507.7 | 2,682.4 | 2,897.1 | 2,817.5 | 3,008.4 | 107% |
| Shareholders' Equity Ratio | 18.8% | 21.0% | 22.3% | 23.5% | 23.8% | 23.2% | 23.4% | 0.2% |
| ROE | 11.5% | 11.7% | 11.3% | 12.1% | 11.6% | 11.5% | 11.0% | -0.5% |
| Return on Segment Assets (ROA) | 2.77% | 2.78% | 2.96% | 3.42% | 3.39% | 3.31% | 3.12% | -0.19% |
| D/E Ratio | | | | | | | | |
| (Short and Long-Term Debt+Deposits)/Shareholders' Equity | 2.7x | 2.5x | 2.3x | 2.2x | 2.2x | 2.3x | 2.2x | -0.1x |
| (Short and Long-Term Debt)/Shareholders' Equity | 2.1x | 1.9x | 1.7x | 1.5x | 1.6x | 1.6x | 1.5x | -0.1x |

*1 Net Income Attributable to ORIX Corporation Shareholders

*2 Accounting Standards Update 2016-02 (ASC 842 ("Leases")) has been applied since the first quarter of FY20.3

Appendix (2) Profits by Segment

(JPY Bn)

| | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YoY) |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------------|
| Corporate Financial Services | 25.5 | 42.4 | 38.0 | 49.3 | 25.5 | 19.8 | 13.2 | 67% |
| Maintenance Leasing | 40.4 | 42.9 | 39.8 | 40.2 | 38.8 | 30.4 | 25.8 | 85% |
| Real Estate | 9.8 | 52.3 | 84.5 | 74.4 | 89.2 | 54.7 | 56.1 | 102% |
| Investment and Operation | 37.8 | 47.9 | 73.4 | 84.1 | 38.2 | 31.1 | 55.6 | 179% |
| Retail | 120.6 | 51.8 | 72.9 | 74.5 | 84.2 | 66.2 | 70.4 | 106% |
| Overseas Business | 105.8 | 148.5 | 112.4 | 106.6 | 125.4 | 95.6 | 131.9 | 138% |
| Total Segment Profits | 339.8 | 385.7 | 420.9 | 429.1 | 401.4 | 297.8 | 352.9 | 119% |

* Since the fourth quarter of FY19.3, the segment classification of DAIKYO has been changed from Investment and Operation segment to Real Estate segment. Past segment information has been reclassified accordingly.

Appendix (3) Assets by Segment

(JPY Bn)

| | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YTD) |
|------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|--------------|
| Corporate Financial Services | 1,203.4 | 1,133.9 | 1,086.0 | 991.8 | 959.7 | 974.9 | 1,000.1 | 104% |
| Maintenance Leasing | 750.7 | 783.0 | 806.7 | 847.2 | 873.8 | 862.4 | 900.9 | 103% |
| Real Estate | 1,054.9 | 917.7 | 843.9 | 802.0 | 720.2 | 791.3 | 756.1 | 105% |
| Investment and Operation | 458.4 | 540.4 | 593.8 | 674.6 | 733.6 | 735.9 | 808.5 | 110% |
| Retail | 3,717.2 | 3,472.1 | 3,293.4 | 3,174.5 | 3,571.4 | 3,396.1 | 4,110.3 | 115% |
| Overseas Business | 2,280.1 | 2,399.3 | 2,578.1 | 2,608.8 | 3,138.9 | 3,148.8 | 3,283.2 | 105% |
| Total Segment Assets | 9,464.8 | 9,246.3 | 9,201.9 | 9,098.9 | 9,997.7 | 9,909.3 | 10,859.2 | 109% |

* Since the fourth quarter of FY19.3, the segment classification of DAIKYO has been changed from Investment and Operation segment to Real Estate segment. Past segment information has been reclassified accordingly.

