

# For a Sustainable Society, Organization and Environment —ORIX's Corporate Vision in the 21st Century

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

Since its establishment in 1964, ORIX has been guided by the underlying principle of “Creating New Value” and “Standing on Our Own Two Feet.” With the idea of contributing to the economy and society through corporate activities, 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 to provide new value and continue to be an entity needed by society.

**EC21**  
Excellent Company

At ORIX, we have defined “EC21” which clarifies “ORIX's Corporate Vision” as “an Excellent Company in the 21st Century”.

## Pride

**A company that takes pride in its activity to create new value that is economically significant and valued by the market**

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 at a higher level, ORIX is proud that as a company it contributes to society.

## Trust

**A company trusted by the people, with strong capabilities to respond to the diverse expectations of society including shareholders, customers and employees, which are matched by high standards of professionalism**

It is the stakeholders, including shareholders, customers 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

**A company that earns public respect by adhering to social norms, cultivating excellent corporate culture that follows fair and transparent business practices, and maintaining harmony with society**

If a problem occurs that offends social norms during the course of corporate activities, the reputation of company will be harmed. By acting according to higher standards than that of solely abiding by the law and raising these standards as ORIX grows, we would like to create a widely respected corporate culture of excellence.



## Social Issues and Value Creation Initiatives Addressed by ORIX

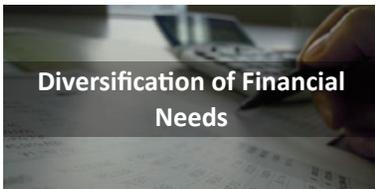
### Social Issues and Needs



Revitalization of SMEs



Regional Revitalization



Diversification of Financial Needs



Change in Value from Ownership to Utilization



Aging Society



Stabilization of power supply and promotion of energy management



Creation of recycling-based society

### Value Creation Initiatives Addressed by ORIX

- Provision of business fund for SMEs leveraging the ORIX branch network nationwide
- Loan guarantees to regional financial institutions to facilitate financing to SMEs
- Provision of solutions to help SMEs resolve their management issues and/or business succession
- Assistance to overseas expansion and expansion of operational area

- Rehabilitation of Japanese inns nationwide to invite more tourists
- Job creation by establishing a plant factory using abandoned regional school
- Use of former airport site for mega-solar business in collaboration with local municipality
- Revitalization of Kansai economy through operation of KNOWLEDGE CAPITAL, an intellectual creation base

- Provision of new financial services:
  - Project financing
  - Card loans
  - Housing loans for real estate investment
  - Jointly operated designated money trust
  - B2B payment settlement service
  - Asset-backed lending

- Provision of car leasing with maintenance services for corporations
- Provision of “My car” leasing, which offers a choice of different cars and terms for individuals
- Car sharing service as a convenient way to use vehicle for a short time
- Provision of a wide variety of rental equipment with more than 30 thousand choices

- Operation of private nursing homes with livelihood/nursing care/medical treatment services
- Operation of rental housing for the elderly targeting active senior citizens
- Policy of promoting Group’s senior employees’ involvement (career design training and in-house staff recruitment system)
- Implementation of a mandatory retirement system at 65 years old and increased choices of working patterns

- Promotion of renewable energy business (For more details, please refer to p.59)
- Provision of comprehensive service related to energy saving of factories and buildings (ESCO)
- Provision of affordable electric power for business operators (electric power trading)
- Provision of bulk electric purchasing services to reduce electricity cost for condominium residents

- Operation of cutting edge processing facilities in which waste can be fully recycled
- Operation of metal waste processing facilities in which quality metal materials can be sorted out
- Establishment of networks to provide collection, recycling, and proper disposal of waste items nationwide
- Sales of used rental equipment of good quality, sales of used cars with full lease period as “ORIX Certified Used Cars”



## For a Sustainable Society, Organization and Environment

### Environmental and Energy-related Initiatives

#### ORIX Contributes to Society through Business Operations by “Creating” and “Using”



#### Mega-Solar Power Generation Business Nationwide

ORIX is conducting power generation business by developing large scale solar power facilities (mega-solar) with a maximum output of 1 MW each by lending idle properties nationwide owned by municipalities and corporations. We had embarked on the development of 214 projects for a combined maximum output of 425 MW by the end of March 2014. The projected annual power generation is approximately 465,210 thousand kWh for all these projects, which is equivalent to the annual power consumption of approximately 129,200 households.\*

\*Calculation based on consumption of 3,600 kWh a year per household  
Source: Electricity Statistics Information, The Federation of Electric Power Companies of Japan

#### Promoting Geothermal, Wind and Other Renewable Energy Businesses

ORIX is active in promoting power generation businesses using renewable energy sources such as geothermal, wind and biomass in addition to solar. The Suginoi Hotel (Beppu City, Oita Prefecture), operated by the ORIX Group, owns and operates one of the largest private geothermal power generating facilities in Japan with a maximum output of 1.9 MW. In Gunma Prefecture, we operate the Agatsuma Biomass Power Plant, a wood chip-fired thermal power station.



