

OUR PLATFORM

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Please see our Sustainability Report and Sustainability website for more information on sustainability at ORIX.
<https://www.orix.co.jp/grp/en/sustainability/>

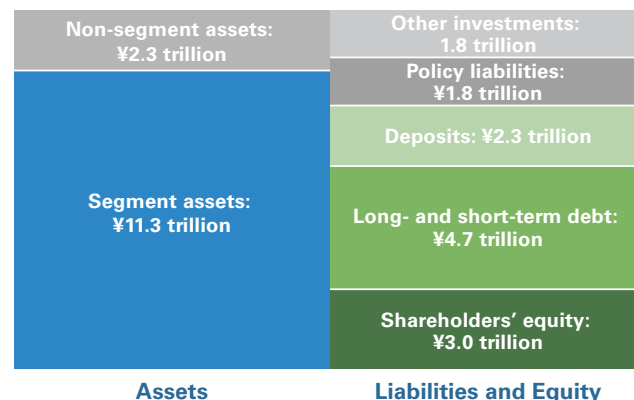
ORIX from a Balance Sheet Perspective/Financial and Capital Strategies

Debt Funding Strategy

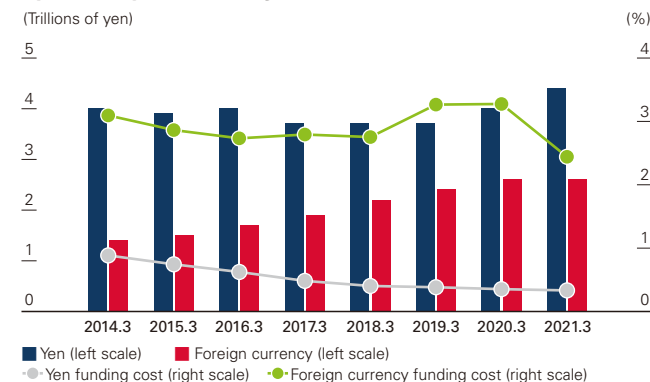
ORIX utilizes a debt funding strategy which matches its asset portfolio, with indirect funding from financial institutions and direct funding from the market. Other liabilities include ORIX Bank's deposits and ORIX Life Insurance's policy liabilities.

ORIX has established an asset and liability management (ALM) policy for funding and maintains a high ratio of long-term borrowings while diversifying funding methods. We have been accessing more foreign currency funding in recent years and have structured a stable funding framework by diversifying funding methods, markets, and areas, as well as by lengthening durations.

ORIX's Balance Sheet (As of March 31, 2021)



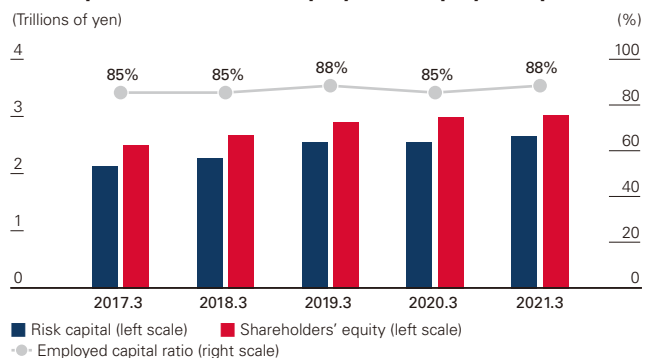
Average Balance of Long- and Short-term Debt and Deposits by Currency and Funding Cost



Employed Capital Ratio and Leverage

ORIX calculates risk capital based on historical maximum decrease for all assets, and calculates the employed capital ratio as the ratio of risk capital to shareholders' equity. Thus, we determine the level of equity capital that is commensurate with the risks of assets and businesses.

