ESG Data

Environment

ORIX Group's GHG Emissions

(Unit: Tons CO_2e)

	FY ended March 2020	FY ended March 2021	FY ended March 2022	FY ended March 2023	FY ended March 2024
Scope 1	1,138,566	987,771	1,044,892	981,519	★ 991,233
Scope 2	112,444	151,055	151,980	139,766	★ 137,525
Scope 1 & 2 Total	1,251,010	1,138,826	1,196,872	1,121,285	★ 1,128,757

Scope 1 (Direct GHG emissions occurring from sources that are owned or controlled by the company (fuel consumption, industrial processes))

Combustion of fuels including fuel oil, diesel, gasoline, city gas, coal, biomass and waste; use of limestone for desulfurization treatment

Scope 2 (Indirect GHG emissions from purchased energy consumed by the company (electricity use, heat))

Electricity use and heat (steam, cold water, warm water)

Calculation Boundary and Method

Calculation Period

From April 1 to March 31 each fiscal year

Calculation Boundary

FY ended March 2020: Consolidated ORIX Group companies in Japan (excluding investees in our PE Investment business)
FY ended March 2021 and FY ended March 2022: Consolidated ORIX Group companies (Japan and overseas, excluding a limited number of overseas offices)
FY ended March 2023: Consolidated ORIX Group companies (Japan and overseas, excluding a limited number of overseas offices as well as entities which were consolidated in the last quarter of the fiscal year)
FY ended March 2024: Consolidated ORIX Group companies (Japan and overseas, excluding entities which were consolidated in the last quarter of the fiscal year)

Target Activities

- GHG Protocol direct emissions (Scope 1) and indirect emissions (Scope 2)

Calculation Method

- GHG emissions (converted to CO_2) are calculated based on the GHG Protocol and Japan's "Ministerial Ordinance Concerning Calculation of Greenhouse Gas Emissions Associated with Business Activities of Specified Emitters" (calculated based on ORIX Group's GHG calculation guidelines).
- GHG emissions, including CO_2 from non-energy sources, methane (CH_4), and dinitrogen monoxide (N_2O), are calculated based on ORIX Group rules concerning the management of environmental information.
- Includes emissions from some domestic rental assets over which we have energy management authority under Japan's Act on Rationalizing Energy Use and Shift to Non-fossil Energy.
- In principle, we use the emissions factors under Japan's Mandatory Greenhouse Gas Accounting and Reporting System before the 2024 amendment.
- Scope 2 emissions are market-based emissions, and post-adjustment emissions factors are used as emissions factors related to electricity consumption at offices in Japan. For the fiscal year ended March 2024, the adjusted emission factors published by the Ministry of the Environment in December 2023 for each electricity provider are used. For emissions factors related to electricity consumption at overseas offices, electricity provider-specific emission factors are used when available, and otherwise the International Energy Agency's CO_2 emissions factors from electricity generation by country are used.
- Scope 2 emissions include emissions related to power purchases from ORIX Group power generation companies (intra-Group transactions). Emissions related to power purchases (intra-Group transactions) for the fiscal year ended March 2024 were 6 thousand t-CO_2e.
- Some calculations use estimated values.

[Notes]

- Change in emissions factors: Beginning from the data for the fiscal year ended March 2022, we have changed the calculation for emissions related to electricity consumption to the market-based method.
- Emissions from coal-biomass co-fired power plants: ORIX operates two coal-biomass co-fired power plants in Japan. One is Soma Coal and Biomass Power Plant in Soma City, Fukushima Prefecture, which started operations in March 2018. The other is Hibikinada Coal and Biomass Power Plant in Kitakyushu City, Fukuoka Prefecture, which started operations in December 2018. Each of these power plants has a total generating capacity of 112 MW. Emissions from these two plants for the fiscal year ended March 2024 were 796 thousand t-CO_2e.

Third-Party Assurance

◆Since the fiscal year ended March 2017, we have continuously received independent assurance for our GHG emissions (Scope 1 and Scope 2) disclosure.
◆For the fiscal year ended March 2024, KPMG AZSA Sustainability Co., Ltd. has provided independent assurance for our GHG emissions (Scope 1 and Scope 2). (★: Items subject to third-party assurance)

Third-Party Assurance

Independent Assurance Report

To the Representative Executive Officer, President and Chief Executive Officer of ORIX Corporation

We were engaged by ORIX Corporation (the "Company") to undertake a limited assurance engagement of the environmental performance indicators marked with ★ (the "Indicators") for the period from April 1, 2023 to March 31, 2024 included in its Integrated Report 2024 (the "Report") for the fiscal year ended March 31, 2024.