Appendix (4) Income Statement Data

(JPY Bn)

| | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YoY) |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------------|
| Finance revenues | 192.8 | 208.2 | 211.9 | 228.3 | 242.9 | 180.0 | 190.5 | 106% |
| Gains on investment securities and dividends | 56.4 | 35.8 | 30.3 | 43.3 | 16.0 | 4.8 | 27.7 | 580% |
| Operating leases | 124.9 | 128.8 | 155.1 | 127.3 | 156.6 | 121.8 | 105.8 | 87% |
| Life insurance premiums and related investment income | 79.5 | 68.1 | 95.8 | 96.5 | 100.6 | 75.2 | 81.5 | 108% |
| Sales of goods and real estate | 48.8 | 85.8 | 86.5 | 75.5 | 60.9 | 37.4 | 34.4 | 92% |
| Services income | 334.0 | 282.5 | 275.4 | 298.1 | 310.5 | 241.7 | 224.8 | 93% |
| Gross Profits*1 | 836.5 | 809.2 | 854.9 | 869.1 | 887.4 | 660.8 | 664.7 | 101% |
| Interest expense | 72.6 | 72.8 | 72.9 | 76.8 | 93.3 | 67.4 | 74.0 | 110% |
| Selling, general and administrative expenses | 427.8 | 422.7 | 418.7 | 431.6 | 437.0 | 320.1 | 337.8 | 106% |
| Provisions/Impairments | 55.5 | 29.7 | 38.4 | 24.0 | 26.3 | 14.9 | 16.3 | 109% |
| Other (income) and expense, net | 23.7 | -3.7 | -4.4 | 0.4 | 1.3 | 0.2 | -0.1 | - |
| Operating Income | 256.8 | 287.7 | 329.2 | 336.2 | 329.4 | 258.2 | 236.7 | 92% |
| Equity in Net Income of Affiliates | 30.5 | 45.7 | 26.5 | 50.1 | 33.0 | 16.5 | 54.2 | 328% |
| Gains on Sales of Subsidiaries and Affiliates, etc. | 56.7 | 57.9 | 69.2 | 49.2 | 33.3 | 20.5 | 59.5 | 291% |
| Income before Income Taxes | 344.0 | 391.3 | 425.0 | 435.5 | 395.7 | 295.2 | 350.5 | 119% |
| Net Income Attributable to ORIX Corporation Shareholders | 234.9 | 260.2 | 273.2 | 313.1 | 323.7 | 236.2 | 244.3 | 103% |

*1 Each revenue component deducted with corresponding costs and expenses

Appendix (5) Funding

(JPY Bn)

