ORIX Corporation

Consolidated Financial Results
For the Three-Month Period Ended June 30, 2026

Masataka Yamada — Senior Managing Executive Officer, Chief Financial Officer and Chief Strategy Officer

Kazuki Yamamoto — Operating Officer, Corporate Strategy and Management Unit, Responsible for Corporate Planning, Investor Relations and Sustainability

August 6, 2026

Executive Summary

✓ Net Income

- Q1 Net Income was 280.8 Bln JPY (+173.5 Bln JPY YoY, 53% progress toward full-year target), record quarterly profits

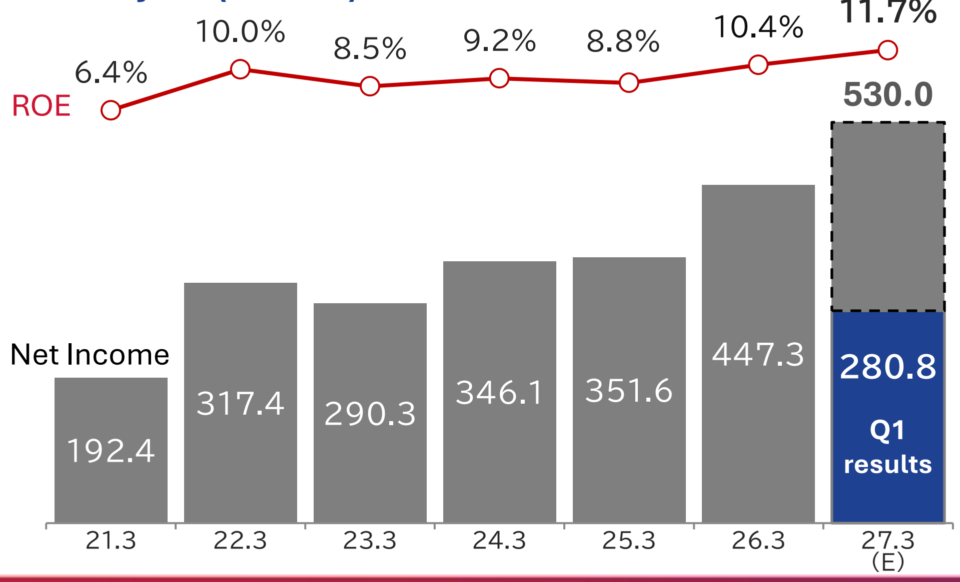
✓ Stronger core earnings power and robust capital recycling

- ORIX Europe (Robeco, etc.) grew asset management fees backed by AUM expansion, and Aircraft and Ships (especially Avolon) also improved earnings
- Executed sale of SUGIKO and ORIX USA's PE portfolio companies. Sale of ORIX Bank completed (Aug 3). On the same day, announced plan to acquire 100% stake of AerFin

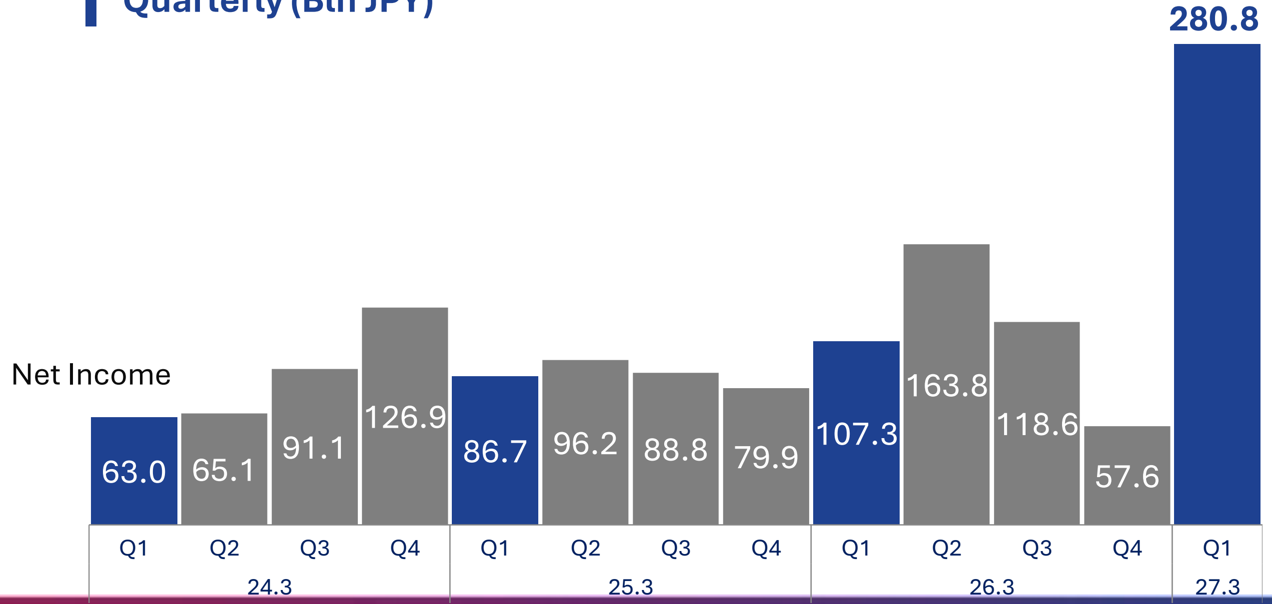
✓ H1 earnings forecast and dividend policy

- Set H1 Net Income forecast at 840.0 Bln JPY, revised dividend policy to use Adjusted Profits (after tax) as the basis for dividends

Full fiscal year (Bln JPY)

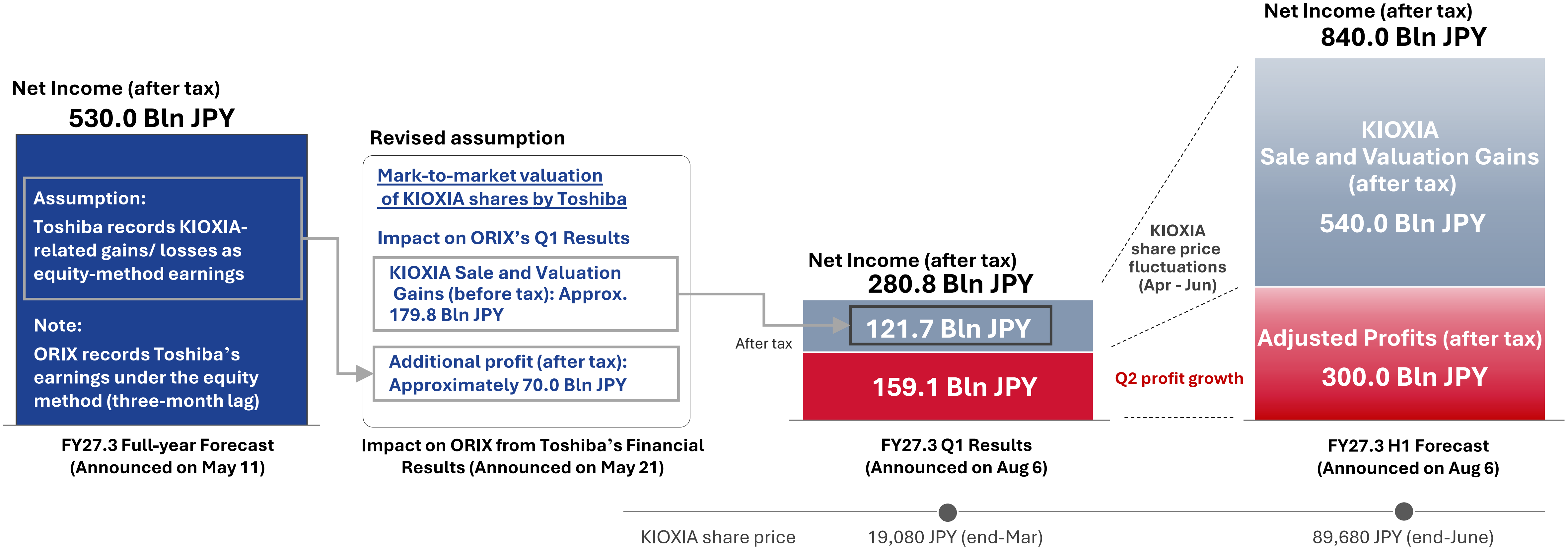


Quarterly (Bln JPY)



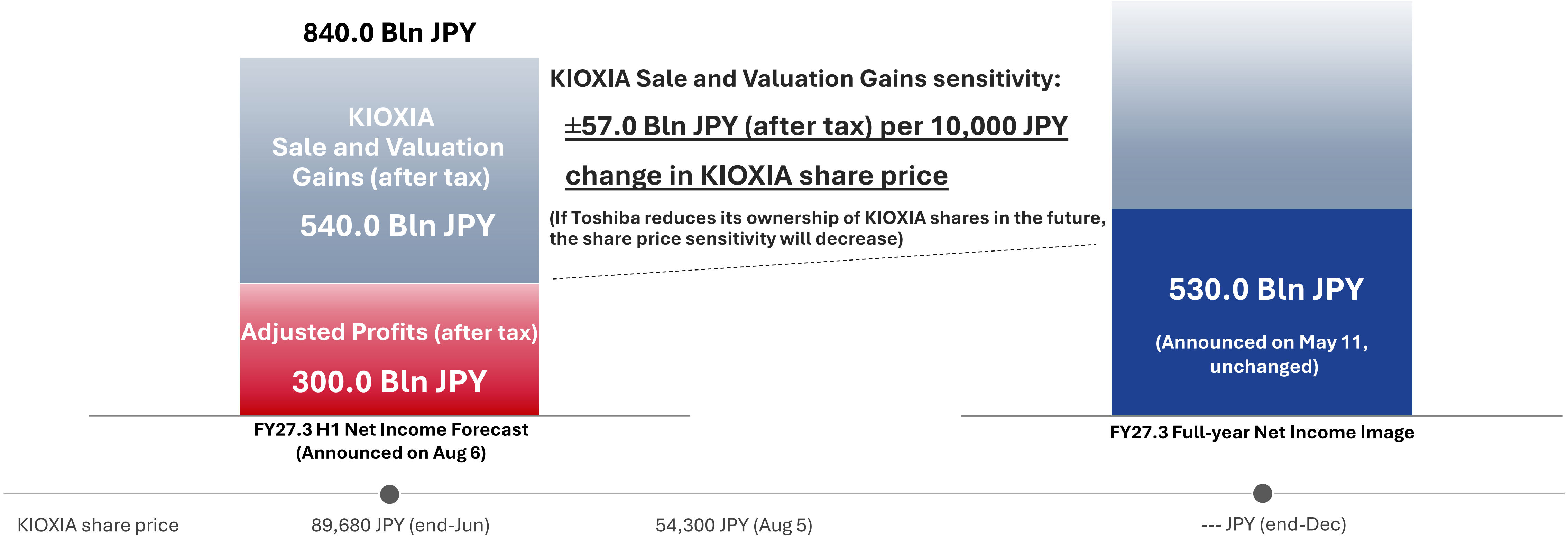
FY27.3: H1 Net Income Forecast

- ✓ Forecast estimated based on Toshiba's FY26.3 full-year financial results announced in May and subsequent fluctuations in KIOXIA's share price
- ✓ H1 Net Income forecast of 840.0 Bln JPY (after tax) includes: (1) Adjusted Profits (after tax) of 300.0 Bln JPY and (2) KIOXIA Sale and Valuation Gains (non-cash after-tax profit) of 540.0 Bln JPY



FY27.3: Full-year Net Income Forecast

- ✓ KIOXIA Sale and Valuation Gains sensitivity: ±57.0 Bln JPY (after tax) per 10,000 JPY change in KIOXIA share price
- ✓ Despite FY27.3 H1 Net Income forecast of 840.0 Bln JPY, full-year forecast remains unchanged at 530.0 Bln JPY due to limited visibility on the full-year impact of KIOXIA share price fluctuations



FY27.3: Revision of Dividend Policy

- ✓ Revised dividend policy to calculate dividends as 39% of Adjusted Profits (after tax); forecast interim DPS of 107.27 JPY
- ✓ FY 27.3 full-year dividend to be the higher of 39% payout ratio or the previous year's dividend (156.10 JPY)

KIOXIA Sale and Valuation Gains (after tax)

Portion of Toshiba-related investment gains/losses related to the Sale and Valuation Gains on KIOXIA Holdings shares (after tax)

Dividend policy (after change) and Interim DPS (forecast)

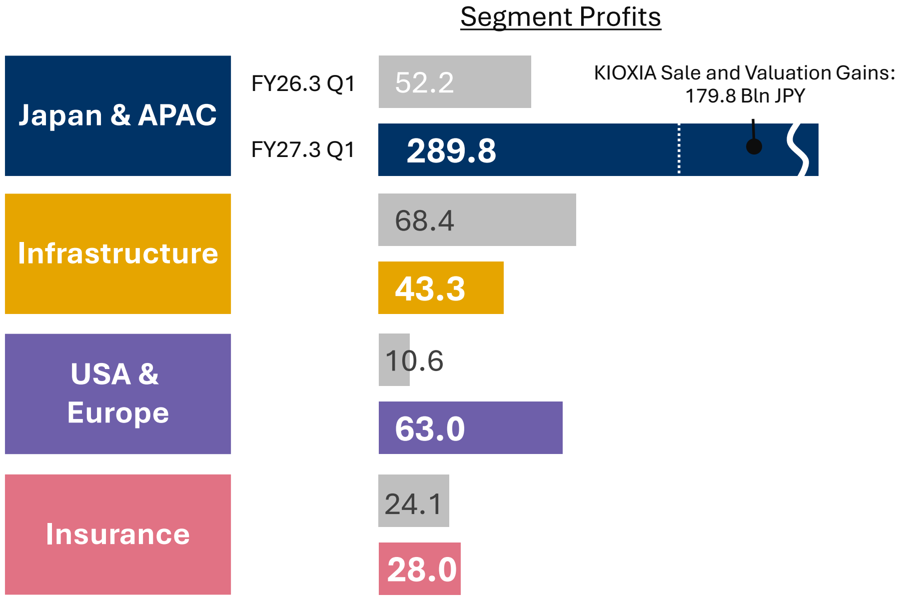
H1 Net Income 840.0 Bln JPY − KIOXIA Sale and Valuation Gains (after tax) 540.0 Bln JPY = H1 Adjusted Profits (after tax) 300.0 Bln JPY

H1 Adjusted Profits (after tax) 300.0 Bln JPY / Number of shares used for EPS calculation × Adjusted payout ratio 39% = Interim DPS 107.27 JPY

Segment Profits: Four Segments - YoY Comparison

- ✓ Three of four segments (excl. Infrastructure) increased profit YoY
- ✓ Infrastructure posted solid results excluding the absence of large investment gains recorded in FY26.3 Q1

Q1 Results (Bln JPY)



