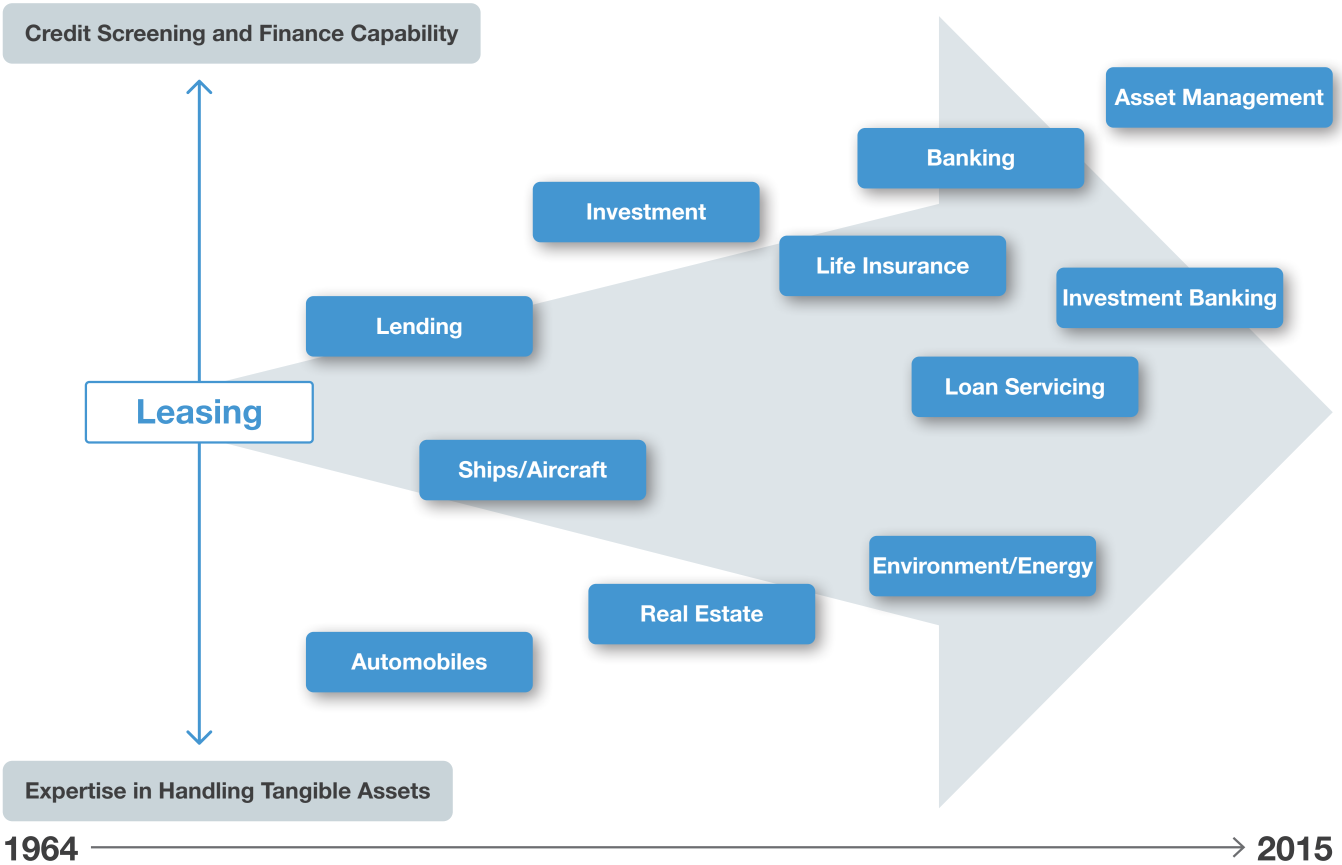
Path of Value Creation

Five Concepts of Value Creation

Behind ORIX's sustained growth exists the five concepts that we value. Based on these five concepts, we are pursuing the creation of new value.

Diverse Business Portfolio

ORIX, which started as a leasing company, has transcended the conventional boundaries of a leasing enterprise by flexibly expanding its business into neighboring fields. As a result, ORIX now is an incomparable corporate group with a diverse business portfolio.



