

ORIX Corporation

First Quarter Consolidated Financial Results
For the Three-Month Period Ended June 30, 2023

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Investor Relations and Sustainability

August 4, 2023

(1) Q1 Net Income of 63.0 Bln JPY (up 2% YoY), annualized ROE of 7.0%

Earnings solid, mainly in Corporate Financial Services and Maintenance Leasing, PE Investment and Concession, Insurance segments
Q1 base profit up 12% YoY, surpassed pre-COVID levels

(2) Reopening Momentum Accelerates

Posted highest quarterly profits since start of pandemic in Concession, Real Estate Facility operations, fueled by sharp rebound of inbound tourism
Aircraft leasing continues to recover post-COVID

(3) Capital Recycling

Macroeconomic conditions, including a weaker yen and low interest rates, have created a tailwind for exits from Japanese assets
Ongoing capital recycling, centered on real estate, PE investment

(4) Shareholder Returns

17.8 Bln JPY (36%) of 50.0 Bln JPY share buyback program already carried out (as of end-July 2023)
Annual dividends: 85.6 JPY (FY23.3 dividend) or payout ratio of 33%, whichever is higher

Net Income & ROE

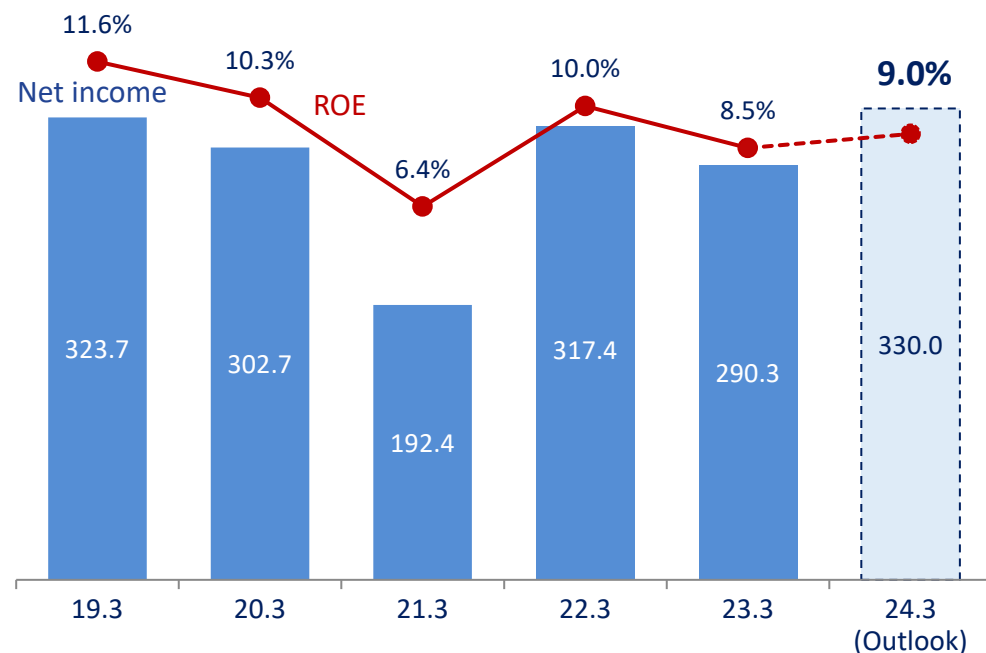
✓ Net income* of 63.0 Bln JPY, annualized ROE of 7.0%

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

✓ Net income rose by 1.0 Bln JPY YoY (+2%)

Full fiscal year

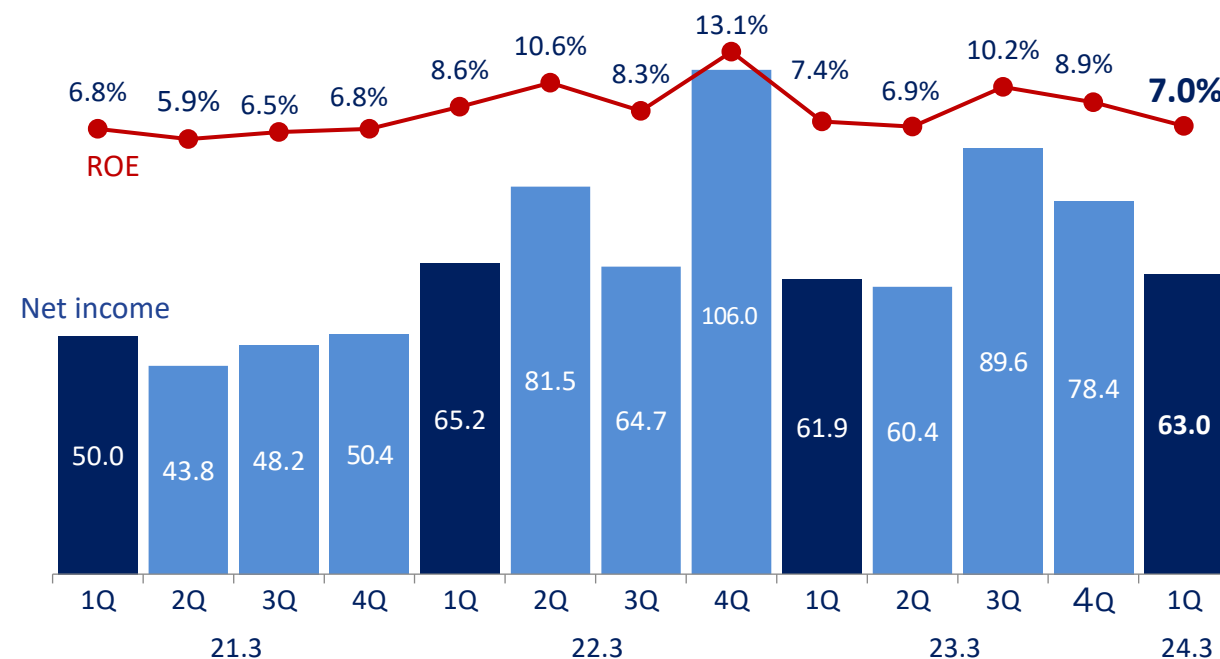
(Bln JPY)



※ FY22.3, FY23.3 results were retroactively adjusted to reflect changes in accounting standards implemented from FY24.3 Q1. Quarterly results reflect change from FY22.3 Q4.

Quarterly

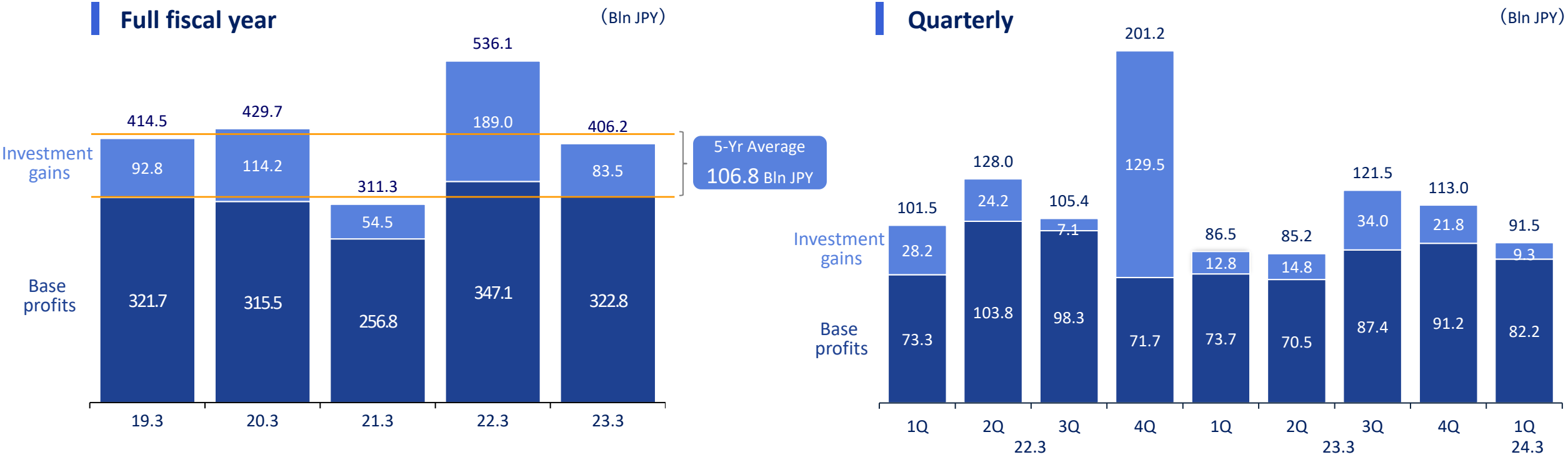
(Bln JPY)



Breakdown of Segment Profits



FY24.3 Q1 Segment profits 91.5 Bln JPY +6% YoY (+5.0 Bln JPY)	Base profits	82.2 Bln JPY, up 12% YoY (+8.5 Bln JPY) Higher owing to strong performance in Real Estate bolstered by progress in reopening, growth in investment income for Insurance
	Investment gains	9.3 Bln JPY, down 27% YoY (-3.5 Bln JPY) Posted several small exits

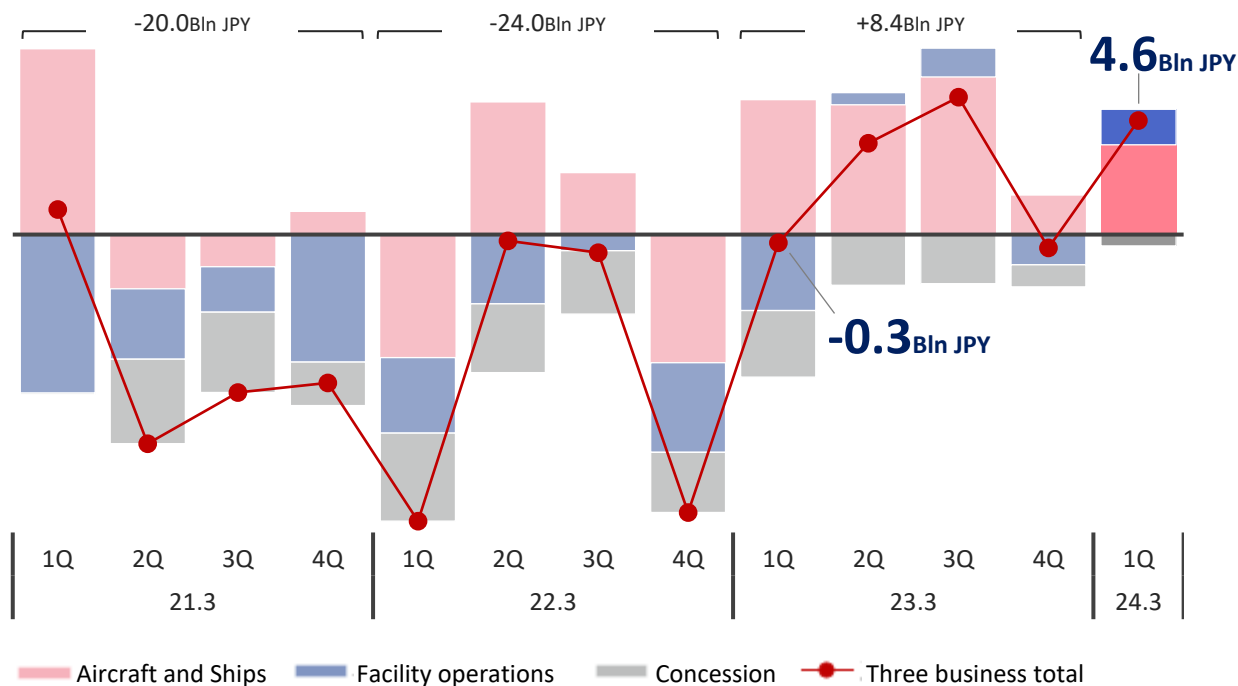


* Data for past fiscal years have been retroactively adjusted to reflect changes in accounting standards from FY24.3 Q1 and changes in the way ORIX distributes profits for business shared between different segments.

Reopening Momentum Accelerates

- ✓ Concession business set to turn profitable in FY24.3 on sustained recovery in international passengers
- ✓ Facility operations posted first profitable Q1 since start of pandemic on higher RevPAR fueled by inbound tourism
- ✓ Aircraft leasing continues to recover post-COVID

Aircraft and Ships, Facility operations, Concession (segment profits)



* Facility operations figure calculated by subtracting Real Estate segment investment gains from RE Investment and Facilities Operations unit segment profit

Measures to promote growth

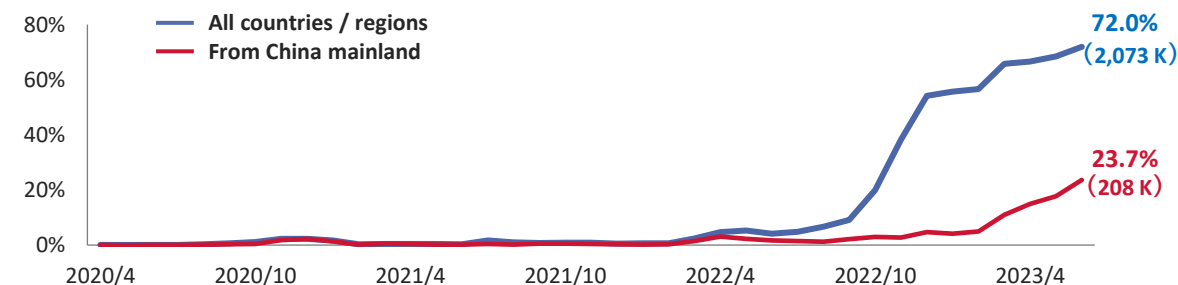
Facility operations

- Opening luxury facilities
 - Suginoi Hotel – Sora-Kan (Opened Jan 2023)
 - Second *Karaku* brand hotel (slated to open Dec 2023)

Concession

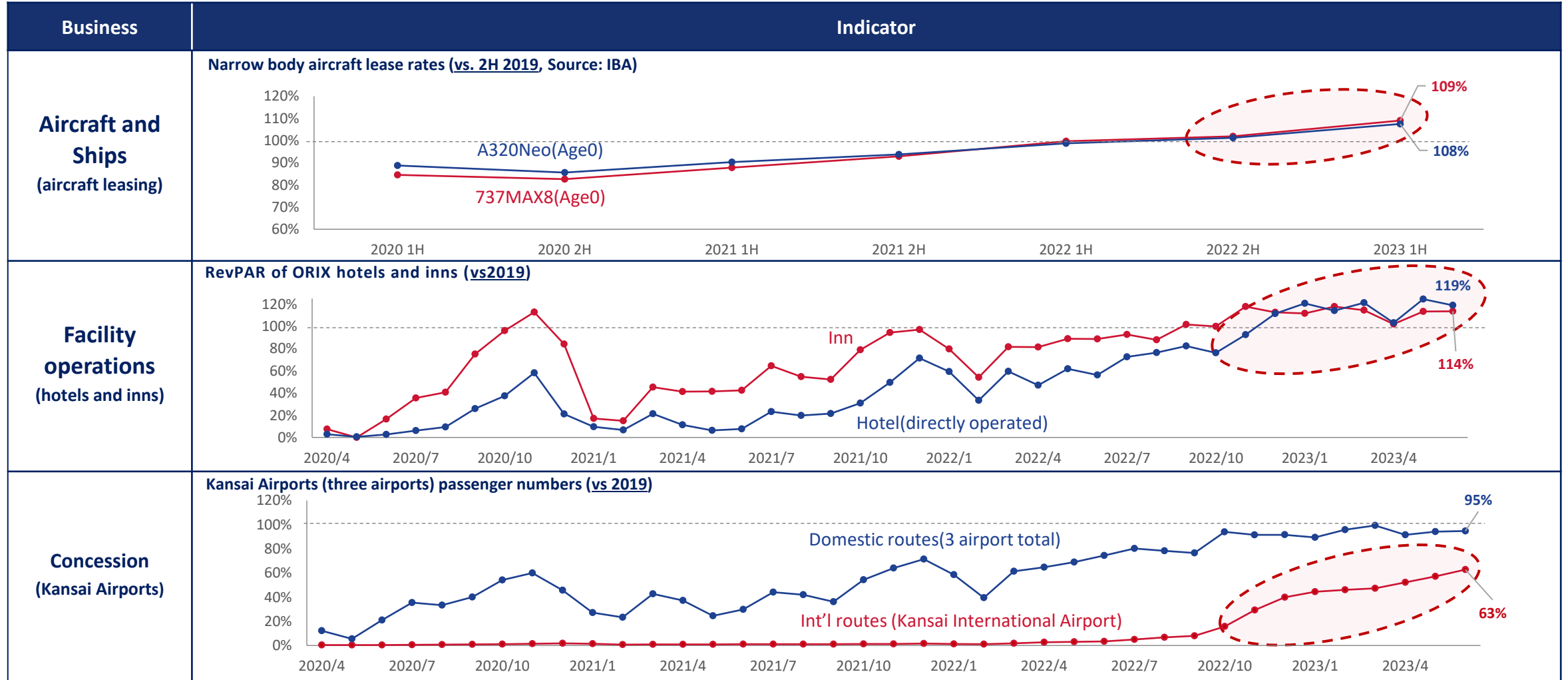
- Kansai International Airport Terminal 1 renovation
 - Sequentially opening since 2019
 - Greater intl. route capacity
 - Expansion in retail facilities

Reference: Visitor Arrivals to Japan (vs. 2019) (Source: JTNO, through June 2023)



Reopening – Key Indicators

- ✓ Aircraft lease rates (global average) and RevPAR (ORIX hotels/inns) have surpassed pre-COVID levels, continue to rise
- ✓ Kansai International Airport international route passengers recovered to 63% of 2019 level (June 2023)



Corporate Financial Services and Maintenance Leasing

Segment Profits : 19.9 Bln JPY

YoY+3.3 Bln JPY (+20%)

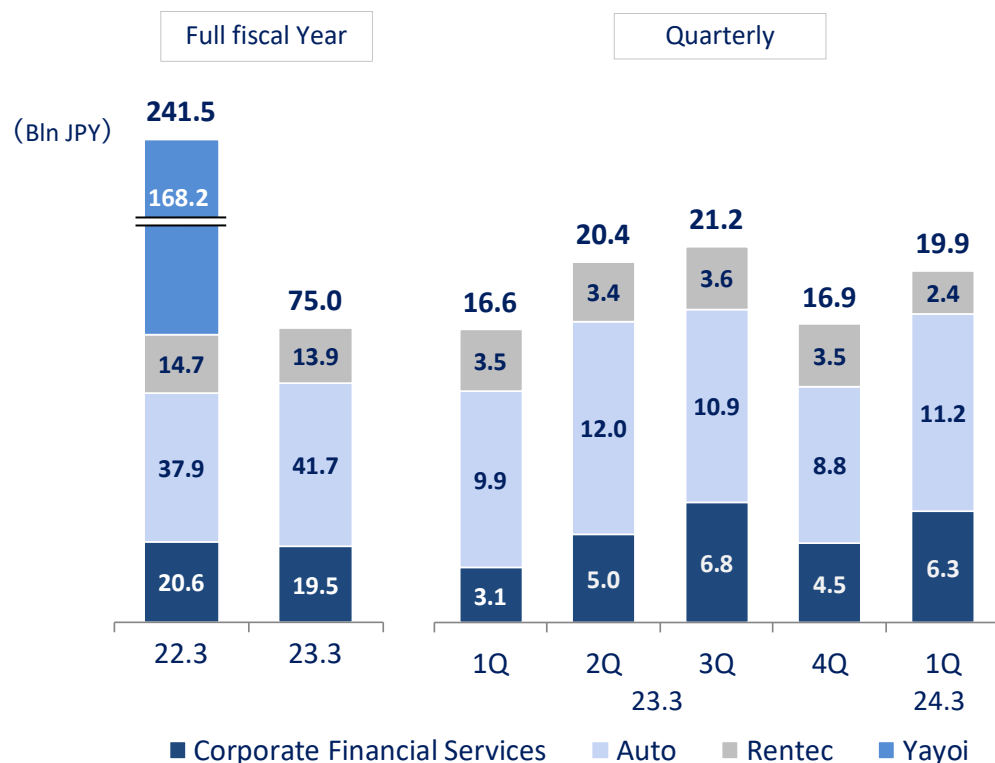
- ✓ Corporate Financial Services: Profits up on growth in fee business revenue
- ✓ Auto: Profits higher thanks to improved margins on better mix, strong rental car demand
- ✓ Rentec: Profits lower owing to upfront investment in ICT equipment for *Windows*-related replacement demand