#### Sales of Solar Power Generation Systems

ORIX provides support for customers investing in solar power generation systems at comparatively low prices by leveraging economies of scale using its network of installation companies nationwide and procuring equipment directly from manufacturers. ORIX assists customers with the smooth introduction of systems by providing everything from equipment installation to post-installation maintenance on a one-stop basis. This includes selecting appropriate equipment from multiple manufacturers and funding measures appropriate to the customers including leasing, installment loans, financing and rental, as well as other services such as providing support for obtaining facility certification for the feed-in-tariff system.

# Create:

Addressing the Challenge of Inexhaustible Energy



### Environmental Policy

The ORIX Group will contribute to resolving environmental and energy issues through its business operations, that 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.

For ORIX Group Eco Services and Activities, please refer to the following:

● Eco Service Guide ▶▶▶ [http://www.orix.co.jp/grp/en/env\\_soc/environment/report.html](http://www.orix.co.jp/grp/en/env_soc/environment/report.html)

### Storage Battery System Rental Service

ONE Energy, a joint venture established by ORIX, NEC Corporation and EPCO Co., Ltd., is developing a home energy service combining storage battery rental and applications that support visualization of electricity use and energy conservation. Besides serving as a source of electricity in emergencies, the service will help to reduce electricity charges and peak daytime electricity demand through visualization of electricity use and providing optimal ways of using electricity.



### One-Stop Eco-Friendly Services for Automobiles

With the largest vehicle fleet in Japan's auto leasing sector and roughly 1.08 million vehicles under its management, ORIX Auto Corporation proposes the most reasonable use of vehicles by combining a wide variety of services according to custom use needs including car leasing, rental and sharing. ORIX Auto provides comprehensive services that help to reduce environmental impact and CO<sub>2</sub> emissions, as well as foster environmental awareness throughout a vehicle's life cycle. This includes everything from the maintenance services needed to keep a vehicle running to telematics services that promote eco-friendly driving and vehicle disposal.

### Eco-Friendly Real Estate Business

ORIX is developing eco-friendly real estate, including residences, office buildings, commercial facilities, logistics centers and other properties with excellent environmental performance through means such as, installing solar power generation systems, converting walls and exteriors of building with greenery, and using natural lighting and introducing long-life luminary. At operating facilities such as golf courses and hotels, ORIX is also actively involved in reducing the environmental impact. For golf courses, ORIX is upgrading air-conditioning, water heating equipment and night-time golf facilities, switching to LED lighting, and converting grass cuttings into fertilizer for use on plants on courses. Furthermore, its hotels collect food waste that was generated at these facilities to convert them into fertilizer. The hotels will then purchase agricultural products with the use of this fertilizer to improve their food waste recycling rate. In this way, ORIX is helping to build a recycling-based society in harmony with nature by energy saving measures for buildings and reduction of CO<sub>2</sub> emissions.



## For a Sustainable Society, Organization and Environment

### Source of Value Creation—Organizations and Human Resources

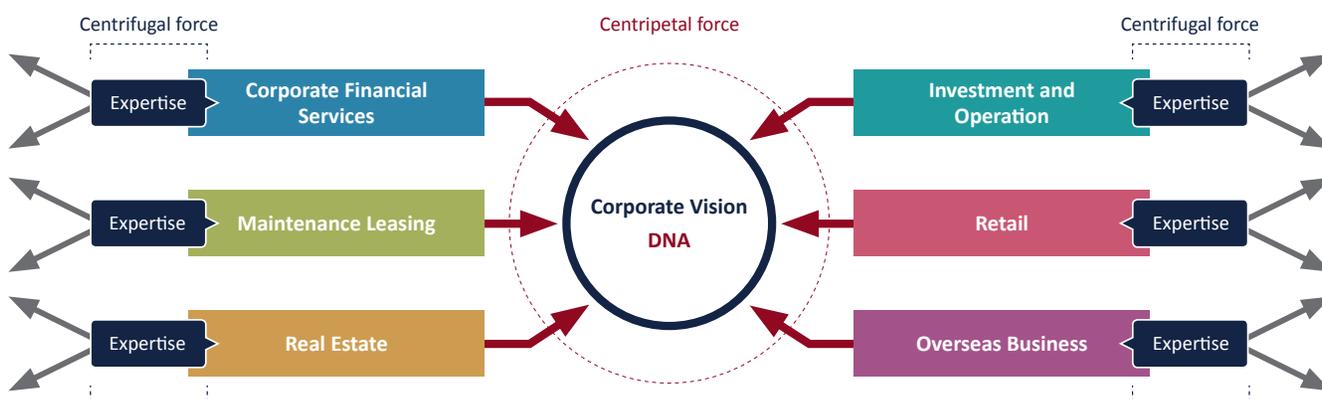
#### Creating New Value through the Seamless Coordination of Diversified Individual Characteristics

##### Original Organizational Structure Unlike a Conglomerate

ORIX engages in many businesses that respectively have its own strong expertise. However, it is not an aggregate of independent businesses like a conglomerate. The primary feature and strength of ORIX businesses is the seamless coordination thereof to exert synergies to create new value. We therefore encourage our employees with strong expertise to fully demonstrate their talents as team players in terms of organizational operation. We at ORIX will strike a balance between the centrifugal force that moves beyond the existing business field due to growing expertise in each business field and the centripetal force that centers around the key concept of

ORIX's DNA, and aim to create greater added value.

