

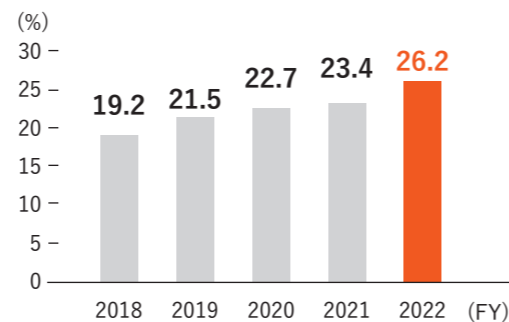
Focusing more on diversity, employee-development, and work-style reforms

Creating an Environment Where Diverse Talents Can Thrive

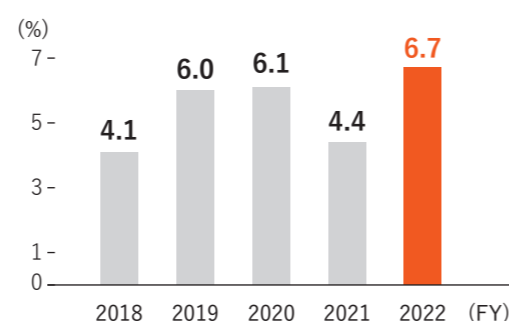
To drive our Company's development even further, we recognize the need to expand the spheres of activity for our diverse workforce more than ever and enable them to fully unleash their potential. Through specialized training programs for prospective female leaders and level-specific training aimed at creating a talent pool for potential management positions, in fiscal year 2022, the proportion of female managers at the Senior Manager-level and above was 26.2%, while 6.7% were at the General Manager-level or equivalent.

Moreover, we are committed to cultivating an inclusive work environment for all, including sexual minorities such as members of the LGBTQ+ community, by offering support for child-rearing, fertility treatments, and other work-life balance measures. In fiscal year 2023, we established an Inclusion & Diversity Basic Policy to further advance our diversity initiatives. To enable each individual to make the most of their abilities, we will provide tailored support based on individual circumstances to close existing gaps. We are also moving away from entrenched organizational habits and unwritten rules to create a culture where all employees have equitable opportunities. In doing so, our focus is on inclusion, which entails accepting and leveraging the unique thoughts, perspectives, and values of each and every employee.

● Female Manager Ratio (Senior Manager-level or Higher)



● Female Manager Ratio (General Manager-level)



Expanding Support Measures for Autonomous Career Development that Cater to Each Employee's Drive to Grow

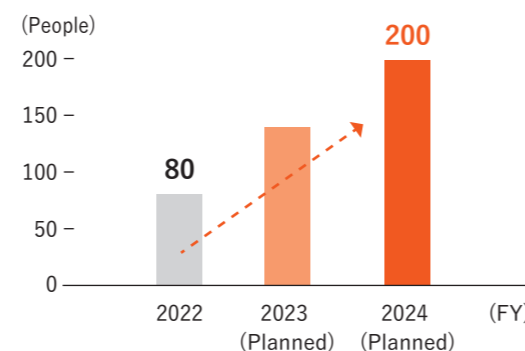
To expand support for the autonomous career development of each individual, we have been actively promoting a range of initiatives, including offering opportunities for challenges that contribute to personal growth. In addition to our internal recruitment system, which targets managerial positions in sales branches such as General Managers, Deputy General Managers, and Senior Managers, as well as all departments at our headquarters, we have also started offering external employment opportunities. These opportunities range from domestic and overseas trainee programs to temporary assignments or side jobs at digital and startup companies. Employees across various age groups—from young employees in their third year with the Company to experienced employees in their late 40s—have applied. Fiscal year 2022 was the first full year for these initiatives, and a total of 80 individuals have participated.

Regarding internal transfers, we are revising the traditional company-driven personnel transfers to respect different work styles tailored to individual values and life stages. Starting in April 2025, we will eliminate involuntary relocations and job transfers and transition to a job posting system. This will allow employees to proactively apply for positions or roles that the Company needs, thereby expanding the opportunities for individuals to choose their own career paths.