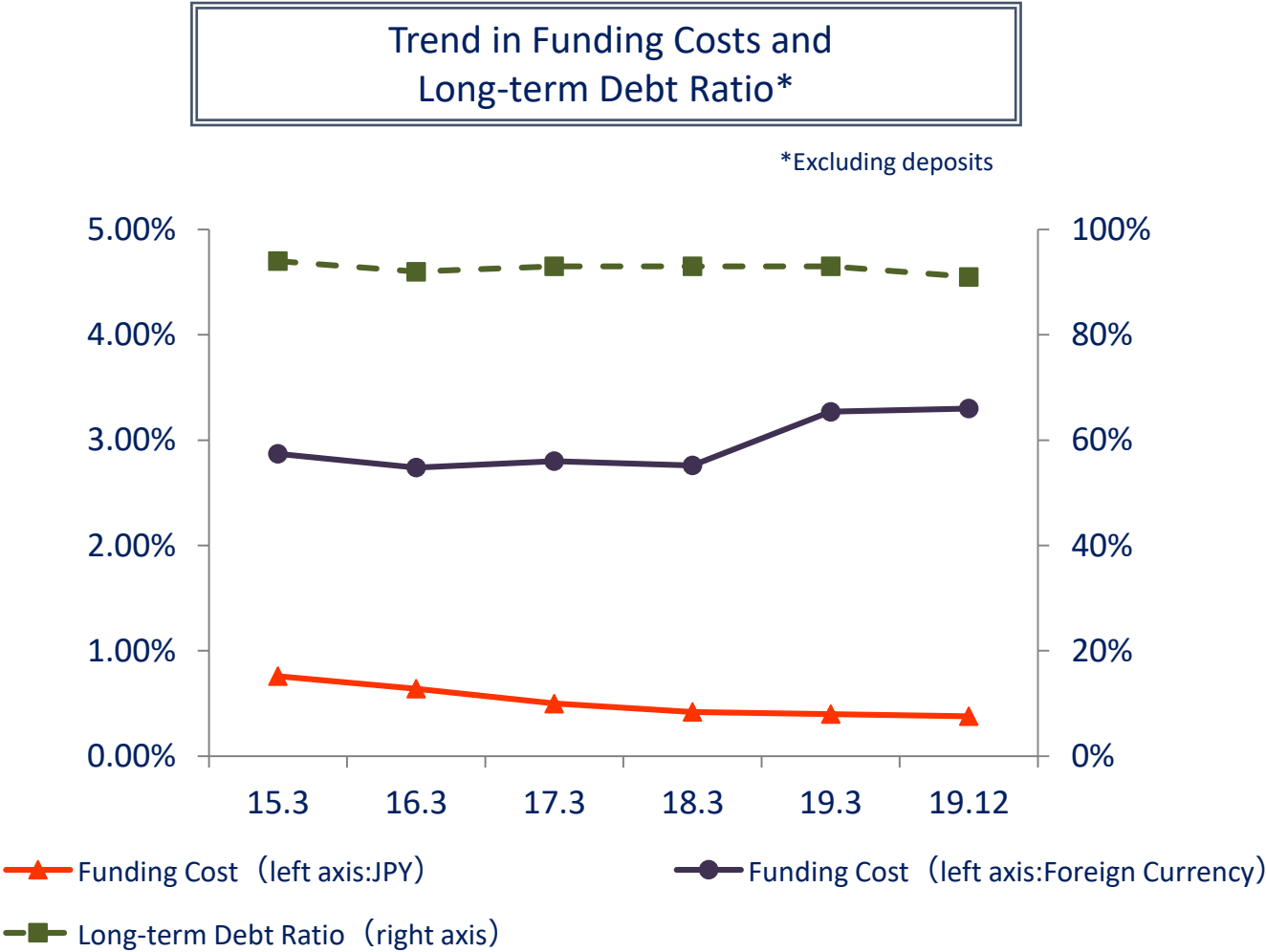
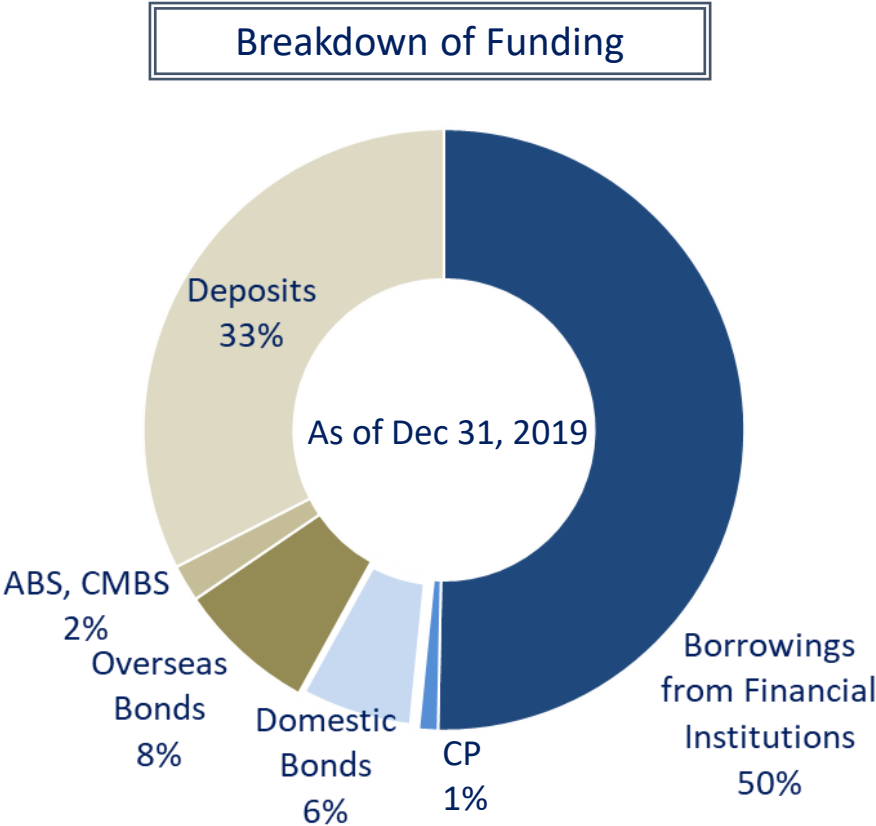
| Funding | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YoY) |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| CP | 89.6 | 102.4 | 50.1 | 54.9 | 41.1 | 188.6 | 84.3 | -104.3 |
| Borrowings from Financial Institutions | 2,881.6 | 2,970.6 | 2,958.2 | 3,056.2 | 3,279.4 | 3,287.0 | 3,355.9 | 68.9 |
| Bonds / MTN | 1,151.5 | 938.1 | 885.1 | 940.1 | 997.5 | 954.8 | 930.8 | -24.0 |
| Deposits | 1,287.4 | 1,398.5 | 1,614.6 | 1,757.5 | 1,927.7 | 1,884.6 | 2,169.1 | 284.5 |
| ABS, CMBS | 291.3 | 275.5 | 245.1 | 82.1 | 177.8 | 188.9 | 132.3 | -56.6 |
| Short-term Debt, Long-term Debt and Deposits | 5,701.4 | 5,685.0 | 5,753.1 | 5,890.7 | 6,423.5 | 6,503.9 | 6,672.4 | 168.5 |
| Share of Long-Term Debt | 94% | 92% | 93% | 93% | 93% | 86% | 91% | 5% |

