

Updating Material Issues

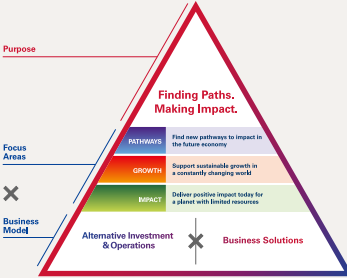
Based on the ORIX Group Purpose & Culture and the ORIX Group Growth Strategy 2035, and taking into account global developments relating to sustainability as well as the ORIX Group’s business conditions, we have updated our material issues. When updating these issues, we held several roundtable discussions with business division heads to discuss what our customers and society expect of us. At the same time, the Sustainability Department conducted risk mapping

Elements Considered in the Update

Elements that Define a Sustainable ORIX

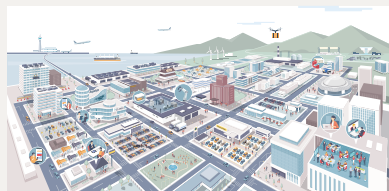
ORIX’s Purpose and Vision for the Direction of the Company

- ORIX’s Purpose:
ORIX Group Purpose & Culture
Finding Paths. Making Impact.
- Management Strategy for 2035:
ORIX Group Growth Strategy 2035
Focus Areas:
PATHWAYS, GROWTH, and IMPACT
Two Business Models:
Alternative Investment & Operations, Business Solutions



What Society and Customers Expect of ORIX

- Resolving social issues, realizing prosperous lives
- Contributing to local economies and local communities
- Creating new frameworks for resource circulation, providing energy-saving and renewable energy solutions, etc.



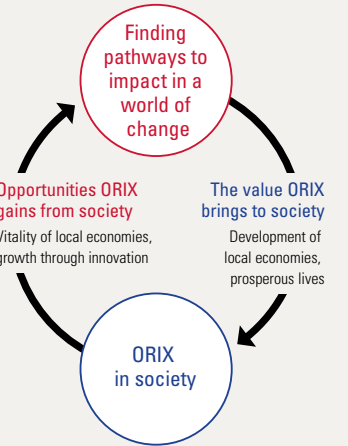
Economic Development and the Increasing Complexity and Diversification of Social Structures

regarding potential risks and opportunities that could affect ORIX’s sustainability, taking into account their potential financial impact and likelihood of occurrence, and also referred to the SASB Standards (last revised in December 2023). The status of these considerations was reported to the Board of Directors in November 2025 and March 2026. Based on these discussions, the Board of Directors resolved to update the material issues at its meeting in May 2026.

What a Sustainable ORIX Should Be

Balancing finding pathways to impact in a world of change with ORIX in society

Resolving social issues by providing value and earning a reasonable profit in return



Identified Issues

Material issues in our business

- Climate Change
- Circular Economy
- Empowering Communities
- Business Ecosystem

Management foundation supporting our growth strategies

- Human Capital Management
- Governance

The Update Process

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Identifying issues and creating a long list

- Identify social issues by referring to international guidelines (such as SASB and CSRD) and the SDGs, and by taking into account ORIX Group’s Purpose and Medium-to- Long-Term Strategy
- In addition, we conducted workshops with sustainability managers at Group companies and business division heads, with “what we want to be” and “what is expected of us by a wide range of stakeholders, including customers_and business partners” as discussion topics. We also held roundtable discussions with top management and sustainability officers from key business divisions in Japan and overseas.

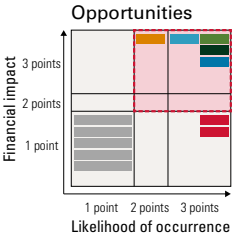


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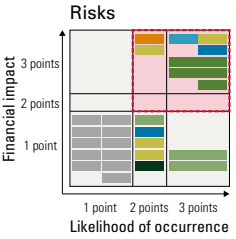
Determining importance and formulating material issue proposals

Consider the potential financial impact and likelihood of occurrence of risks and opportunities that could arise

Opportunities



Risks



- Climate change
- Circular economy
- Empowering communities
- Business ecosystem
- Human capital
- Corporate governance
- Other than the above
- Others
- SASB

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Deliberations and decisions by the Board of Directors (November 2025, March and May 2026)

Progress was reported at the Board of Directors meetings in November 2025 and March 2026, and the update was approved at the Board of Directors meeting in May 2026.

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Disclosure Response Based on Requirements for Disclosure in Annual Securities Reports and Compliance with SSBJ Standards (June 2026)

List of Material Issues

The six updated material issues are as follows: In preparation for the application of sustainability disclosure standards* for the fiscal year ending March 2027 and beyond, we will continue to examine the risks and opportunities, strategies, metrics, and targets associated with each material issue. The material issues, which were updated in May 2026, were determined based on our medium- to long-term management policies and the business environment at the time of the resolution. Going forward, we will review the material issues at the Board of Directors each year in light of changes in the internal and external environment.