Change of ORIX in Figures

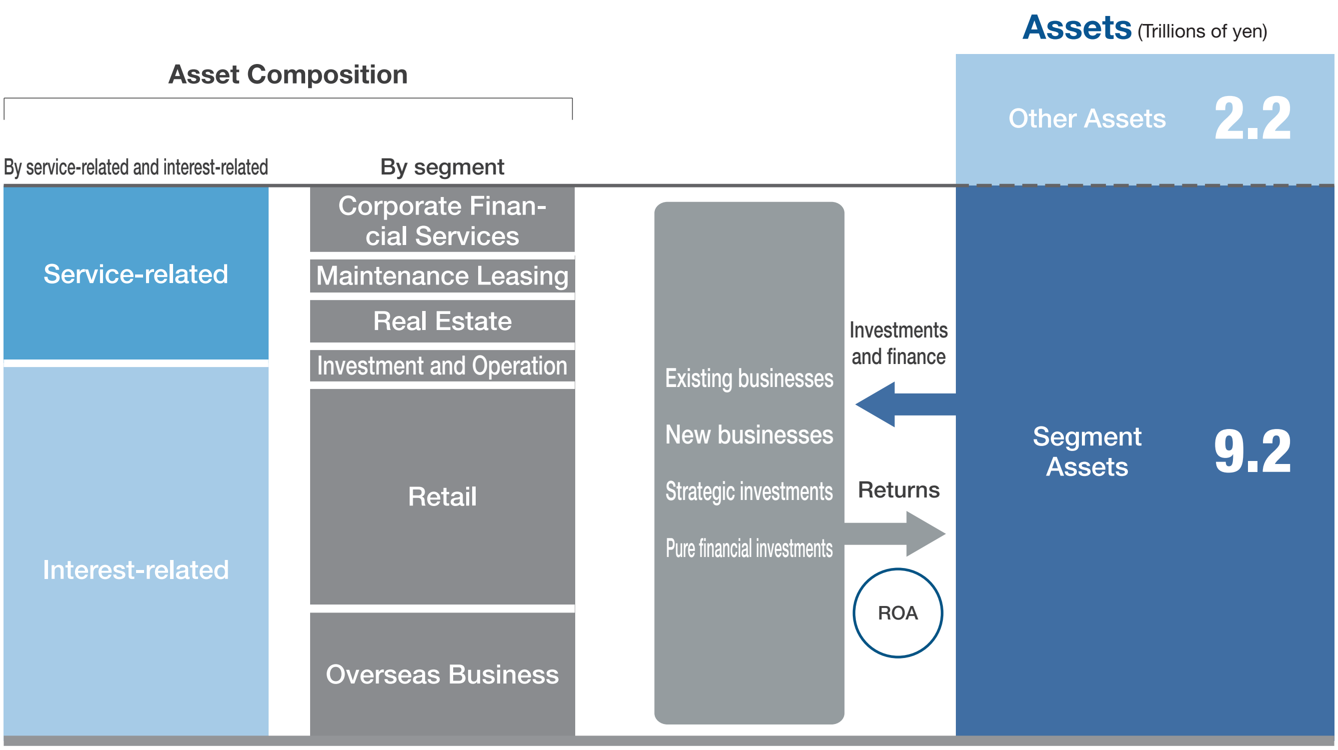
	1964 Founded	1989* Change of Company Name	2015 Renewed Record Profit
Revenue Composition** Finance revenues / Non-finance revenues	Finance 100%	Finance 93% Non-finance 7%	Finance 22% Non-finance 78%
Asset Composition*** Interest-related / Service-related	Interest-related 100%	Interest-related 97% Service-related 3%	Interest-related 68% Service-related 32%
Employees	13	4,010	31,035
Global Network	1 country	19 countries and regions	36 countries and regions

* These figures are as of September 30, 1988.
** Please refer to page 19.
*** Please refer to page 15.

ORIX from a Balance Sheet Perspective (FY2015.3)

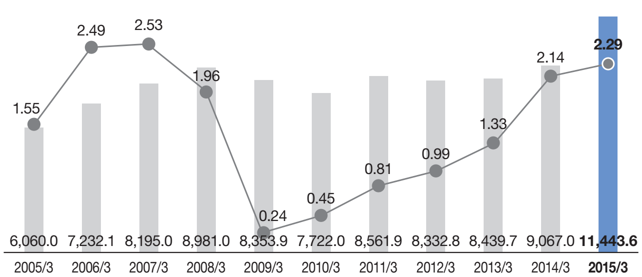
Assets

Establish a diversified business portfolio.
Continue sales of low profitability and low growth assets and investment in new fields, thereby further improving ROA.