| Liquidity (excl. ORIX Bank, ORIX Life Insurance) | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YoY) |
|--|---------|--------|--------|--------|--------|---------|---------|--------------|
| Cash and Cash Equivalents (1) | 738.7 | 588.7 | 586.6 | 617.7 | 561.0 | 557.6 | 472.4 | -85.2 |
| Available Commitment Line (2) | 419.4 | 389.9 | 394.0 | 332.7 | 346.6 | 253.2 | 336.9 | 83.7 |
| Liquidity (1+2) | 1,158.1 | 978.6 | 980.6 | 950.4 | 907.6 | 810.8 | 809.3 | -1.5 |
| Marketable Short-term Debt (3) *1 | 434.1 | 362.3 | 290.9 | 138.4 | 129.1 | 307.9 | 222.9 | -85.0 |
| Liquidity Coverage Ratio (1+2)/(3) | 267% | 270% | 337% | 687% | 703% | 263% | 363% | 100% |

| Funding Costs (including Deposits) | FY15.3 | FY16.3 | FY17.3 | FY18.3 | FY19.3 | 19.3 Q3 | 20.3 Q3 | Change (YoY) |
|------------------------------------|--------|--------|--------|--------|--------|---------|---------|--------------|
| Domestic Currency | 0.76% | 0.64% | 0.50% | 0.42% | 0.40% | 0.41% | 0.38% | -0.03% |
| Foreign Currency | 2.87% | 2.74% | 2.80% | 2.76% | 3.27% | 3.23% | 3.30% | 0.07% |

