

ORIX's Corporate Vision

Providing new value and continuing to be a corporate entity needed by society

From its establishment in 1964, ORIX has been guided by the underlying principle of self-reliance and the spirit to take on new challenges. ORIX has grown through the cycle of profiting from the recognition earned as a result of constantly creating and providing new value to society. We intend to pursue creative innovation in order to provide new value and continue to be an entity needed by society.

A summary of our framework of thinking is found in our Corporate Philosophy, Management Policy and Action Guidelines (Please refer to p.1 for details). In addition, with these principles as basis, at ORIX, we have defined our Corporate Vision under “EC21” and are conducting our corporate activities based on this vision.

ORIX's Corporate Vision

EC21 Excellent Company

Pride

We are proud of creating new value that is economically significant and valued by the market.

Trust

With strong capabilities matched by high standards of professionalism, we aim to be trusted as a corporate citizen that responds to the diverse expectations of stakeholders, including shareholders, customers, business partners and employees.

Respect

We strive to earn public respect by adhering to social norms, following fair and transparent business practices, creating a corporate culture dedicated to excellence and maintaining harmony with society.

PRIDE The function of a company in society is to make a positive contribution to the economy reflected in the world around us. This is the true purpose and role of a company. By achieving this purpose on a high level, ORIX is proud that as a company it contributes to society.

TRUST It is the stakeholders including shareholders, customers, business partners and employees that have the most direct and large involvement in supporting the existence and development of a company. At ORIX, we aim to be a company that exceeds international standards by responding not only to the expectations of all of our stakeholders but also the expectations of society as a whole. By responding to these various expectations while maintaining a humble and modest position, we wish to become a company trusted by all.

RESPECT If a problem occurs that offends social norms during the course of company activities, the regard in which company is held is lost. By acting according to higher standards than that of abiding by the law and raising these standards as ORIX grows, we would like to create a widely respected corporate culture of excellence.

Environmental Initiatives

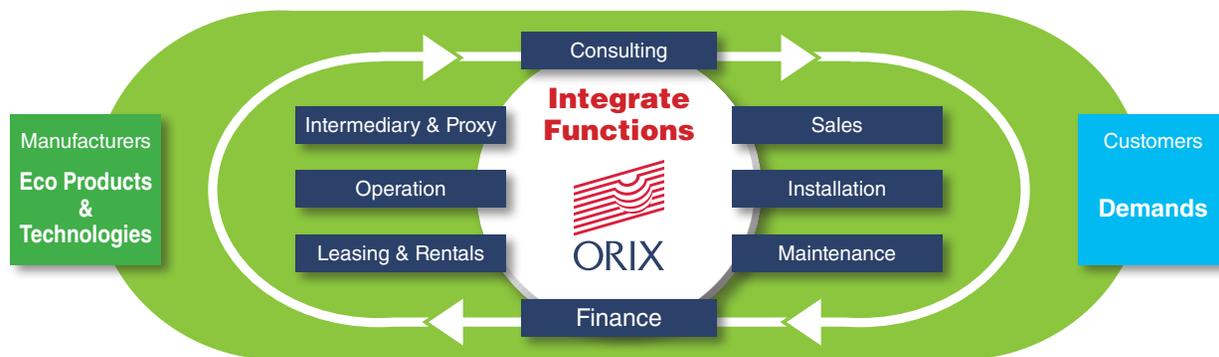
Contributing to society by actively taking part in resolving society's environmental and energy issues through business

After the Great East Japan Earthquake, energy issues have become one of the most important themes to be addressed for the Japanese economy. Furthermore, overseas, especially in the emerging markets in Asia, increased demand for energy and water and promotion of low carbon development have become issues in line with the economic growth of the region. ORIX expanded into each different field of environment and energy in the mid-1990s and currently provides eco services across a wide variety of areas. Using our accumulated expertise, we aim to develop environment and energy businesses in response to customer needs in each country overseas and contribute to further growth in the renewable energy industry in Japan.

ORIX will strive to contribute to society by actively taking part in resolving society's environmental and energy issues through its business, as well as resolving its own environmental and energy issues by attempting to create eco-services.