The Company's Responsibility

The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the "Company's reporting criteria"), as described in the Report.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the 'International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information' and the 'ISAE 3410, Assurance Engagements on Greenhouse Gas Statements' issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company's responsible personnel to obtain an understanding of its policy for preparing the Report and reviewing the Company's reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the Indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the generation, aggregation and reporting of the Indicators in conformity with the Company's reporting criteria, and recalculating the Indicators.
- Visiting Agatsuma Bio Power Co., Ltd and Soma Energy Park LLC. selected on the basis of a risk analysis.
- Evaluating the overall presentation of the Indicators.

Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Report are not prepared, in all material respects, in accordance with the Company's reporting criteria as described in the Report.

Our Independence and Quality Management

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Management 1, we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

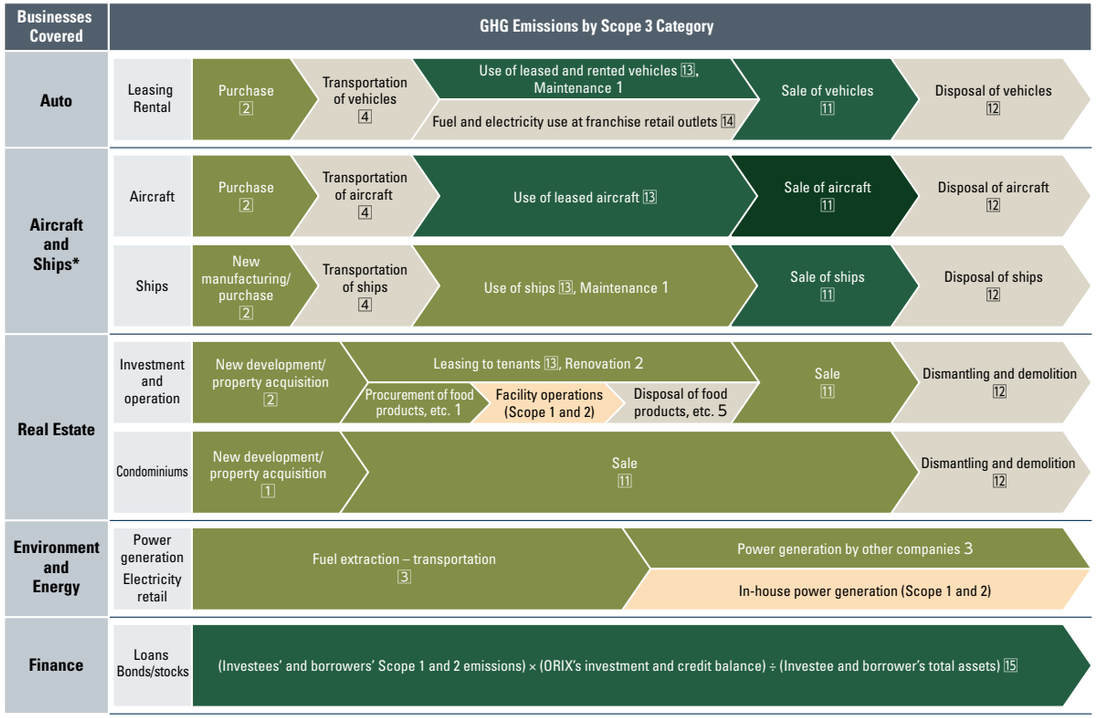
/s/ Takeru Yamada
Takeru Yamada, Partner
KPMG AZSA Sustainability Co., Ltd.
Tokyo, Japan
September 24, 2024

Notes to the Reader of Independent Assurance Report:
This is a copy of the Independent Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

ESG Data

Scope 3 (Value Chain GHG Emissions) and ORIX's Businesses (FY Ended March 2024)

ORIX's Scope 3 emissions from customers using leased properties (Category 13) and from investments (Category 15) are relatively large and therefore material categories. For example, we calculate Category 13 emissions for the Auto business unit based on estimates of customer fuel consumption using data from AMS fuel cards. In addition, we calculate emissions from secondary use after the sale of a property (Category 11) in aggregate based on the estimated emissions from time of sale to end of life, so we necessarily base our calculations on multiple assumptions, such as the period of use of the property and energy consumption. Category 11 emissions for the aircraft business increased year over year in the fiscal year ended March 2024, which was due to increased aircraft sales activities compared with the previous fiscal year.