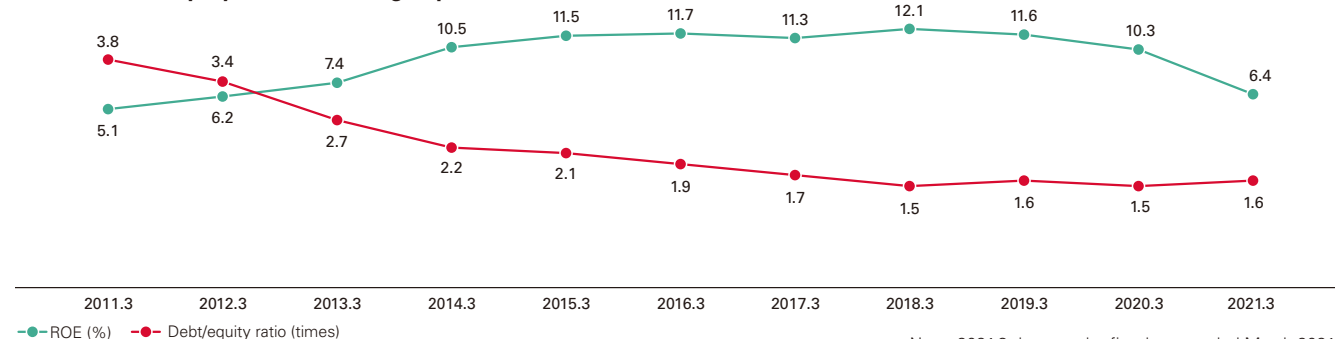
Risk Capital, Shareholders' Equity, and Employed Capital Ratio



We have kept financial leverage at about 1.5 times since a reduction following the financial crisis of 2008-2009. We have also reduced leverage because we have transitioned our asset structure from financing to investment and operation, which has increased the level of equity capital commensurate

with our risks. Maintaining financial discipline and applying appropriate leverage to improve capital efficiency is a major theme of our financial and capital strategies. Our goal is to restore ROE to 11% or higher by aligning the use of debt with acquired assets to increase leverage.

ROE and Debt/Equity Ratio (excluding Deposits)



Note: 2021.3 denotes the fiscal year ended March 2021.

Risk Management

Approach to Risk Management

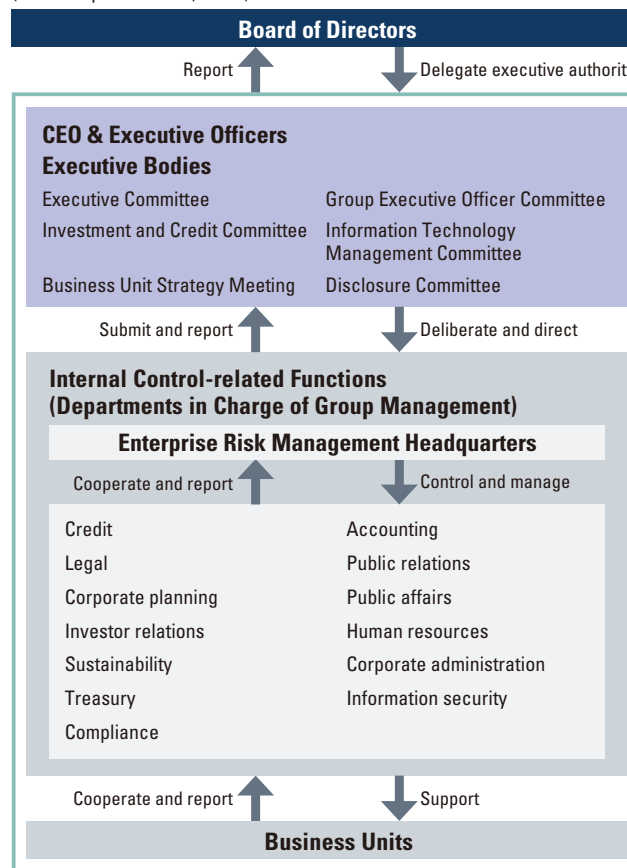
ORIX allocates resources in line with Group-wide risk preferences based on management strategies and the strategies of individual business units. We also allocate more resources to business units with growth potential while controlling our balance sheet. We optimize the risk-adjusted allocation of resources by precisely profiling the characteristics of various risks relevant to Group business initiatives worldwide and managing them intelligently according to type and degree of impact.

Risk Management System

The Board of Directors makes decisions about the risk management system as part of the overarching internal control system. ORIX has the requisite risk management systems and techniques in place to address a wide array of risks both comprehensively and individually. These include executive bodies and departments in charge of risk management, comprehensive rules and regulations, investment standards, and limits on value at risk for deals along with relevant reporting and monitoring systems. The Board of Directors receives an annual report on the operational status of the internal control system and its component risk management system.

Group-wide Risk Management System

(As of September 30, 2021)



Executive bodies manage risk under the supervision of the Board of Directors. These bodies and their responsibilities are as follows.

