



2024 New Year's Message from CEO Makoto Inoue

TOKYO, Japan – January 4, 2024 – Below is a summary of the New Year's message delivered by CEO Makoto Inoue to ORIX Group employees.

Let me first offer my deepest condolences to everyone affected by the 2024 Noto Peninsula Earthquake. I pray for a swift recovery.

Last year, the Russia-Ukraine conflict entered its second year with no resolution in sight, and the new conflict between Israel and Hamas created another flashpoint in the global economy. Numerous issues such as the unstable state of energy costs, uncertainty about interest rates in Europe and the United States, and inflation will continue into fiscal 2024, meaning that the future continues to be uncertain as we enter the New Year.

The environment in which ORIX operates is also unstable but we must achieve our targets for the current fiscal year and lay new foundations. I understand we are operating under more difficult circumstances than ever before, but I hope we will be able to overcome these by bringing together our respective expertise.

2024 is a special year for us as we celebrate our 60th anniversary. 2024 also marks the year we will internalize globally our new "ORIX Group Purpose & Culture" which we announced on November 1 last year.

Since our establishment in 1964 as a leasing company, ORIX Group has continued to grow and evolve. In the 60 years since our founding, many companies have joined our Group, and we now count over 30,000 people around the world. Looking over the past 10 years, we are now one of the top companies in Japan in terms of cumulative net income. However, as we grow larger, we must come together with a greater sense of unity as it is clear that there is not a consistent sense of belonging to ORIX across our Group.

I believe that there are many segments within the Group that have potential for further growth. We must combine our respective expertise across the Group to create new synergies. For ORIX Group to continue to grow, we must launch new strategies and new businesses, and I believe that there are many opportunities to build these.

In order to foster a sense of unity across ORIX Group, we have clearly defined our Purpose and Culture.

For ORIX Group to continue to be a group of companies that can prosper in the next 10 to 20 years, I hope that we will all come together around our new ORIX Group Purpose & Culture and bring it to life in our everyday work.

Contact Information:

Investor Relations and Sustainability Department

ORIX Corporation

Tel: +81-3-3435-3121

About ORIX Group:

ORIX Group (ORIX Corporation TSE: 8591; NYSE: IX) was established in 1964 and has grown from its roots in leasing in Japan to become a global, diverse, and unique corporate group. Today, it is active around the world in financing and investment, life insurance, banking, asset management, real estate, concession, environment and energy, automobile-related services, industrial/ICT equipment, ships and aircraft. Since expanding outside of Japan in 1971, ORIX Group has grown its business globally and now operates in around 30 countries and regions across the world with approximately 35,000 people. ORIX Group unites globally around its Purpose: “Finding Paths. Making Impact.” bringing diverse expertise and innovative thinking to help our world develop in a sustainable way.

For more details, please visit our website: <https://www.orix.co.jp/grp/en/>

(As of November 1, 2023)

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, 2022 – March 31, 2023” furnished on Form 6-K.