Bringing our society “alive”

At ORIX we’re helping create a vibrant society by giving new energy to the economy and people’s lives. We’re working to understand our customers as deeply as possible so we can assist them with all of their needs and challenges in life, and in doing so build truly reliable relationships. We aspire to be a source of discovery and joy by working closely with specialists from many different fields and offering ideas from a unique perspective. Every day we’re dedicated to providing the best service and most thorough attention so that we’ll always be the top choice for our customers. Bringing our society “alive” —this is ORIX’s continuing challenge.
Introducing Leasing as a New Financing Method to Japan, Achieving Autonomy and Independence

Introduction of the new financial method of “leasing” in Japan, which was practiced in the United States. Gradually the Company shifted its sales approach from sales through its shareholders, such as trading companies and banks, to direct sales. In April 1970, six years after its establishment, ORIX listed its stock on the second section of the Osaka Securities Exchange, and then in 1973 on the first sections of the Tokyo, the Osaka, and the Nagoya Stock Exchange. ORIX was the first company in the leasing industry to be listed on the first section of the securities exchanges, paving the way for its autonomy and independence.

Business Diversification and Overseas Expansion

Using its leases for facilities and machinery in Japan as a starting point, the Company expanded its operations into neighboring fields such as automobile, aircraft, and ship leases, as well as measurement equipment rental. Moreover, in 1971, we established our first overseas subsidiary in Hong Kong, the initial step in an overseas expansion program that has since proceeded at a pace of around one country per year. In 1989, the Company marked its 25th anniversary by introducing a Group corporate identity, and the company name was changed to ORIX.

Accelerating Growth through M&As, Expanding the Finance-Related Business

ORIX was one of the first companies to emerge from the shadow of the economic bubble burst and evolved into a diversified financial services provider through M&As and other activities. As we moved into new fields such as housing loans, and retail, we also entered the life insurance and banking industries. In addition, we have expanded our business fields to include investment and servicing operations such as business rehabilitation, as well as real estate development and facilities operation business, acquiring expertise in these fields along the way.

Moving on to A New Stage, The Next 50 Years and Further

Since the Global financial crisis, we have used financial knowledge to strengthen our business operations and asset management. In 2016, Kansai Airports was established by a consortium led by ORIX and VINCI Airports. The company began operating Kansai International Airport, Osaka International Airport, and Kobe Airport. We are striving to keep adapting to ever-changing business environments and customer needs while creating new value.
ORIX by the Numbers

**History**

55 years

Since the introduction of a new financial method called leasing in Japan in 1964, ORIX has provided a variety of advanced services.

**Net Income (consolidated)**

323.7 billion yen (fiscal year ended March 2019)

Net income rank: 21

* As of April 1, 2019 for listed companies in Japan

**Number of Group Employees**

32,411

Japan: 24,635

Overseas: 7,776

Starting with 13 employees, ORIX has grown into a company that currently employs approximately 32,000 people worldwide.

Expanding into Neighboring Business Fields and Beyond

ORIX is a financial services group that continuously pursues new business and provides cutting-edge products and services. ORIX started in 1964 as a leasing business and expanded into neighboring fields. We are currently active in lending, investment, life insurance, banking, asset management, automobile-related, real estate, environment and energy-related businesses, and other business fields.

**Leasing**

- Machinery and equipment leasing
- Leasing and rental of precision measuring equipment and information-related equipment

1964 | Leasing

**1971 | Ships**

- Ship leasing
- Ship investment
- Asset management

1973 | Lending

- Corporate finance
- Housing loans
- Card loans

1978 | Aircraft

- Aircraft leasing
- Aircraft investment
- Asset management

1983 | Investment

- Private equity investment
- Business revitalization support
- Bond investment
- Venture capital

1986 | Real Estate

- Real estate development and rental
- Facility operation
- Asset management
- Investment and advisory services

1986 | Real Estate

- Maintenance leasing
- Car rental
- Car sharing
- Vehicle management

1986 | Real Estate
ORIX by the Numbers

■ History

Since the introduction of a new financial method called leasing in Japan in 1964, ORIX has provided a variety of advanced services.

■ Number of Group Companies

Consolidated Companies: 883;
Affiliates: 198

■ Locations

Japan: 1,466; Overseas: 730

* Unless otherwise indicated, information contained is based on data as of March 31, 2019

Segment (Operating) Assets (Consolidated)

Approx. 10 trillion yen (fiscal year ended March 2019)

Global Network

37 countries and regions

Since entering Hong Kong in 1971, we have expanded our overseas network.

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GROUP DYNAMICS

Business Profile

Services

2010 | Asset Management

2014 | Business Software

• Accounting support
• Online lending

1998 | Banking

1991 | Life Insurance

1999 | Loan Servicing

• Loan servicing (asset recovery)
• Non-performing loan investment

2014 | Agriculture Business

2016 | Concession

• Airport operation
• Sewage treatment plant management

1995 | Environment and Energy

• Waste disposal and recycling
• Energy conservation
• Renewable energy
• Electric power generation
• Storage batteries

1999 | Loan Servicing

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• Online lending

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• Airport operation
• Sewage treatment plant management

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• Energy conservation
• Renewable energy
• Electric power generation
• Storage batteries
Combining a Range of Services to Provide Solutions Tailored for Customers

Network

Expertise

Teamwork

Brand Slogan

Answers, Custom Fit.

At ORIX Group, certain things are naturally inherited, regardless of the passage of time or personnel changes. One of these unchangeable factors 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 share this approach with all customers, and it is manifested in our brand slogan, “Answers, Custom Fit.”
ORIX's Strength

Bringing our society “alive”

ORIX leases a wide range of equipment such as electronic measuring instruments, ICT-related equipment, drones, and robots and provides total services including operation and support.

ORIX comprehensively provides various functions as an Eco Services Integrator to support customers reducing carbon emissions and energy costs.

ORIX is developing a total automobile service business ranging from leasing, rental car, and car sharing services to used car sales and vehicle management services.

ORIX engages in a variety of businesses ranging from residential development to real estate investment and facility operation.

ORIX responds to societal needs in areas such as the agriculture business, the concession business exemplified by operation of Kansai International Airport, and medical services.

ORIX engages in life insurance, banking, and card loan businesses to provide distinctive services which leverage its expertise.

ORIX has a network spanning 37 countries and regions worldwide. We provide a wide range of services to meet the needs of each country in fields such as leasing, financing, investment, asset management, and other fields.

The name “ORIX” stems from a combination of the word “ORIGINAL” signifying creativity, and “X (or infinity)” representing flexibility and diversity. The name signifies our pioneering pursuit of innovation and organic unity of the Group.

The multiple lines that run diagonally symbolize our group companies, united for a single goal and leaping forward into the future. The sphere on the line represents a globe, signifying a global expansion of the Group.
Conducting Business and Providing Services Tailored for Customers

ORIX provides solutions tailored for customers through combinations of ORIX businesses and services in various fields. This index can be used to search for solutions in the eight segments as well as from the perspective of five issues the customers face: asset procurement, capital procurement, business support, operations support, and employee benefit programs.

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</table>
## Asset Procurement
ORIX provides support for procuring the assets that customers need to conduct business.

## Capital Procurement
ORIX provides support for procuring the capital that customers need to conduct business.

## Business Support
ORIX supports customer business development and profit expansion.

### Operations Support
ORIX provides services that solve customers’ internal issues.

### Employee Benefit Programs
ORIX provides services for customers’ employees.

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Financial Business and Services

ORIX identifies the needs and management issues of customers through transactions on our nationwide sales and marketing network to provide the optimal solutions through teamwork.

Capital and Asset Procurement

ORIX supports diverse procurement needs of customers.

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<td>Copiers</td>
<td>Signs</td>
<td>Software development expenses</td>
<td>Etc.</td>
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</table>

For example

- Through Leasing
  - Construction equipment
  - Copiers (Etc.)

- Through Sales Finance
  - Embedded air-conditioning equipment
  - Signs (Etc.)

- Through Payment Consignment
  - Interior finish work construction expenses
  - Software development expenses (Etc.)

- Through Lending
  - Real estate (Etc.)

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<td>ORIX supports the introduction of assets such as ICT-related equipment, store equipment, and machinery.</td>
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<td>Leasing company</td>
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<td>Operating Leases</td>
<td>ORIX newly purchases mainly precision measuring equipment, analytic equipment, and construction machinery from designated suppliers and determines an anticipated sales price in the future (“residual value”) prior to setting the lease fee.</td>
<td>Specified general purpose equipment expected to have future value</td>
<td>Leasing company or rental company</td>
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<td>Rental</td>
<td>Equipment that may become obsolete quickly, such as ICT-related equipment and equipment wanted for a short period, are available for rental.</td>
<td>Selected from the inventory of rental companies</td>
<td>Rental company</td>
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<tr>
<td>Sales Finance</td>
<td>This refers to a sales contract in which the asset expense is divided up and payment made in installments. A feature of hire purchase is that it can be applied to a broad range of assets.</td>
<td>General equipment</td>
<td>Held by leasing company during contract period</td>
</tr>
<tr>
<td>Payment Consignment</td>
<td>If a debtor-creditor relationship exists, ORIX will pay the debt on behalf of the debtor regardless of the sale of the asset.</td>
<td>Monetary liabilities Software development expenses, contracted construction expenses, etc.</td>
<td>—</td>
</tr>
<tr>
<td>Lending</td>
<td>ORIX provides funding in line with customers’ needs.</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Factoring (Purchase of Receivables)</td>
<td>We address needs such as rapid debt collection and credit risk hedging by purchasing accounts receivable. In addition to purchasing accounts receivable, we also purchase promissory notes and provide accounts receivable based lending as well as medical and nursing care and dispensing fee receivables factoring services.</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>
Life Insurance, Accident Insurance, Pensions

ORIX proposes optimal solutions relating to issues concerning executives such as business security and risk management in preparation for eventualities as well as employee benefit issues such as accumulating assets for retirement allowances and corporate pensions.