Executive Committee	Deliberates on capital policy, asset and liability management, accounting and taxation, sustainability, compliance, personnel, and other important management matters. Reports to the Board of Directors as necessary.
Investment and Credit Committee	Deliberates on specific investment and loan transactions. Reports to the Board of Directors as necessary.
Business Unit Strategy Meeting	A forum for business unit managers to discuss the status of strategy implementation and changes in the business environment with top management.
Group Executive Officer Committee	A forum for all executive officers to share important information related to Group business administration.
Information Technology Management Committee	Deliberates on important matters concerning fundamental IT strategies and the introduction and maintenance of IT systems.
Disclosure Committee	Aggregates important information, considers needs and methods for timely disclosure, and coordinates disclosure.

The Enterprise Risk Management Headquarters controls and manages risk Group-wide.

Internal control-related departments (Group management departments) laterally identify, analyze, and manage Group risks under their control. They also help business units manage risk.

Business units autonomously manage risk in line with business strategies and plans. They regularly verify risks and returns according to the progress of projects and changes in the external environment.

Risk Management

Risk Factors and Risk Management

Risk Factors	External environment-related risk	Credit risk	Business risk	Market risk	Liquidity risk (risk related to funding)
Risks	<ul style="list-style-type: none"> Global economic and political change Unpredictable events (incl. accidents, disasters, terrorism, and outbreaks of infectious diseases) 	<ul style="list-style-type: none"> Increase in credit-related costs in financial business (incl. leasing and installment loans) 	<ul style="list-style-type: none"> Project management failures in business expansion, M&A, joint ventures with other companies, or alliances Losses on assets due to fluctuations in the price of portfolio and investment assets Lower earnings in the asset management business due to asset price fluctuations 	<ul style="list-style-type: none"> Negative effect on earnings and assets due to large fluctuations in interest rates and exchange rates Derivative transactions do not have the intended economic effect Financial impact of price fluctuations on portfolio securities 	<ul style="list-style-type: none"> Constraints on new funding and refinancing, and higher funding costs Increased interest costs and reduced funding capabilities due to lower credit rating
Risk Management	<ul style="list-style-type: none"> Diversify ORIX's revenue structure by operating in multiple businesses and ensure sufficient liquidity to systematically enable consistently sound financial management Upgrade disaster risk management system ➔ Business Continuity Planning (Disaster Risk Management System) (Page 29) 	<ul style="list-style-type: none"> Comprehensively evaluate customer credit based on the customer's financial position, cash flow, underlying security interests, profitability, and other factors of individual credit transactions Enhance credit risk management for individual transactions and portfolios (acquire sufficient collateral and guarantees, diversify industries and creditors, and control exposure to potentially high-risk markets) 	<ul style="list-style-type: none"> Thoroughly analyze risk before launching businesses and investing (scenario analysis and stress tests) Evaluate and verify product and service quality improvement and withdrawal costs through regular monitoring after launching businesses and investing ➔ Investment Risk Management (Page 19) 	<ul style="list-style-type: none"> Systematically manage and control assets and liabilities (comprehensively verify and understand market risk, and hedge it with derivatives) 	<ul style="list-style-type: none"> Diversify funding methods Strengthen management of liquidity on hand (conduct liquidity risk stress tests and employ countermeasures, and understand liquidity risk for each country and subsidiary and employ countermeasures)

Risk Factors	Compliance risk	Legal risk	Information risk	Operational risk
Risks	<ul style="list-style-type: none"> Decline in trust and loss of corporate value due to behavior by organizations and individuals that violates laws or company regulations or deviates from social norms 	<ul style="list-style-type: none"> Restrictions on business activities from laws, regulations, and regulatory authorities in each country ORIX serves Restrictions on business activities from and higher costs to address the enactment, revision, or change of laws and accounting standards 	<ul style="list-style-type: none"> Loss, damage, or leakage of customer information including personal information and information assets such as ORIX Group financial information and personnel information Interruption of services and corporate activities caused by system failures due to cyberattacks, computer viruses, or other factors 	<ul style="list-style-type: none"> Loss of market trust due to being regarded as having ineffective internal control over financial reporting Ineffective risk management in addressing rapid business expansion and changes in the external environment Reduced operational quality and unreliable business continuity due to inability to develop, bring on, and retain diverse human resources Other various operational risk events arising as a result of conducting diverse businesses
Risk Management	<ul style="list-style-type: none"> Systematically implement appropriate compliance, and promote a highly ethical culture of compliance (formulate and implement annual compliance plans, enhance awareness of compliance through internal regulations and communication, and maintain internal and external whistle-blower channels) ➔ Enhancing Compliance (Page 31) 	<ul style="list-style-type: none"> Systematically ensure legal compliance and manage legal risk (enforce internal rules for legal compliance, understand laws and regulations applicable to each business, and respond appropriately to legal revisions) 	<ul style="list-style-type: none"> Systematically manage information risk (enforce internal regulations, implement technical measures such as measures to manage information system vulnerability and protect networks, maintain systems for responding to information security incidents, and implement measures to mitigate system failure risk) ➔ Enhancing Information Security (Page 31) 	<ul style="list-style-type: none"> Develop, disseminate, and inculcate internal rules Employ execution of operations framework <ul style="list-style-type: none"> Establish internal control systems for financial reporting Deploy personnel systems and work environments to reliably bring on and retain diverse human resources ➔ Human Resources Strategy (Page 33) Continuously strengthen the overall risk management system with operational risk monitoring by the Internal Audit Department