As an Eco Services Integrator

As an Eco Services Integrator, the ORIX Group provides a comprehensive range of functions that respond to customer needs for eco products and technologies, as well as energy.



We realize a reduction in the amount of energy used and capital expenditures with limited initial installation costs by providing services to enhance customer energy conservation. (Image: LNG satellite tank installed by a customer)



The telematics service provided by ORIX Auto realizes improved fuel efficiency and a reduction in CO₂ emissions by fitting customers' vehicles with specialized equipment.



We provide services to support the disposal of factory and office automation equipment that is no longer needed by the customer. (Image: ORIX Eco Service's dismantling and sorting operation)



From equipment installation to post-installation maintenance, we provide customers with a one-stop service for solar power generation systems. (Image: Solar power generation systems installed on the rooftop of a customer-owned warehouse)



We provide performance evaluations and reliability testing services for renewable energy-related equipment on a contract basis. (Image: ORIX Rentec Kobe Testing Center)



We provide demand response services on a performance-related basis to reduce customer electricity fees and manage energy use. (This service is called "Hatto Watto".)

Environmental Policy

The ORIX Group will contribute to resolving environmental and energy issues through its business operations, which meet the needs of customers and society. This commitment will direct our efforts as we continue to expand the range of our business and grow.

Activity Targets

1. Provide new Eco Services that contribute to the resolution of the environmental and energy issues faced by customers and society
2. Maintain an understanding of the environmental impacts of our business and work to reduce these impacts while complying with environmental regulations
3. Improve employee awareness and knowledge to ensure environmental initiatives are implemented that match the characteristics of each business
4. Provide appropriate information with regard to legally mandated disclosure and environmental initiatives

Makoto Inoue
President and Chief Operating Officer

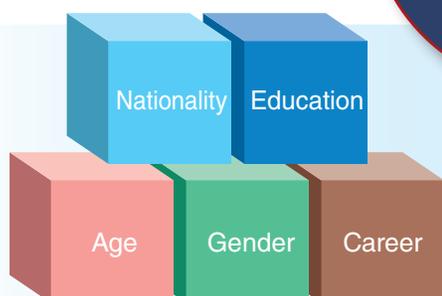
Human Resource Initiatives

Utilizing the talents and expertise of every employee to the fullest possible extent, under the concept of “Keep Mixed.”

At ORIX, we believe that “people” are our most important asset. For that reason, ORIX aims to create a workplace where all employees are able to utilize their talents and abilities to the fullest possible extent under the concept of “Keep Mixed,” which promotes the creation of new value by melding together knowledge based on diverse values and expertise that comes from diversity in nationality, age, gender or previous work history. Specifically, as a part of creating a meaningful working environment, and as a social pioneer, we are carrying out reform of our personnel system and work environment to respect diverse ways of working. In addition, we are strengthening the development of human resources who are capable of succeeding globally by giving chances to individuals willing to challenge themselves.

ORIX's Keep Mixed Concept

Diverse Human Resource (Diversity)



Keep Mixed

Creating new value from melding knowledge

Creating a Fulfilling Workplace



Progress of Personnel Related System

1982	April	Introduction of Career Path Change System (to promote the careers of female employees)
1988	June	Introduction of Maternity and Child Care Systems
1989	February	Introduction of Flexible Working Hours Systems
1995	October	Introduction of Support System for Babysitter Cost
1998	August	Introduction of Nursing Care Leave Systems
2005	December	Introduction of Free Agent System (where employee can request transfer)
2006	April	Introduction of Retirement Re-employment Systems
	May	Introductions of Long and Short-Term Volunteer Leave Systems

2007	April	Established Specialist to Promote Diversity
	April	Improvement in Maternity and Child Care System
2011	April	Introduction of Leader of Tomorrow Human Resource Development Program
	April	Introduction of Human Resource Development Program for Global Business Development (Young and Mid-Career Employees)
2012	June	Introduction of Job Posting System for those Age 50 and older
	October	Introduction of Flexible Career Development System to allow change in job type and rank for the purpose of limiting responsibilities
2014	April	Retirement Age raised to 65 years (planned)