Segment Assets: 1,508.1 Bln JPY

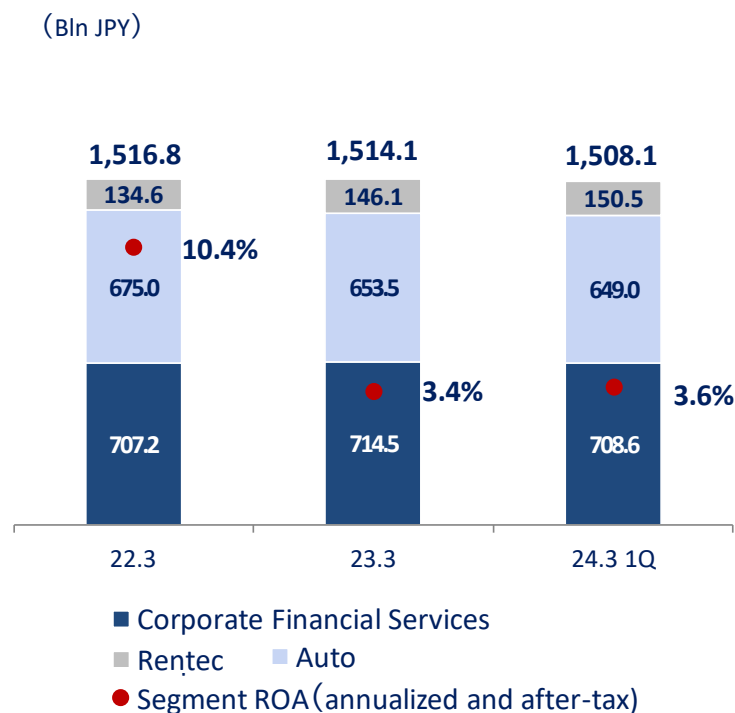
YTD -6.0 Bln JPY (flat)

- ✓ Corporate Financial Services: Continue to be selective on deals to maintain yields. Leases and operating lease assets mostly flat
- ✓ Auto: Assets slightly lower on fewer leases originated owing to lack of new auto supply

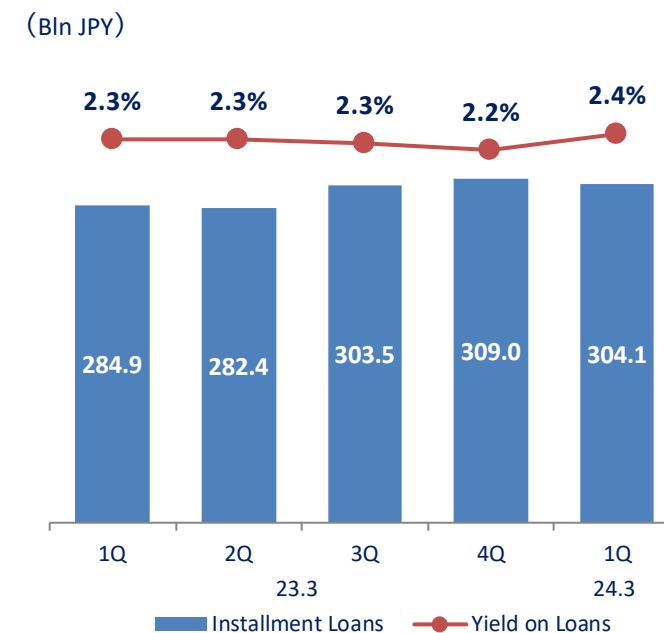
Segment Profits



Segment Assets & ROA



Yield on Loans



Yield on loans = finance revenues classified as loan interest divided by average balance of installment loans

Segment Profits : 10.0 Bln JPY

YoY- 2.0 Bln JPY (-17%)

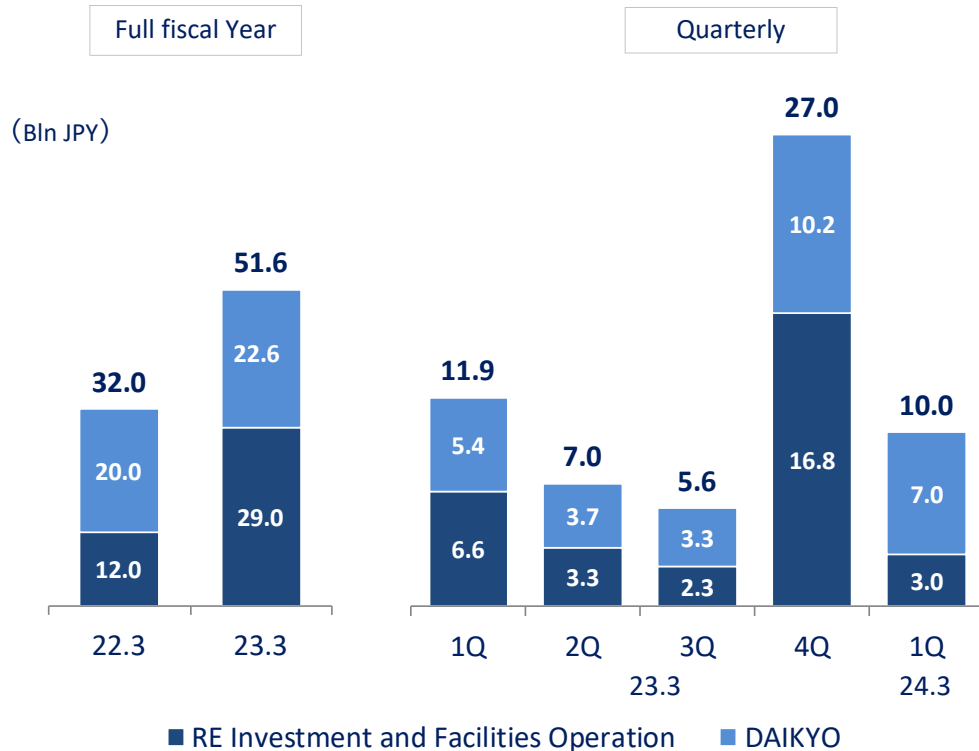
- ✓ RE Investment and Facilities Operation: Profits down on absence of investment gain on sale of logistics facility booked in FY23.3 Q1. Operating facility earnings improved with progress in reopening
- ✓ DAIKYO: Profits higher on robust sales of high-priced condos

Segment Assets : 945.4 Bln JPY

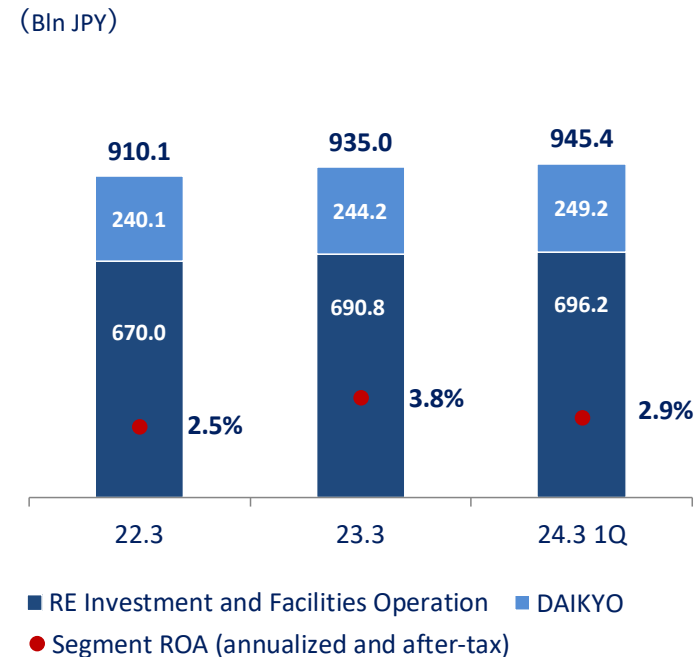
YTD +10.4 Bln JPY (+1%)

- ✓ Assets rose as development of new logistics centers and other properties offset ongoing property sales

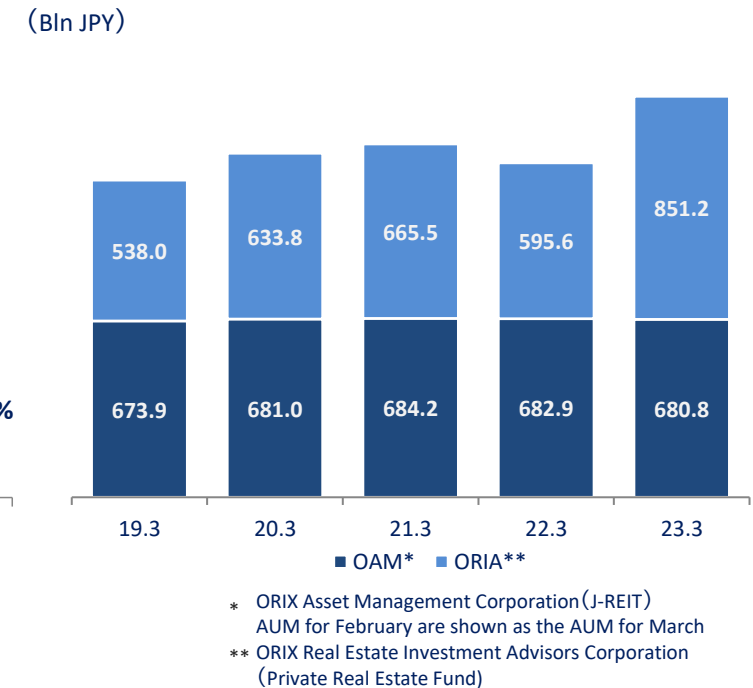
Segment Profits



Segment Assets & ROA



AUM



PE Investment and Concession

Segment Profits : 5.7 Bln JPY

YoY+3.4 JPY Bln (+151%)

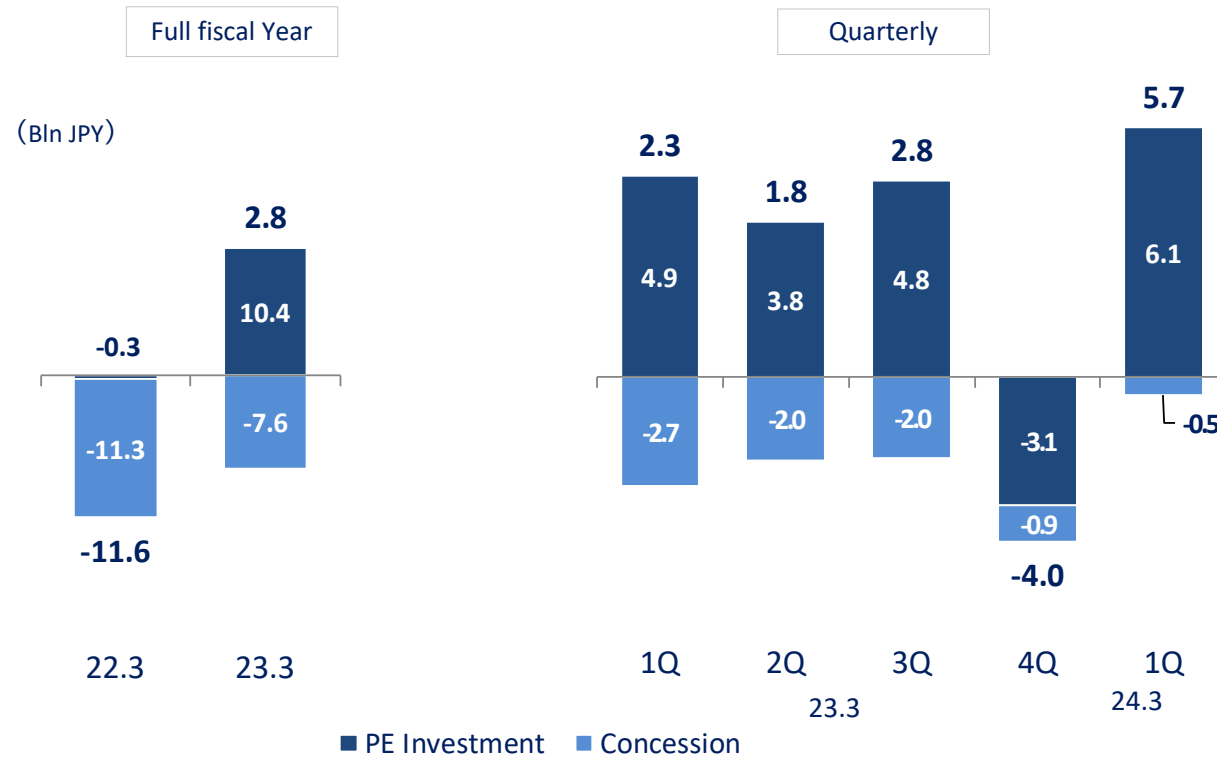
- ✓ PE investment: Profits up on expiry of Kobayashi Kako-related costs, contributions from new investees acquired in FY23.3 (such as DHC)
- ✓ Concession: Steady recovery in passengers, full-FY return to profitability visible

Segment Assets : 613.4 Bln JPY

YTD +7.9 Bln JPY (+1%)

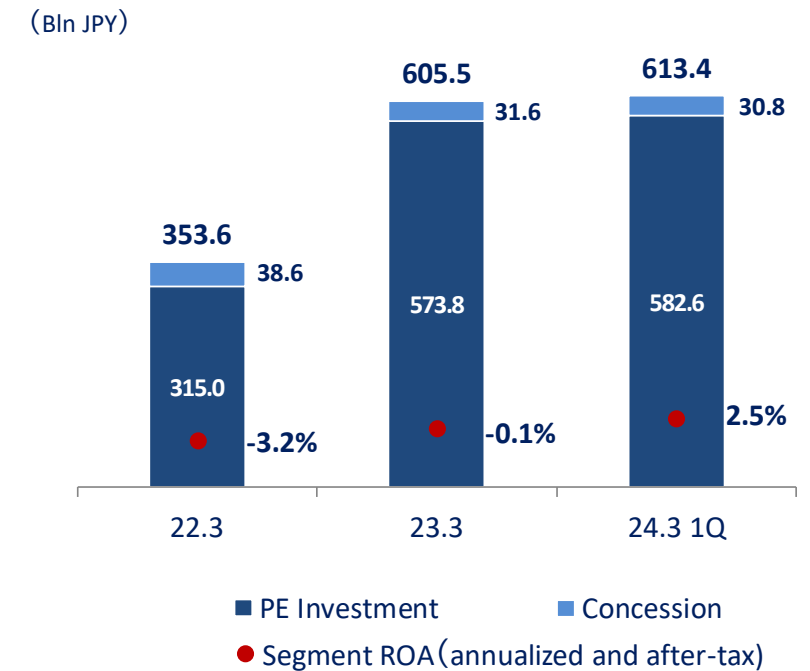
- ✓ Assets mostly flat

Segment Profits



*Kansai Airports segment profits reported with a three-month lag (Jan-Mar 2023 results for FY24.3 Q1)

Segment Assets & ROA



Environment and Energy

Segment Profits : 3.0 Bln JPY

YoY -0.5 Bln JPY (-14%)

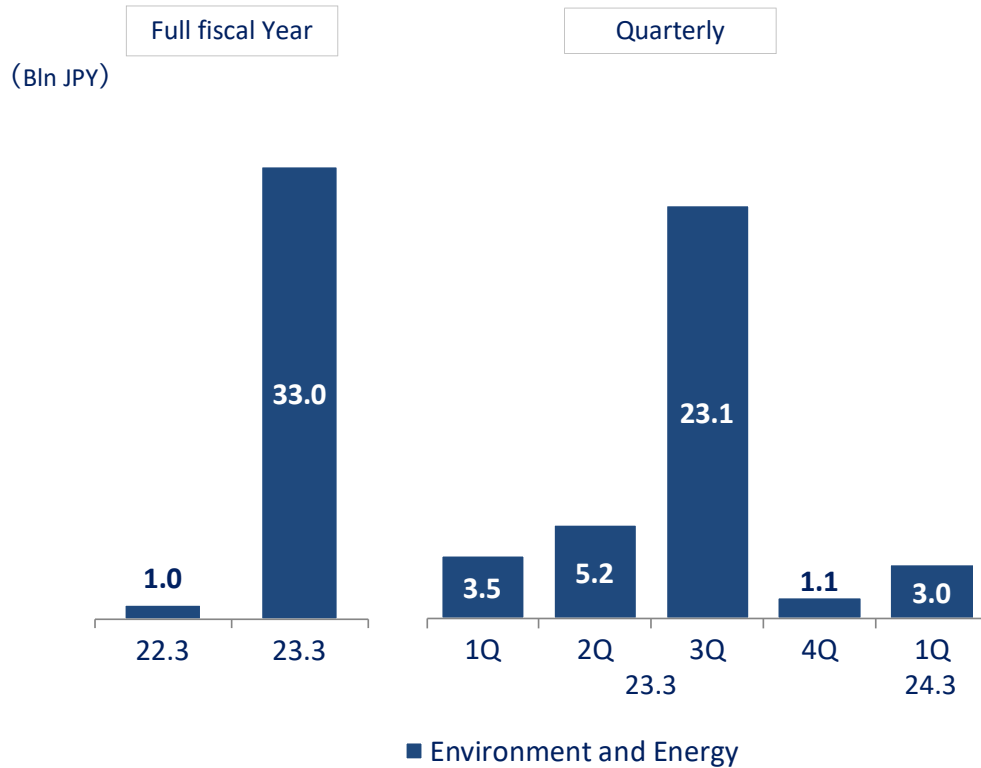
- ✓ Domestic: Profits down owing to output caps at solar generation plants
- ✓ Overseas: Profits up YoY as Greenko contributions offset seasonally slow conditions in Q1
- ✓ Continued to expand renewable energy generating capacity, maintained profit growth in strong market

Segment Assets : 789.6 Bln JPY

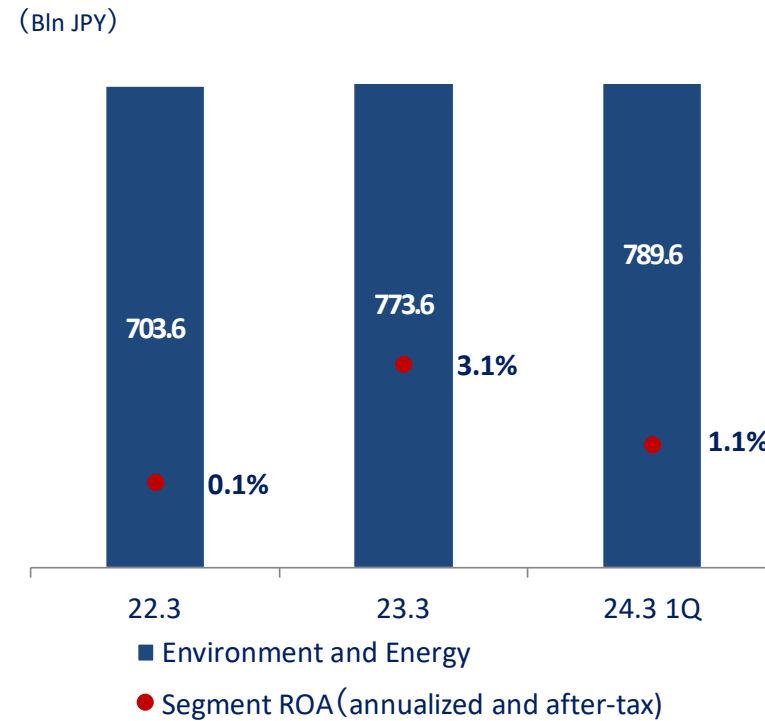
YTD +16.0 Bln JPY (+10.7 Bln JPY from fx)

