

# Building the One and Only

In addition to tackling new challenges, we will always aspire to look to the future and seek out new markets.

To fortify the unique “ORIX” business model, we will move ahead by repeating creative destruction.



## Corporate Philosophy

ORIX is constantly anticipating market needs and working to contribute to society by developing leading financial services on a global scale and striving to offer innovative products that create new value for customers.

## Management Policy

1. ORIX strives to meet the diverse needs of its customers and to deepen trust by constantly providing superior services.
2. ORIX aims to strengthen its base of operations and achieve sustained growth by integrating its resources to promote synergies amongst different units.
3. ORIX makes efforts to develop a corporate culture that shares a sense of fulfillment and pride by developing personnel resources through corporate programs and promoting professional development.
4. ORIX aims to attain stable medium- and long-term growth in shareholder value by implementing these initiatives.

# “ORIX” Business Model



## Action Guidelines

### Creativity

Develop the flexibility and foresight to constantly take actions that are creative and innovative.

### Integration

Enhance ORIX Group strength by actively exchanging knowledge, ideas, and experiences.

## Brand Slogan

# Answers, Custom Fit.

One of the unchanging factors that has been respected at the ORIX Group since its foundation is our approach to “breakthroughs.”

It is our innate approach to think through a problem to provide an answer that matches our clients’ needs.

We promise to take this approach with all our stakeholders as expressed in our brand slogan, “Answers, Custom Fit.”

## Support air travel via aircraft leasing

An aircraft may cost from several billion to 10 billion yen or more. It is not easy for airlines to purchase aircraft when they want to increase the number of flights or change the aircraft size. With leasing, airlines do not need to secure large funding for a purchase as leasing companies will purchase and lease aircraft to the airlines. The leading Japanese airlines currently use approximately 200 aircraft. Currently, the total number of aircraft that ORIX owns and/or manages amounts to approximately 130 aircraft, which are leased to airlines worldwide.



## Adding new value to the aquarium experience

ORIX's involvement in the aquarium business started with our participation in the PFI\* business for Enoshima Aquarium. The know-how cultivated through our engagement in business administration via project financing has been utilized effectively in the operation of our aquariums such as Kyoto Aquarium. Through that experience, we have concluded that “aquariums should not exist only for academic purposes and that the creation of new value will lead to business opportunities.” So we figured out ways to make visitor wish to come back again and consequently, the Sumida Aquarium was born. The Aquarium values communications with visitors and show tips to enjoy seeing animals and knowing their charm through the keepers’ words.

## Achieving 100% recycling

A waste recycling facility operated as a PFI business in cooperation with Saitama Prefecture is a waste disposal facility which “produces resources” by ensuring 100% recycling. Our environment business started with intermediary services to connect the waste disposal needs of our customers, with which we had leasing and finance transactions, to waste disposal companies, also our clients, at appropriate quality and cost. On the other hand, as an owner of leased properties, ORIX has carried out appropriate disposal of several tens of thousands of properties annually for which the lease life was completed. Through these processes, we have accumulated knowledge and know-how in the new market of recycling, thereby establishing a network in the industry. Thus, a challenge in waste disposal and recycling resulted in the creation of a new business area.



\*PFI: Private Finance Initiative; a private-initiative facility management method to highly leverage private funds and/or know-how in the operation of public facilities.



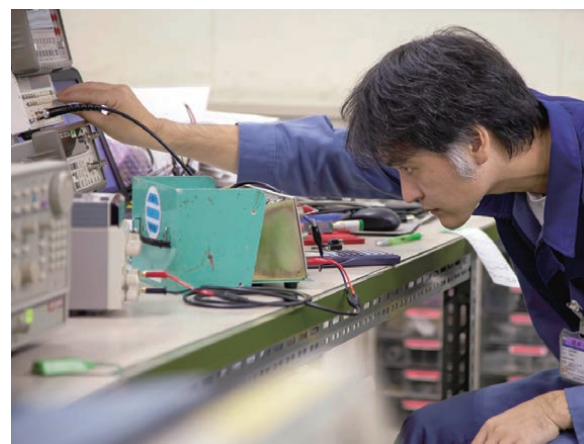


## Solar power generation realized through cooperation of diversified human resources

Solar power generation converts sunlight into electric power, which is essential for comfortable lives. Running a solar power generation business involves much more than securing project sites and installing solar panels on them. Expertise is also required in funding, legal matters, and other areas such as design, construction, and maintenance. ORIX has been able to successfully build its presence in this business due to its collective human capital comprising of experts from many different fields that resulted from its business diversification from the original leasing business to neighboring business fields such as finance, real estate, environment and energy. As a result, ORIX has now become one of Japan's top solar power business operators.

## Renting technologies

Precision measuring equipment is used to measure whether various electronic devices such as televisions and smartphones achieve the specified standards. The purchase and ownership of such equipment, which may cost as much as tens of millions of yen and be used only for a fixed period, is a considerable cost burden for electronic device manufacturers. Thus was born the need for precision measuring equipment rental. We not only rent the measuring equipment but also deliver the equipment after having “calibrated” it. Calibration is an important process to ensure precision measurement. We provide equipment with services in which “technologies” are integrated to ensure reliable use by customers.



## Value change from “Ownership” to “Utilization”

ORIX's auto-related businesses started with automobile leasing. Automobile rentals started in 1985 as an adjacent field of automobile leasing to meet the customer needs of using cars only as necessary. Currently, we also offer car sharing services which allows automobile usage calculated at an even shorter time interval than that of conventional car rentals. ORIX is not the only company that provides car leasing and rental services on the market, but only ORIX can create new customized services which fit customer needs without being limited by existing ideas. As a professional company offering automobile-related services, we will continue to address new challenges.

On the ORIX Group website, there is a section introducing real stories explaining the logic and aspirations behind the various unique businesses and services that ORIX engages in. For details, please access the “ORIX Story” at <http://www.orix.co.jp/grp/en/story/>.

# Trends in Net Income, the Unchanged and the Changes We Made

Since its foundation as a leasing company in 1964, ORIX's business portfolio has continued to evolve, while addressing challenges and promoting innovation by accommodating diversifying customers' needs and changing economic environments.

The ORIX DNA, unchanged since its foundation, is a source of sustained growth that will be passed on in the future.

## Unchanged since its Foundation

- **ORIX DNA**
- “Creating New Value”
- “Standing on Our Own Two Feet”

## Changes We Made to Address Changes in the Times

- **Business Model**
- **Business Portfolio**
- **Corporate Governance**