Life Insurance Sales

Based on customer requests, ORIX proposes products selected from the life insurance products of 24 companies including ORIX Life Insurance, which acts as an agency, to provide insurance with high coverage amounts in preparation for the death of an executive or corporate defense, death coverage and insurance to provide for employee retirement allowances, and insurance for employee benefits (the number of companies is as of August 1, 2019).

Accident Insurance Sales

The risks that companies face are becoming increasingly diverse in conjunction with changes in the times. As an agent that handles various types of insurance products provided by 12 accident insurers, we support risk management relating to corporate operations by conducting highly detailed planning (the number of companies is as of August 1, 2019).

Corporate Pension Services

ORIX provides consultations on development of retirement benefit schemes and performs calculations of retirement benefit obligations from a neutral perspective. Through these pension-related solutions, we are meeting the diversified needs of customers, including employment support, better personnel treatment, and financial improvement.

<table>
<thead>
<tr>
<th>Corporate Pension Services</th>
<th>Definition</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defined benefit corporate pension entrustment</td>
<td>ORIX manages on a consignment basis the Benefit One Corporate Pension Fund, a defined benefit corporate pension program for multiple companies that allows enrollment regardless of corporate size, industry, or region.</td>
<td></td>
</tr>
<tr>
<td>Retirement benefit scheme consulting</td>
<td>We can help customers who need to review their retirement benefit programs create optimal retirement benefit systems from various perspectives including those of personnel and finances.</td>
<td></td>
</tr>
<tr>
<td>Retirement benefit obligations calculation</td>
<td>Experts who are highly familiar with business such as pension actuaries calculate customer retirement benefit obligations.</td>
<td></td>
</tr>
</tbody>
</table>

As a Minister of Health, Labor and Welfare designated juridical person (designated juridical person No. 26), ORIX supports development of retirement benefit and corporate pension schemes and performs calculations of retirement benefit obligations.
Investment

ORIX provides various solutions including support for planning and implementation of business and management strategies, capital procurement and management, and risk hedging.

Private Equity Investment

ORIX offers optimal solutions to address the various needs of corporate managers through investments and hands-on support, leveraging its advanced expertise and network. Such solutions include: Transfer of shares and equity financing to raise funds for growth; MBOs in conjunction with the spinning off of subsidiaries and business divisions; Delisting of publicly-traded companies; Business and corporate rehabilitations in which business or financial restructuring is required.

Management Framework

Initiatives to Create Value (Example)

- Support creating a management vision
- Proposal of marking strategies
- Proposal of partnership strategies
- Restructuring of business operation
- Restructuring of administration and production processes
- Restructuring of management information systems
- Upgrade of organizational framework
- Review of HR, evaluation, compensation systems

Investment in CORNES AG, a Major Japanese Importer and Seller of Dairy and Agricultural Equipment — Contributing to the expansion of the Japanese dairy industry through the growth of investee companies

In December 2018, ORIX invested in CORNES AG CORPORATION ("CORNES AG"), one of Japan’s largest importers and sellers of dairy and agricultural equipment. Established in 1968, CORNES AG is a total engineering company involved in the import, sales, installation, construction, and maintenance of dairy and agricultural equipment. It has also dealt in milking robots since they were first introduced to Japan in 1997. Boasting approximately a 70 percent share in domestic sales, CORNES AG is a pioneering company that has earned the trust of dairy farmers. In Japan, the number of farmers working in the dairy industry is shrinking due to the lack of successors and labor shortages. Reducing labor requirements and improving profitability are urgent issues as measures to reach the government’s raw milk production target. The milking robots that CORNES AG specializes in are seen as a way to resolve problems faced by raw milk production sites and, as a result, their use is expected to increase in the future.

CORNES AG’s management independence after its investment and, through alliances and capital and business tie-ups with other companies in the dairy industry, it also intends to propose and execute a variety of initiatives aimed at growing CORNES AG and developing the dairy industry as a whole. At the same time, ORIX will help improve CORNES AG’s corporate value by enhancing its corporate governance.

* Calculated from a combination of CORNES AG’s sales and operation results and “The present state of milking robots aimed at work style reforms,” published by Livestock Production Promotion Division, Livestock Industry Department, Agricultural Production Bureau, Ministry of Agriculture, Forestry and Fisheries, on May 18, 2018.

Venture Capital

In addition to providing funds to support promising, privately owned companies, ORIX helps fledging companies along the path to becoming public companies by offering capital policies appropriate to their stage of development and supporting management in a hands-on capacity by using sales network and business know-how of the ORIX Group.
ORIX utilizes its accumulated experience in financial service business and a wide range of services and solutions to support the enhancement of customer corporate value by meeting needs related to business succession. In 2018, ORIX established an investment team to respond to the business succession needs of small- and medium-sized enterprises. We work with corporate sales offices across Japan to promote initiatives to help customers resolve management issues.

**ORIX Solutions for Business Succession**

When considering business succession and there is intent to continue the business, the pattern of succession will differ depending on whether or not there is a successor. ORIX analyzes the situation around the customer’s business succession and after sharing challenges, collaborates with business partners (tax and other accountants, etc.) to provide solutions that meet customer needs.

**Business Succession Patterns and Solutions Provided by ORIX**

With successor

- **Intra-family succession**
  - Inheritance and transfer of shares to family
  - Management succession
  - Share succession

- **Employee succession**
  - MBO
  - Internal promotion

Without successor

- **Outside succession**
  - External recruitment
  - M&A

- **Business closure**
  - Company liquidation
  - Asset conversion/disposal

Business Succession Cases

As part of an effort to acquire shares of companies that are facing problems such as lack of a successor, and to support their management over the medium- to long-term, and pass the baton to the next successor, ORIX acquired shares of two companies in March 2019.

<table>
<thead>
<tr>
<th>Name of Investee Company</th>
<th>Business Description</th>
<th>Succession Challenges</th>
</tr>
</thead>
</table>
| Thompson Towa Co., Ltd.  | Installation of golf course turf irrigation equipment | • Maintain company independence, maintain company name  
                         | (Taito-ku, Tokyo)  | • Maintain staff employment, etc. |
| TOKYO SOIL RESEARCH CO., LTD. | Ground surveys | • Maintain and strengthen management structure  
                        | (Meguro-ku, Tokyo) | • Search for partners to support business growth |

Together with owners and management executives, ORIX will work both to improve companies’ medium- and long-term sustainability and growth and to secure employment stability, by strengthening successor training and business management systems and expanding clients. By doing so, ORIX will contribute to energizing regional economies.
Payment-Related Services
ORIX proposes various solutions to resolve corporate issues, such as costs savings and increases in operational efficiency.

Promissory Note Reduction System “e-Cash discount”
ORIX provides a B2B payment system using cloud computing for customers that issue large numbers of promissory notes. All procedures are handled on a website, including the conclusion of the service agreement, resulting in a reduction in the number of actual promissory notes as well as cost savings for both the customer and supplier.

Mobile Payment Service
ORIX is engaged in affiliate contracts (acquirer business) for Alipay and WeChat Pay, Chinese mobile payment services. When customers such as retailers and restaurants all over the country introduce mobile payment services to capture demand from Chinese visitors to Japan, payment processing and settlement operations are performed between payment service providers and customers.

“Flico,” a Low Cost Remittance Service
Customers entrust day-to-day purchase and expense related remittance data and funds to ORIX who then remits payments to payees on behalf of the customers. Regardless of the amount of remittance, the fee for each remittance is fixed at 260 yen (excluding tax). No initial installation fees or monthly charges are incurred.
ORIX Bank provides high-interest deposit products—primarily its Corporate eDirect Deposits Internet-only deposit service—so customers can invest their important assets in a safe and reliable manner. The bank is also committed to meeting customers’ needs for fund raising and management as well as for balance sheet improvement through its trust services.

### Aircraft Business

ORIX started the aircraft financing business in 1978, and established a specialized aircraft leasing company in Ireland in 1991 to commence the ORIX-owned aircraft operating leases business. Since then, we have been accumulating know-how in the aircraft business. Capitalizing on this abundant know-how, ORIX has been providing both Japanese and overseas institutional investors and financial institutions owning aircraft with asset management services, including helping them sell or lease their aircraft and monitoring the maintenance operation of their aircraft since the latter half of the 1990s.

#### Acquiring Shares in Avolon Holdings Limited, a Leading Aircraft Leasing Company in Ireland

In November 2018, through its group company dealing in the aircraft leasing business, ORIX Aviation Systems Limited ("ORIX Aviation"), ORIX acquired 30% of the outstanding shares of Ireland-based Avolon Holdings Limited ("Avolon"), the third largest aircraft leasing company in the world. The investment amounted to approximately 250 billion yen, which is the largest investment ever for ORIX, comparable to the 2013 investment in Robeco Group N.V. (currently ORIX Corporation Europe N.V.). In recent years, the world’s demand for aircraft has continued to expand, and airlines are increasingly turning to leasing for the purpose of realizing flexible equipment planning and funding. Currently, approximately 40% of aircraft operating in the world use operating leases, and some forecasts show that the lease ratio will reach 50% in the future. In the aircraft market, where strong passenger demand is expected, ORIX will continue to aim for medium- to long-term business growth by further increasing the scale and presence of its aircraft leasing business with both ORIX Aviation and Avolon.