Notes to table
(Note 1) Emissions: Less than 10,000 tons 10,000 to 500,000 tons 500,000 to 5,000,000 tons 5,000,000 to 10,000,000 tons
(Note 2) Calculation period: Emissions from business activities for the fiscal year ended March 2024 are estimated in accordance with the GHG Protocol.
(Note 3) Numbers in the table indicate Scope 3 categories.
* Santoku Senpaku, which was acquired in the fiscal year ended March 2024, has been excluded from the scope of calculations.

Emissions for categories other than those listed to the left are as follows. (Unit: Thousand tons CO_2e)

	FY ended March 2023	FY ended March 2024
Category 6 (Business travel)	39	49
Category 7 (Employee commuting)	4	5

Note: See here for details of the calculation scope and concept.

Note: Categories 2, 3, 6, 7, 11, 13, and 15 of Scope 3 emissions for the fiscal year ended March 2024, have received third-party assurance from LRQA Limited. See here for the third-party assurance letter from LRQA Limited.

CO_2 Avoided Emissions through the Renewable Energy Business

(Unit: Thousand tons CO_2e)

	FY ended March 2022	FY ended March 2023	FY ended March 2024
Wind Power Generation	1,670	2,155	2,336
Solar Power Generation	1,297	1,425	1,553
Geothermal Power Generation	640	477	285
Hydropower Generation	428	406	327
Biomass Power Generation	254	198	259
Total	4,289	4,661	4,761

Note: See here for details of the calculation scope and concept.

ORIX Corporation Water Usage and Waste Disposal Volume

Water Usage

(Unit: Thousand m^3)

	FY ended March 2022	FY ended March 2023	FY ended March 2024
Water withdrawal	249	273	282
Rainwater	2	2	2
Water discharge	248	272	280

Waste Disposal Volume

	FY ended March 2022	FY ended March 2023	FY ended March 2024
Disposal volume	661 tons	302 tons	353 tons

Note: See here for details of the calculation scope and method.

Information Disclosure Based on TCFD Recommendations / Strategy and Scenario Analysis

Environment and Energy Business: We expect the 4°C scenario to reduce sales and incur recovery costs due to flood damage at power plants. Meanwhile, we expect the 1.5°C scenario to increase business opportunities from the expansion of the renewable energy market, although there is substantial risk of an accelerated move away from our coal-fired power plant assets and higher costs from the introduction of carbon pricing.

	Society		Risks and Opportunities	Financial Impact	Countermeasures and Assessment
4°C Scenario	Climate change accelerates; disasters increase in scale and frequency	**Acute** Landslides, floods, and storm surges increase	**Risk** Landslide and flood damage to operating facilities such as power plants	**Coal-biomass co-fired power plants and solar power plants** Repair costs and loss of power sales opportunities	ORIX, in principle, does not develop power generation facilities in areas where there is a risk of landsides. Thus, while ORIX could incur some risk as a result of expansion in the hazard map area following development, we believe the risk is minimal as solar power plants located in hazard map-specified areas account for less than 1% of generating capacity for ground-mount and less than 2% for roof-mount types. Meanwhile, while some power generation plants may be at risk from floods and storm surges, this can be mitigated through (1) estimating flood risk and locating facilities at an adequate elevation, and (2) both quickly restoring service following damage and shoring up construction through reinforcement and other measures.
		Chronic Temperature increases	**Risk** Decrease in power generation efficiency due to higher temperatures	**Solar power plants** Lower sales due to reduced power generation	Degradation of generation efficiency per 1.0°C increase in temperature is only about 0.3%-0.5%, so only minor impact foreseen
1.5°C Scenario	More stringent environmental regulations in Japan and internationally to decarbonize society	More stringent government policies to reduce coal use	**Risk** Accelerated move away from coal-fired power generation	**Coal-biomass co-fired power plants** Incur costs for closure or facility renovation due to fuel conversion	ORIX is considering fuel conversion; such measures and other issues may incur commensurate costs
		Introduction of carbon pricing	**Risk** Higher costs due to carbon pricing	**Coal-biomass co-fired power plants, waste processing facilities, and final disposal sites** Rising costs	Impact depends on ability to pass on higher costs into the selling price
	Corporations increasingly invest in and adopt renewable energy in response to investor and consumer pressure	Expansion of the renewable energy market and renewable power generation	**Opportunity** Increased business prospects resulting from the expansion of the renewable energy market	Expansion of renewable energy business (PPA*1, biogas, geothermal, and wind power generation, storage batteries, etc.)	—
			Risk Increased output constraints*2 resulting from system capacity limitations	**Solar power plants** Reduced revenue from electric power sales due to output constraints*2	Online power control*2 can mitigate impact on daily output suppression to a certain extent compared to manual control
			Risk Increased use of inherently unstable renewable power generation could result in temporary tighter supply and demand	**Electric power retailing** Unstable wholesale market prices	Flexible operations utilizing ORIX-owned coal-biomass co-fired power plants can mitigate impact to a certain extent
				Electric power retailing Price competitiveness of ORIX-owned coal-biomass co-fired power plants lower owing to surge in fuel prices	Impact depends on ability to pass on higher costs into the selling price

