



Announcement Regarding Changes in Representative Executive Officers and Chief Executive Officer

Tokyo, Japan – December 10, 2025 – ORIX Corporation (“ORIX”) has announced changes in its Representative Executive Officers and Chief Executive Officer following a resolution passed by the Board of Directors today.

1. Changes in Representative Executive Officers and Chief Executive Officer

(1) Change in Chief Executive Officer (Effective as of January 1, 2026)

The Board of Directors has decided to appoint Hidetake Takahashi, Member of the Board of Directors, Representative Executive Officer, President as Chief Executive Officer on January 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 Responsible for Corporate Strategy and Management Unit | Member of the Board of Directors Representative Executive Officer President and Chief Operating Officer Responsible for Group Strategy Business Unit | Hidetake Takahashi |
| Member of the Board of Directors Representative Executive Officer Chairman | Member of the Board of Directors Representative Executive Officer Chairman and Chief Executive Officer | Makoto Inoue |

(2) Change in Representative Executive Officer (Effective as of the date of ORIX’s 63rd Annual General Meeting of Shareholders scheduled for June 2026)

The Board of Directors has decided that Makoto Inoue, Member of the Board of Directors, Representative Executive Officer, Chairman, will retire from these positions and assume the role of Corporate Advisor on the date of the 63rd Annual General Meeting of Shareholders scheduled for June 2026.

| New Position | Present Position* | Name |
|-------------------|--|--------------|
| Corporate Advisor | Member of the Board of Directors Representative Executive Officer Chairman | Makoto Inoue |

*As of January 1, 2026

2. Reason for the Changes

ORIX Group will transition to a new management structure to further drive long-term growth.

Contact Information:

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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.