

Management Team: Directors (As of July 1, 2015)

Directors

Makoto Inoue

Director
Representative Executive Officer
President and Chief Executive
Officer



Kazuo Kojima

Director
Representative Executive Officer
Deputy President and Chief
Financial Officer
Head of Global Business and
Alternative Investment
Headquarters
Outside Director, Ubiteq, INC.



Yoshiyuki Yamaya

Director
Representative Executive Officer
Deputy President
Responsible for Retail Segment
Responsible for Retail Business
Planning Office
Responsible for Concession
Business Development
Department
President, ORIX Credit
Corporation



Tamio Umaki

Director
Deputy President and
Chief Information Officer
Head of Human Resources and
Corporate Administration
Headquarters
Responsible for Secretarial
Office



Katsunobu Kamei

Director
Corporate Executive Vice
President
Responsible for Corporate
Financial Services Segment and
Maintenance Leasing Segment
President, ORIX Auto
Corporation
Chairman, ORIX Rentec
Corporation



Yuichi Nishigori

Director
Corporate Senior Vice President
Head of Energy and Eco
Services Business
Headquarters
Outside Director, Ubiteq, INC.



Hideaki Takahashi

Non-Executive Director
Nominating Committee,
Compensation Committee



Outside Directors

Eiko Tsujiyama

Outside Director since June 2010
Audit Committee (Chairperson),
Compensation Committee

- Professor, Faculty of Commerce at Waseda University
- Corporate Auditor, Mitsubishi Corporation
- Corporate Auditor, Lawson, Inc.
- Audit & Supervisory Board Member, NTT DOCOMO, Inc.
- Audit & Supervisory Board Member, Shiseido Company, Limited



Eiko Tsujiyama served on government and institutional finance and accounting councils both in Japan and overseas and currently serves as a professor of Waseda University's Faculty of Commerce. She has extensive knowledge and in-depth experience as a professional accountant. As Chairperson of the Audit Committee, she leads deliberations on the effectiveness of the Company's internal control system.

Takeshi Niinami

Outside Director since June 2010
Nominating Committee,
Compensation Committee

- President, Suntory Holdings Limited.
- Outside Director, ACCESS CO., LTD.
- Outside Director, Mitsubishi Motors Corporation



Takeshi Niinami served as Chief Executive Officer of Lawson, Inc. and currently serves as President of Suntory Holdings Limited. He participates and offers proactive suggestions in deliberations of the Board of Directors and committees utilizing his managerial decision-making abilities based on his wide range of experience and knowledge in corporate management.

Ryuji Yasuda

Outside Director since June 2013
Nominating Committee, Audit
Committee, Compensation
Committee

- Outside Director, Daiwa Securities Group Inc.
- Outside Director, Fukuoka Financial Group, Inc.
- Outside Director, Yakult Honsha Co., Ltd.
- Outside Director, Benesse Holdings, Inc.



Ryuji Yasuda served as a Director of McKinsey & Company and Chairman of A.T. Kearney, Asia. He participates and offers proactive suggestions in deliberations of the Board of Directors and committees utilizing his specialized knowledge on corporate strategy.

Robert Feldman

Outside Director since June 2010
Compensation Committee
(Chairperson), Nominating
Committee

- Managing Director and Chief Economist, Morgan Stanley MUFG Securities Co., Ltd.



Robert Feldman currently serves as Managing Director, Chief Economist at Morgan Stanley MUFG Securities Co., Ltd. As an economist, he has a deep understanding of the environment and events of business management both in Japan and overseas. As Chairperson of the Compensation Committee, he leads deliberations on the Directors' compensation system and compensation levels in order to enhance their role as medium- and long-term incentives.

Nobuaki Usui

Outside Director since June 2012
Nominating Committee
(Chairperson), Audit Committee

- Corporate Auditor, KONAMI CORPORATION



Nobuaki Usui served as the Administrative Vice-Minister of the Ministry of Finance and Governor and CEO of National Life Finance Corporation (currently, Japan Finance Corporation). He has wide range of experience and extensive knowledge as a specialist in finance and taxation. As Chairperson of the Nominating Committee, he leads deliberations on members of the Board of Directors and Executive Officers suitable for the Company's business operations.