- ✓ Assets increased due to changes in forex

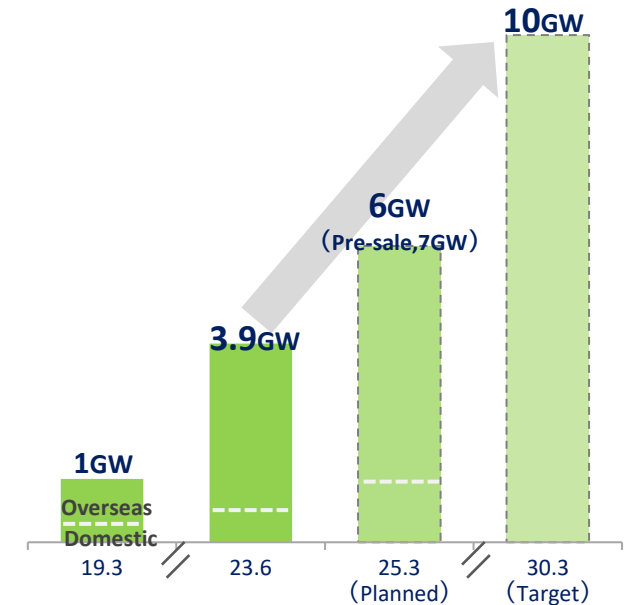
Segment Profits



Segment Assets & ROA



Renewable Energy Operating Capacity (in Operation) Outlook*



*Reflects capacity proportionate to ORIX equity stake (domestic + overseas)

Segment Profits : 19.2 Bln JPY

YoY +7.8 Bln JPY (+68%)

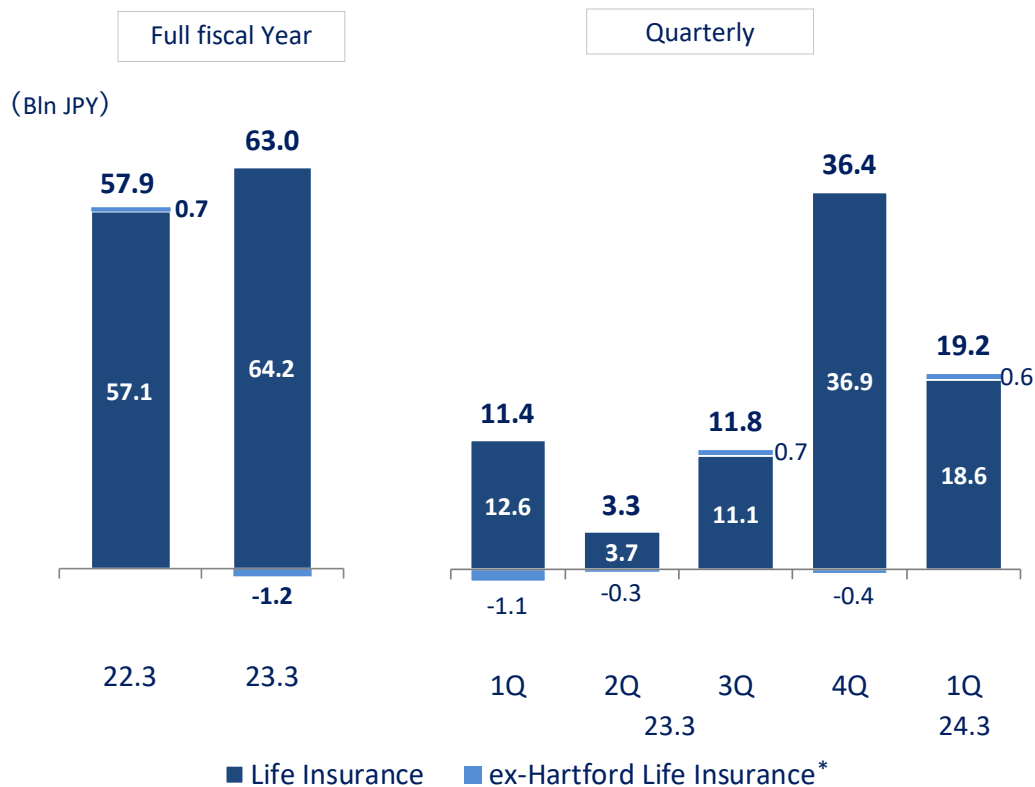
- ✓ Profits higher YoY on growth in investment income, lower COVID-19 payout related expenses
- ✓ Change in accounting standards led to increase in profits, particularly in FY23.3 Q4

Segment Assets: 2,222.3 Bln JPY

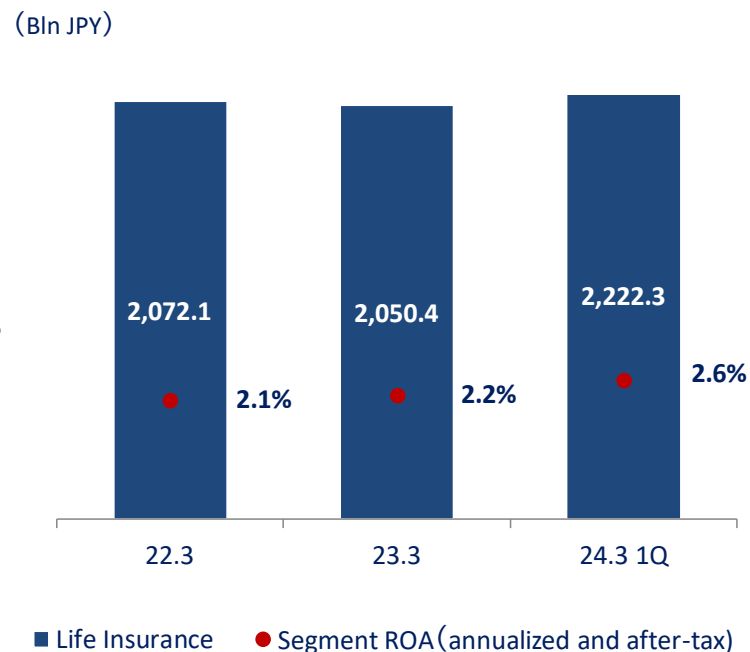
YTD +171.8 Bln JPY (+56.0 Bln JPY from fx)

- ✓ Assets grew due to changes in forex, increase in investment securities

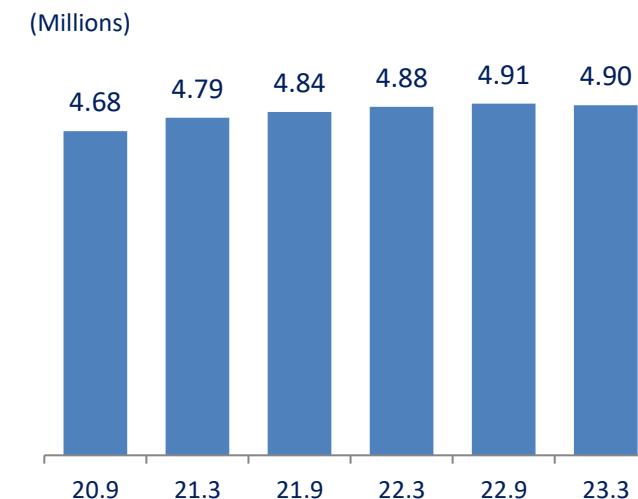
Segment Profits



Segment Assets & ROA



Number of ORIX Life Insurance Policies in Force



*Hartford Life Insurance was acquired by ORIX Life in 2014, with the merger completed in 2015.

Banking and Credit



Segment Profits : 8.2 Bln JPY

YoY +1.0 Bln JPY (+13%)

- ✓ Banking: Profits rose, bolstered by growth in financial revenues, trust fees
- ✓ Credit: Lower QoQ owing to absence of FY23.3 Q4 reversal from CECL* reserves

*CECL: Current Expected Credit Loss

Segment Assets : 2,712.3 Bln JPY

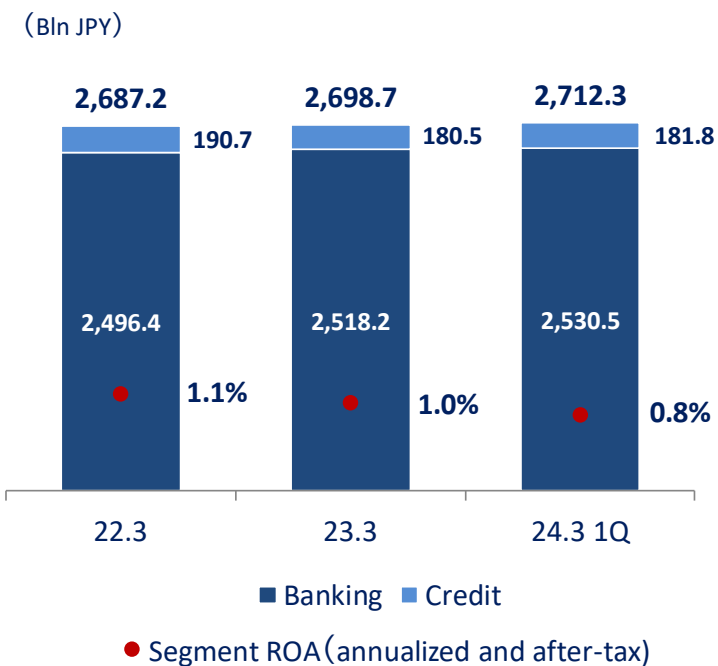
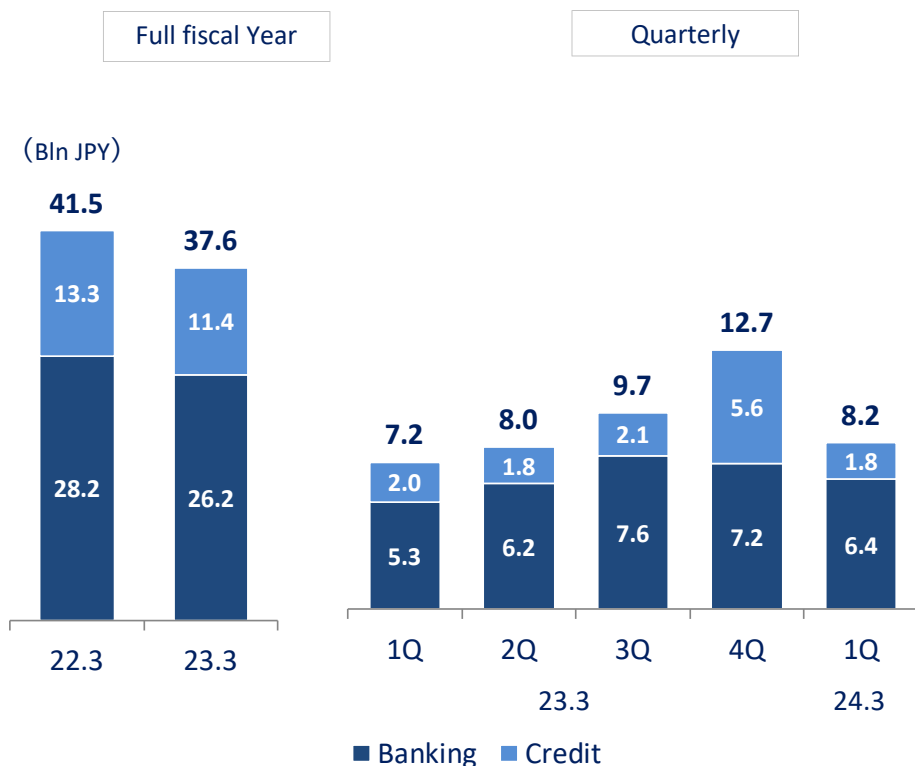
YTD +13.5 Bln JPY (+1%)

- ✓ Assets broadly flat

Segment Profits

Segment Assets & ROA

FY22.3 ROE/ROA *1



	ROE	ROA
ORIX Bank *2	8.6%	0.7%
Megabanks Avg.	7.3%	0.3%
RBAJ Avg. *3	3.9%	0.2%
SARB Avg. *4	2.8%	0.1%

*1 ROE/ROA figures calculated by ORIX, based on data from Japanese Banker's Association FY2021 Financial Statements of All Banks.

*2 ROA calculated under J-GAAP standards is net income divided by total assets. ORIX Bank FY23.3 ROE was 7.7%, while ROA was 0.7%.

*3 Regional Bank Association of Japan average

*4 Second Association of Regional Banks average

Aircraft and Ships

Segment Profits : 3.6 Bln JPY

YoY -1.8 Bln JPY (-33%)

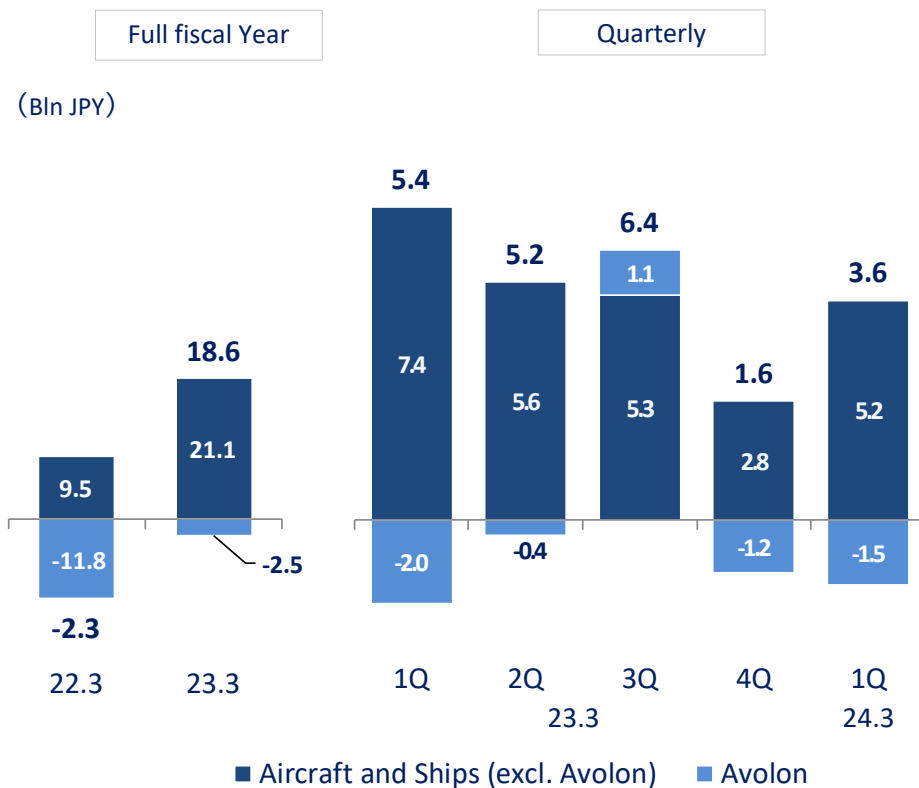
- ✓ Ships profits down YoY on absence of year-earlier gains on timely sale of owned vessels. Aircraft leasing posted stronger profit on recovery in passenger market
- ✓ Avolon: On a stand-alone basis, profits continue to grow thanks to higher lease rates and increased air travel, but remains loss-making at an ORIX Group level owing to higher dollar funding costs

Segment Assets : 847.8 Bln JPY

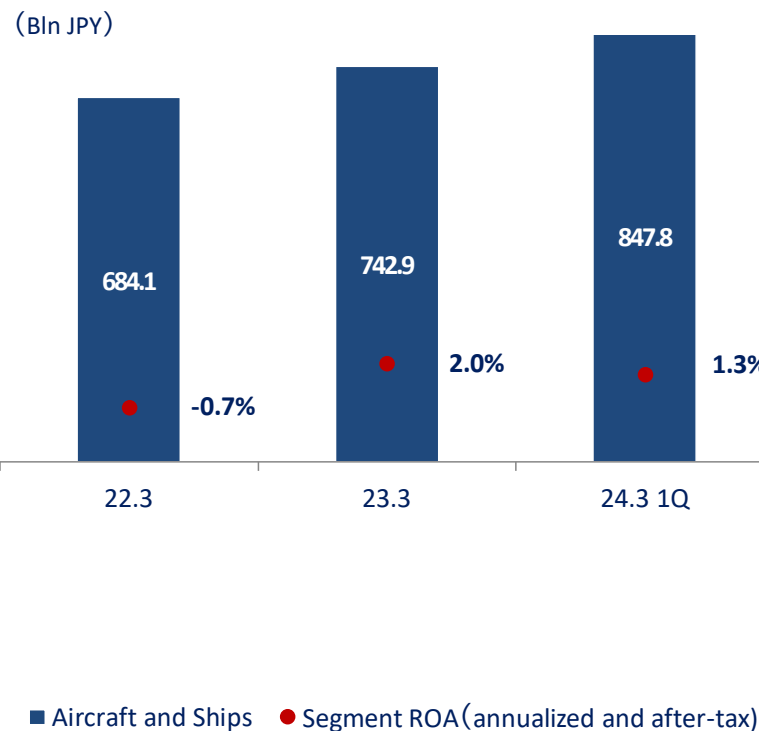
YTD +104.9 Bln JPY (+62.5 Bln JPY from fx)

- ✓ Assets up, aided by aircraft acquisitions, changes in forex

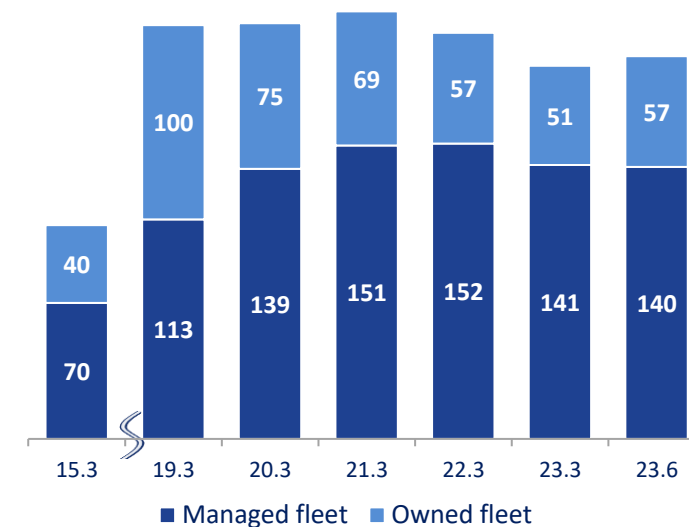
Segment Profits



Segment Assets & ROA



ORIX Aircraft Leasing Business Owned and Managed Fleet*



*Excluding Avolon

Segment Profits : 9.7 Bln JPY

YoY+3.7Bln JPY (+61%)

✓ Profits higher YoY on stable financial revenues posted in credit business, investment gains from small exits

