ORIX

GROUP DYNAMICS

Introduction to ORIX Group

Message from Top Management

“Finding Paths. Making Impact.” – That is the Purpose of our company as we seek to bring new value to all our stakeholders.

Makoto Inoue
Representative Executive Officer, President and Chief Executive Officer

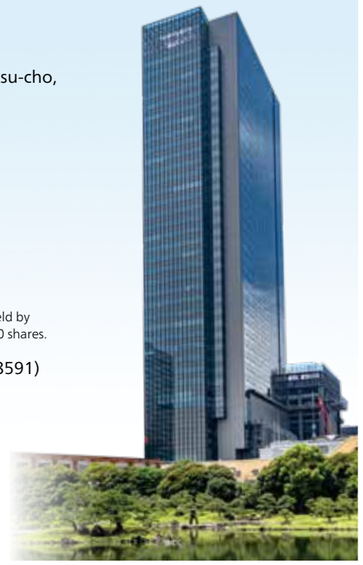
井上亮

Established in 1964, ORIX Group has grown into a diverse corporate group active around the world in financing and investment, life insurance, banking, asset management, real estate, concession, environment and energy, automobile-related services, industrial/ICT equipment, ships and aircraft. We operate in around 30 countries and regions with approximately 35,000 people.

Corporate groups like ours have an increasingly important role to play in today’s world where the global business environment is more complex, and expectations around sustainability continue to grow.
In 2024, ORIX Group celebrates its 60th anniversary, and by “Finding Paths. Making Impact.”, we unite globally around the diverse expertise and innovative thinking of our people to help our world develop in a sustainable way.

Corporate Profile

Company Name	ORIX Corporation
Established	April 1964
Location	World Trade Center Building, SOUTH TOWER, 2-4-1 Hamamatsu-cho, Minato-ku, Tokyo, 105-5135, Japan * Our office has moved to the above address on May 6, 2021.
Representative	President and CEO: Makoto Inoue
Fiscal Year-End	March
Shareholders’ Equity	3,543,607 million yen
Number of Employees	34,737
Number of Shares Issued	1,234,849,342 * 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.
Stock Exchange Listings	Japan: Tokyo Stock Exchange Prime Market (Securities Code: 8591) United States: New York Stock Exchange (Trading Symbol: IX)
Description of Business	Diversified Financial Services
Number of Group Companies	Consolidated Companies: 999; Affiliates: 138



History

ORIX Group has a history of continuing to create new value

1964

Introducing Leasing as a New Financing Method to Japan, Achieving Autonomy and Independence

Newspaper advertisement for Orient Leasing Co., Ltd. (now ORIX Corporation)

Established in 1964, Orient Leasing Co., Ltd. introduced the new financing method of “leasing” to Japan, which had been 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 establishment, it was listed 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. We were the first company in the leasing industry to be listed on the first section of the securities exchanges, paving the way for our autonomy and independence.

1970

1980

Business Diversification and Overseas Expansion

Reception desk at Orient Leasing (Hong Kong) Ltd.

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.

1990

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

The SUMIDA AQUARIUM, operated by ORIX Aquarium Corporation

We were 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.

2000

2010

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

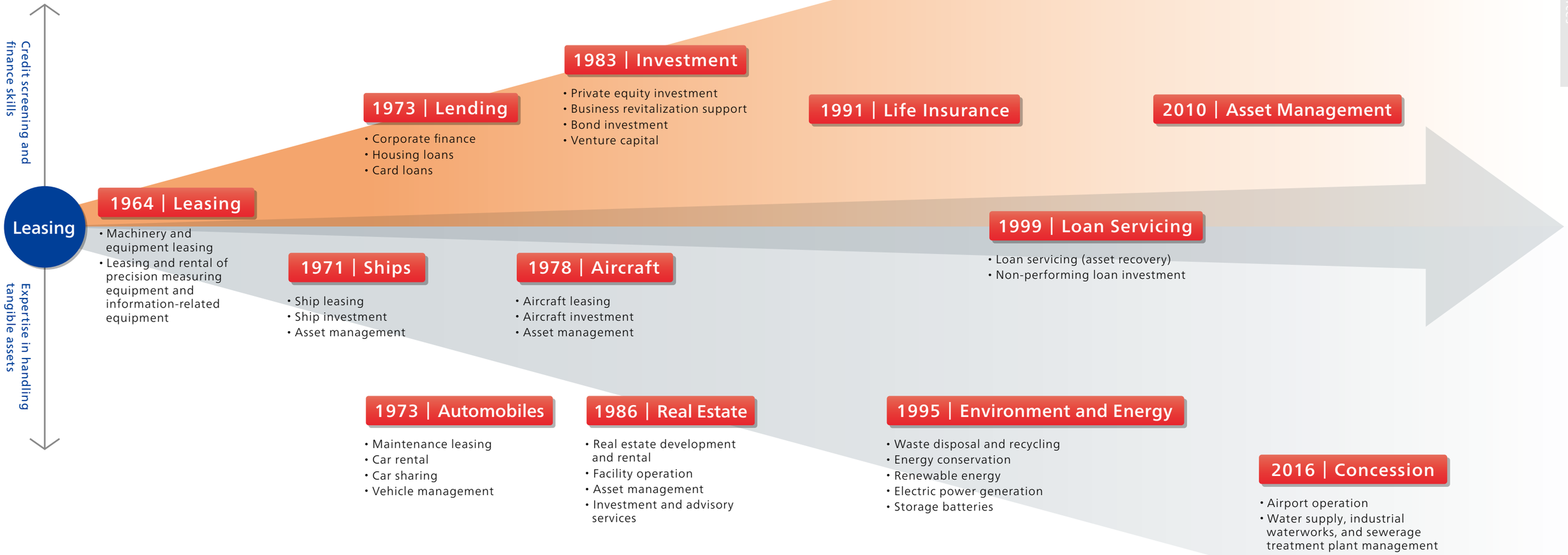
Kansai International Airport, operated by Kansai Airports

Since the global financial crisis, we have used our financial knowledge to strengthen our facilities operation and asset management business. In 2015, 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.

2020

Expanding into Neighboring Business Fields and Beyond

Having started in the leasing business in 1964, ORIX Group has evolved its business by expanding into neighboring fields and acquiring new expertise.
In the course of engaging in the leasing business, we cultivated credit screening and finance skills and expertise in handling tangible assets. Leveraging these proficiencies, we have now expanded our businesses to include corporate finance, industrial/ICT equipment, environment and energy, automobile-related, real estate-related, private equity investment and concession, banking, life insurance, and various other business fields.



ORIX Group by Numbers

■ Number of Group Employees

34,737

Starting with 13 employees, ORIX has grown into a company that currently employs approximately 35,000 people worldwide.

■ Global Network

28 countries and regions

Since entering Hong Kong in 1971, we have expanded our overseas network and developed our business globally.

■ Net Income (Consolidated)

273.1 billion yen (fiscal year ended March 2023)

Our diversified business portfolio generates stable earnings.

■ Continuous Profitability

58 years

Through disciplined management, we have continuously been profitable since the year following establishment.

Our Purpose defines why ORIX Group exists
in our world and is at the core of everything we do.
Our Culture is a set of shared values that ORIX Group employees
around the world live and champion to achieve our Purpose.
We unite globally around our Purpose & Culture, combining the diverse expertise
and innovative thinking of our people to help solve the issues faced
by society and our customers.

Our Purpose

Finding Paths. Making Impact.

At ORIX Group, we have grown from our roots in leasing in Japan to become a global, diverse, and unique group, garnering distinct strengths from our journey.

We explore new opportunities in changing times. We answer shifting needs with innovative thinking, transcending boundaries. We connect resources and draw on our diverse expertise to originate unique solutions.

Combining our strengths, we shape new possibilities and find new pathways to impact. We take on challenges ourselves, and champion others who hope to do the same.

So companies evolve over time, communities are revitalized, individuals realize their full potential, and our world develops in a sustainable way.

We combine innovative thinking and diverse expertise to find pathways to impact in a world of change.

Our Culture

Find Power in Diversity

Share ideas and collaborate, explore different perspectives and transcend boundaries.

Find Adventure in Challenge

Strive for originality and identify opportunities and risks while seeking adventure in new challenges.