Segment	YoY	Major Factors
Japan & APAC	+237.6 (+455%)	• Significant contribution from investment gains on the sale of SUGIKO, a domestic PE investment
Infrastructure	-25.1 (-37%)	• Despite strong performance at Avolon and Ships business, profits lower YoY due to absence of large gains recorded in Q1 FY26.3 on hotel sale, Zeeklite (Investment gains: FY26.3 Q1 38.9 Bln JPY, FY27.3 Q1: 9.5 Bln JPY)
USA & Europe	+52.4 (+494%)	• Segment profits up sharply on fair value gains posted on PE investments at ORIX USA • Europe also contributed on expansion in asset management fees backed by higher AUM
Insurance	+3.9 (+16%)	• Acquired high-value contracts for corporate/high-net-worth clients, increasing insurance profit. Investment profit also grew

	FY26.3 Q1	**FY27.3 Q1**	YoY	Full-year forecast	% achieved	
Total segment profits	155.3	**424.1**	+268.8 (+173%)	700.0	61%	Does not include discontinued operations
Pre-tax profits	155.5	**405.8**	+250.3 (+161%)	760.0	53%	Includes discontinued operations
Net Income	107.3	**280.8**	+173.5 (+162%)	530.0	53%	Includes discontinued operations

Segment Assets: Four Segments

- ✓ No significant change from end-FY26.3 except in USA & Europe Segment
- ✓ USA & Europe assets increased as loan executions increased at NXT, other businesses

End-Q1 Results (Tln JPY)

		Segment Assets	ROA	vs. end-FY26.3	Breakdown	Major Factors
Japan & APAC	End-FY26.3	4.72	3.9%	+0.02	33%	• Assets up slightly due to higher leasing asset balance in Asia-Pacific due to forex impact
	End-FY27.3 Q1	4.74	16.6%			
Infrastructure	End-FY26.3	3.58	6.0%	-0.01	25%	• Assets down slightly vs. end-FY26.3. While strong performance at Avolon (equity-method affiliate) and continued investments in Ships boosted assets, this was offset by aircraft sales and an exit from a logistics center in Real Estate
	End-FY27.3 Q1	3.57	3.8%			
USA & Europe	End-FY26.3	2.74	1.9%	+0.12	20%	• Assets higher in USA, on expanded loans at NXT, growth in asset-based lending executions
	End-FY27.3 Q1	2.86	7.0%			
Insurance	End-FY26.3	3.20	2.4%	+0.06	23%	• Assets up slightly, on growth in investment assets backed by expansion in premium income
	End-FY27.3 Q1	3.26	2.5%			

Total Segment Assets **14.43 Tln JPY** (end-FY26.3: 14.24 Tln JPY) * **Total Assets: 18.26 Tln JPY** (incl. 3.26 Tln JPY of assets from discontinued operations)

Category / Segment Matrix: FY27.3 Onward

Three Categories

Four Segments	Finance (Recurring earnings, interest spread income)	Operation (All aspects of operation, including onsite)	Investments (Main area for capital recycling)
Japan & APAC	Corporate Financial Services (Financing business) Asia Pacific/Greater China (Financing business)	Auto, Rentec	Corporate Financial Services (Business succession investments) Domestic PE Asia Pacific/Greater China (Investments)
Infrastructure		Real Estate Facility Operations, Asset Management, DAIKYO, Osaka IR Public Infrastructure (formerly Concessions) Environment and Energy Aircraft Leasing, Ships	Real Estate Development, Investment Avolon
USA & Europe	ORIX USA (Financing business)	ORIX USA (Hilco Global) ORIX Europe	ORIX USA (PE)
Insurance	Life Insurance	-	-

Pre-tax Profits: Three Categories (Finance, Operation, Investments) – Progress and YoY Comparison

✓ Segment Profits were 424.1 Bln JPY, up 268.8 Bln JPY YoY, reaching 61% of full-year forecast

Q1 results (Bln JPY)

		Segment Profits (% Achieved)	YoY	Notes
Finance	FY27.3 full-year forecast	170.0	+6.6 (+17%)	• Insurance posted higher insurance profit by acquiring high-value contracts for corporate/high-net-worth clients • Does not include ORIX Bank, which is a discontinued operation
	FY27.3 Q1	45.2 (27% of full-FY forecast)		
Operation	FY27.3 full-year forecast	240.0	-8.0 (-13%)	• Asset management fees increased at Robeco and other managers on AUM expansion, and Aircraft and Ships recorded higher profits, but category profits decreased YoY due to absence of gain on sale of Zeeklite recorded in FY26.1 Q1.
	FY27.3 Q1	55.4 (23%)		
Investments	FY27.3 full-year forecast	290.0	+270.2 (+507%)	• Profits higher on sale of domestic PE investment SUGIKO, fair value gains on PE investments at ORIX USA
	FY27.3 Q1	323.5 (112%) "KIOXIA Sale and Valuation Gains" 179.8 Bln JPY		

	FY26.3 Q1	**FY27.3 Q1**	YoY	Full-year forecast	% Achieved	
Segment Profits	155.3	**424.1**	+268.8 (+173%)	700.0	61%	Does not include discontinued operations

Capital Recycling

- ✓ Q1 FY27.3 capital gains were 115.7 Bln JPY. In addition to sale of SUGIKO (SGK Holdings), steady progress in US PE exits
- ✓ Sale of ORIX Bank completed in Q2. Plan to actively pursue new domestic PE investments utilizing the joint fund with Qatar Investment Authority

		FY 2025 Results	FY26.3 Results	FY27.3 Q1 Results	FY27.3 Full-Year Forecast
Capital Recoupment	Capital Gains *	140.7 Bln JPY	265.2 Bln JPY	115.7 Bln JPY	250.0 Bln JPY
				Major Sales/Exits SUGIKO (SGK Holdings) Logistics centers Aircraft Peak (US PE)	**Announced** ORIX Bank Network Connex (US PE)
	Cash In	645.0 Bln JPY	1.1 Tln JPY	300.0 Bln JPY	1.2 Tln JPY
New Investments	Cash Out	600.0 Bln JPY	800.0 Bln JPY	80.0 Bln JPY	800.0 Bln JPY~
				Major Investments Nihon Information Industry Corp. Logistics centers Aircraft Ships Osaka IR	**Major Investment Areas** • Real Estate • PE • Aircraft • Osaka IR Announced acquisition of AerFin, an aviation part-out & aftermarket company

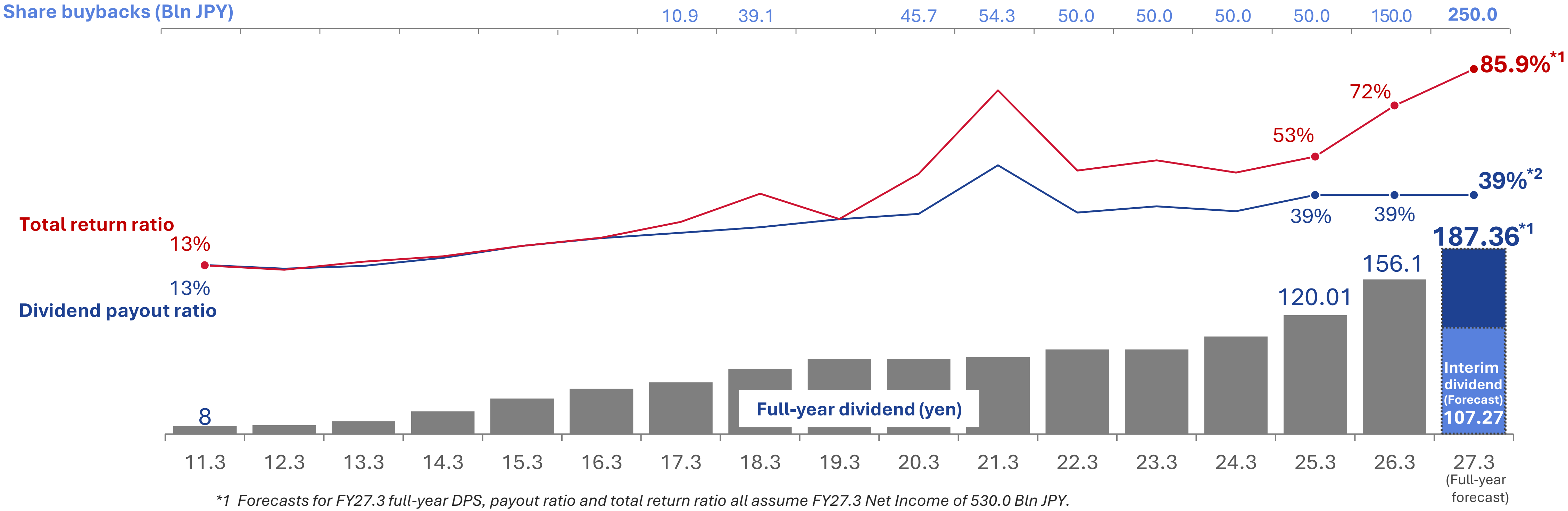
* Does not include equity method Investments gains/losses from Toshiba and other equity method investments.

Legend: Japan & APAC, Infrastructure, USA & Europe, Insurance, Banking

Shareholder Returns

- ✓ For FY27.3, DPS forecast of 187.36 JPY remains unchanged, with the interim DPS estimated at 107.27 JPY [Adjusted Profits (after tax) x 39%]
- ✓ Completed 78.4 Bln JPY of the 250.0 Bln JPY share buyback program as of end-July 2026 (31% progress)

Dividend per Share and Dividend Payout Ratio



**1 Forecasts for FY27.3 full-year DPS, payout ratio and total return ratio all assume FY27.3 Net Income of 530.0 Bln JPY.*
**2 Dividend policy going forward will be 39% adjusted payout ratio or the previous year's dividend (156.10 JPY), whichever is higher.*

Supplementary Information

Japan & APAC Segment

Segment Performance (Bln JPY)

	FY25.3 Full-year	FY26.3 Q1	FY26.3 Full-year	FY27.3 Q1	FY27.3 YoY*
Segment Profits	207.8	52.2	256.9	289.8	+237.6
Segment Assets	4,575.7	4,575.3	4,720.9	4,742.7	+21.8
ROA	3.18%	3.17%	3.85%	16.60%	13.43pt

** Segment Assets compared to previous year-end*

Earnings Environment

- ✓ Auto posted continued profit growth with increased lease originations while passing on price increases

Investments / Exits, Others

- ✓ Completed first QIA fund deal (Nihon Information Industry Corp) (May 2026)
- ✓ Exited SUGIKO, KOIKE

Breakdown by Unit (Bln JPY)

(Pre-tax profit)	FY25.3 Full-year	FY26.3 Q1	FY26.3 Full-year	FY27.3 Q1	FY27.3 YoY	Major Changes
Corporate Financial Services	28.5	6.4	30.1	6.2	-0.2	Despite the absence of mid-sized M&A brokerage fees recorded in Q1 FY26.3, pre-tax profits remained largely flat due to increased financial income
Auto	48.4	12.9	51.8	13.3	+0.4	Sustained profit growth on increased lease originations, also supported by ongoing strength in used car market
Rentec	13.5	4.3	18.8	3.3	-1.0	Profit lower on increased depreciation costs amidst soaring prices for PCs, other equipment
PE Investment	83.1	19.6	104.9	263.1	+243.5	Profits up sharply due to equity-method investment gains from Toshiba, SUGIKO exit
Asia-Pacific/Greater China	34.5	9.0	51.2	3.9	-5.1	Despite growth in new executions in Australia, South Korea, and India, profit declined due to impairment and valuation losses recorded in Greater China

(Assets)	FY25.3 end-FY	FY26.3 end-FY	FY27.3 Q1	FY27.3 vs. end of previous year	Major Changes
Domestic	2,850.1	2,855.6	2,880.2	+24.6	Assets higher on growth in equity-method investments in Toshiba, increased investment in operating leases in Auto, Rentec
Overseas	1,725.6	1,865.3	1,862.5	-2.8	Assets slightly lower. Maintained restrained investment stance in Greater China, despite growth in leasing balance in Australia, India

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Click below to read more on Unit Details & Growth Strategy (View Integrated Report)

- Corporate Financial Services
- Auto
- Rentec

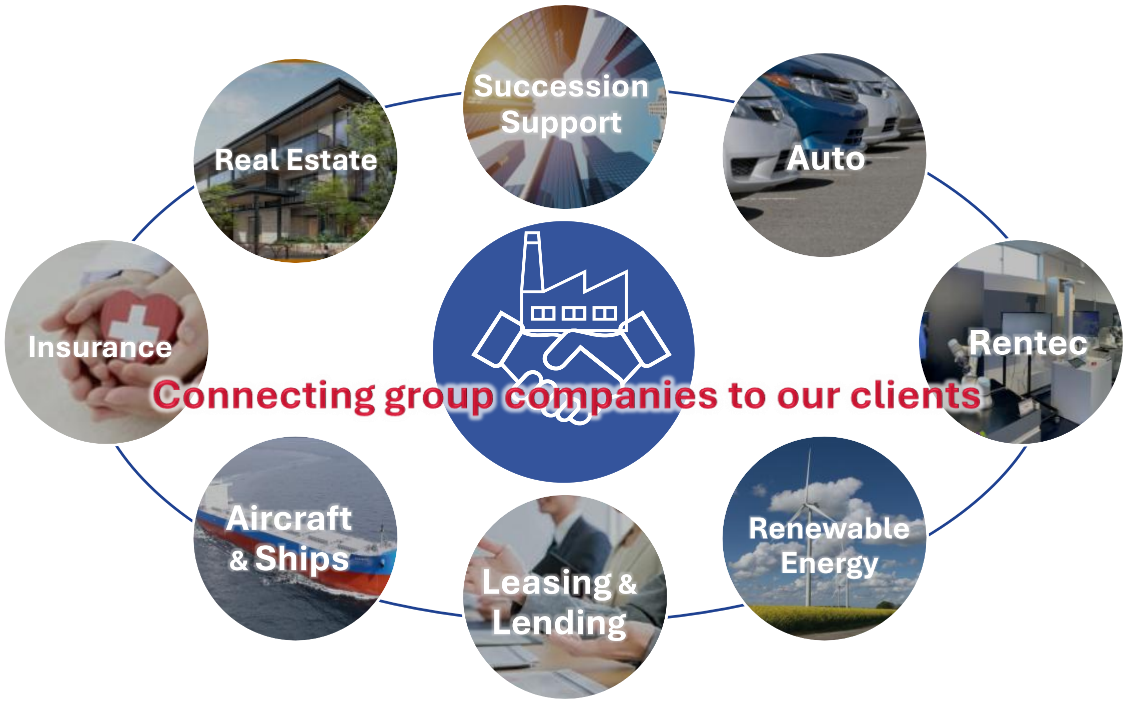
Corporate Financial Services, Auto, Rentec Unit

✓ Corporate Financial Services is ORIX's core group relationship management (RM) platform, backed by strong regional presence and solid customer base

✓ Unit includes Auto, world leader in vehicles under management; Rentec, leading equipment rental company

Corporate Financial Services

- **59** offices nationwide*1, about **1,400** staff*2, **400K** client firms
- ORIX RMs are the 'closest advisor' to local business owners



Auto

- World leader in vehicles under management (**1.42 Mln**)*3
- Rental car earnings strong, due in part to inbound demand
- Used cars – variety of exit strategies available with company owned auction sites

Rentec

- Leading equipment rental company
- Units in inventory: about **40K** types*4
- Rental and service of ICT-related equipment and electric measuring instruments, etc.