✓ Lument earnings have bottomed, starting to support segment profits

Segment Assets : 1,565.6 Bln JPY

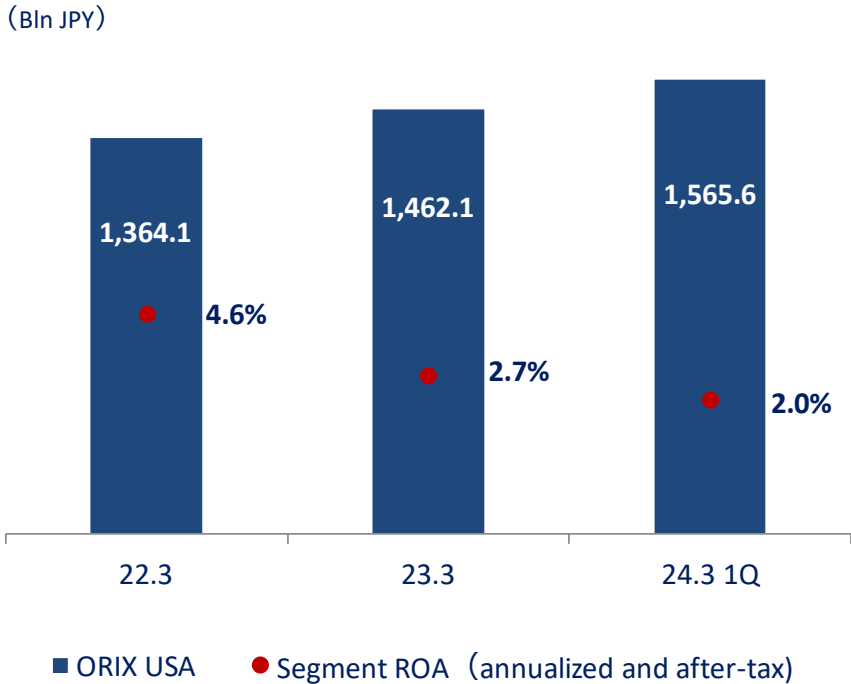
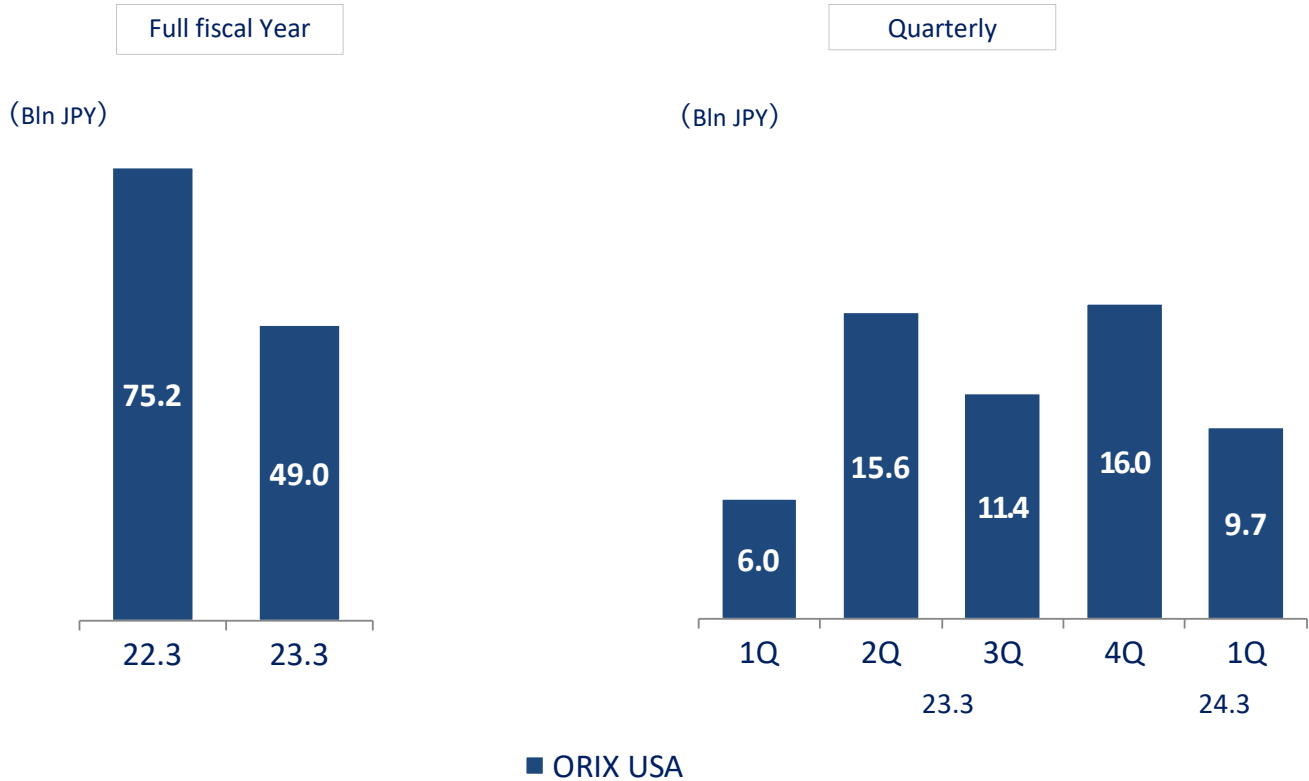
YTD +103.5 Bln JPY (+125.3 Bln JPY from fx)

✓ Assets higher owing to yen depreciation, although USD denominated assets slightly lower

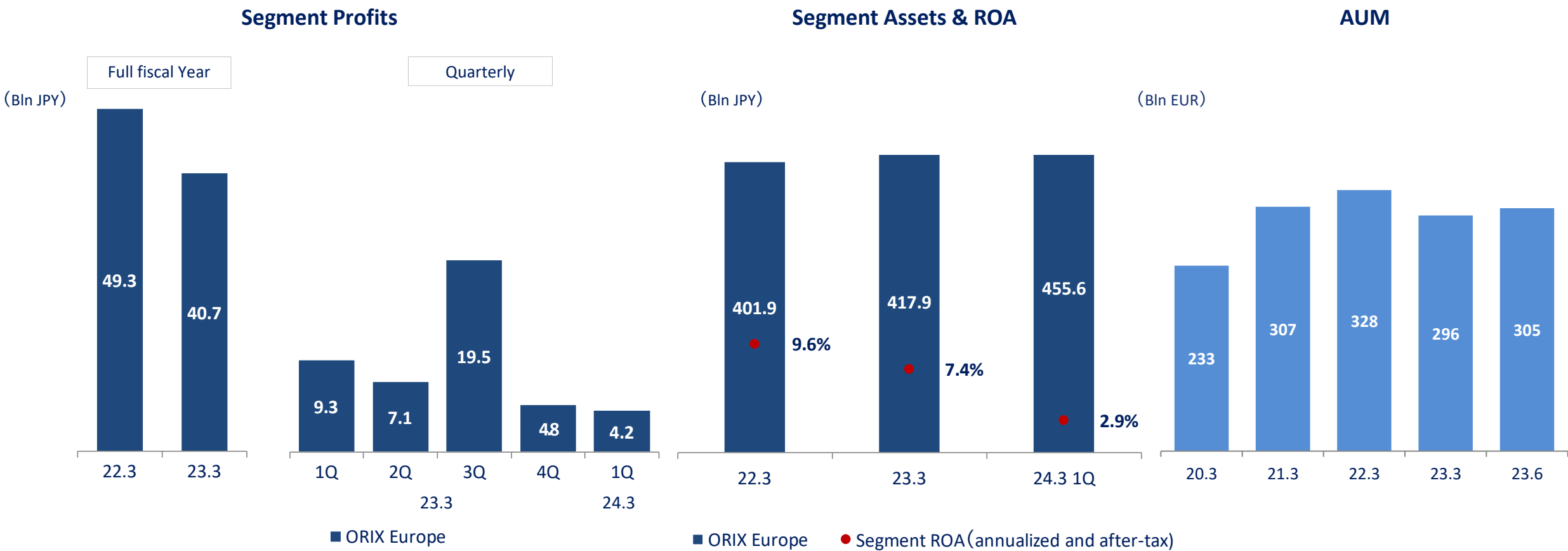
✓ Non-performing ratio remains at low levels

Segment Profits

Segment Assets & ROA



Segment Profits : 4.2 Bln JPY	YoY-5.1 Bln JPY (-55%)	Segment Assets : 455.6 Bln JPY	YTD +37.7 Bln JPY (+34.1 Bln JPY from fx)
✓ Profits lower on higher EUR funding costs (at ORIX Group level), despite recovery in AUM		✓ Assets rose, mainly due to changes in forex	



Segment Profits : 8.0 Bn JPY

YoY -4.7 Bn JPY (-37%)

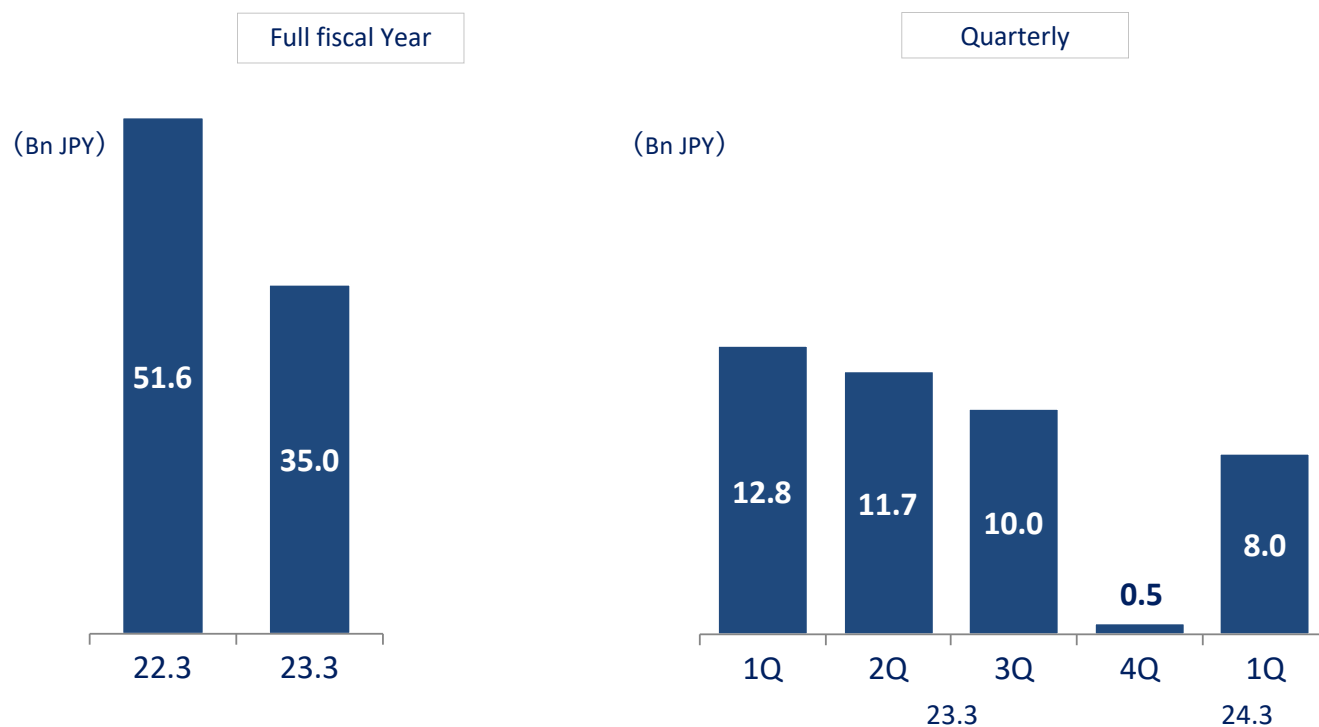
✓ Decrease due to the absence of gain on sale of an affiliate in the same period of the previous year

Segment Assets : 1,515.4 Bn JPY

YTD +120.3 Bn JPY (+82.0 Bn JPY from fx)

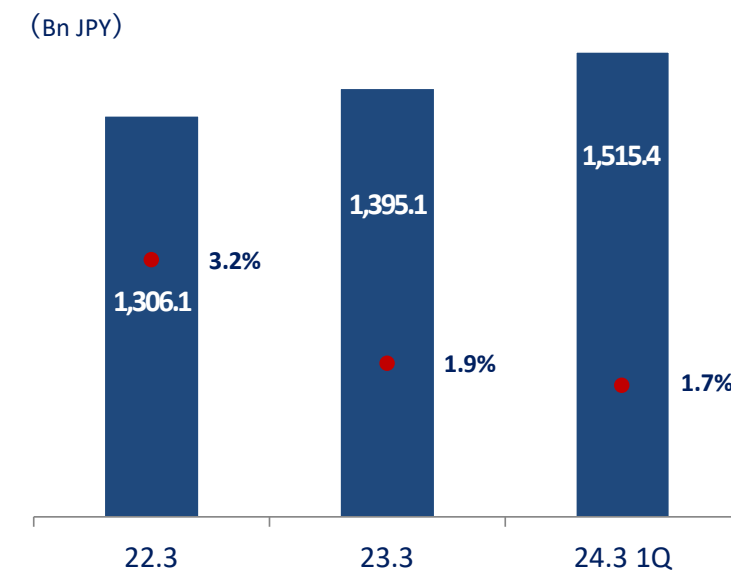
✓ Increased due to favorable new lease executions in various countries, as well as the impact of changes in forex

Segment Profits



■ Asia and Australia

Segment Assets & ROA



■ Asia and Australia ● Segment ROA (annualized and after-tax)

Progress vs. FY24.3 Outlook

- ✓ Domestic: Profits in both financial/non-financial categories up YoY.
- ✓ Overseas: Profits lower YoY on reduced investment gains during this Q1 and the impact of higher interest rates

(Bln JPY)		FY23.3*				(Full-year forecast: USD/JPY=130, EUR/JPY=140) FY24.3			
		1Q Actual		Full-FY Actual		1Q Actual		Full-FY Outlook	
Domestic	Financial	Corporate Financial Services and Maintenance Leasing		16.6	75.0	19.9		80.0	
		Insurance		11.4	35.2	19.2	47.3	64.0	190.0
		Banking and Credit		7.2	37.6	8.2		46.0	
	Non-financial	Real Estate		11.9	51.6	10.0		52.0	
		PE Investment and Concession		2.3	19.0	5.7	19.5	32.0	100.0
		Environment and Energy (domestic)		4.9	11.0	3.8		16.0	
Overseas	OCU/OCE	ORIX USA		6.0	49.0	9.7	13.9	55.0	95.0
		ORIX Europe		9.3	40.7	4.2		40.0	
	Other	Environment and Energy (overseas)		-1.3	21.9	-0.8		27.0	
		Aircraft and Ships		5.4	16.9	3.6	10.8	30.0	105.0
		Asia and Australia		12.8	35.0	8.0		48.0	
	(% Overseas)			(37%)	(41%)		(27%)		(41%)
Segment profits total**			86.5		406.2		91.5		490.0
Pre-tax profits			85.6		392.2		89.4		475.0
Net income			61.9		290.3		63.0		330.0

*Data for past fiscal years have been retroactively adjusted to reflect changes in accounting standards from FY24.3 Q1 and changes in the way ORIX distributes profits for business shared between different segments. (Please see each segment page for details.)

**The difference between Segment profit total and Pre-tax profits is mainly SGA expenses from administrative departments.

Macroeconomic Climate

- ✓ Higher EUR interest rates a minor drag on earnings, working to reduce interest rate sensitivity
- ✓ Weaker yen, low interest rates a tailwind for exits in Japanese assets, such as real estate
- ✓ Addressing inflation by passing along higher costs in service fees
Aiming to leverage global labor shortages into new business opportunities

Macro factor	Current status (Segments impacted)	Opportunities / Measures
Interest rates (Higher USD/EUR interest rates)	<ul style="list-style-type: none"> → USD: Neutral earnings sensitivity thanks to ALM (ORIX USA, Aircraft and ships) ↘ EUR: Higher funding costs (ORIX Europe, Elawan) 	<ul style="list-style-type: none"> ↗ Increase ratio of EUR fixed-rate funding through reform of debt structure to help reduce pre-tax profit sensitivity (-2.0 to -3.0 Bln JPY annual impact for 1.0 ppt change as of end-FY23.3) ↗ Carefully reviewing changes in valuation for new investments
Forex (Yen weakness)	<ul style="list-style-type: none"> ↑ Greater investment in Japan by overseas investors (Real Estate, PE Investment) ↑ Increase in inbound visitors (Concession, Facility operations) ↑ Pre-tax profit sensitivity: +1.5 Bln JPY (per 1 yen/annually) (overseas segments) 	<ul style="list-style-type: none"> ↑ Can expect higher returns on exits from Japanese assets ↑ Kansai Int'l Airport Terminal 1 renovation, higher RevPAR for hotel/inn rooms
Inflation / Labor shortages	<ul style="list-style-type: none"> ↘ Higher purchase prices, construction costs (Auto, Rentec, Real Estate, Environment and Energy) ↘ Labor shortages make it difficult to increase occupancy rates (Facility operations) 	<ul style="list-style-type: none"> ↗ Passing along higher prices in lease/rental rates, condo/accommodation prices, renewable energy selling prices ↗ Higher productivity, Rentec's automated warehouse, airport smart lanes ↑ Labor shortage a business opportunities: auto/aircraft fleet management, solar generation plants O&M
Credit / Valuations	<ul style="list-style-type: none"> → Maintaining low levels of non-performing ratio (all segments) → No increase in write-downs (all segments) ↑ Current investees have solid EBITDA (PE Investment, ORIX USA) 	<ul style="list-style-type: none"> → Ongoing effort to strengthen risk management, primarily in US ↗ Searching for best time for exits (Real Estate, PE Investment, Environment and Energy, ORIX USA)

- ✓ Strong desire to invest in Japanese assets (real estate, PE) from overseas investors, providing opportunities for profitable exits
- ✓ Environment and Energy: Elawan aims to exit some of its renewable energy generation plants from FY24.3
- ✓ ORIX USA: While navigating current uncertain market climate, seeking portfolio rotation

Real Estate

Avg. annual investment gains: around 40.0 Bln JPY

- Portfolio includes five already completed/pre-exit logistics centers
- Two logistics centers under development to be completed within FY24.3
- Maintain high returns through added value, such as developing projects which require unique expertise, renewable energy

Environment and Energy

Avg. annual investment gains: around 10.0 Bln JPY

- Valuations for renewable energy generation plants remain high
- Elawan plans to sell some of its renewable energy generation plants (Operating capacity: 0.7 GW when ORIX purchased in July 2021, 1.5 GW June 2023)

PE Investment

Avg. annual investment gains: around 15.0 Bln JPY

- 8 of 18* investees in portfolio are pre-2018 vintage *as of end-March 2023
- Investees have solid EBITDA across the board, regardless of industry
- Size of most current investees several tens of billions of yen in EV

*Average annual investment (capital) gains: 7 year avg. calculated through FY23.3 (excl. impairments)

ORIX USA

Avg. annual capital gains: around 35.0 Bln JPY

- OCP*: Six investees in portfolio
- Avg. investment amount between 100-250 Mln USD (2-6 years since investment)
- Investees growing despite tough climate of rising prices, wages

*ORIX Capital Partners: Middle-market PE investment firm owned by ORIX USA

Segment Information

Corporate Financial Services and Maintenance Leasing - About the Business

Main business: Finance and fee business; leasing and rental of automobiles, electronic measuring instruments and ICT-related equipment

Corporate Financial Services	Auto	Rentec
Core platform for cross-selling ORIX Group products & services	World leader in vehicles under management	Leading equipment rental company
<div>Nationwide sales network</div> <div>Partner with Group companies to offer solutions for SMEs, middle-market firms</div> <div><div>Real Estate</div><div>PE Investment</div><div>Environment and Energy</div><div>Aircraft and Ships</div></div>	<div>Vehicles under management: 1.43 Mln ^{*1}</div> <div>Offers wide range of products and services, ability to make complex proposals an advantage ^{*1} • Leased vehicles (No. 1 in industry ^{*2}) • Rental cars (No. 2 in industry ^{*2}) • Car sharing vehicles (No. 3 in industry ^{*2})</div>	<div>Units in inventory: 40,000 types, ^{*3} 2.8 Mln units</div> <div>Japan's largest rental equipment company, offers specialized services</div> <div>• Electronic measuring instruments, ICT-related equipment rental • 3D printer, next-generation robot rental • 5G adoption support • Outsourced 3D printing services</div>

*1 As of end-March 2023

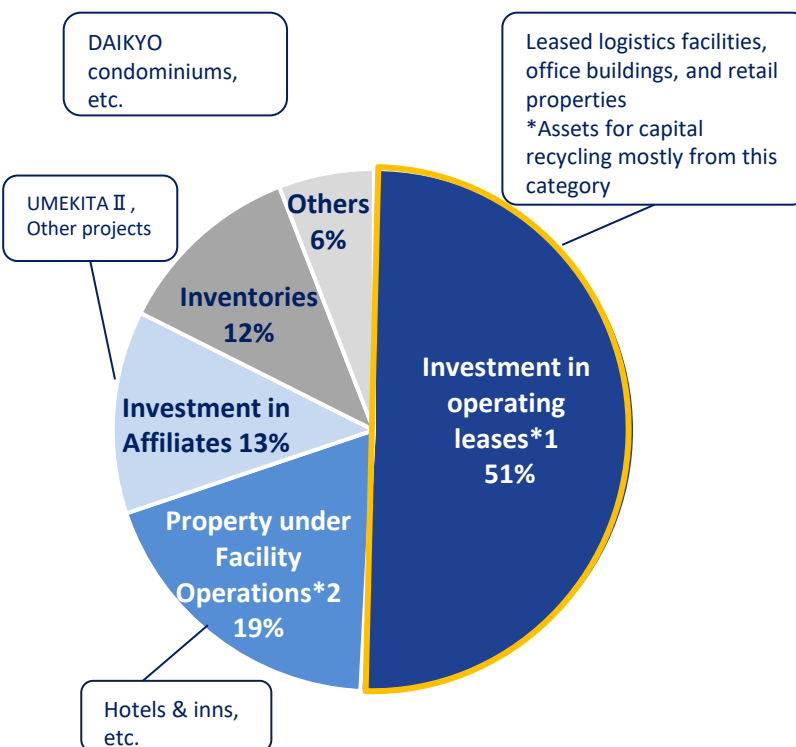
*2 Based on ORIX Auto data as of end-March 2023

*3 As of end-March 2023

Real Estate – About the Business

Main Business: Real estate development, rental and management; facility operation; real estate asset management