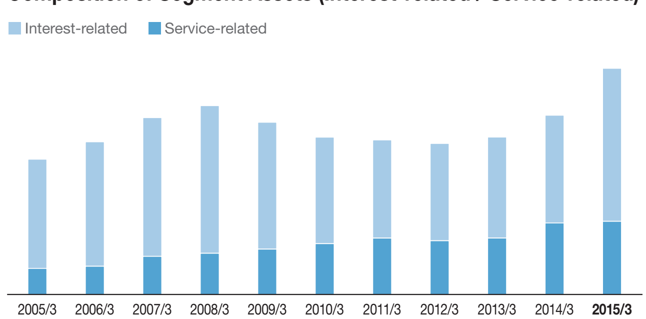


Service-related is composed of Investment in Operating Leases, Property under Facility Operations and Others. Interest-related is composed of Direct Financing Leases, Installment Loans and Investment in Securities.

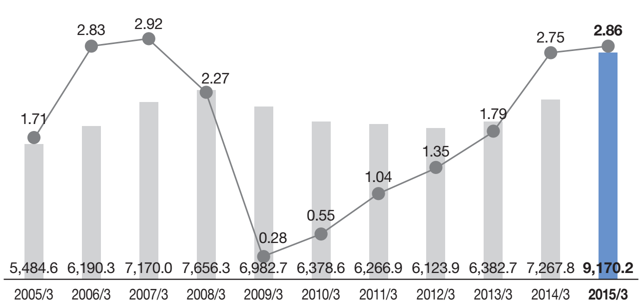
Total Assets (Billions of yen) ROA (%)



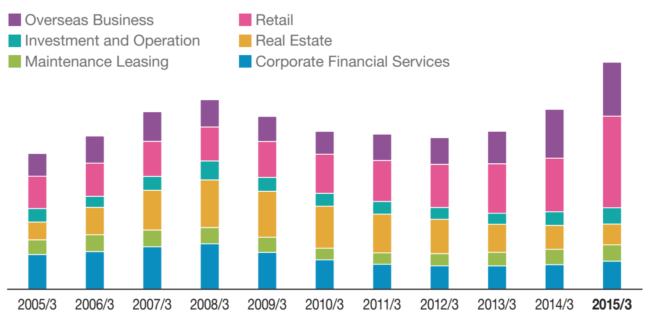
Composition of Segment Assets (Interest-related / Service-related)



Segment Assets (Billions of yen) Segment Asset ROA (%)