Risk Management

Crisis Management System

Systems for Addressing Crises and Complaints

ORIX has rules in place for addressing crises and complaints, responding to and managing crises according to the degree of impact.

As a general rule, each division of ORIX Corporation and all consolidated companies promptly report crises and complaints to the relevant designated division¹ in accordance with the Group's common reporting standards. We then follow the basic policies for action prescribed by the regulations in taking responsibility for appropriate resolution.

The Risk Management Department of the Enterprise Risk Management Headquarters is in charge of the secretariat for reporting and managing crises and complaints. This department collaborates with relevant divisions and people² responsible for managing specific risks to provide support to

System for Addressing Crises and Complaints



the affected divisions and companies in accordance with the facts and degree of impact of each case and remains involved until resolution.

The CEO considers facts and makes the final decision about establishing a crisis response headquarters, policies, and initiatives to address crises and complaints that are or may become material. The CEO then leads the crisis response headquarters if established.

We investigate the causes of incidents, implement measures to prevent recurrence, and use the experience to develop products and improve businesses with the goal of further enhancing customer satisfaction.

1. ORIX designates the relevant division to receive reports when an incident occurs according to the facts and degree of impact.
2. ORIX puts people in charge of addressing incidents according to the facts and degree of impact.

Business Continuity Planning (Disaster Risk Management System)

ORIX's Basic Disaster Risk Management Rules stipulate our basic stance in the case of unforeseen incidents, including natural disasters or accidents, along with specific responses and the framework for organizationally managing risk. Defining disasters largely as damage from natural phenomena such as earthquakes and typhoons, terrorism, accidents, fires, and infectious diseases, we have laid out our fundamental responses in a disaster response manual and a manual for countering new influenza strains or similar diseases. We have established systems for confirming the safety and status of employees if our offices are closed due to an event such as a disaster or the spread of an infectious disease.

We have also prepared for situations in which working from our offices is impossible or inadvisable by introducing systems that enable employees to work remotely so that our business operations are not disrupted.

As a rule, in Japan we confirm the safety of employees in prefectures affected by an earthquake with a seismic intensity of 5 or higher, and conduct safety confirmation training several times annually. We have also set up a disaster response headquarters at the Osaka head office in case damage in greater Tokyo knocks out the Tokyo head office, and we are conducting relevant training in collecting information.

In addition, each base has stockpiled food and drinking water for three days per employee.

Response to the COVID-19 Pandemic

Japan's first confirmed case of infection in January 2020 prompted ORIX to position the COVID-19 pandemic as a crisis and to respond by establishing the COVID-19 Headquarters. We have put the health and safety of officers and employees first to operate our business while preventing the spread of disease.

► Employee Response

Implementation of telecommuting: We recommend telecommuting insofar as it does not impede work. We help to prevent infection in ways such as setting up shifts and rotation schedules for employees who must be on-site for business purposes.

Daily confirmation of health and attendance: We use our safety confirmation system for daily confirmation of the health status and attendance of about 29,000 full-time, temporary, and part-time employees at ORIX Group companies in Japan (as of August 31, 2021).

Other measures: We provide special disaster leave for people with health issues or who are forced to be on call at home, encourage staggered schedules, voluntarily refrain from business trips and face-to-face meetings, and recommend the use of video conferencing at meetings.