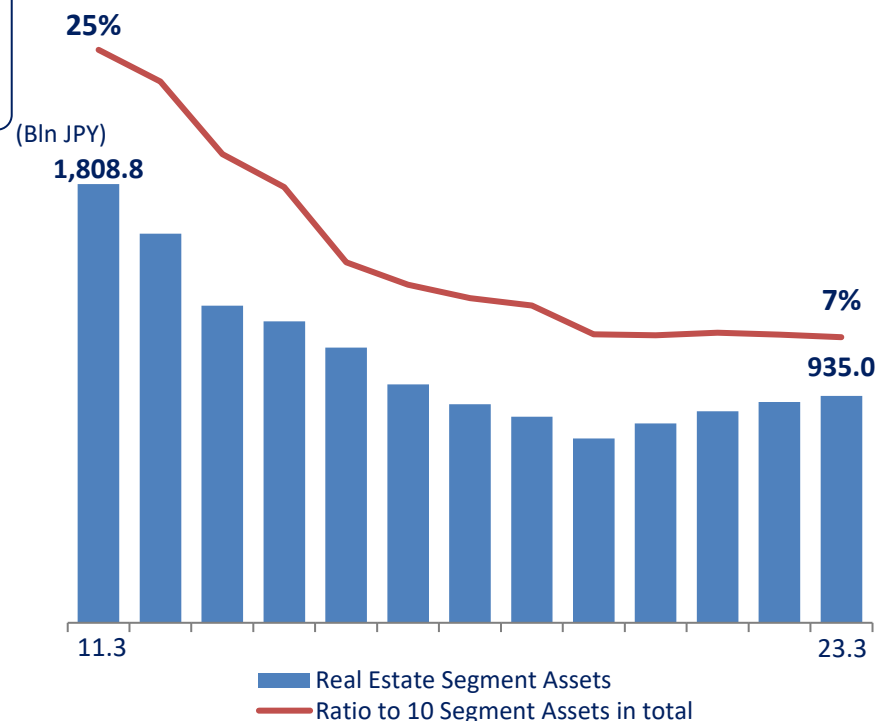
Segment Assets
(as of end-March 2023)



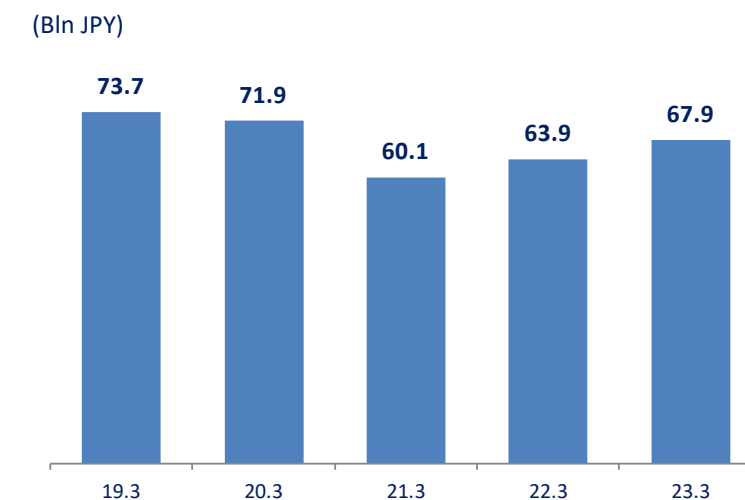
*1: Includes net investment in leases and advances for finance lease and operating lease

*2: Includes advances for property under facility operations

Segment Asset Trends



Unrealized gains on rental properties*



* Includes rental properties in segments other than Real Estate segment. Does not include properties in facility operation

PE Investment and Concession – About the Business

- ✓ Currently invested in 18 companies (as of end-March 2023); aim to develop new business segments for ORIX

Investment Track Record

Leveraging our broad network and experience we have established a superior investment track record

Target companies

Small-mid cap
focus
(EV: Tens of Bln JPY)

Investment span

3 – 5 years or
longer
(per project)

Total investments since 2012

28 companies

Track record

Approx. **30% IRR**
Average achieved in 9 exits
since 2012^{*1}

^{*1} Excludes sale of Kobayashi Kako assets in March 2022.

Investee Companies

**Management
oversight/support**
Hands-on involvement

**M&A, Tie-up
Strategy**
Expansion via M&As &
tie ups with peer,
adjacent industry firms

Marketing support
Customer, sales
channel expansion
using ORIX network

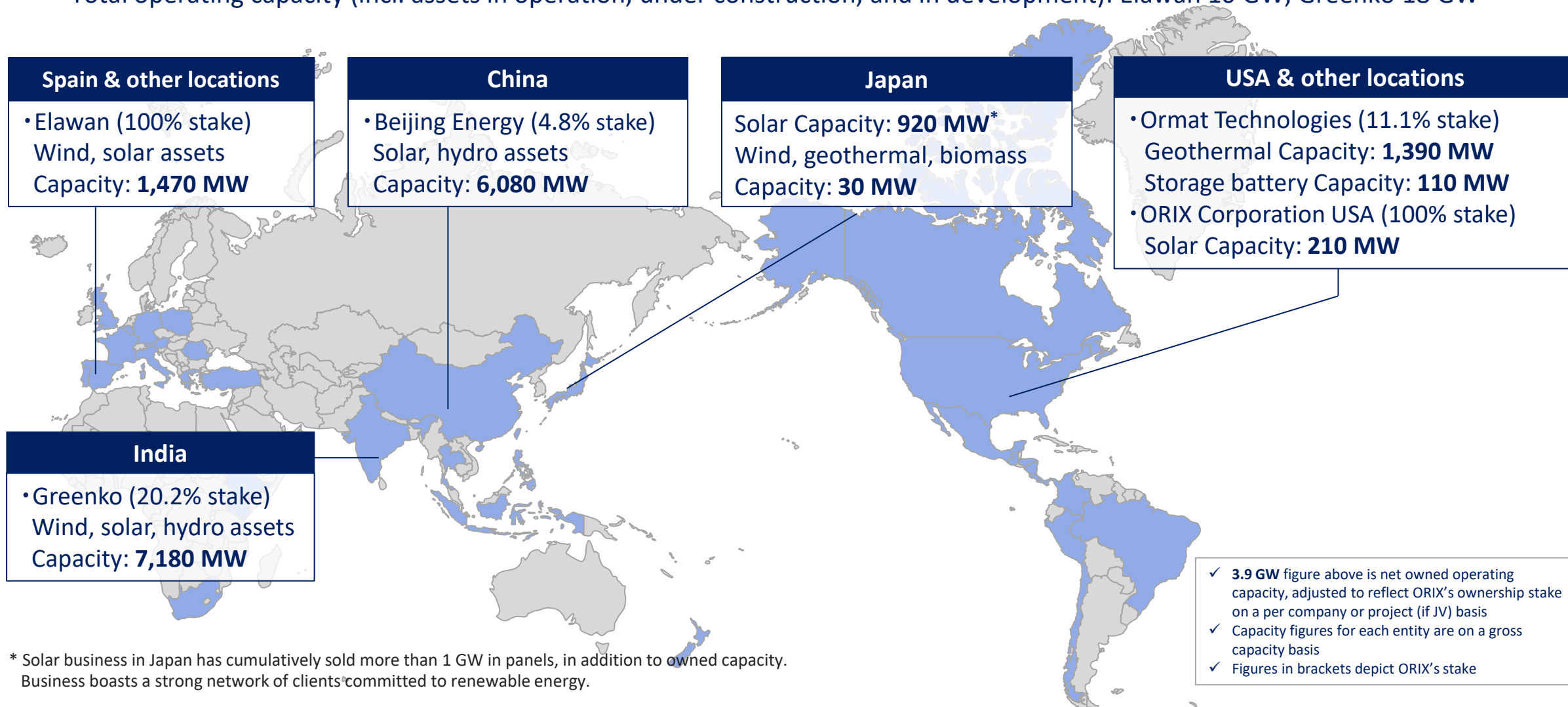
**Professional
human resources**
Support from
specialized staff

IT Services	Initial investment	Business
Koike Co., Ltd.	2017	Manufacturer of electronic materials
Primagest, Inc.	2017	Information processing service
APRESIA Systems, Ltd.	2020	Development, manufacture of networking equipment
HC Networks, Ltd.	2020	Design, configuration of information network systems
Informatix Inc	2020	Development of geographic information systems
Logistics/Rental Services, Dairy		
Cornes AG CORPORATION	2018	Total engineering service for dairy, agriculture-related equipment
Wako Pallet Co., Ltd.	2019	Seller and lessor of logistics equipment
SUGIKO Co.,Ltd	2020	Scaffolding and temporary construction materials rental company
Healthcare		
INNOMEDICS Medical Instruments, Inc.	2015	Sales of medical equipment and devices
Sasaeah Pharmaceutical Co., Ltd.* ²	2016	Veterinary pharmaceuticals
DHC Corporation	2023	Research and development, manufacture, and sale of cosmetics and health foods

^{*2} Formed via a merger of veterinary pharmaceutical maker (2016 ORIX investee) Fujita Pharm and veterinary vaccine manufacturer Kyoto Biken, began combined operations as Sasaeah Holdings in 2022.

Global Renewable Energy Portfolio

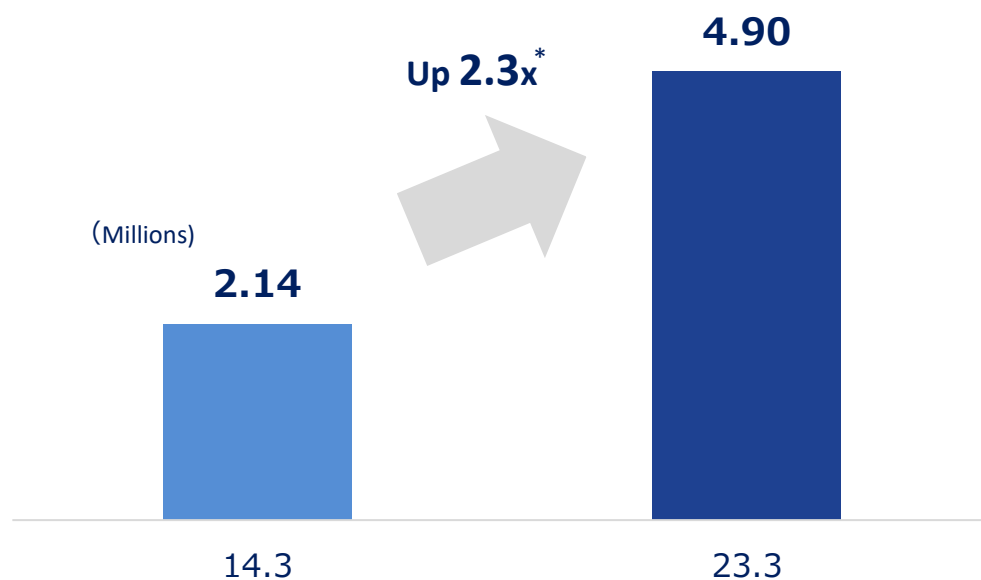
- ✓ Total net owned operating capacity of 3.9 GW worldwide (as of end-June 2023)
- ✓ Total operating capacity (incl. assets in operation, under construction, and in development): Elawan 10 GW, Greenko 18 GW



Life Insurance – About the Business

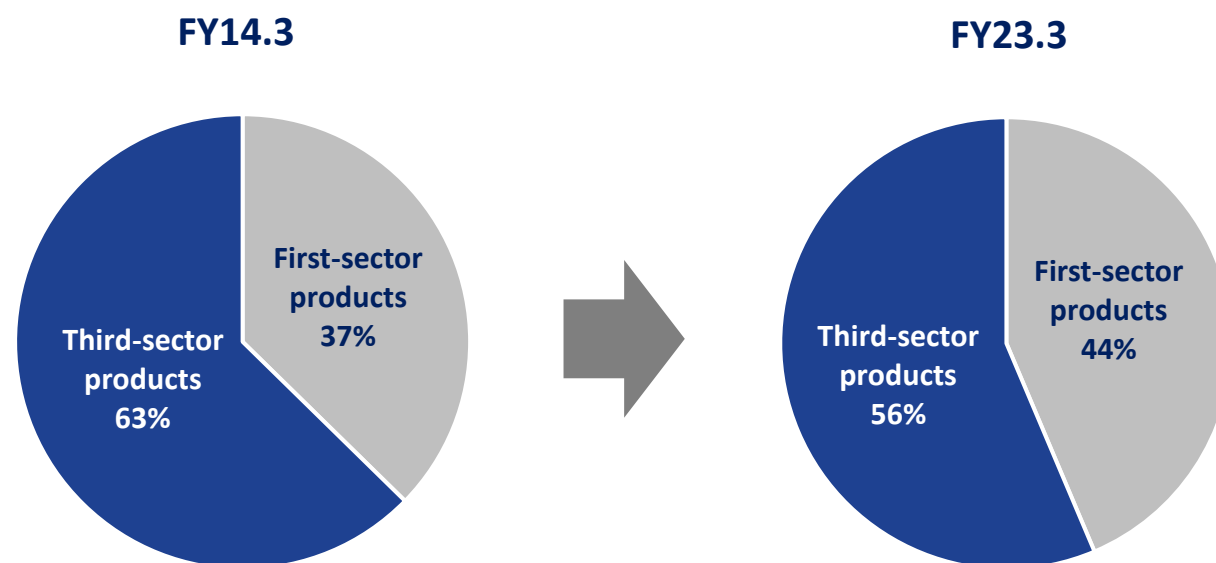
- ✓ Omni-channel strategy (including online/mail order) has allowed ORIX Life to post growth in policies well above industry average
- ✓ Shift from mix dominated by third-sector products (such as medical insurance *CURE*) to a more well-balanced portfolio with introduction of first-sector products (including whole life insurance *RISE*, US dollar-denominated whole-life insurance *Candle*)

Trends in Policies in Force



*Average growth for life insurance industry (all firms) was 1.4X over the same period
(Data from Japan Institute for Insurance Research's Insurance – Life Insurance Statistics (Japanese only), corporate earnings reports. Compiled by ORIX.)

Product Portfolio Mix Trends (Annualized premiums for policies in force)

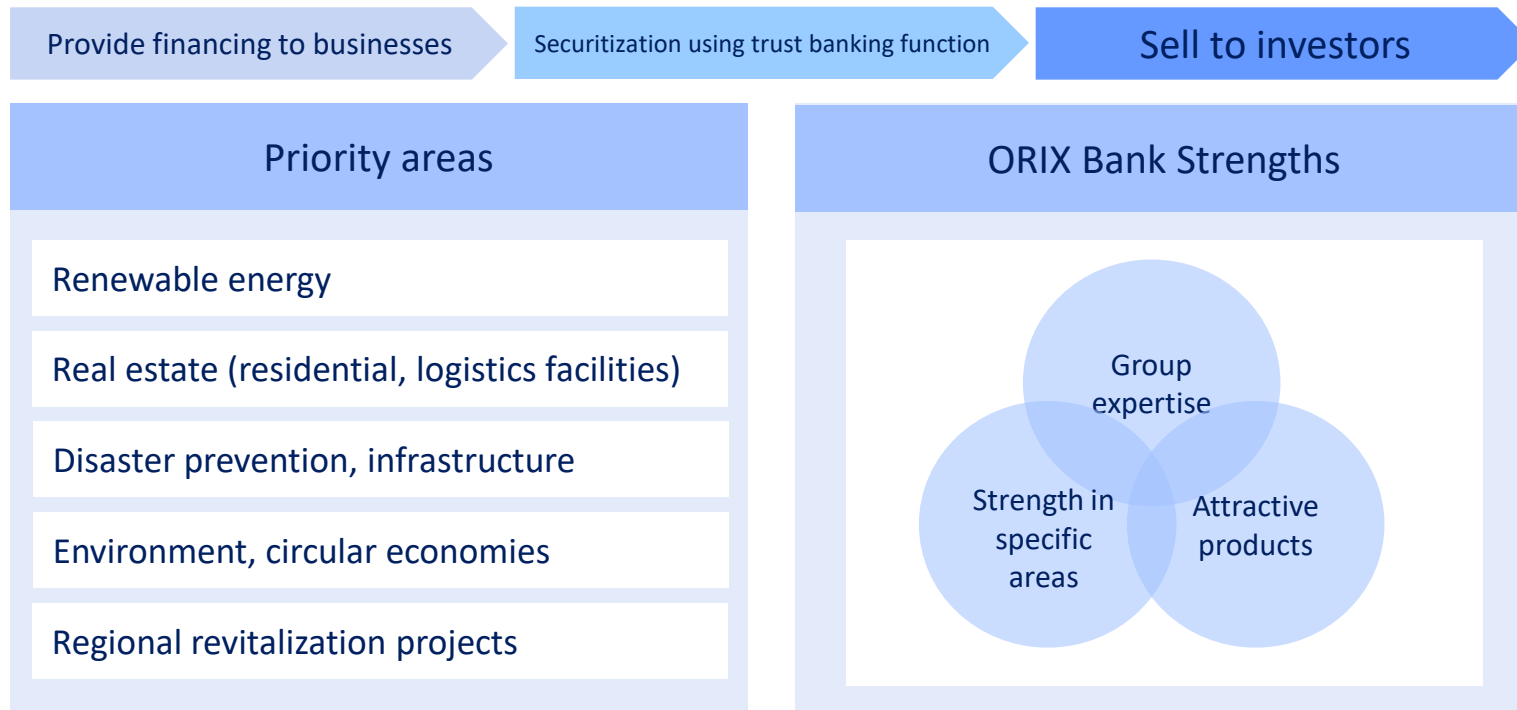


- First-sector products (Death protection, etc.)
- Third-sector products (Health insurance, Cancer insurance, etc.)

