Social

Human Resources Strategy to Support Sustainable Growth

Policies and Principles

Core Principle of Our Sustainability: "Promote diversity and inclusion, and care for the well-being of our employees"

The ORIX Corporate Sustainability Policy states "Promote diversity and inclusion, and care for the well-being of our employees" as one of our core principles that should be implemented in all aspects of our business.

Promote diversity and inclusion, and care for the well-being of our employees

We respect the diversity of our employees and provide opportunities and environments maximizing their professional development. Furthermore, ORIX is committed to respecting the culture, customs and environment of countries and regions where we operate, and positively contribute to those economies and societies. We are also committed to creating safe and secure workplaces where our employees can thrive and where no forms of discrimination are tolerated.

Human Resources Strategy

People are ORIX's most valuable asset. The concept Keep Mixed—the idea that diverse talent creates synergy—is the foundation on which our pool of talent is based. It is our belief that hiring talent of varying nationalities, ages, genders, and work experience is the key to blending diverse values and skills in addition to creating new value, which is the backbone of ORIX's growth. ORIX's human resources strategy centers around building a rewarding work environment where diverse talent can maximize their individual knowledge and expertise.

Goals and Progress

Material Issues

- Continue to improve employee satisfaction by respecting the diversity of our employees and creating an inclusive working environment that promotes flexible working styles and provides career development support, fair performance review and compensation schemes, and employee health support systems.

Key Goals

- Female employees to account for over 30% of management positions at ORIX Group by the end of the fiscal year ending March 31, 2030.

As of March 31, 2022, the ratio of female managers at ORIX Group is 28.6% for ORIX Corporation and 25.0% for the 10 Group companies in Japan.

Initiatives

- **Promoting diversity, equity & inclusion**

By respecting the diversity of our employees and promoting flexible working styles, we create comfortable, fulfilling, and valuable workplaces where diverse human resources can play an active role. We also support the independent career design of each employee so that they can draw a clear career path for themselves. We thus connect employee growth through self realization to growth of the company as a whole.

▶▶▶ P.49 Promoting Diversity, Equity & Inclusion

- **Talent development**

We create fulfilling and valuable workplaces where employees develop their abilities and expertise to play an active role. In addition to various training systems and self-development support systems, we have established a fair performance review and compensation scheme to increase employee motivation. By working to develop employee growth with responsibility and enhancing dialogue with employees, we invest in the future of our employees.

▶▶▶ P.50 Talent Development

- **Employee health and safety**

We create workplaces where employees can work consistently in good physical and mental health while exhibiting their full potential.

▶▶▶ P.51 Employee Health and Safety

Promoting Diversity, Equity & Inclusion

Creating a Comfortable Workplace Where All Employees Can Perform an Active Role By Respecting Diversity

The need for various flexible ways of working is constantly increasing, coinciding with the changes in external environments. ORIX is supporting the enhancement of work environments to enable employees to work in ways that accommodate life events while maximizing their abilities and expertise, thereby encouraging a balance between work and personal life.
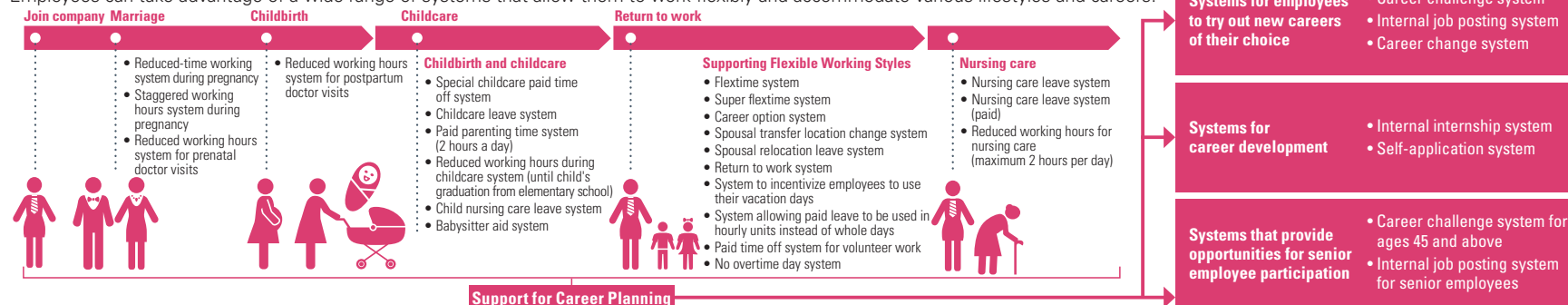
For childcare support, we have established systems that go beyond legal requirements and encourage the balance between work and personal life. The ratio of working mothers has increased from 27.6% as of March 31, 2013 to 39.6% in the fiscal year ended March 31, 2022. The ratio of female employees who took childcare leave was 100% and the ratio of male employees who took childcare leave and special childcare paid time off was 36.6% for the fiscal year ended March 31, 2022.