*1 Total incl. headquarters, sales offices, branches (as of July 1, 2025). *2 Includes middle-office staff (as of end-Sep 2025). *3 As of end-March 2026 *4 As of end-March 2026

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➢ PE Investment

PE Investment Unit

✓ Currently invested in 17 companies (as of end-Jun 2026). Investment gains from exits have steadily grown, along with the size of investments.

Investment Track Record

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

Target companies	Investment span
Small-mid cap focus (EV: Tens of Bln JPY) Carve-out, 'take private' deals also under consideration	3-5 years or longer (per project)

Total investments since 2012	Track record
34 companies	Approx. 21% IRR Approx. 3.2x MOIC Average achieved in 16 exits since 2012*1

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

*1 *Does not include sale of Kobayashi Kako assets in March 2022.*

Investee Companies

	Initial investment	Business
IT Services		
KOIKE Co., Ltd. *2	2017	Manufacturer of electronic materials
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
LINES Co., Ltd.	2024	Development and sales of educational software
I-NET	2025	IT services
Nihon Information Industry Corp *3	2026	System developer
Healthcare		
INNOMEDICS Medical Instruments, Inc.	2015	Sales of medical equipment and devices
DHC Corporation	2023	Research and development, manufacture, and sale of cosmetics and health foods
APEX Holdings	2025	Sales of medical equipment and devices
Other		
Cornes AG CORPORATION	2018	Total engineering service for dairy, agriculture-related equipment
SUGIKO Co.,Ltd. *2	2020	Scaffolding and temporary construction materials rental company
HEXEL Works	2022	Supplier of general electrical works
LULUARQ	2025	Capsule toy specialty store operator

**2 Completed sale of all shares in FY27.3 Q1*
**3 First OQCI Fund investment, May 2026*

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Click below to read more on Unit Details & Growth Strategy (View Integrated Report)

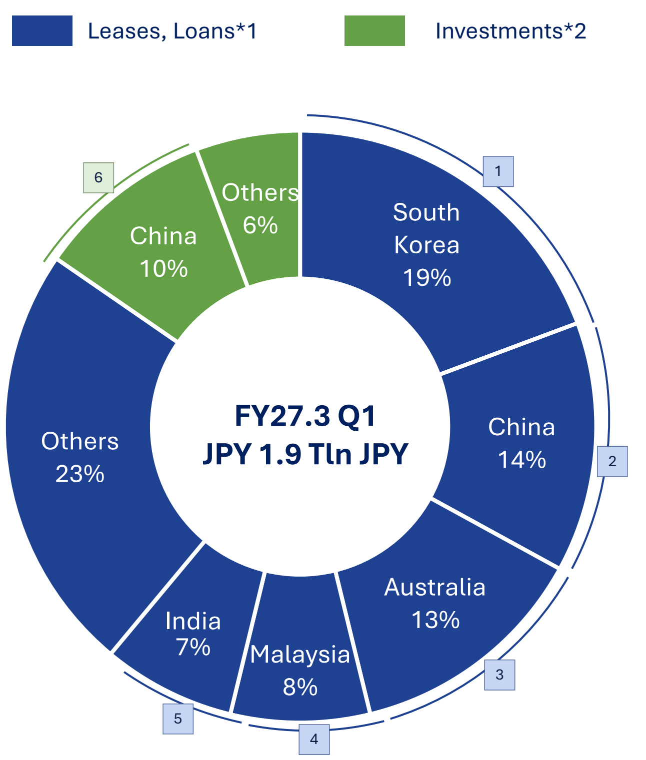
➢ Asia-Pacific and Greater China

Asia-Pacific and Greater China Unit

✓ Leasing primarily for industrial equipment and automobiles, as well as PE investment business mainly in Greater China

(Bln JPY)

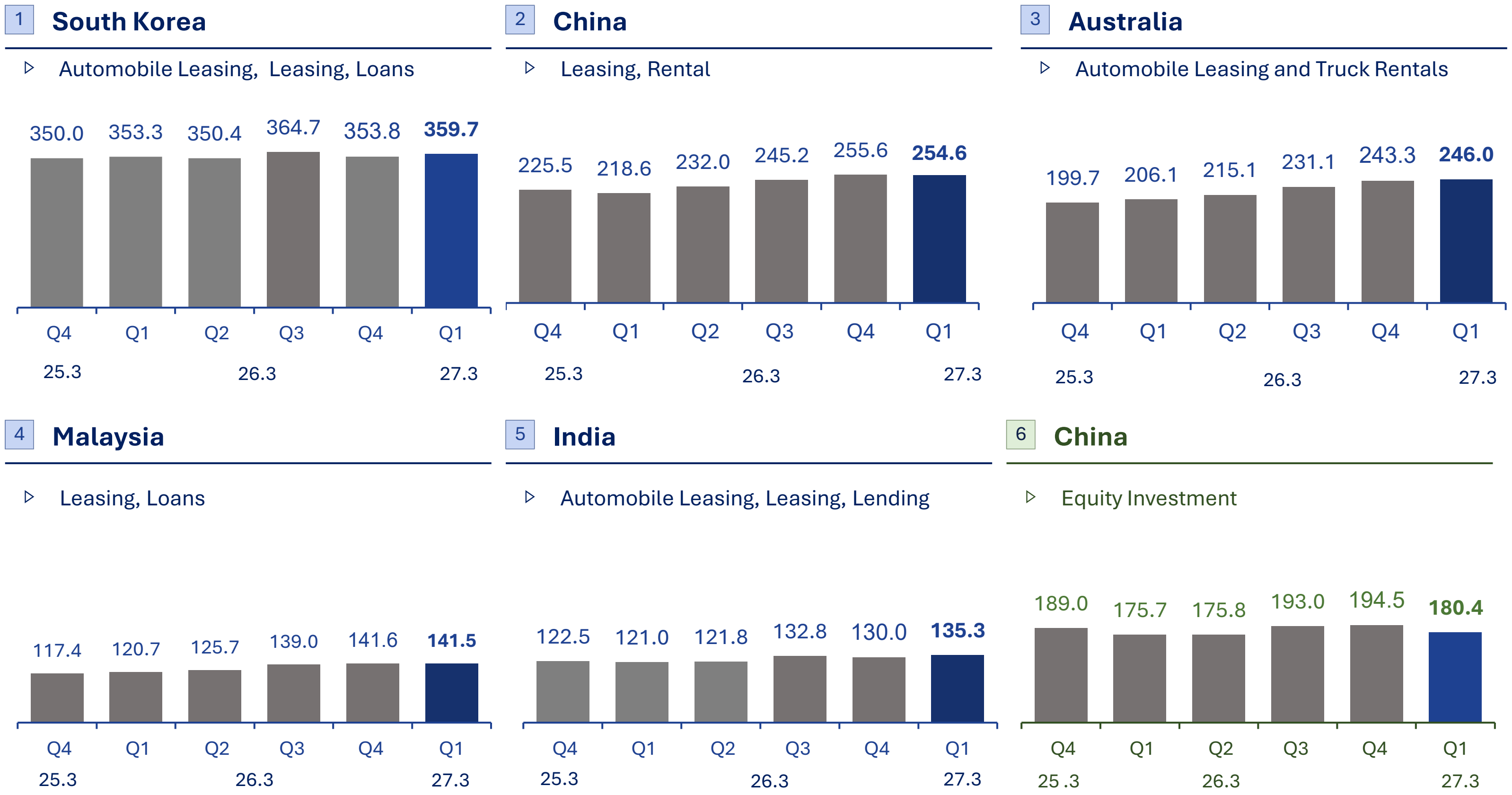
Segment Assets by Business



*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)

Segment Assets Trends by Major Country and Region



➢ *Total exposure to China is 435.0 Bln JPY (23% of total segment)*
➢ *Total exposure to Taiwan is 88.6 Bln JPY (5%, included in "Other" under "Leases, Loans" and "Investments" in the "Segment Assets" pie chart to the left)*
➢ *Total exposure to Hong Kong is 79.6 Bln JPY (4%, included in "Other" under "Leases, Loans" in the "Segment Assets" pie chart to the left)*

Infrastructure Segment

Segment Performance (Bln JPY)

	FY25.3	FY26.3		FY27.3	
	Full-year	Q1	Full-year	Q1	YoY*
Segment Profits	149.5	68.4	282.5	43.3	-25.1
Segment Assets	3,498.0	3,448.5	3,575.1	3,567.3	-7.8
ROA	3.49%	5.82%	5.98%	3.81%	-2.01pt

** Segment Assets compared to previous year-end*

Earnings Environment

- ✓ Higher leasing revenue driven by strong charter market in Ships

Investments / Exits, Others

- ✓ Announced 100% acquisition of AerFin, a leading aviation part-out company (closing expected by end-2026)

Breakdown by Unit (Bln JPY)

(Pre-tax profit)	FY25.3	FY26.3		FY27.3		Major Changes
	Full-year	Q1	Full-year	Q1	YoY	
Real Estate (incl. Osaka IR)	89.4	41.1	102.4	20.2	-20.9	Profits declined on absence of large gains on sale recorded in FY26.3 Q1
Environment and Energy	-7.3	17.4	113.5	6.3	-11.1	Profit lower on absence of gains on sale of Zeeklite, valuation gains on Ormat shares recorded in FY26.3 Q1, as well as output curtailment measures (for solar power plants) in domestic energy business
Aircraft and Ships	67.4	9.9	66.6	16.9	+7.0	Profit increased as Avolon expanded aircraft sales and Ships grew lease revenues

(Assets)	FY25.3	FY26.3	FY27.3		Major Changes
	end-FY	end-FY	Q1	vs. end of previous year	
Real Estate (incl. Osaka IR)	1,249.8	1,345.0	1,327.0	-18.0	Excluding decrease in "Other Assets" (accounts receivable, etc.), assets increased on progress in project development and growth at equity- method investments (airport concessions)
Environment and Energy	1,016.2	1,018.8	1,033.8	+15.0	Assets higher due to progress in power plant development at Elawan
Aircraft and Ships	1,232.0	1,211.3	1,206.5	-4.8	Assets slightly lower due to aircraft sales, despite growth at equity-method investments (Avolon) and higher ship investments

Infrastructure Segment

Breakdown by Unit (Bln JPY)

(Pre-tax profit)	FY25.3	FY26.3		FY27.3		Notes (Q1 Results / As of end-Q1)
	Full-year	Q1	Full-year	Q1	YoY	
Daikyo <Real Estate Unit>	24.2	5.9	24.3	5.8	-0.1	Number of newly built condominiums sold: 264 (FY26.3 Results:1,331)
Public Infrastructure <Real Estate Unit>	15.8	4.4	20.7	2.4	-2.0	Formerly Concessions
Domestic <Environment and Energy Unit>	-11.4	9.0	7.4	1.8	-7.2	Generating capacity (Net): 0.8GW
Overseas <Environment and Energy Unit>	4.1	8.4	106.1	4.5	-3.9	Generating capacity (Net): 2.8GW
Aircraft <Aircraft and Ships Unit>	19.3	3.3	21.7	4.3	+1.0	Owned fleet: 50 / Managed fleet: 209
Avolon <Aircraft and Ships Unit>	27.6	5.5	24.6	9.8	+4.3	Owned / Managed fleet: 614, Committed fleet: 503
Ships <Aircraft and Ships Unit>	20.5	1.1	20.2	2.9	+1.8	Owned ships: 64

(Assets)	FY25.3	FY26.3	FY27.3		Notes
	end-FY	end-FY	Q1	vs. end of previous year	
Daikyo	402.8	417.0	416.6	-0.4	-
Public Infrastructure	49.2	63.6	65.8	+2.2	-
Domestic <Environment and Energy Unit>	303.0	291.7	293.4	+1.7	-
Overseas <Environment and Energy Unit>	713.1	727.1	740.4	+13.3	-
Aircraft	473.2	512.1	483.1	-29.0	-
Avolon	397.3	403.7	424.8	+21.1	-
Ships	361.5	295.5	298.6	+3.1	-

Click here to access "Area Development Plan of Osaka Integrated Resort"

Click here to access "Creating New Value from Kansai" (Full Movie)

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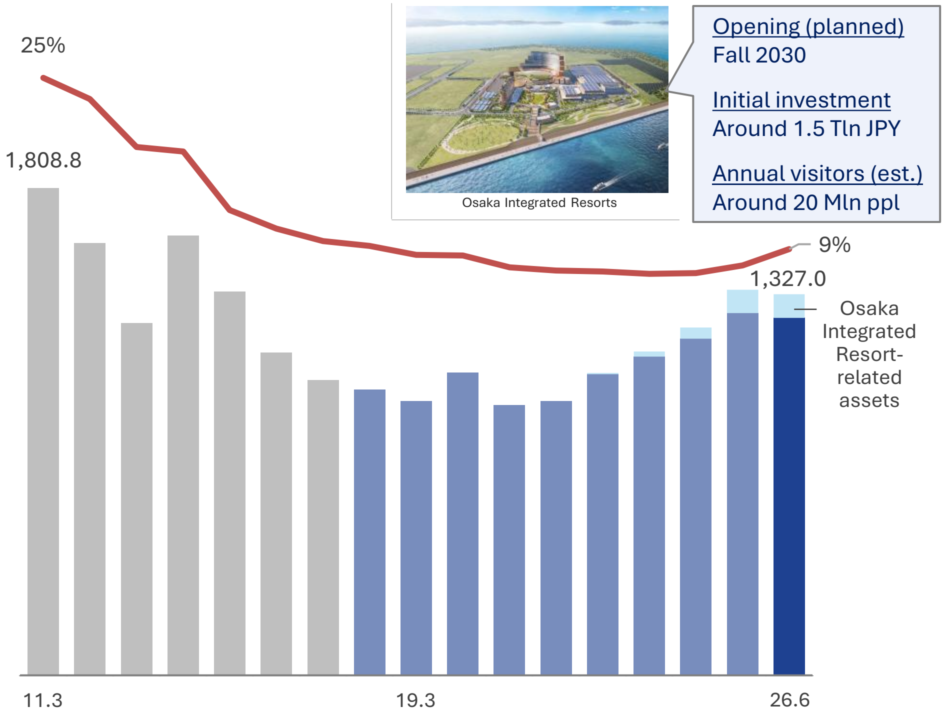
Click below to read more on Unit Details & Growth Strategy (View Integrated Report)

- RE Investment and Facility Operations
- Daikyo
- Public Infrastructure

Real Estate Unit

- ✓ Carries out real estate development, rental and management; facility operations; real estate asset management
- ✓ Maintain a certain level of balance sheet investments while driving higher profitability through differentiated operations and AUM growth