*1 PPA (Power Purchase Agreement): A third-party service delivery model in which ORIX installs solar power generation infrastructure and storage batteries in facilities such as stores owned by customers, and supplies the power generated by the facilities to those customers.
*2 Electric power companies temporarily restrict the connection from the power generation facility to the power grid to avoid oversupply when power demand is low. Power sales are suspended or partially restricted during controlled output suppression.

Elawan Energy's Sustainability Report discloses risks and opportunities associated with climate change. Please see here for details.
The assessment of each risk and opportunity is premised on implementing the above measures. ORIX has not yet decided to implement any countermeasures.

Information Disclosure Based on TCFD Recommendations / Strategy and Scenario Analysis

Real Estate Business: We expect the 4°C scenario to expose some inns and hotels to flooding risk. Meanwhile, although costs may increase as a result of carbon pricing, we expect the 1.5°C scenario to increase the value of energy-efficient real estate.

	Society		Risks and Opportunities	Financial Impact	Countermeasures and Assessment
4°C Scenario	Climate change accelerates; disasters increase in scale and frequency	**Acute** Flooding increases	**Risk** Flood damage to operating facilities	**Inn and hotel operation** Repair costs and loss of sales opportunities	Business continuity planning (BCP) can mitigate impact by minimizing damage
		Chronic Temperature increases	**Risk** Increased demand for air conditioning at operating facilities	**Inn and hotel operation, and real estate investment and development** Increased air conditioning costs	Minor impact due to renovation with highly efficient air conditioning and rent increases
			Risk Longer construction periods due to work interruptions resulting from intense heat on a larger number of days	**Condominiums, and real estate investment and development** Higher construction costs due to longer construction periods	Minor impact due to the use of low-heat concrete that can be poured on days of intense heat
1.5°C Scenario	More stringent environmental regulations in Japan and internationally to decarbonize society	Introduction of carbon pricing	**Risk** Increased fuel costs due to carbon pricing	**Condominiums, and real estate investment and development** Higher construction material costs	Minor impact due to higher sales prices and rent
				Inn and hotel operation Higher utility costs	Minor impact due to replacement with highly efficient air conditioning equipment during renovation
	Demand for environmentally responsible real estate will increase, and companies will respond accordingly	Increased demand for energy- and CO_2-efficient real estate	**Opportunity** The value of real estate certified as energy-efficient and decarbonized housing will increase	**Condominiums, and real estate investment and development** Increased unit rent, higher sales prices, and increased property sales	Develop environmentally certified properties and make other investments to decarbonize

Auto Business: We expect the 4°C scenario to increase earnings by increasing disaster recovery demand. Meanwhile, we expect a limited impact from the 1.5°C scenario, although our conventional businesses are exposed to the risk of contraction due to the growing popularity of electric vehicles. We expect the rental car and car sharing businesses to present opportunities for expansion.