● Number of People Doing External Side Jobs/Utilizing Internal Job Postings
(Target for fiscal year 2024 based on the cumulative number of participants since fiscal year 2022)

Breakdown of Participants			
Domestic trainees	7	External side jobs	20
Overseas trainees	1	Internal job postings	48
Rental transfers*	4		

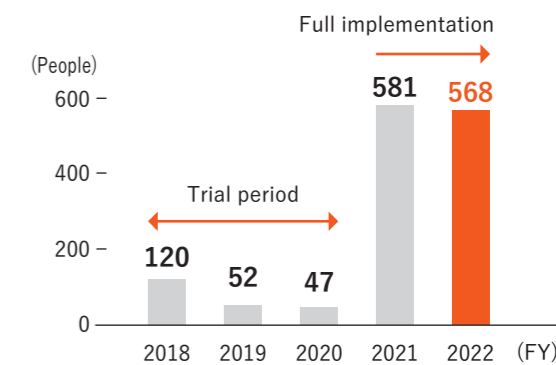
*Rental transfers: A system that supports career growth by enabling a six-month transfer to a company in a different industry, allowing for the acquisition of external knowledge and the development of an external network.



Promoting Work-Life Balance

As part of our ongoing efforts to achieve work-life balance, we are actively promoting remote working throughout the Company. We have also implemented a flexible work hours system that allows employees to choose their own work hours. Additionally, we have implemented a four-day workweek system at selected credit centers, with the aim of optimizing employees' total annual working hours, including overtime. At the onset, some employees were uncertain about these new work arrangements; however, currently, around 70% of the targeted employees report a more fulfilling personal life. These efforts have garnered positive feedback and proven to be effective to some extent. We will continue to focus on and enhance initiatives such as this to firmly establish a balanced work-life culture for all employees.

● Number of Participants in the Four-day Workweek System



Initiatives on Human Rights

In a bid to enhance the level of human rights awareness within our workplace, we offer training programs targeting all employees, as well as specialized courses for upper-level management such as executives and General Managers. Each year, more than 4,000 individuals participate in these educational initiatives. We have also engaged external experts to consult on the best practices for corporations to engage in to uphold human rights, and in April 2023, we established our Human Rights Basic Policy and created the Human Rights Promotion Committee to ensure the effective implementation of this policy. For fiscal year 2023, we will carry out human rights due diligence and develop concrete measures to mitigate human rights risks while continuing to emphasize respect for human rights across all of our stakeholders.

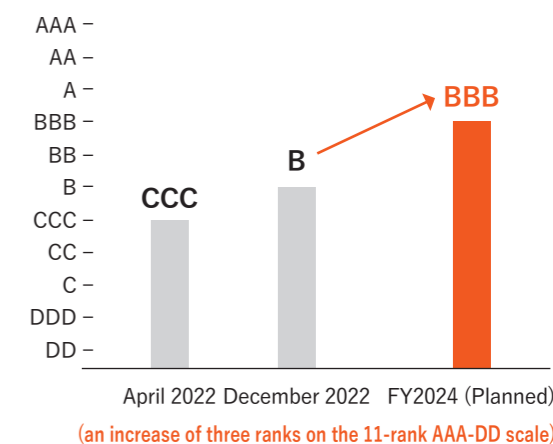
● Roadmap for Addressing Human Rights

	FY2022	FY2023	FY2024
Policy formation and structural implementation		Making human rights risks visible	Monitoring (PDCA)
		Human rights risk response (assessment and execution of preventive and mitigative measures)	
	Education and awareness (gradual improvement of human rights literacy)		

Improving Employee Engagement

As a cornerstone of our human resources strategy, we overhauled the traditional employee satisfaction survey and launched an Employee Engagement Survey in April 2022. Conducted biannually, General Managers communicate with their staff to address specific workplace issues. Through these collective employee engagement efforts, we have improved our engagement score from "CCC" to "B" in a single year. We will continue to undertake various initiatives to bridge the gap in perceptions and understanding among employees. This will include hosting talk sessions between the President and employees, offering opportunities for peer interaction, and fostering employee growth through career discussions with supervisors. Our aim is to achieve a BBB rating by the end of fiscal year 2024.