From 2012 onward, we established a system where employees can select workstyles (occupation and location) according to life events, as well as a system where retirees can apply for reemployment regardless of the reason at the time of their retirement. In this way, we support employees continuing the careers they built up at ORIX. Users of ORIX Corporation systems through March 31, 2022 were as follows: career option system (introduced in 2012) 118 persons, spousal transfer location change system (introduced in 2015) 43 persons, spousal relocation leave system (introduced in 2015) 28 persons.

We endeavor to reduce excessive working hours of any kind, not limited to the boundaries enforced by laws and regulations in Japan and overseas. In April 2017, we prescribed workdays to end at 5 pm from the previous 5:20 pm. Also, we newly established a system to incentivize employees to use their vacation days in an effort to increase employees' annual paid leave acquisition rate* to 80% or higher. (The acquisition rate for the fiscal year ended March 31, 2022 was 80.0%)

* Annual paid leave acquisition rate = number of days of annual paid leave acquired per year / total number of new annual paid leave days granted in the fiscal year

Building a Human Resources System that Can Realize Various Career Paths

Each diverse business within ORIX requires the appropriate set of skills and expertise in order to grow. By providing opportunities and an environment in which employees can make their own career decisions for the future, we support employee growth, which leads to the growth of ORIX.

The career challenge system, which we introduced in 2005, allows employees to directly request a transfer to the department of their choosing. By March 31, 2022, 1,664 employees had utilized for this system and opened their own career paths. This system allows employees to change jobs within the Group, and as a result, has been effective in helping retain human resources within the company.

In 2017, we introduced the internal internship system that allows employees to work in a department of their choosing for a week. Regardless of the age of the employee, by experiencing the work of another department they are interested in, it will lead to increasing motivation and supporting autonomous career development. During the six years since the launch of the system through 2022, 1,048 employees have used this system and applicants are increasing each year.

We have been enhancing career support so various employees can advance their careers, expand their roles, and maximize their abilities, and we are actively conducting initiatives such as training to encourage employees to change their mindsets. The ratio of female managers is 25.0% as of March 31, 2022, up from 12.2% as of March 31, 2012.

We believe that the continued challenge and participation of senior employees with extensive experience and expertise will enhance the company's organizational strength and increase its overall vitality. In 2014, a retirement age of 65 was introduced, and employees continue to play an active role by making contributions using skills, experience, and networks they have cultivated thus far, as well as pass on their assets to the next generation. By March 31, 2022, 109 people had applied for the career challenge system for ages 45 and above, which we introduced in 2018 with the aim of supporting autonomous career development.

See the following for details about each system and training.

Note: Unless stated in the text, 10 Group companies in Japan refers to the following: 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.

A Human Resources System that Accommodates Different Stages in both Life and Career

Employees can take advantage of a wide range of systems that allow them to work flexibly and accommodate various lifestyles and careers.

Join company **Marriage** **Childbirth** **Childcare** **Return to work**

- Reduced-time working system during pregnancy
- Staggered working hours system during pregnancy
- Reduced working hours system for prenatal doctor visits

- Reduced working hours system for postpartum doctor visits

Childbirth and childcare
- Special childcare paid time off system
- Childcare leave system
- Paid parenting time system (2 hours a day)
- Reduced working hours during childcare system (until child's graduation from elementary school)
- Child nursing care leave system
- Babysitter aid system

Supporting Flexible Working Styles
- Flextime system
- Super flextime system
- Career option system
- Spousal transfer location change system
- Spousal relocation leave system
- Return to work system
- System to incentivize employees to use their vacation days
- System allowing paid leave to be used in hourly units instead of whole days
- Paid time off system for volunteer work
- No overtime day system

Nursing care
- Nursing care leave system
- Nursing care leave system (paid)
- Reduced working hours for nursing care (maximum 2 hours per day)

Support for Career Planning

Systems for employees to try out new careers of their choice
- Career challenge system
- Internal job posting system
- Career change system

Systems for career development
- Internal internship system
- Self-application system

Systems that provide opportunities for senior employee participation
- Career challenge system for ages 45 and above
- Internal job posting system for senior employees

Training

Training for female employees
- Women's forum for employees
- Selective career design training
- Study group for female managers from other industries
- Mentoring program

Training for senior employees
- Career interview
- Career transition training

Talent Development

Self-Development Support System

Selective training program	This program enables employees to take outside courses on topics such as global responsiveness, new business creation, interpersonal skills, and business execution skills. Through March 31, 2022, 381 people have taken courses.
Self-development support program	This program provides financial support for commuting to university at the graduate level, or lump-sum payments when having acquired qualifications recognized by the company. There were 94 recipients in the fiscal year ended March 31, 2022.
Wednesday seminars	These seminars about work efficiency, management skill reinforcement, and reinforcement of various skills are held by the Human Resources Department. There were 1,853 applicants in the fiscal year ended March 31, 2022.
System of financial support for self-improvement	This system gives 60,000 JPY worth of annual benefit points to employees, which can be used for various activities such as self-development, promoting health, and childcare and nursing-related services (employees are free to choose any option). The usage rate was 82% for the fiscal year ended March 31, 2022.