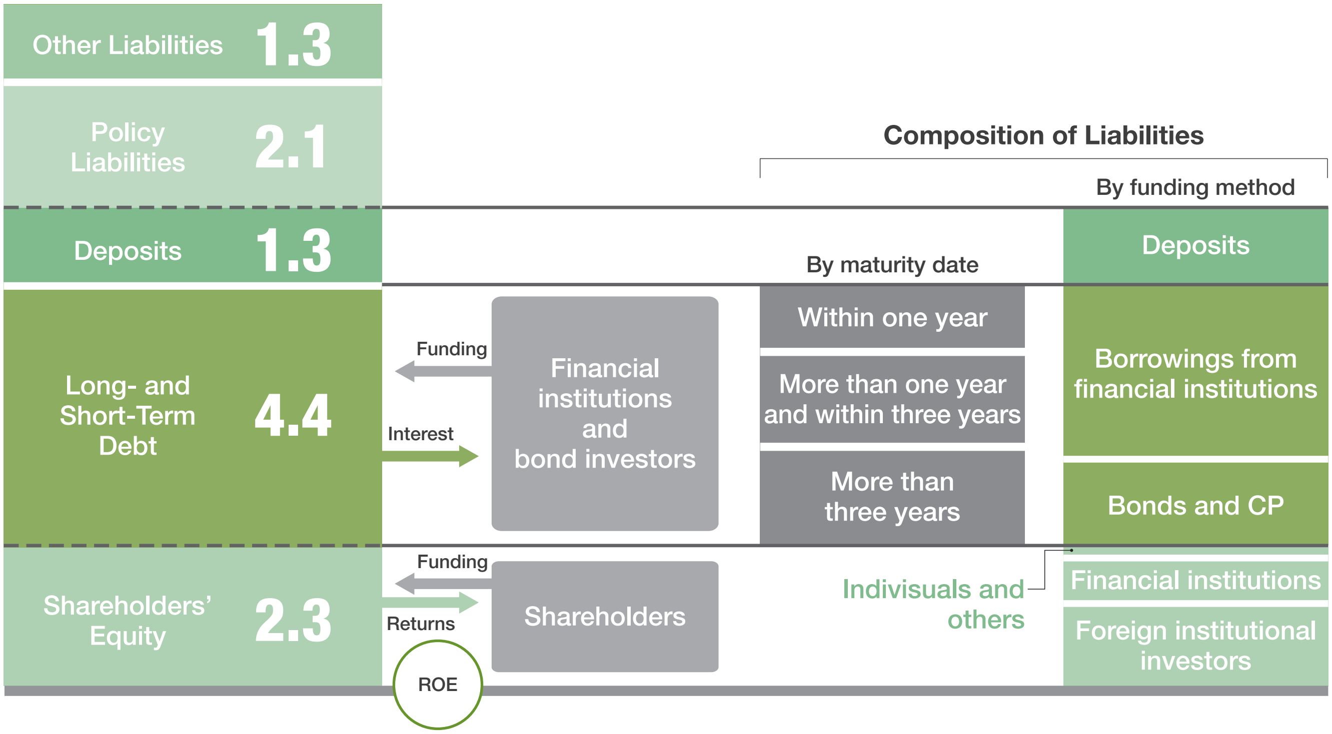
Composition of Segment Assets (By Segment)



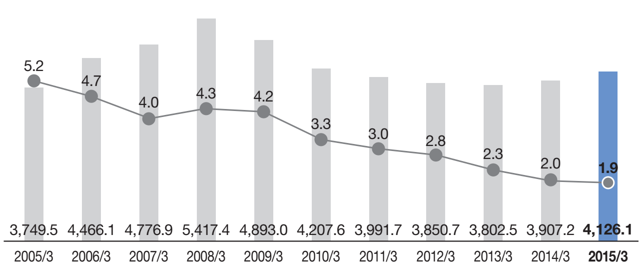
Liabilities and Shareholders' Equity

**Diversify funding sources and lengthen funding structure.
Based on financial leverage that enables us to maintain our single A credit rating,
we aim to achieve ROE of 11%-12%.**

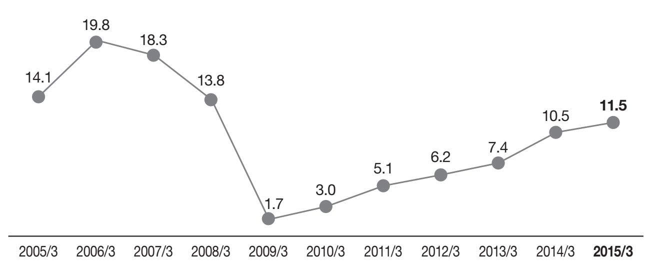
Liabilities and Shareholders' Equity (Trillions of yen)



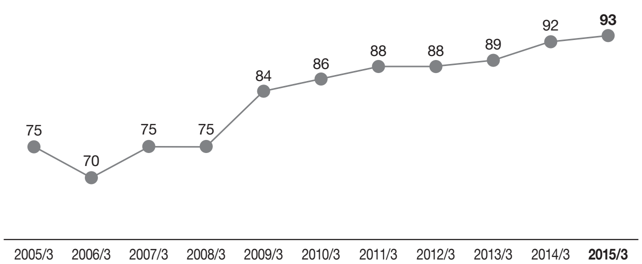
Adjusted Long- and Short-Term Debt (excluding deposits)* (Billions of yen)
Adjusted Debt/Equity Ratio* (times)



