Announcement Regarding Management Changes and Organizational Reform

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

■ **Management Changes (Effective as of April 1, 2026)**

New Position	Present Position	Name
Member of the Board of Directors Representative Executive Officer President and Chief Executive Officer Responsible for Digital Innovation Unit	Member of the Board of Directors Representative Executive Officer President and Chief Executive Officer Responsible for Digital Innovation Unit Responsible for Corporate Strategy and Management Unit	Hidetake Takahashi
Member of the Board of Directors Deputy President Executive Officer Chief Operating Officer, Japan & APAC Business Unit	Member of the Board of Directors Deputy President Executive Officer Responsible for Japan & APAC Business Unit	Satoru Matsuzaki
Senior Managing Executive Officer Chief Operating Officer, USA & Europe Business Unit President and Chief Executive Officer, ORIX Corporation USA	Senior Managing Executive Officer Responsible for USA & Europe Business Unit President and Chief Executive Officer, ORIX Corporation USA	Yoshiteru Suzuki
Senior Managing Executive Officer Chief Operating Officer, Infrastructure Business Unit	Senior Managing Executive Officer Responsible for Infrastructure Business Unit Responsible for Concession Business Development Department	Shuji Irie
Senior Managing Executive Officer, Chief Financial Officer and Chief Strategy Officer Responsible for Corporate Strategy and Management Unit	Senior Adviser Assistant to CEO	Masataka Yamada
Managing Executive Officer, Chief Risk Officer Responsible for Risk Management Unit	Managing Executive Officer Responsible for Risk Management Unit	Takashi Otsuka
Managing Executive Officer Infrastructure Business Unit Responsible for Real Estate Business Responsible for Real Estate Sales Department Responsible for Public Infrastructure Business Department President, ORIX Real Estate Corporation	Managing Executive Officer Infrastructure Business Unit Responsible for Real Estate Business Responsible for Real Estate Sales Department President, ORIX Real Estate Corporation	Tatsuya Kitamura
Group Executive Deputy President, ORIX Corporation USA	Executive Officer USA & Europe Business Unit Responsible for ORIX USA	Ikuo Nakamura

■ **Organizational Reform (Effective as of April 1, 2026)**

Infrastructure Business Unit:
Concession Business Development Department will be renamed Public Infrastructure Business Department.

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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.