



2023 New Year's Message from CEO Makoto Inoue

TOKYO, Japan – January 4, 2023 – Below is a summary of the New Year's message delivered by CEO Makoto Inoue to ORIX Group.

2023 is expected to be a year of many challenges. As of now, the COVID pandemic lingers, there are still high caseloads in many countries around the world, which is resulting in sluggish recoveries in some economies around the world. This is being compounded with other problems, such as rising inflation due to the depreciation of the yen and soaring energy prices, supply-chain disruptions, the possibility of a global recession due to rising U.S. interest rates, and increased geopolitical risk due to the ongoing conflict in Ukraine.

In the past, ORIX Group has faced many problems due to major changes in the external environment, but we have continued to grow in the belief that we can overcome these challenges, while always remaining cautious; and I believe that fundamental stance should not change today.

Amid these challenges, we should look to the victory of the ORIX Buffaloes in the Japan Series this year, and the second year in a row they won the League title. I wish them all the best for next season.

As of January 1st, we have reorganized our corporate functions into three main units: Group Strategy Business Unit, Corporate Function Unit, and Legal Function Unit. Treasury and Accounting Headquarters, Group Human Resources and Corporate Administration Headquarters, Legal and Compliance Headquarters, and Credit and Investment Management Headquarters have been dissolved.

For us to deliver on our management strategies to increase our corporate value over the medium to long term, we believe that it is essential for the commercial departments and management departments to work closer together, and to be more involved across the business in a cross-sectional and flexible way. The aim is to let commercial departments and management departments communicate more actively, so as to respond to global governance standards.

As a result of the success of our efforts in ESG, which we have been prioritizing since 2020, we are proud that FTSE Russell, an information service division of a subsidiary of the London Stock Exchange Group, has rated ORIX's ESG efforts highly and included it in the FTSE Blossom Japan Index. ORIX is now included in all five ESG indexes used by the Government Pension Investment Fund (GPIF), one of the world's largest institutional investors and the manager of Japan's public pension funds.

ORIX continues to work hard to build ourselves into a solid position in terms of ESG, through our ESG-related targets around greenhouse gas emission reductions, women in management and climate disclosure standards.

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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 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, 2022)

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, 2021 – March 31, 2022" furnished on Form 6-K.