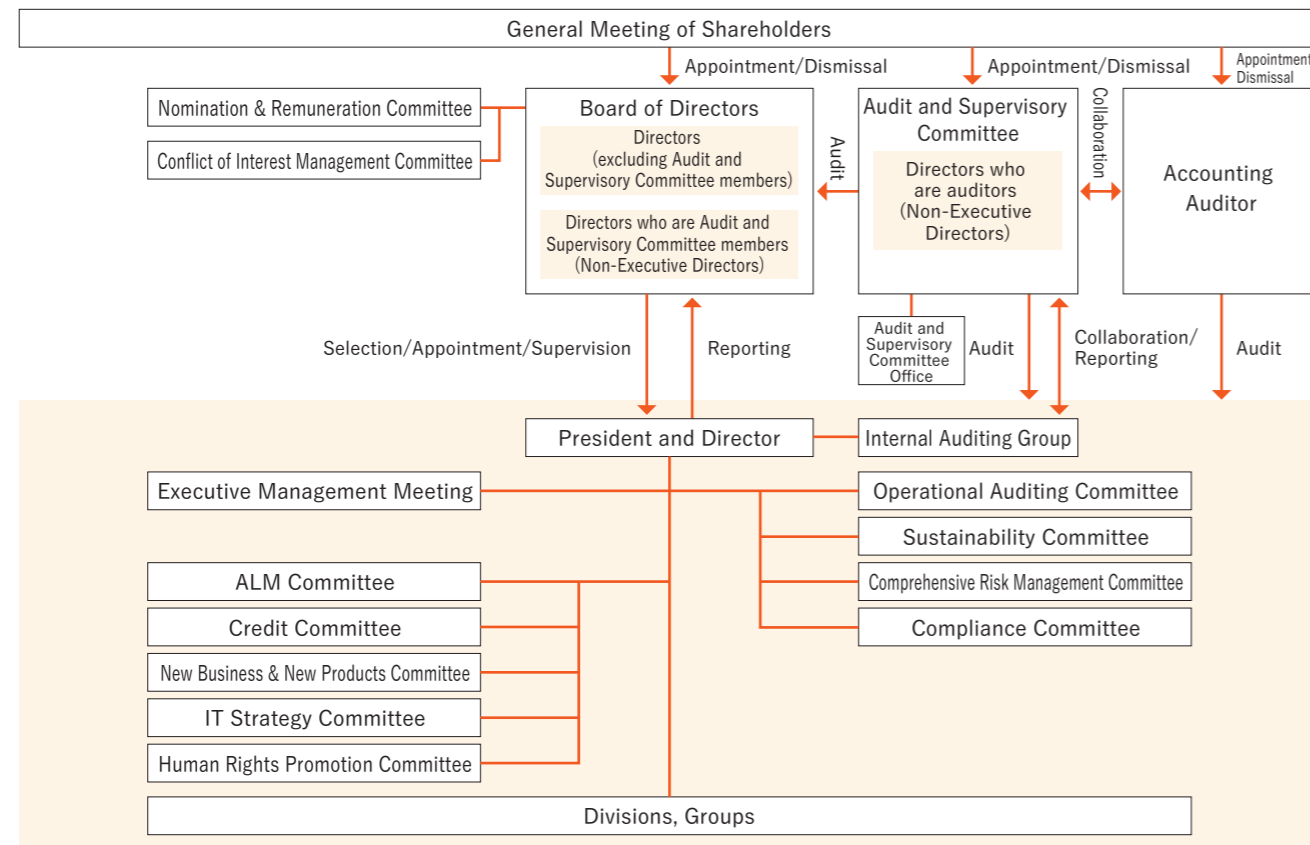
● Employee Engagement Score



Strengthening Governance

Corporate Governance

We prioritize maintaining transparency in management and fairness towards stakeholders, as well as making prompt and definite decisions, and we shall strive to enhance our corporate governance.



Basic Policies on Corporate Governance

1. We are committed to respecting the rights of our shareholders and creating an environment where shareholders can exercise those rights appropriately and equality of shareholders is maintained.
2. We recognize the importance of social responsibility and strive for appropriate collaboration with stakeholders other than shareholders.
3. We will continue to disclose financial and non-financial information in compliance with legal requirements and actively provide additional information beyond the requirements of regulation.
4. Our Board of Directors will appropriately fulfill its roles and responsibilities for the sustainable growth of the company and the medium- to long-term enhancement of corporate value, based on its fiduciary responsibility and accountability to shareholders.
5. We will disclose information regarding our management strategy and financial and performance status in a timely and appropriate manner, which will enhance our investor relations (IR) activities and earn the trust and recognition of shareholders and investors.