ORIX Corporation places great importance on knowledge and growth gained through business activities, and considers them to be pillars of development. In addition to this way of thinking, in order for each employee to respond to changes and diversification in the business environment in a timely manner, we have introduced a new online learning platform that allows employees to learn from a large library of content, regardless of time and place. This supports them in improving individual skills through self-guided learning, as well as supports their careers over the mid- to long-term. We will continue to implement various measures that contribute to the growth of our employees in anticipation of changes in the times.

ORIX Corporation's training results for the fiscal year ended March 31, 2022 are as follows. (Development training organized by the Human Resources Department and each business unit)

Annual training hours	45,548 hours
Training time per person	12.55 hours
Training cost per person*	67,285 JPY

* Figures include development training organized by the Human Resources Department and each business unit, and the use of self-development activities in the system of financial support for self-improvement.

Enhancing Management Skills

• Selective: Global talent/Next-generation development training
In the fiscal year ended March 31, 2012, we established a

global human resource development system to strategically develop employees who can succeed on a global stage. Initiatives for new recruits and mid-career employees include secondment to overseas subsidiaries and educational programs for acquiring global communication skills. Through March 31, 2022, we have dispatched 470 people as part of the global human resource development program.

Managers and above		Selective training for managers
Development stages	6+ years	Cross-sector training, global human resource development program, global trainee system
	4-5 years	
	1-3 years	3rd year overseas subsidiary secondment program

• For all employees: Human resource management training and organizational development skills training
The Human Resources Department and business units hold training according to the employee's age and job responsibilities. For employees in their first to third years, we provide training to strengthen their basic knowledge of finance and legal affairs and to strengthen thinking skills. For employees at the section leader level or above, we provide training on basic knowledge required of the parties responsible, such as labor management and compensation systems. Through training, employees learn the process of bringing their self-recognized management style closer to what they should aim for, and how to create leadership and a strong organization.

Managers and above		Training for newly-appointed senior professional staff, training for new section leaders (Training for new managers, management skills reinforcement training)	Division-specific training, TOEIC exam
Development stages	6+ years	Training for new assistant managers	
	1-3 years	3rd year training, training for new recruits	

## Performance Review and Compensation Scheme

The performance review and compensation scheme has three purposes: human resource development, achievement of organizational goals, and reflection in employee treatment. In the performance review and compensation scheme, we emphasize regular interviews and dialogue between superiors and subordinates. Superiors present the basis for the roles and expectations they have for their subordinates in line with their work, and provide feedback on performance review results. In addition, they understand the mid- to long-term career aspirations of subordinates and support them in achieving those aspirations. In order to ensure that the scheme functions fairly and equally, we require supervisors to undergo training as evaluators. We also conduct surveys on the behavior of superiors as seen by subordinates, so that the Human Resources Department can understand the actual conditions of superiors.

Performance Review and Compensation Scheme Chart
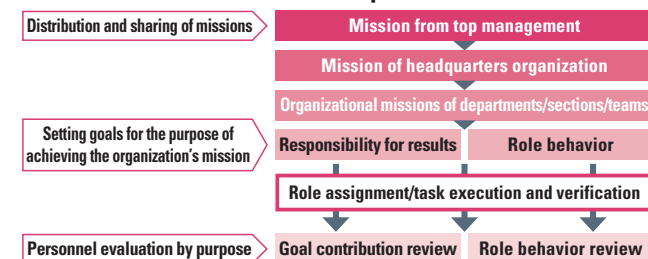
Note: Unless otherwise mentioned in the text, figures are for the 10 Group companies in Japan.

Performance Review and Compensation / Career Support System Cycle
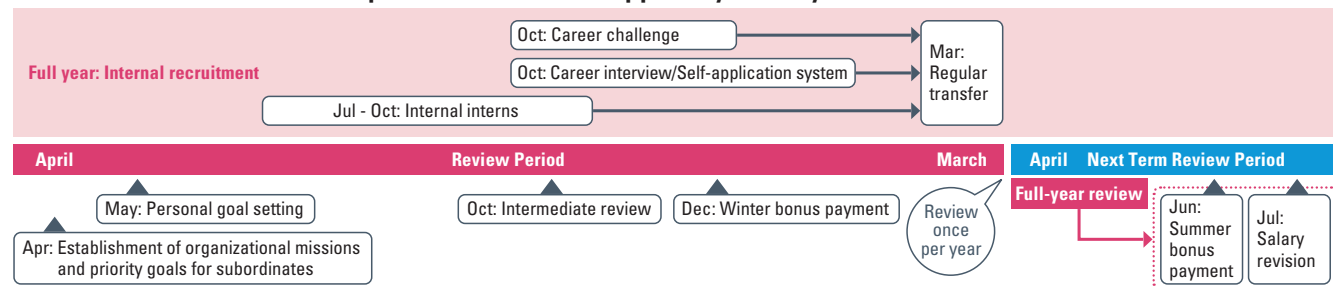
Employee Health and Safety