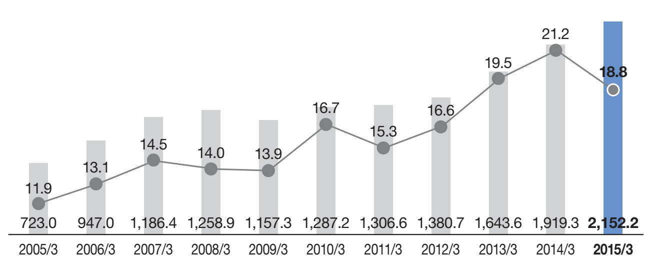
ROE (%)



Adjusted Share of Long-Term Debt* (%)



ORIX Corporation Shareholders' Equity (Billions of yen)
Shareholders' Equity Ratio (%)



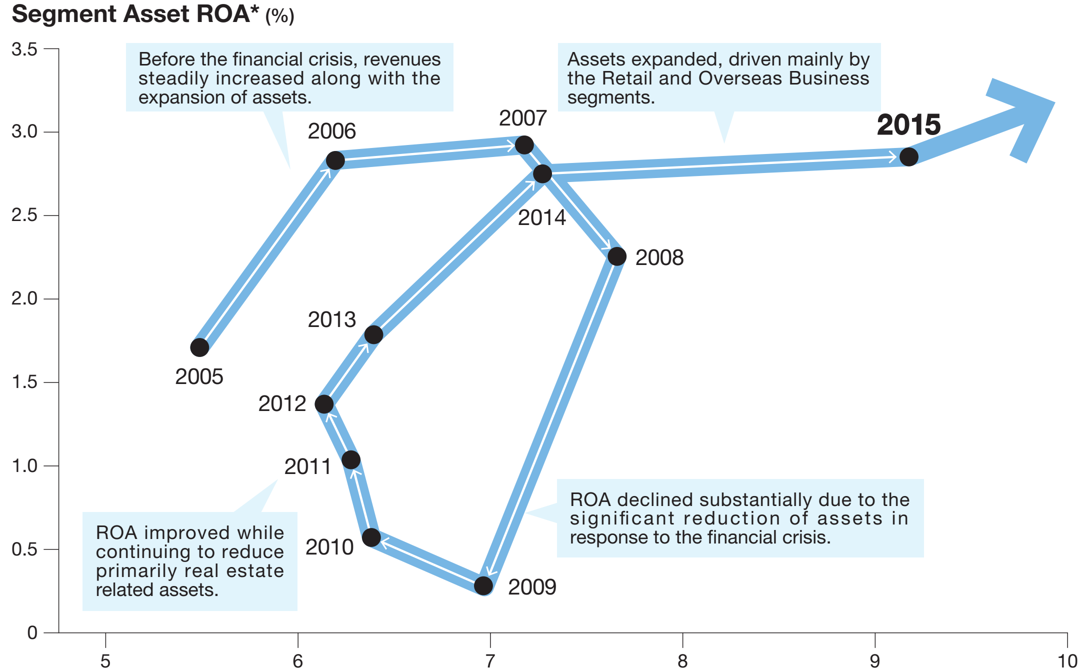
* Adjusted long- and short-term debt (excluding deposits), adjusted Debt/Equity ratio and adjusted share of long-term debt show the figures after adjustment that exclude the impact of certain liabilities and retained earnings attributable to the consolidation of the VIEs. For an adjustment sheet of the most directly comparable financial indicators calculated and presented in accordance with U.S. GAAP and Non-GAAP financial indicators, please refer to pages 79-80.

ORIX Value Creation

ORIX from an Asset and ROA Perspective

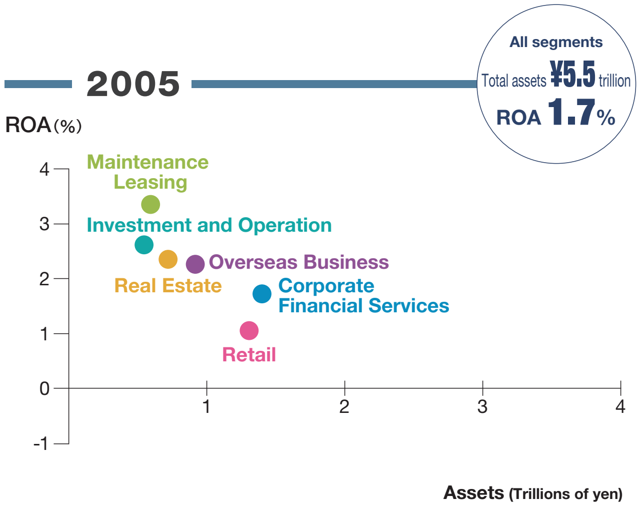
The asset scale and segment asset ROA of ORIX changed significantly before and after the global financial crisis. We carried out optimization of asset scales at each business segment to improve profitability. For FY2015.3, the asset scale exceeded that of the level before the financial crisis and the segment asset ROA recovered almost to that of the level before the crisis.