Heizo Takenaka

Outside Director since June 2015
Nominating Committee, Audit
Committee

- Professor, Faculty of Policy Management at Keio University
- Chairman and Director, PASONA Group Inc.
- Director, Global Security Research Institute at Keio University
- Director, Academyhills



Heizo Takenaka served as Minister of State for Economic and Fiscal Policy, Minister of State for Financial Services, Minister of State for Communications and Privatization of Postal Services and Minister for Internal Affairs, and currently serves as a professor of Keio University, Faculty of Policy Management. He participates and offers proactive suggestions in deliberations of the Board of Directors and committees utilizing his extensive knowledge and wide range of experience in business environment and financial policies both in Japan and overseas.

Corporate Governance at ORIX

Approach to Corporate Governance

- ORIX believes that a robust corporate governance system is essential for ensuring objective management and carrying out appropriate business activities in line with its core policies. We have therefore established a sound and transparent corporate governance system.
- Corporate governance is a system for management oversight. It involves setting management objectives for managers, performance analysis and evaluation, and supervision in order to ensure that the management strives to attain outstanding results. The tension inherent in corporate governance encourages management to perform to the best of its ability and facilitates innovation in pursuit of corporate objectives. Such an approach is conducive to the achievement of a consistently high ROE.
- Outside Directors have a crucial role to play in corporate governance. From various perspectives reflecting their diverse professional backgrounds, Outside Directors are able to objectively evaluate the management's performance in ways that transcend the industry's conventional wisdom and the company's ingrained practices. Moreover, by virtue of their external perspectives, Outside Directors are in the position to objectively evaluate the risk of the management not taking adequate levels of risks.

Evolution of Corporate Governance

1964

Adopted the U.S. GAAP

Since its founding in 1964, ORIX has endeavored to help investors in Japan and overseas to accurately understand ORIX's performance and businesses. ORIX has been preparing consolidated financial statements in accordance with the U.S. GAAP since 1964 and issuing its annual report in English since 1970.



1970

Listed on the Second Section of the Osaka Securities Exchange

In 1970, six years after ORIX was founded, its shares were listed on the Second Section of the Osaka Securities Exchange. Going public reflected our belief that a company should fulfill its responsibilities as a member of society.



1997

Established Advisory Board

In the 1970s, Tsuneo Inui, then president of ORIX, became an Outside Director of U.S. Leasing International Inc., and Yoshihiko Miyauchi, who succeeded Inui as the president of ORIX, also served as an Outside Director of U.S. Leasing. Inui and Miyauchi's first-hand experience as Outside Directors for U.S. Leasing has enabled them to understand the benefit of constructive tension created from a third person perspective to a company's corporate governance. Such experience gained at an early stage of ORIX's development, has been ingrained in the formulation of ORIX's own ideology toward corporate governance.



1998

Introduced Corporate Executive Officer System Listed on the New York Stock Exchange

Having established an Advisory Board in 1997 and introduced the Corporate Executive Officer System in 1998, ORIX has been a spearhead in Japan in implementing various initiatives for strengthening corporate governance.



2003

Adopted the "Company with Committees" board model (currently "Company with Nominating Committees, etc." board model)

Listing on the New York Stock Exchange in 1998 was prompted by the need to enhance convenience for the growing number of foreign shareholders and also based on our belief that the more stringent disclosure requirements by the U.S. Securities and Exchange Commission (SEC) would lead to strengthening of corporate governance.