Health Promotion System

With the motto of "ensuring the health and safety of Group employees and their families," the company and health insurance association work together to develop a Group health promotion business (collaborative health*[1]).
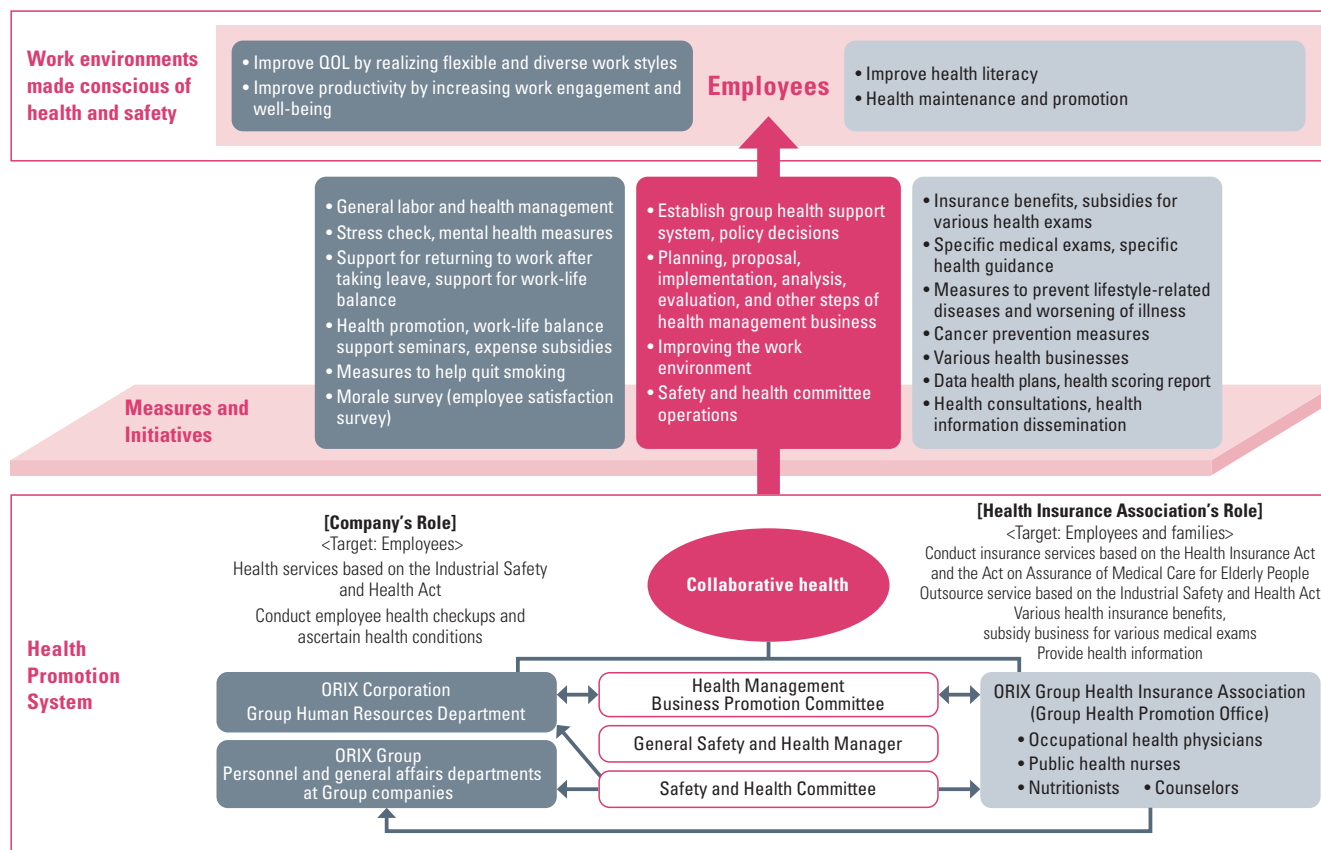[Company's Role]
Promote the creation of workplaces where employees can work consistently in good physical and mental health while exhibiting their full potential

[Health Insurance Association's Role]
Build a complete support system for "peace of mind" and "preventive health," and promote the health business in cooperation with the company

*1 Collaborative health: Through collaboration between insurers and the company, efficiently and effectively implement preventive health and health promotion for policyholders, based on a clear division of roles and a favorable working environment.

Work environments made conscious of health and safety

• Improve QOL by realizing flexible and diverse work styles
• Improve productivity by increasing work engagement and well-being

Employees

• Improve health literacy
• Health maintenance and promotion

Measures and Initiatives

• General labor and health management
• Stress check, mental health measures
• Support for returning to work after taking leave, support for work-life balance
• Health promotion, work-life balance support seminars, expense subsidies
• Measures to help quit smoking
• Morale survey (employee satisfaction survey)

• Establish group health support system, policy decisions
• Planning, proposal, implementation, analysis, evaluation, and other steps of health management business
• Improving the work environment
• Safety and health committee operations

• Insurance benefits, subsidies for various health exams
• Specific medical exams, specific health guidance
• Measures to prevent lifestyle-related diseases and worsening of illness
• Cancer prevention measures
• Various health businesses
• Data health plans, health scoring report
• Health consultations, health information dissemination

Health Promotion System

[Company's Role]
<Target: Employees>
Health services based on the Industrial Safety and Health Act
Conduct employee health checkups and ascertain health conditions

[Health Insurance Association's Role]
<Target: Employees and families>
Conduct insurance services based on the Health Insurance Act and the Act on Assurance of Medical Care for Elderly People
Outsource service based on the Industrial Safety and Health Act
Various health insurance benefits, subsidy business for various medical exams
Provide health information

Collaborative health

ORIX Corporation Group Human Resources Department

ORIX Group Personnel and general affairs departments at Group companies

Health Management Business Promotion Committee

General Safety and Health Manager

Safety and Health Committee

ORIX Group Health Insurance Association (Group Health Promotion Office)
• Occupational health physicians
• Public health nurses
• Nutritionists   • Counselors

Establishing the Working Environment

At the new Tokyo head office and other locations, we are making renovations to the office that support diverse work styles. We have based these renovations on concepts of "communication," "relaxation," and "concentration," and aim to create an environment that promotes paperless work processes and digitalization as well as a work style that is not bound by location.

