



2026 New Year's Message from CEO Hidetake Takahashi

TOKYO, Japan - January 5, 2026 - ORIX Corporation ("ORIX") today released a summary of the New Year's message delivered by Hidetake Takahashi, Member of the Board of Directors, Representative Executive Officer, President and CEO to ORIX Group employees:

Happy New Year. Last year was a turning point in the political environment, with political and policy changes in the United States and other major countries, and in Japan, the first female Prime Minister, Sanae Takaichi, being appointed in October. The shift in U.S. trade policy has sparked discussions about the fragmentation of international trade and the restructuring of supply chains. In addition, there were changes in monetary policy, with interest rate cuts in response to economic slowdown and easing inflation in the United States, while in Japan, the Bank of Japan gradually raised interest rates in line with moderate increases in prices and wages. In the stock market, AI-related and semiconductor stocks led the way, and the Nikkei Stock Average reached a new record high.

In this environment, ORIX Group has maintained solid performance in the three areas of Finance, Operation, and Investments, and is steadily making progress toward achieving its revised net income target of 440 billion yen for the fiscal year ending March 2026.

As part of our organizational reform in January of this year, we newly established a Digital Innovation Unit. By rethinking business processes from the perspectives of visualization, commonality, standardization, and simplification, and by promoting operational reform, we aim to build a business foundation that achieves further productivity improvements using DX and AI. As a foundation for these initiatives, AI agents are not just tools, they are also said to be a workforce in their own right, automating overall business processes and integrating workflows. For ORIX Group to maintain and improve its competitiveness as a global company, we believe that it is necessary to actively invest in and utilize the evolution of technology.

The global political and economic situation is expected to remain uncertain this year, but it is important to respond quickly and flexibly to changes while keeping a close eye on global trends. ORIX Group will continue to pursue portfolio management and sophisticated risk management, as well as creating new businesses, while working to improve capital efficiency and achieve sustainable growth.

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About ORIX Group:

ORIX Group (ORIX Corporation TSE: 8591; NYSE: IX) was established in 1964 and has grown from its roots in leasing in Japan to become a global, diverse, and unique corporate group. Today, it is active around the world in financing and investment, life insurance, banking, asset management, real estate, concession, environment and energy, automobile-related services, industrial/ICT equipment, ships and aircraft. Since expanding outside of Japan in 1971, ORIX Group has grown its business globally and now operates in around 30 countries and regions across the world with approximately 36,000 people. ORIX Group unites globally around its Purpose: "Finding Paths. Making Impact." combining diverse expertise and innovative thinking to help our world develop in a sustainable way.

For more details, please visit our website: <https://www.orix.co.jp/grp/en/>

(As of September 30, 2025)

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, 2024 – March 31, 2025" furnished on Form 6-K.