Banking – About the Business

- ✓ In addition to its mainstay real-estate investment loan business, ORIX Bank is strengthening its financing business to industries which support a sustainable society
- ✓ By utilizing its trust banking license, ORIX Bank will develop and sell financial products, such as securitized loan products. (Property in trust is approximately 1 Tln JPY)
- ✓ Aim to improve ROA and secure sustainable growth while controlling quality, size of asset base

■ ORIX Bank – A more robust business model



■ Results

- ✓ Executed approx. 240 Bln JPY in financing centered on priority areas in two years (FY22.3-FY23.3, includes approved projects)
- ✓ Fulfilling needs among regional financial institutions for ESG investment vehicles by securitizing loans using trust banking license (FY23.3: Approx. 263 Bln JPY)

■ Case Study

- ✓ Provided third-party assessed green loan* to fund large solar projects in Niigata Prefecture

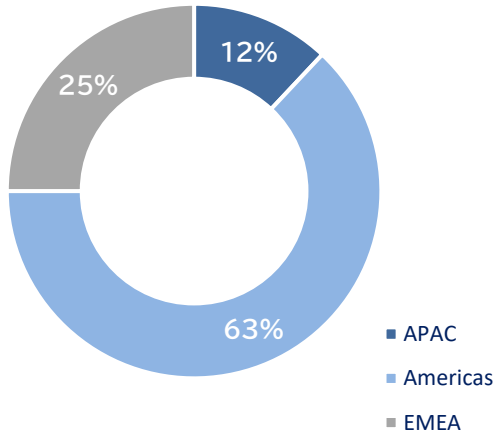
* Green loan was assessed with the highest GA1 rating by Ratings and Investment Information, Inc. (R&I)

Aircraft and Ships – About the Business

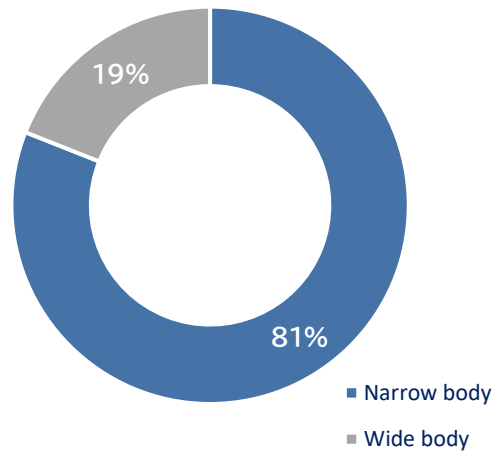
ORIX Aviation

- ✓ Fully-owned subsidiary
- ✓ Mainly trading in second-hand market
- ✓ Arrangement of aircraft purchases to third parties, asset management services
- ✓ S&P servicer rating: Top ranking (Strong)

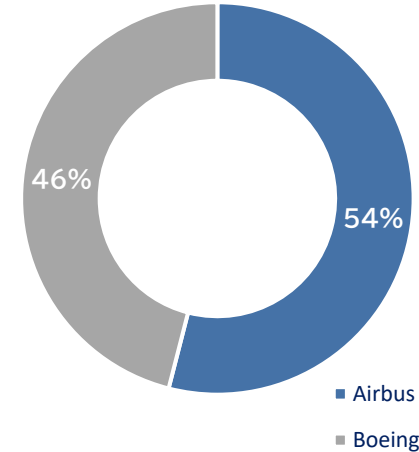
GLOBALLY DIVERSE (NBV)



NARROWBODY WEIGHTING (number of aircraft)



OEM BREAKDOWN (number of aircraft)



Owned fleet
57

Committed fleet
0

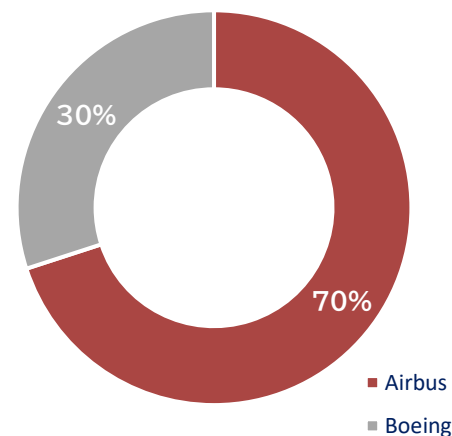
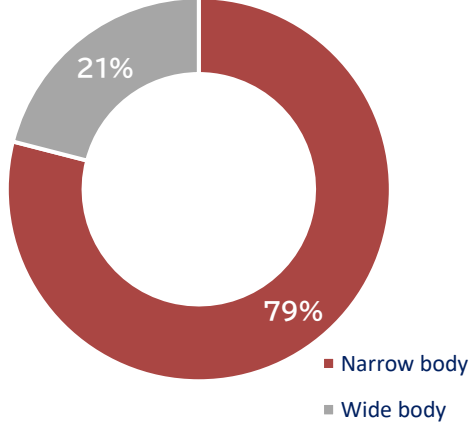
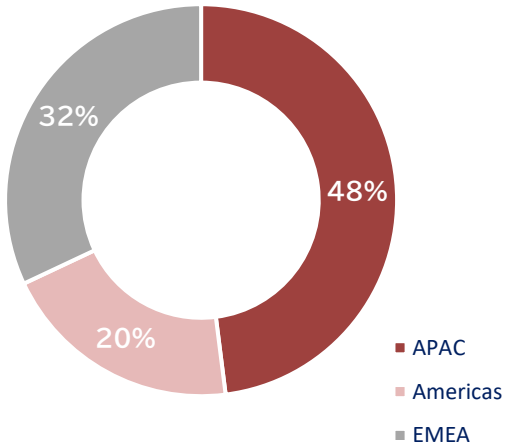
Average age
5.2 years

Avg. remaining lease term
7.9 years

Managed fleet
140

Avolon

- ✓ 30% stake (acquired in November 2018)
- ✓ Sizable direct orders to aircraft manufacturers
- ✓ Direct leasing of fleet
- ✓ S&P: BBB-
Moody's: Baa3
Fitch: BBB-



Owned fleet
532

Committed fleet
297

Average age
6.4 years

Avg. remaining lease term
6.8 years

(as of end-June 2023)

ORIX USA – About the Business



- ✓ A provider of capital and financing solutions to middle market companies in USA, targets growth in asset management for three key verticals (total AUM / AUA \$74.7 Bln)
- ✓ Operates a hybrid strategy, investing own principal capital while providing capital market and asset management solutions to external investors

(USD, as of end-June 2023)

	Credit	Real Estate	Private Equity
Segment Profits(Q1)	70 Mln	28 Mln	-6 Mln
Base Profits	50 Mln (YoY +8 Mln)	27 Mln (YoY -8 Mln)	-13 Mln (YoY -9 Mln)
Investment Gains	19 Mln (YoY +13 Mln)	1 Mln (YoY -2 Mln)	8 Mln (YoY +12 Mln)
Segment Assets	5,979 Mln	3,342 Mln	1,150 Mln
Businesses	<ul style="list-style-type: none"> ✓ Provides variety of debt services, using own principal capital and external capital ✓ Products include leveraged loans, structured finance products, growth capital, CLOs, syndicated loans, municipal/infrastructure project financing 	<ul style="list-style-type: none"> ✓ Loan origination, primarily for US government mortgage agency loans (multifamily, senior care, healthcare) ✓ LIHTC (low-income housing tax credit)* syndication <p>* US federal tax credit program designed to promote supply of affordable housing, a market resilient to economic trends.</p>	<ul style="list-style-type: none"> ✓ Two companies focused on middle-market firms – one fund investing principal and third-party capital, one principal-only strategy ✓ Fund: 25 transactions since 2016 (avg. \$75-250 Mln deal size) ✓ Principal investment strategy: 50 platform transactions since 2012 (\$10-\$20 Mln deal size)
Business Lines	<ul style="list-style-type: none"> ✓ NXT Capital ✓ Signal Peak Capital Management 	<ul style="list-style-type: none"> ✓ Lument ✓ Boston Financial Investment Mgmt 	<ul style="list-style-type: none"> ✓ ORIX Capital Partners (fund) ✓ ORIX Private Equity Solutions (principal investment strategy)

※ Segment profits and assets don't include HQ expenses associated with managerial accounting

ORIX Europe – About the Business

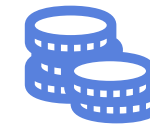
- ✓ Main Business: Equities, fixed income, renewable energy and other fund management
- ✓ Actively promoting ESG investing, especially through Robeco and Gravis Capital Management

Major Subsidiaries	Head Office	Primary Business	Established (Acquired)
Robeco	Rotterdam	Equities, fixed income, and sustainability-focused asset management	1929 (2013)
Boston Partners	Boston	Value-focused boutique asset management firm	1995 (2013)
Harbor Capital Advisors	Chicago	Manager selection model	1983 (2013)
Transtrend	Rotterdam	Commodity Trading Advisor	1991 (2013)
Gravis Capital Management	London	Alternative asset manager	2008 (2021)

An ESG pioneer since the mid-1990s, Robeco is recognized as a global leader in sustainable investing

Robeco Parent AUM

(as of 31 March 2023)



179 Bln EUR

ESG-Integrated AUM



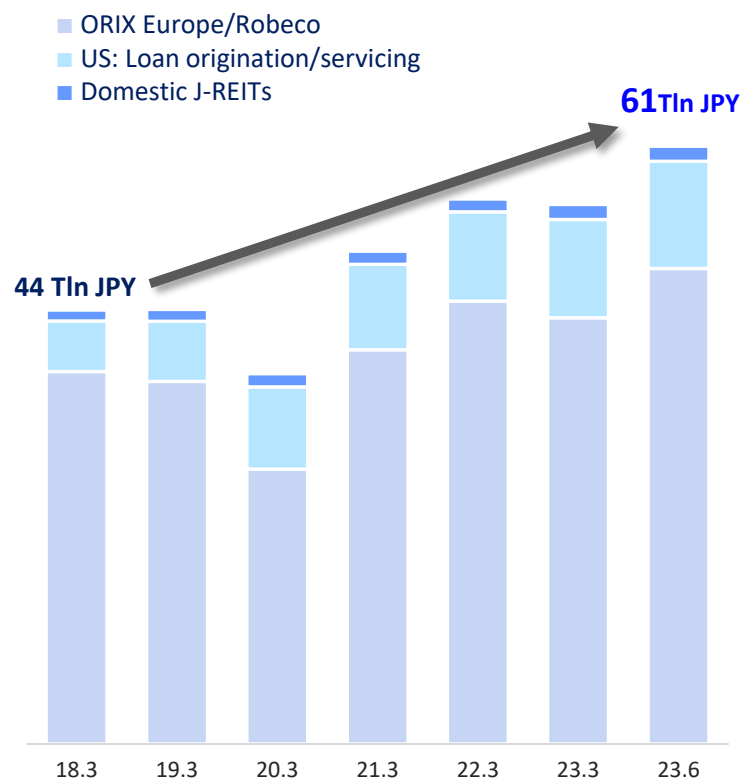
176 Bln EUR

Announced support of Net Zero Asset Managers Initiative in Dec 2020, aims to achieve net zero GHG emissions across all assets under management by 2050

ORIX Group – Asset Management Business

- ✓ Expansion in asset management business centered on Europe, US supports base profit growth
- ✓ Focus on management of diversified asset base, in addition to equities, fixed income, and alternative assets
(Top domestic manager of renewable energy, aircraft, condominium property management, auto fleet assets)

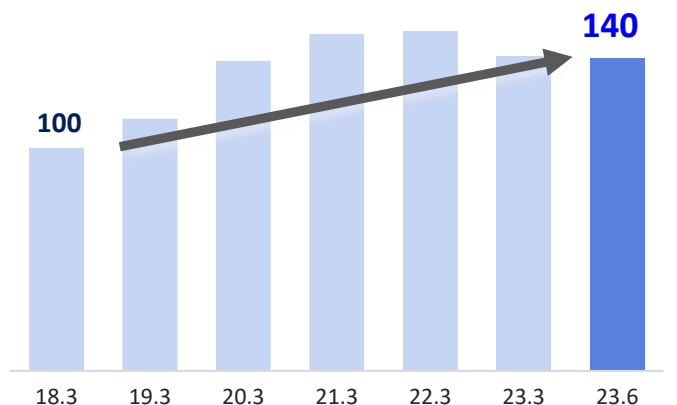
Equity, Fixed Income, Alternative Assets AUM ^{*1}



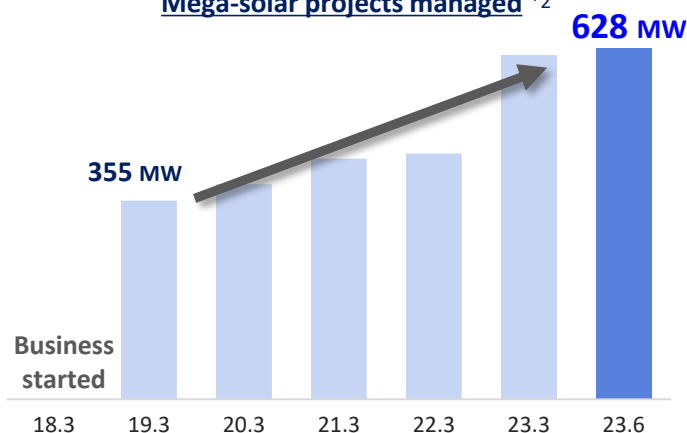
^{*1} End-period forex rates used.

^{*2} Established mega-solar project management firm in June 2018

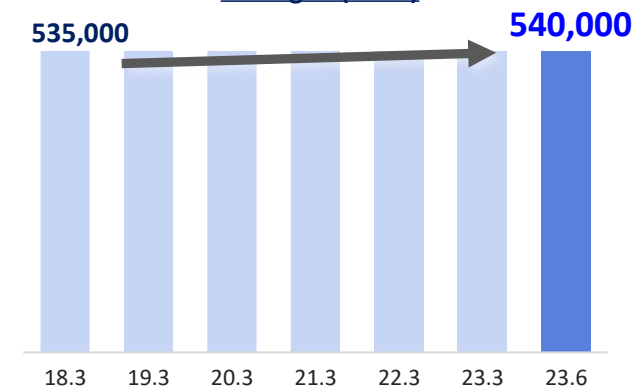
Aircraft fleet management



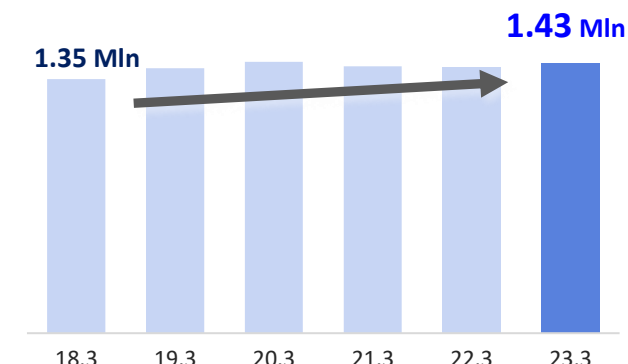
Mega-solar projects managed ^{*2}



DAIKYO unit – Condominiums managed (units)



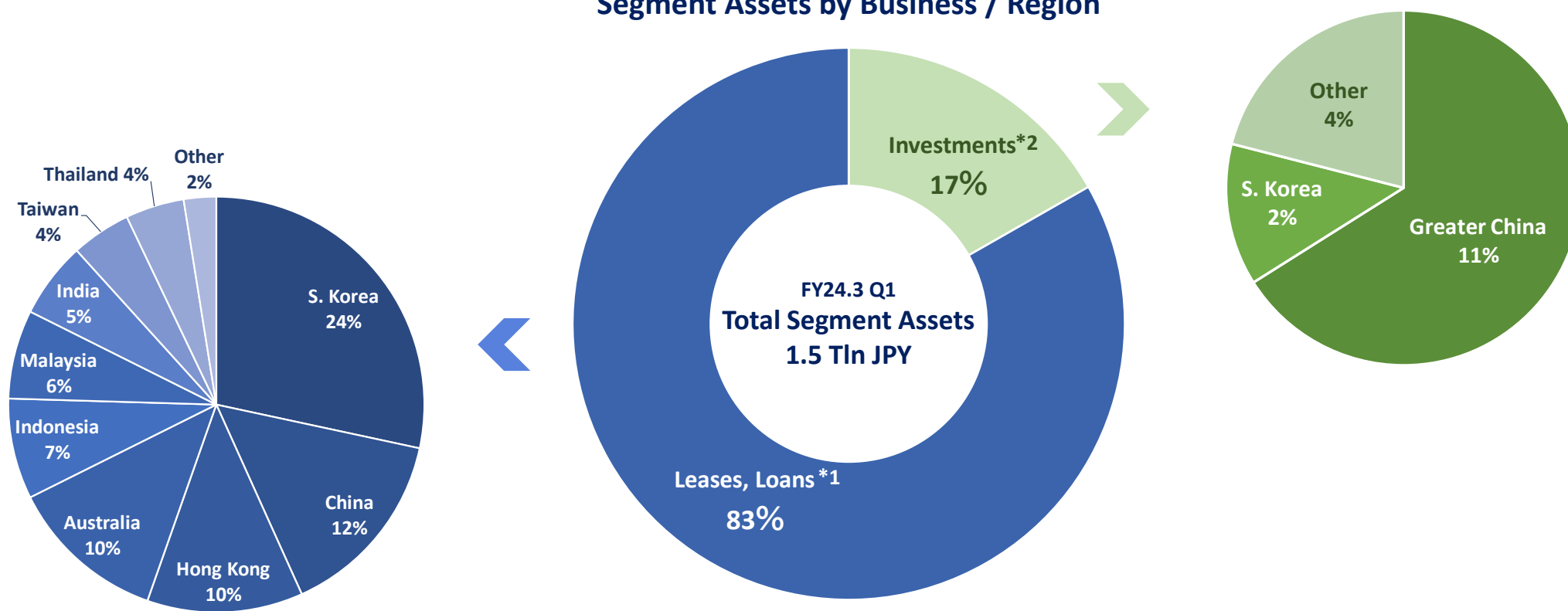
Auto / Fleet maintenance



Asia and Australia – About the Business

- ✓ Main Business: Leasing, lending, and investment businesses in Asia and Australia
- ✓ Leasing: Primarily industrial equipment and auto leasing across Asia and Australia.
Investments: PE investments mainly in Greater China and South Korea

Segment Assets by Business / Region



*1 Net Investment in Leases, Installment Loans, Investment in Operating Leases, and other items

*2 Investment in Securities, Investment in Affiliates, and other items (Within Investment in Affiliates, equity stakes owned by leasing-focused Group companies have been included in 'Leases, Loans', above)

Appendices

Strong profitability

Net income ROE
290.3 Bln JPY **8.5%**



High growth

10-year net income CAGR
 (FY13.3-FY23.3)

10%



Leading renewable energy provider in Japan

Renewable energy generating
 Capacity (worldwide) *2

3.9GW



Enhanced shareholder returns

DPS (FY11.3-FY23.3)
 Increased by **10x+**



Well-balanced earnings*1

Base profit Investment gains
75% **25%**



Top-class investment track record

Domestic private equity investment
 IRR*3

30%



Financial soundness

Credit rating
Single A or higher



Global network

Employees Regions
34,737 **28** countries/regions



Asset management business growth

Asset management business
 Assets under management*4

61 Tln JPY



*All figures based on FY23.3 or end-FY23.3 data unless otherwise indicated.

*1 Calculated using average for past five years (FY19.3-FY23.3).

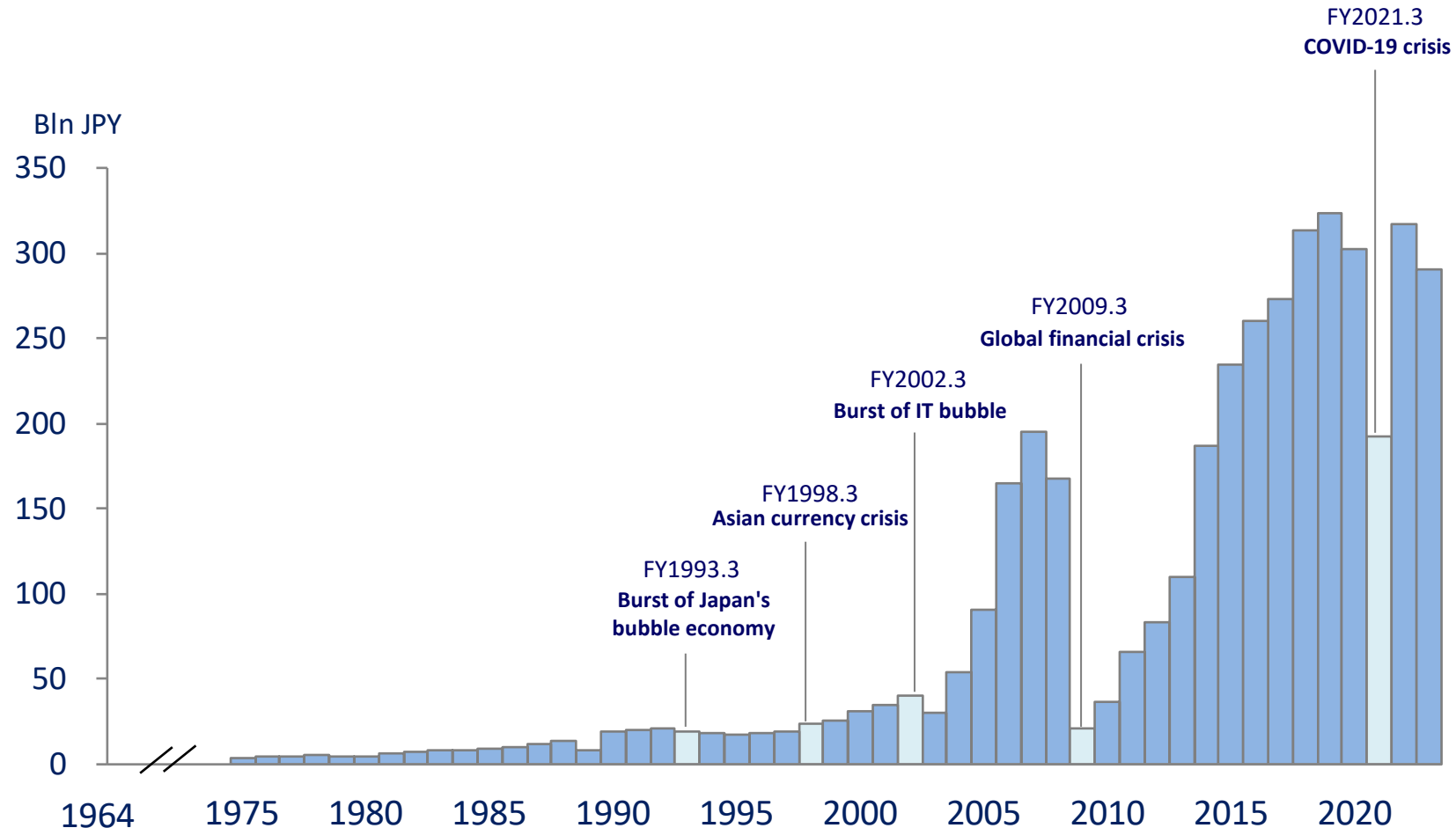
*2 Calculated reflecting ORIX ownership ratio on a per project basis (as of end-June 2023).