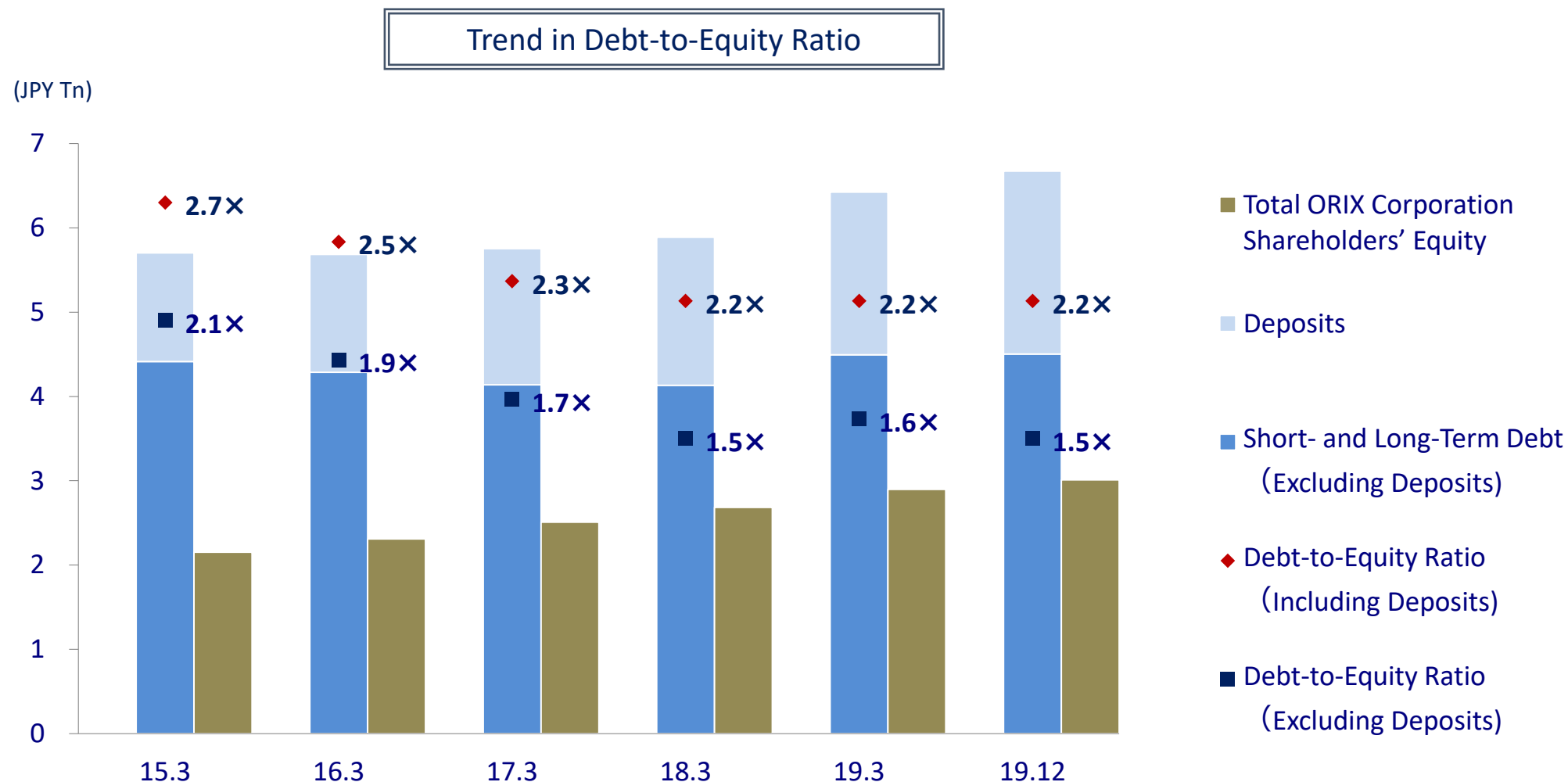
*1 Marketable Short-term Debt is the total of bonds and MTN expected to reach maturity within 1 year and the balance of CP.

