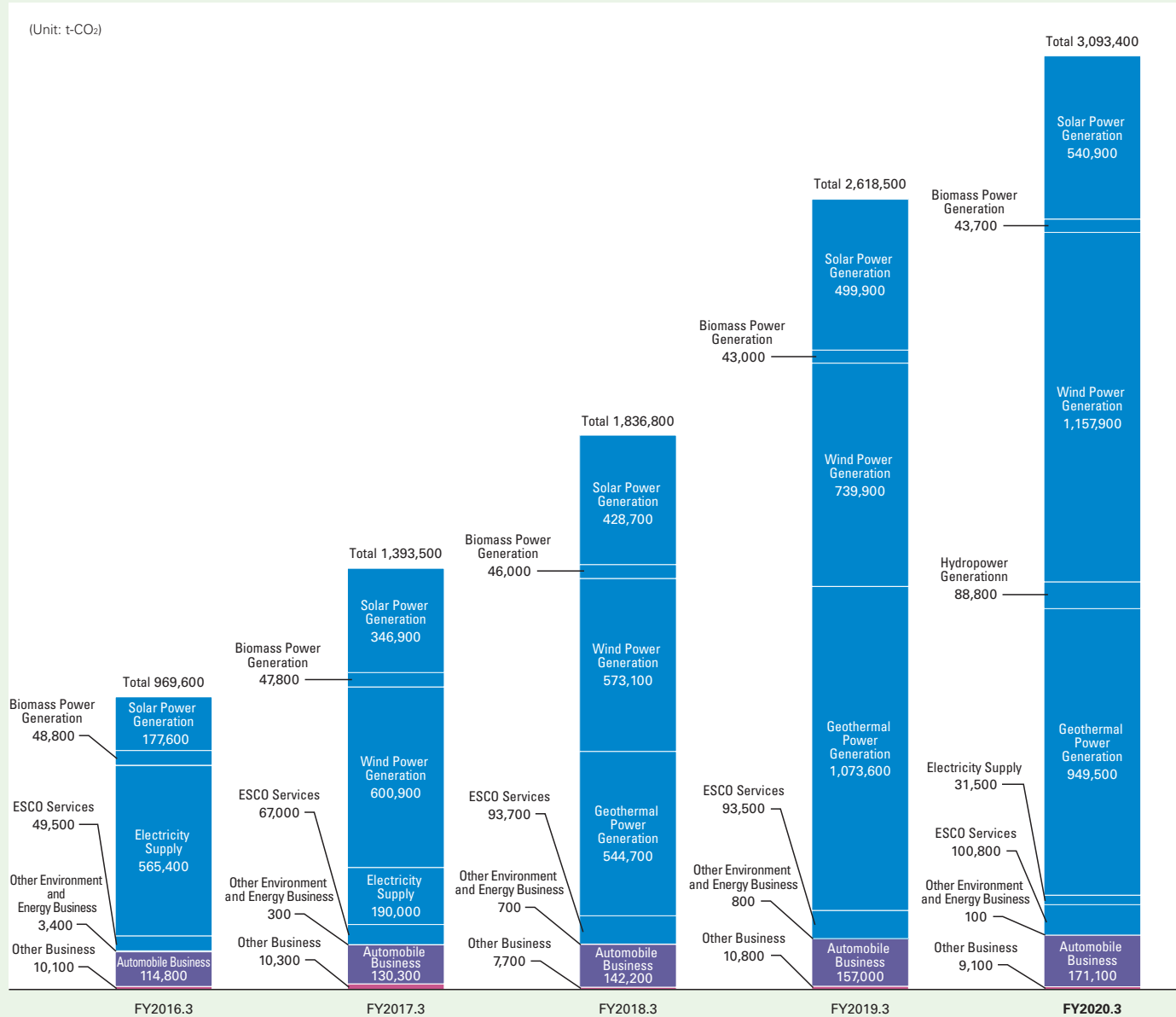


# Environmental Performance Data

## ► ORIX Group CO<sub>2</sub> Emission Reduction Contribution

(Unit: t-CO<sub>2</sub>)



