

## **2021 New Year's Message from CEO Makoto Inoue**

### **Facing change, we are acting thoughtfully but boldly**

TOKYO, Japan - January 4, 2021 - Below is a summary of the New Year's message delivered by CEO Makoto Inoue to the ORIX Group.

The COVID-19 pandemic has had substantial impact on many companies including ORIX. However, we also realize that this is a good opportunity for us to consider our vision for the ORIX Group's future. The ORIX Group engages in business in a wide range of areas, so it is necessary to be sensitive to signs of social, economic, and political changes while taking action to address these changes quickly. We understand that this year in particular it is important to balance caution while taking bold action.

### **Digital shift must be made immediately, to build a seamless organization and to develop robust information security.**

An issue that must be addressed without delay as we look ahead to the post-COVID era is the shift towards digitalization in our businesses. It is essential that we rapidly complete system reforms and increase the efficiency of our back office operations. By implementing this digital transformation, we will be able to share information across different organizations throughout the Group in Japan and overseas and create portfolio-related data dashboards. Better data will lead to better portfolio management, stronger information security and enhance our overall ERM function.

### **Supporting the TCFD recommendations, we will improve our ESG related disclosure, while we continue to respond to social issues.**

In October 2020, ORIX expressed its support for the Task Force on Climate-related Financial Disclosures (TCFD). We plan to conduct appropriate disclosures of ESG-related information including climate-related financial data to stakeholders. The TCFD is an initiative to address climate change, but the disclosure processes inherent in the TCFD's recommendations will also be applicable to responses to social issues other than climate change.

In response to the government's target of cutting CO<sub>2</sub> emissions to zero by 2050, there are pressing topics that must be considered by the ORIX Group. These include reducing greenhouse gas emissions, increasing the efficiency of energy usage by assets operated by the Group, transitioning vehicles owned by the Group to electric vehicles, and supporting the development of environmentally conscious smart cities.

### **Our diverse portfolio is an organizational structure that is resilient against the pandemic.**

It is by no means an exaggeration to say that the ORIX Group, which manages and operates a diverse

and wide-ranging portfolio, has proved to the outside world that we have a structure that is resilient against crises. I ask that all officers and employees carry out their respective jobs so that the ORIX Group can continue to develop.

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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 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, 2020)

**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, 2019 – March 31, 2020.”