Supporting work and child care by establishing maternity and child care related systems beyond the legal requirements

	Legal Requirements	ORIX
Maternity Leave	Until the age of 1 year	Until the age of 3 years
Childcare Time System*	1 hour a day (unpaid)	2 hours a day (paid)
Shorter Working Hours System	Under 3 years old	Until graduating elementary school
Child Care Leave	5 days a year (unpaid)	5 days a year (paid)
Other	-	Support system to help cover babysitter costs until graduating elementary school

*Employees returning to work before their child reaches the age of 1 year have the option to take the childcare time.

Promoting Women in the Workplace

Even before the Equal Employment Opportunities Law was introduced in 1986, ORIX had its eye on the role of women in the workplace and actively recruited them. At present, female employees make up 40% of our workforce. What we can do to make most active use of our female employees, which make up 40% of our workforce, is an important theme in the progress of "Keep Mixed."

● Balancing Work and Child Care

By providing a work environment complete with a substantial personnel system that is more progressive than the system required by law at an early stage, ORIX has increased the number of working mothers involved in both work and child care sevenfold in 10 years. At present, 1 in 4 of our female employees is a working mother.

● Development of Female Management Personnel

Female management personnel make up almost 13% of ORIX's total management. We are pressing for change in female awareness by continuing various initiatives such as implementing a mentoring program in which department heads act as an advisor to female managers in other departments and implementing training sessions for young and mid-career female employees that offer them the opportunity to think about their medium- to long-term career path. In addition, we believe it is important to create an environment in which women moving up the career ladder will not be special but rather expected by increasing the number of female management personnel who then become role models. As a result, we have seen steady progress with a fivefold increase in the number of female management personnel in the past 10 years.

● Support for Work-Life Balance

On the other hand, for employees to have a long working career, we are promoting flexible ways of working. For example, when child care and caring for elderly parents becomes difficult, we have prepared a support system so that employees can continue their career by allowing them the freedom to temporarily limit their role or responsibilities upon individual request.

In the future, as part of strengthening the human resources that support ORIX's growth, we will continue to promote the creation of a workplace in which women can climb the career ladder at their own pace and enjoy a long career.

ORIX Group Mom

Social Gathering for Employees on Maternity and Child Care Leave

A social gathering to support working mothers' smooth return to the workplace is held three times a year. It has become a place of exchange between participants who after dropping their child at the meeting place nursery can ask advice about returning to work and listen to the experiences of older working mothers.

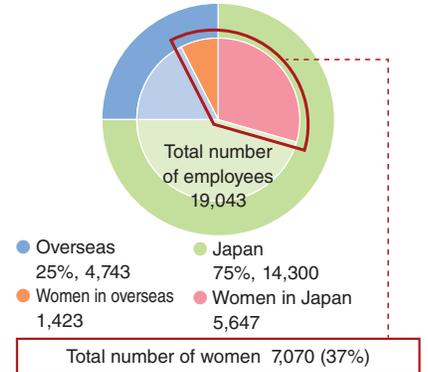


ORIX Group Mom



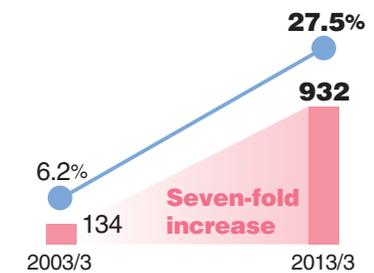
Nursery

Employee Composition (As of March 31, 2013)



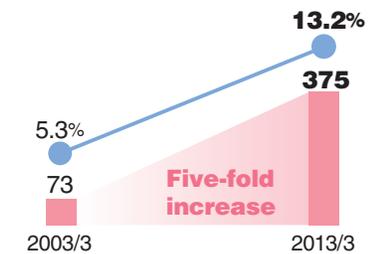
■ Number of working mothers*

● Percentage of female employees who are working mothers*



■ Number of female management personnel*

● Percentage of female management personnel*



*For ORIX and its main subsidiaries (a total of 9 companies) (Japan)