#### Ship Business

ORIX has accumulated know-how from operating and managing returned leased vessels due to a downturn in the marine transportation market since commencing the ship leasing business in 1971. We formed a (small) ship investment business for corporate investors for the first time in Japan in 1996, and arrange a large number of investment opportunities even today, providing them to customers.

### Other

#### Corporate Deposits and Asset Securitization (Trust Services)

ORIX Bank provides high-interest deposit products—primarily its Corporate eDirect Deposits Internet-only deposit service—so customers can invest their important assets in a safe and reliable manner. The bank is also committed to meeting customers’ needs for fund raising and management as well as for balance sheet improvement through its trust services.

#### Loan Servicing (Asset Recovery)

ORIX Asset Management & Loan Services (OAMLS) leverages its extensive track record and high level of expertise to manage and collect a wide variety of monetary claims and supports corporate rehabilitation. OAMLS is involved in the servicing of securitization projects, non-recourse loans, and housing loans. It is also involved in the investment and collection of loan portfolios and the corporate rehabilitation business.
“Rentals” and “Services” Expansion
— Expanding Infrastructure and Equipment Inspection Support Services Using Spherical Drones

ORIX Rentec has expanded its infrastructure and equipment inspection support services by adding ELIOS, a new spherical drone that can fly indoors (made by the Swiss company Flyability), and iXM-100, an ultra-high resolution digital camera that can be equipped on a drone (made by the Danish company Phase One), to the lineup from August 2019.

ELIOS is a drone surrounded by a spherical frame that can continue to fly even if it touches a wall or obstacle during flight. The drone supports the inspection of high places and narrow spaces in indoor facilities, which has been difficult in the past. The iXM-100 can take photographs on the ground using a tripod or be used with a drone. Equipped with a 100-megapixel high resolution sensor, this camera can resolve 0.2 mm cracks at a distance of about 20 m. These devices can take pictures for the inspection of infrastructure and large equipment and are controlled by a dedicated operator on behalf of the customer.

Going forward, ORIX will continue to contribute to solving customer problem and support business activities by expanding the range of services beyond just rental equipment.
Other

ORIX provides total support including technical support with its robot and drone rentals.

Robot Business

ORIX provides the rental service “RoboRen” which specializes in next-generation robots. We own robots from multiple manufacturers and support the introduction of robots through rental and technical support from our dedicated engineers.

Manufacturing Field

Yumi (made by ABB)

UR Series (made by UNIVERSAL ROBOTS)

3D Printer Business

ORIX provides 3D printer-related services including modeling services and introduction support services.

Modeling Services

Using metal and resin 3D printers, we produce prototypes and test pieces based on 3D CAD data received from customers.

Introduction Support Services

While using the actual machine, ORIX verifies the work man-hours and safety of each material and the necessary skills.

Service Field

Kibiro (made by FRONTEO)

Mirai Madoka (made by A-Lab)

Drone Business

ORIX provides services for utilizing drones, such as drone rental and sales, as well as customized classes that support the acquisition of drone operation skills in response to customer requests.

Used Equipment Purchase

ORIX assesses and purchases equipment, machines, and facilities that are no longer needed by customers.

Used Equipment Sales

We sell high-quality equipment that is well-maintained at a reasonable price.
ORIX comprehensively provides various functions as an Eco Services Integrator to support customers reducing carbon emissions and energy costs.

Renewable Energy Services

ORIX is working to promote the widespread use of renewable energy through solar, geothermal and other power generation businesses.

Solar Power Facility Installation Services

ORIX uses economies of scale through direct procurement of equipment from manufacturers and a nationwide network of construction companies to provide total support from financing at the time of system installation to arrangements with installation construction and maintenance companies and submitting applications under subsidy programs.

Mega-Solar Power Generation

We lease idle land from local governments, businesses, and others in various parts of the country and construct and operate largescale photovoltaic power plants (mega-solar) with maximum output of 1 MW (megawatt) or more. We currently operate or are planning 111 power plants with total capacity of 826 MW throughout Japan.

Wind Power Generation

ORIX invested in Akita Araya Wind Farm (maximum output of 8.7 MW), located in Akita City, Akita Prefecture for the practical application of next-generation energy.

Geothermal Power Generation

Beppu Suginoi Hotel (Beppu City, Oita Prefecture), operated by the ORIX Group, owns and operates the Suginoi Geothermal Power Plant, one of the largest private-use facilities in Japan.

Rooftop Solar Power Generation

ORIX engages in the roof-top rental solar power generation business by installing photovoltaic systems on ORIX Group facilities and the roofs of large facilities such as plants and warehouses leased from customers for installation. This achieves both maximum utilization of customer facilities and efficient electric power generation.

Biomass Power Generation

ORIX operates the Agatsuma Biomass Power Plant, a wood chip-fired thermal power station located in Gunma Prefecture. A wood chip-fired thermal power station burns wood chip fuel in a boiler to generate steam that rotates a turbine and generates electricity. The plant has a power generation capacity of 13,600 kW (13.6 MW), with annual power transmission of 86 million kWh. *1 Converted to ordinary household electricity use, this equates to the annual power consumption of approximately 24,000 households.*2

Construction of New Geothermal Power Plants

Geothermal power generation can provide a stable supply of electricity in the medium- and long-term, regardless of the season, weather conditions, or time of day; for this reason, it is hoped that geothermal power can provide baseload power. ORIX is making use of its geothermal power generation knowledge from the Beppu Suginoi Hotel to conduct research and drilling at several locations in Japan to construct new geothermal power plants with maximum output that exceeds 2,000 kW. In August 2019, we started construction of the Minami-Kayabe Geothermal Power Plant (name to be confirmed) with a capacity of 6,500 kW in Minami-Kayabe region of Hakodate City, Hokkaido. This power plant will be completed in early spring 2022 and start commercial operation as the largest*1 binary cycle*2 geothermal power plant in Japan.

*1 Actual power transmission in fiscal 2019.
*2 Calculated based on 3,600 kWh a year per household. (Source: "The Electric Power Situation," Federation of Electric Power Companies of Japan)
Electric Power Business

ORIX provides affordable electric power for business operators to power their factories, office buildings, and other facilities.

Electric Power Trading

As a power producer and supplier (PPS), ORIX supplies affordable electric power to facilities that require high-voltage power (including special high-voltage) of corporate customers.

Energy Conservation Services

ORIX identifies a customer’s energy consumption pattern and proposes optimal energy conservation solutions.

Our energy conservation services help customers save energy and reduce CO₂ emissions by improving productivity during updates and installation of production facilities in plants and buildings.

Resource and Waste Services

ORIX provides one-stop services tailored to diverse customer needs for the reduction, reuse, recycling, and appropriate disposal of unneeded items.

Area Recycling Systems

We are building a nationwide network of waste disposal and transportation companies, used goods sales companies, intermediate processing companies, and related companies. ORIX Eco Services supports customers by selecting processing companies, collecting equipment and assisting with the complex administrative procedures associated with proper waste disposal.

Through these efforts a customer can enjoy a smooth disposal process for unnecessary equipment from multiple sites.

Office IT equipment which will be reused

Proper Waste Disposal Services

In support of the appropriate processing of waste by customers, ORIX Environmental Resources Management operates a facility for the proper and advanced processing of waste, and ORIX Eco Services operates in trade of recycled metals and other resources, collection and transportation of industrial waste, and intermediate waste processing general intermediate processing facility for construction-based industrial waste.

High-temperature reactor that gasifies and melts waste
Automobile-Related Business and Services

ORIX is developing a total automobile service business ranging from leasing, rental car, and car sharing services to used car sales and vehicle management services.

Automobile Leasing, Rental, Car Sharing, and More

ORIX provides solutions to various automobile-related needs to both businesses and individuals.

Automobile Leasing (New and Used Vehicles)

Automobile leasing is a package service that combines vehicle-related management tasks including vehicle procurement, routine inspections, mandatory inspections, payment of taxes, and dealing with accidents. Customers can use a well-maintained vehicle with peace of mind at all times. We also offer leasing of used vehicles that have been removed from service in ORIX’s automobile leasing and rental business selected from among the vehicles that meet ORIX’s unique criteria. This makes it possible to substantially cut the margin that normally arises in the process of used vehicle distribution.

Car and Truck Rental

ORIX manages the second largest fleet of rental cars in the industry with 71,000 cars at 1,055 locations. We provide a wide range of vehicles from different manufacturers and approximately 9,000 hybrid vehicles, offering service that gives consideration to the environment. ORIX Truck Rental stores provide work vehicles for construction and civil engineering in addition to ordinary trucks.

Vehicle Purchase and Sale Agency Services and Used Car Auctions

Our vehicle purchase and sale agency services support the troublefree disposal of corporate vehicles through a highly-detailed support structure. We also offer comprehensive compliance measures such as removing company signs from the vehicle body and submitting name change completion certificates (copies). We offer vehicles whose leases have expired and rental cars managed by the Company at used car auctions, providing a wide range of high-quality vehicles to successful bidders. High successful sale rates and vehicles sales at high prices can be expected.

Car Sharing

With ORIX car sharing services, customers have access to a car whenever they need one, 24 hours a day, 365 days a year, in 15-minute increments. Monthly payments are based on usage fees (time and distance charges) only. Car sharing is an effective means of reducing vehicle maintenance expenses, including gasoline costs, taxes, insurance premiums (optional insurance), car inspection (periodic inspection) costs, and parking fees. All vehicles are remotely monitored using ITS technologies, reducing the complexities of breakdowns and maintenance.