Along with the expansion of business portfolio, those with various expertise other than in the financial area such as facilities operation business and environment and energy-related businesses have joined the ORIX Group and are now actively involved in their respective areas. The number of employees who joined the Group through mid-career recruitment for the FY2014.3 is 227\*1 and comprises 40%\*1 of the total number of employees at the end of March 2014.

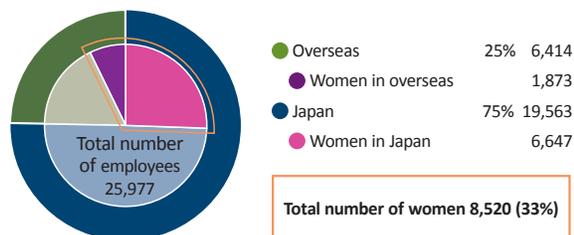


##### Promoting Women in the Workplace

Even before the Equal Employment Opportunities Law was introduced in 1986, ORIX had actively recruited women as part of its important human resources strategy. In March 2014, ORIX was selected as a "Nadeshiko Stock" by the Tokyo Stock Exchange in recognition that it is a company that promotes women playing an active role in the work-

place. It received high appreciation especially due to a high percentage of women in managerial positions and for the appointment of one female Outside Director and one female executive officer.

##### Employee Composition (March 31, 2014)



##### Percentage of female managers\*1,2

**14%**

##### Percentage of female employees who are working mothers\*1,3

**31%**



\*1 For ORIX and domestic Group companies (a total of ten companies) at the end of March 31, 2014

\*2 Percentage of female managers to total number of managers

\*3 Percentage of female employees who are working mothers to female employees



## For a Truly Affluent Society—Activities of the ORIX Miyauchi Foundation

### Doing What We Can for a Better Society and for Our Children

#### A Message from the Representative Trustee

Sixty years have passed since the end of the Second World War, and Japan, having grown to become one of the largest economies in the world, has come to enjoy economic affluence. However, society is plagued with heinous crimes that previously would have been unimaginable, leaving us to ponder what a truly affluent society is.

The ORIX Group promotes its business with the aim of responding to society's needs for creating new value and the environment. Furthermore, looking for ways to contribute in areas such as social welfare, support for children and youth and environmental protection, which are not reached by our business activities, ORIX established the ORIX Social Fund in April 2006 (changed to a public interest incorporated

foundation in 2010) and has since engaged in various support activities. Social responsibilities are not borne solely by corporations; each of us as a citizen of society has responsibilities. I believe that society will change if responsible adults act more consciously, and it is the role of corporations to contribute to and be an extension of those activities. As a foundation established by the ORIX Group, we will continue our contribution activities with the aim of contributing to the realization of a truly affluent society.

Yoshihiko Miyauchi,  
Representative Trustee  
ORIX Miyauchi Foundation



#### Inviting children from foster homes, children and adults with disabilities, and families directly affected by the Great East Japan Earthquake to professional baseball games, aquariums and hotels

ORIX invites children, adults and children with disabilities and those directly affected by the Great East Japan Earthquake to ORIX Buffaloes' regular-season professional baseball games; the ORIX Buffaloes' Fan-Festa event held annually; and the Sumida, Enoshima and Kyoto aquariums and hotels operated by the ORIX Group. Employee volunteers participate in the aquarium events to assist with tours for the invited guests.



Enoshima Aquarium



Children launch rocket balloons while watching a professional baseball game

#### Support activities overseas

In cooperation with EDF-Japan, ORIX built ORIX Education Development Centers at two schools in northeast Thailand in the FY2007.3 and 2008.3. Since the FY2010.3, ORIX has also provided the Darunee ORIX Scholarship program to children studying at these schools, offering scholarships for students until they graduate from junior high school.

In the FY2013.3, Typhoon Haiyan struck the central area of the Philippines. To support relief efforts, the ORIX Foundation and ORIX METRO Leasing and Finance Corporation, a joint venture in the Philippines, together donated a total of 4.3 million pesos (approximately 10 million yen) as relief money to be used in the rescue of those affected by the disaster and the ongoing recovery of the disaster area.



An award ceremony in a school supported by ORIX



Children supported by the scholarship program

Please see below for more details:

- Social Contribution Activities ▶▶▶ [http://www.orix.co.jp/grp/en/env\\_soc/social/](http://www.orix.co.jp/grp/en/env_soc/social/)