Find Opportunity in Change

Recognize trends from a big-picture perspective, act promptly on signs of change, and find opportunities to evolve.

ORIX Group builds systems to support customers and provides them with optimal solutions

ORIX Group possess expertise in a wide range of fields, teamwork across Group companies and departments, and connections with customers throughout Japan and in 28 countries and regions worldwide.
By building such systems to support customers and providing them with optimal solutions, we contribute toward solving the issues of our customers.

Producing Solutions through Expertise and Teamwork

Dealing with a wide range of customers on a daily basis, our sales representatives serve as a point of contact and work with Group companies and departments, helping to resolve customer issues through teamwork.
By combining each area's respective expertise with "Co-Work" collaboration across Group companies and departments, we create new value from multiple perspectives.

ORIX Group companies and departments

- Corporate Financial Business and Services
- Industrial/ICT Equipment-Related Business and Services
- Environment and Energy Business and Services
- Automobile-Related Business and Services
- Real Estate-Related Business and Services
- PE Investment and Concession Business
- Personal Finance Business and Services
- Overseas Business and Services
- Other Business and Services

Corporate Financial Business and Services	p.09	Real Estate-Related Business and Services	p.23	Other Business and Services	p.32
Industrial/ICT Equipment-Related Business and Services	p.15	PE Investment and Concession Business	p.27	Sustainability at ORIX	p.33
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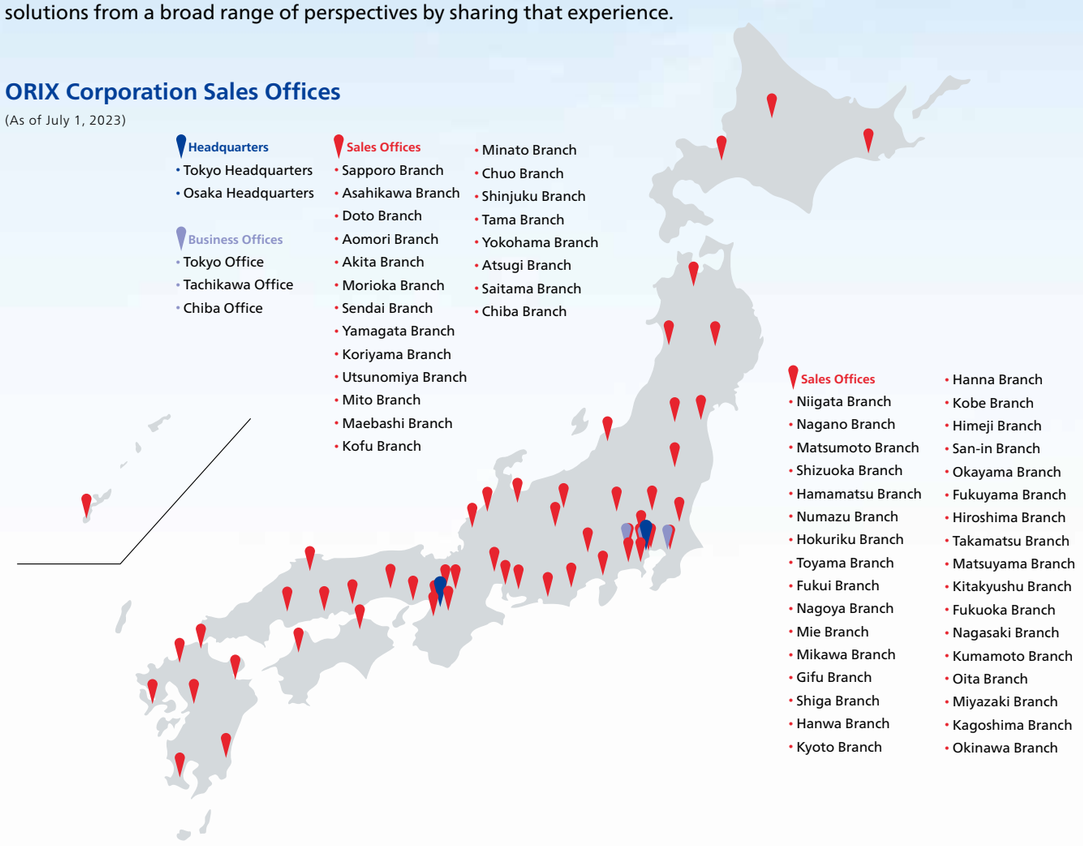
Sales Offices Spread across Japan and the World

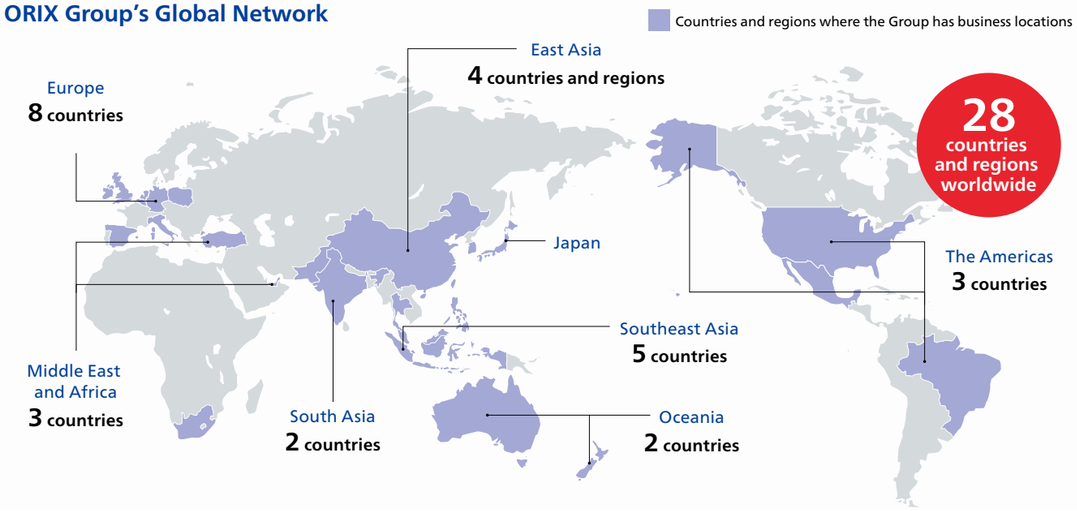
ORIX Group conducts diverse global businesses in 28 countries and regions around the world, including Japan. We accumulate a wealth of experience by meeting the needs of customers around the world, and we create optimal solutions from a broad range of perspectives by sharing that experience.

ORIX Corporation Sales Offices

(As of July 1, 2023)



ORIX Group's Global Network

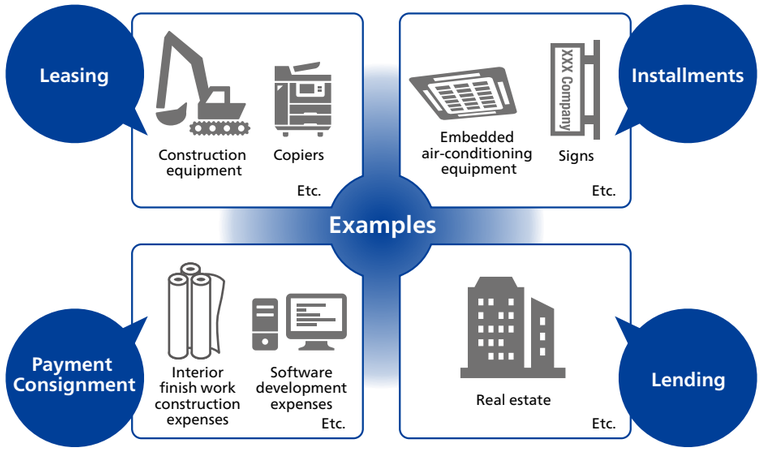


Corporate Financial Business and Services

ORIX Group 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

We support capital and asset procurement in ways that suit the various needs of customers.



Capital Procurement

	Outline
Lending	We provide funding to meet the various needs of our customers, including working capital and equipment capital.
Factoring (Purchase of Receivables)	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 offer factoring services for medical care, nursing care, and dispensing fee receivables.
Payment Consignment	We make advance payments for liabilities such as property purchases, software development costs, and construction costs.