Areas covered: Hokkaido, Tohoku, Kanto, Chubu, Kinki, Chugoku, Kyushu, Okinawa
Vehicle Management

ORIX supports customer total risk management through combinations of optimal services.

Telematics Services

The ORIX Telematics Service enables customers to monitor detailed driving data by equipping vehicles with specialized equipment that has communication and GPS functions. The system enables monitors to easily ascertain a vehicle’s operational status. This data can be used to set targets for compliance, environmental response, and safety management as part of vehicle operational management as well as to improve and solve important issues. ORIX also supports the realization of total risk management by providing customers with a consulting service that covers all aspects from operational methods to effective verification based on the collected data. For distribution companies, we offer e-Telematics PRO, a telematics service with a digital tachograph function (certified by the Ministry of Land, Infrastructure, Transport and Tourism).

Vehicle Management Services (BPO*)

ORIX offers vehicle management services for customers who require something more than automobile leasing to meet their needs. ORIX has created a service flow that enhances risk management, clarifies processes and roles, and implements a PDCA (plan-do-check-act) cycle that entails the evaluation of risk, restructuring of services, visualization of risk, and improvement of services. We support customer management through strategic BPO.

AMS Card (Fuel Card)

The AMS (Auto Management Service) Card can be used at approximately 80% of the gasoline stations in Japan, and allows ORIX to utilize it for compliance and safety management. It can also be used to pay for car-parking at affiliated parking lots.

ETC Card

The ETC card provides a detailed breakdown of tolls paid for each vehicle, allowing users to check for improper use. ORIX also handles a variety of procedures such as registration for mileage programs.

Environmental Support Service

ORIX supports the planning and reporting required for compliance with environmental laws and regulations related to automobiles such as the Automotive NOx, PM Law, local-government regulations, and the Revised Energy Conservation Law.
Real Estate-Related Business and Services

ORIX engages in a variety of businesses ranging from residential development to real estate investment and facility operation.

Facilities Operation Business

ORIX operates various facilities including onsen hotels and hotels, aquariums and training facilities.

Onsen Hotels and Hotels

ORIX manages onsen hotels and hotels that meet diverse needs from city hotels, resort hotels and serviced apartments to hot spring resorts.

Aquariums

The Kyoto Aquarium, Japan’s first large-scale, inland aquarium that uses 100% artificial seawater, opened in Kyoto City in 2012. We developed and operate the Sumida Aquarium, located inside the TOKYO SKY TREE TOWN®, which also opened in 2012.

Training Facilities

ORIX operates the Seminar House Cross Wave series of training facilities that aim to provide an ideal training environment in all aspects from training and conferences to accommodation.

Other Facilities

ORIX operates facilities such as Kyocera Dome Osaka, a multifunctional dome; ORIX Theater for a diverse array of performances; and the Shunpanro chain of historic puffer fish restaurants with a onsen hotel attached.

Establishment of ORIX HOTELS & RESORTS

In January 2019, ORIX launched a new onsen hotel and hotel operating business brand. Based on the concept of being “places you’ll want to visit again,” these 12 facilities found in Japan’s leading tourist destinations offer services tailored to customer needs.

TOPICS

Training Facilities

Other Facilities

Facilities Operated (As of July 31, 2019) Facilities marked with “★★” are part of ORIX HOTELS & RESORTS

Onsen Hotels and Hotels (21)

Hokkaido
- CROSS HOTEL SAPPORO ★
- Hakodate Yunokawa Hotel Banso ★

Fukuoka
- Hyatt Regency Fukuoka
- HOTEL UNIVERSAL PORT FUKUOKA ★

Kanagawa
- Atami Ohtsuki Hotel Wafuukan ★

Shizuoka
- OKURA ACT CITY HOTEL HAMAMATSU ★

Toyama
- Kurobe Unazuki Yamanoha ★

Kyoto
- CROSS HOTEL KYOTO ★
- HOTEL UNIVERSAL PORT KYOTO ★

Hyogo
- Hotel Nikko Himeji
- Beppu Suginami Hotel ★

Oita
- HILTON OKINAWA CHATAN RESORT
- Double Tree by Hilton Okinawa Chatan Resort

Osaka
- HOTEL UNIVERSAL PORT VITA ★
- ORIX Theater
- Osaka Cultural Hall at Tempozan
- GRAND FRONT OSAKA KNOWLEDGE CAPITAL
- Shimonoseki Shunpanro Abeno
- Shimonoseki Shunpanro Main
- Shunpanro Sanyo Shimonoseki Daimaru
- SANKIRYOU SARYO

Other (12)

Tokyo
- Shimonoseki Shunpanro Tokyo
- Shimonoseki Shunpanro Nihombashi Takashimaya
- Shimonoseki Shunpanro Nagoya
- Kyo-ya-ji-restaurant umekojikoen
- Kyocera Dome Osaka
- ORIX Theater
- Osaka Cultural Hall at Tempozan
- GRAND FRONT OSAKA KNOWLEDGE CAPITAL
- Shimonoseki Shunpanro Abeno
- Shimonoseki Shunpanro Main
- Shunpanro Sanyo Shimonoseki Daimaru
- SANKIRYOU SARYO

Aich
- Shigrants Shunpanro

Kyoto
- HOTEL UNIVERSAL PORT VITA ★
- GRAND FRONT OSAKA KNOWLEDGE CAPITAL
- Shimonoseki Shunpanro Abeno
- Shimonoseki Shunpanro Main
- Shunpanro Sanyo Shimonoseki Daimaru
- SANKIRYOU SARYO

Fukuoka
- HOTEL UNIVERSAL PORT VITA ★
- GRAND FRONT OSAKA KNOWLEDGE CAPITAL
- Shimonoseki Shunpanro Abeno
- Shimonoseki Shunpanro Main
- Shunpanro Sanyo Shimonoseki Daimaru
- SANKIRYOU SARYO

Facilities operated: 45
Investment, Development and Asset Management

Based on the experience we gained through financing and facility operation, ORIX engages in real estate related business and services representative of the Group.

**Real Estate Investment and Development**

ORIX invests in, develops, and leases different types of real estate such as offices, rental condominiums, commercial facilities, and logistics centers.

**Property Leasing**

ORIX supports corporate store development by leasing land from owners and renting it to tenant companies after constructing a building to tenant specifications. When a lease expires, we restore the land and return it to the owner.

**Main Development Properties**

**Rental Apartments**
- Belle Face Shibaura Tower (Minato-ku, Tokyo)
- Belle Face Monzen-Nakacho (Koto-ku, Tokyo)
- Belle Face Otsuka (Toshima-ku, Tokyo)

**Offices**
- Service Offices CROSS OFFICE series
- ORIX Honmachi Building (Osaka City, Osaka Prefecture)
- ORIX Ueno 1-chome Building (Taito-Ku, Tokyo)

**Commercial Facility**
- CROSS GARDEN CHOJU (Choju City, Tokyo)

**Logistics Facilities**
- Matsubushi Logistics Center (Matsubushi-cho, Kitakatsushika-gun, Saitama Prefecture)
- Atsugi Logistics Center (Atsugi City, Kanagawa Prefecture)
- Komaki II Logistics Center (Komaki City, Aichi Prefecture)
- Hirakata II Logistics Center (Hirakata City, Osaka Prefecture)

**Asset Management**

ORIX Asset Management Corporation and ORIX Real Estate Investment Advisors Corporation operate real estate investment trusts and private placement funds with advanced expertise based on the accumulated know-how of the ORIX Group in the financing and real estate businesses.

**ORIX Makes DAIKYO into Wholly-Owned Subsidiary to Grow as Comprehensive Real Estate Group**

In January 2019, ORIX purchased shares to make DAIKYO INCORPORATED, a listed subsidiary, into wholly-owned subsidiary. DAIKYO has strengths in the development and distribution of real estate centered on Lions Mansion condominiums, as well as building maintenance and management. DAIKYO manages over 530,000 condominium units on a contract basis, which ranks first in the industry*. On the other hand, ORIX’s real estate business has strengths in real estate development and investment in commercial, logistics and other facilities, operation of lodging, training and other facilities, and asset management.

By making DAIKYO a wholly-owned subsidiary, knowledge and resources from both companies can be shared and linked flexibly. Going forward, we will promote participation in large-scale complex projects as a comprehensive real estate group with a track record of developing and operating a wide range of properties.

* The DAIKYO Group is first in the ranking of the total number of units managed on a contract basis nationwide by group. Survey by Mansion Kanri Shimbun (issued May 25, 2019).
Other Business and Services

ORIX responds to societal needs in areas such as the agricultural business, the concession business exemplified by and operation of Kansai International Airport, and medical services.

Concession Business

Concession* is attracting much attention as a method for the Japanese government to utilize the management mechanism and know-how of companies in the private sector for the operation of public facilities and infrastructures under the country’s growth strategies. The concession method has been introduced across Europe and other areas because it helps the government improve the service level and increase profits from the private sector’s viewpoint. Kansai Airports, which was established by a consortium led by ORIX and VINCI Airports of France, began operating Kansai International Airport and Osaka International Airport in April 2016 as Japan’s first full-scale private sector airports. ORIX began operating Kobe Airport in April 2018. We will use the ORIX Group’s know-how in the financial and real estate fields, and VINCI Airports’ expertise in airports, to operate the airports over 40 or more years.