► Measures for Customers and Business Partners

Each business unit is working to continue appropriate operations while giving top priority to the safety of customers and business partners and to preventing infection.

Strengthening Group-wide Risk Management Systems

Crafting risk management systems that help sustain business growth and diversification based on a clear vision of risk management best practices



Tomoko Kageura

Executive Officer
Head of Enterprise Risk Management Headquarters
Responsible for Global General Counsel Office

Joined ORIX in April 1994. Worked in legal and compliance-related areas for 20 years before transferring to the Internal Audit Department in 2014. Was appointed Head of the Group Internal Audit Department in 2017, and Head of Enterprise Risk Management Headquarters in January 2020.

The Enterprise Risk Management Headquarters oversees all operations related to company-wide risk management and internal control systems that are integral in implementing ORIX Group's overall strategy. Risk management encompasses preventing loss and avoiding threats while increasing corporate value by taking good risks, and the Enterprise Risk Management Headquarters is responsible for making risk management function as a means of achieving growth goals.

For over fifty years, ORIX has steadily expanded its business into neighboring fields. During this process, it has strengthened its risk management systems while consistently reevaluating its internal control systems and enhancing various rules. ORIX's ongoing business expansion and diversification, coupled with changes in the business environment, will inevitably expose ORIX to a number of risks; this is why we believe it is critical to envision what risk management for the Group at large should look like, and to periodically reevaluate and reinforce our systems in order to achieve this vision.

The Enterprise Risk Management Headquarters is dedicated to strengthening its integrated risk management function and growing its legal and compliance functions. With a multitude of diverse businesses across the globe, it is imperative that ORIX expand its comprehensiveness and enhance its various functions; while doing so, it must take into consideration the ever-changing environments surrounding countries and businesses, regulations, and commercial practices, while providing professional services in a timely manner.

Against a backdrop of prolonged effects of the coronavirus, rather than simply reacting to emergency situations, we must construct our operations and risk management systems based on the premise that this is the new state of normal. From a position of accountability concerning company-wide risk management, the Enterprise Risk Management Headquarters plays a central role in problem solving and organizing responses to various instances while placing employee health and safety as an utmost priority.

Overseeing risks of the Group at large while strengthening data visualization functions



Takashi Otsuka

Assistant to Senior Managing Executive Officer Responsible for Enterprise Risk Management Headquarters
Head of Risk Management Department

Joined ORIX in May 2020. Served as Chief Risk Officer and engaged in risk management at Goldman Sachs for over 15 years. Oversees the reinforcement of ORIX Group's integrated risk management function.

At ORIX, functions related to internal controls—referred to as 'Departments in Charge of Group Management'—currently oversee and periodically report their respective supervised risks to the CEO and senior management; as our business diversifies and globalizes, it is imperative that we gain a bird's-eye view of our organization across our operations and enhance our data visualization function to increase risk awareness. To achieve this, we have newly established the Risk Management Department within the Enterprise Risk Management Headquarters, which functions to construct and maintain a system in which risks are adequately identified, assessed, controlled, and managed.

ORIX's Risk Management Department is currently focused on the following initiatives to prevent and mitigate risk:

- Dashboarding risks the Group is collectively exposed to, including financial and non-financial risk
- Refining management systems for operational risk; in particular, improving our systems in place for reporting and addressing incidents
- Improving our framework for internal monitoring and verifying the adequacy of our risk levels

Dashboarding our risks allows us to systematically communicate risk-related information to senior management in a timely manner, consequently improving the way we respond to crises and threats. Additionally, the Enterprise Risk Management Headquarters examines various risks supervised by individual departments from the perspective of the Group at large, augmenting the Headquarters' supervision over other departments in terms of risk. We classify risk-related information by many different levels within ORIX's diverse business portfolio to track risks in detail, which we then use to manage risks and conduct monitoring. Furthermore, as we digitalize our risk management function parallel to these other initiatives, it is critical that risk-related information is reported to senior management on a more frequent basis.

Enhancing Compliance

Managing global compliance and legal risks



Stan Koyanagi

Member of the Board of Directors
Managing Executive Officer
Global General Counsel

Joined ORIX in July 2013 after an earlier stint at ORIX USA from 1997 to 2003. Stan Koyanagi is Global General Counsel for ORIX and has oversight responsibilities for ORIX's global compliance and legal risks. He is a graduate of Stanford Law School and has been practicing law for more than 30 years, including as a partner at a U.S.-based global law firm before joining ORIX.

