

## Work Style Reform Project

In October 2016, by direct request of the CEO of ORIX Group, we launched our Work Style Reform Project. The project aspires to create high productivity and efficiency, and support activities with a focus on fostering a culture that recognizes diverse working styles.

### Work Style Reform Project Timeline

Fiscal Year Ended March 2017	<b>【Launching the Work Style Reform Project and Identifying Employee Needs】</b> We established a committee made up of more than 200 employees from 10 major ORIX Group companies. This committee discussed specific issues and efforts over the course of about 6 months and then proposed approximately 120 ideas to the CEO.
Fiscal Year Ended March 2018	<b>【A Year of Promoting Work Style Reform】</b> Based on the proposals made by employees during this project, we implemented 80 measures centered on our human resources system to promote diverse and flexible working styles. Notably, we enhanced working hour flexibility by establishing a new super flextime system that eliminates the core working hours of the prior flextime system, established a system of annual paid leave in one-hour units, and expanded the incentive system to encourage employees to use their vacation days. We also launched an internal internship system to support diverse career prospects.
Fiscal Year Ended March 2019	<b>【A Year of Investing to Improve Productivity】</b> To increase workplace flexibility and support various working styles, we built an infrastructure to enable work outside the office by upgrading our IT equipment and expanding external satellite offices. At the same time, we launched a system of financial support for self-improvement so employees can effectively utilize free time created through the promotion of work style reforms.
Post-Fiscal Year Ended March 2020	<b>【Continuing Productivity Enhancement】</b> As a way of influencing employee mindsets in a positive way, we have circulated good examples of work productivity and efficiency through seminars and an employee portal on our intranet. We have also explored and implemented measures to increase efficiency tailored to diverse businesses across different departments/divisions.  In addition, we have made accommodating changes to address the spread of the coronavirus, such as implementing systems and tools that enable employees from various departments/divisions to make use of flexible work locations and working hours depending on their circumstances. As a result, we have been able to put measures into place to prevent further spread of the coronavirus and create an adaptable work environment that allows employees to work remotely and stagger their work hours.