Since April 2018, ORIX has been working on a project for a sewage treatment plant in Hamamatsu City, Shizuoka Prefecture. ORIX is also participating in a management company (Hamamatsu Water Symphony) established mainly by the Japanese subsidiary of France-based Veolia. The ORIX Group is building the concession business and we are proactively examining new project implementation as the management abilities and know-how of the private sector are increasingly needed for the operation of public infrastructures such as airports, roads and water supply, and sewage facilities.

* Concession is a method for PFI adopted under a system in which public authorities grant the right to operate public facilities that collect usage fees to private entities while keeping the ownership of the facilities (Source: The Cabinet Office of Japan at its website).

Medical Mobile Services (FREEILL CORPORATION)

FREEILL CORPORATION rents vehicles with CT and MRI equipment and provides necessary technical support according to the location, time, and period needed. This enables healthcare institutions to use high resolution diagnostic equipment without capital expenditure. Dispatching vehicles to provide screenings to residents of local governments and corporate employees increases screening rates.

Accounting Support (Yayoi Co., Ltd.)

Yayoi Co., Ltd. provides business software and services to small and medium corporations and sole proprietors in Japan. Yayoi has made its mission to act as infrastructure underpinning the business of small and medium corporations, sole proprietors, and entrepreneurs and supports customer business development with its Yayoi Series of core products and a lineup of various support services.
Agriculture Business

We have tied up with business partners in different regions of Japan and produce vegetables at four sites. We employ environmental control technologies to control temperature, humidity, CO2 concentrations, the quantity of light, and other factors and also use hydroponic technologies with the aim of achieving consistent prices, consistent quality, consistent timing, and consistent volumes in sales. The vegetables produced are regularly sold to retailers and restaurants located primarily in the Tokyo Metropolitan, Chubu, and Kansai regions through the ORIX Group’s sales networks. In addition to selling vegetables that it grows, ORIX Food Supply Corporation procures and sells produce from cooperating producers. In June 2017, we formed capital and business alliances with Farmind, which has a nationwide produce distribution network, and we are expanding sales.

Agricultural Production Bases

1. ORIX Yatsugatake Farm
   - Production of leafy vegetables with hydroponics
   - Established: April 2015
   - Location: Fujimi-machi, Suwa-gun, Nagano Prefecture
   - Items produced: Spinach, arugula, edible chrysanthemum (shungiku), watercress, etc.

2. Smart Agriculture Iwata
   - Production of tomatoes and paprika in Venlo-style greenhouses
   - Production of leafy and other vegetables in soil and with hydroponics
   - Established: April 2016
   - Location: Iwata City, Shizuoka Prefecture
   - Items produced: Tomatoes, paprika, kale, etc.

3. Yabu Farm
   - Production of leafy vegetables with hydroponics
   - Production of green peppers, rice, etc. in outdoor cultivation
   - Established: June 2015
   - Location: Yabu City, Hyogo Prefecture
   - Items produced: Spinach, green peppers, rice, etc.

4. ORIX Agriculture
   - Production of lettuce with fully artificial light
   - Established: February 2014
   - Location: Yabu City, Hyogo Prefecture
   - Items produced: Lettuce

Product Introduction

Leafy vegetables from ORIX Yatsugatake Farm (hydroponics)

These vegetables are grown in clean air and abundant sunlight and use the clean underground water of the Shinshu Yatsugatake Plateau. Just a quick wash with water and they can be enjoyed in a salad as is.

- **Salad Spinach**
  - This spinach does not have a bitter or astringent taste and the leaves are soft. It can be eaten just by rinsing with water without boiling.

- **Salad Shungiku**
  - Stems and leaves are thin and soft. Surprisingly delicious when eaten raw.

- **Salad Arugula**
  - This vegetable is characterized by the flavor of sesame. We recommend using it as a garnish as well as in salads.

- **Salad Watercress**
  - This watercress has a spicy taste and refreshing aroma. It can be eaten in salads as is.

IoT and Data Business Support Services (Ubiteq, INC.)

Ubiteq, INC. provides IoT infrastructure to customers that want to use the IoT in their business activities. Ubiteq acquires various data and connects, collects, and utilizes it. All customer issues are addressed using four core technologies and coordination among them. Ubiteq builds consistent support systems from design to development, mass production, and operation using systems and services that integrate IoT terminals with networks. We support customer business innovation.
Consumer Finance Services

ORIX engages in life insurance, banking, and card loan businesses to provide distinctive services which leverage its expertise.

Deposits, Trust Products, Real Estate Loans for Investment and Investment Trusts

ORIX Bank aims to provide comprehensive services and meet the needs of its customers through flexible response and attractive products by capitalizing on its strengths in niche areas.

Business Model and Features

ORIX Bank handles deposits, trusts, credit card loans, and other services through non-face-to-face channels via the Internet and provides real estate loans for investment and other services in-person by meeting with customers. As a unique bank that integrates the virtual with the real, we provide financial products and services with a focus on our strengths.

Main Products

Trust Products

Trust Products

A money trust managed by unsecured loans to select listed companies.

The first testamentary substitute trust product to be offered by mail and telephone order in Japan.

This is the industry’s first testamentary substitute trust product that allows donation of property to a designated local government.

* A minimum fee of 500,000 yen (excluding tax) will be charged.

Trust Products

Trust Products

Deposits

Real Estate Loans for Investment

Investment Trusts

ORIX Bank provides high interest rate yen time deposits.

Loans can be used to purchase or refinance investment property for rental purposes.

We carefully select and provide investment trusts that can be used for medium- to long-term asset formation.

Main Products

Main Products

ORIX VIP Loan Card and ORIX Bank Card Loan

ORIX Credit provides a wide range of products, such as the ORIX VIP Loan Card, with reasonable interest rates and flexible usage, Cardless VIP for Internet transactions and ORIX VIP Loan Card Business for individual business owners. Also, ORIX Bank offers the ORIX Bank Card Loan service, which customers can use to meet a range of financial needs in various life stages.

Introduction of AI-Supported Real Estate Investment Cash Flow Simulator for Individuals

In September 2018, ORIX Bank launched a Cash Flow Simulator service that uses AI to calculate the cash flow of real estate investment. The simulation service uses a version of the "Gate." real estate investment analytical tool with about 60 million real estate data points developed by Leeways Inc. (Shibuya-ku, Tokyo), customized by ORIX Bank. After entering information about property they are considering investing in, along with their loan terms, customers are presented with an initial estimate of projected revenue fluctuations, including rents and vacancy rates, and operating expenses based on an AI-driven analysis. The service allows users to estimate cash flow from real estate investments.
Life Insurance

ORIX Life Insurance responds to customers’ needs by providing simple, easy to understand insurance products with affordable premiums.

Sales Channels

<table>
<thead>
<tr>
<th>Sales Channels</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Sales</td>
<td>ORIX provides insurance products to a wide range of customers through insurance agencies that handle not only life insurance but also non-life insurance and drop-in style agencies close to train stations and in large shopping malls. Insurance products are available at approximately 6,100 offices and branches of city and regional banks as well as credit unions.</td>
</tr>
<tr>
<td>Mail Order and Internet Sales</td>
<td>We also conduct sales via postal mail and the Internet for customers who wish to choose their options.</td>
</tr>
<tr>
<td>Face-to-Face Sales via Employees</td>
<td>In 2016, we began selling our products face-to-face to customers via employees with the title of Conserve Adviser. We will supplement our sales channels with this channel, through which we will also provide customers with consulting services.</td>
</tr>
</tbody>
</table>

Main Products

<table>
<thead>
<tr>
<th>Medical Insurance</th>
<th>Cancer Insurance</th>
<th>Medical Insurance with Death Protection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Insurance</td>
<td>Cancer Insurance</td>
<td>Medical Insurance with Death Protection</td>
</tr>
<tr>
<td>&quot;New CURE&quot;</td>
<td>&quot;Believe&quot;</td>
<td>&quot;Relief W&quot;</td>
</tr>
<tr>
<td>Medical Insurance</td>
<td>Medical Insurance</td>
<td>Medical Insurance with Death Protection</td>
</tr>
<tr>
<td>&quot;New CURE Lady&quot;</td>
<td>&quot;New CURE Lady&quot;</td>
<td>&quot;Relief W&quot;</td>
</tr>
<tr>
<td>Cancer Insurance</td>
<td>Cancer Insurance</td>
<td>Medical Insurance with Death Protection</td>
</tr>
<tr>
<td>&quot;Believe&quot;</td>
<td>&quot;Believe&quot;</td>
<td>&quot;Relief W&quot;</td>
</tr>
<tr>
<td>Medical Insurance with Relaxed Underwriting Conditions</td>
<td>Cancer Insurance with Relaxed Underwriting Conditions</td>
<td>Medical Insurance with Death Protection</td>
</tr>
<tr>
<td>&quot;New CURE Support&quot;</td>
<td>&quot;New RISE Support&quot;</td>
<td>&quot;Relief W&quot;</td>
</tr>
<tr>
<td>Medical Insurance with Relaxed Underwriting Conditions</td>
<td>Cancer Insurance with Relaxed Underwriting Conditions</td>
<td>Medical Insurance with Death Protection</td>
</tr>
<tr>
<td>&quot;New CURE Support&quot;</td>
<td>&quot;New RISE Support&quot;</td>
<td>&quot;Relief W&quot;</td>
</tr>
<tr>
<td>Whole Life Insurance</td>
<td>Term Insurance</td>
<td>Specified Disease Insurance</td>
</tr>
<tr>
<td>&quot;Candle&quot;</td>
<td>&quot;Fine Save&quot;</td>
<td>&quot;With&quot;</td>
</tr>
<tr>
<td>Whole Life Insurance</td>
<td>Term Insurance</td>
<td>Specified Disease Insurance</td>
</tr>
<tr>
<td>&quot;RISE&quot;</td>
<td>&quot;Fine Save&quot;</td>
<td>&quot;With&quot;</td>
</tr>
</tbody>
</table>

* There are foreign exchange risks with USD Whole Life Insurance “Candle,” and the amount received may be less than the total premium paid. In addition, there are various expenses incurred by the customer. Please be sure to confirm the documents issued before signing the contract including Overview of the Contract/Warning Information and Contract Brochures/ Stipulations.
Overseas Business and Services

The ORIX Group’s Global Network

Europe
15 locations in 9 countries

Middle East and Africa
34 locations in 8 countries

Southeast Asia
304 locations in 6 countries

Oceania
67 locations in 4 countries

Southeast Asia
82 locations in 2 countries

Japan
1,466 locations

The Americas
214 locations in 5 countries and regions

The ORIX Group’s Global Network

Europe
15 locations in 9 countries

Middle East and Africa
34 locations in 8 countries

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1,466 locations

The Americas
214 locations in 5 countries and regions

Finance and Consulting

While firmly maintaining the basic principle for our overseas business strategy of “Localization and Partnership,” local subsidiaries that are well versed in the commercial practices, laws, and regulations in each country provide leasing, lending and other financial services to local businesses and Japanese companies. We also provide financial functions for customers who sell products overseas and perform market research, business strategy formulation support and other consulting services, thereby providing effective support to customers seeking to enter international markets.