*3 Average for 9 exits since 2012, excludes sale of Kobayashi Kako assets at end-March 2023.

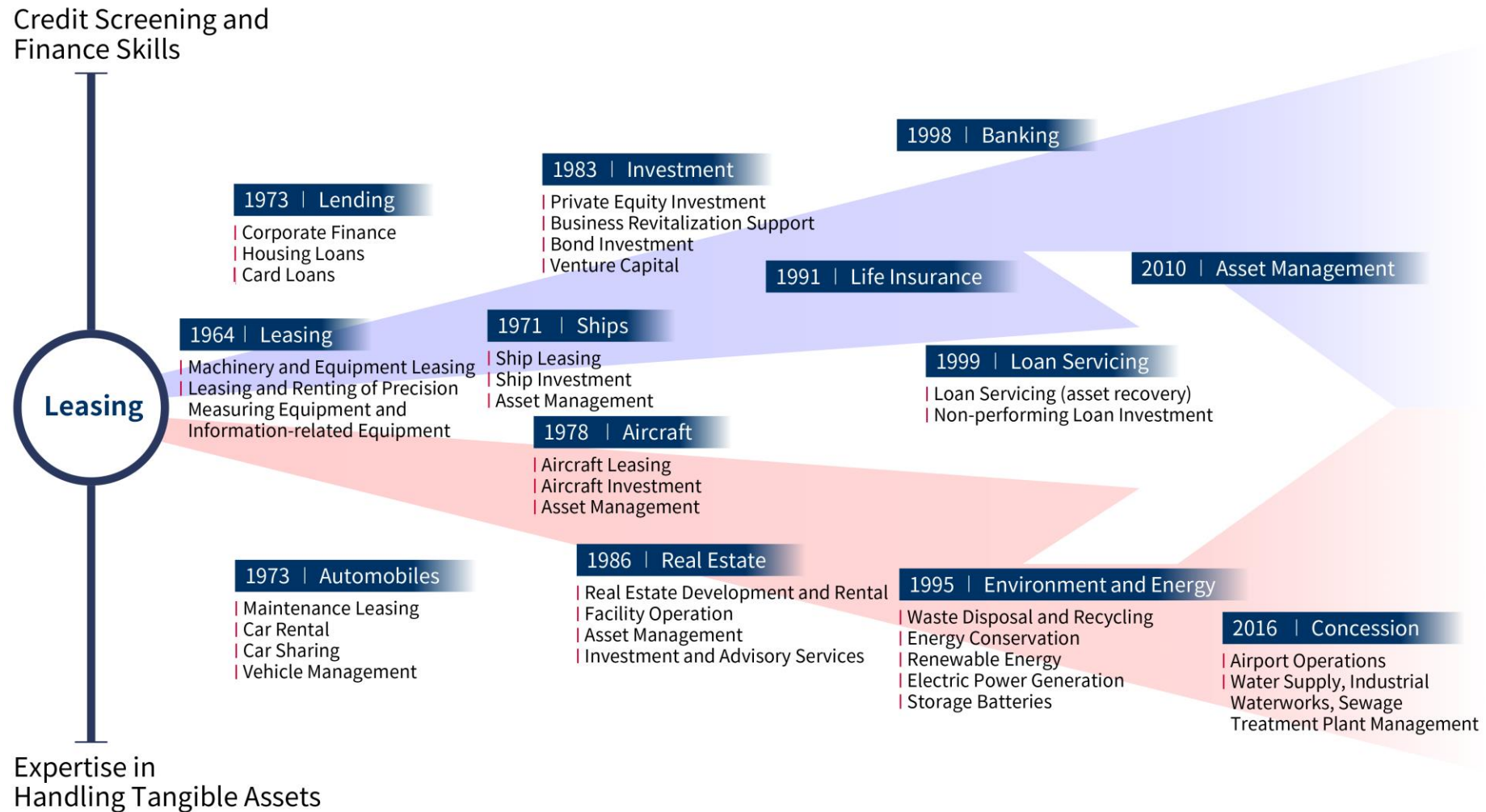
*4 Total AUM for asset management businesses at ORIX Europe, ORIX USA, Real Estate segments (end-June 2023).

- ✓ Excluding founding year, ORIX has been profitable for 58 straight years

Net Income Attributable to ORIX Corporation Shareholders



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



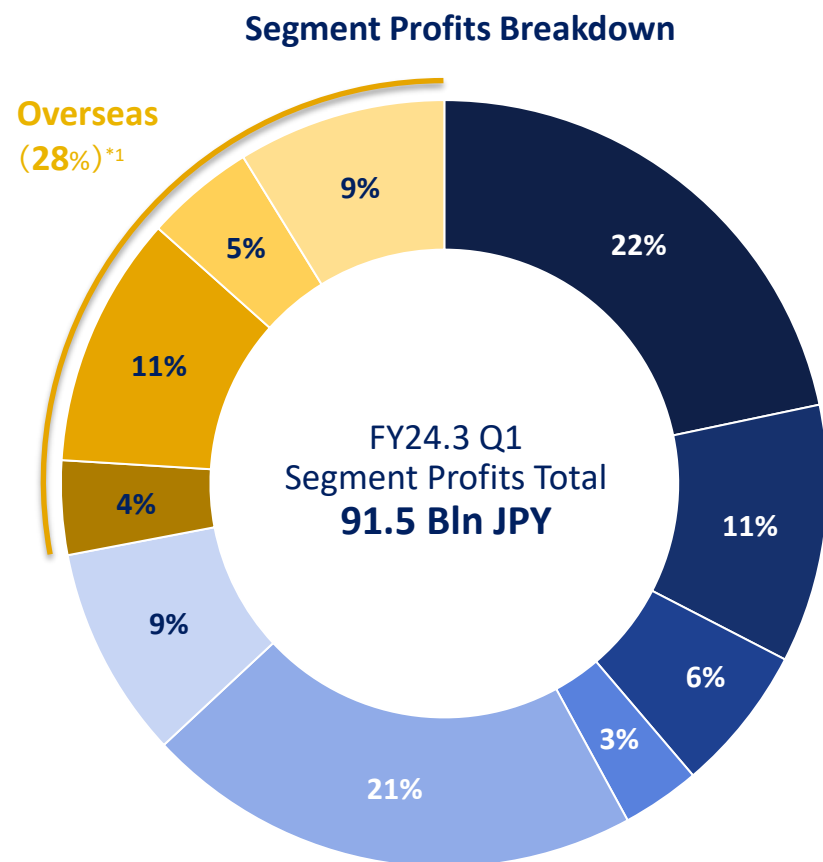
FY24.3 Outlook & FY25.3 Targets

(From FY23.3 results presentation announced in May 2023 with some updates)



	FY23.3 Results	FY24.3 Outlook	FY25.3 Targets (New)
Net income	290.3 Bln JPY	330.0 Bln JPY	400.0 Bln JPY
EPS	246 JPY	285 JPY	351 JPY
ROE	8.5%	9.0%	10.4%
Financial soundness	A-rating equivalent	A-rating equivalent	A-rating equivalent
Full-year DPS	85.6 JPY	Dividend payout ratio of 33%	Dividend payout ratio of 33% or higher
Share buybacks	50.0 Bln JPY	50.0 Bln JPY	Carried out opportunistically
Total return ratio	52%	48%	-

Segment Profits



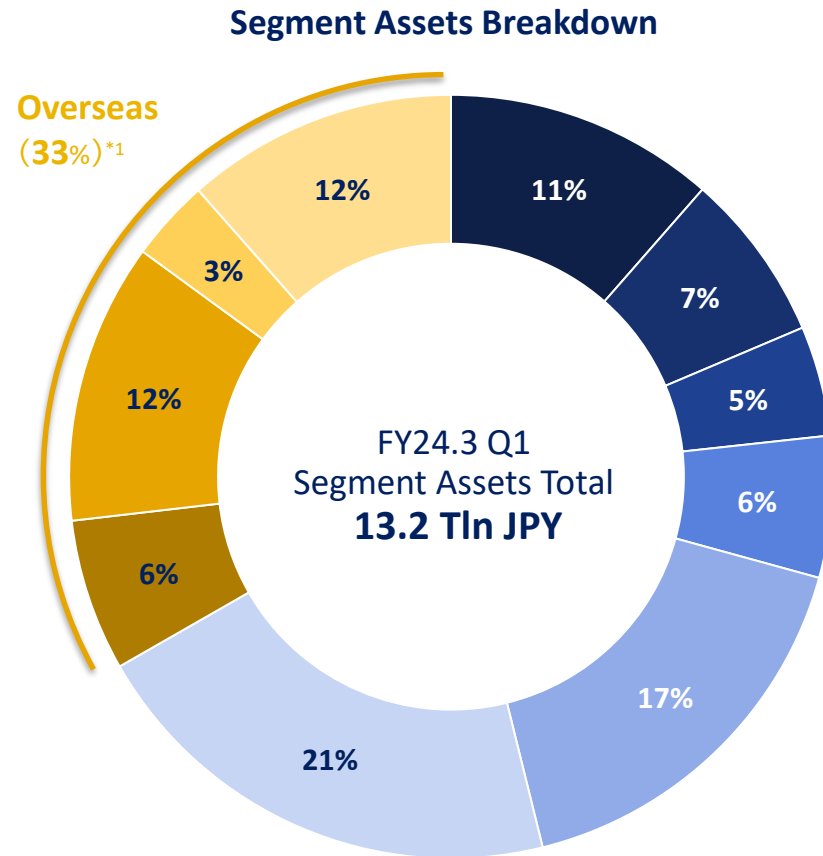
(Bln JPY)

		23.3				24.3	QoQ	YoY
		1Q	2Q	3Q	4Q	1Q		
1	Corporate Financial Services and Maintenance Leasing	16.6	20.4	21.2	16.9	19.9	+3.0	+3.3
2	Real Estate	11.9	7.0	5.6	27.0	10.0	-17.1	-2.0
3	PE Investment and Concession	2.3	1.8	2.8	-4.0	5.7	+9.7	+3.4
4	Environment and Energy	3.5	5.2	23.1	1.1	3.0	+1.9	-0.5
5	Insurance	11.4	3.3	11.8	36.4	19.2	-17.2	+7.8
6	Banking and Credit	7.2	8.0	9.7	12.7	8.2	-4.6	+1.0
7	Aircraft and Ships	5.4	5.2	6.4	1.6	3.6	+2.1	-1.8
8	ORIX USA	6.0	15.6	11.4	16.0	9.7	-6.3	+3.7
9	ORIX Europe	9.3	7.1	19.5	4.8	4.2	-0.6	-5.1
10	Asia and Australia	12.8	11.7	10.0	0.5	8.0	+7.5	-4.7
Total		86.5	85.2	121.5	113.0	^{*2} 91.5	-21.5	+5.0

*1 Excludes Environment and Energy (overseas) earnings.

*2 The difference between FY24.3 Q1 segment profits total of 91.5 Bln JPY and pre-tax profits of 89.4 Bln JPY is mainly SGA expenses from administrative departments.

Segment Assets



(Bln JPY)

		23.3				24.3	vs. end	ROA
		1Q	2Q	3Q	4Q	1Q	23.3 4Q	
1	Corporate Financial Services and Maintenance Leasing	1,486.1	1,476.2	1,515.4	1,514.1	1,508.1	-6.0	3.6%
2	Real Estate	904.2	907.9	946.1	935.0	945.4	+10.4	2.9%
3	PE Investment and Concession	368.7	370.1	340.8	605.5	613.4	+7.9	2.5%
4	Environment and Energy	731.1	772.9	761.8	773.6	789.6	+16.0	1.1%
5	Insurance	2,082.2	2,052.7	1,944.8	2,050.4	2,222.3	+171.8	2.6%
6	Banking and Credit	2,691.5	2,677.4	2,728.0	2,698.7	2,712.3	+13.5	0.8%
7	Aircraft and Ships	723.2	752.6	695.8	742.9	847.8	+104.9	1.3%
8	ORIX USA	1,554.5	1,624.3	1,454.7	1,462.1	1,565.6	+103.5	2.0%
9	ORIX Europe	409.8	409.5	404.9	417.9	455.6	+37.7	2.9%
10	Asia and Australia	1,375.7	1,399.1	1,394.4	1,395.1	1,515.4	+120.3	1.7%
Total		12,326.9	12,442.6	12,186.7	12,595.3	13,175.5 ^{*3}	+580.1	2.0%

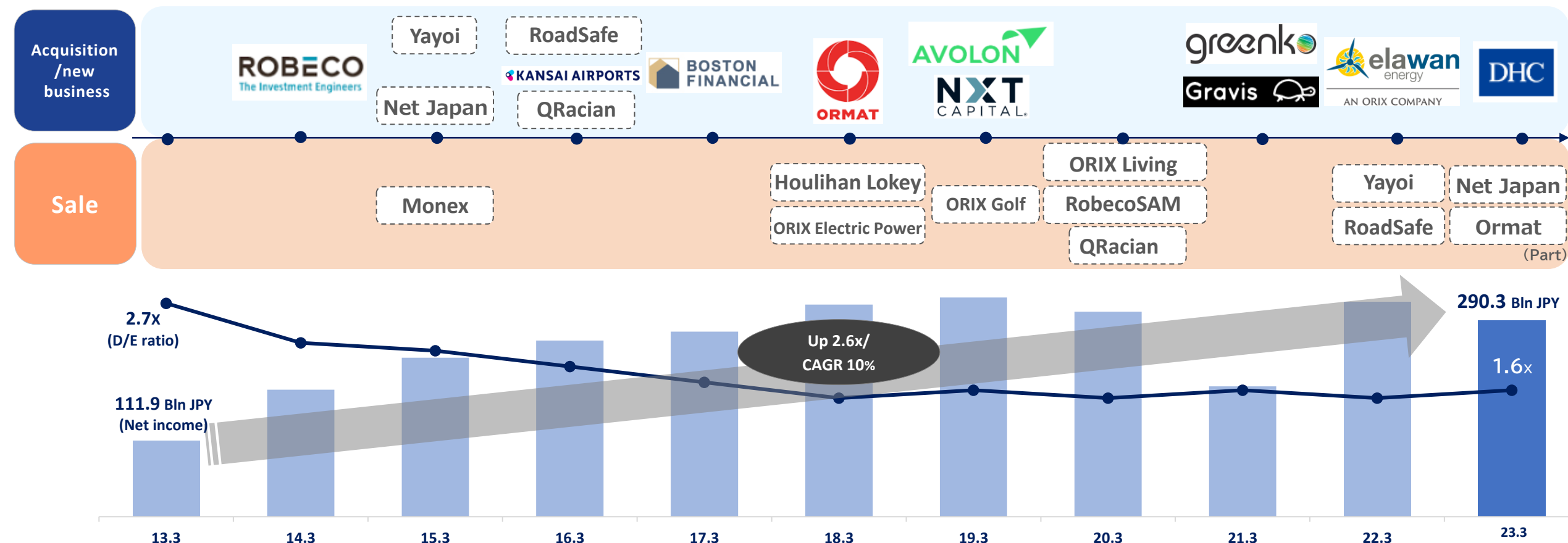
Changes in forex: +370.7 Bln JPY

*1 Excl. Environment and Energy (overseas).

*2 Segment asset ROA is calculated using after-tax unit profits

*3 Difference (2.4 Tln JPY) between end- FY24.3 Q1 segment assets of 13.2 Tln JPY and total assets of 15.6 Tln JPY is cash deposits and accounts receivable held within ORIX Group.

- ✓ Accelerated capital recycling model led to company-wide net income growth of 2.6X, CAGR of 10% (FY23.3 vs FY13.3)
- ✓ Also strengthened financial base, reducing D/E ratio from 2.7X to 1.6X over same period



*Change in accounting standards implemented from FY24.3 Q1 results was retroactively applied to FY22.3, FY23.3.

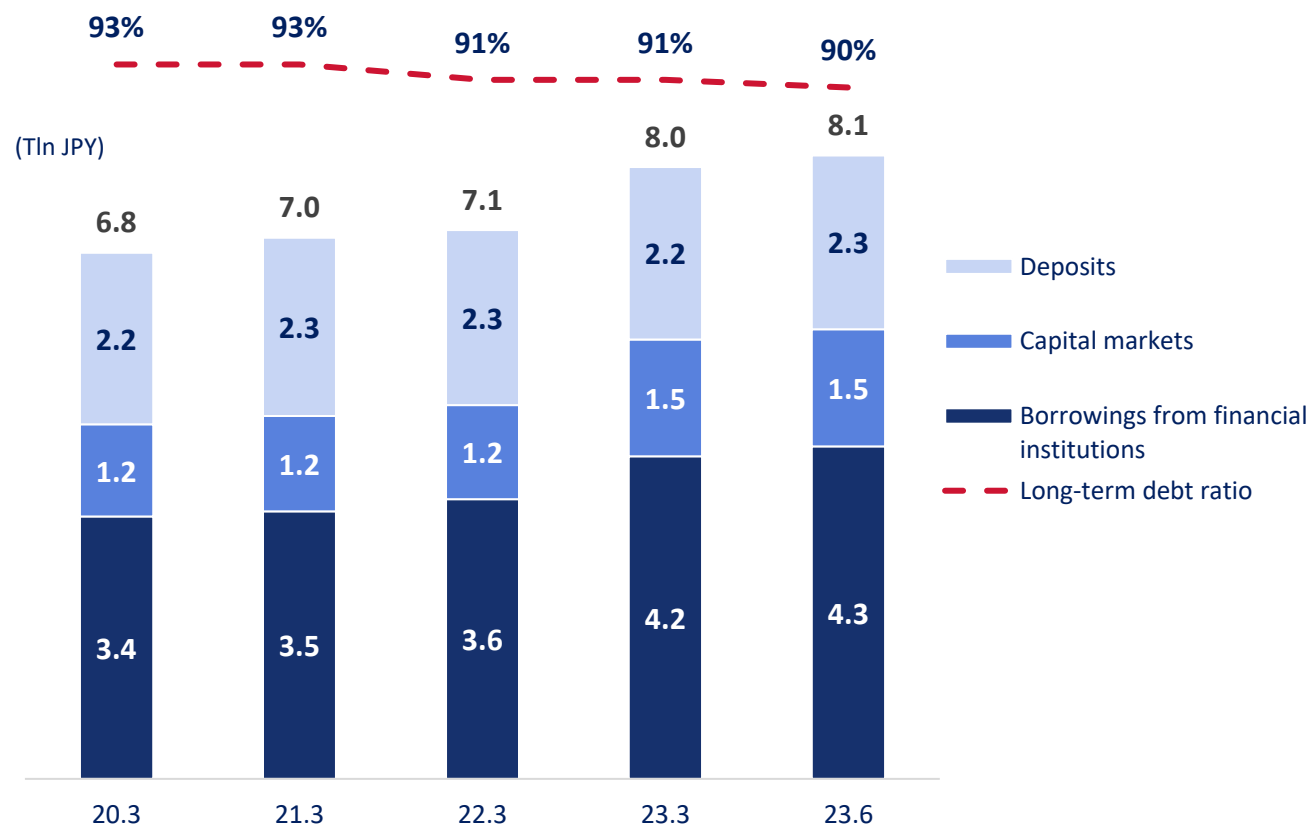
Investment Gains and Major Breakdown

(JPY)						
Segment	FY18.3	FY19.3	FY20.3	FY21.3	FY22.3	FY23.3
Real Estate	42.9 _{Bln} Mixed-use property	56.5 _{Bln} ORIX Golf Management	53.6 _{Bln} ORIX Living	16.9 _{Bln}	21.4 _{Bln}	29.5 _{Bln} Logistics centers
PE Investment and Concession	26.9 _{Bln} Arrk	0.3 _{Bln}	16.4 _{Bln} QRacian	-0.7 _{Bln}	-19.1 _{Bln} Kobayashi Kako	2.6 _{Bln} Net Japan
ORIX USA	21.6 _{Bln}	33.7 _{Bln} Houlihan Lokey	37.6 _{Bln}	17.7 _{Bln}	45.9 _{Bln} RoadSafe	33.2 _{Bln}
Other	27.6 _{Bln} ORIX Electric Power Corporation	2.3 _{Bln}	6.7 _{Bln} RobecoSAM's ESG Ratings Division	20.6 _{Bln}	140.8 _{Bln} Yayoi	18.2 _{Bln} Ormat (partial stake)
Total	119.1 _{Bln}	92.8 _{Bln}	114.2 _{Bln}	54.5 _{Bln}	189.0 _{Bln}	83.5 _{Bln}

*Investment gains figures are net of impairments. Investment gains include operating leases, gains on sales of subsidiaries and affiliates, gains on investment securities, etc.