Asset Procurement

	Outline	Main Assets	Asset Ownership Rights	Upon Expiration of Basic Contract
Finance Leases	We support the introduction of assets such as ICT-related equipment, store equipment, and machinery.	General equipment	Leasing company	Re-lease or return asset to leasing company
Operating Leases	We newly purchase 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.	Specified general purpose equipment expected to have future value	Leasing company or rental company	Extend or return asset to leasing company/rental company
Rental ▶p.15	Rental is effective for equipment that is replaced with updated products frequently, such as ICT-related equipment, as well as equipment that is used for only a short period of time.	Selected from the inventory of rental companies	Rental company	Extend or return asset to rental company
Installments	This refers to a sales contract in which the asset expense is divided up and payment made in installments. A feature of sales finance is that it can be applied to a broad range of assets.	General equipment	Held by leasing company during contract period	Ownership rights transferred to customer

Life Insurance, Accident Insurance, Pensions

We propose optimal solutions to management issues 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

Handle products of 25 insurance companies

As an agent, we handle the life insurance products of 25 companies, including ORIX Life Insurance. We offer a wide range of life insurance products to meet the needs of our customers.
(Number of companies is as of August 31, 2023.)

Examples of products offered

- Insurance for corporate defense such as in the event of an accident to management
- Insurance to prepare for death benefits and retirement benefits for executives
- Insurance for employee benefits

Accident Insurance Sales

Handle products of 9 insurance companies

The risks that companies face are diversifying in conjunction with changes in the times. As an agent for nine accident insurers, we handle a wide variety of insurance, and through detailed planning, supports risk management relating to corporate operations.
(Number of companies is as of August 31, 2023.)

Examples of products offered

- Insurance against the risk of compensation, such as in the event of misconduct by an employee or personal information being leaked from an outsourced contractor
- Insurance against work-related accidents, such as injury to an employee while at work

Corporate Pension Services (Defined Benefit Corporate Pension Schemes Introduction Support)

Juridical person designated by the Minister of Health, Labour and Welfare (Designated Juridical Person No. 26)

We provide defined benefit corporate pension schemes through having customers join the Benefit One Corporate Pension Fund, in which ORIX led the establishment.

Approx. 120,000 members

* As of July 31, 2023

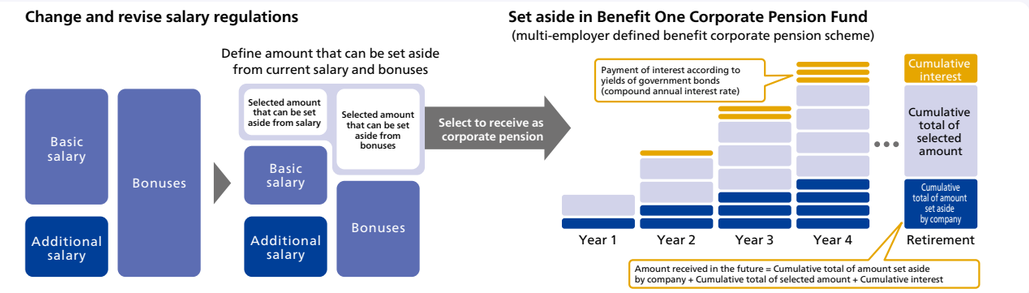
About the Benefit One Corporate Pension Fund

- Uses a cash balance plan with variable interest rate for benefit design
- Operates pension assets solely using the general accounts of leading life insurance companies to minimize risk of additional costs
- Can be received as retirement allowances due to being a defined benefit corporate pension, even though it is treated as a defined contribution pension in the accounting of retirement benefits

Examples of applications

Selective defined benefit corporate pension scheme using Benefit One Corporate Pension Fund

- This is a scheme that allows employees to choose to receive a portion of their salaries as retirement allowances (corporate pension).
- When the option to receive as retirement allowances (corporate pension) is chosen, the selected amount is added to the amount set aside by the company under the defined benefit corporate pension scheme, interest is paid according to the yields of government bonds, and the total of the capital and interest are paid out to the employee at the time of retirement.
- For employees who choose this scheme, the amount set aside for corporate pension is excluded when calculating taxable income and standard monthly remuneration.

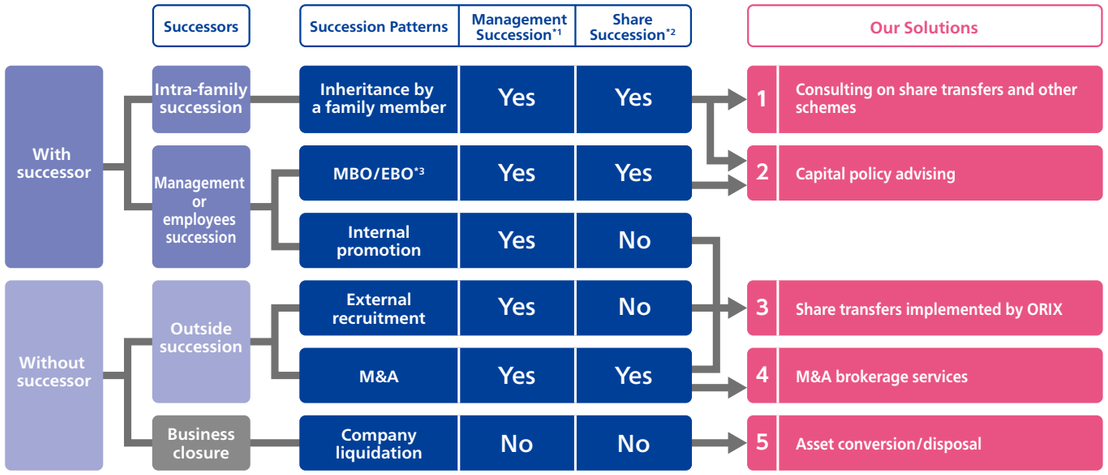


Business Succession Support

We support customers in increasing their corporate value by utilizing our accumulated financial know-how and our extensive services and solutions in our business succession support services.

ORIX Solutions for Business Succession

When considering business succession, if there is intent to continue the business, the method of succession will differ depending on whether or not there is a successor.



*1 Management succession refers to the succession of management positions, personal connections, managing knowledge, etc.
*2 Share succession refers to the succession of the company shares.
*3 MBO and EBO are methods for management or employees to acquire shares of their company from existing shareholders to become owner-managers.

Examples of Business Succession Support

For companies worried about not having a successor, we provide medium- to long-term management support and promote initiatives for passing the baton to the next successor.

(1) Thompson Towa Co., Ltd.

Description of business

A provider of golf course turf irrigation equipment, with 42 years of business experience

Purpose

In 2019, Thompson Towa transferred shares to ORIX for the purpose of building business management structures and securing employment stability. ORIX helped build management structures and other governance structures, and in 2021, transferred the shares to client companies of ORIX Group.

(2) Junseikai

Description of business

A medical corporation that has been operating the Hirooka Clinic, with 30 years of business experience

Purpose

With the retirement of Junseikai's representative, in 2019, CMC Corporation—a consolidated subsidiary of ORIX which provides management support services for medical institutions—was contracted to provide management consulting services for Junseikai for the purpose of creating an environment where Junseikai could focus on medical management.

(3) Keisoku Net Service Co., Ltd.

Description of business

A company involved in the development of measurement systems and rental of measurement instruments, with 25 years of business experience

Purpose

In 2020, Keisoku Net Service transferred shares to ORIX for the purpose of achieving sustainable corporate growth by nurturing a new generation of executives and by strengthening internal management structures, such as personnel, labor, and compliance systems.

(4) Tokyo Soil Research Co., Ltd.

Description of business

A ground survey company, with 57 years of business experience

Purpose

Empathizing with the policy of "developing business while respecting corporate culture," Tokyo Soil Research transferred shares to ORIX in 2019 for the purpose of eliminating the risk of stock diversification.

(5) REX Co., Ltd.

Description of business

A company that engages in the rental and sale of measurement devices, with 45 years of business experience

Purpose

In 2022, REX transferred shares to ORIX for the purpose of securing a business partner toward future growth. By fusing REX's online channels with ORIX Rentec's rich product lineup, we seek to widen our customer base and expand revenue opportunities through taking in new rental needs.