Environment and Energy Business

ORIX is active in diverse environment and energy related businesses in Japan and other regions with a focus on Asia and the United States. Main undertakings include investing in U.S.-based Ormat Technologies Inc. ("Ormat"), which is conducting geothermal power generation business. Ormat designs, manufactures, sells, and installs geothermal power generation facilities and is also involved directly in the geothermal resource development and geothermal power generated business. It is the world’s only vertically-integrated geothermal business enterprise.

Business Development, Investment, and Asset Management

ORIX conducts business development and investment operations that make use of our diverse networks, mainly focusing on emerging countries such as those in Asia. In addition, in Europe and the U.S., we are involved in corporate finance, investment in marketable securities, equity investment, advisory, servicing, and asset management, all fields where we provide various products and services that capitalize on a high level of expertise.

Expanding Private Equity Investment in North America

ORIX established a private equity (PE) investment management company in the United States in March 2016, leveraging its expertise in the U.S. investment field. Strong demand in the infrastructure-related market in the United States allowed us to capture many opportunities and so far, we have invested in 11 companies that work in public infrastructure such as transportation, communications and water (as of July 2019). By making multiple investments in companies in the same industry, we are also working to improve corporate value through synergies between investee companies, for example by expanding services, customer base and business areas. Going forward, we will accelerate our PE investment business in the United States and aim to expand by steadily capturing investment opportunities.

Overview of Investments

<table>
<thead>
<tr>
<th>Investment Period</th>
<th>Company Name</th>
<th>Business Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 2016</td>
<td>RoadSafe Traffic Systems</td>
<td>Traffic infrastructure safety services</td>
</tr>
<tr>
<td>November 2016</td>
<td>Protection Services</td>
<td>Traffic infrastructure safety services</td>
</tr>
<tr>
<td>February 2017</td>
<td>Hoffman Southwest</td>
<td>Water-related maintenance and management</td>
</tr>
<tr>
<td>July 2017</td>
<td>Seth’s Barricades</td>
<td>Traffic infrastructure safety services</td>
</tr>
<tr>
<td>June 2018</td>
<td>Peak Utility Services Group</td>
<td>Public infrastructure installation and maintenance services</td>
</tr>
<tr>
<td>December 2018</td>
<td>NFI Connect</td>
<td>Communication infrastructure installation and maintenance services</td>
</tr>
<tr>
<td>February 2019</td>
<td>Tri-State Utilities</td>
<td>Water-related maintenance and management</td>
</tr>
<tr>
<td>May 2019</td>
<td>Accurate and 2 other affiliated companies</td>
<td>Underground pipe inspection and maintenance services</td>
</tr>
<tr>
<td>July 2019</td>
<td>Utility Sales &amp; Service</td>
<td>Electricity meter introduction and maintenance services</td>
</tr>
</tbody>
</table>

The McGinness Hills Complex power generating facility, owned and operated by Ormat
ORIX provides inspiration, excitement, and dreams to people through baseball, and proactively undertakes activities aimed at close contact with local communities. In addition, using the high profile of the professional baseball team, we provide customers with a venue for various promotional activities.

**Baseball Team Management**

In 1989, ORIX started baseball team management of the ORIX Braves. The team was renamed the ORIX Buffaloes in 2005 and was relocated to Osaka with the aim of becoming the favorite of local fans. The team holds numerous appealing events at home games with the aim of spreading the joys of professional baseball to as many fans as possible.

**Sponsor/Special Seat**

**Sponsorship Program**

ORIX Buffaloes provide a variety of programs to help customers with their promotional activities.

**VISTA ROOM**

This room enables fans to enjoy a sense of dynamism from the whole stadium that cannot be experienced from the bleachers. Here they can enjoy the luxury of watching a game in a lavish space.

**Advertising Space**

In addition to holding sports events such as professional baseball games, the dome space is widely used for live performances by artists and events and also provides a space for advertising.

**Season Seats**

Fans can watch all Buffaloes sponsored official games from their own season seats. They can feel the action of powerful plays in premium seats.

**Community Activities**

Former professional baseball players carry out social contribution activities, such as career education and T-ball workshops primarily working with elementary school students in Osaka City. Through their career as former professional athletes, they make efforts to help young people achieve healthy growth.

© ORIX Buffaloes

A T-ball workshop
Proactively Conducting Activities Beyond the Framework of Our Business Domains

The ORIX Group is committed to contributing to society by offering innovative products that create new value for customers as its Corporate Philosophy. In addition to making contributions to society through business, we are also implementing a range of initiatives to help meet social and environmental challenges beyond the framework of our business domains.

**ORIX Miyauchi Foundation**

We established the ORIX Social Fund in 2006 to support social welfare, children and the youth who are future leaders, and the fields of music, culture, and art. Subsequently in 2010, the fund was renamed after being approved as a public interest incorporated foundation, and has been conducting activities as the ORIX Miyauchi Foundation since 2014. Since 2006, the Foundation has donated assistive vehicles to social welfare organizations nationwide, invited children living in foster homes and students and classes of special education schools to ORIX Buffaloes baseball games, and undertaken other programs. The Foundation also hosts children’s hands-on learning programs conducted by Group employees for local children, cosponsors the Art Exhibition for Children and People with Disabilities, and supports the children’s cafeteria program for the provision by local residents of meals and places to stay to children.

Children play with jet balloons at a baseball game

A ceremony marking the donation of an assistive vehicle

Study group at Suginoi Geothermal Power Plant

The Art Exhibition for Children and People with Disabilities (held by the Japanese Society for Disabled Children)

A recipient of the FY2018 ORIX Award

A children’s cafeteria event
ORIX Group

We are engaged in a range of social contribution activities, including environmental protection, development of the next generation of leaders, and communication with local communities.

Environmental Protection Activities

In 2008, ORIX Group created SANGO ORIX, a coral transplanting project based in Okinawa, with the objective of planting 10,000 juvenile corals. Planting work was completed in fiscal 2016, and coral transplanting support activities are now being conducted through the ORIX Miyauchi Foundation. Also, Philippines-based ORIX METRO Leasing and Finance Corporation has been planting mangroves in the typhoon-affected Cagsao district, along the San Miguel Bay on Luzon Island, since 2012.

Development of the Next Generation of Leaders

ORIX has been accepting elementary and junior high school teachers as trainees under a program to provide teachers with training at companies. Keizai Koho Center, an organization related to Keidanren, serves as secretariat to the program. The Sumida Aquarium participates in the school support network project supervised by the secretariat of the Sumida City board of education, and holds special classes at elementary schools in Sumida City. The Kyoto Aquarium holds special classes on the Japanese giant salamander, which is a symbol of creatures living in local rivers, at elementary schools in Kyoto City.