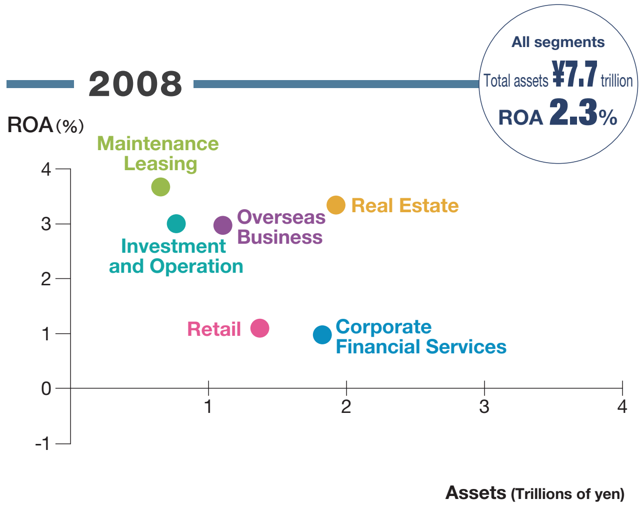
Total Segment Assets



* Segment Asset ROA: Net Income Attributable to ORIX Corporation Shareholders / Average Balance of Segment Assets (total)

Trend by Segment Asset and Segment Asset ROA





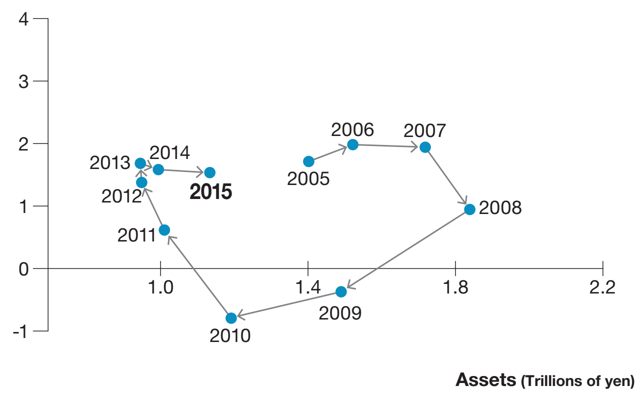
Corporate Financial Services	Although the asset balances and ROA declined significantly due to the financial crisis, ROA subsequently improved mainly due to increased fee revenues.
Maintenance Leasing	The impact of the financial crisis was limited. Assets increased while maintaining a high ROA level.
Real Estate	We have engaged in the reduction of asset balances and improvement of asset quality after the financial crisis. ROA was improved, driven by increased services income.

Two Patterns of Improvement of Segment Value

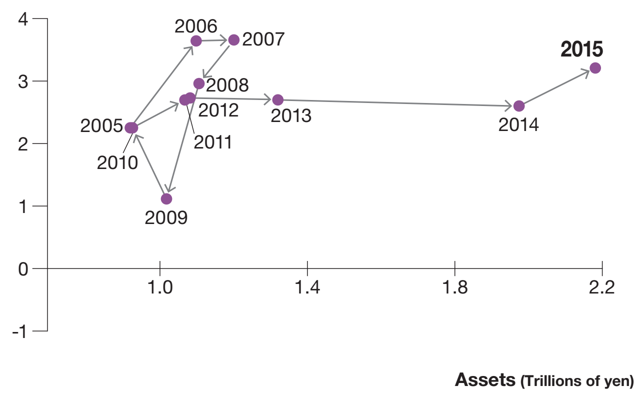
1 Improvement of ROA while turning over assets after the financial crisis (Corporate Financial Services/Real Estate)