To view our Information Disclosure Basic Policy, please visit our website.
<https://orico.jp/en/disc>



To view our Corporate Governance, please visit our website.
<https://orico.jp/en/cg>



Board of Directors

Our Board of Directors consists of 13 members, including 8 Directors (excluding those who are Audit and Supervisory Committee members) and 5 Directors who are members of the Audit and Supervisory Committee. Additionally, we disclose a "skills matrix" that outlines the knowledge, experience, and abilities of Directors. We make sure that independent External Directors consist of one-third or more of the Board of Directors to ensure the objectivity and transparency of multi-faceted discussions and decision-making. Moreover, our Board of Directors entrusts the President and Director with the utmost authority for making significant operational decisions, while the Board itself conducts discussions and reports focused on formulating strategies and performing its supervisory role.

The Nomination & Remuneration Committee and the Conflict of Interest Management Committee, the majority of whose members are independent External Directors, have been established as advisory bodies to the Board of Directors.

● Board of Directors' Percentage of Independent External Directors (as of June 30, 2023)



● Conflict of Interest Management Committee's Percentage of Independent External Directors (as of June 30, 2023)



Audit and Supervisory Committee

Our Audit and Supervisory Committee consists of 5 Directors, 3 of whom are External Directors.

The committee primarily focuses on organizational audits leveraging our internal control system, but also conducts direct audits as required.

Furthermore, we have set up a specialized Audit and Supervisory Committee Office to assist the committee in fulfilling its duties.

Business Execution Structure

While the Board of Directors delegates decision-making on important business operations to the President and Director to the greatest extent possible, we have established various advisory bodies, including Executive Management Meeting, Operational Auditing Committee, Sustainability Committee, Comprehensive Risk Management Committee, and Compliance Committee.

- Executive Management Meeting**: The Executive Management Meeting is held to conduct pre-deliberation on matters to be submitted to the Board of Directors and discuss important matters related to business execution and operation.
- Operational Auditing Committee**: We have established a framework aimed at discussing key issues concerning internal audits. Updates on the state of internal audit activities are reported regularly to the Board of Directors.
- Sustainability Committee**: Established for the purpose of reviewing vital issues related to sustainability. The progress of our sustainability initiatives is regularly reported to the Board of Directors.
- Comprehensive Risk Management Committee**: We have established procedures aimed at identifying and managing various risks in a comprehensive manner. Updates on the state of our risk management activities are regularly reported during Board of Directors meetings and Executive Management Meetings.
- Compliance Committee**: Established with the aim of ingraining compliance within our group. Its activities are regularly reported at Board of Directors meetings and Executive Management Meetings.

List of Directors (as of June 30, 2023)

Directors



Chairperson and Director, Chairperson Executive Officer
Masaaki Kono

1979.4 Joined Mizuho Bank, Ltd.
2013.7 Deputy President, Executive Officer of Mizuho Financial Group, Inc.
2016.4 Joined Orico
2016.6 Appointed President and Representative Director, President Executive Officer of our Company
2020.6 Appointed and currently serving as Chairperson and Director, Chairperson Executive Officer of our Company



President and Representative Director, President Executive Officer
Tetsuo Iimori

1984.4 Joined Mizuho Bank, Ltd.
2017.4 Appointed President and Representative Director of Mizuho Trust & Banking Co., Ltd.
2020.4 Joined Orico
2020.6 Appointed and currently serving as President and Representative Director, President Executive Officer of our Company



Representative Director, Senior Managing Executive Officer
Yoshinori Yokoyama

1988.4 Joined Orico
2022.6 Appointed and currently serving as Representative Director, Senior Managing Executive Officer of our Company
2022.6 Appointed Head of Business Promotion Division, General Manager of Business Promotion Division, and Head of BtoB Solution Division
2023.4 Appointed and currently serving as Supervisor of Business Promotion Division, Supervisor of BtoB Solution Division of our Company



Representative Director, Senior Managing Executive Officer
Ichiro Watanabe

1983.4 Joined ITOCHU Corporation
2022.5 Joined Orico
2022.6 Appointed and currently serving as Representative Director, Senior Managing Executive Officer of our Company
2022.6 Appointed and currently serving as Supervisor of Digital Marketing Group, Supervisor of IT System Group of our Company



Director, Senior Managing Executive Officer
Tetsuro Mizuno

1982.4 Joined Mizuho Bank, Ltd.
2010.1 Joined Orico
2019.6 In charge of Finance Group, Risk Management Group of our Company
2022.4 Appointed and currently serving as Head of Risk Management Group of our Company
2022.6 Appointed and currently serving as Director, Senior Managing Executive Officer of our Company