	Society		Risks and Opportunities	Financial Impact	Countermeasures and Assessment
4°C Scenario	Climate change accelerates; disasters increase in scale and frequency	**Acute** Flooding increases	**Risk** Damage to ORIX offices	Damage to large auction venues; water damage to vehicles owned by ORIX	Minor impact because auction venues are decentralized
			Opportunity Disaster recovery demand	Higher earnings due to increased demand for vehicles resulting from reconstruction	Meet supply obligations by ensuring sufficient inventory
1.5°C Scenario	More stringent environmental regulations and government policies in Japan and internationally to decarbonize society	Electric vehicle adoption accelerates	**Risk** Reduced opportunities for maintenance and fueling due to the popularity of electric vehicles	Reduced maintenance revenue and AMS Card* demand	Adding an electric vehicle charging function to the existing AMS Card will largely mitigate impact
			Risk Falling prices for pre-owned gasoline vehicles	Reduced auto sales revenue	Specifying appropriate residual values will largely mitigate impact
			Opportunity New business opportunities, such as charging infrastructure, renewable energy supply, use of batteries for storage	Increase in earnings opportunities	—
	Consumer preferences change due to heightened environmental awareness	Accelerated shift away from ownership-based vehicle usage	**Opportunity** Increased demand for car rentals and sharing	Expansion of the car rental and sharing businesses due to the rise of the sharing economy	—

* A fuel card that offers the same price at ENEOS, COSMO, and apollostation service stations.

The assessment of each risk and opportunity is premised on implementing the above measures. ORIX has not yet decided to implement any countermeasures.

Information Disclosure Based on TCFD Recommendations / Strategy and Scenario Analysis

Aircraft Business: We expect the 4°C scenario to have an impact on leased aircraft due to weather-related disasters, although the impact is expected to be limited. Meanwhile, although customer costs are expected to increase due to factors such as carbon pricing in the 1.5°C scenario, the impact is expected to be minor. Demand for high-efficiency aircraft is likely to increase.

	Society		Risks and Opportunities	Financial Impact	Countermeasures and Assessment
4°C Scenario	Climate change accelerates; disasters increase in scale and frequency		**Risk** Aircraft damage from weather disasters	Customer repair costs and loss of sales opportunities	Aircraft can be moved, so the risk of damage is limited
1.5°C Scenario	More stringent environmental regulations in Japan and internationally to decarbonize society	Full-scale introduction of carbon pricing and increased use of SAF*1	**Risk** Increased fuel costs due to carbon pricing/SAF	Increased customer fuel costs	Minimal impact on customers because impact of higher fuel costs can mostly be added on to passenger fares
			Opportunity Increased demand for SAF	Expansion of new business	—

Ships Business: We expect the 4°C scenario to have an impact on ships due to weather-related disasters, although the impact is expected to be minor. Also, construction costs are anticipated to increase in the 1.5°C scenario due to stricter environmental regulations, but the impact is expected to be limited.

	Society	Risks and Opportunities	Financial Impact	Countermeasures and Assessment
4°C Scenario	Climate change accelerates; disasters increase in scale and frequency	**Risk** Increase in ships damaged by weather disasters	Increased repair costs and loss of opportunities for charter fees	Minor impact because it is expected to remain within the range of market price fluctuations
1.5°C Scenario	More stringent environmental regulations in Japan and internationally to decarbonize society	**Risk** Owned ships become obsolete	Risk of lower asset values	Replacing owned vessels with more environmentally friendly ships
		Risk Rise in ship purchase price to comply with regulations	Increased construction costs	Limited impact as it can be passed onto charter fees
	Heightened environmental awareness among shippers and charterers	**Opportunity** Increased demand for ships compatible with new fuels*2	Expansion of investment opportunities	—

*1 SAF: Sustainable Aviation Fuel. Aviation fuel that does not use fossil-derived raw materials and has a lower environmental impact than conventional aviation fuel.
*2 New fuels: Ships are being converted to environmentally friendly LNG-fueled ships and zero-emission ships that use green methanol, ammonia, hydrogen, and other fuels. Zero-emission ships have not yet been put into commercial use.

The assessment of each risk and opportunity is premised on implementing the above measures. ORIX has not yet decided to implement any countermeasures.

Information Disclosure Based on TCFD Recommendations / Strategy and Scenario Analysis

Finance Business (Japan/United States/Asia and Australia): We expect the 4°C scenario to expose properties used as collateral, customer offices, and others to risk of damage due to weather-related disasters, but the impact is expected to be minor. Although customer costs are anticipated to increase in the 1.5°C scenario due to factors such as carbon pricing, the impact is expected to be minor.

