



2018 New Year's Message from CEO Makoto Inoue

TOKYO, Japan - January 4, 2018 - Below is a summary of the New Year's message delivered by CEO Makoto Inoue to the ORIX Group.

Toward True Globalization of the ORIX Group

This year we are sending New Year's greetings by video for the first time. We decided that it is significant for the ORIX Group, which has operations in forty countries and regions worldwide, to send out a video message simultaneously to the world.

Entry into New Fields will Become an Even More Important Growth Strategy

During the next mid-term plan, we set the basic goals of sustaining a growth rate between 4% and 8% against our performance at the end of March 2018, and an ROE of 11% or higher.

It goes without saying that income from existing businesses goes directly to the ORIX Group's base income, and will remain an important source of income. However, I think that entry into new fields—that is, new investments—will become an even more important growth strategy.

I would like you to remember that many new businesses in the ORIX Group are often spin-offs from the periphery of existing businesses.

To Advance Globalization, it is Important to Ensure Governance and to Secure and Develop Human Resources

ORIX Group companies have established a degree of size and position within their respective countries, I see the ORIX Group as the aggregate of those companies.

However, to enable each ORIX Group company to operate their own management, it is important to ensure governance through the Board of Directors members. Moreover, it is important for each group employee in each segment to change his or her awareness.

To advance globalization, establishing the right organizational structure and securing and developing human resources are top of the agenda. And to promote exchanges of personnel among group companies and further foster communication skills, I feel that initiatives are needed to remove barriers between departments and national borders.

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About ORIX:

ORIX Corporation (TSE: 8591; NYSE: IX) is an opportunistic, diversified, innovation-driven global powerhouse with a proven track record of profitability. Established in 1964, ORIX at present operates a diverse portfolio of businesses in the operations, financial services, and investment spaces. ORIX's highly complementary business activities span industries including: energy, private equity, infrastructure, automotive, ship and aircraft, real estate and retail financial services. ORIX has also spread its business globally by establishing locations in a total of 40 countries and regions across the world. Through its business activities, ORIX has long been committed to corporate citizenship and environmental sustainability. For more details, please visit our website: <http://www.orix.co.jp/grp/en/>

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 to 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, 2016 – March 31, 2017."