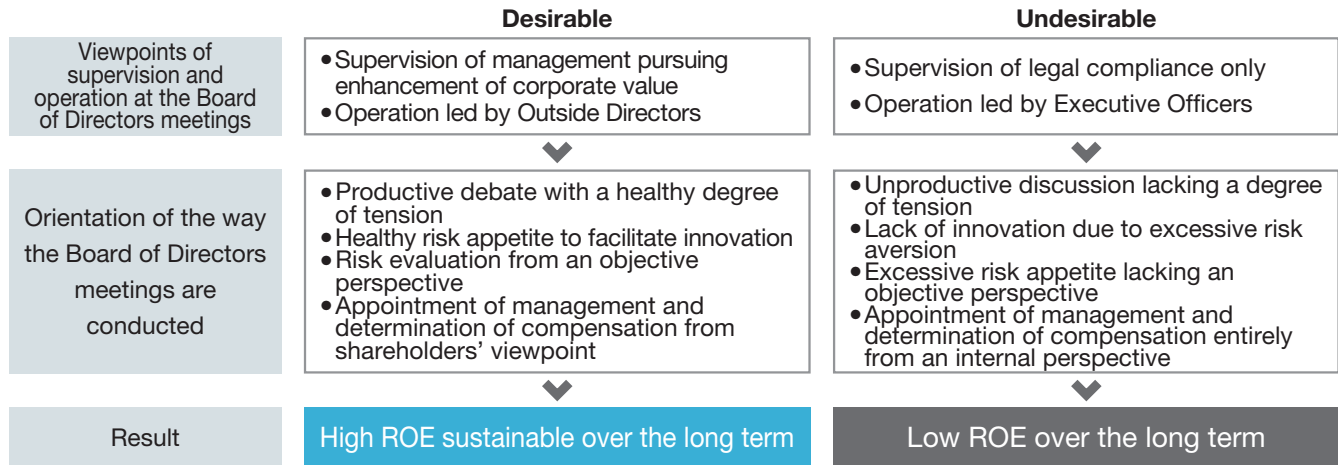
ORIX introduced the Outside Director System in 1999 and adopted the "Company with Committees" board model* in 2003. All of our current Outside Directors satisfy the "Conditions for Director Independence" as determined by the Nominating Committee and are thereby registered as Independent Directors as per the rules imposed by the Tokyo Stock Exchange.

* Adopted the new "Company with Nominating Committees, etc." board model in line with the amendment of the Companies Act of Japan in 2015.