M&A Brokerage Services

In 2021, we registered as a support organization under the M&A Support Organization Registration System administered by The Small and Medium Enterprise Agency . We are developing M&A brokerage services to provide more options for resolving business succession issues.

Aircraft and Ship Investment

We use its extensive financial knowledge and know-how in specialized fields to support customer operations.

Aircraft Business

We started the aircraft financing business in 1978, and established a specialized aircraft leasing company in Ireland in 1991 to commence aircraft operating leases. Since then, we have been accumulating know-how in the aircraft business. In addition to owning aircraft, we capitalize on our abundant expertise in the aircraft business and provide asset management services including aircraft investment arrangement and aircraft sale and re-leasing services to Japanese and foreign investors.

Number of aircraft owned and managed: Over 200

* As of August 1, 2023

Shipping Business

We have 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.
More recently, we have also invested in the construction of new vessels. Most of our fleet is handy-sized bulk carriers which we provide to major companies such as grain trading houses and power companies in Japan and overseas.
In addition, 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.
In our ship finance business, we offer sustainability-linked loans, thereby contributing to decarbonization of the shipping industry from a financial perspective as well.

[Sustainability-Linked Loans]
Under this initiative, a standard value is set for the annual CO_2 emissions of a vessel to be financed, and if the annual CO_2 emissions of that vessel after the loan has been granted is below the standard value, a preferential interest rate is given for the following year. CO_2 emissions are calculated by Nippon Kaiji Kyokai (ClassNK) to ensure objectivity and fairness.

Payment-Related Services

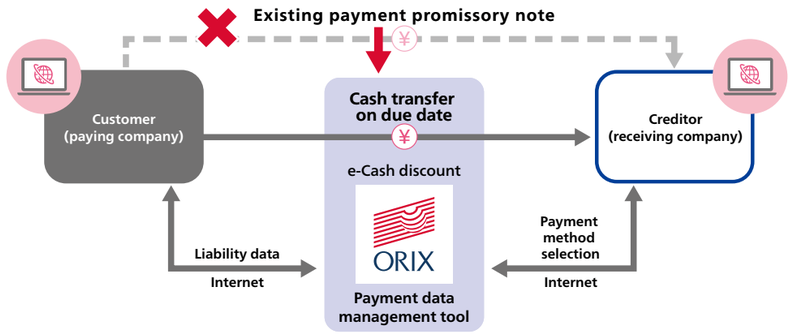
We propose various solutions to resolve corporate issues, such as costs savings and increases in operational efficiency.

Promissory Note Reduction System “e-Cash discount”

For customers that issue large numbers of promissory notes, we provide a mechanism (payment data management tool) that changes to cash transfers on due dates while maintaining promissory note payment terms. We support payment operations by linking the settlement information of paying companies and receiving companies (i.e., creditors) via the Internet.

Functions of e-Cash discount

(1) Sharing of payment information with creditors (2) Management of payment dates
(3) Discount function for creditors
(4) Creation of FB data and various documents for providing payment instructions to banks



Merits for paying companies

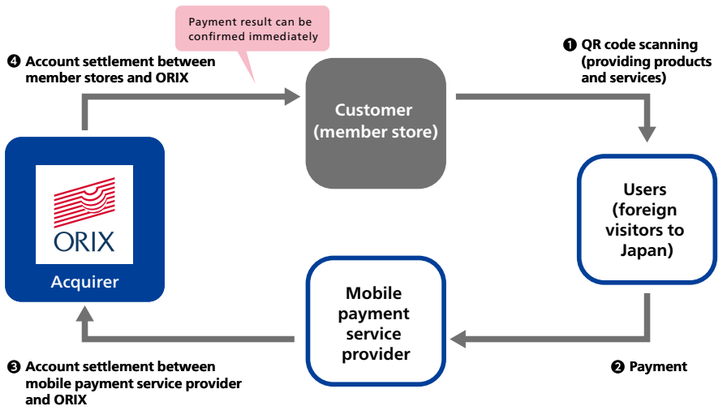
- Does not require implementation costs or monthly basic fees
- Reduces costs involved for existing promissory notes
- Allows increase in operational efficiency due to simple operations
- Easy to obtain agreement due to ease of procedures for creditors

Merits for creditors

- Allows procedures to be carried out easily as long as internet is available (does not require internet banking)
- Reduces promissory note-related costs (such as revenue stamp fees for receipts and handling fees for collection of promissory notes)
- If discounted payment is chosen, ORIX (debt acceptor) automatically transfers payment on days with discounts, allowing smooth financing

Mobile Payment Service

We are 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 foreign visitors to Japan, payment processing and settlement operations are performed between mobile payment service providers and customers.



Other

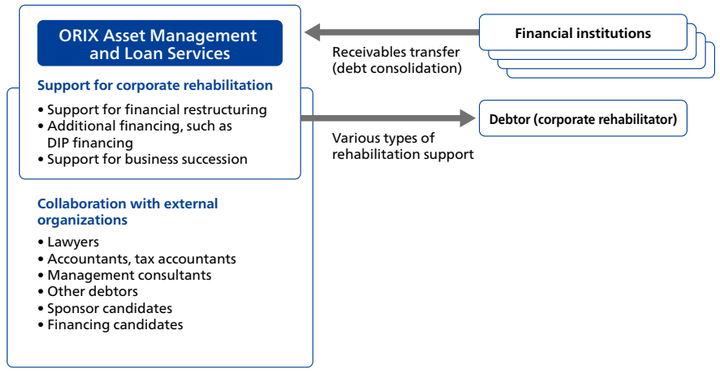
Asset Management and Asset Securitization (Trust Services)

We provide deposit products, such as general large amount time deposits, as well as money trusts, investment trusts (private placement) and other investment products so customers can invest their important assets. We also use trust functions to meet various requests including capital procurement needs and balance sheet enhancement.

Loan Servicing (Asset Recovery)

We leverage our extensive track record and high level of expertise to manage and collect a wide variety of monetary claims and supports corporate rehabilitation. We are involved in the servicing of securitization projects, non-recourse loans, and housing loans. We are also involved in the investment and collection of loan portfolios and the corporate rehabilitation business.

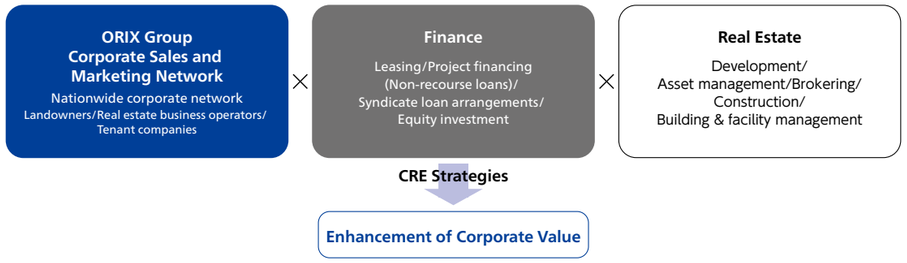
Corporate Rehabilitation Scheme



Corporate Real Estate Strategy Support

Corporate real estate (CRE) strategy is a type of management strategy that leverages real estate, a crucial asset for a company, and raises corporate value. In addition to new acquisition and disposal of properties, CRE strategy can be expected to reinforce financial status, enhance capital procurement abilities, secure stable earnings, reduce costs, and produce other effects by employing various measures including utilization of idle land and asset securitization. Leveraging our extensive knowledge and high levels of expertise in the finance and real estate fields and ORIX Group’s corporate sales and marketing network, we propose CRE strategies such as effective use of owned real estate and new real estate investment. We have proposed and provided support for implementation of optimal CRE strategies tailored to customer needs and management issues including sale and leaseback*, broker services in real estate purchase and sale transactions, and business partner matching.

* A transaction whereby owned real estate is sold to a leasing company and the leasing company leases the property to the seller for continued use. It is a means of capital procurement.



Examples

Financing Support for Large Housing Development Project

We developed a scheme and provided project financing* support for a large housing development project involving several major real estate developers. Using project financing made it possible to raise a large amount of funds, reducing the impact on the financial standing of the companies involved in the project.