Director, Managing Executive Officer
Chiharu Higuchi

1984.4 Joined ITOCHU Corporation
2017.6 Joined Orico
2020.6 Appointed Director, Managing Executive Officer of our Company
2020.6 In charge of and the General Manager of Business Coordination & Administration Group of our Company
2023.4 Appointed and currently serving as Head of Operation Group of our Company



External Director
Kazumi Nishino

1992.4 Joined Fuji Photo Film Co., Ltd.
2017.4 Associate Professor at Graduate School of Commerce, Hitotsubashi University
2019.6 Appointed and currently serving as Director of our Company
2022.4 Currently serving as Professor at Graduate School of Business Administration, Hitotsubashi University



External Director
Shigeaki Honjo

1979.4 Joined Fujitsu Limited
2012.6 Appointed President and Representative Director of Fujitsu Research Institute, Limited
2022.6 Appointed and currently serving as Director of our Company

Directors (Audit and Supervisory Committee Members)



Director (Audit and Supervisory Committee Member)
Yuji Fukasawa

1980.4 Joined Mizuho Bank, Ltd.
2007.4 Joined Orico
2007.6 Appointed Managing Executive Officer of our Company
2017.4 In charge of Risk Management Group of our Company
2019.6 Appointed Corporate Auditor (full-time) of our Company
2022.6 Appointed and currently serving as a Director (Audit and Supervisory Committee member) of our Company



Director (Audit and Supervisory Committee Member)
Hiroshi Nagao

1990.4 Joined Orico
2019.6 Appointed Executive Officer of our Company
2022.8 Appointed General Manager of Financial Planning Dept. of Finance Group of our Company
2022.6 Appointed and currently serving as a Director (Audit and Supervisory Committee member) of our Company



External Director (Audit and Supervisory Committee Member)
Naoki Ohgo

1985.4 Joined McKinsey & Company, Inc.
2008.8 Appointed Representative Director of Root F Co., Ltd.
2014.6 Appointed Director of our Company
2017.11 Appointed Representative Director of Root F Datum, Inc.
2022.6 Appointed and currently serving as an External Director (Audit and Supervisory Committee member) of our Company



External Director (Audit and Supervisory Committee Member)
Yuuki Sakurai

1976.4 Joined Fukoku Mutual Life Insurance Company
2009.6 Appointed President and Representative Director of Fukoku Capital Management, Inc.
2016.6 Appointed Corporate Auditor of our Company
2022.4 Appointed and currently serving as Deputy President Executive Officer of Fukoku Mutual Life Insurance Company
2022.6 Appointed and currently serving as an External Director (Audit and Supervisory Committee member) of our Company



External Director (Audit and Supervisory Committee Member)
Gan Matsui

1980.4 Appointed Public Prosecutor
2015.1 Became Chief Public Prosecutor of Fukuoka High District Public Prosecutors Office
2016.11 Registered as an attorney with the Japan Federation of Bar Associations (affiliated with Tokyo Bar Association)
2016.11 Yaesu Sogo Law Office
2017.6 Appointed Corporate Auditor of our Company
2022.6 Appointed and currently serving as an External Director (Audit and Supervisory Committee member) of our Company

For more on career history, positions, responsibilities, and important concurrent position details of our Directors and Executive Officers, please visit:
<https://orico.jp/en/officer>

