Announcement Regarding Management Changes and Organizational Reform

Tokyo, Japan – February 27, 2026 – ORIX Corporation ("ORIX") today made public an announcement regarding management changes and organizational reform.

■ Management Changes (Effective as of March 1, 2026)

New Position	Present Position	Name
Executive Officer Corporate Strategy and Management Unit Responsible for CEO's Office	Executive Officer Corporate Strategy and Management Unit Responsible for CEO's Office and New Business	Reiko Okubo

■ Organizational Reform (Effective as of March 1, 2026)

Japan & APAC Business Unit:
Pension Business Promotion Department and Healthcare & Public Solution Department will be newly established and incorporated into Corporate Business Headquarters.
Johoku Area will be newly established and incorporated into Corporate Business Headquarters. Johoku Branch Office will be newly established and incorporated into Johoku Area.

Corporate Strategy and Management Unit:
New Business Development Department will be abolished.
Investor Relations and Sustainability Department will be divided into Investor Relations Department and Sustainability Department.

Risk Management Unit:
Credit and Investment Information Management Department will be renamed Risk Information Management Department.

Contact Information:
Investor Relations and Sustainability Department
ORIX Corporation
Tel: +81-3-3435-3121

About ORIX Group:

ORIX Group (ORIX Corporation TSE: 8591; NYSE: IX) was established in 1964 and has grown from its roots in leasing in Japan to become a global, diverse, and unique corporate group. Today, it is active around the world in financing and investment, life insurance, banking, asset management, real estate, concession, environment and energy, automobile-related services, industrial/ICT equipment, ships and aircraft. Since expanding outside of Japan in 1971, ORIX Group has grown its business globally and now operates in around 30 countries and regions across the world with approximately 36,000 people. ORIX Group unites globally around its Purpose: "Finding Paths. Making Impact." combining diverse expertise and innovative thinking to help our world develop in a sustainable way.
For more details, please visit our website: https://www.orix.co.jp/grp/en/
(As of September 30, 2025)

Caution Concerning Forward-Looking Statements:

These documents may contain forward-looking statements about expected future events and financial results that involve risks and uncertainties. Such statements are based on our current expectations and are subject to uncertainties and risks that could cause actual results that differ materially from those described in the forward-looking statements. Factors that could cause such a difference include, but are not limited to, those described under "Risk Factors" in the Company's annual report on Form 20-F filed with the United States Securities and Exchange Commission and under "(4) Risk Factors" of the "1. Summary of Consolidated Financial Results" of the "Consolidated Financial Results April 1, 2024 – March 31, 2025" furnished on Form 6-K.