✓ Diversified funding. Controlled costs while maintaining a high long-term debt ratio



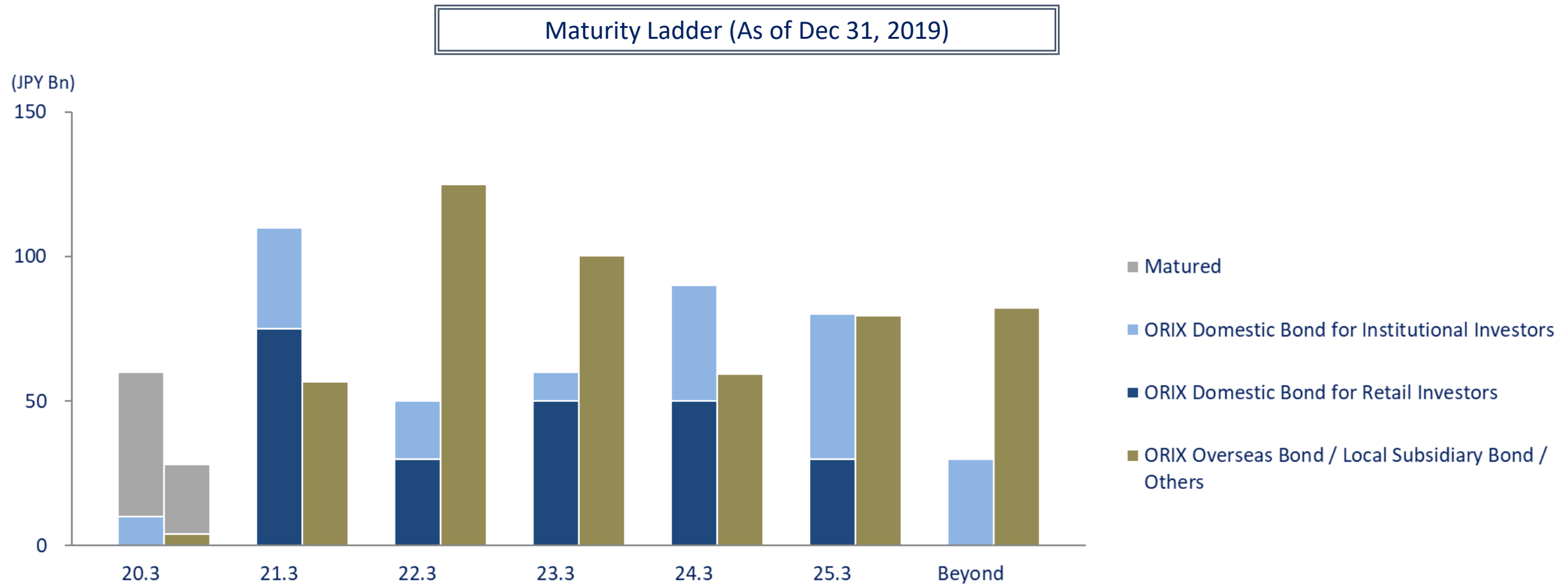
Financials (2) Debt-to-Equity Ratio

- ✓ Debt-to-Equity Ratio continuously stays at a low level



Financials (3) Bond Maturity Ladder

- ✓ Leveled out annual redemption amounts by dispersing bond maturities



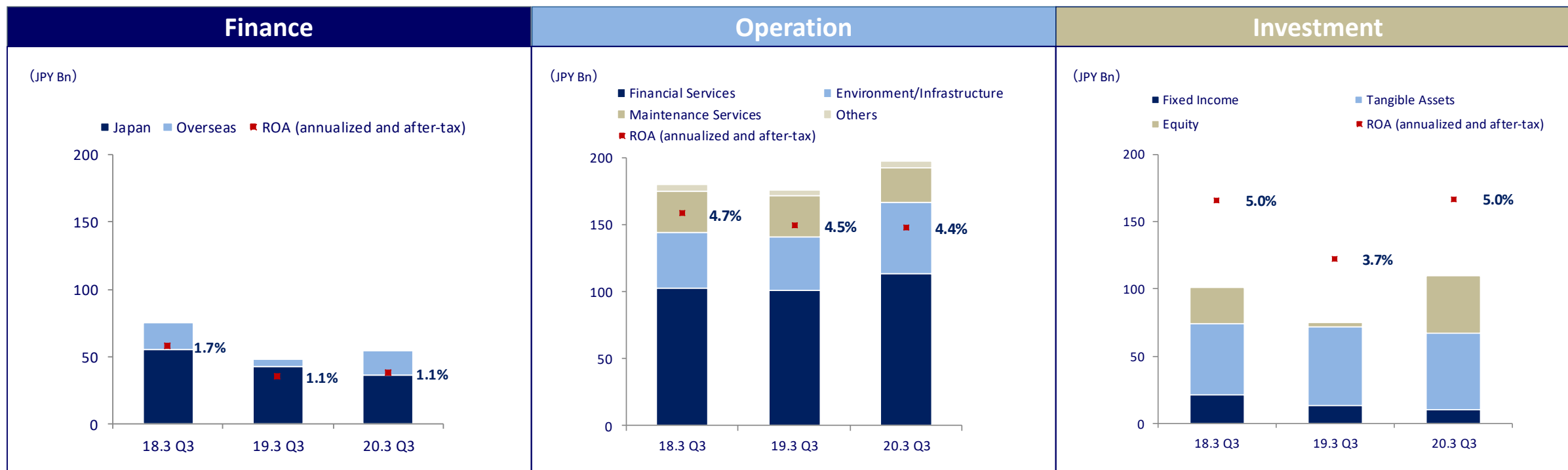
Performance in Three Categories

See P.34 for details on the three categories



Growth in Finance will not be proactively sought under the current low interest rate environment; rather, efforts will be made to maintain the current status. Focus will continue to be put on Operation and Investment with high ROA performances.