	Society		Risks and Opportunities	Financial Impact	Countermeasures and Assessment
4°C Scenario	Climate change accelerates; disasters increase in scale and frequency		**Risk** Damage to real estate used as collateral and assets owned by the Group (offices, leased assets, etc.)	Increased credit costs due to damage to real estate used as collateral and owned assets	As a result of trial calculations, the anticipated amount of losses to real estate with disaster risk used as collateral and the anticipated amount of damage to customers are minor, and the increase in credit costs is negligible
			Risk Damage to customers' offices	Increased credit costs due to business suspension of customers and increased repair costs	
			Risk Damage to ORIX offices	Repair costs, opportunity loss for sale	Impact can be mitigated by creating business continuity planning (BCP) policies in order to minimize damage, other measures
1.5°C Scenario	More stringent environmental regulations in Japan and internationally to decarbonize society	Introduction of carbon pricing and shift to environmentally friendly products and services	**Risk** Increased customer operating costs due to carbon pricing	Increased credit costs due to deterioration in customer performance	Investing in and lending to carbon related industries are limited, and the impact is minor
			Opportunity Expanded investing and lending opportunities for renewable energy businesses	Increase in new investing and lending transactions	—

ORIX Bank discloses measures to address TCFD in its Securities Report for the FY ended March 2024.

Life Insurance Business: We expect the 4°C scenario to reduce the corporate value of investees and borrowers that are vulnerable to natural disasters, but the impact is expected to be minor. We will survey the impact and assess the risk that climate change may have, such as higher insurance payouts and premiums as a result of worsening health impairment, higher death rates, and deteriorating morbidity rates. As the corporate value of investees and borrowers with high GHG emissions is expected to decline in the 1.5°C scenario, we will promote reductions in Scope 3 (emissions from investees and borrowers).

	Society		Risks and Opportunities	Financial Impact	Countermeasures and Assessment
4°C Scenario	Climate change accelerates; disasters increase in scale and frequency		**Risk** Decline in corporate value of investees and borrowers vulnerable to natural disasters	Loss of investment income	Investees and borrowers are diversified, so the impact is minor
1.5°C Scenario	More stringent environmental regulations in Japan and internationally to decarbonize society	Introduction of carbon pricing and shift to environmentally friendly products and services	**Risk** Decline in corporate value of investees and borrowers with high GHG emissions	Loss of investment income	Promote reduction of Scope 3 (emissions from investees and borrowers) • Promote investing in and lending to businesses and companies that contribute to the transition to a decarbonized society • Engagement with existing investees and borrowers, and replacement of investees and borrowers
			Opportunity Expanded investing and lending opportunities for renewable energy businesses	Expansion of investment income	

The assessment of each risk and opportunity is premised on implementing the above measures. ORIX has not yet decided to implement any countermeasures.

ESG Data

Social

Employee Composition (ORIX Group Consolidated)

		2020	2021	2022	2023	2024
Number of employees		31,233	33,153	32,235	34,737	33,807
By region	Japan	23,458	25,718	24,738	27,021	25,915
	Outside Japan*1	7,775	7,435	7,497	7,716	7,892
By gender	Male	19,630	20,876	20,330	21,352	20,707
	Female	11,603	12,277	11,905	13,385	13,100
Average number of temporary staff		19,816	19,194	19,024	19,623	19,678

Data Concerning Employees*2 (ORIX Corporation*3)

		2020	2021	2022	2023	2024
Average age	Overall	43.4	43.8	44.2	44.5	44.5
	Male	44.9	45.2	45.4	45.4	45.2
	Female	41.3	41.9	42.7	43.3	43.5
Average years of service	Overall	16.1	17.3	17.8	18.1	18.0
	Male	16.3	17.6	17.9	17.8	17.5
	Female	15.8	17.0	17.7	18.3	18.5
Turnover rate*4	Overall	4.1	3.3	4.6	5.2	4.8
	Male	5.2	4.4	6.6	7.1	6.7
	Female	2.7	1.9	2.1	2.7	2.5
Percentage of female employees		42.9	43.3	44.0	44.2	44.6
Percentage of mid-career employees		40.3	40.1	39.8	40.3	41.0
Percentage of foreign national employees		2.0	2.0	1.9	1.9	2.0

Working Hours and Leave Taken (ORIX Corporation)