* Method of financing based on the cash flow generated by the project

Support for the Effective Use of Real Estate, Including Business Partner Matching

We undertook market analysis in the area surrounding a condominium development site owned by a listed real estate company, and proposed development of a hotel that met the needs of the area. We also introduced a hotel operator. Through identifying the needs of the area and matching business partners, we supported realization of the optimal use of the real estate.

Industrial/ICT Equipment-Related Business and Services

ORIX Group supports customer responses to environmental change by providing needed equipment and technology in a timely manner, including the rental of approximately 40,000 types of equipment.

ORIX Rentec's Sagamihara Technical Center (AutoStore)

Today when prompt responses to rapid changes in society including advances in innovation and changes in work styles are needed, continuous updating of equipment, technology, and information and communication technology (ICT) environments has become a key issue. By providing not just equipment, but also combining it with technology and know-how, we are contributing to solving manufacturing site and ICT environment problems.

Rental and Sales

We supply equipment according to customer needs such as the desire to use state-of-the-art equipment with minimal initial investment costs and to secure a large number of units immediately.

Lineup of 2.8 million units spanning 40,000 models

Rental

By renting rather than purchasing equipment, customers need not to make new purchases every time new technology becomes available or maintain unneeded inventories. We have a lineup of some 2.8 million units spanning approximately 40,000 different models including the latest devices and can deliver high-quality equipment in response to an online request or a single phone call.

Electronic Measurement Devices

Scientific and Environmental Analysis Equipment

ICT Equipment

Various Cloud Services

Microsoft 365 / Shadow Desktop / Survey Even / TENNGECONE / ism CloudOne / Wrap

3D Printers

Source: Formlabs

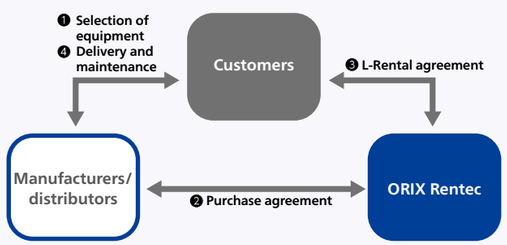
Robots

Drones

Power Receiving and Transforming Equipment and Transformers

L-Rental (Operating Leases)

Instead of choosing from the equipment available in our rental inventory, we purchase equipment selected by customers from manufacturers or distributors designated by them, and provide rental of such equipment.



Features of L-Rental	
1. Measure against obsolescence	The rental period can be freely set, allowing avoidance of obsolescence risk from technological innovations.
2. Off the balance sheet	Assets are placed off the balance sheet and rental fees can be treated as monthly expenses.*1
3. Standardization of expenditure	An equal monthly payment is possible as a rental fee.
4. Eligibility for early cancellation	Unlike a finance lease, early cancellation is allowed.*2
5. Operational outsourcing	Payment of fixed asset taxes and contracting of movable comprehensive insurance with earthquake, wind and flood damage riders are carried out by us.

*1 According to Japan's accounting standards (footnote notation may be necessary); for specific accounting methods, please consult your auditor, etc.

*2 A cancellation charge based on the period of use applies during cancellation.

New and Used Equipment Sales

We sell equipment that has been maintained at quality levels suitable for rental to customers at any time for reasonable prices. Purchasing used equipment can reduce after-purchase depreciation periods.*3

*3 For accounting and tax accounting methods, please consult your auditor, contracted tax accountant, etc.

Other Services

In addition to renting equipment, we also provide "technology" so that equipment can be used with reassurance.

Measurement Device-Related Services

Through our equipment rental business, we have accumulated more than 40 years of technology and know-how that enable customers to use our devices repeatedly with peace of mind. Full-time engineers provide measurement and calibration services, eliminating the concerns of customers who feel uncertain about how to use equipment or lack their own engineers.

ICT-Related Services

We provide integrated support from installation to operation and recovery including PC-LCM services for PC lifecycle management support at the customer's business site and kitting/cloning services for installing software and adjusting various settings. This frees customers from performing complex asset management work.

3D Printer-Related Services

We offer a rental service for 3D printers, a 3D printer output service that creates models based on data received from customers, and an introduction support service that enables technical investigation by customers with the help of a full-time engineer while using the actual machines. We have also started to offer a new 3D printing simulation service that allows 3D printing modeling simulations while learning design tips. Through these four services, we support our customers' product development and digital transformation.

Launch of "3D-FABs" 3D Printing Simulation Service

3D-FABs is a free* online estimation service that allows users to learn the expertise necessary for 3D printing through practical simulations. Estimation can be made anytime by anyone with no limits to the number of times while changing printers and materials until one is satisfied. The service comes with AI, and the AI's assessments are quickly reflected in the results of automatic estimation and modeling simulation. It is also ORIX Rentec's first digital transformation service that can remove the need for repeated exchange and contact, which used to take place before quotes were requested.

* User registration is required when using 3D-FABs.

3D-FABs FOR ALL BENEFIT

Functions and Features of 3D-FABs

Modeling Simulation

This service allows users to use their 3D data to carry out simulations of various modeling orientations and understand whether something can be modeled. Users can try until they are satisfied.

Automatic Estimation

Estimation of modeling costs can be carried out, whether for a single or several models, using mass-production printers for metals and resins. Time spent waiting for replies can be reduced as the estimated cost is given immediately.

Learning

This online service allows users to learn expertise and knowledge related to 3D printers through simulations and original content.

Used Equipment Purchase Service

We purchase PCs, servers, and other ICT equipment, making use of our expertise from many years of properly disposing property that has been leased and rented.

Environment and Energy Business and Services

As a top runner in the field of comprehensive environment and energy business,
ORIX Group creates new business and responds to the needs of customers and society.

Energy Field

Global generating capacity of facilities in operation reached 3.7 GW*

We offer a one-stop solution to meet customers' needs by building a value chain to generate, deliver, and manage energy. We first invested in the wind power generation business in 1995 and are now engaged in the power generation business using renewable energy. We are spreading our efforts globally toward carbon neutrality in 2050. For example, in 2021, we acquired shares in Elawan Energy S.L., a business headquartered in Spain with operations in Europe and North America, and Greenko Energy Holdings, a major operator in India.

* This figure is calculated by taking into account ORIX Group's equity interest and investment ratios of each project.

Power Generation Business

Mega-Solar Power Generation (Large-Scale Solar Power Plants)

We lease idle land from local governments, businesses, and others in various parts of the country and construct and operate large-scale solar power plants (mega-solar) with a generating capacity of 1 MW or more. In Japan, we operate mega-solar power facilities at 104 sites with a total capacity of 704 MW.

Makurazaki Former Airport Site No. 1 and No. 2 Power Plants in Kagoshima Prefecture

Rooftop Solar Power Generation

We engage in the rooftop rental solar power generation business by installing photovoltaic systems on leased roofs of large facilities such as plants and warehouses. No site preparation or grading is needed, construction periods are short, and power generation can start quickly.

The i Missions Park Sakai Solar Power Plant

Geothermal Power Generation

Subterranean steam and hot water heated by the ground is used to spin turbines to generate electric power. Since this method does not rely on the weather, stable power generation is possible year-round. We are promoting geothermal surveys and development in Akita Prefecture's Yuzawa City , Tokyo's Hachijojima Island, and several other locations in Japan, including the Minami-Kayabe Geothermal Power Plant (generating capacity of 6.5 MW)—a binary cycle*1 geothermal power plant that is the largest of its kind in Japan*2—in Hokkaido's Hakodate City.

*1 Hot water is drawn from underground, and its heat is used to vaporize a second fluid with a boiling point lower than water; the vapor is used to turn a turbine, which generates power. *2 According to research carried out by ORIX

Geothermal gas tests in the Minami-Kayabe region of Hakodate City, Hokkaido

Biomass Power Generation

We operate the Agatsuma Biomass Power Plant (generating capacity of 13.6 MW), a wood chip-fired thermal power station in Gunma Prefecture. Wood chip fuel are burned in a boiler to generate steam, and the steam rotates turbines generating electricity. Using a biomass fuel as an alternative to fossil fuels leads to substantially lower CO_2 emissions, and by using thermal recycling* technology, environmentally-conscious power generation business is achieved.

* Rather than simply incinerating waste, the energy generated during incineration is recovered and used.