### ■ Environment and Energy Business

- Solar Power Generation  
Reduction calculated from sales of power generated from mega-solar and rooftop solar power
- Biomass Power Generation  
Reduction calculated from sales of power generated from wood chip-fired thermal power stations
- Wind Power Generation  
Reduction calculated from sales of power generated from wind power plants
- Hydropower Generation  
Reduction calculated from sales of power generated from hydropower plants
- Geothermal Power Generation  
Reduction calculated from sales of power generated from geothermal power plants
- Electricity Supply  
CO<sub>2</sub> emissions reductions through acquisition of rights to CO<sub>2</sub> emission reductions from overseas or other companies
- ESCO\* Services  
Providing ESCO Services reduces CO<sub>2</sub> in conjunction with customers' reduced energy use

- Automobile Business
- Other Business

### Scope and Concept

#### [Calculation Period]

From April 1 to March 31 each fiscal year

#### [Calculation Scope]

ORIX Group Companies both in Japan and overseas (including affiliated companies)

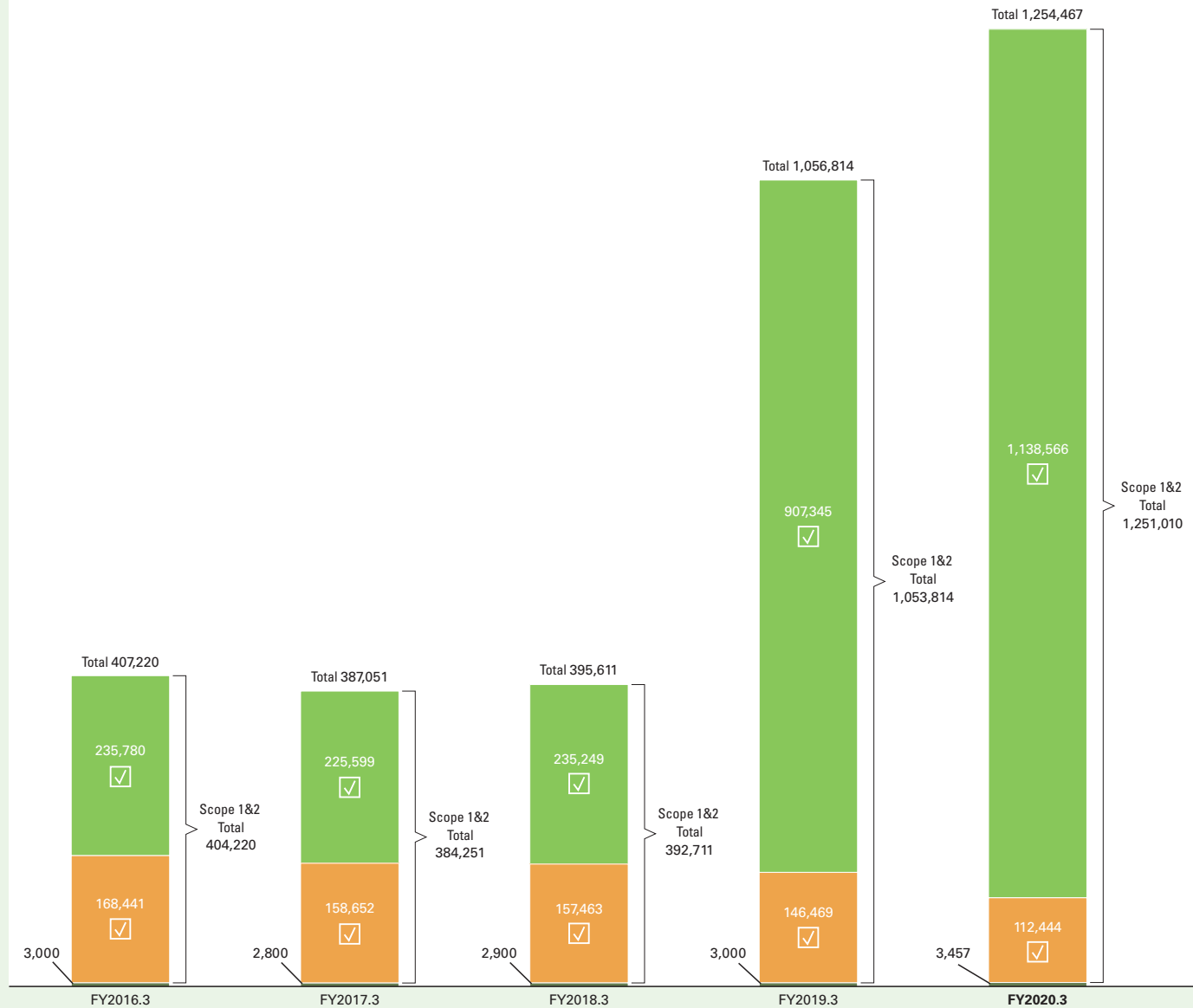
#### [Basic Concept]