The ORIX Global General Counsel Office (Global GC Office) based in Tokyo is responsible for implementing and managing risk-based global compliance and legal programs across ORIX Group's businesses in 31 countries and regions. Consistent with sound governance principles, the Global GC Office reports on a quarterly basis to the Audit Committee of the Board of Directors of ORIX Corporation on the state of ORIX's global compliance program with a key emphasis on new and emerging compliance, legal, and governance risks in ORIX Group's global businesses.

The implementation of each of the elements of ORIX's global compliance program utilizes a customized approach based on the assessment of multiple factors including the nature of the business, risk profiles of the business's clients and counterparties, local regulatory oversight, and jurisdictional risks.

ORIX Group's sustained growth and resulting success over its long history have been achieved through its ability to innovate and adapt to constant changes in the business environment and needs of its clients and society. The dynamic nature of ORIX Group and the environment in which it operates requires the Global GC Office to remain vigilant and flexible to keep pace with ever-changing compliance and legal risks, especially in the key areas of anti-corruption and bribery, anti-money laundering, counter-terrorism financing, and protection of personal data. The Global GC Office and ORIX Group's compliance and legal teams around the world have embraced this responsibility and constantly endeavor to monitor and manage global compliance and legal risks for the benefit of ORIX Group's stakeholders and for the Group at large.

Enhancing Information Security

Supporting the promotion of digitalization and contributing to ORIX's growth by strengthening information security



Robert Veres

Group Chief Information Security Officer (acting), Group Strategy Business Unit

Joined ORIX in September 2018 from AXA in Paris with a mission to establish sustainable group-wide information security practices. He brings over 20 years' experience in this field.

ORIX is promoting digitization, and as a result, it is imperative that the enhancement of information security be secured as a matter of course. Accordingly, ORIX has established minimum security standards (MSS, 14 information security management measures that must be maintained at a minimum by all organizations) that apply to the entire Group to reduce information security risks. ORIX, which has diverse businesses around the world, has many companies of varying sizes and organizational structures, and it is inefficient for these companies to consider dealing with MSS individually. For this reason, the Information Security Department provides various security programs* in the form of global shared services. The characteristics of these programs are that they are easy to incorporate at any company regardless of size or business, and they are in a form that can be used while improving at each company. To strengthen information security, we formulate an annual plan in consideration of the external environment, business strategies, and other factors. Progress of the plan is regularly reported to the CEO and the Executive Committee.

The external environment surrounding information security is changing rapidly, and ORIX's business is also continuing to change. We are committed to contributing to ORIX's growth by responding to these changes and maintaining an environment in which IT can be used safely in all our businesses at all times.

* Examples of security programs: incident response, information security education for managers and employees, and vulnerability checking of systems

Promoting a Digital Transformation

Bridging the gap between our enterprise and technology, and driving business success



Tony Ahn
Head of Group IT
Group Strategy Business Unit

Joined ORIX in April 2020. Has over 23 years of experience in managerial roles at U.S.-based manufacturing companies and financial firms, specializing in the technology field. Possesses a breadth of IT experience, including utilizing technology to help businesses achieve significant growth over a short period of time and supporting large scale mergers and IT integration initiatives. Assumed position of Head of Group IT at ORIX in October 2021 after previously serving as Head of Security Control for a year and a half.

ORIX's business spans extensively across regions and nations worldwide and across a range of businesses including finance, operations, and investment. This diversity in its business is, without doubt, the driving force behind ORIX's sustainable growth. At the same time, when it comes to digital transformation, it is essential that we strike a balance between what is optimum for each individual business and what is optimum for the Group at large while giving considerable thought to diversity. In the past, ORIX has implemented digital transformation initiatives uniformly for the Group as a whole. Currently in a transitional period, it is now in the process of constructing a framework in which various business units within ORIX take ownership for their own digital transformation, building ideal frameworks that take differences between business models into thorough consideration. The Technology Department under my direction within the Group Strategy Business Unit has established the role of business division CIO, responsible

for promoting optimal digital transformation strategies specific to our various businesses. We have also established the role of Enterprise Architect, responsible for tracking, overseeing, and optimizing Group-wide system architecture. For ORIX Group, the goal of digital transformation is not simply to make our business more efficient; it is to build new business opportunities and contribute to ORIX's growth by strengthening customer satisfaction. In order to make this vision a reality, we will implement this transformation extensively across the Group. As part of this initiative, we are putting efforts toward ORIX Auto, ORIX Rentec, and Corporate Business Headquarters in particular as areas of focus to create success stories of this implementation. Our plan henceforth is to reform and improve internal systems and conduct decision-making by utilizing data in order to increase profits from heightened productivity. Collaboration between the Technology Department and business divisions is a key success factor of this digital

transformation to maximize effectiveness and efficiency not only of its progression but of its impacts to ORIX Group as whole. In an environment where business is ever-changing and technological developments are fast-paced, our department will employ optimal technology to carry out an effective digital transformation initiative and support ORIX's continued development.