Segment Profits



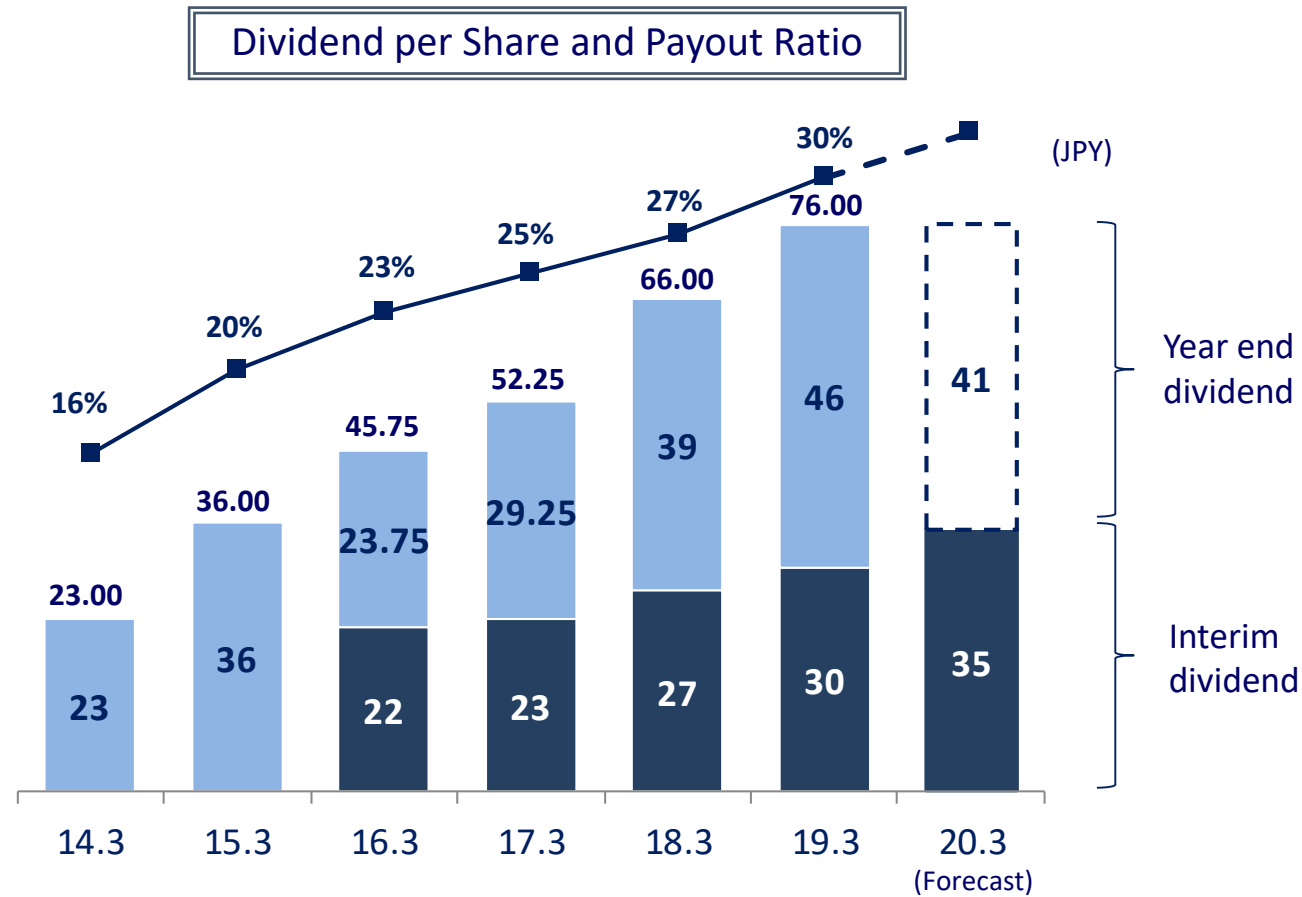
*No adjustments

Business Portfolio in Three Categories

| | | Finance | Operation | | | | Investment | | | |
|----------|---------------------------------|---|-------------------------|--|------------------------------------|---------------------------|-------------|--------------------|--------------------|-----------------------------|
| Category | Main Risk | Credit risk | Operation/Business risk | | | | Market risk | | | |
| | Capital Requirement | Low | Medium-High | | | | High | | | |
| | | Japan | Overseas | Environment/ Infrastructure | Financial Services | Maintenance Services | Others | Fixed Income | Tangible Assets | Equity |
| Segment | Corporate Financial Services | Leasing, Loan, Fee business | | | | | Yayoi | | | New business development |
| | Maintenance Leasing | | | | | ORIX Auto, ORIX Rentec | | | | |
| | Real Estate | | | Facility operation, DAIKYO | REIT, RE investment advisory | | | | RE investment | |
| | Investment and Operation | | | Environment and energy, Concession | | | | Loan servicing | | PE investment |
| | Retail | Banking, Consumer finance, Gurantee | | | Life insurance | | | | | |
| | Overseas Business | | Leasing, Loan | | Asset Management | | | Bond investment | Aircraft, Ships | PE investment |

Shareholders Return

- ✓ The interim dividend at 35 yen per share in FY20.3
- ✓ The full year dividend in FY20.3 will be either a payout ratio of 30% or 76 yen per share, whichever is higher
- ✓ Maintain optimal balance between investment opportunities for sustainable future profit growth and stable shareholders return



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A large circular graphic on the left side of the slide, composed of a thick ring with a color gradient from red at the top to purple at the bottom. The text "Answers, Custom Fit." is centered within the white space of the ring.

Answers, Custom Fit.

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