Trends in Segment Assets and Ratio to 4 Segment Total Assets *1 *2



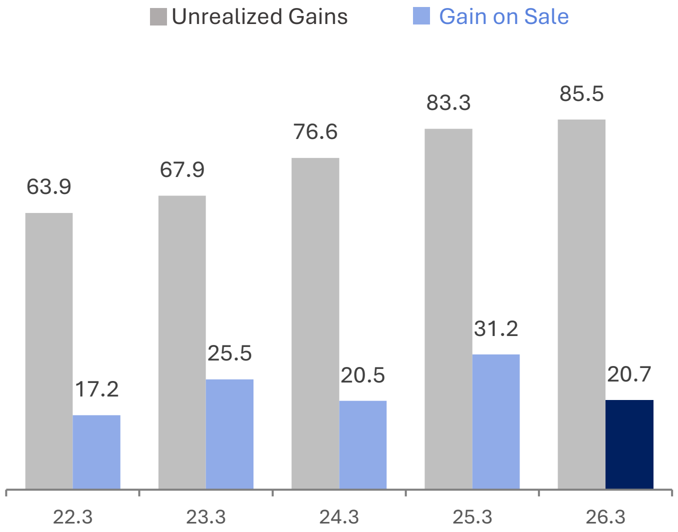
Osaka Integrated Resorts

Opening (planned)
Fall 2030

Initial investment
Around 1.5 Tln JPY

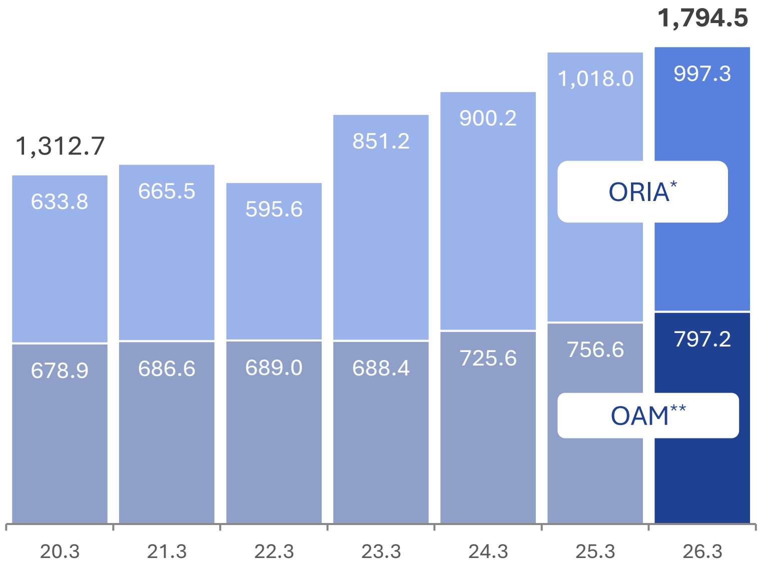
Annual visitors (est.)
Around 20 Mln ppl

Unrealized Gains, Gains on Sale *3 of Rental Properties



AUM

(Bln JPY)



*1 Segment Assets definition changed to include cash and deposits and company-use assets from FY25.3 Q1 (past fiscal year data updated to reflect change). Data from FY11.3 through FY13.3 have not been adjusted.
*2 From FY27.3 Q1, the Public Infrastructure (formerly Concessions) Unit and certain businesses previously recorded outside the reporting segments are now recorded under the Real Estate Unit (past fiscal year data from FY23.3 onward updated to reflect change).
*3 Unrealized gains include rental properties from segments other than Real Estate, and do not include properties from facilities operations. Gains on sales are limited to rental properties in the real estate segment, and do not include properties from facilities operations.

*ORIX Real Estate Investment Advisors Corporation(Private Real Estate Fund)
**ORIX Asset Management Corporation (J-REIT)

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Environment and Energy Unit

➢ Environment and Energy

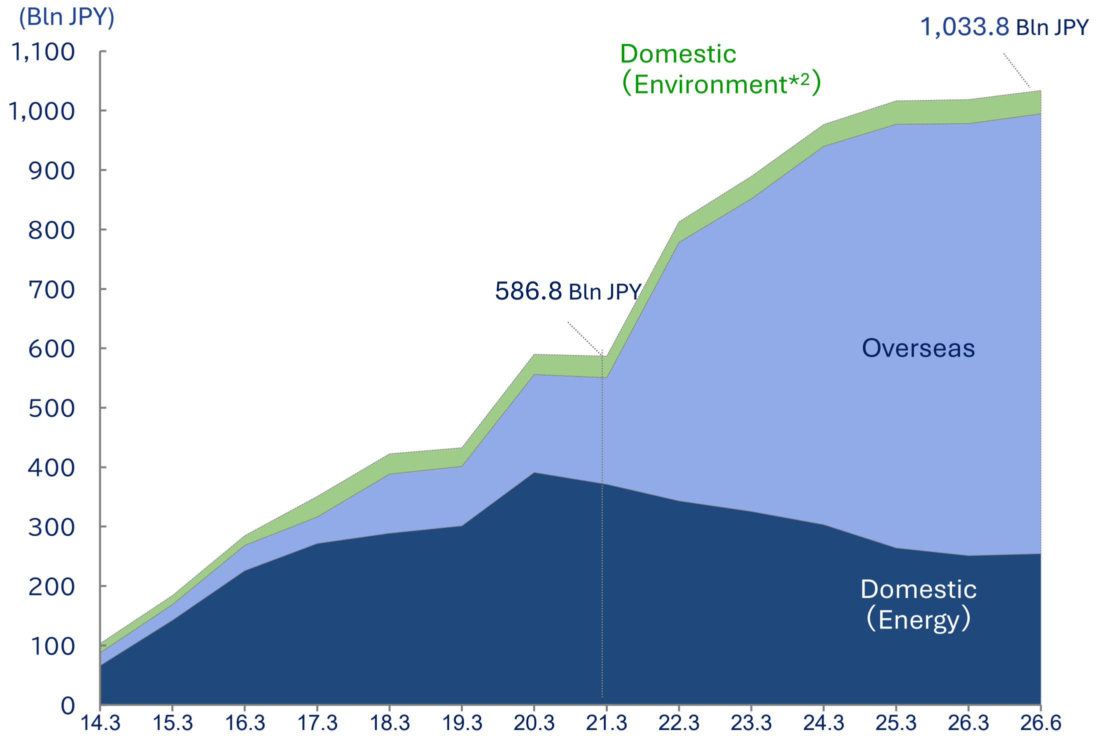
*Overview of Energy and Environment Business and Services can be found here.

✓ Total net owned operating capacity of 3.6 GW*1 worldwide

✓ Since FY21.3, have expanded capacity in solar, onshore wind, and hydropower generation – primarily overseas

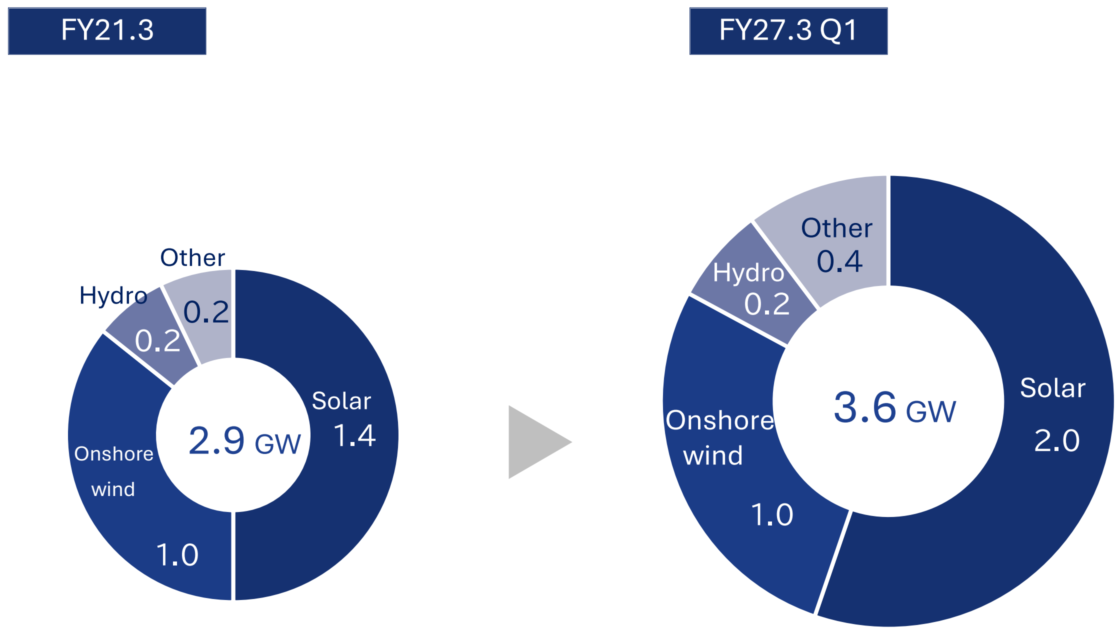
*1 Does not include capacity prior to start to operations, such as during the construction phase. Capacity figures adjusted to reflect ORIX's ownership stake.

Segment Assets



*2 Environment：Waste management, resource recycling

Capacity Trends (by Power Source)*1



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Aircraft and Ships Unit

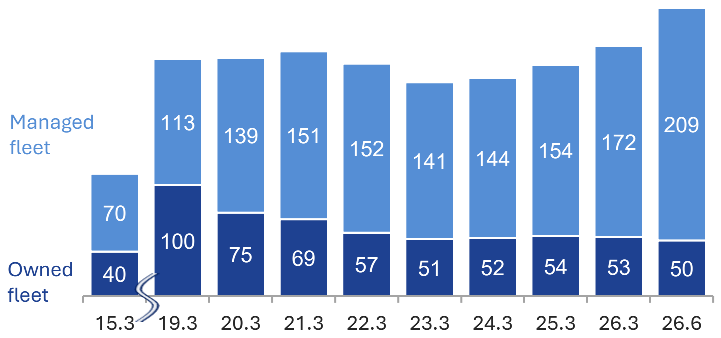
➢ Aircraft and Ships

(As of end-June 2026)

Aircraft (ORIX)

(Business since 1978)

Historical Fleet Growth



(Average age of owned aircraft: 5.5 years, Average remaining lease term: 5.5 years)

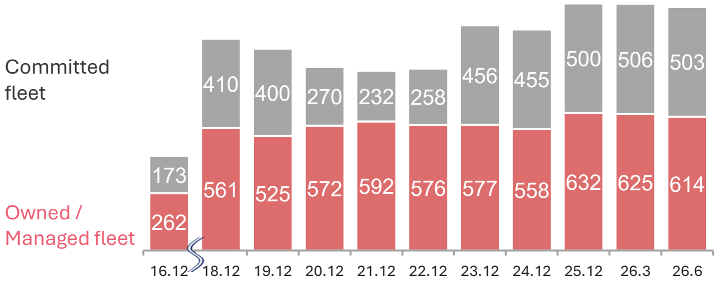
Fleet Type	Owned 50	Narrowbody	84%
		Widebody	16%
OEM	Owned 50	Airbus	66%
		Boeing	34%
Area	Book-value basis	Americas	45%
		EMEA	30%
		APAC	25%

Aircraft (Avolon)

(Acquired 30% stake in 2018)

【S&P: BBB / Moody's: Baa2 / Fitch: BBB】

Historical Fleet Growth



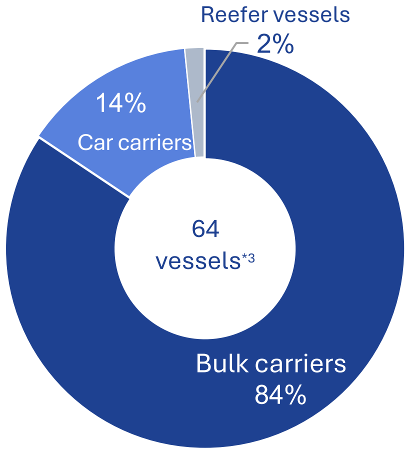
(Average age of owned aircraft: 6.5 years, Average remaining lease term: 6.9 years)

Owned 580	Narrowbody	75%	*1
	Widebody	24%	
Owned 580	Airbus	68%	*2
	Boeing	28%	
Book-value basis	APAC	45%	
	EMEA	35%	
	Americas	20%	

Ships

(Business since 1971)

Fleet Breakdown (by Type of Vessel)



(Average age of owned ships: 6.7 years)

ORIX Shipping	• Investment, financing and fee business • 50+ years of business knowledge
Santoku Senpaku (wholly owned)	• Ship owning and ship management • Also manages vessels owned by third parties
SOMEC (62.5% stake)	• Former Marine Vessel Trading Business Unit of Sojitz (Brokerage of Sale & Purchase / chartering of vessels)

**1 Remaining 1% consists of regional jet aircraft *2 The remaining 4% comprises OEMs other than Airbus and Boeing*

**3 Includes 4 vessels in the orderbook*

USA & Europe Segment

Segment Performance (Bln JPY)

	FY25.3	FY26.3		FY27.3	
	Full-year	Q1	Full-year	Q1	YoY*
Segment Profits	84.3	10.6	64.0	63.0	+52.4
Segment Assets	2,262.9	2,303.7	2,741.0	2,856.7	+115.7
ROA	2.79%	1.38%	1.90%	6.98%	+5.60pt

** Segment Assets compared to previous year-end*

Earnings Environment

- ✓ Profits up sharply on growth in asset management fees achieved through AUM expansion in Europe

Investments / Exits, Other

- ✓ Exited two PE investments in USA: Peak and Network Connex (July)

Breakdown by Unit (Bln JPY)

(Pre-tax profit)	FY25.3	FY26.3		FY27.3		Major Changes
	Full-year	Q1	Full-year	Q1	YoY	
ORIX USA	39.9	0.6	1.0	42.9	+42.3	Profits up sharply after recording fair value gains on PE investments
ORIX Europe	44.4	9.9	63.1	20.1	+10.1	Posted strong profit growth on higher asset management fees fueled by AUM expansion

AUM* (USA: Bln USD, Europe: Bln EUR)

	FY25.3	FY26.3	FY27.3		Notes
	end-FY	end-FY	Q1	vs. end of previous year	
ORIX USA	30.0	31.7	32.2	+0.5	-
ORIX Europe	356.1	397.3	463.2	+65.9	-

**Does not include AUA*

Click HERE to access Supplementary Financial Materials

Click below to read more on Unit Details & Growth Strategy (View Integrated Report)

➢ ORIX USA

ORIX USA Unit

✓ A broad, integrated private markets platform in the USA with a middle market focus, specializing in private credit, real estate, private equity and asset appraisal solutions

✓ Pursues a hybrid strategy where earnings growth is derived from a combination of utilization of its robust balance sheet and funds from third-party investors