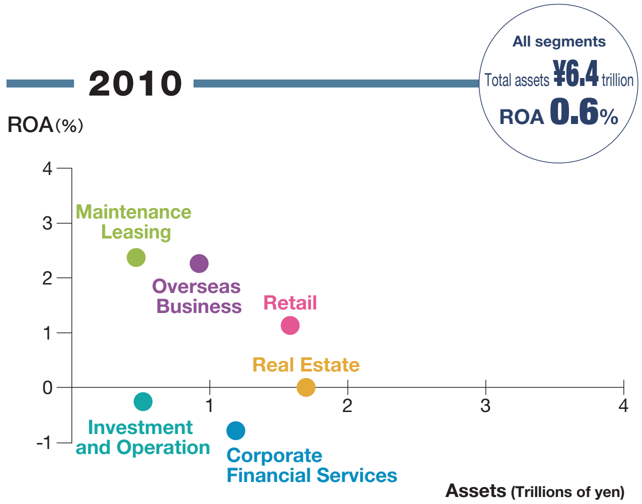
2 Swiftly recover from the financial crisis and increase assets through organic growth and by implementing M&As (Retail/Overseas Business)

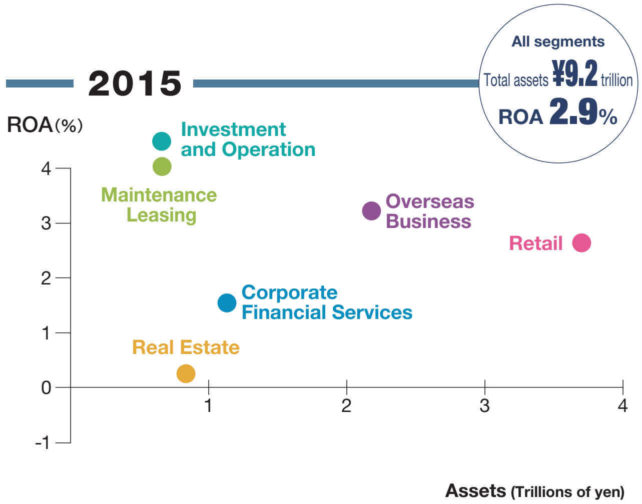
Trends of Corporate Financial Services Segment Assets and ROA



Trends of Overseas Business Segment Assets and ROA





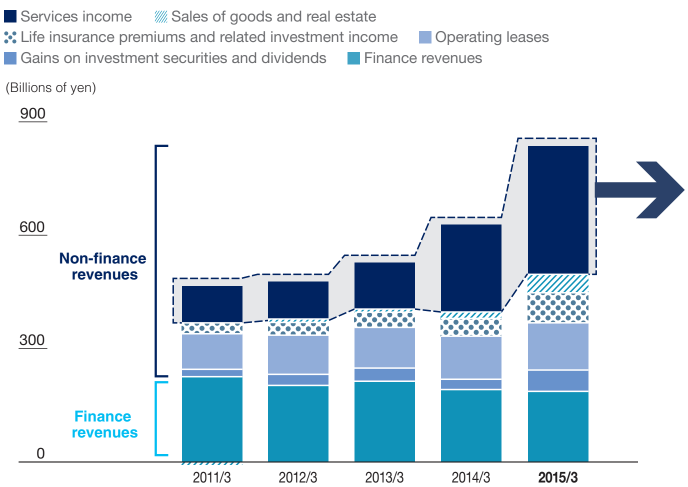


Investment and Operation	The ROA level changed significantly due to the nature of the segment revenues. Environment and energy-related business started to contribute to stabilizing revenues.
Retail	Change in ROA before and after the financial crisis has been insignificant. Assets increased significantly during FY2015.3 as a result of the acquisition of Hartford Life Insurance K.K.
Overseas Business	The expansion of our asset management business and the increase in our leasing assets in Asia contributed to maintaining high ROA.