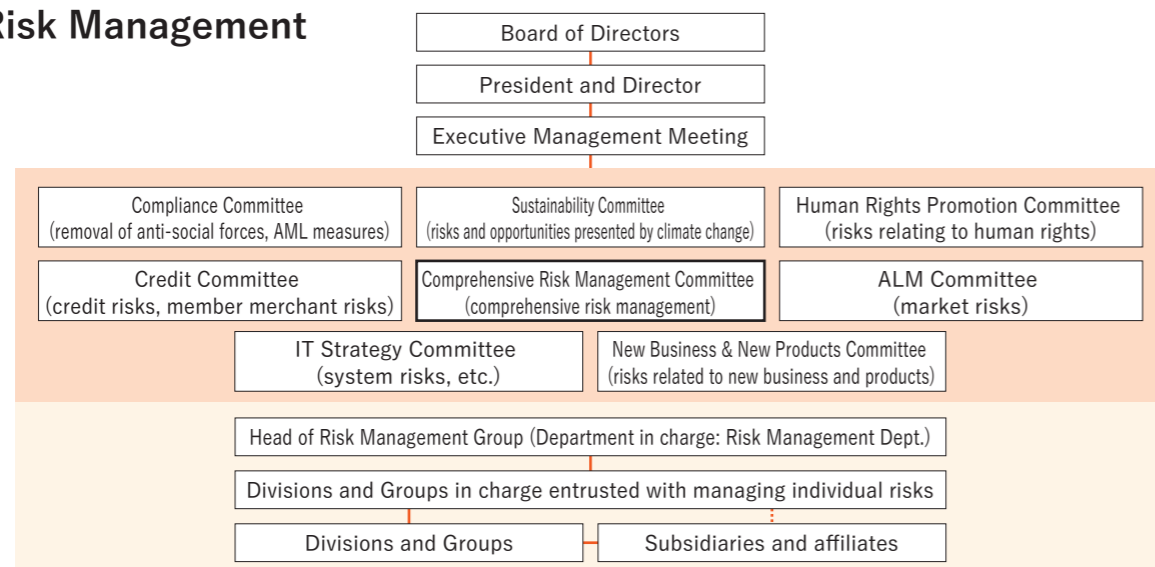


Skills Matrix

		Nomination & Remuneration Committee	Conflict of interest Management Committee	Foundation					Strategy		
				Corporate Management	Sustainability	Business Insights	Finance and Accounting	Governance, Risk Management, Legal, and Compliance	Research and Development, Academic Knowledge	Digital Security	International Business
Directors	Internal	Masaaki Kono		++	++	++	++	++			
		Tetsuo Iimori	+	+	++	++	++	++			
		Yoshinori Yokoyama				+	++			++	
		Ichiro Watanabe					+			++	++
		Tetsuro Mizuno					+	++	++		
	Chiharu Higuchi					+	++			++	
	External	Kazumi Nishino	+						++		
		Shigeaki Honjo							++	++	
Directors (Audit and Supervisory Committee Members)	Internal	Yuji Fukasawa				+	++	++	++		
		Hiroshi Nagao					+	++	++		
	External	Naoki Ohgo	+	+			+	++	++		
		Yuuki Sakurai					++	+	++	++	++
		Gan Matsui					+	++	++		

Strengthening Governance

Risk Management



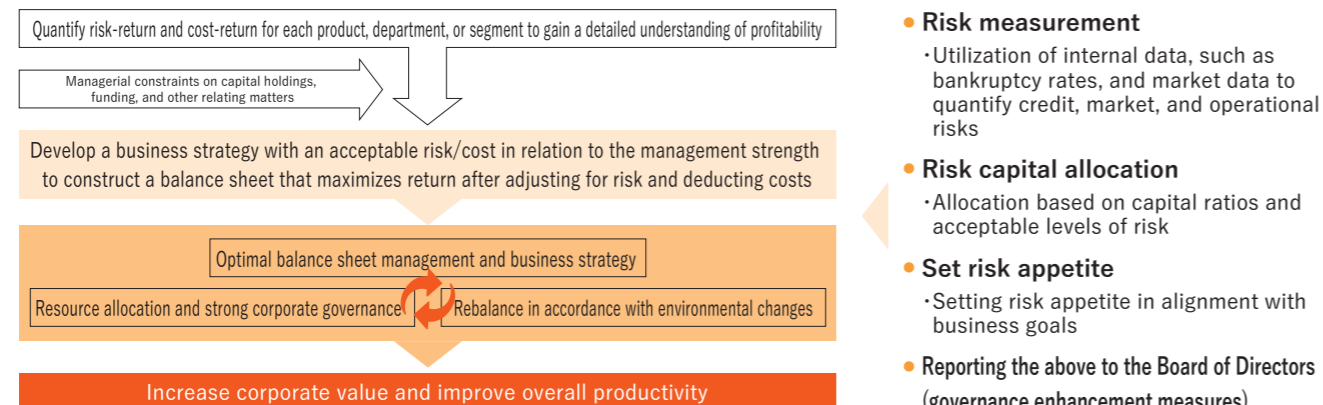
Orico has established a "Risk Management Basic Policy" to comprehensively understand and manage various risks within the Group. Departments in charge are entrusted with managing individual risks, while the Risk Management Dept. oversees the overall management of these risks. To ensure effective control, Orico has established various committees, including the Comprehensive Risk Management Committee, that monitor and evaluate risks at the management level. In addition, Orico proactively identifies and monitors "Top Risks", which are risk events with significant potential impact on the Orico Group, considering both internal and external factors. The President and Director and Board of Directors receive regular updates and reports in an appropriate and timely manner to ensure a unified understanding of risks and enhance risk management practices' effectiveness.