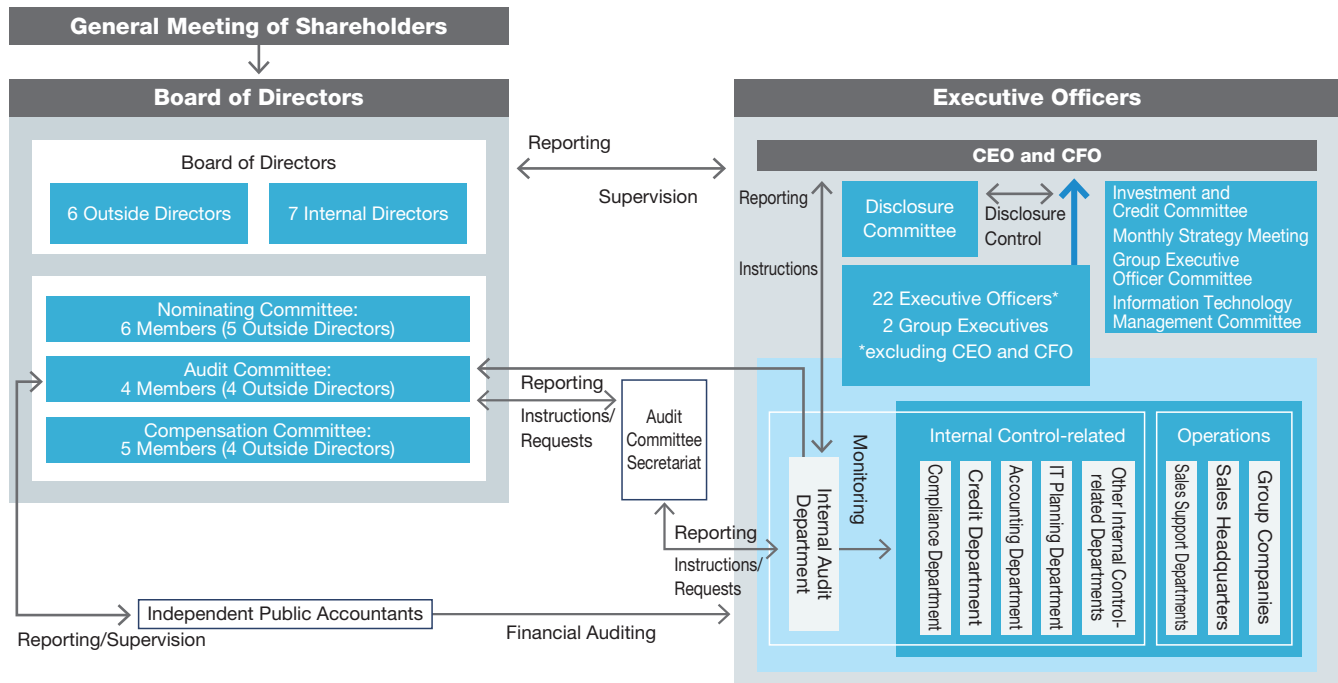


In this way, ORIX has actively strengthened functions aimed at monitoring its management. This is a strict framework for management, but at the same time, we believe that it is the safest framework from the point of view of both management as well as ORIX as a whole.

ORIX's Vision of Corporate Governance



Corporate Governance Framework (As of July 1, 2015)



Differences with Respect to the New York Stock Exchange Corporate Governance Standards

ORIX's ADSs have been listed on the New York Stock Exchange (NYSE) since 1998. As an NYSE-listed company, ORIX is required to comply with certain corporate governance standards under Section 303A of the NYSE Listed Company Manual. However, as a foreign private issuer, ORIX is permitted to follow home country practice. Our corporate governance practices differ in certain respects from those that U.S. listed companies must adopt. A summary of these differences is as follows:

- ORIX is not required to meet the NYSE's independence requirements for individuals on its Board of Directors or its Nominating, Audit and Compensation committees. ORIX's Nominating Committee has determined its own "Conditions for Director Independence."
- ORIX is not required to have the majority of its Board of Directors comprised of Outside Directors nor is ORIX required to compose its committees exclusively of Outside Directors. Of ORIX's thirteen directors, six are Outside Directors. In addition, the Audit Committee consists solely of Outside Directors and five of the six members of the Nominating Committee and four of the five members of the Compensation Committee, respectively, are Outside Directors.

Corporate Governance at ORIX

Board of Directors

The Board of Directors makes business decisions on items that, either as a matter of law or pursuant to the Articles of Incorporation, cannot be delegated to executive officers and important items as determined by the regulations of the Board of Directors. The Board of Directors is mainly responsible for regular monitoring and approving corporate planning proposals, which includes basic policies on capital management, funding and personnel strategies and policy of internal control. Aside from these items, the Board of Directors delegates business decision making to the representative executive officers for greater efficiency in decision making and execution. The Board of Directors also receives reports from executive officers and committees regarding the status of the execution of their duties.

During FY2015.3, the Board of Directors meetings were held seven times. The attendance rate of directors at these meetings was 99%.

Members of the Board of Directors (As of July 1, 2015)

13 Directors (including 6 Outside Directors)	
7 Directors	6 Outside Directors
Name	Name
• Makoto Inoue	• Eiko Tsujiyama
• Kazuo Kojima	• Robert Feldman
• Yoshiyuki Yamaya	• Takeshi Niinami
• Tamio Umaki	• Nobuaki Usui
• Katsunobu Kamei	• Ryuji Yasuda
• Yuichi Nishigori	• Heizo Takenaka
• Hideaki Takahashi	

Nominating Committee, Audit Committee and Compensation Committee

- The Nominating Committee decides and produces proposals to appoint or dismiss directors, which are then submitted at the general meeting of shareholders (appointment and dismissal of directors are subject to resolution at the general meeting of shareholders). The Nominating Committee also deliberates on the appointment or dismissal of executive officers, although this is not required under the Companies Act of Japan. The Nominating Committee has determined the “Conditions for Director Independence.”
- The Audit Committee monitors the execution of the duties of the directors and executive officers and creates audit reports. The Audit Committee decides the content of proposals to appoint, dismiss or refuse the reappointment of the Company’s independent Certified Public Accountants, which are submitted to the general meeting of shareholders. The Audit Committee Secretariat (three members) was established to assist the Audit Committee regarding the execution of its duties.
- The Compensation Committee formulates the policy for determining compensation of each directors and executive officers (“Policy for Determining Compensation of Directors and Executive Officers”) and also decides the specific compensation for each individual directors and executive officers.