The new Tokyo head office has realized the following office environment by reflecting opinions of employees.
1) Office layout that allows employees to work at desks anywhere in the office: Have areas where it is easy to exchange information and areas where it is easy to focus on work, so employees can choose their seats according to the work content
2) Space where employees can hold meetings in a variety of styles: Adopt movable meeting seats that can be combined with tables and sofas according to the number of people, as well as high tables that can be used for small meetings
3) Floor-wide green lounge: Set up a large lounge as a place for employees to communicate, and arrange plants from all over the world to express the diversity of the Group's human resources and businesses

After relocating to consolidate operations at the new Tokyo head office, floor area has increased by about 30%. However, through improvements to energy-saving performance such as low-e glass*[2] as well as individual air conditioner units, we have reduced energy consumption by about 60% compared to the previous location and energy consumption per unit of floor area has decreased by about 70%. (Energy consumption after relocation is an annual estimate based on actual results from August 2022 onward. Energy consumption before relocation is annual actual value for the fiscal year ended March 31, 2021.)

*2 Glass with improved functionality to reduce solar radiant heat. A thin metal film is coated on the normal glass surface to enhance heat shielding or heat insulation.

▶ ▶ ▶ See here for details of the initiative.

Human Resources Data

Employee Composition (ORIX Group consolidated)

			2018	2019	2020	2021	2022
Number of employees			31,890	32,411	31,233	33,153	32,235
	By region	Japan	24,077	24,639	23,458	25,718	24,738
		Outside Japan*1	7,813	7,772	7,775	7,435	7,497
	By gender	Male	20,443	20,491	19,630	20,876	20,330
		Female	11,447	11,920	11,603	12,277	11,905
Average number of temporary staff			21,507	20,768	19,816	19,194	19,024

*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): 2,968 employees, or 9% of consolidated group employees, as of the end of March 2022.
*4 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. The total number of employees in these 10 companies is 10,289, or 32% of consolidated group employees, as of the end of March 2022.
*5 Turnover rate: Includes retirees and employees transferred within the ORIX Group.

Data Concerning Employees*2 (ORIX Corporation*3)

		2018	2019	2020	2021	2022
Average age	Overall	42.7	42.9	43.4	43.8	44.2
	Male	44.5	44.6	44.9	45.2	45.4
	Female	40.2	40.7	41.3	41.9	42.7
Average years of service	Overall	15.1	15.6	16.1	17.3	17.8
	Male	15.4	15.9	16.3	17.6	17.9
	Female	14.5	15.1	15.8	17.0	17.7
Turnover rate*5	Overall	3.9	4.4	4.1	3.3	4.6
	Male	5.5	5.7	5.2	4.4	6.7
	Female	1.6	2.6	2.7	1.9	2.1
Percentage of female employees		41.7	42.6	43.0	43.3	44.1
Percentage of mid-career employees		42.0	40.9	40.3	40.1	39.8
Percentage of foreign national employees		1.3	1.6	2.0	2.0	1.9

Data Concerning Employees*2 (10 ORIX Group companies*4)

		2018	2019	2020	2021	2022
Average age	Overall	41.4	41.2	41.1	41.4	41.8
	Male	43.7	43.5	43.2	43.3	43.6
	Female	38.4	38.5	38.6	39.1	39.7
Average years of service	Overall	12.3	12.3	12.4	13.2	13.7
	Male	13.1	13.2	13.2	13.9	14.3
	Female	11.3	11.3	11.5	12.4	13.0
Turnover rate*5	Overall	4.2	4.3	4.6	4.5	5.6
	Male	5.4	5.4	5.5	5.4	7.3
	Female	2.7	3.0	3.6	3.5	3.5
Percentage of female employees		43.3	44.9	45.6	45.8	46.6
Percentage of mid-career employees		55.8	55.8	55.8	58.7	58.0
Percentage of foreign national employees		0.7	0.8	0.9	0.9	0.9

Working Hours and Leave Taken (ORIX Corporation)

		2018	2019	2020	2021	2022
Annual Paid Leave Taken	Days taken	14.8	15.6	15.1	13.3	14.1
	Percentage taken	79.3	83.2	80.6	71.3	75.0
Average monthly working hours		157.5	156.4	150.8	151.7	154.1
Average monthly non-statutory working hours		4.8	3.9	3.6	6.0	6.1

Working Hours and Leave Taken (10 ORIX Group companies)