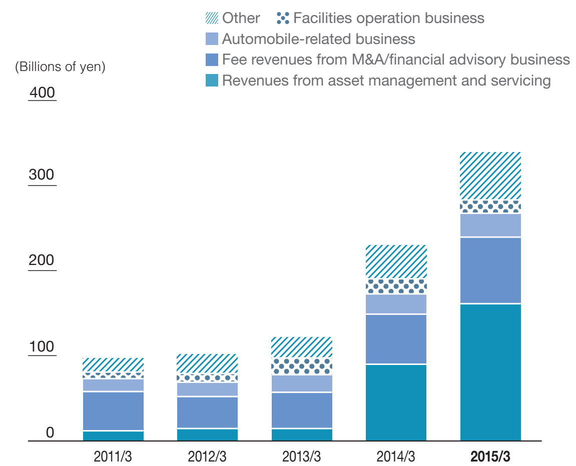
ORIX from a Profit-and-Loss Perspective

Profit Growth Driven by Non-Finance Business

Gross Profits*



Services income increased 3.5 times compared with five years ago**



- Non-finance business drove profit growth and a shift from finance business to non-finance business progressed.
- Revenues from automobile leasing and other operating leases showed stable growth.
- Services income grew significantly.

- Revenues from asset management business increased due to the acquisition of Robeco.
- Fee revenues from the M&A/financial advisory businesses grew steadily.
- In the near future, Yayoi's revenues contribution is expected.

* Amounts after deducting the corresponding costs and expenses in Operating leases, Life insurance premiums and related investment income, Sales of goods and real estate and Services income.
** Amounts after deducting the corresponding expenses.

Breakdown of Revenues and Expenses (FY2015.3)

Revenues	(Billions of yen)
Finance revenues	186.9
Gains on investment securities and dividends	56.4
Operating leases	363.1
Life insurance premiums and related investment income	351.5
Sales of goods and real estate	450.9
Services income	765.5
Total revenues	**2,174.3**

* For Breakdown of Revenues by Segment, please refer to pages 77-78.

Expenses	(Billions of yen)
Interest expense	72.6
Costs of operating leases	238.2
Life insurance costs	271.9
Costs of goods and real estate sold	402.0
Services expense	425.7
Other (income) and expense, net	23.7
Selling, general and administrative expenses	427.8
Provision for doubtful receivables and probable loan losses	11.6
Write-downs of long-lived assets	34.9
Write-downs of securities	9.0
Total expenses	**1,917.5**

ORIX from a Cash Flow Perspective

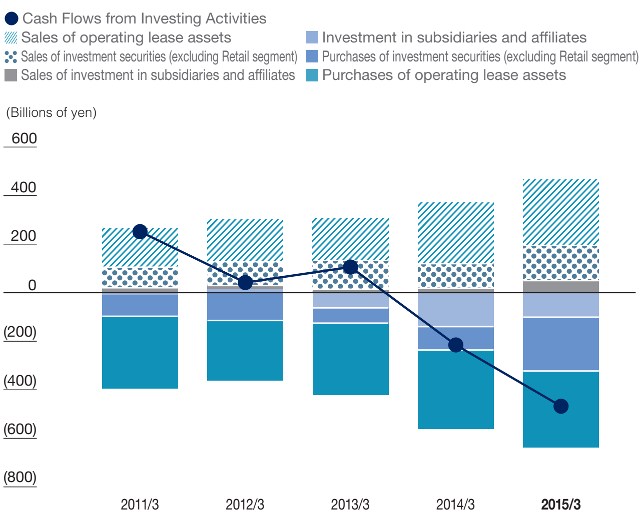
Operating Cash Flow Increasing Consistently

Cash Flows from Operating Activities

- Cash flows from operating activities increased consistently from FY2010.3, after the financial crisis.
- Due to the decrease of policy liabilities of Hartford Life Insurance K.K., operating cash flow from changes in current asset positions for FY2015.3 went negative.
- Our capability of generating operating cash flow excluding those from changes in current asset positions has reached the level of 300 billion-400 billion yen each fiscal year.

New Investments Continued to Exceed Cash Inflow from Asset Sales

Cash Flows from Investing Activities



- Cash flows from investing activities have been positive following the financial crisis until FY2013.3, reflecting that the favorable market environment for asset sales has been continuing.
- During and after FY2014.3, new investments such as those in Robeco, Hartford Life Insurance K.K. and Yayoi exceeded the cash inflows from asset sales.
- We strongly pursued new investments that contribute to future profit growth and implemented asset sales consistently.