Members of Each Committee (As of July 1, 2015)

Nominating Committee (Outside Directors: 5)	Audit Committee (Outside Directors: 4)	Compensation Committee (Outside Directors: 4)
Name	Name	Name
Chairperson • Nobuaki Usui	Chairperson • Eiko Tsujiyama*	Chairperson • Robert Feldman
• Robert Feldman	• Nobuaki Usui	• Eiko Tsujiyama
• Takeshi Niinami	• Ryuji Yasuda	• Takeshi Niinami
• Ryuji Yasuda	• Heizo Takenaka	• Ryuji Yasuda
• Hideaki Takahashi		• Hideaki Takahashi
• Heizo Takenaka		
FY2015.3 Number of Committee Meetings: 4 Attendance Rate: 96%	FY2015.3 Number of Committee Meetings: 7 Attendance Rate: 100%	FY2015.3 Number of Committee Meetings: 9 Attendance Rate: 90%

* Eiko Tsujiyama is a Certified Public Accountant and has extensive knowledge of finance and accounting as a professional accountant.

Compensation for Directors and Executive Officers

The Compensation Committee believes that in order to accomplish ORIX's business objectives, directors and executive officers should place importance on not only performance during the current fiscal year, but also on medium- and long-term results. The fundamental policy is to ensure that compensation is designed in the way that provides effective incentives to directors and executive officers. Based on this principle, the Committee then establishes specific policies for each director and executive officer in accordance with his/her respective role.

Compensation Policy for Directors (who do not concurrently serve as Executive Officers)

- The compensation consists of fixed compensation and share-based compensation*.
- Fixed compensation is, in principle, a specified base amount that is adjusted with additional compensation relating to the position of chairperson and committee member.
- Share-based compensation reflecting medium- to long-term performance is granted in the form of ORIX's shares, which is calculated based on the number of points earned and accumulated by the individual while in office until retirement.

Compensation Policy for Executive Officers (including those who concurrently serve as Directors)

- The compensation consists of fixed compensation, performance-linked compensation and share-based compensation*.
- Fixed compensation is decided based on the standardized base amount for each position followed by an adjustment in accordance with each position's respective role.
- Performance-linked compensation is derived from the standardized base amount for each position that is adjusted within the range of 0% to 200% based on the attainment level of the consolidated net income target for the current fiscal year as a performance indicator.
- Share-based compensation reflecting medium- to long-term performance is granted in the form of ORIX's shares, which is calculated based on a certain number of points with standard amount for each position earned and accumulated by the individual while in office until retirement.

* Share-based compensation is a program in which points are annually allocated to directors and executive officers based upon prescribed standards while in office, and the actual number of ORIX's shares calculated based on the number of accumulated points is provided at the time of retirement. Points granted to the individual directors and/or executive officers are determined based on title and seniority in accordance with guidelines set by the Compensation Committee.

Compensation of Directors, Executive Officers and Group Executives for the Fiscal Year Ended March 31, 2015

	Fixed Compensation		Performance-linked Compensation		Share-based Compensation		Special bonus for long service and contribution		Total (Millions of yen)
	Number of People	Amount Paid (Millions of yen)	Number of People	Amount Paid (Millions of yen)	Number of People	Amount Paid (Millions of yen)	Number of People	Amount Paid (Millions of yen)	
Directors	7	93	—	—	—	—	—	—	93
(Outside Directors)	(6)	(68)	—	—	—	—	—	—	(68)
Executive Officers and Group Executives	30	895	30	375	2	1,078	1	4,469	6,819
Total	37	989	30	375	2	1,078	1	4,469	6,912

Notes:

1. There were a total of 13 directors (including six Outside Directors), 26 executive officers (including those serving concurrently as directors) and two group executives as of March 31, 2015. Figures for the number of directors and executive officers remunerated and the remuneration amount include those of two persons that have resigned from their previous positions as either director or executive officer or group executive in the FY2015.3.
2. In FY2015.3, no persons serving concurrently as directors and executive officers were remunerated as directors. The total remuneration figure for six people serving concurrently as directors and executive officers is shown in the Executive Officers and Group Executives line.
3. In FY2015.3, we modified our share-based compensation system to one that grants ORIX shares through a trust. Share-based compensation indicated above is the amount for the two executive officers who have retired in FY2015.3 before the new trust framework was introduced. This compensation amount equals to the accumulated number of points multiplied by the stock price at the time of retirement. The two recipients of the compensations were obligated to acquire the Company's treasury stock at the share price prevailed at the time of their retirement with the entire after-withholding tax compensation amount received.
4. Special bonus for long service and contribution is granted to those who made exceptional contribution during their terms in office as directors and executive officers. The payment of the special bonus is made at the time of the recipient's retirement. To whom and in what amount such special bonus is granted are decided by the Compensation Committee based on its prescribed standard.
5. ORIX did not provide stock options in the form of stock acquisition rights in FY2015.3.
6. Figures shown are rounded down by discarding figures of less than 1 million yen.

For more details, please refer to the following:

- Form 20-F filed with the U.S. Securities and Exchange Commission ▶▶▶ <http://www.orix.co.jp/grp/en/ir/library/20f/>
- "Conditions for Director Independence" determined by the Nominating Committee (Form 20-F)
- Corporate Governance ▶▶▶ <http://www.orix.co.jp/grp/en/company/governance/>

Comments from Outside Directors



Eiko Tsujiyama

Outside Director since June 2010
Member of the Audit Committee (Chairperson) and the Compensation Committee

Genuine and substantive efforts have led to an advanced level of corporate governance

In actively addressing the various businesses deriving from its mainstay lease and financial businesses, ORIX takes a double-sided approach to those businesses, that is, seeking continual improvements of them and exploring the possibilities of selling them at the same time. In other words, ORIX does not just sell businesses after improving their financial statements, rather, ORIX seriously engages in those businesses to increase their values. Afterwards, if ORIX comes to know another party who can further improve the values of such businesses, it is time for ORIX to sell the businesses and move on to the next opportunity. Therefore, the business areas of ORIX are constantly changing, which demands considerable flexibility in management.

Mr. Inoue, President and CEO of ORIX, has flexible thinking and can act quickly, which are characteristics suitable for the top position of ORIX now. While addressing financial perspectives, such as economic rationales and capital efficiency, he also takes care to maintain or increase the motivation of employees working at the forefront and is attentive to opinions from Outside Directors.

ORIX's Board of Directors which transitioned to the "Company with Committees" board model in 2003 has had open and vigorous discussions enabling corporate governance to be highly functional. This is the outcome of the Company's putting its soul to create opportunities for aggressive and yet constructive discussions rather than just maintaining formality, such as the number of Outside Directors.

As the globalization of ORIX's business is advancing with a growing scale of retail operations, I, as the chairperson of the Audit Committee, am going to ask ORIX to further enhance the quality of corporate governance and compliance of its overseas subsidiaries, domestic branches and the companies in which it invests.



Robert Feldman

Outside Director since June 2010
Member of the Compensation Committee (Chairperson) and the Nominating Committee

The DNA of ORIX is the capacity to adapt without being restricted by past successful experience

ORIX has always found business opportunities and created value that other companies cannot provide given the dynamically changing global economy with trends such as technological innovation, deregulation and the aging society. The DNA of ORIX, one of its primary strengths, is the capacity to adapt without fixing its business models or being restricted by past successful experience. I believe ORIX will continue to evolve as a highly adaptive company in the manner of Darwin's theory of evolution.

ORIX has a corporate culture of generating new ideas via dialogues among people with diversified experience and expertise across the entire company. As for corporate governance, I appreciate ORIX's stance of being continually receptive to the opinions of Outside Directors and leveraging them in its business operations and/or internal organizations. The Board of Directors maintains a culture that welcomes unsparing suggestions, allowing me to express my frank viewpoints at any time.