Line of Business

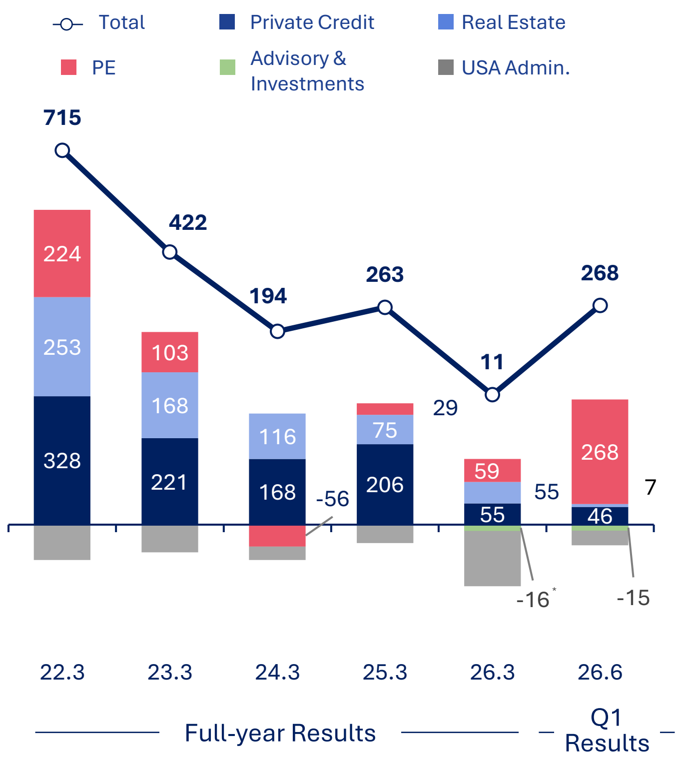
Private credit
- NXT Capital
- Signal Peak Capital Management

Real Estate
- Lument
- Boston Financial Investments Management

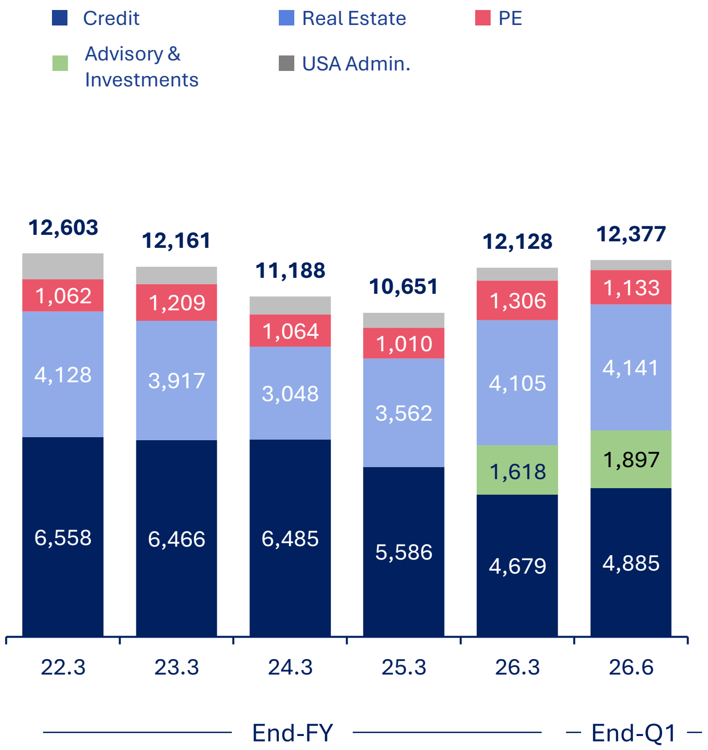
Private Equity
- ORIX Capital Partners (fund)
- ORIX Private Equity Solutions (principal investment strategy)

Advisory & Investments
- Hilco Global

Segment Profits (USD, Mln)



Segment Assets (USD, Mln)



* Hilco's profits for FY26.3 are for 7 months from Sep 2025

Click HERE to access Supplementary Financial Materials

Click below to read more on Unit Details & Growth Strategy (View Integrated Report)

➢ ORIX Europe

ORIX Europe Unit

✓ Promoting asset management business including traditional equities, fixed income, commodities, renewable energy and other fund management

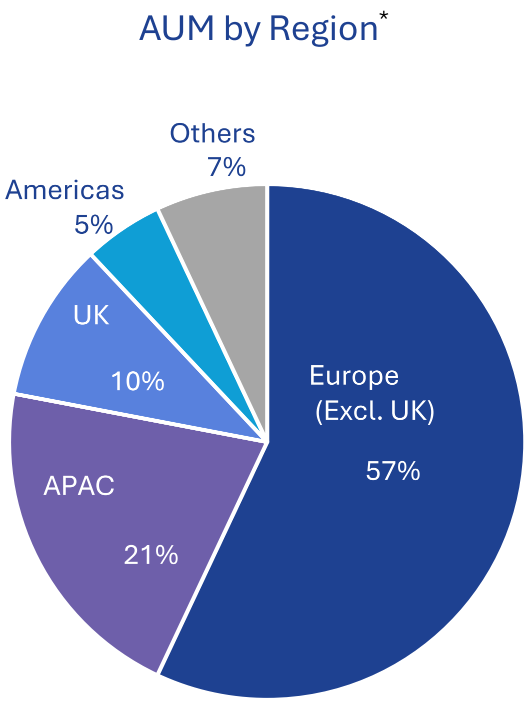
✓ Leads ORIX Group's asset management business by capitalizing on management expertise and investor network

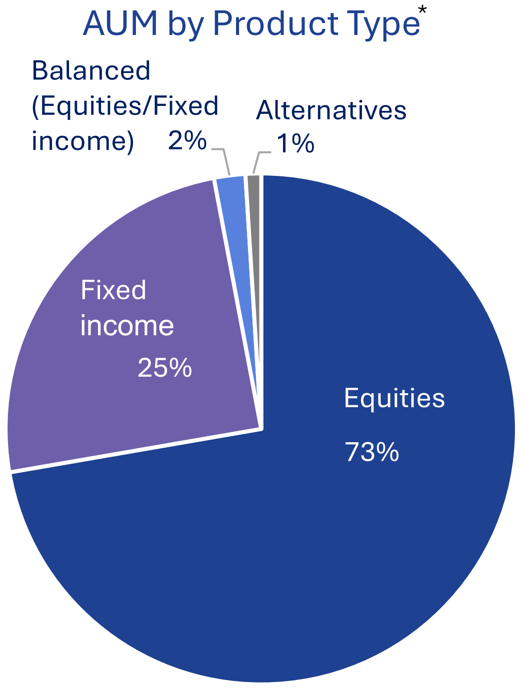
Major Group Companies

	Head office	Primary business	Established (Acquired)	AUM*
ROBECO	Rotterdam	Equities, fixed income, and sustainability-focused asset management	1929 (2013)	337 Bln EUR
Boston Partners	Boston	Value-focused boutique asset management firm	1995 (2013)	150 Bln USD
Harbor Capital Advisors	Chicago	Manager selection model	1983 (2013)	70 Bln USD
Transtrend	Rotterdam	Commodity Trading Advisor	1991 (2013)	5 Bln USD
Gravis Capital Management	London	Alternative Asset Manager	2008 (2021)	2 Bln GBP

*From each company's website (as of end-Jul 2026).

About ROBECO





*Does not include AUA

* As of end-Mar 2026

Click HERE to access Supplementary Financial Materials

Click below to read more on Unit Details & Growth Strategy (View Integrated Report)

➢ Insurance

Insurance Segment

Segment Performance (Bln JPY)

	FY25.3	FY26.3		FY27.3	
	Full-year	Q1	Full-year	Q1	YoY
Segment Profits	74.4	24.1	102.9	28.0	+3.9
Segment Assets	3,009.2	3,047.7	3,198.3	3,259.3	+61.0
ROA	1.80%	2.29%	2.39%	2.47%	+0.18%

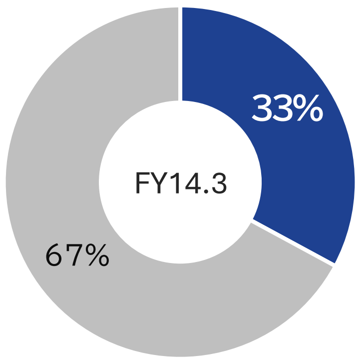
** Segment Assets compared to previous year-end*

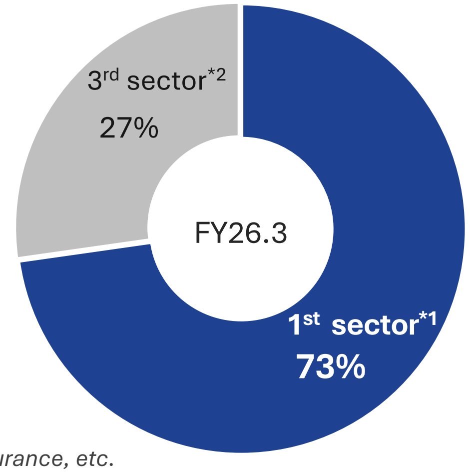
Earnings Environment

- ✓ Made progress in attracting high-value contracts for corporations /high net worth individuals, primarily yen-denominated whole life insurance. Insurance profit increased, and investment profit also performed well
- ✓ Strengthened collaboration with ORIX Corporate Financial Services, with sales through this channel expanding

Product Portfolio | Annualized Premiums

Business model shifted from one dominated by sales of third-sector products (such as medical insurance) to a more well-balanced portfolio with introduction of first-sector products, which have higher contract values. Achieved growth in annualized premiums of new contracts by cultivating corporate and high net worth clients

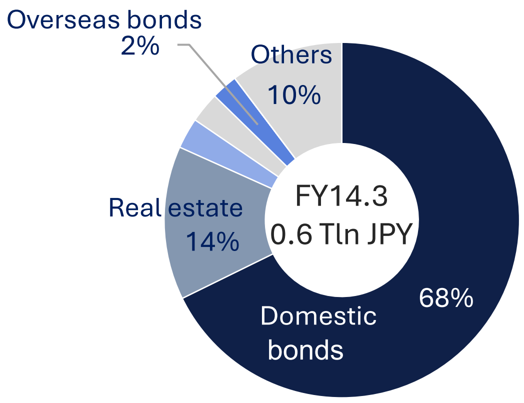


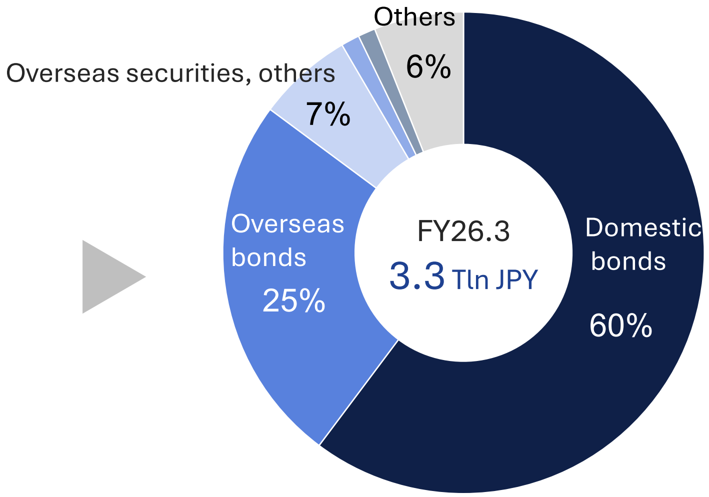


**1 First-sector products: Death protection, etc.*
**2 Third-sector products: Heath insurance, Cancer insurance, etc.*

Investments Asset Portfolio | Investment Assets *3

Steadily increased investment assets backed by growth in premium income, and investment income increased on diversification of managed assets