- Calculations are performed by multiplying the reduced amount of activity among customers or society as a whole due to ORIX Group's business activities by a CO<sub>2</sub> emission factor.
- For calculation of business activities in Japan, in principle the emission factor we use is "alternate value" under the Greenhouse Gas Emissions Accounting, Reporting, and Disclosure System (Act on Promotion of Global Warming Countermeasures)  
Emission factor  
FY2016.3: 0.000579t-CO<sub>2</sub>/kWh    FY2019.3: 0.000500t-CO<sub>2</sub>/kWh  
FY2017.3: 0.000587t-CO<sub>2</sub>/kWh    FY2020.3: 0.000488t-CO<sub>2</sub>/kWh  
FY2018.3: 0.000512t-CO<sub>2</sub>/kWh

- For calculation of overseas business activities, in principle we use the emission factors from each country.
- Calculations also include CO<sub>2</sub> reduction credits redeemed during the calculation period after being acquired by ORIX Group.
- We calculate CO<sub>2</sub> reduction from affiliated companies according to our shareholding.

## ORIX Group CO<sub>2</sub> Emissions

(Unit: t-CO<sub>2</sub>)



- **Scope 1 (Volume of direct emissions)** 
    - Combustion of fuels including crude oil, diesel, gasoline, city gas, coal, biomass and waste
  - **Scope 2 (Volume of indirect emissions from energy use)** 
    - Use of electricity and heat (steam, cold water, hot water)
  - **Scope 3 (Volume of other indirect emissions)**
    - Downstream transportation and distribution (Emissions related to transportation by ORIX Rentec's rental equipment)
- Items subject to third-party assurance

### Scope and Method

#### [Calculation Period]

From April 1 to March 31 each fiscal year

#### [Calculation Scope]

Consolidated ORIX Group companies in Japan (excluding investees in principal investment business)

#### [Calculation Method]

- CO<sub>2</sub> emissions are calculated based on the "Ministerial Ordinance Concerning Calculation of Greenhouse Gas Emissions Associated with Business Activities of Specified Emitters."
- CO<sub>2</sub> emissions, including CO<sub>2</sub> from non-energy sources, methane (CH<sub>4</sub>), and dinitrogen monoxide (N<sub>2</sub>O), are calculated based on company rules concerning the management of environmental information.
- Effective emission factor of electric power supplier based on GHG Emissions Accounting, Reporting, and Disclosure System is used for the emission factor relating to the use of electricity.

\* 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 April 2018. The other is Hibikinada Coal and Biomass Power Plant in Kitakyushu City, Fukuoka Prefecture, which started operations in December 2018. Total generating capacity of each power plant is 112MW. Emissions from these two plants for the fiscal year ended March 2020 was 939,163t-CO<sub>2</sub>. At these two plants, biomass is mixed with coal to account for more than 30% of the total amount of fuel. This helps reduce CO<sub>2</sub> emissions compared with emissions from coal-fired power plants in the same class and contributes to lessening the burden on the environment.

### Third-Party Assurance

ORIX receives third-party assurance of its figures for direct emissions and indirect emissions from energy use from PricewaterhouseCoopers Sustainability LLC. See the website below for details.

