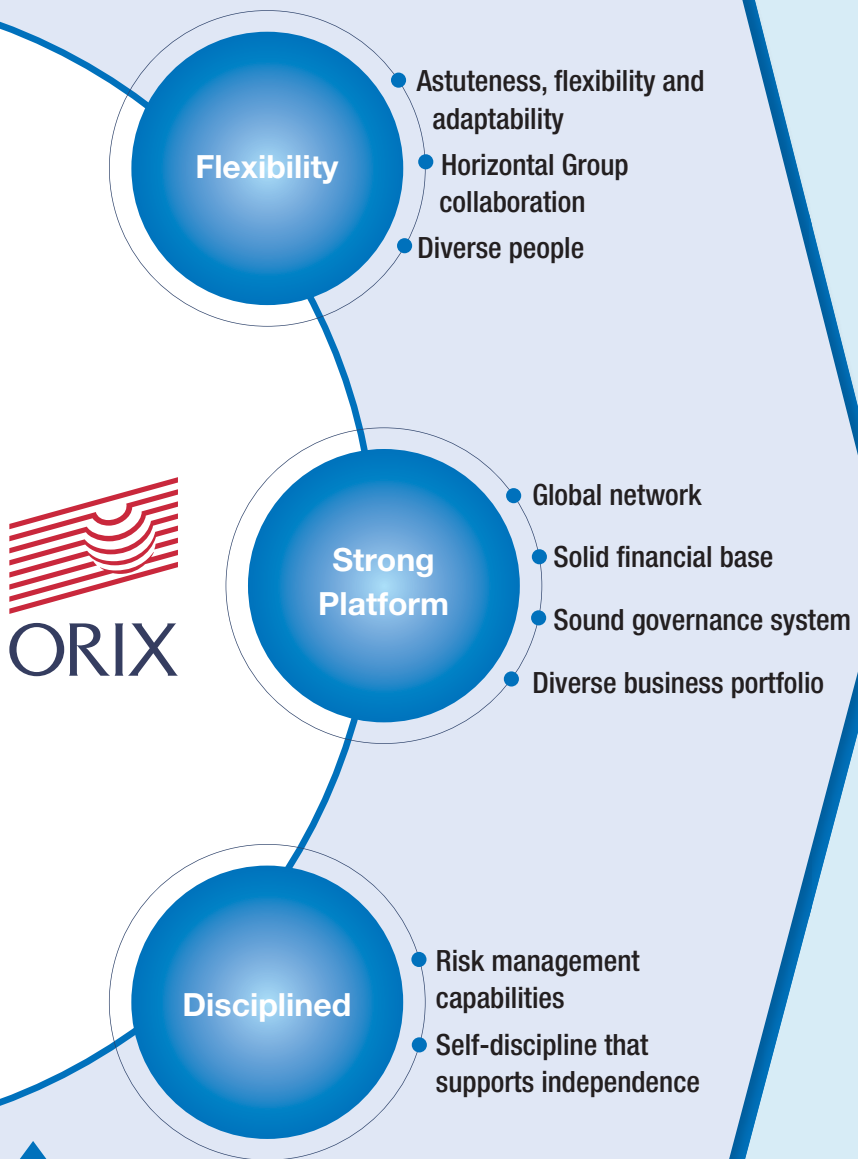


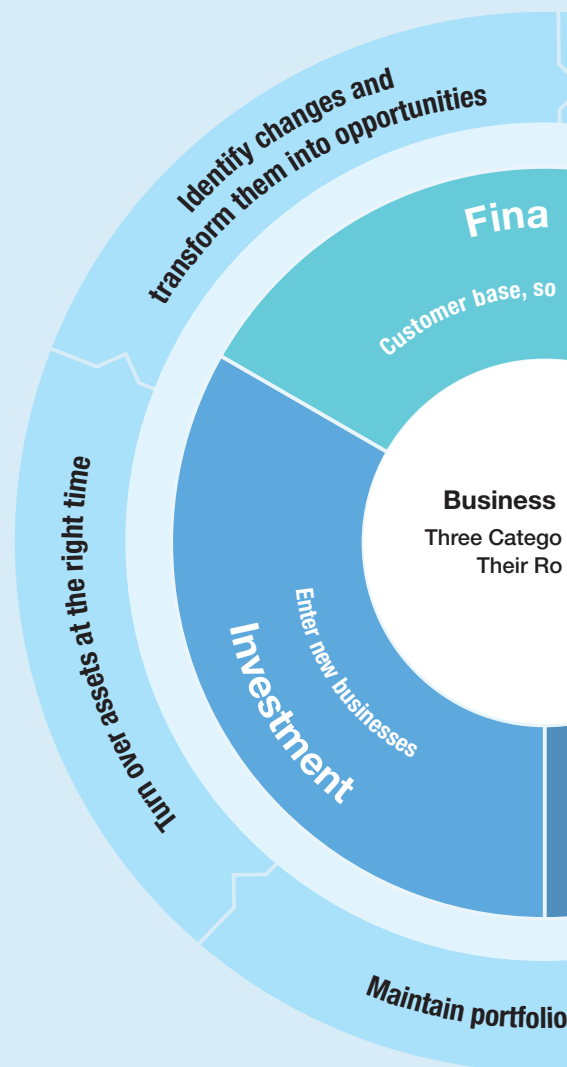
Business Model

ORIX has a diverse global portfolio of businesses unlike any other company in the world. The unique ORIX business Our ideal is to sustain growth while contributing to society by identifying changes in society and markets to create

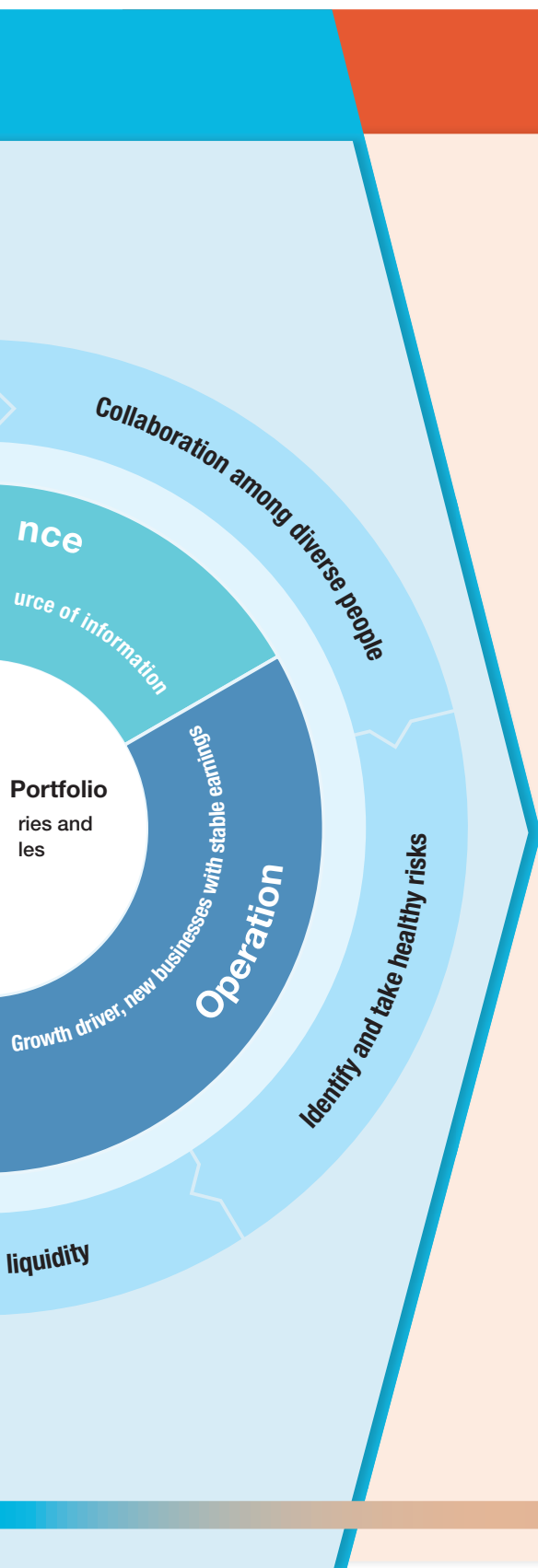
Strengths



Value Creation Process



model transcends industry classifications.
new value.



Value Creation



Sustainable Earnings Growth

- Profitable for 52 consecutive years
- Earnings growth for 8 consecutive years
- Record earnings for 3 consecutive years



A Multifaceted Business Portfolio from Identifying Changes Worldwide

- New investments of over ¥600 billion, sale of existing portfolio of about ¥590 billion
- Enter new businesses and markets, create new products and services
- Generate stable earnings



Providing Services to a Broad Array of Customers

- Operations in 36 countries and regions
- Services provided to small, medium-size and large corporations
- Involved in businesses from local to global



Contributing to Society through Our Businesses

[See “Contributing to Society through Our Businesses” → P.44]

- Transition to a carbon-free society / More efficient use and supply of energy / Creation of a society that reuses and recycles / The aging society / Regional revitalization / A smart and resilient society



People Who Support Sustainable Growth

[See “Relationship with Employees” → P.54]

- Approximately 34,000 diverse employees
- People who constantly create new businesses themselves
- People with outstanding expertise who consistently take on challenges