Human Resources Strategy

Human Resources Strategy at ORIX

People are ORIX's most important resource. Hiring diverse human resources regardless of nationality, age, gender, or work history nurtures diverse values, and fusing expertise in various fields is a key driving force for sustainable growth. Our personnel strategy prioritizes bringing on diverse human resources to create new value and ensuring a workplace that maximizes the abilities and expertise of each employee.

We continuously reform our human resource system ahead of current social conventions and create fulfilling workplaces by establishing a working environment that respects diverse working styles. Moreover, we offer opportunities for employees who embrace challenges and are stepping up training and hiring of talent capable of acting on the global stage regardless of their nationality.

ORIX Group operates a wide range of businesses in more than 30 countries, so it requires people with expertise in various fields. We customize personnel systems and career development programs for each business area so that employees can independently build their careers and deepen their expertise. At the same time, we seek talented professionals from the market who can make an immediate contribution.

Sustainable growth for ORIX Group requires systems that can flexibly accommodate a wide range of businesses, which means that the Group requires a unique personnel strategy. Our diversity and inclusion initiatives for hiring, employee development and career support enable employees with diverse areas of expertise to maximize their abilities.

ORIX knows that in order for employees to fully develop their skills and maximize their contribution, employee initiative is important, but support from the company is also essential. ORIX therefore takes responsibility for employee training and for providing programs to support employees in their efforts to develop their skills and expertise.

A work environment that protects the health and safety of employees is essential. We have systems and infrastructure such as remote work capabilities that increase the flexibility of where and when employees work. During the COVID-19 pandemic, each department has been able to tailor their employee work styles to their specific circumstances and needs, including utilizing remote work capabilities and staggered schedules.



Human Resources Strategy

Hiring Diverse People

To address the changing business environment in order to maintain and grow ORIX's diverse business portfolio, acquiring talent capable of adapting to new markets is key. We hire both new university graduates and mid-career professionals in structuring our personnel portfolio.

The ratio of new graduate to mid-career hires at 10 domestic Group companies¹ was 4:6 for the fiscal year ended March 31, 2021. New graduate hires build their careers through our personnel development system, and mid-career hires hone their expertise as needed to adapt to the changing business environment. Both therefore lend strength to ORIX's corporate DNA. A primary objective for both is fully and synergistically exercising their capabilities to maximize the corporate value of ORIX Group.

In addition to our mainstay business areas such as environment and energy and private equity investment, we aggressively bring on external mid-career professionals with expertise in digital transformation, IT, and information security as well as governance functions such as risk management needed to support our diverse business portfolio.

1. 10 domestic Group companies: ORIX, ORIX Rentec, ORIX Auto, ORIX Credit, ORIX Real Estate, ORIX Computer Systems, ORIX Bank, ORIX Life Insurance, ORIX Eco Services, and ORIX Asset Management & Loan Services

1. Promoting the Advancement of Women in the Workplace

ORIX has been promoting women's participation in the workplace from an early stage. We started recruiting female university graduates for comprehensive work positions² in 1982, before the enforcement of Japan's Equal Employment Opportunity Law in 1986. The ratio of new female graduate has risen to 48.5% for ORIX Corporation and 53.8% for domestic Group companies.

We have systems to provide support to help our female employees navigate various life events such as childbirth and child care after they join the Group and have been focusing on enhanced career support so that women can advance their careers, expand their roles, and demonstrate their abilities. We offer training programs for female manager candidates and workshops for young employees as they accumulate experience in their work. As a result, 26.2% of managers at ORIX Corporation and 23.5% of managers³ at domestic Group companies overall are women.

As of June 30, 2021, 4 of the 29 directors, executive officers and Group executive officers of ORIX Corporation were female, accounting for 13.7% of all officers.