▶▶▶ [Third-Party Assurance](#)

## Personnel-related Data

### ► Employee Composition (Number of Employees)

	March 2016	March 2017	March 2018	March 2019	March 2020
Total Number of Employees	33,333	34,835	31,890	32,411	31,233
By Segment					
Corporate Financial Services and Maintenance Leasing	4,861	4,980	5,104	5,384	5,637
Real Estate	9,525	9,911	10,559	9,894	8,599
PE Investment and Concession	5,768	6,516	2,884	3,291	3,081
Environment and Energy	726	569	557	620	592
Insurance	1,549	1,795	2,016	2,336	2,363
Banking and Credit	908	947	1,031	1,066	1,103
Aircraft and Ships	76	89	114	127	149
ORIX USA	1,264	1,202	1,023	1,181	1,433
ORIX Europe	1,275	1,290	1,329	1,357	1,301
Asia and Australia	5,550	5,701	5,347	5,107	4,892
Corporate	1,831	1,835	1,926	2,048	2,083
By Region					
Japan	25,168	26,553	24,077	24,639	23,458
Outside of Japan*	8,165	8,282	7,813	7,772	7,775
By Gender					
Male	23,160	23,731	20,443	20,491	19,630
Female	10,173	11,104	11,447	11,920	11,603

\* Total of four segments (Aircraft and Ships, ORIX USA, ORIX Europe and Asia and Australia)

### ► Composition of Executives and Employees

(Fiscal year ended March 2020)

#### Average age

Overall	43.4 years old
Men	44.9 years old
Women	41.3 years old

#### Average years of service

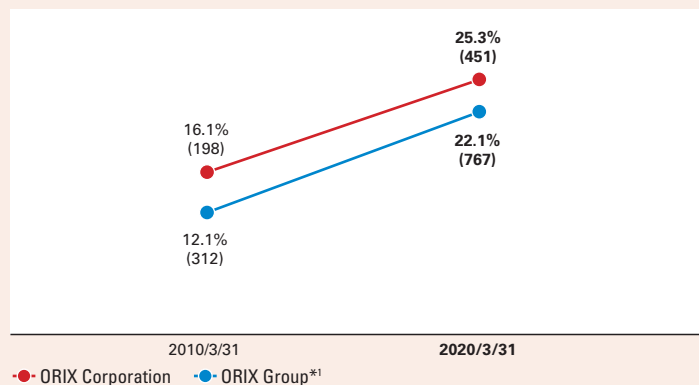
Overall	15.3 years
Men	15.5 years
Women	15.0 years

#### Annual paid leave taken

Average days of paid leave taken	15.1 days
Average percentage of days taken out of days earned	80.6%

Note: Average age, average years of service, and average annual paid leave taken are for ORIX Corporation employees only. Directors and Executive Officers are not included.

## Female Employees in Managerial Positions



\*1 Total of 10 ORIX 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. Total number of employees at these 10 companies as of March 31, 2020 was 10,717, which was 34% of all employees.  
 \*2 The percentages in "Female Employees in Managerial Positions" represent the ratio of female managers to the total number of managers.  
 \*3 Managerial positions are section leaders and other positions with work and responsibilities equivalent to section leader or above, regardless of job title or subordinate staff (does not include entry-level managers).

## External Recognition

### Certified as a "New Diversity Management Selection 100" Company by the Ministry of Economy, Trade and Industry

On March 16, 2020, ORIX Corporation was certified as a "New Diversity Management Selection 100" company for 2020. This certification recognizes enterprises that engage in diversity management to empower diverse human resources and show successful business results.



### Certified as a "Health & Productivity Management Organization 2020" by the Ministry of Economy, Trade and Industry

On March 2, 2020, ORIX Corporation was named in the "Large Enterprise Category" of the "Certified Health & Productivity Management Organization Recognition Program" for 2020. This certification recognizes corporations that value their employees' health and strategically work to promote health from a management perspective. ORIX has been certified in the "Large Enterprise Category" of the "Certified Health & Productivity Management Organization Recognition Program" for four consecutive years since the certification's start in 2017.