		2018	2019	2020	2021	2022
Annual Paid Leave Taken	Days taken	14.4	14.8	14.6	13.3	14.2
	Percentage taken	81.7	85.0	83.8	76.0	80.0
Average monthly working hours		158.5	157.3	154.3	155.3	156.4
Average monthly non-statutory working hours		6.2	5.6	4.9	6.2	6.5

Compensation (ORIX Corporation)

	2018	2019	2020	2021	2022
Average annual salary (JPY)	8,560,519	8,800,192	8,711,932	8,583,327	8,852,516

Training (ORIX Corporation)

	2018	2019	2020	2021	2022
Annual total training hours	32,504	30,369	30,931	42,022	45,548
Annual average training hours per employee	8.6	8.1	8.3	11.3	12.5
Annual average training cost per employee (JPY)	82,765	96,674	90,810	55,520	67,285

Training (10 ORIX Group companies)

	2018	2019	2020	2021	2022
Annual total training hours	172,392	199,162	189,531	204,018	166,257
Annual average training hours per employee	18.0	20.0	18.5	19.6	16.1
Annual average training cost per employee (JPY)	65,846	81,475	84,986	67,325	73,808

Female Managers[6] (ORIX Corporation)

		2018	2019	2020	2021	2022
Female managers	Number of persons	394	418	451	474	512
	Percentage	22.6	23.8	25.3	26.2	28.6
Percentage of newly appointed female managers		35.5	32.0	35.3	35.4	54.2

Female Managers[6] (10 ORIX Group companies)

		2018	2019	2020	2021	2022
Female managers	Number of persons	650	707	767	812	908
	Percentage	19.3	20.6	22.1	23.5	25.0
Percentage of newly appointed female managers		34.2	30.9	31.8	38.8	29.1

Childbirth and Childcare (ORIX Corporation)

		2018	2019	2020	2021	2022
Working mothers	Number of persons	622	634	637	723	749
	Percentage[7]	39.6	39.9	40.2	45.1	46.8
Female employees who took childcare leave[8]	Number of persons	85	79	73	50	65
	Percentage	100.0	100.0	100.0	100.0	100.0
Male employees who took childcare leave or special childcare paid time off[9]	Number of persons	49	70	46	42	52
	Percentage	28.9	41.4	30.3	30.3	49.3
Percentage of employees returning after childcare leave[10]	Male	100.0	100.0	—	100.0	100.0
	Female	95.6	95.0	92.1	97.0	94.4
Retention rate after return[11]	Male	100.0	100.0	100.0	—	100.0
	Female	97.0	97.7	97.2	96.6	100.0

Childbirth and Childcare (10 ORIX Group companies)

		2018	2019	2020	2021	2022
Working mothers	Number of persons	1,390	1,492	1,562	1,800	1,897
	Percentage[7]	33.5	33.4	33.6	38.0	39.6
Female employees who took childcare leave[8]	Number of persons	190	170	195	160	198
	Percentage	100.0	100.0	100.0	99.0	100.0
Male employees who took childcare leave or special childcare paid time off[9]	Number of persons	101	139	120	104	120
	Percentage	23.4	32.0	29.6	26.9	36.6
Percentage of employees returning after childcare leave[10]	Male	100.0	100.0	100.0	100.0	100.0
	Female	95.8	94.8	94.2	95.9	96.0
Retention rate after return[11]	Male	100.0	75.0	100.0	100.0	94.4
	Female	97.5	96.1	94.5	93.1	93.8

Nursing Care (ORIX Corporation)

		2018	2019	2020	2021	2022
Number of employees who took nursing care paid time off	Male	12	18	25	14	14
	Female	33	37	47	35	40
Number of employees who took nursing care leave	Male	0	0	0	0	0
	Female	2	0	1	1	1

Nursing Care (10 ORIX Group companies)

		2018	2019	2020	2021	2022
Number of employees who took nursing care paid time off	Male	44	76	78	49	56
	Female	91	120	145	114	138
Number of employees who took nursing care leave	Male	0	2	0	0	0
	Female	4	4	6	4	3

Recruiting (ORIX Corporation)

			2018	2019	2020	2021	2022
Total number of employees recruited			138	126	127	127	101
	New graduates	Male	37	31	42	35	21
		Female	38	42	31	33	19
	Mid-career employees	Male	49	44	40	47	51
		Female	14	9	14	12	10
Percentage of female recruits			37.7	40.5	35.4	35.4	28.7
Percentage of mid-career employees			45.7	42.1	42.5	46.5	60.4

Recruiting (10 ORIX Group companies)

			2018	2019	2020	2021	2022
Total number of employees recruited			713	811	764	605	503
	New graduates	Male	92	112	137	117	92
		Female	126	169	140	136	107
	Mid-career employees	Male	247	244	275	236	192
		Female	248	286	212	116	112
Percentage of female recruits			52.5	56.1	46.1	41.7	43.5
Percentage of mid-career employees			69.4	65.4	63.7	58.2	60.4

Health and Safety (ORIX Corporation)

	2018	2019	2020	2021	2022
Percentage of employees who went through stress checks	84.0	86.6	87.7	88.7	89.1
Number of occupational accidents	na	na	3	1	2
Number of fatal accidents	na	na	0	0	0

Health and Safety (10 ORIX Group companies)

	2018	2019	2020	2021	2022
Percentage of employees who went through stress checks	88.6	90.6	91.7	92.4	92.2
Number of occupational accidents	na	na	28	20	29
Number of fatal accidents	na	na	0	0	0

▶ ▶ ▶ See here for external evaluations and awards related to human resources.