Communication with Local Communities

ORIX converted the Makurazaki Airport into a mega-solar power plant and installed an astronomical observatory onsite to provide a place for local residents to gather. ORIX Australia gives support to Food Bank, an organization aimed at preventing hunger, and to the Humpty Dumpty Foundation, a charity organization for children. Moreover, the Company participates in the charitable activities of United Way, including donating books to children to encourage reading.
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Principal Business</th>
<th>Established (Acquired)</th>
<th>ORIX Group Controlling Share</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate Financial Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NS Lease Co., Ltd.</td>
<td>Leasing, lending, other financial services</td>
<td>(Jul 2002)</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Tokushima Corporation</td>
<td>Leasing, other financial services</td>
<td>(Oct 2005)</td>
<td>95%</td>
</tr>
<tr>
<td>Tsukuba Lease Corporation</td>
<td>Leasing</td>
<td>(June 2010)</td>
<td>95%</td>
</tr>
<tr>
<td>Kyuko-Lease Inc.</td>
<td>Leasing, other financial services</td>
<td>(Jan 2012)</td>
<td>85%</td>
</tr>
<tr>
<td>FREELLE CORPORATION</td>
<td>Medical Equipment Rental</td>
<td>(May 2013)</td>
<td>100%</td>
</tr>
<tr>
<td>Yayoi Co., Ltd.</td>
<td>Development, Marketing, and Support of Business Management Software and Related Services</td>
<td>(Dec 2014)</td>
<td>99%</td>
</tr>
<tr>
<td>ORIX Yatsugatake Farm Co., Ltd.</td>
<td>Production and Sales of Hydroponic Vegetables</td>
<td>Apr 2015</td>
<td>97%</td>
</tr>
<tr>
<td>ORIX Food Supply Corporation</td>
<td>Purchase and Sales of Fruits and Vegetables</td>
<td>Jul 2016</td>
<td>100%</td>
</tr>
<tr>
<td>Altoa, Inc.</td>
<td>Online lending</td>
<td>Feb 2017</td>
<td>91%</td>
</tr>
<tr>
<td><strong>Maintenance Leasing</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORIX Auto Corporation</td>
<td>Automobile Leasing, Rental, Car Sharing, Sales of Used Automobiles</td>
<td>Jun 1973</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Rentec Corporation</td>
<td>Rental and Leasing of Test and Measurement Instruments and ICT-Related Equipment</td>
<td>Sep 1976</td>
<td>100%</td>
</tr>
<tr>
<td>Yodogawa Transformer Co., Ltd.</td>
<td>Manufacture, rental, sales, and purchasing of power receiving, transforming and generating facilities and equipment, various types of transformers, subides, etc.</td>
<td>(Jan 2018)</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Real Estate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORIX Interior Corporation</td>
<td>Interior Finish Work and Construction Management, Real Estate Rental, Parking Lot Business</td>
<td>(Jan 1987)</td>
<td>100%</td>
</tr>
<tr>
<td>Blue Wave Corporation</td>
<td>Hotel and Training Facility Management</td>
<td>Jan 1997</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Real Estate Corporation</td>
<td>Real Estate Rental, Facilities Operation and Management</td>
<td>Mar 1999</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Asset Management Corporation</td>
<td>Asset Management of J-REIT</td>
<td>Sep 2000</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Living Corporation*1</td>
<td>Senior Housing Management</td>
<td>Apr 2005</td>
<td>99%</td>
</tr>
<tr>
<td>Chofu Driving School Corporation</td>
<td>Driving School</td>
<td>(Dec 2005)</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Real Estate Investment Advisors Corporation</td>
<td>Real Estate Investment and Advisory Services</td>
<td>Sep 2007</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Aquarium Corporation</td>
<td>Aquarium Operation</td>
<td>Apr 2011</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Agriculture Corporation</td>
<td>Production of vegetables at plant factory and their sales</td>
<td>Feb 2014</td>
<td>100%</td>
</tr>
<tr>
<td>DAIKYO INCORPORATED</td>
<td>Real Estate Investment and Advisory Services</td>
<td>(Jan 2019)</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Investment and Operation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORIX Capital Corporation</td>
<td>Venture Capital</td>
<td>Oct 1983</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Eco Services Corporation</td>
<td>Trading of Recycled Metals and Other Resources, Collection and Transportation of Industrial Waste, and Intermediate Waste Processing</td>
<td>Apr 1998</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Asset Management &amp; Loan Services Corporation</td>
<td>Loan Servicing</td>
<td>Apr 1999</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Environmental Resources Corporation</td>
<td>Waste Recycling</td>
<td>Sep 2002</td>
<td>100%</td>
</tr>
<tr>
<td>Agatsuma Bio Power Co., Ltd.</td>
<td>Biomass Power Generation</td>
<td>Jan 2006</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Loan Business Center Corporation</td>
<td>Personal Loan Related Asset Management, Customer Relations</td>
<td>May 2009</td>
<td>99%</td>
</tr>
<tr>
<td>Ubiteq, INC.</td>
<td>Development and Manufacturing of Electronic Equipment and In-Vehicle Devices, Development and Operation of Systems, IoT business</td>
<td>(Jul 2010)</td>
<td>57%</td>
</tr>
<tr>
<td>ONE Energy Corporation</td>
<td>Sales, leasing and rental of Solar Panels, and Electricity Storage Systems</td>
<td>Mar 2013</td>
<td>70%</td>
</tr>
<tr>
<td>ORIX Renewable Energy Management Corporation</td>
<td>Operation, management, and maintenance of power plants that use renewable energy sources</td>
<td>Jun 2018</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Retail</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORIX Credit Corporation</td>
<td>Consumer Finance Services</td>
<td>Jun 1979</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Life Insurance Corporation</td>
<td>Life Insurance</td>
<td>Apr 1991</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Bank Corporation</td>
<td>Banking</td>
<td>(Apr 1998)</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Insurance Consulting Corporation</td>
<td>Insurance Agency Services</td>
<td>Oct 2012</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Overseas Business</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORIX Maritime Corporation</td>
<td>Ship Charter and Ship Broker Service</td>
<td>Nov 1977</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Aircraft Corporation</td>
<td>Aircraft Leasing</td>
<td>May 1986</td>
<td>100%</td>
</tr>
<tr>
<td><strong>ORIX Headquarter Functions (Not Included in Segment Financial Information)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORIX Insurance Services Corporation</td>
<td>Insurance Agency Services</td>
<td>Sep 1976</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Computer Systems Corporation</td>
<td>Software Engineering and Systems Management</td>
<td>Mar 1984</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Baseball Club Co., Ltd.</td>
<td>Professional Baseball Team Management</td>
<td>(Oct 1988)</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Management Information Center Corporation</td>
<td>Accounting and Administration Services</td>
<td>Oct 1999</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Business Center Okinawa Corporation</td>
<td>Business Center, Contact Center</td>
<td>Nov 1999</td>
<td>100%</td>
</tr>
<tr>
<td>ORIX Business Support Corporation</td>
<td>Business Support Services</td>
<td>Apr 2007</td>
<td>100%</td>
</tr>
</tbody>
</table>