## Number and Percentages of New Employees (ORIX Group Companies\*)

	FY2018.3	FY2019.3	FY2020.3
New Employees Total	710 employees	783 employees	741 employees
Male new graduate recruits	91 employees	107 employees	123 employees
Female new graduate recruits	123 employees	144 employees	130 employees
Male mid-career recruits	248 employees	246 employees	276 employees
Female mid-career recruits	248 employees	286 employees	212 employees
Percentage of female recruits	52%	55%	46%
Percentage of mid-career recruits	70%	68%	66%

Note: Total of 10 ORIX 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.

### Certified as a "Semi-Nadeshiko Brand" by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange

ORIX Corporation was selected as a "Semi-Nadeshiko Brand" by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange on March 3, 2020. This is the category just below the "Nadeshiko Brand" category. Companies are selected from among approximately 3,600 listed companies for their encouragement of women's success in the workplace. ORIX has been selected as a "Semi-Nadeshiko Brand" for two consecutive years.

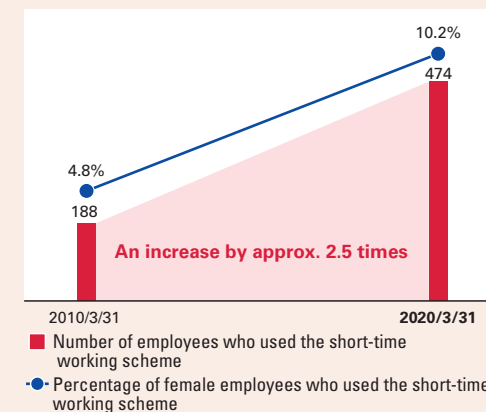
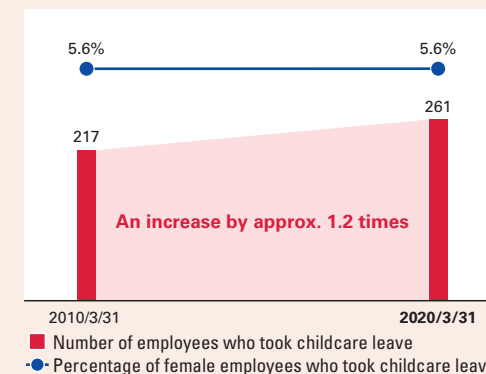
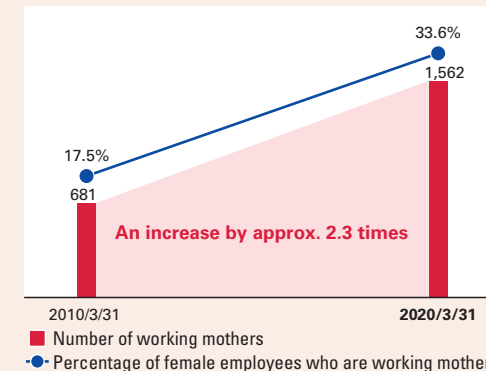


### Highest-Level "Eruboshi" Certification from the Ministry of Health, Labour and Welfare

On May 27, 2019, ORIX Corporation obtained the highest level "Eruboshi (Grand 3)" company certification based on the Act on Promotion of Woman's Participation and Advancement in the Workplace. The "Eruboshi" company certification is granted to companies with a high level of implementation of activities related to the promotion of women's success. Companies that meet all five criteria in the areas of recruitment, continued employment, working hours, proportion of women in managerial positions and diversified career courses are selected for Grand 3.



## Use of Childbirth and Childcare-related Systems



Note: The information given in the tables above relates to full-time female employees of 10 ORIX 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.