* Sustainability Disclosure Standards developed by the Sustainability Standards Board of Japan (SSBJ) (Japanese standards) to be consistent with the IFRS Sustainability Disclosure Standards developed by the International Sustainability Standards Board (ISSB).

Material issues		Reasons for selection	Key initiatives
Material Issues in Our Business	 Climate Change Capture opportunities arising from the energy transition and use them to evolve our business.	The ORIX Group has been engaged in renewable energy businesses in Japan and overseas since the 2000s and has expanded its operations to include areas such as energy storage and solar power plant management services. Addressing decarbonization represents a medium- to long-term business opportunity and its positioned as one of the strategic investment areas under “ORIX Group Growth Strategy 2035”, where the ORIX Group can leverage its long-standing expertise and investment track record in renewable energy. By further evolving its investment experience and operational expertise across developed and emerging markets, the Group believes it can capture new business opportunities over the medium to long term.	• Value Creation Model (→ Page 11) • Addressing Climate Change (→ Pages 56-59) • TCFD Analysis • Supply Chain Management (→ Page 59) • Human Rights (→ Page 59)
	 Circular Economy Leverage our expertise in asset selection and management to maintain, enhance and recycle asset value.	The ORIX Group considers its “Alternative Investment & Operations” model as one of its core strengths, whereby it involves fund-raising from third-party capital to fund assets in which the ORIX Group has invested in and managed, while continuing to manage and operate those assets to generate both asset value growth and fee income. Efficient use of finite resources is a significant social issue and is positioned as one of the strategic investment areas under “ORIX Group Growth Strategy 2035”. By leveraging its asset selection and operational capabilities developed through leasing and asset management businesses, the ORIX Group believes that it can capture business opportunities over the medium to long term.	
	 Empowering Communities Revitalize communities and economic activity by maximizing local assets and human capital	The ORIX Group considers its “Business Solutions” model as one of its core strengths, whereby it creates added value by addressing customer challenges and providing solutions that leverage resources both within and outside ORIX Group including its business platforms and human resources. For the ORIX Group, which serves a broad customer base of small- and medium-sized enterprises, the sustainable development of local communities and society, including the resilience of such communities, is essential to sustaining this value creation. By contributing to the vitality of its customers, primarily small- and medium-sized enterprises, as well as their management and employees, and the communities in which they operate, the ORIX Group believes it can enhance its own sustainability over the medium to long term.	
	 Business Ecosystem Create new value and solutions through collaboration with a diverse range of business partners.	The ORIX Group provides value to its customers through collaboration with a wide range of stakeholders, including suppliers that provide products and services. It is difficult to sustain value creation that earns strong support from customers without such collaboration, and working together with these stakeholders on issues such as environmental impact reduction and respect for human rights is essential for business sustainability and the stable access to key management resources. Through such collaborative efforts, the ORIX Group believes it can both enhance the sustainability of its business foundation and create new value and solutions over the medium to long term.	
Management Foundation Supporting our Growth Strategies	 Human Capital Management Enhance our workplace environment in which diverse talent can play an active role, thereby boosting innovation and competitiveness.	ORIX Group’s approach to human capital management has three components: instilling our unique core values that underlie our actions; enhancing our core capabilities, which serve as our capacity for organizational innovation; and providing a workplace in which diverse human resources can play an active role. The objective of our approach is to create new businesses and increase the value of existing operations to generate sustainable business growth. The ORIX Group believes that such an approach to human capital management contributes to its sustainable growth.	• Human Capital Management (→ Page 41)
	 Governance Enhance our Board of Directors’ oversight capabilities and reinforce systems for managing compliance and information security risks.	The ORIX Group considers the strengthening of its corporate governance framework to be one of its key management priorities in order to ensure the proper execution of business activities in line with its fundamental management policies and to maintain management fairness, and it continuously works to enhance the effectiveness of its Board of Directors and to establish a sound and transparent corporate governance structure. Under a management structure without a parent company or controlling shareholder, the ORIX Group believes that gaining the trust of a wide range of stakeholders enhances its management independence and flexibility and contributes to the enhancement of corporate value. In addition, the ORIX Group believes that risks related to compliance and information security could have a significant impact on its business continuity and corporate value, and therefore considers it necessary to strengthen its management systems for such risks.	• Corporate Governance (→ Page 64)

Of the 14 previous material issues established in November 2021 (Progress on Material Issues and Key Goals → [Page 53](#)), the four for which we have already entered the phase of implementing and putting policies and targets into practice have declined in priority as material issues. Meanwhile, for the 10 issues that we continue to recognize as challenges, we have carried forward the underlying thinking into the updated material issues.