Agatsuma Biomass Power Plant

Wind Power Generation

In Japan, we invested in the Akita Araya Wind Farm in Akita City, Akita Prefecture (generating capacity of 8.7 MW). In Europe, North America, and other locations, Elawan Energy S.L. operates 34 wind power generation facilities with a total generating capacity of 997 MW, while in India, Greenko Energy Holdings operates 56 wind power generation facilities with a total generating capacity of 3,172 MW. Using our expertise in wind power generation in Japan and overseas, we are advancing investigation, consideration, and investment toward the development of our wind power generation business, including offshore wind power.

A wind power generation facility operated by Elawan Energy S.L

Hydroelectric Power Generation

In India, Greenko Energy Holdings operates 23 hydroelectric power generation facilities with a total generating capacity of 1,789 MW. It is also developing business that combines renewable energy from solar and wind power with pumped-storage hydropower generation* to supply renewable energy at the same cost as thermal power generation facilities and other similar facilities without being affected by the weather.

* Two water reservoirs are created at a large elevation difference, and water in the lower reservoir is pumped up to the upper reservoir. When electric power is needed, water is released from the upper reservoir to the lower reservoir to generate electricity.

A hydroelectric power generation facility operated by Greenko Energy Holdings

Energy Conservation Services

These services achieve energy savings and reduce CO_2 emissions by raising overall line productivity when updating and installing facilities in plants and buildings. We can propose services for specific property applications including plants, warehouses, and commercial facilities.

Examples

Beverage-Filling Line

We updated the filling equipment of a line for cans at a beverage plant. Energy is saved by changing from a method that fills cans at low temperatures to one that fills cans at room temperature.

Distillation Tower

We updated the distillation tower of a plant for food products. Compared to before the update, energy is saved as the amount of steam used is reduced by increasing the amount of waste heat recovered.

Electric Furnace

Energy is saved by modifying the preheating equipment—which is used in the process of producing iron and steel by melting iron scraps—into a high-efficiency type.

Electric Power Trading

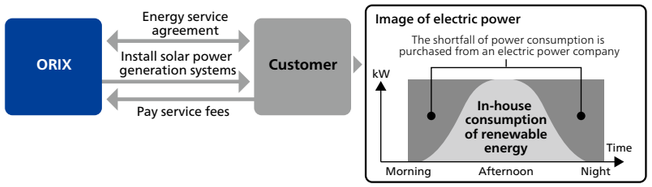
As a power producer and supplier (PPS), we supply affordable electric power to the high-voltage power (including special high-voltage) facilities and low-voltage power facilities of corporate customers. We supply and sell approximately 1.8 billion kWh of electric power to about 10,000 corporate facilities annually. In conjunction with rising environmental awareness including RE100* and ESG investment, we provide supply services for environmentally-friendly electric power (low-carbon factor options). * Renewable Energy 100%

Solar Power Generation System Installation and Operation Support

PPA* Model (Third-Party Ownership Model)

We install solar power generation systems and storage equipment at facilities owned by customers and supply the electric power generated to customers. This contributes to reducing CO_2 emissions and cutting electric power costs. Customers pay service fees to ORIX depending on how much electricity they consume.

* Power Purchase Agreement



Example

Support for Major Furniture Manufacturer Okamura in Its Efforts toward Realizing Carbon Neutrality

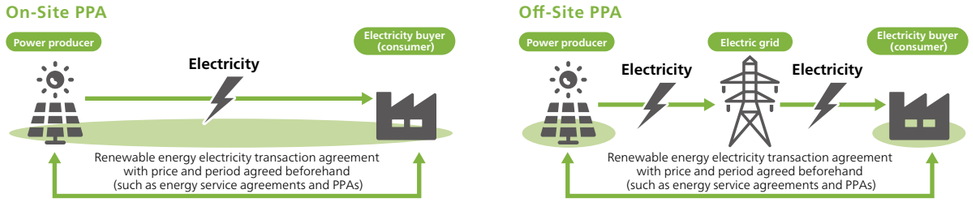
~ Installing solar power generation system based on the PPA model at Okamura's production site Gotemba Plant ~

In February 2023, Okamura Corporation (Yokohama City, Kanagawa Prefecture)—a major manufacturer of products such as furniture and industrial devices—installed a solar power generation system based on the PPA model at its Gotemba Plant, a production site in Shizuoka Prefecture, as part of ongoing efforts to achieve carbon neutrality by 2050. Under this model, ORIX borrows the roof of the Gotemba Plant, installs and operates a solar power generation system of approximately 520 kW, and supplies the generated electricity (approximately 570 MWh per year) to the plant, thereby helping Okamura to reduce its CO_2 emissions (approximately 250 tons per year).

Gotemba Plant (Gotemba City, Shizuoka Prefecture)

Difference between On-Site PPA and Off-Site PPA

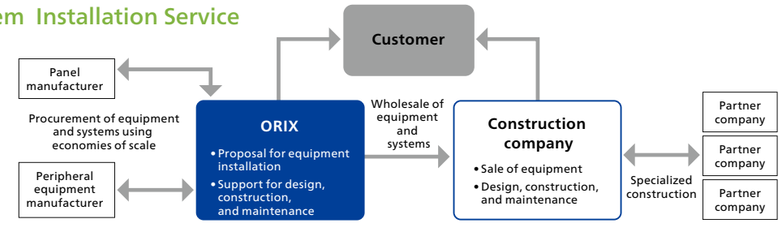
In the PPA model, there are two types depending on the location where solar power generation systems are installed: on-site PPA and off-site PPA. On-site PPA is like the example above, where the consumers are supplied with electricity from power generation facilities that are installed on the consumers' premises or buildings. On the other hand, off-site PPA is where the grid is used to supply electricity from the locations of power generation systems to the locations that require such power. Off-site PPA—which allows electricity to be obtained from power plants in remote locations through the grid—is appropriate for companies that cannot secure adequate space for installing power plants on their premises, such as companies that have several offices in urban areas.



* Cost is relatively higher compared to on-site PPA as costs (such as the cost of transmitting electricity) are incurred when electricity is supplied through the grid from power plants located outside the consumers' premises.

Solar Power Generation System Installation Service

We use economies of scale through direct procurement of equipment from manufacturers and a nationwide network of construction companies to support customer investment in solar power generation systems from installation to post-installation maintenance.



Asset Management as well as Operation and Maintenance of Solar Power Plants

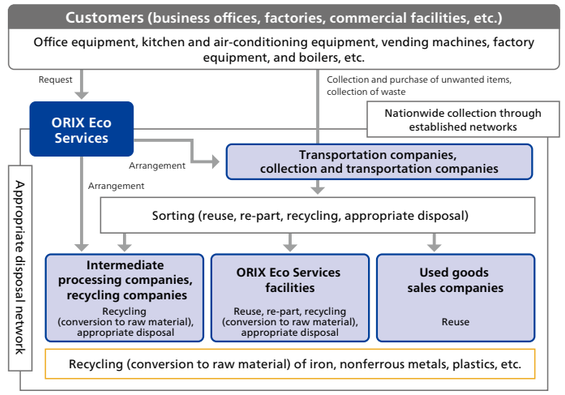
Using expertise developed through engaging in the power generation business, we offer services that seek to lower the actual operation and maintenance (O&M) costs (through promoting operations that maximize power generation while keeping down O&M costs) of existing power plants. We contribute to the adoption and spread of renewable energy through achieving highly efficient power plant operation centered on the lowering of actual O&M costs and reducing the levelized cost of electricity (LCOE) of solar power generation sources.

Environmental Field

We have constructed a value chain to collect, recycle, and manage resources and waste. We provide detailed one-stop services tailored to customer needs.

Appropriate Disposal Network

Our appropriate disposal networks include collection and transportation companies, used goods sales companies, intermediate processing companies, and recycling companies, supporting the development of waste and recycling governance structures by customers.
ORIX Group encourages reuse and recycling by using its logistics networks to efficiently recover several tens of thousands of leased items each year from around the country as their lease terms expire. Toward the realization of a circular economy (recycling-oriented society), we use such networks and business expertise to propose services in response to the sophisticated and diverse needs of our customers.