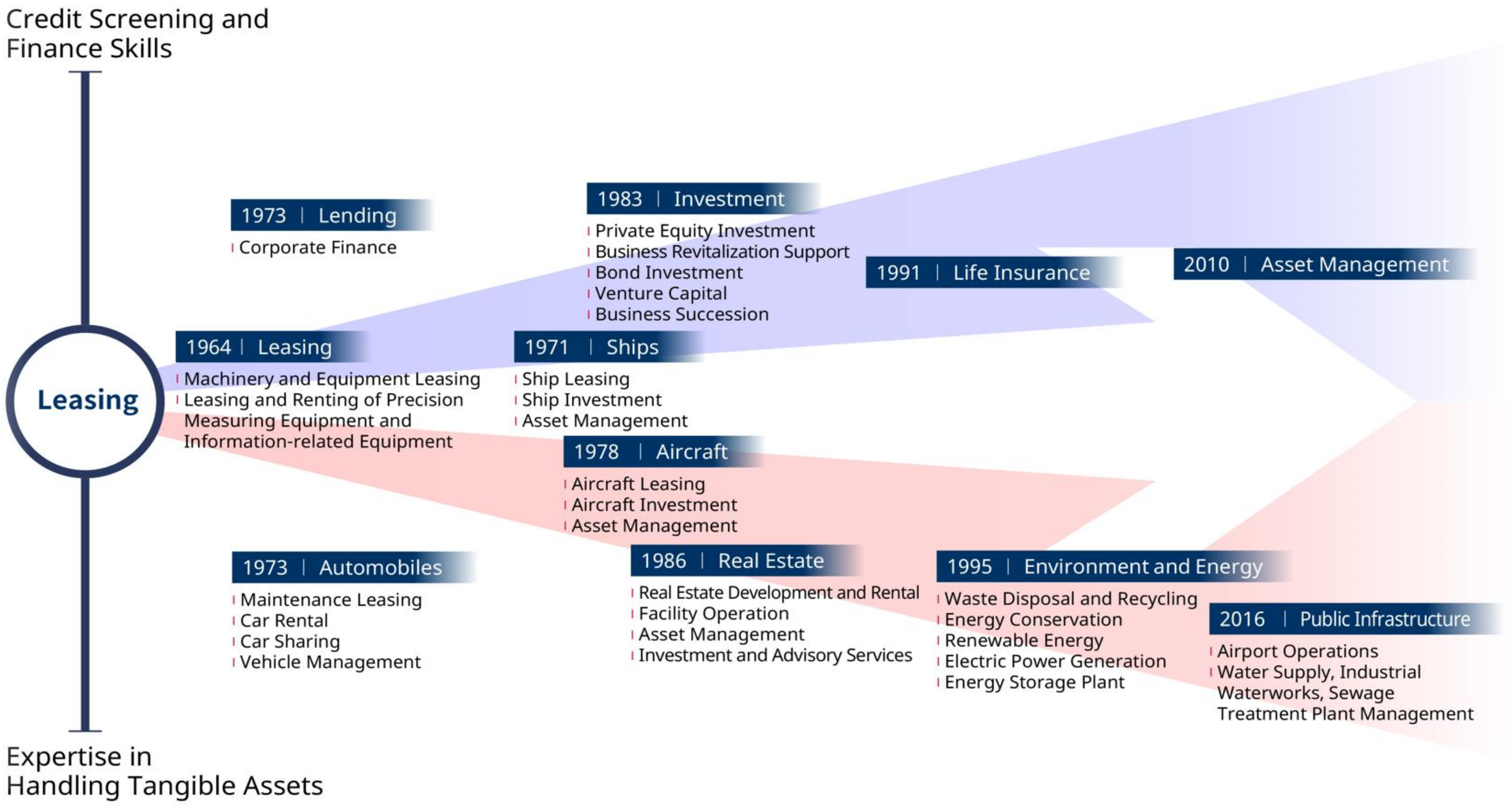




**3 Under J-GAAP*

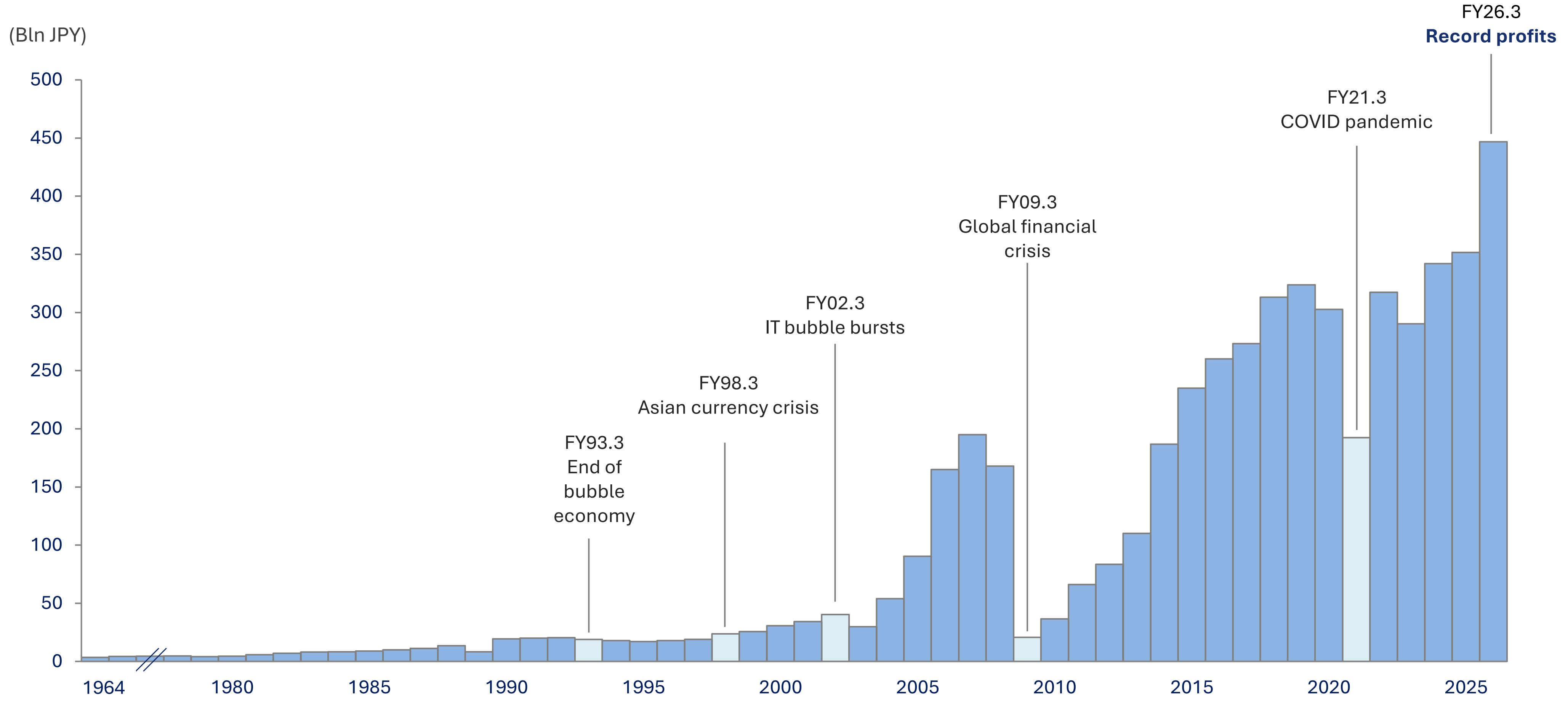
About ORIX Expertise in Business and Collective Capabilities of the Group

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



About ORIX Proven Track Record of Profitability

✓ ORIX has been profitable for 61 straight years (Net Income Attributable to ORIX Corporation Shareholders)



In Summary

From FY26.3 results presentation announced May 2026

- ✓ Aim to achieve long-term vision through "business model transformation," "portfolio optimization," "new business creation," and "sophisticated risk management"
- ✓ Made steady progress in FY26.3 (Year 1 of 3-year plan); in FY27.3 (Year 2), forecast 530 Bln JPY in Net Income, ROE of 11.7%

	FY35.3 Long-term Vision	FY28.3 Target (Medium-term Plan)	FY27.3 Guidance	26.3 Results
Goal	Making Impact through "Alternative Investments & Operations" and "Business Solutions"			
Target (Mgmt KPI)	ROE 15.0%	ROE 11.0%	ROE 11.7%	10.4%
	Net Income: 1 Tln JPY		Net Income 530.0 Bln JPY	447.3 Bln JPY
Financial soundness	Maintaining A rating equivalent			
① Dividend payout ② Share buybacks	Shareholder returns which contributes to enterprise value growth	① 39% or previous year's DPS, whichever is higher ② Focus on achieving ROE of 11%, flexibly carry out buybacks	① 39% (187.36 JPY/share) ② 250.0 Bln JPY	① 39% (156.10 JPY/share) ② 150.0 Bln JPY
AUM*	Asset management fees a growth driver	100 Tln JPY (Steady growth phase)	-	81 Tln JPY

* Does not include AUA.

Key Initiatives for FY27.3

From FY26.3 results presentation announced May 2026

- ✓ Will continue promoting three key initiatives for achieving long-term vision
- ✓ From FY27.3, have added **business model transformation** as new priority alongside **transition to new management structure**

Key Initiatives for Realizing Long-term Vision (Ongoing)

Portfolio Optimization	Sophisticated Risk Management	New Business Creation

+

Business Model Transformation

Deepening and evolving ORIX's two core business models:
"Alternative Investment and Operations" and "Business Solutions"

- Accelerate investment in alternative assets assuming a transition to an asset manager model, leading to AUM growth
- Expand services and managed assets based on client needs to grow fee income

Comparison of Old and New Segments | FY27.3 ~

Ten Segments (Old)	
Corporate Financial Services/ Maintenance Leasing	Corporate Financial Services/Auto/Rentec
Real Estate	Real Estate Investments and Operation (including Osaka IR) / DAIKYO
PE Investment and Concession	PE Investment
	Concessions
Environment and Energy	Environment and Energy
Insurance	Insurance
Banking and Credit	Banking
	Credit
Aircraft and Ships	Aircraft/Avolon/Ships
ORIX USA	ORIX USA
ORIX Europe	ORIX Europe
Asia and Australia	Asia and Australia, Greater China
Corporate & Others	Corporate SG&A, Others*

Four Segments (New)	
Japan & APAC	**Corporate Financial Services / Auto / Rentec**
	PE Investment
	Asia Pacific & Greater China
Infrastructure	**Real Estate (including Osaka IR) / DAIKYO / Public Infrastructure** (formerly Concessions)
	Environment and Energy
	Aircraft / Avolon / Ships
USA & Europe	**ORIX USA**
	ORIX Europe
Insurance	**Insurance**
Corporate & Others	**Credit, Corporate SG&A, Others**

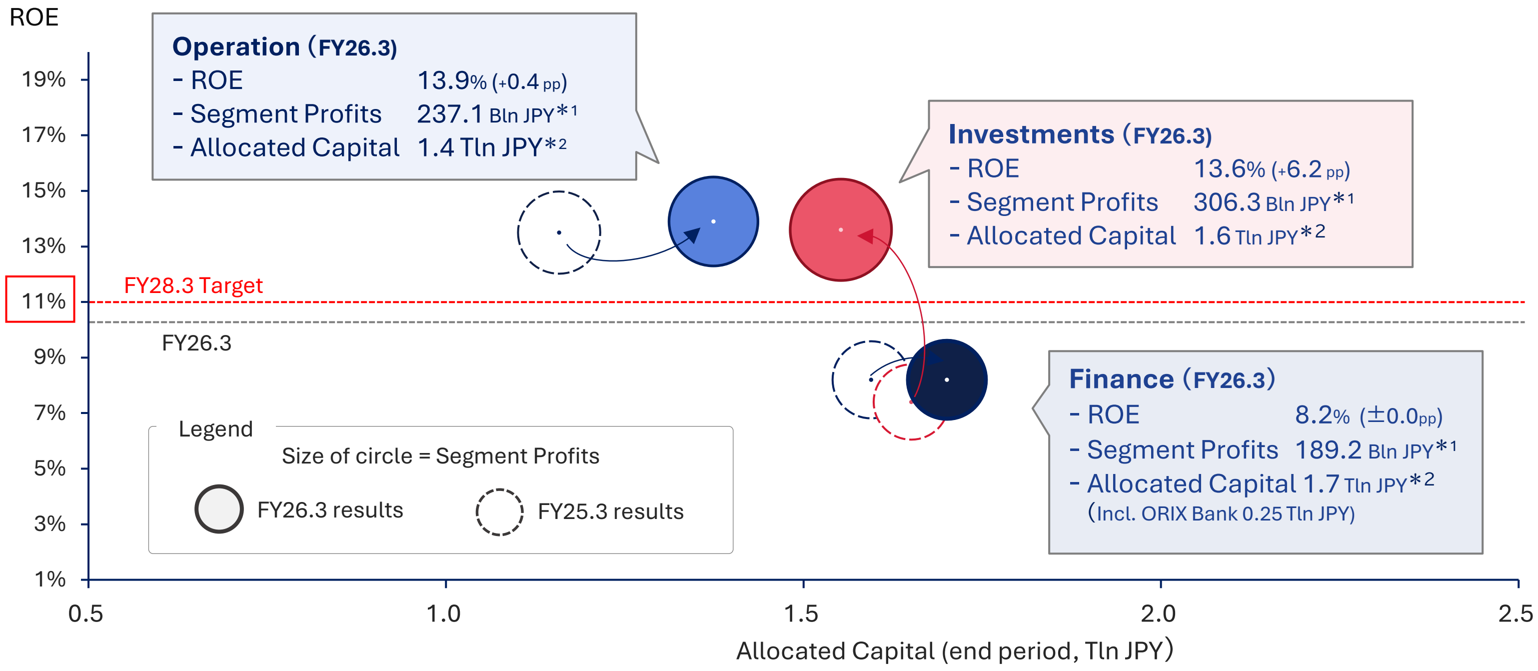
Banking	**Discontinued Operations**

** With the change to the new Four Segments, some businesses previously recorded in Corporate & Others have been changed to the Real Estate Unit of the Infrastructure Segment.*

FY26.3 Results: ROE and Shareholders' Equity (Three Categories)

✓ FY26.3 ROE of 10.4%, up 1.6 pp vs. end-FY25.3

✓ "Investments" and "Operation" categories, with capital recycling, led to improved ROE



FY26.3

Consolidated ROE: 10.4%

Shareholders' equity: 4.5 Tln JPY

└ Completed buyback program of 150.0 Bln JPY. Also, cancelled all treasury shares exceeding 2% of outstanding shares.

FY25.3

Consolidated ROE: 8.8%

Shareholders' equity: 4.1 Tln JPY

*1 *Segment Profits is pre-tax profit, while ROE is calculated using post-tax profit.*

*2 *Total allocated capital for three categories is 4.6 Tln JPY. This is a management accounting figure and does not match with the consolidated balance sheet shareholders' equity figure of 4.5 Tln JPY.*

FY26.3 Results: Profitability and Efficiency (Three Categories)

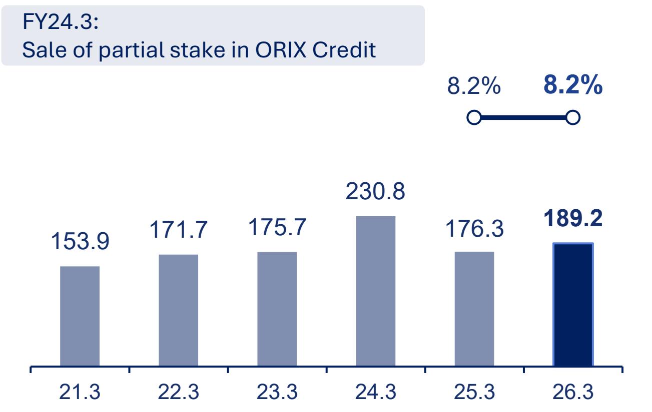
From FY26.3 results presentation announced May 2026

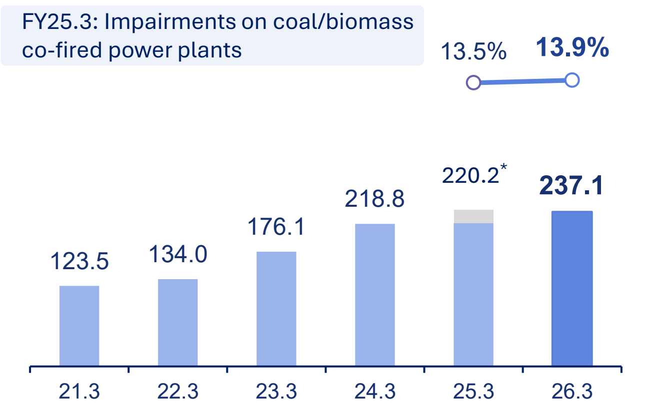
- ✓ **Finance:** Maintains stable earnings capacity over the mid- to long-term
- ✓ **Operation:** ROA improved +1.0pp over 5 yrs (FY21.3: 2.5% → FY26.3: 3.5%); profitability improvement outpaced asset expansion
- ✓ **Investments:** FY26.3 ROE +6.2 pp YoY; ROA +3.6 pp YoY. Efficiency enhanced on value creation and asset rotation

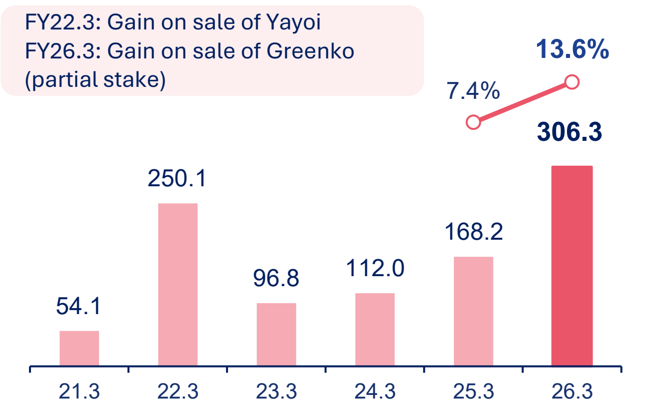
	Finance	Operation	Investments

ROE (annualized, post-tax)