As overseas operations expand, ORIX's future tasks will be how to maintain its centripetal force as a global company and build a system to deliver necessary information to appropriate organizations at the appropriate timing. In particular, it will be important to secure global human resources and to design the methodology of communications beyond national borders. As the chairperson of the Compensation Committee, I believe the improvement of global personnel and compensation systems focusing on the ideal situation one or two decades ahead is a core theme to address.



Takeshi Niinami

Outside Director since June 2010
Member of the Nominating Committee and the Compensation Committee

The knowledge and human resources obtained through its experience of failures are the greatest asset of ORIX

The past fiscal year (FY2015.3) was a glorious year, in which ORIX made a significant improvement in its balance sheet and the quality of its profit composition under the leadership of Mr. Inoue, the new President and CEO, and this brought about record profit. This was the proof of ORIX's increased ability to correctly identify which risks should be taken and which should not.

During the period of deflationary economy that put many Japanese companies on the defensive, ORIX stayed on the offensive, with a persistent and careful approach to the businesses in which it engages. Through such a process of trial and error, ORIX has obtained a wide variety of knowledge and developed valuable human resources. Paradoxically, the knowledge and human resources obtained through the experience of failures constitutes the greatest asset of ORIX.

Although ORIX has been continuing new attempts one after another, it has also improved the profitability of existing businesses on a continuous basis. The existence of these businesses that can generate stable cash flows enables ORIX to take on new challenges. I think this well-balanced business portfolio of ORIX deserves better evaluation in the market.

ORIX's Board of Directors consists of members with a varied range of expertise and experience, which enables the Board to fulfill its supervisory function and provide meaningful discussions for the management's final decision making. To achieve further improvement of corporate value, I think ORIX needs to increase the diversity of executive officers and onsite leaders not limited to Japanese employees to enable business management from a broader perspective.



Nobuaki Usui

Outside Director since June 2012
Member of the Nominating Committee (Chairperson) and the Audit Committee

With the expansion of overseas businesses, ORIX must break away from Japanese organizational structure and personnel decisions

On the surface, ORIX may appear as a corporate group of businesses that have no mutual relevance. However, its businesses are connected to one another through the expertise that supports each business field. By leveraging the expertise accumulated in a given business field to make bold attempts in an adjacent field, ORIX has grown to be the unique corporate group that it is today and will continue to change itself in the years to come.

At meetings of the Board of Directors, "Who is ORIX?" often becomes the subject of discussion. This question cannot be answered within the traditional framework of industries and business formats. ORIX might be best described as "a company that continues to provide new value to society," as it is mentioned in its corporate philosophy.

From early on, ORIX has had high awareness of corporate governance and has been improving its management systems on a continual basis without being content with the status quo. With a growing proportion of overseas businesses, ORIX now faces the need to break away from Japanese organizational structure and personnel decisions. I look forward to seeing ORIX address this task while continuing to ask itself, "How should we act?"

Considering the business characteristics of ORIX, the existence of a Chief Financial Officer with a high level of knowledge and capabilities in finance, investment and risk management is extremely important. Upon the retirement of Mr. Urata, who had long served as CFO, the position of CFO was succeeded by Mr. Kojima. I expect the new CFO to fulfill this important role by leveraging his experience in managing the investment business and other business divisions both in Japan and abroad.

Corporate Governance

Management Team: Executive Officers and Group Company Representatives (As of July 1, 2015)

