



2022 New Year's Message from CEO Makoto Inoue

ESG-Related Material Issues and Aiming to Achieve Seven ESG-related Key Goals – Looking Forward to Future Success

TOKYO, Japan – January 4, 2022 – Below is a summary of the New Year's message delivered by CEO Makoto Inoue to the ORIX Group.

It is now approaching two years since the start of the COVID-19 outbreak in 2020. The situations in different countries around the world vary and it is still unclear. So, it is important to continue to exercise caution.

Last year, the ORIX Buffaloes won the Pacific League for the first time in 25 years. Although the team regrettably missed out on the Nippon Series championship, I expect that team manager Nakajima and all the players will work hard to reach the top next season. Please continue to give the team your enthusiastic support.

Portfolio management proved the ORIX Group has a financial structure and operating base that holds strong against crises

We contained the impact of COVID-19 to the minimum extent possible thanks to the well-balanced make-up of the ORIX Group's diversified portfolio.

I believe it is fair to say that, thanks to everyone's continuous efforts since the 2008 global financial crisis, we were able to prove that we have been able to build a financial structure and operating base that holds strong against crises.

In December of last year, we upwardly revised our net income goal for the fiscal year ending March 2022 from 250 billion yen to 310 billion yen. The selling of the group company "Yayoi Co., Ltd." was a major contributor to this increase.

In November of last year, we set out in the latest sustainability report our ESG-related material issues and seven ESG-related key goals, and achieving these are the new goals of management. It is the responsibility of all of us to make them a reality.

Driving forward work process reforms and digital transformation

We will continue to drive forward work process reforms and digital transformation. The operations of each segment vary tremendously, the primary goal is to build a front-end system with CRM support under the leadership of each segment. We will be moving ahead to deploy the use of a portfolio dashboard to work in conjunction with the group-wide mission-critical IT system.

The project to build a next-generation system will start soon. We are aiming to significantly reduce maintenance and operations costs through cloud computing based on the introduction of virtual computing infrastructure. We would like to build a system where maintenance and operations can be handled in-house rather than relying on external vendors as we have until now.

Contact Information:

Investor Relations and Sustainability Department
ORIX Corporation
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 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."