Detailed information about our risk management is available on our website.
<https://orico.jp/en/risk>

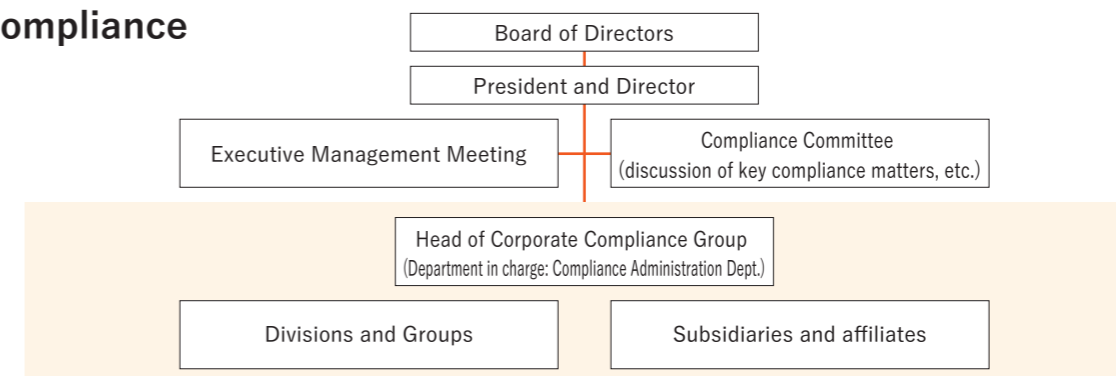


Risk Appetite Framework

Orico utilizes a Risk Appetite Framework to develop optimal balance sheet strategies and business plans by considering quantified risk- and cost-return factors, enhancing progress monitoring, responding quickly to environmental changes by rebalancing investments precisely, and allocating resources methodically. By strengthening its governance practices as well, it endeavors to improve Orico's overall productivity and corporate value.



Compliance



In our Company, we consider compliance to be one of the most important challenges in management. We view compliance not only as adhering to legal regulations but also encompassing corporate ethics and social norms. We regularly hold Compliance Committee meetings to deliberate and report on our compliance efforts. The details of these meetings are then promptly and appropriately reported to both the President and Director and the Board of Directors, ensuring that a compliance framework is firmly in place across our entire Group.

The Orico Group Code and the Orico Helpline

We consider conduct risks that could impair corporate value to be significant management risks. Taking into account current societal demands, we revised "The Orico Group Code" in 2022 as a new code of conduct to guide "right actions" from a societal perspective, and we are committed to promoting fair corporate activities. Moreover, we've established an internal whistleblowing system called the Orico Helpline that is accessible both internally and externally. This system is designed to swiftly detect actions that are either violations or potential violations, allowing us to take prompt remedial measures. In doing so, we aim to enhance the Company's self-regulatory functions while also preventing any misconduct or unfortunate incidents proactively.

Progress on Eliminating Anti-Social Forces

Our Company has formulated a Basic Policy Against Anti-Social Forces to deal with anti-social forces that threaten civil society's order and safety, and is committed to severing all relationships with such forces. In addition, we have developed and are actively utilizing a database on anti-social elements. This assists us in preventing undesirable transactions and initiating contract termination procedures after contracts have been concluded. Furthermore, we regularly administer training sessions aimed at severing any ties with anti-social forces, thereby fostering and solidifying awareness among our employees. The status of these initiatives is reported in an appropriate and timely manner to the Compliance Committee, the President and Director, and the Board of Directors.

Commitment to Protecting Our Customers

To earn the trust and satisfaction of our customers, we strive to respond to customers in honest and fair manners, putting customers as our first priority. To ensure strict compliance with laws and proper management of customer information, we diligently confirm our customers' needs and strive to provide them with accurate and appropriate information. Similarly, we expect our business partners to maintain lawful conduct, manage information responsibly, and ensure transactional integrity.

Detailed information about how we protect our customers is available on our website.
<https://orico.jp/en/eng>

