



Announcement Regarding Management Changes and Organizational Reform

Tokyo, Japan – December 9, 2021 – ORIX Corporation (“ORIX”) today made public an announcement regarding management changes and organizational reform.

■ Management Changes (Effective as of January 1, 2022)

New Position	Present Position	Name
Member of the Board of Directors Managing Executive Officer Global General Counsel Responsible for Legal and Compliance Headquarters	Member of the Board of Directors Managing Executive Officer Global General Counsel	Stan Koyanagi
Managing Executive Officer Head of Energy and Eco Services Business Headquarters	Executive Officer Head of Energy and Eco Services Business Headquarters	Hidetake Takahashi
Executive Officer Head of Legal and Compliance Headquarters	Executive Officer Head of Enterprise Risk Management Headquarters Responsible for Global General Counsel Office	Tomoko Kageura
Executive Officer Responsible for CEO’s Office Responsible for New Business Development Department Responsible for Corporate Communications Department	Executive Officer Responsible for CEO’s Office Responsible for New Business Development Department	Nobuki Watanabe
Executive Officer Responsible for Group Internal Audit Department	Operating Officer Responsible for Group Internal Audit Department	Hiroyuki Ido
Executive Officer Responsible for ORIX Europe and Robeco Group Chief Executive Officer, ORIX Corporation UK Limited	Operating Officer Chief Executive Officer, ORIX Corporation UK Limited	Kiyoshi Habiro
Executive Officer Head of Global Transportation Services Headquarters	Deputy Head of Global Transportation Services Headquarters	Ryujiro Tokuma
Executive Officer Responsible for Greater China Group	Operating Officer Deputy Head of East Asia Business Headquarters	Hao Li

New Position	Present Position	Name
Retire* ¹	Member of the Board of Directors Senior Managing Executive Officer Responsible for Treasury and Accounting Headquarters Responsible for Enterprise Risk Management Headquarters Responsible for Corporate Communications Department Assistant to CEO	Shoji Taniguchi
Retire* ²	Senior Managing Executive Officer Head of East Asia Business Headquarters Head of Global Transportation Services Headquarters	Kiyoshi Fushitani

*¹ Mr. Taniguchi will be appointed Advisor of ORIX on January 1, 2022.

*² Mr. Fushitani will be appointed Advisor of ORIX on January 1, 2022.

■ Organizational Reform (Effective as of January 1, 2022)

East Asia Business Headquarters will be abolished.

Greater China Group will be independent of East Asia Business Headquarters.

Korea Business Division will be incorporated into Global Business Group.

Enterprise Risk Management Headquarters will be realigned into Legal and Compliance Headquarters.

Global General Counsel Office will be incorporated into Legal and Compliance Headquarters.

Risk Management Department will be incorporated into Treasury and Accounting Headquarters, and realigned into ERM Department.

Transaction Legal Department will be incorporated into Legal and Compliance Headquarters.

Regulations / Business Evaluation Department will be incorporated into Legal and Compliance Headquarters, and realigned into Regulations Management Department.

Portfolio Management Department will be realigned into Credit and Investment Information Management Department.

Contact Information:

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About ORIX:

ORIX Corporation (TSE:8591; NYSE: IX) is a financial services group which provides innovative products and services to its customers by constantly pursuing new businesses.

Established in 1964, from its start in the leasing business, ORIX has advanced into neighboring fields and at present has expanded into lending, investment, life insurance, banking, asset management, automobile related, real estate and environment and energy related businesses. Since entering Hong Kong in 1971, ORIX has spread its businesses globally by establishing locations in 28 countries and regions across the world.

Going forward, ORIX intends to utilize its strengths and expertise, which generate new value, to establish an independent ORIX business model that continues to evolve perpetually. In this way, ORIX will engage in business activities that instill vitality in its companies and workforce, and thereby contribute to society. For more details, please visit our website: <https://www.orix.co.jp/grp/en/>

(As of September 30, 2021)

Caution Concerning Forward Looking Statements:

These documents may contain forward-looking statements about expected future events and financial results that involve risks and uncertainties. Such statements are based on our current expectations and are subject to uncertainties and risks that could cause actual results that differ materially from those described in the forward-looking statements. Factors that could cause such a difference include, but are not limited to, those described under “Risk Factors” in the Company’s annual report on Form 20-F filed with the United States Securities and Exchange Commission and under “(4) Risk Factors” of the “1. Summary of Consolidated Financial Results” of the “Consolidated Financial Results April 1, 2020–March 31, 2021.”