As part of our ongoing initiatives to make participation in decision-making and equal leadership opportunities available to a diverse group of employees, we have set a goal to raise the ratio of female managers to 30% or higher as soon as possible but by no later than the fiscal year ending March 31, 2030.

2. In Japan, there are two different tracks to employment: comprehensive and general administrative. Comprehensive track employees work on business matters and are potential managerial candidates. They are expected to take on a variety of roles in a range of business areas and are therefore subject to transfers and relocations. General administrative employees, on the other hand, mainly provide administrative and clerical support to comprehensive employees.

3. A manager has a job description and responsibilities equivalent to a section leader above the lowest rank for this grade regardless of differing job title or peers in the same workplace.

2. The Advancement of Seniors in the Workplace

We raised the retirement age from 60 to 65 in 2014 so that people with diverse experience and abilities can participate in the workplace regardless of age. We concluded that the active participation of senior employees—who have acquired

much experience and expertise through many years of work—can enhance the vitality of the Group. Therefore, we have established a system that empowers senior employees to utilize their wealth of experience and supports their success.

We have introduced a system that evaluates employees over the age of 60 in a manner that appropriately considers their roles and achievements along with systems that enable employees to map out their career path through retirement age (age 65), such as our Career Challenge System, Self-Application System, and Internal Job Posting System.

3. Programs that Help Employees Take on New Challenges

We have established programs that help employees aggressively take on challenges and experience various workplaces and jobs within ORIX. These include the Internal Intern System that allows employees to work in a department of their choosing for a certain period, and the Career Challenge System that allows employees to request a transfer to the department of their choosing.

Human Resources Strategy

Future Direction

ORIX Group has a wide range of financial businesses and is improving corporate value by shifting its core emphasis to investment and operation businesses. Taking on the challenge of creating new value embodies ORIX's corporate culture, and flexibly adapting to changing environments and taking on challenges in new fields is embedded in ORIX's DNA. Diverse people doing their best together to create a Fusion of Intelligence for diversity-driven innovation is the source of our growth. Our human resources strategy helps our diverse people succeed to meet the expectations of all ORIX stakeholders.

We empower career satisfaction with an environment that gives employees opportunities to autonomously make career choices that build their future. We provide support for various career paths, including providing practical information to help employees advance their careers over the medium- and long-term and opportunities to acquire necessary skills and expertise in new fields.

Talent with appropriate, wide-ranging capabilities and expertise is essential for supporting and growing our diverse businesses. A standardized system alone is not enough for the career paths at ORIX; a variety of options will lead to growth not only for our employees but for ORIX as well.

We want a personnel system that provides employees with a variety of career paths, including paths in specialized fields and not just generalized organizational management roles. At the same time, we are considering a flexible personnel system that accommodates the features of each business while maintaining a unified ORIX identity. We need to appropriately reward employees who help increase corporate value, with the goal of empowering an environment in which the people who will be responsible for the future growth of ORIX are motivated to achieve greater success.

ORIX respects the values and diverse backgrounds of all employees and emphasizes communication with employees for a workplace where all can work in health and with peace of mind. We have launched a Work Style Reform Project with the aim of creating a comfortable working environment that incorporates employee feedback; through its activities, we are implementing measures to foster a highly productive workplace culture that acknowledges diverse work styles.

The circumstances of each employee dictate the support required. We therefore offer a wide range of options so that each employee can combine personnel system components according to their situation. We have made the workplace

flexible with features such as shorter regular working hours, a super flextime system that has no core hours, and annual paid leave that can be accrued on an hourly basis, all of which enable employees to select flexible work styles that include location freedom enabled by satellite offices and remote work capabilities.

Our initiatives have enabled a smooth shift to remote work during the COVID-19 pandemic and an environment where employees can continue to work without sacrificing their health or emotional security.

The environment surrounding ORIX and its employees will continue to change, and we are committed to continue to adapt to these changes. Our highest priority will be to create a truly diverse and inclusive working environment, which we believe will facilitate proactive and motivated engagement by our employees.

Note: Please visit our website for details about our human resources strategy.

- Personnel system: ▶▶▶ https://www.orix.co.jp/grp/en/sustainability/employee/management_systems.html
- Human resource development system: ▶▶▶ <https://www.orix.co.jp/grp/en/sustainability/employee/development.html>
- Employee health and safety: ▶▶▶ <https://www.orix.co.jp/grp/en/sustainability/employee/health.html>