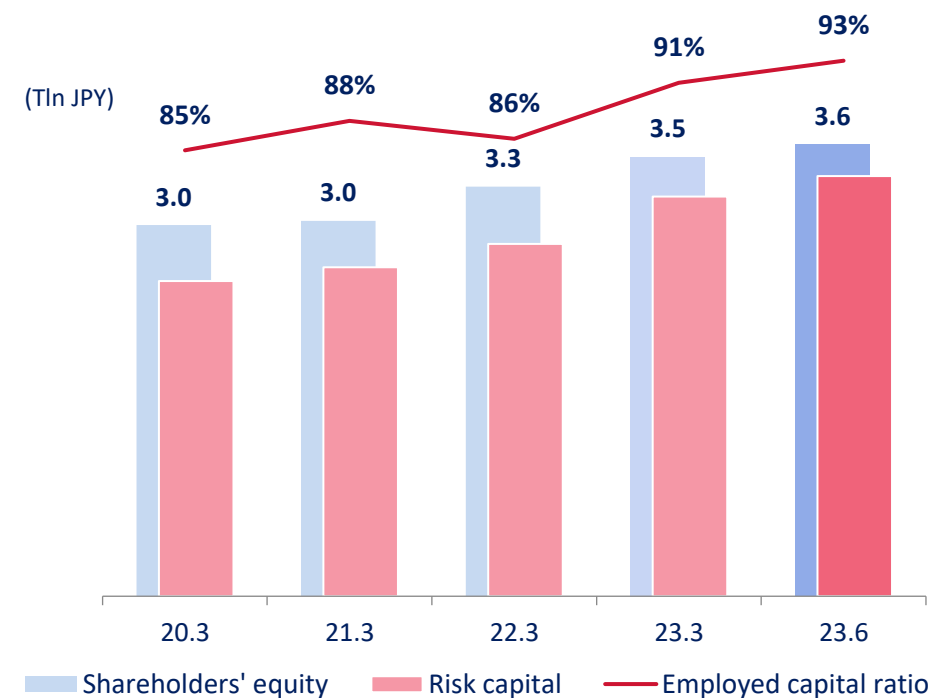
- ✓ Diversified funding methods and maintained a high long-term debt ratio

Funding Structure and Long-term Debt Ratio^{*1}



*1 Excluding deposits.

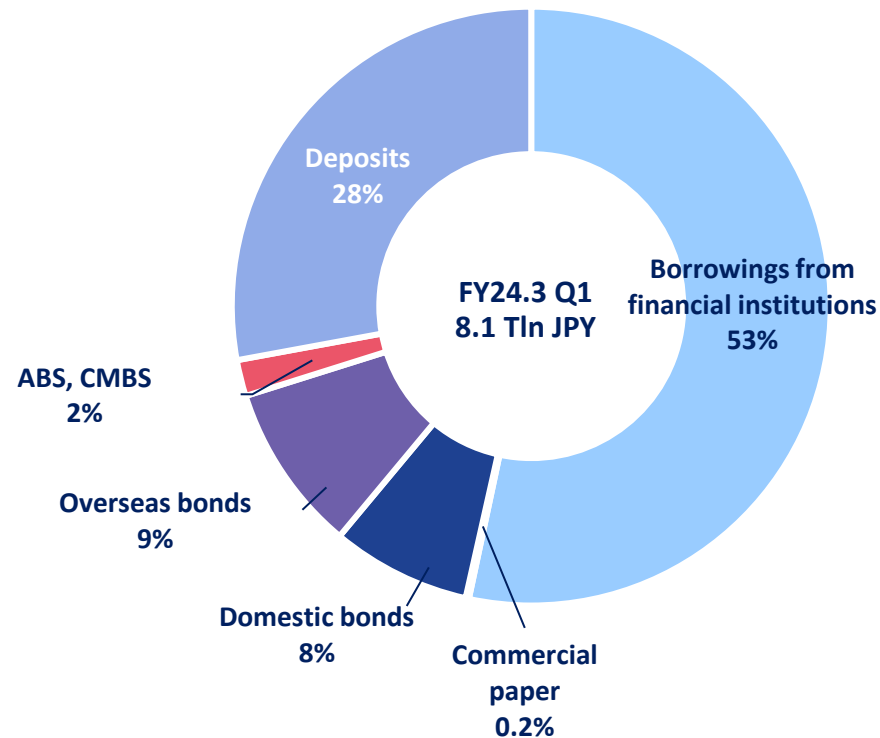
Shareholders' Equity / Employed Capital Ratio^{*2}



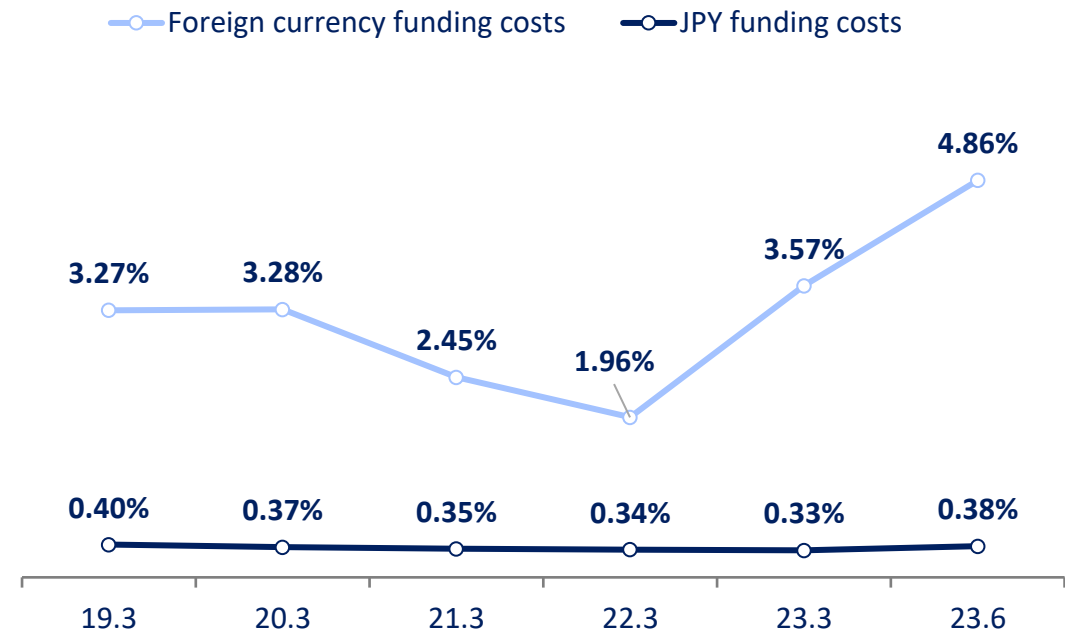
*2 Employed capital ratio is the ratio of risk capital to shareholders' equity. ORIX calculates risk capital based on historical maximum decrease for all assets.

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

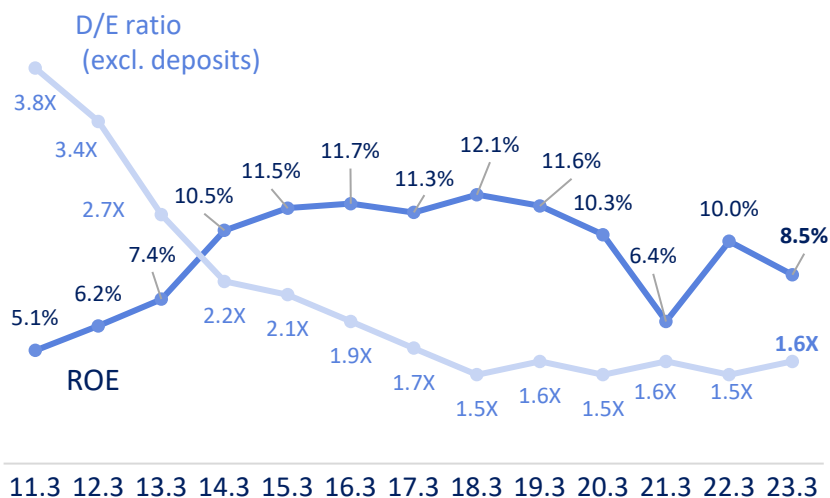
Breakdown of Funding



Trends in Fundings Costs



D/E Ratio • ROE



*Change in accounting standards implemented from FY24.3 Q1 results was retroactively applied to FY22.3, FY23.3.

Credit Ratings

	End-June 2023
S&P	A- (WatchNegative)
Moody's	A3 (Stable)
Fitch	A- (Stable)
R&I	AA- (Stable)
JCR	AA (Stable)

Interest Rate & Forex Sensitivity

Interest rates

- Japanese Yen & US Dollar = Negligible
- Euro = -2 to -3 Bln JPY

*Sensitivity of pre-tax profits assuming a 1% increase in interest rates lasting for 12 months

Forex

- Sensitivity of +1.5 Bln JPY

*Sensitivity of pre-tax profits assuming 1 JPY depreciation lasting for 12 months

- ✓ As of March 2023, ORIX now included in all six ESG indices (for Japanese stocks) adopted by Government Pension Investment Fund (GPIF)
- ✓ ORIX's Board of Directors now has a majority of outside directors, making progress towards achievement of other key goals, including GHG emissions reductions

Improved Ratings/Scores by ESG Rating Agencies

ESG Rating Agency	Rating/Scores changes (Timing of upgrade)
MSCI	A→ AA (Feb 2021) "Leader among 63 diversified financial industry peers"
FTSE	2.1→ 3.7 (June 2023) Selected as FTSE Blossom Index constituent
Sustainalytics	28.4→ 19.5* (July 2023) Ranked 164 out of 899 in industry
DJSI	35→ 48 (Nov 2022) Industry avg. score: 21
CDP	D→ B (Dec 2022) Progress in efforts to combat climate change recognized

* For Sustainalytics, a lower score indicates a lower risk (under 20.0 considered 'low risk.')

ESG-related Key Goals (announced Nov 2021)

1. Outside directors to account for **over half of the composition of the ORIX Group Board of Directors** by the General Meeting of Shareholders set to be held in June 2023.
2. **Female directors to account for over 30% of the composition of the ORIX Group Board of Directors** by the end of the fiscal year ending March 31, 2030.
3. **Female employees to account for over 30% of management positions at ORIX Group** by the end of the fiscal year ending March 31, 2030.
4. **Reduce ORIX Group GHG (CO₂) emissions by 50%** compared to the fiscal year ended March 31, 2020 by the end of the fiscal year ending March 31, 2030.
5. ORIX Group to **achieve net zero GHG (CO₂) emissions by the end of the fiscal year ending March 31, 2050.**
6. Reduce **ORIX Group's investment and credit balance in GHG (CO₂) emitting industries* by 50%** compared to the fiscal year ended March 31, 2020 by the end of the fiscal year ending March 31, 2030.
7. **ORIX Group to achieve a zero investment and credit balance in GHG (CO₂) emitting industries* by the end of the fiscal year ending March 31, 2040.**

* Refers to the fossil fuel mining, palm oil plantations, and forestry financed by some ORIX Group overseas subsidiaries

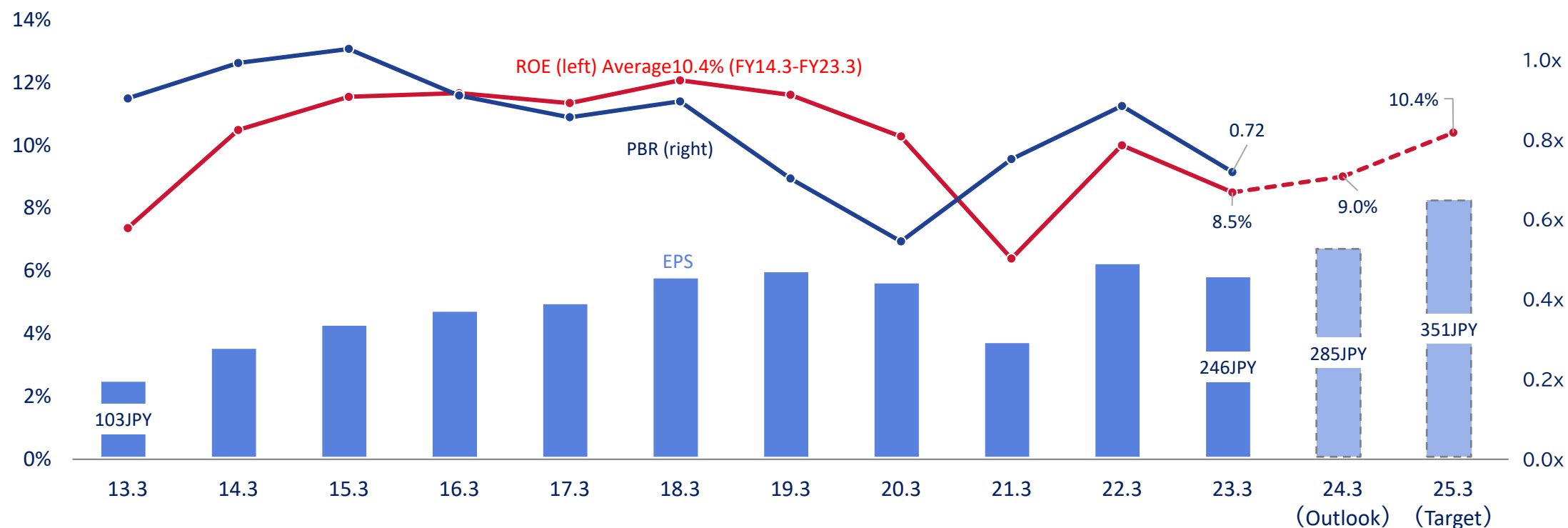
Improving Share Price Valuation (Corporate Value)

(From FY23.3 results presentation announced in May 2023 with some updates)



- ✓ Average ROE for past decade is 10.4%, first aim is to improve valuation to P/B of 1.0X or higher
- ✓ Promoting proactive communication by top management (including outside directors) with investors

ROE, EPS, P/B Trends



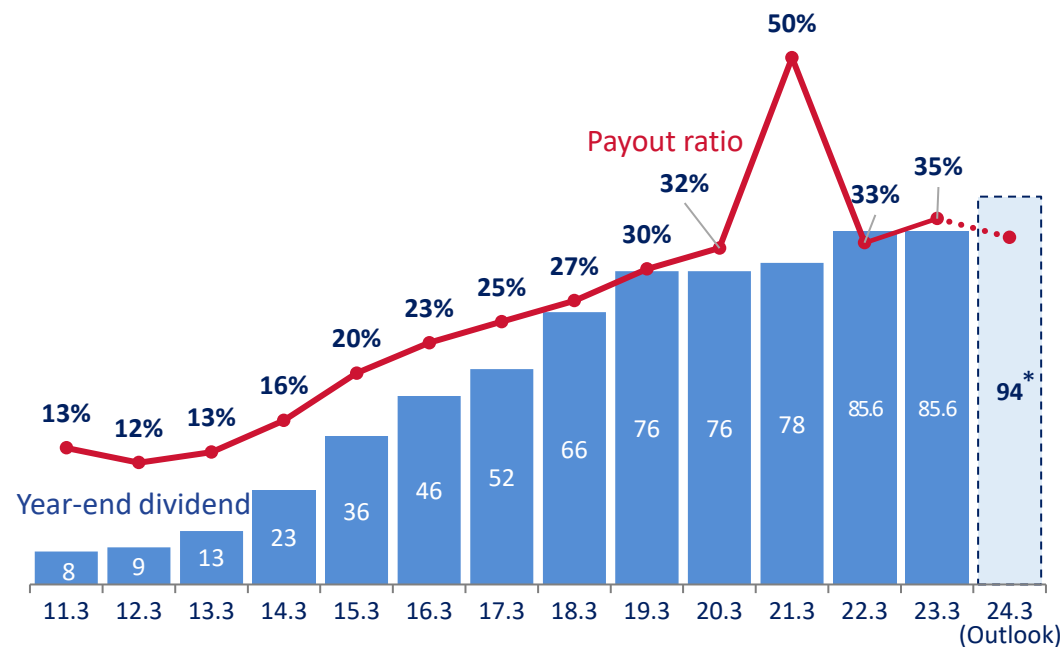
※ Change in accounting standards implemented from FY24.3 Q1 results was retroactively applied to FY22.3, FY23.3.

Shareholder Returns

- ✓ Maintain basic policy of “1/3 of net income allocated to dividends, 1/3 to new investments, and 1/3 to retained earnings and share buybacks”

Dividend per Share and Payout Ratio

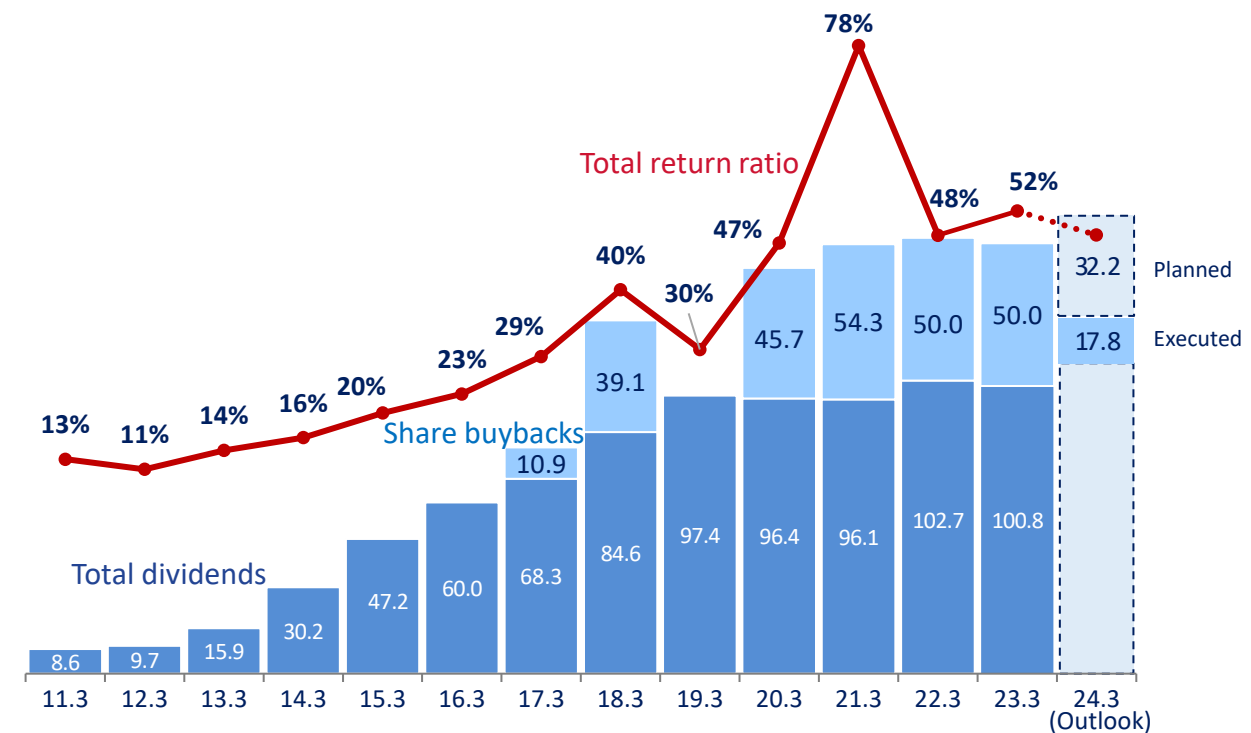
(JPY)



* Assuming FY24.3 net income of 330 Bln JPY

Share Buyback and Total Return Ratio

(Bln JPY)



※ Change in accounting standards implemented from FY24.3 Q1 results was retroactively applied to FY22.3, FY23.3.

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