Executive Officers, Group Executives and Group Company Representatives



From the left

- Vice Chairman **Hiroaki Nishina** Group Kansai Representative, Responsible for Real Estate Segment, Chairman, ORIX Real Estate Corporation, President, ORIX Baseball Club Co., Ltd.
- Corporate Executive Vice President **Shintaro Agata** Head of Treasury Headquarters
- Corporate Senior Vice President **Eiji Mitani** Head of Kinki Sales Headquarters, Group Kansai Deputy Representative
- Corporate Senior Vice President **Takao Kato** Head of Accounting Headquarters, President, ORIX Management Information Center Corporation
- Corporate Senior Vice President **Kazutaka Shimoura** Head of Risk Management Headquarters
- Corporate Senior Vice President **Tetsuo Matsumoto** Head of Real Estate Headquarters, Responsible for Finance Department, President, ORIX Real Estate Corporation, Outside Director, DAIKYO INCORPORATED
- Corporate Senior Vice President **Kiyoshi Fushitani** Head of Global Transportation Services Headquarters, Head of East Asia Business Headquarters
- Corporate Senior Vice President **Satoru Katahira** Head of OQL Business and Regional Business Headquarters, Head of Sales Promotion Headquarters, Responsible for IT Planning Office, President, ORIX Business Center Okinawa Corporation
- Executive Officer **Shigeki Seki** Deputy Head of Human Resources and Corporate Administration Headquarters
- Executive Officer **Tetsuro Masuko** Head of District Sales Headquarters



USA
Corporate Senior Vice President
ORIX Corporation
Chairman, President and Chief Executive Officer
ORIX USA Corporation
Hideto Nishitani



Taiwan
President
ORIX Taiwan Corporation
Algol Lee



South Korea
President & CEO
ORIX Capital Korea Corporation
Sung Yoon Chung



China
Chairman
ORIX (China) Investment Co., Ltd.
ORIX China Corporation
Liu Guoping



Singapore
Managing Director
ORIX Leasing Singapore Limited
Joanne Liau



Singapore
Chairman
ORIX Investment and Management
Private Limited
Soh Kim Soon



Singapore
CEO
ETHOZ Group Ltd.
Cindy Oh



Malaysia
Managing Director & CEO
ORIX Leasing Malaysia Berhad
Lim Beng Chor



Philippines
President
ORIX METRO Leasing and Finance
Corporation
Protacio C. Bantayan, Jr.



Sri Lanka
Deputy Chairman
Lanka ORIX Leasing Company PLC
**Ishara Chinthaka
Nanayakkara**



- Executive Officer **Shuji Irie** Head of Investment and Operation Headquarters, Outside Director, ARRK CORPORATION
- Executive Officer **Satoru Matsuzaki** Responsible for Business Development Department I and II, Head of Tokyo Sales Headquarters, President, NS Lease Co., Ltd.
- Executive Officer **Tsukasa Kimura** Deputy Head of Energy and Eco Services Business Headquarters
- Executive Officer **Hiroshi Nishio** Deputy Head of Global Business and Alternative Investment Headquarters
- Executive Officer **Masaaki Kawano** Special Assistant to CFO, Responsible for Corporate Planning Department, Responsible for Corporate Communications Department, Responsible for Legal and External Relations Department, Responsible for Robeco Group
- Executive Officer **Hiroko Yamashina** Responsible for Group Compliance Department, Responsible for Group Internal Audit Department
- Executive Officer **Ryuhei Sakamoto** Deputy Head of Treasury Headquarters
- Group Senior Vice President **Masatoshi Kemmochi** Vice Chairman, ORIX Real Estate Corporation
- Group Executive **Yasuyuki Ijiri** Deputy President, ORIX Auto Corporation
- Kazunori Kataoka** President, ORIX Life Insurance Corporation
- Haruyuki Urata** President, ORIX Bank Corporation



Pakistan
Chief Executive
ORIX Leasing Pakistan Limited
Teizoon Kisat



India
Chairman
INFRASTRUCTURE LEASING &
FINANCIAL SERVICES LIMITED
Ravi Parthasarathy



India
Managing Director & CEO
ORIX Auto Infrastructure Services
Limited
Sandeep Gambhir



Oman
CEO
Oman ORIX Leasing Company SAOG
Shahin al Balushi



Egypt
Managing Director
ORIX Leasing Egypt SAE
Aijaz A. Butt



Saudi Arabia
General Manager
Saudi ORIX Leasing Company
Shaheen Amin



UAE
CEO
Al Hail ORIX Finance PSC
Arshi Islam



UAE
Chief Executive, MENA & CIS
ORIX Corporation, Representative Office
Dubai
Humayun Murad



Ireland
CEO
ORIX Aviation Systems Limited
David Power



Netherlands
CEO
Robeco Groep N.V.
Roderick Munsters