*1 The ORIX Group agreed to transfer all ORIX Living Corporation shares on March 25, 2019. (As of March 31, 2019)
<table>
<thead>
<tr>
<th>Country Name</th>
<th>Company Name</th>
<th>Principal Business</th>
<th>Established</th>
<th>ORIX Group Controlling Share</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Americas</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>ORIX Corporation USA</td>
<td>Financial Services</td>
<td>Aug 1981</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Mariner Investment Group, LLC</td>
<td>Fund Operation and Management</td>
<td>(Dec 2010)</td>
<td>69%</td>
</tr>
<tr>
<td></td>
<td>Boston Partners Global Investors, Inc.</td>
<td>Asset Management</td>
<td>(Jul 2013)</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Harbor Capital Advisors, Inc.</td>
<td>Asset Management</td>
<td>(Jul 2013)</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ORIX Real Estate Capital Holdings, LLC</td>
<td>Mortgage banking and Loan servicing</td>
<td>Sep 2013</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Boston Financial Investment Management, LP</td>
<td>Low Income Housing Tax Credit Syndicator</td>
<td>(Jul 2016)</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Ormat Technologies, Inc.*</td>
<td>Geothermal Power Generation</td>
<td>(Jul 2017)</td>
<td>21%</td>
</tr>
<tr>
<td></td>
<td>NXT Capital Group, LLC</td>
<td>Loan origination, Asset Management</td>
<td>(Aug 2018)</td>
<td>100%</td>
</tr>
<tr>
<td>Brazil</td>
<td>ORIX Brazil Investments and Holdings Limited</td>
<td>Real Estate Securitization, Asset Management, Real Estate Development and Investment</td>
<td>Aug 2012</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Real Estate Securitization, Asset Management, Real Estate Development and Investment</td>
<td>(Dec 2016)</td>
<td>67%</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>ORIX Asia Limited</td>
<td>Leasing, Automobile Leasing, Lending, Banking</td>
<td>Sep 1971</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ORIX Asia Capital Limited</td>
<td>Equity Investment, Fund Operation and Management, Lending</td>
<td>Jul 1973</td>
<td>100%</td>
</tr>
<tr>
<td>Taiwan</td>
<td>ORIX Taiwan Corporation</td>
<td>Leasing, Sales Finance, Insurance Agency Services</td>
<td>(Feb 1991)</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ORIX Auto Leasing Taiwan Corporation</td>
<td>Automobile Leasing</td>
<td>Apr 1998</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ORIX Taiwan Asset Management Company</td>
<td>NPL Investment, Loan Servicing</td>
<td>Nov 2004</td>
<td>100%</td>
</tr>
<tr>
<td>South Korea</td>
<td>ORIX Rentec (Korea) Corporation</td>
<td>Rental and Leasing of Test and Measurement Instruments and IT-Related Equipment</td>
<td>(Feb 2001)</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ORIX Capital Korea Corporation</td>
<td>Automobile Leasing, Leasing, Lending</td>
<td>Feb 2004</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ORIX Private Equity Korea Corporation</td>
<td>Fund Operation and Management</td>
<td>Mar 2010</td>
<td>100%</td>
</tr>
<tr>
<td>China</td>
<td>ORIX China Corporation</td>
<td>Leasing, Rental</td>
<td>Aug 2005</td>
<td>97%</td>
</tr>
<tr>
<td></td>
<td>CHINA RAILWAY LEASING CO., LTD.</td>
<td>Railway-Related Leasing</td>
<td>(Jan 2006)</td>
<td>14%</td>
</tr>
<tr>
<td></td>
<td>Beijing Oriental Jicheng Co., Ltd.</td>
<td>Rental and Sales of Precision Measuring Equipment</td>
<td>(Feb 2006)</td>
<td>23%</td>
</tr>
<tr>
<td></td>
<td>ORIX (China) Investment Co., Ltd.</td>
<td>Leasing, Equity Investment, Other Financial Services</td>
<td>Dec 2009</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Pang Da ORIX Auto Leasing Co., Ltd.</td>
<td>Automobile Leasing</td>
<td>May 2012</td>
<td>25%</td>
</tr>
<tr>
<td>Mongolia</td>
<td>TenGer Financial Group LLC</td>
<td>Banking, Leasing, Non-Life Insurance</td>
<td>(Oct 2013)</td>
<td>16%</td>
</tr>
<tr>
<td>Singapore</td>
<td>ORIX Leasing Singapore Limited</td>
<td>Leasing, Sales Finance, Lending</td>
<td>Sep 1972</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>ORIX Investment and Management Private Limited</td>
<td>Equity Investment, Lending</td>
<td>May 1981</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ETHOZ Group Ltd.</td>
<td>Automobile Leasing, Rentals, Leasing</td>
<td>Sep 1981</td>
<td>45%</td>
</tr>
<tr>
<td></td>
<td>ORIX Rentec (Singapore) Pte. Limited</td>
<td>Rental and Leasing of Test and Measurement Instruments and IT-Related Equipment</td>
<td>Oct 1995</td>
<td>100%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>ORIX Leasing Malaysia Berhad</td>
<td>Leasing, Lending</td>
<td>Sep 1973</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ORIX Credit Malaysia Sdn. Bhd.</td>
<td>Sales Finance</td>
<td>Jan 1981</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ORIX Car Rentals Sdn. Bhd.</td>
<td>Automobile Rentals</td>
<td>Feb 1989</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ORIX Rentec (Malaysia) Sdn. Bhd.</td>
<td>Rental and Leasing of Test and Measurement Instruments and IT-Related Equipment</td>
<td>Nov 1996</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ORIX Auto Leasing Malaysia Sdn. Bhd.</td>
<td>Automobile Leasing</td>
<td>Oct 2000</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>ORIX Asset Management Malaysia Sdn. Bhd.</td>
<td>NPL Investment</td>
<td>Jan 2008</td>
<td>100%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>PT. ORIX Indonesia Finance</td>
<td>Finance Leasing, Automobile Leasing</td>
<td>Apr 1975</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>PT. Sinar Mitra Sepadan Finance</td>
<td>Used Car Loans for Sole Proprietors and Individual Customers</td>
<td>(Nov 2015)</td>
<td>85%</td>
</tr>
<tr>
<td>Philippines</td>
<td>ORIX METRO Leasing and Finance Corporation</td>
<td>Leasing, Automobile Leasing, Lending</td>
<td>Jun 1977</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>ORIX Auto Leasing Philippines Corporation</td>
<td>Automobile Leasing</td>
<td>Sep 1989</td>
<td>40%</td>
</tr>
<tr>
<td>Thailand</td>
<td>Thai ORIX Leasing Co., Ltd.</td>
<td>Leasing, Automobile Leasing and Rentals</td>
<td>Jun 1978</td>
<td>96%</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Indochina Capital Corporation</td>
<td>Fund Operation and Management, Real Estate Development, and Advisory, Investment Banking</td>
<td>(Nov 2010)</td>
<td>25%</td>
</tr>
<tr>
<td>Pakistan</td>
<td>ORIX Leasing Pakistan Limited*</td>
<td>Leasing, Automobile Leasing</td>
<td>Jul 1986</td>
<td>49%</td>
</tr>
<tr>
<td>India</td>
<td>INFRASTRUCTURE LEASING &amp; FINANCIAL SERVICES LIMITED</td>
<td>Infrastructure Investment, Investment Banking</td>
<td>(Mar 1993)</td>
<td>23%</td>
</tr>
<tr>
<td></td>
<td>ORIX Auto Infrastructure Services Limited</td>
<td>Automobile Leasing, Rentals, Leasing, Commercial Vehicle Loans, Commercial Mortgage Loans</td>
<td>Mar 1995</td>
<td>99%</td>
</tr>
<tr>
<td></td>
<td>Canara Robeco Asset Management Company Limited</td>
<td>Asset Management</td>
<td>(Jul 2013)</td>
<td>49%</td>
</tr>
<tr>
<td>Egypt</td>
<td>ORIX Leasing Egypt SAE</td>
<td>Leasing, Automobile Leasing</td>
<td>Jun 1997</td>
<td>34%</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>ORIX Saudi Leasing Company</td>
<td>Leasing, Automobile Leasing</td>
<td>Jan 2001</td>
<td>28%</td>
</tr>
<tr>
<td>UAE</td>
<td>AI Hail ORIX Finance PSC</td>
<td>Leasing, Automobile Leasing, Lending</td>
<td>Mar 2002</td>
<td>38%</td>
</tr>
<tr>
<td>Bahrain</td>
<td>The Mediterranean &amp; Gulf Insurance &amp; Reinsurance Company B.S.C.</td>
<td>Non-Life Insurance, Life Insurance, Reinsurance</td>
<td>(Jun 2013)</td>
<td>25%</td>
</tr>
<tr>
<td>Australia</td>
<td>ORIX Australia Corporation Limited</td>
<td>Automobile Leasing and Truck Rentals</td>
<td>Jul 1986</td>
<td>100%</td>
</tr>
<tr>
<td>New Zealand</td>
<td>ORIX New Zealand Limited</td>
<td>Automobile Leasing</td>
<td>Dec 1988</td>
<td>100%</td>
</tr>
<tr>
<td>Ireland</td>
<td>ORIX Aviation Systems Limited</td>
<td>Aircraft Leasing, Asset Management, Aircraft-Related Technical Services</td>
<td>Mar 1991</td>
<td>100%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>ORIX Corporation Europe N.V.</td>
<td>Headquarters for the business in Europe</td>
<td>(Jul 2013)</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Robeco Institutional Asset Management B.V. (RIAM)</td>
<td>Asset Management</td>
<td>(Jul 2013)</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Transfrend B.V.</td>
<td>Asset Management</td>
<td>(Jul 2013)</td>
<td>100%</td>
</tr>
<tr>
<td>Switzerland</td>
<td>RobecoSAM AG</td>
<td>Asset Management</td>
<td>(Jul 2013)</td>
<td>100%</td>
</tr>
<tr>
<td>Britain</td>
<td>ORIX Corporation UK Limited</td>
<td>Equity Investment</td>
<td>Jan 2018</td>
<td>100%</td>
</tr>
</tbody>
</table>

Notes: 1. Publicly-traded companies are indicated by an asterisk. (As of March 31, 2019)
2. In addition to the above, ORIX has other locations. In total, ORIX has locations in 37 countries and regions worldwide.
**Corporate Profile**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>ORIX Corporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established</td>
<td>April 1964</td>
</tr>
<tr>
<td>Location</td>
<td>World Trade Center Bldg., 2-4-1 Hamamatsu-cho, Minato-ku, Tokyo, 105-6135, Japan</td>
</tr>
<tr>
<td>Representative</td>
<td>President and CEO: Makoto Inoue</td>
</tr>
<tr>
<td>Fiscal Year-End</td>
<td>March</td>
</tr>
<tr>
<td>Shareholders’ Equity</td>
<td>2,897,074 million yen</td>
</tr>
<tr>
<td>Number of Employees</td>
<td>32,411</td>
</tr>
<tr>
<td>Number of Shares Issued</td>
<td>1,324,629,128</td>
</tr>
</tbody>
</table>

*On April 1, 2013, the Company split each share of its common stock, which were held by shareholders recorded on the register of shareholders as of March 31, 2013, into 10 shares.*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of Business</td>
<td>Diversified Financial Services</td>
<td></td>
</tr>
<tr>
<td>Number of Group Companies</td>
<td>Consolidated Companies: 883; Affiliates: 198</td>
<td></td>
</tr>
<tr>
<td>Locations</td>
<td>Japan: 1,466; Overseas: 730</td>
<td></td>
</tr>
</tbody>
</table>

*ORIX has locations in 37 countries and regions worldwide.*

**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’S New Site to Share Information: MOVE ON!**

ORIX established a website to share information that increases awareness and aliveness.

In addition to presenting original content that introduces the relationship between ORIX and social, economic and technological changes, MOVE ON! has carefully selected overseas media content that captures the trends of the times. For our first original content, we posted an interview with Professor Akie Iriyama of the Waseda Business School (Graduate School of Business and Finance). He introduces tips for creating innovation and the concept of knowledge integration, which is one of our goals, so please take a look.

We also post web-only content and TV commercials and will add more content in the future.

Interview with Prof. Iriyama

You can find MOVE ON! from the top page of the ORIX Group website.

Scan here for the MOVE ON! website.
Contributing to the Economy and Bringing Our Society “Alive” – This Is ORIX’s Continuing Challenge

ORIX was started in 1964, the year of the Tokyo Olympics, with capital of 100 million yen as a company of 13 employees to develop the new industry of leasing in Japan. Since then we have continued to adapt to diversifying customer needs and changing economic conditions. While working to increase our expertise in each business, we have continued to think outside the box, taking on new challenges in view of becoming an even better company.

The scope of our business today has widened considerably from the starting point of leasing, to include lending, investment, life insurance, banking, asset management, automobile related, real estate, and environment and energy-related business. We have grown into a unique global company unlike any other, with approximately 32,000 employees, approximately 2 trillion 900 billion yen shareholder equity and operations spanning 37 countries and regions around the globe. Going forward, we aim to expand our business by leveraging ORIX’s strengths and expertise. ORIX’s mission lies in contributing to society while revitalizing economy with creation of new markets and value through its diverse businesses. We will continue to create new value by repeating innovation with our brand slogan, “Answers, Custom Fit.” based on our unique business model, “ORIX,” which keeps evolving with versatility.

Makoto Inoue
Representative Executive Officer, President and Chief Executive Officer