Resource Recycling Plant

We operate Japan's largest scale zero-emission facility* for melting and recycling waste in Yorii-machi, Saitama Prefecture. The key feature of this facility is that waste is melted at approximately 2,000°C and can be completely recycled. In addition to recovering slag and metal as a recycled resource, synthesis gas is used as fuel for high-efficiency electric power generation by an on-site generation facility.

* By effectively using all of the waste as raw materials and for other uses, the facility generates no unneeded emissions.

Biogas Power Generation

We operate Japan's largest dry biogas power generation facility in Yorii-machi, Saitama Prefecture. Waste is fermented using methanogens to generate biogas, which is used as fuel to generate power. Taking advantage of the fact that dry biogas power generation can also utilize organic matter with low moisture content, this facility helps promote recycling in the food service industry and household sector where food waste, paper, and plastic are thrown out together.

Recycling Plant

We also operate an intermediate processing plant that primarily handles metal-based waste such as office equipment and machinery. The facility performs all processes from recovery of valuable metal resources to storage, initial processing, and recycling (conversion to raw material). We seek to achieve advanced recycling using sophisticated sorting functions.

Final Disposal Site

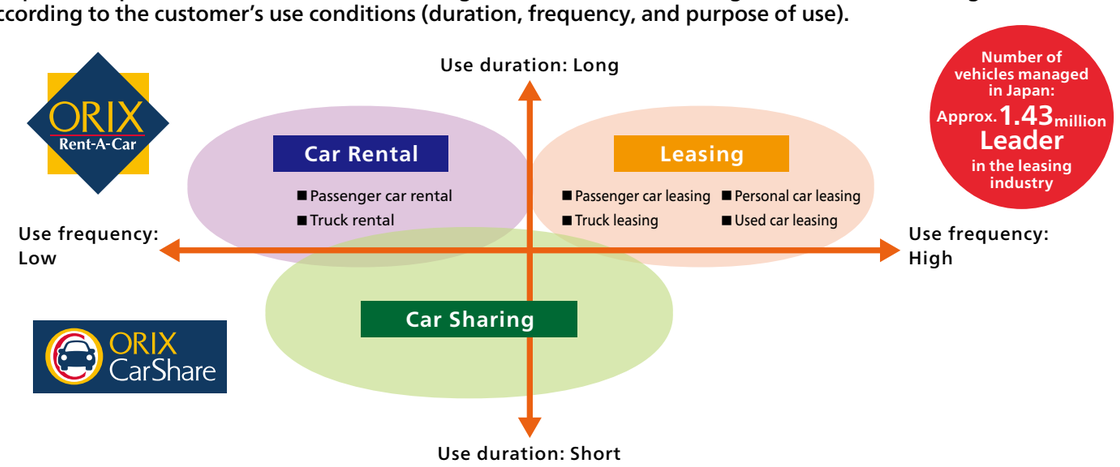
We operate one of Japan's largest managed final disposal sites. In addition to the incineration and melting functions of a resource recycling plant, the facility also performs final disposal functions, providing one-stop services that meet a wide range of needs from companies and local governments that generate waste.

Automobile-Related Business and Services

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

Vehicle Use

We provide optimal vehicle use methods through a combination of leasing, rental, and car sharing according to the customer's use conditions (duration, frequency, and purpose of use).



Car Leasing (New and Used Vehicles)

- I want a vehicle for daily sales activities, deliveries, etc.
- I want to even out my expenses
- I want to reduce my vehicle management workload

We offer a package of vehicle-related management services, including vehicle procurement, payment of various taxes, and routine inspections.
In used car leasing, vehicles that meet our unique criteria, selected from among vehicles that have been removed from service in our car leasing and rental businesses, are available at a reasonable price.

Car and Truck Rental

- I want a vehicle for getting around when I'm away on business
- I want to cut back on expenses (parking fees and insurance premiums)
- I want to be prepared for sudden breakdowns

We manage a fleet of about 70,000 vehicles at 956 locations. We have an extensive lineup of models available for use only when needed.
In addition, ORIX Truck Rental offers a wide lineup of vehicles, including commercial vans, trucks, and civil engineering and construction vehicles.

Car Sharing

- I want a car for a few hours of sales activities
- I want a car early in the morning or late at night
- I want to cut back on expenses (parking fees and insurance premiums)

Car sharing provides customers access to a car whenever they need one, 24 hours a day, 365 days a year, in 15-minute increments.
Monthly fees include parking fees, maintenance expenses, insurance premiums, fuel charges, and so on, which makes use at low cost possible in the case of low-frequency use.

Response to the Need for Electric Vehicles

In September 2022, ORIX Auto entered a business partnership with Ubiden, Inc. (Minato-ku, Tokyo)—the operator of the electric vehicle (EV) charging service "WeCharge"—and is promoting greater use of EV charging services for corporations.
Since 2019, Ubiden has expanded management and operation of its EV charging service at parking lots of various facilities including condominiums, hotels, onsen resorts, and commercial facilities. It provides WeCharge, a charging service compatible with all EVs and plug-in hybrid vehicles, that allows users to complete all operations from arranging for use through to bill settlement using a smartphone application. ORIX Auto proposes lease and rental vehicle procurement options and installation of EV charging facilities, and provides one-stop integrated management, such as charger use analysis and maintenance of vehicles after their introduction, to customers considering the introduction of EVs. In addition, by making it possible to settle WeCharge charging payments using an AMS Card (ORIX Auto's unique fuel card), we support enhanced administrative efficiency for customers who need to manage multiple vehicles, including gasoline vehicles and EVs.
We will continue to aim for the realization of a decarbonized society, through the popularization and promotion of EVs and other environmentally-friendly vehicles.

Vehicle Management and Operational Management

We provide support for vehicle use from the perspectives of vehicle management and operational management so that customers can reinforce internal controls, respond to environmental issues, and enhance safety.

AMS Card (Fuel Card)

The AMS Card can be used at approximately 90% of the gasoline stations in Japan, and allows utilization for compliance and safety management. It can also be used to pay for car parking at affiliated parking lots.

ORIX ETC Card

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

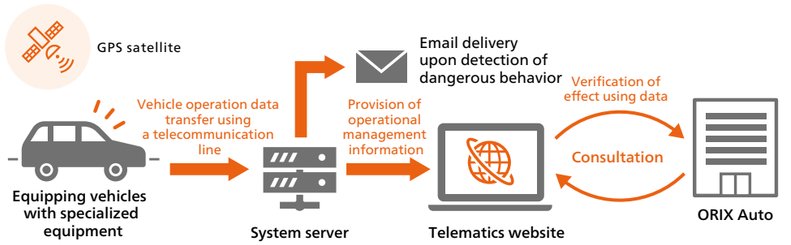
Vehicle Management Services (BPO*)

In this service, our specialized sections undertake a part of the customer's vehicle management operations. This service is not simply outsourcing, but also contributes to enhancing customer risk management through ongoing and repeated risk assessment (P), redevelopment of operations (D), risk visualization (C), and operational improvement (A) so that risks relating to vehicle management including regulatory responses can be eliminated.

* Business Process Outsourcing

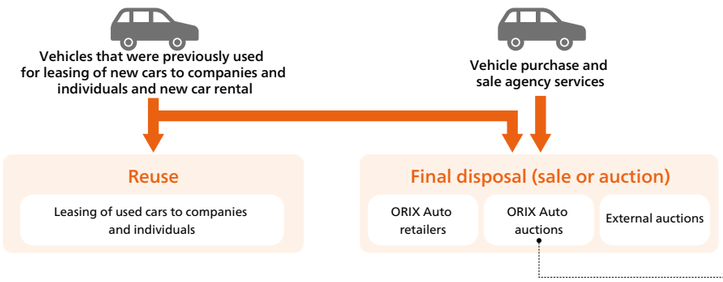
Telematics Services

The telematics service enables customers to easily ascertain a vehicle's operational data by equipping vehicles with specialized equipment that has communication and GPS functions. 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 material issues. We also offer solutions for customers who need images and videos.



Vehicle Sales

Using our expertise accumulated through used car sales, operation of auctions, and such, we provide vehicle purchasing systems and sale agency services that achieve trouble-free disposal of corporate vehicles. We also carry out appropriate compliance measures such as removing company signs from the vehicle body and submitting name change completion certificates (copies).