## Governance-related Data

### ▶ Number of Meetings, Attendance Rate and Composition of Board of Directors

	FY2016.3	FY2017.3	FY2018.3	FY2019.3	FY2020.3
Number of Meetings	8	8	8	8	9
Attendance Rate	97%	98%	98%	97%	96%
Number of Directors	13	12	12	12	12
Number of Outside Directors	6	6	6	6	6
Percentage of Outside Directors	46%	50%	50%	50%	50%
Female Directors	1	1	1	2	2
Percentage of Female Directors	8%	8%	8%	17%	17%

### ▶ Number of Meetings, Attendance Rate of Committee Meetings

	FY2016.3	FY2017.3	FY2018.3	FY2019.3	FY2020.3
Nominating Committee: Number of Meetings	3	3	3	3	5
Nominating Committee: Attendance Rate	89%	94%	94%	94%	95%
Audit Committee: Number of Meetings	10	8	9	8	8
Audit Committee: Attendance Rate	98%	100%	94%	100%	96%
Compensation Committee: Number of Meetings	5	3	5	4	6
Compensation Committee: Attendance Rate	92%	93%	100%	100%	100%

### ▶ Compensation of Directors, Executive Officers and Group Executives

(FY2020.3)

	Fixed Compensation		Performance-linked Compensation		Share Component of Compensation		Total Amount Paid (Millions of yen)
	Number of Recipients	Amount Paid (Millions of yen)	Number of Recipients	Amount Paid (Millions of yen)	Number of Recipients	Amount Paid (Millions of yen)	
Directors (Outside Directors)	8 (8)	94 (94)	—	—	8 (8)	14 (14)	109 (109)
Executive Officers and Group Executives	34	655	34	280	34	465	1,401
Total	42	750	34	280	42	479	1,510

\*1 Number of recipients and amounts paid in the table above include two Directors, five Executive Officers (including those serving concurrently as Directors and Executive Officers) and four Group Executives, who retired during FY2020.3. There were a total of 12 Directors (including six Outside Directors), 20 Executive Officers (including those serving concurrently as Directors and Executive Officers) and five Group Executives as of March 31, 2020.

\*2 At ORIX, no Directors serving concurrently as Executive Officers received compensation as Directors. Total compensation for the eight people serving concurrently as Directors and Executive Officers is shown in the Executive Officers and Group Executives line.

\*3 The targets and results with regard to the KPIs of the performance-linked compensation listed in the table above are as follows:

- Company-wide performance indicator: We targeted the milestone rate with regard to the consolidated net income growth set by the Compensation Committee towards the achievement of the Company's mid-term strategic directions, and achieved 90%.
- Division performance indicator: We set the target growth rate for each division based on the company-wide performance target, and achieved 0% to 135% (median: 90%) by 25 Executive Officers (based on the total evaluation including qualitative assessment).

\*4 The amount of share component of compensation paid in the table above is calculated by multiplying the number of points confirmed to be provided as the portion for FY2020.3 by the stock market price paid by the trust when ORIX's shares were acquired (¥1,594.7 per share). The total amount of share component of compensation actually paid in FY2020.3 is ¥572 million for two Directors and four Executive Officers (including those serving concurrently as Directors and Executive Officers) who retired during FY2020.3, and two Executive Officers who retired before the end of FY2019.3.

\*5 ORIX did not provide stock options in the form of stock acquisition rights in FY2020.3.

\*6 Figures shown are rounded down by truncating figures of less than ¥1 million.

## Initiatives We Support

ORIX Group or individual Group companies support the initiatives below. (As of October 2020)

Name	Participating/Member/Supporting Companies (Initial year of participation/membership/support)
UN Global Compact	ORIX Group (2014)
PRI (Principles for Responsible Investment)	Robeco (2011)
UNEP FI (UN Environment Programme Finance Initiative)	Robeco, ORIX Asset Management (2020)
TCFD (Task Force on Climate-related Financial Disclosures)	Robeco, ORIX Asset Management (2019), ORIX Group (2020)
Principles for Financial Action for the 21st Century	ORIX, ORIX Bank (2011), ORIX Asset Management (2019)
Japan Climate Leaders' Partnership (JCLP)	ORIX Group (2014)
Kansai SDGs Platform	ORIX Facilities (2015), ORIX Baseball Club, ORIX, ORIX Bank (2019)
SDGs for Regional Revitalization Public-Private Partnership Platform	ORIX Facilities (2015)

## Inclusion in ESG Indices

As of October 2020, 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