*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 Employees who took childcare leave by the end of the last fiscal year, among employees who gave birth or whose spouse gave birth in the fiscal year before last.
*9 Male employees who took childcare leave or special childcare paid time off: Total number and percentage of male employees who take childcare leave or special childcare paid time off.
Special childcare paid time off: A system that gives special paid leave days to employees who are raising infants under 12 months 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 31, 2022) Among employees whose spouse gave birth between April 2020 and March 2021, those who took special paid leave days by the end of March 2022.
*10 Percentage of employees returning after childcare leave: (For the fiscal year ended March 31, 2022) The percentage of employees who returned to work among employees who reached the end of childcare leave in the fiscal year ended March 31, 2022.
*11 Retention rate after return: (For the fiscal year ended March 31, 2022) Percentage of employees still working as of March 31, 2022 to the number of employees who returned to work during the fiscal year ended March 31, 2021.

Initiatives for Human Rights

Policies and Principles

Core Principle of Our Sustainability: "Respect human and labor rights"

The ORIX Group Sustainability Policy states "Respect human and labor rights" as one of our core principles that should be implemented in all aspects of our business.

> **Respect human and labor rights**
> We uphold human and labor rights as defined in international standards such as the Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

Our Approach to Human Rights

We believe that corporate responsibility should be part of everything that ORIX does, and part of such corporate responsibility is the duty to integrate human rights considerations into business operations. We adopted the ORIX Human Rights Policy in September 2019. The policy details our commitment to respect basic human rights, including the human rights laid out in the Universal Declaration of Human Rights and the Guiding Principles for Business and Human Rights. The policy also intends to promote respect for human rights both within ORIX and vis-à-vis clients, as well as suppliers of ORIX.

▶▶▶ ORIX Human Rights Policy

Our Response to the UK Modern Slavery Act 2015

ORIX has disclosed the Modern Slavery Act Statement based on the UK Modern Slavery Act 2015.

▶▶▶ Response to the United Kingdom's Modern Slavery Act 2015

Goals and Progress

Material Issues

- Share a common and agreed respect for fundamental human rights with all of our stakeholders such as support for the UN Universal Declaration of Human Rights, worker health and safety, diversity, inclusion, and non-discrimination.

Initiatives

- **Human rights risk analysis/evaluation and investment and lending-related decisions (establishment of prohibited transactions)**

ORIX has worked with third-party experts to analyze the specific risk profiles of its various businesses in order to understand our overall human rights risk profile. Based on these analyses' results, we have identified regions, business areas, and practices where human rights risks are particularly high.

We evaluate projects using the Sustainable Investing and Lending Checklist*, based on the ORIX Sustainable Investing and Lending Policy. We also use information from databases provided by third parties in this process. Human rights risk is an important factor in our investment and lending-related decisions. We strictly prohibit transactions with organizations that have elevated or suspected human rights risks, as well as sovereign initiatives in which human rights issues exist or are a concern, as described below.

– Organizations that carry out forced labor, child labor, human trafficking, or any other practices defined as human rights offenses by the UK Modern Slavery Act 2015

– Organizations that are operating in countries/regions determined as high risk in relation to human rights violations and have participated in human rights violations

* A proprietary ORIX checklist based on international sustainability guidelines.

- **Compliance hotline for consultation and reporting on human rights issues**

ORIX accepts human rights consultations and reports through our internal and external whistleblower systems. The internal whistleblower system is available to ORIX Group employees and the external whistleblower system is available to our clients and suppliers. We accept consultations on human rights violations such as harassment and opinions on human rights considerations.

▶▶▶ Internal Whistleblower System
▶▶▶ External Whistleblower System

Sustainable Investing and Lending

Policies and Principles

ORIX recognizes that sustainability matters, which involve environmental, social, and governance themes, may have material impacts on the organization's long-term risks and opportunities, and that considering sustainability in decision-making is an extremely important and essential requirement for doing business. We believe that incorporating sustainability requirements into the consideration of investing and lending initiatives helps us better understand the risks and opportunities associated with our businesses and initiatives, resulting in benefits for our customers and shareholders.

ORIX formulated its ORIX Sustainable Investing and Lending Policy in September 2019 with the mission of implementing sustainable investing and lending. Based on this policy, potential investing and lending transactions submitted to the Investment and Credit Committee ("ICC")[1] go through screening from an ESG perspective using the Sustainable Investing and Lending Checklist. The ICC decides whether to green light the project after thorough consideration regarding the environmental and social effects of each individual transaction, and may disallow a matter if it determines that the involved counterparty poses environmental or social risks.

[1] The Investment and Credit Committee is an executive body composed of senior managers and executive officers responsible for investment and lending. The committee discusses transaction proposals that exceed specified amounts.