Segment Profits (Bln JPY)



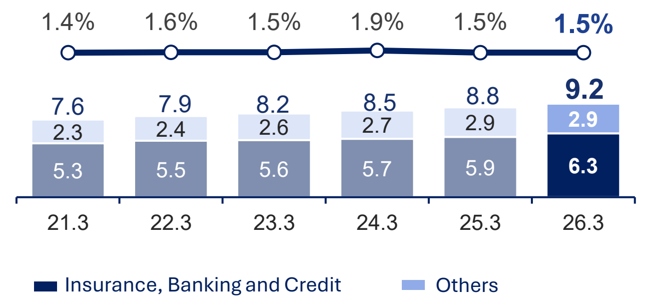


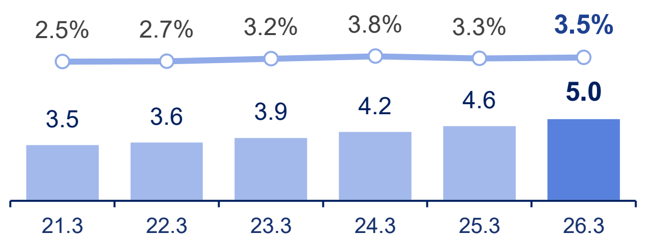


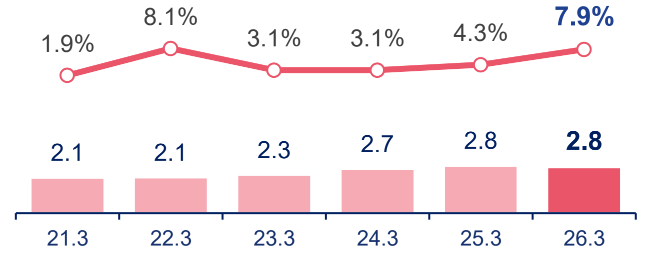
ROA (annualized, post-tax)

•

Segment Assets (Tln JPY, FY Avg)



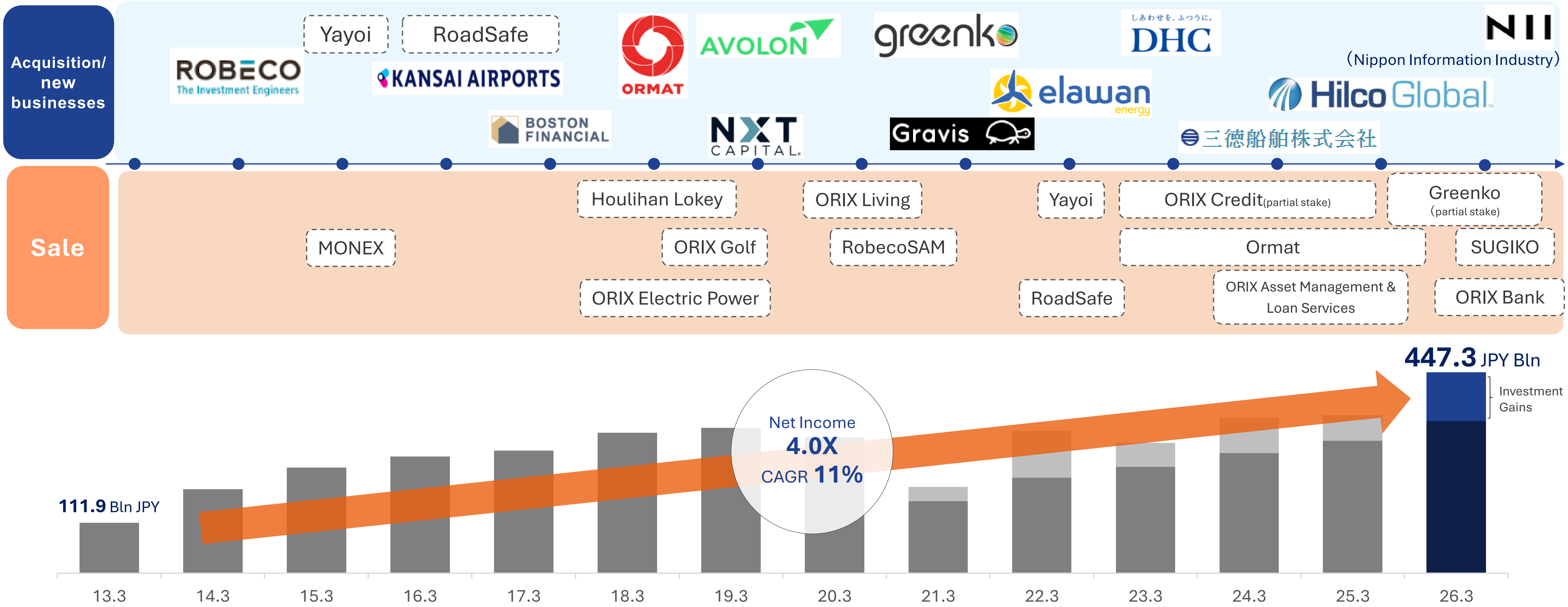




* Excluding power plant impairment losses

Capital Recycling Profit Growth

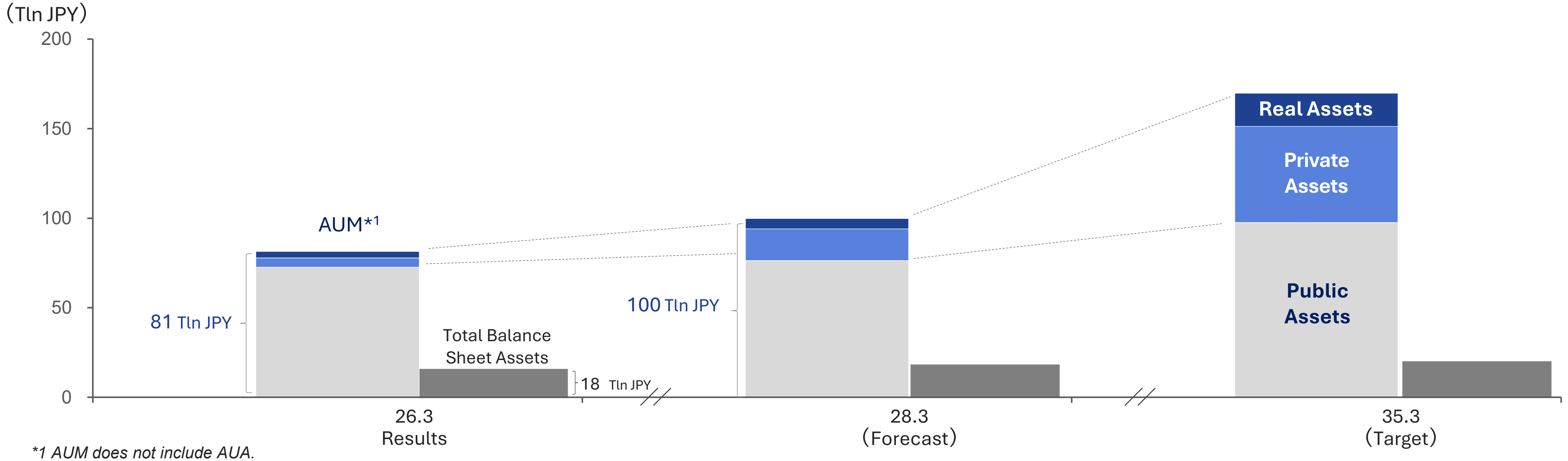
✓ Accelerating capital recycling model led to company-wide Net Income growth of 4.0x, CAGR of 11% (FY26.3 vs FY13.3)



Roadmap for Asset Management

(From FY25.3 results presentation announced in May 2025 with some updates)

- ✓ Grow asset management fee income by capitalizing on origination capabilities, value enhancement model
- ✓ Expand AUM by proactively using third-party capital, primarily in private assets and real assets



*1 AUM does not include AUA.

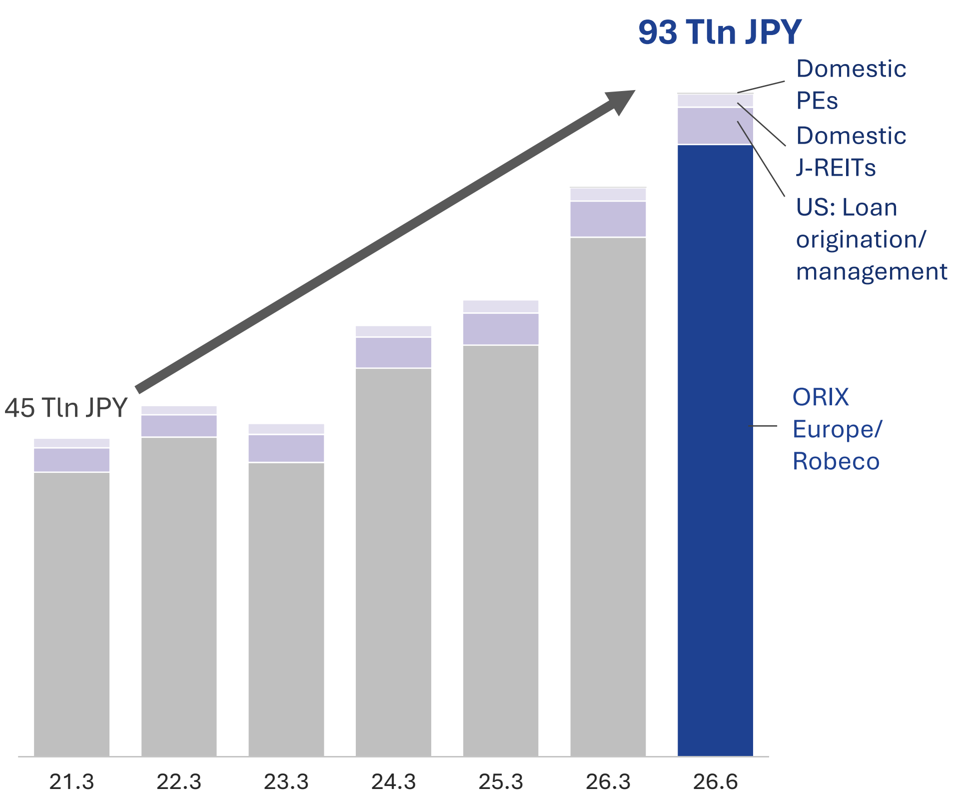
Real Assets	REITs / private REITs, Daikyo unit condominiums managed*, renewable energy funds, operation/management of solar power plants*, auto fleet maintenance*, aircraft fleet management
Private Assets	Domestic PE funds, ORIX Bank trust banking assets, US private credit assets, others
Public Assets	Mainly equities, fixed income, other assets managed by ORIX Europe

*Businesses marked with * are not included in AUM total*

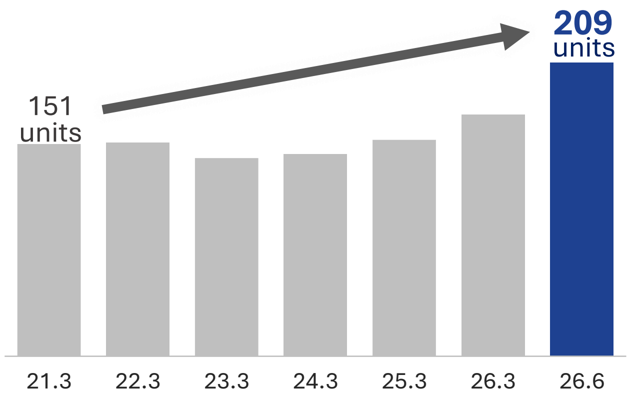
ORIX Group - Asset Management Business

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

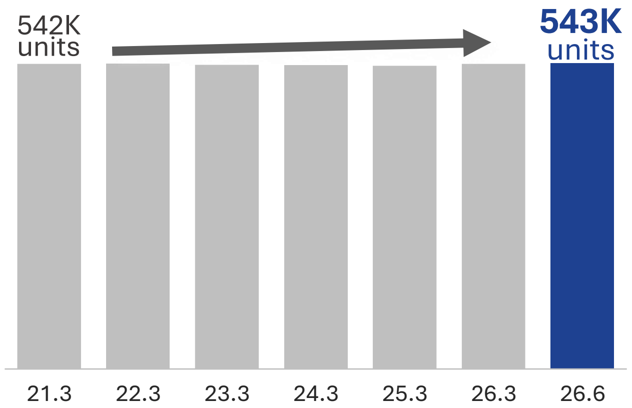
Equity, Fixed Income, Alternative Assets AUM *1



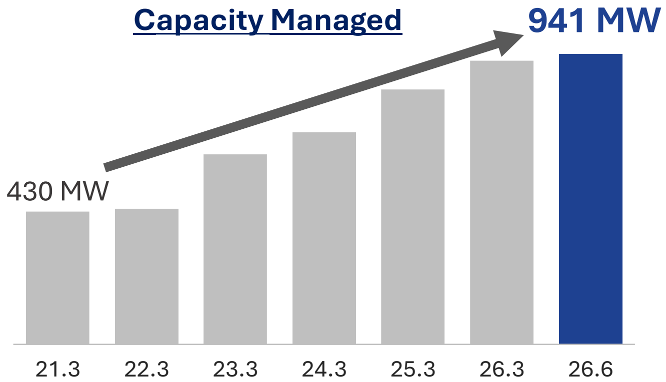
Aircraft Fleet Management



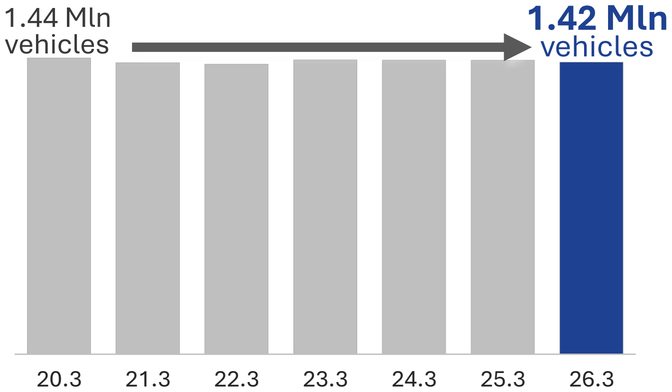
DAIKYO Unit – Condominiums Managed



Mega-solar and Solar Battery Capacity Managed



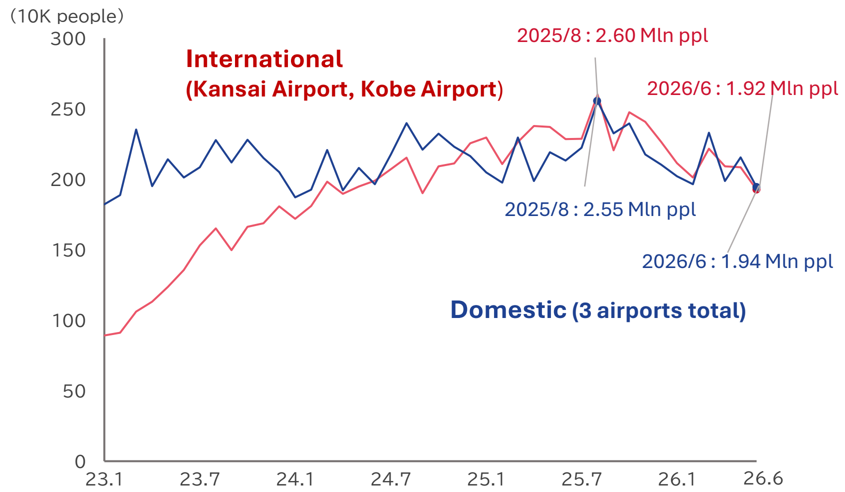
Auto / Fleet Maintenance



** Does not include AUA. Only figures for domestic J-REITs reflect amounts as of end-Mar 2026. End-FY values taken for forex conversion.*