		2020	2021	2022	2023	2024
Annual paid leave taken	Days taken	15.1	13.3	14.1	14.9	15.1
	Percentage taken	80.6	71.3	75.0	79.7	81.9
Average monthly working hours		150.8	156.4	157.4	157.3	156.7
Average monthly non-statutory working hours		3.6	6.0	6.1	5.8	5.2

Compensation (ORIX Corporation)

	2020	2021	2022	2023	2024
Average annual salary (JPY)	8,711,932	8,583,327	8,852,516	9,100,288	9,203,700

Pay Gap between Men and Women*5 (Ratio of Women's Wages to Men's) (ORIX Corporation) (FY ended March 2024)

All employees	Of full-time employees	Of fixed-term and part-time employees
62.2%	61.7%	68.8%

Training (ORIX Corporation)

	2020	2021	2022	2023	2024
Annual total training hours	30,931	42,022	45,548	86,429	135,998
Annual average training hours per employee	8.3	11.3	12.5	24.0	37.6
Annual average training cost per employee (JPY)	90,810	55,520	67,285	98,646	112,825

*1 Outside Japan: Total number of employees in four segments: Aircraft and Ships, ORIX USA, ORIX Europe, and Asia and Australia.
*2 Data Concerning Employees: Excluding executives.
*3 ORIX Corporation (non-consolidated): 2,929 employees, or 8% of consolidated group employees, as of the end of March 2024.
*4 Turnover rate: Includes retirees and employees transferred within ORIX Group.
*5 Pay Gap between Men and Women: In calculating the difference, seconded employees are counted as employees of the home company.

See here for human resources data other than the above for the consolidated ORIX Group companies and ORIX Corporation, as well as for nine Group companies in Japan (10 Group companies until the fiscal year ended March 2023).

Female Managers*6 (ORIX Corporation)

		2020	2021	2022	2023	2024
Female managers	Number of persons	451	474	512	529	554
	Percentage	25.3	26.2	28.6	29.8	31.7
Percentage of newly appointed female managers		35.3	35.3	54.2	50.0	61.2

Childbirth and Childcare (ORIX Corporation)

		2020	2021	2022	2023	2024
Working mothers	Number of persons	637	723	749	767	775
	Percentage*7	40.2	45.1	46.8	48.2	48.0
Female employees who took childcare leave*8	Number of persons	53	60	59	61	46
	Percentage	110.4	92.3	111.3	107.0	109.5
Male employees who took childcare leave or special childcare paid time off*9	Number of persons	49	54	52	61	51
	Percentage	63.6	76.0	83.8	91.0	96.2
Percentage of employees returning after childcare leave*10	Male	—	100.0	100.0	100.0	100.0
	Female	92.3	97.0	94.4	97.0	98.1
Retention rate after return*11	Male	100.0	—	100.0	83.3	88.8
	Female	97.2	96.6	100.0	100.0	98.4

Nursing Care (ORIX Corporation)

		2020	2021	2022	2023	2024
Number of employees who took nursing care paid time off	Male	25	14	14	17	29
	Female	47	35	40	45	59
Number of employees who took nursing care leave	Male	0	0	0	0	0
	Female	1	1	1	0	3

Recruiting (ORIX Corporation)

		2020	2021	2022	2023	2024
Total number of employees recruited		127	127	101	147	205
New graduates	Male	42	35	21	30	30
	Female	31	33	19	14	42
Mid-career employees	Male	40	47	51	84	105
	Female	14	12	10	19	28
Percentage of female recruits		35.4	35.4	28.7	22.4	34.1
Percentage of mid-career employees		42.5	46.4	60.3	70.0	64.8

Health and Safety (ORIX Corporation)

	2020	2021	2022	2023	2024
Percentage of employees who went through stress checks	87.7	88.7	89.1	91.8	93.0
Percentage of employees with high stress in stress checks	9.1	6.0	7.9	7.9	7.7
Number of occupational accidents	3	1	2	3	2
Number of fatal accidents	0	0	0	0	0

