



## Notice Regarding Introduction of Performance-Linked Share-Based Compensation Plan for Executive Officers

Tokyo, Japan – June 23, 2026 – ORIX Corporation (“ORIX”) announced today that its Compensation Committee resolved at a meeting held today to introduce a Performance Share Unit plan (“the PSU Plan”) as a performance-linked share-based compensation plan for Executive Officers of ORIX.

### 1. Purpose of Introducing the plan

To achieve ORIX's long-term vision, ORIX will introduce the PSU Plan as a share-based compensation plan linked to consolidated ROE and relative TSR\*, in order to strengthen the alignment between management indicators and executive compensation, and to further promote management with a strong focus on improving capital efficiency and enhancing shareholder value. The plan aims to provide senior management with incentives to enhance medium- to long-term corporate value, while further promoting closer alignment with shareholders' interests.

### 2. Overview

#### (1) Participants

The PSU plan applies to Executive Officers who are determined by the Compensation Committee to play a central role in the management of ORIX Group.

#### (2) Outline of the Plan

The PSU Plan is a mechanism under which ORIX grants participants the number of PSUs in advance determined by ORIX, and delivers ORIX's common shares after the evaluation period based on the level of achievement of performance indicators during the evaluation period.

The performance indicators shall be ORIX's consolidated ROE and relative TSR (Total Shareholder Return), and the specific conditions shall be determined by the Compensation Committee based on the long-term vision and the medium-term management plan announced in the prior fiscal year. The evaluation period shall in principle be three fiscal years, and the number of ORIX's common shares to be delivered shall vary between 0% and 220% based on the level of achievement of the consolidated ROE indicator and the relative comparison between ORIX's TSR and growth rate of the Tokyo Stock Price Index (TOPIX, including dividends).

In addition, since the final year of the medium-term management plan is the fiscal year ending March 2028, ORIX will grant, in the fiscal year ending March 2027, which is the first year of the PSU Plan, two types of PSUs: PSUs with an evaluation period from April 1, 2026 to March 31, 2028, and PSUs with an evaluation period from April 1, 2026 to March 31, 2029.

ORIX has introduced a share-based compensation plan that provides shares upon retirement for all Executive Officers. With the introduction of the plan, ORIX's share-based compensation will consist of the PSU Plan aimed at strengthening alignment with medium-term management indicators, and the share-based compensation plan delivered upon retirement aimed at long-term enhancement of shareholder value.

\* Abbreviation for Total Shareholder Return. This is expressed as the ratio of returns from an equity investment-comprising capital gains and dividends-to the investment amount (stock price), and represents the overall return to shareholders.

**Contact Information:**

Investor Relations Department  
ORIX Corporation  
Tel: +81-3-3435-3121

**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 37,000 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 March 31, 2026)

**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, 2025 – March 31, 2026" furnished on Form 6-K.