



2020 New Year's Message from CEO Makoto Inoue

Enhance the spirit of challenge and group collaboration to promote the sustainable growth

TOKYO, Japan - January 6, 2020 - Below is a summary of the New Year's message delivered by CEO Makoto Inoue to the ORIX Group.

Sustainability is a roadmap for continued growth by ORIX Group.

The ORIX Group issued its first Sustainability Report last year. The report discloses to stakeholders our approach to and stance on ESG and our fundamental principles for achieving sustainable growth in the future. Personnel within each department must deepen their understanding of ESG and the SDGs as they relate to our own business, position them as fundamental policies within business plans, new business projects, and work process reforms, and take active measures to address them. The sustainability policy is a roadmap for continued growth by ORIX Group. I would like to take the first steps towards carrying out to this roadmap in 2020.

We need to build further collaboration between Japan and overseas group

The directions that ORIX Group is pursuing are sustainable growth and maintenance of sound financial structures. Last year, we stated our directions call for net income levels to rise to ¥400 billion and even further to ¥500 billion in the coming decade. 40% of the ORIX Group's profits are comprised by contribution of the United States, Europe, China, and Asia. We forecast that the trend for the contributions of overseas group companies to increase will continue. For ORIX Group to be called a global business enterprise, I believe that we need to build further collaboration between Japan and overseas group. I am also aware that reinforcing administrative departments is crucial topics for achieving further business expansion. It includes seamless Japan and overseas organizational operations and information sharing as well as information security of Japanese group companies.

The Key Asset of ORIX Group is challenging spirit

I believe that there are still many segments within the existing portfolio which still have ample room for growth by reforming current business models or implementing innovations in organizational operations including digitization. A key asset that ORIX has built up over 55 years is the spirit of taking on the challenges of the new, which has been maintained as a part of our corporate philosophy. If we simply act within existing frameworks, further growth cannot be expected. I request to all employees to continuously tackle the challenges of new fields, reform business models, improve operations, and maintain the spirit of innovation within their respective areas of responsibility.

Contact Information:

ORIX Corporation
Corporate Planning Department
Tel: +81-3-3435-3121

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 37 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 March 31, 2019)

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, 2018 – March 31, 2019."