*6 Managers: Persons in the same office, in addition to section managers, who are equivalent to section managers in terms of job content and degree of responsibility, regardless of their title or membership (however, this excludes the lowest ranks).
*7 Percentage of working mothers: Ratio of working mothers to total number of female employees.
*8 Female employees who took childcare leave: The ratio of the number of employees who gave birth in the previous fiscal year to the number of employees who took childcare leave in the previous fiscal year. The ratio may exceed 100% as the number of employees who took childcare leave includes the number of those who newly took childcare leave in the previous fiscal year although they gave birth before the previous fiscal year but did not take childcare leave in that fiscal year.
*9 Male employees who took childcare leave or special childcare paid time off: Ratio of the number of male employees whose child was born in the previous fiscal year to the number of employees who newly took childcare leave or special childcare paid time off in the previous fiscal year. The ratio may exceed 100% as the number of employees who took such leave or paid time off includes the number of those who newly took leave or paid time off in the previous fiscal year although their child was born before the previous fiscal year but did not take leave or paid time off in that fiscal year.
Special childcare paid time off: A system that gives special paid leave days to employees who are raising infants under 12 months old who have not acquired childcare leave. This system was introduced with the purpose of creating a workplace where all employees can work comfortably. It aims to do this by expanding opportunities for male employees to participate in childcare and helping to raise awareness surrounding balance between work and family.
Number of male employees who took special childcare paid time off: (For the fiscal year ended March 2024) The number of employees who took special paid leave days between April 2023 and March 31, 2024.
*10 Percentage of employees returning after childcare leave: (For the fiscal year ended March 2024) The percentage of employees who returned to work among employees who reached the end of childcare leave in the fiscal year ended March 2024.
*11 Retention rate after return: (For the fiscal year ended March 2024) Percentage of employees still working as of March 2024 to the number of employees who returned to work during the fiscal year ended March 2023.

ESG Data

Governance

Number of Meetings Held, Attendance Rate, and Composition of the Board of Directors

	FY ended March 2020	FY ended March 2021	FY ended March 2022	FY ended March 2023	FY ended March 2024
Number of Board of Directors meetings held	9	8	9	8	8
Board of Directors meeting attendance rate	96%	100%	99%	100%	100%
Number of directors	12	12	11	11	11
Of which, number of outside directors	6	6	6	6	6
Ratio of outside directors	50.0%	50.0%	54.5%	54.5%	54.5%
Of which, number of female directors	2	2	2	2	2
Ratio of female directors	16.6%	16.6%	18.1%	18.1%	18.1%

Number of Meetings Held and Attendance Rates of Committees

	FY ended March 2020	FY ended March 2021	FY ended March 2022	FY ended March 2023	FY ended March 2024
Number of Nominating Committee meetings held	5	5	7	6	7
Nominating Committee attendance rate	95%	100%	100%	100%	100%
Number of Audit Committee meetings held	8	11	12	14	14
Audit Committee attendance rate	96%	97%	97%	98%	100%
Number of Compensation Committee meetings held	6	4	4	4	5
Compensation Committee attendance rate	100%	100%	100%	100%	100%

Amount of Tax Paid by Country

FY ended March 2023			FY ended March 2024		
Country	Amount of tax paid (Millions of yen)	Percentage by country	Country	Amount of tax paid (Millions of yen)	Percentage by country
Japan	162,667	86.9%	United States	17,277	492.7%
United States	7,294	3.9%	Spain	4,443	126.7%
Netherlands	2,549	1.4%	Netherlands	1,839	52.5%
Switzerland	2,013	1.1%	Malaysia	1,396	39.8%
Others	12,723	6.8%	Others	–21,449	–611.6%
Total	187,246	100.0%	Total	3,507	100.0%

Note: The amount of tax paid is based on reports by country submitted to the tax authorities.
In the fiscal year ended March 2024, ORIX received a refund of taxes paid in past fiscal years.

▶ Page 62 Number of Meetings Attended and Attendance Rate for the Board of Directors and Committee Meetings in FY Ended March 2024 (by Director)
▶ Page 64 ORIX Shares Held (As of the Date of Submission of the Securities Report for the FY Ended March 2024)
▶ Page 64 Compensation for Directors, Executive Officers, and Group Executives (FY Ended March 2024)

Inclusion in ESG Indices

As of March 2024, ORIX is included in the ESG indices below:

MSCI Japan ESG Select Leaders Index
MSCI Japan Empowering Women Index (WIN)
S&P/JPX Carbon Efficient Index
FTSE Blossom Japan Sector Relative Index
FTSE Blossom Japan Index
FTSE4Good Developed Index
Morningstar Japan ex-REIT Gender Diversity Tilt Index

See the following pages for other data.
▶▶▶ Initiatives We Support
▶▶▶ Ratings and Scores by ESG Rating Agencies
▶▶▶ Sustainability-Related Policies and Data