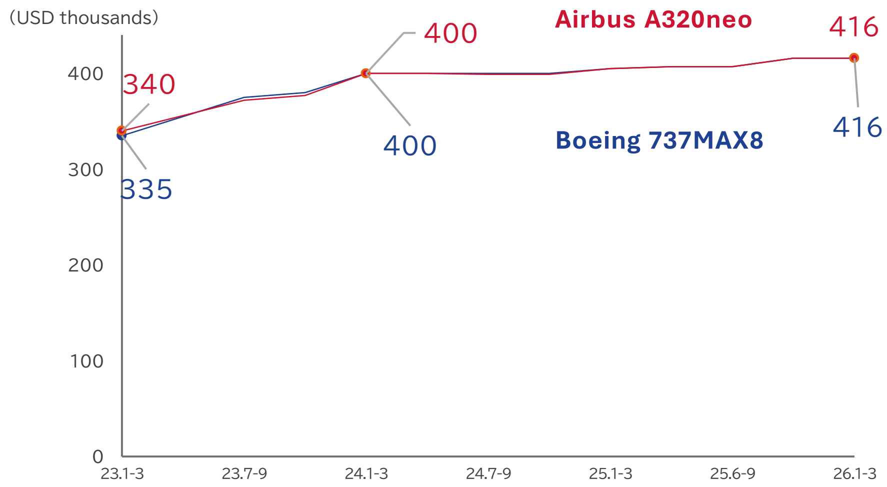
Inbound Tourism

Kansai 3 Airports – Passenger Count

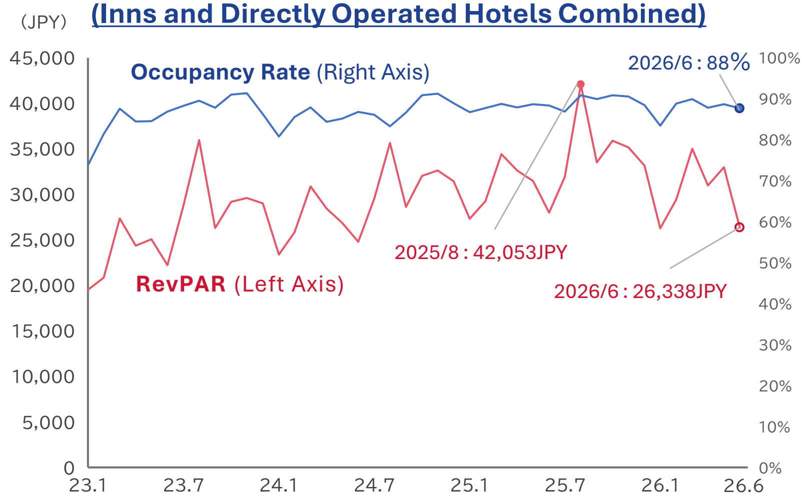


Aircraft lease rates

(Source : IBA)

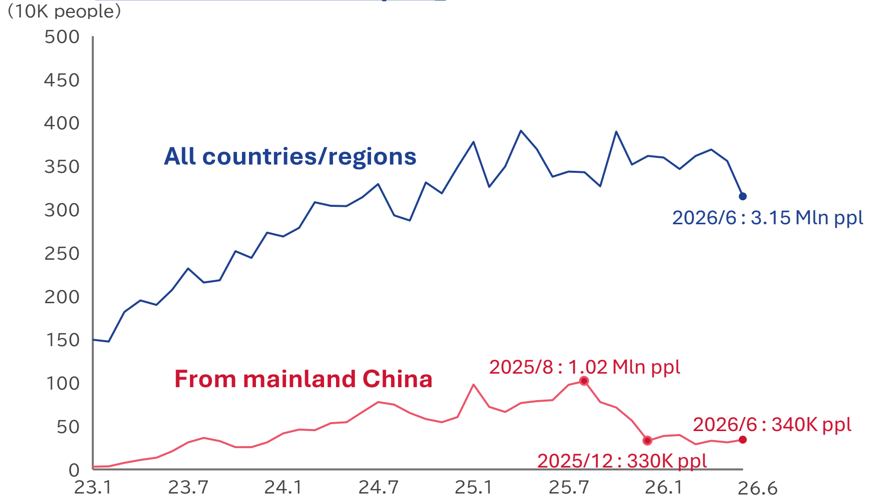


RevPAR & Occupancy Rate (Inns and Directly Operated Hotels Combined)



Visitor Arrivals to Japan

(Source: JNTO, through Jun 2026)



Financial Strategy

✓ Maintained A-equivalent rating via ongoing capital recycling with a focus on capital efficiency

✓ Secured competitive funding costs by maintaining financial soundness

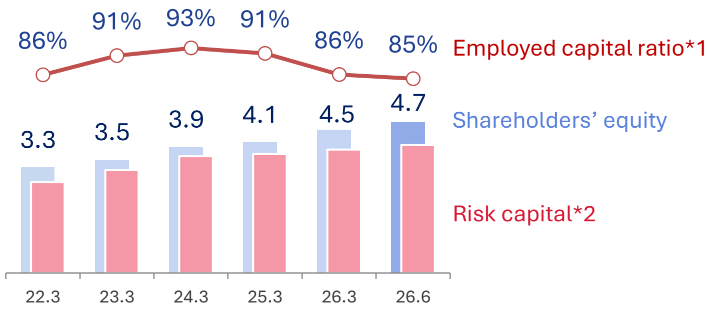
Consolidated Balance Sheet and Financial Indicators

(Bln JPY)

	FY26.3 Results	FY27.3 1Q	Change
Total assets (includes discontinued operations)	1,800.28	1,825.64	+253.6
Short-term and long-term borrowings and deposits	6,345.6	6,311.3	-34.3
Borrowings from financial institutions	72%	73%	+1%
Domestic bonds	9%	8%	-1%
Overseas bonds	18%	18%	-
Commercial Paper, ABS, CMBS, etc.	1%	0%	-1%
Deposits	0%	0%	-
Yen-denominated funding (FY avg.)	52%	52%	-
Foreign currency funding (FY avg.)	48%	48%	-
Long-term debt (excl. deposits)	91%	91%	-
Insurance contract liabilities and policy reserves	1,943.7	1,984.1	+40.4
Shareholders' equity	4,482.5	4,710.4	+227.9
Shareholders' equity ratio	24.9%	25.8%	+0.9%
D/E ratio (excl. deposits)	1.4x	1.3x	-0.1x
ROE	10.4%	24.4%	+14.0%

Shareholders' Equity / Employed Capital Ratio

(Tln JPY)



**1 Ratio of risk capital*2 to shareholders' equity.*
**2 Changed calculation model from FY26.3 Q3, no retroactive recalculations made.*

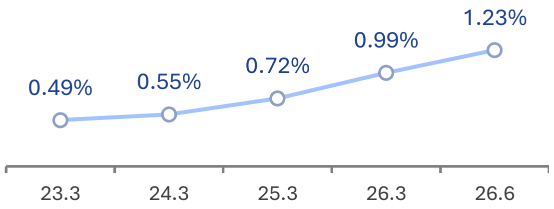
Credit Ratings

	End of Mar 2026
S&P	BBB+ (Stable)
Moody's	A3 (Stable)
Fitch	A- (Stable)
R&I	AA (Stable)
JCR	AA (Stable)

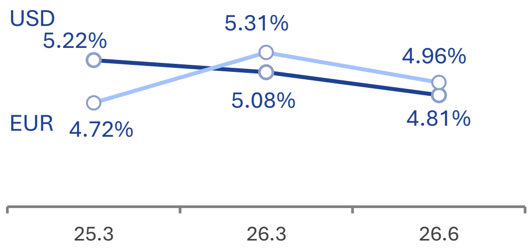
Trends in Funding Costs

*Does not include discontinued operations;
past fiscal year data from FY23.3 onward updated to reflect change

Yen Funding Costs



Foreign Currency Funding Costs



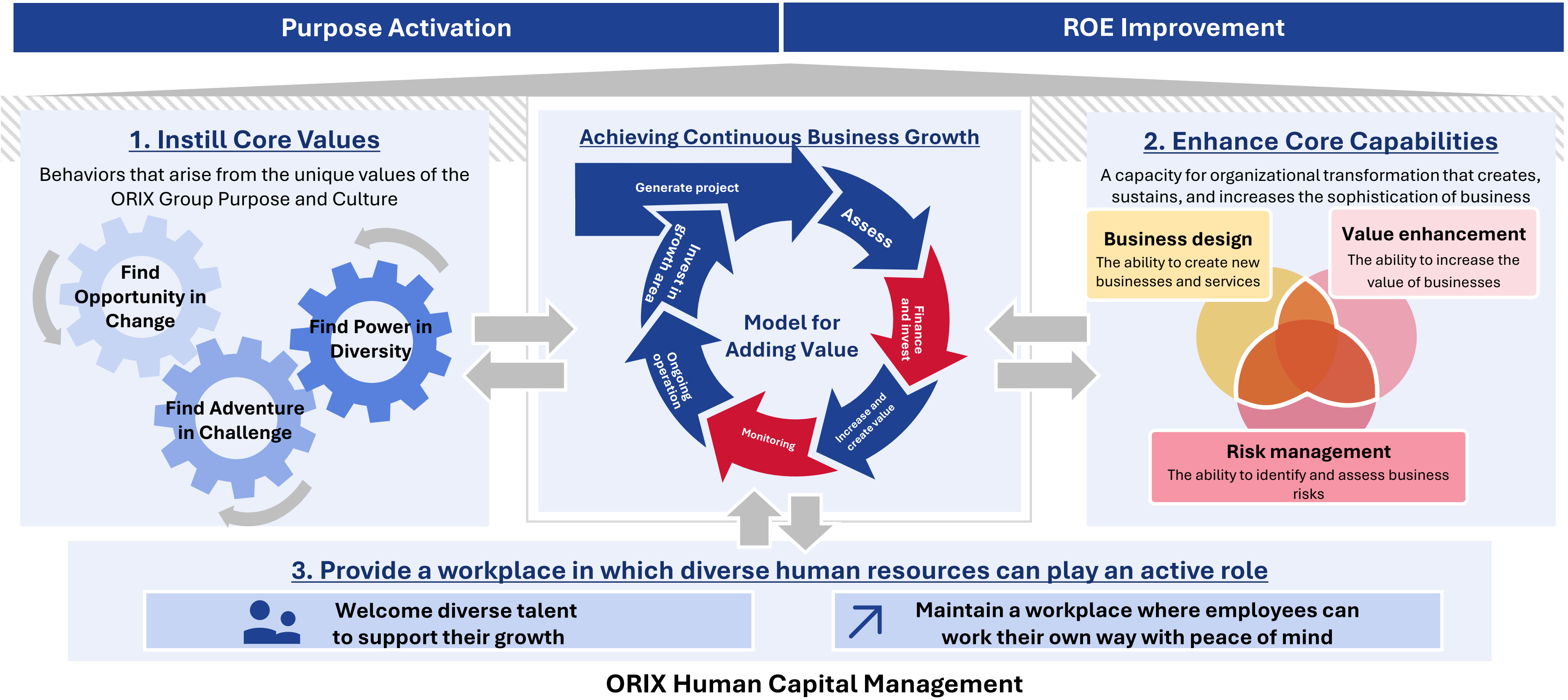
Human Capital and Business Growth

(From FY25.3 results presentation announced in May 2025)

✓ ORIX's approach to human capital management, a source of our competitive strength, has three components: instilling our core values, enhancing our core capabilities and providing a workplace in which people can play an active role.

✓ Strengthening this approach allows us to maximize the value of human capital and achieve sustainable business growth.

* ORIX Group Purpose & Culture can be found here.



ESG

Scores by ESG Rating Agencies (as of June 29, 2026)

ESG Rating Agency	Rating/Scores
MSCI	**AA** "Leader among 211 diversified financial industry peers"
FTSE	**3.5** Remained a constituent of the FTSE Blossom Index*1
Sustainalytics	**13.4*2** Ranked 32nd of 725 firms in Diversified Financials
Dow Jones Best-in-Class Indices*3	**50** Industry avg. score: 29
CDP	**A-**

*1 *Selected as a constituent in all six of the ESG indices (for Japanese stocks) adopted by the GPIF.*
*2 *Sustainalytics score as of Jan 22, 2026. Lower score indicates lower risk.*
*3 *CSA score (ex Dow Jones Sustainability Indices (DJSI))*

ESG-related Key Goals (announced Nov 2021)

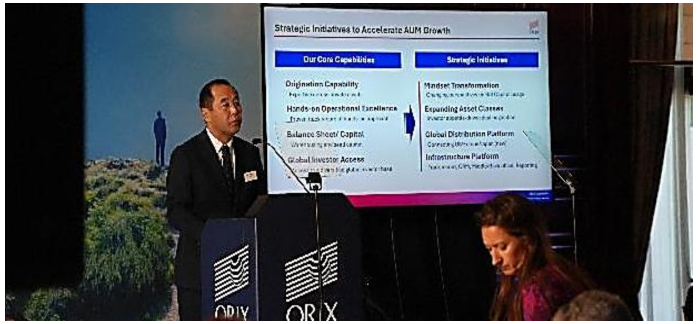
1. Outside directors to account for **over half of the composition of the ORIX Group Board of Directors** by the General Meeting of Shareholders set to be held in June 2023.
2. **Female directors to account for over 30% of the composition of the ORIX Group Board of Directors** by the end of the fiscal 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 (CO_2) 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 (CO_2) emissions by the end of the fiscal year ending March 31, 2050.**
6. Reduce **ORIX Group's investment and credit balance in GHG (CO_2) 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.

* 2025 Integrated Report is here

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

ORIX Investor Day 2026

[Link to "ORIX Investor Day 2026"]



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- Some of the financial information in these materials is unaudited.

- The Company believes that it will be considered a "passive foreign investment company" for United States Federal income tax purpose 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 in the Company's annual report.

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ORIX Corporation

Investor Relations Department

Tel: +81-3-3435-3121