▶▶▶ ORIX Sustainable Investing and Lending Policy

Goals and Progress

Material Issues

- Continue to strengthen our Sustainable Investing and Lending Policy, Code of Conduct, and risk management system to adequately cover new and emerging social risk areas.
- Formulate an exit strategy for existing exposure to high environmental risk business areas and create bright-line exclusion criteria in any new investing or lending.

Key Goals

- For investment and credit balance in GHG (CO_2) emitting industries[2], (1) reduce the balance by 50% compared to the fiscal year ended March 31, 2020 by the end of the fiscal year ending March 31, 2030, and (2) achieve a zero balance by the end of the fiscal year ending March 31, 2040.

[2] Refers to fossil fuel mining, palm oil plantations, and forestry financed by ORIX Group overseas subsidiaries.

Initiatives

- **Establishment of investing and lending prohibited transactions**

Investing and lending are prohibited for projects related to the following organizations and sectors/business practices.
  1. Organizations that carry out forced labor, child labor, human trafficking, or any other practices defined as human rights offenses by the UK Modern Slavery Act 2015

2. Organizations that are operating in countries/regions determined as high risk in relation to human rights violations and have participated in human rights violations
3. Sectors/business practices in which new transactions are prohibited
   1) Manufacturing, using, storing, and importing/exporting controversial weapons, including cluster munitions, anti-personnel landmines (violation of the Oslo/Ottawa Treaties), chemical weapons, biological weapons, depleted uranium ammunition, nuclear weapons, and firearms
   2) Manufacturing, using, supplying, and importing/exporting asbestos and other prohibited hazardous chemicals (violation of the Japanese Industrial Safety and Health Act)
   3) Manufacturing, using, and importing/exporting internationally prohibited agricultural chemicals, pesticides, and herbicides (violation of the Stockholm Convention on Persistent Organic Pollutants)
   4) Engaging in dynamite fishing, otherwise known as blast fishing (violation of the Act on the Protection of Fishery Resources)
   5) Handling specific prohibited wildlife (violation of the Convention on International Trade in Endangered Species of Wild Fauna and Flora, otherwise known as the Washington Convention)
   6) Engaging in business practices involving pornography or the sex trade
   7) Engaging in business practices involving illegal casinos

Social Contribution Initiatives

In addition to contributing to social themes through our business activities, ORIX is also making various efforts to address social and environmental themes that cannot be covered by these activities alone.

We also donate to organizations working in fields including disaster relief, humanitarian assistance, social welfare, culture, and the arts. We donated a total of 660 million JPY in the fiscal year ended March 31, 2022.

Initiatives to Benefit Children

• Lessons by visiting teachers

The Sumida Aquarium participates in the School Support Network Project organized by the Sumida Ward Board of Education Secretariat and holds lessons at elementary schools in Sumida Ward. In addition to learning about living creatures, students received an integrated study session which incorporated elements of environmental and career education. Since 2020, as visiting classrooms in person has been difficult, the Sumida Aquarium engaged with the local public elementary school online in an effort to create opportunities for students to develop curiosity about living things.

Online lessons (Kyoto Aquarium)

Together with the Kyoto City Board of Education, the Kyoto Aquarium also offers lessons for elementary schools in Kyoto City. One of the themes of the lessons is the giant salamander – an animal that is symbolic of the rivers of Kyoto. We conduct lessons allowing children to learn about the giant salamander by fully experiencing it, using tools such as worksheets and images. Since 2020, Kyoto Aquarium has connected online with elementary schools, with aquarium staff hosting seminars. Going forward, we plan to reach out to many children to help them learn about Kyoto's living things, environmental issues, and other topics.

Environmental Conservation Initiatives

• Donated to tree-planting program supporting shift from physical to paperlesss documents

ORIX Bank donates 30 JPY to tree planting for every customer that accepts paperless instead of physical documents. The results as of the end of March 2022 are as follows:

Total number of trees planted: 177 (Total amount donated: 989,790 JPY)
– First installment (January 4, 2021 - June 30, 2021)
78 saplings (392,160 JPY) in Ashigawa-cho, Fuefuki, Yamanashi

ORIX Bank employees who planted the trees

– Second installment (January 4, 2021 - March 31, 2022)
99 saplings (597,630 JPY) in Ozawa District, Hinohara-mura, Nishitama-gun, Tokyo

Community Contribution Initiatives

• Support for Foodbank

Foodbank is the largest hunger relief organization in Australia, providing support to over 2,900 charities across the country and helping to provide food to 238,000 people in need each day. ORIX Australia Corporation Limited (OACL) has been involved with the organization since 2013. Each quarter, we provide volunteers to assist in the picking and packing of food items to be transported to various charity groups. We also run a food drive once a year prior to Christmas in the New South Wales and Victoria offices by asking staff to donate canned food or dry goods.

OACL Staff participating as Foodbank volunteers

For other Social Contribution Initiatives:
▶▶▶ Social Contribution Initiatives

For Social Contribution Initiatives by the following organizations:
▶▶▶ ORIX Miyauchi Foundation (Japan) (in Japanese)
▶▶▶ Robeco Foundation (Netherlands)