As the used car auctions operated by us have a stable supply of diverse vehicle models and allow online bidding from anywhere in Japan, they can be used as a channel for vehicle sales that are beneficial to the used car business.

Real Estate-Related Business and Services

ORIX Group engages in a variety of businesses ranging from real estate investment and development to real estate asset management, housing-related business, and facility operation .

Real Estate Investment and Development

We build creative urban spaces that generate encounters.

Logistics Facility Development Business

We select sites with excellent access for transportation and readily available human resources and develop facilities with an emphasis on storage and delivery efficiency. We use our Group capabilities, such as the development of environmentally considerate facilities, to offer facility development and services that meet the needs of our tenants.

Tsurugashima II Logistics Center

Logistics Facilities That Supply Electricity Derived from 100% Renewable Energy Sources

Solar power generation systems are installed on rooftops of facilities under a third-party ownership model and the electricity generated by these systems can be used within the facilities. In the event of insufficient electricity from solar power generation, ORIX will supply electricity with non-fossil certificates with tracking to tenants, providing them with electricity from 100% renewable energy sources to meet their environmental consideration needs.

Office Building Development Business

We develop high value-added offices that simultaneously realize functionality, comfort, and safety, as well as CROSS OFFICE serviced offices where even a small number of people can receive high-quality business spaces and services for operations.

CROSS OFFICE HIBIYA (coworking space)

Commercial Facility Development Business

We engage in the development of commercial facilities that contribute to local revitalization and are well-received by customers. We deploy original CROSS GATE, CROSS GARDEN, and CROSS MALL brands.

CROSS GARDEN KAWASAKI

Complex Urban Development and Redevelopment Business

We engage in complex urban development comprising offices, commercial facilities, hotels, and conference facilities. We promote the development of valuable urban areas based on a long-term vision by formulating a grand design that incorporates the history and future of the local community, and through collaboration and coordination with the community and among various business entities. In addition, for large-scale redevelopment projects in urban areas, we participate from the initial preparation stages to put the wishes of local right holders first in order to conduct urban development along with the community.

Examples

Grand Front Osaka—which was developed by 12 private-sector developers*, including ORIX Real Estate, under the Umekita Phase 1 Development Project on the north side of JR Osaka Station—welcomed its 10th anniversary since opening in 2013. The concept of the urban development is to form a center for the accumulation and exchange of international information and human resources, and to contribute to the growth and development of Osaka, Kansai, and Japan through the variety of innovations generated in this urban area. Apart from the core facility Knowledge Capital, various urban functions are concentrated here, including hotels, offices, condominiums, shops, and restaurants.

* As of 2013

Left: GRAND FRONT OSAKA Right: Image of GRAND GREEN OSAKA

Nine joint venture developers, including ORIX Real Estate, are currently working on the Umekita 2nd Zone Development Project "GRAND GREEN OSAKA," aiming for the advance opening scheduled for September 2024. It will have an urban space with various urban functions such as urban parks, offices, innovation facilities, commercial facilities, and hotels within an area of approximately 91,150 m^2. Leveraging the potential of the Umekita Zone, which is located in western Japan's largest terminal station area where approximately 2.5 million people pass through every day, the public sector, financial circles, private-sector businesses, and others will work together for the world's leading urban development.

GRAND GREEN OSAKA

Housing-Related Business

We provide housing and services for various stages of life.

Housing Development and Sales Business

THE LIONS and SURPASS MANSION series are offered as new condominiums. Besides safety, security, and comfort, we also lead the industry in actively developing ZEH-M housing that is friendly to the environment.

Lions Ashiya Grand Fort

Leader in Environmentally Considerate Housing Complexes

ZEH-M is housing that aims to keep the balance of annual energy consumption to zero by conserving energy with outstanding thermal insulation performance and the use of highly efficient facilities, and by creating energy with solar power generation. In 2019, DAIKYO became the first in Japan to complete a Nearly ZEH-M housing in Hyogo Prefecture. The policy of DAIKYO and ANABUKI CONSTRUCTION is to carry out development that meets at least the ZEH-M Oriented specification, and the two companies have completed a cumulative total of 33 ZEH-M properties*.

* As of July 31, 2023

Rental Housing Development Business

We deploy the Belle Face urban rental condominium series and THE Lions Forsia rental condominium series with particular attention to planning and specifications.

Belle Face Komazawa 3-Chome

Real Estate Brokerage and Rental Business

Utilizing the information obtained through our extensive nationwide branch network, we deploy comprehensive services in real estate purchase and sale, brokerage, and leasing, as well as a purchase and resale business where we resell purchased properties after giving them new value.

Condominium Management Business

We provide total support for management association by utilizing the management contract results of over 540,000 units. In addition, we propose new services to increase the added value of condominiums.

Repairs and Value-Enhancing Construction Business

We have planned and executed large-scale repair and renovation work on more than 7,000 condominiums. Through this business, we are aiming to increase asset value.

Building Construction and Equipment-Related Business

We achieve sustainable real estate by covering a wide range of building construction and equipment fields.

- Building construction and equipment installation business
- Interior business (design & construction)
- Building and facility management business

Real Estate Asset Management

We pursue stable and efficient asset management that maximizes client earnings.

We operate ORIX JREIT Inc., a diversified real estate investment trust that leverages the extensive knowledge and advanced expertise in finance and real estate accumulated by ORIX Group. We also operate private placement funds based on funds invested by customers, such as institutional investors and operating companies, and currently meet the asset management needs of investors both in Japan and overseas.

Facility Operation

We provide spaces that create irreplaceable experiences.

Onsen Resorts and Hotels

ORIX HOTELS & RESORTS is our onsen resort and hotel operations brand. From casual to luxury, the brand covers a wide range in both onsen resorts and hotels, providing visiting guests with experiences to match their various life stages. We also operate hotels near theme parks and airports and subcontract hotel operation to global high-end brands.

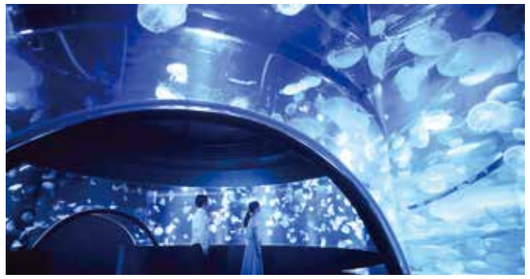
Hakone Gora KARAKU (Water Terrace)

CROSS HOTEL SAPPORO (guest room)

Aquariums

We developed and operate the KYOTO AQUARIUM in Kyoto City, Japan's first largescale, inland aquarium that uses 100% artificial seawater*, as well as the SUMIDA AQUARIUM, located inside the TOKYO SKY TREE TOWN®; both aquariums opened in 2012.

* KYOTO AQUARIUM was the first in Japan, followed by SUMIDA AQUARIUM. Excluding aquariums that use freshwater.



KYOTO AQUARIUM (360-degree panoramic tank GURURI)

Sustainability Projects by Aquariums

Aquariums will work together with children, who represent the future, and regional societies to global and social issues of which they have special awareness. We actively conduct aquarium workshops that deepen interest and concern for living things as well as activities, surveys, and research for protecting the natural environment.

未来へ伝える　未来にのこす
AQTION!

Training Facilities

We operate 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.

Seminar House Cross Wave Fuchu

Other Facilities

We operate the ORIX Theater, which can accommodate a diverse range of performances including concerts, and the long-established puffer fish restaurant and onsen resort Shimonoseki Shunpanro, which was the first licensed Japanese puffer fish restaurant, to name a few.

ORIX Theater

Facilities Operated (As of October 1, 2023) Facilities marked with "★" are part of ORIX HOTELS & RESORTS, our onsen resort and hotel operations brand.

Onsen Resorts and Hotels (25)

Hokkaido	CROSS HOTEL SAPPORO ★
	Hakodate Yunokawa HOTEL BANSO ★
Fukushima	Aizu Higashiyama ONYADO TOHO ★
Tokyo	Hyatt Centric Ginza Tokyo
	Hotel JAL City Haneda Tokyo
	Hotel JAL City Haneda Tokyo West Wing
	HUNDRED STAY Tokyo Shinjuku
Kanagawa	Hakone Ashinoko HANAORI ★
	Hakone Gora KARAKU ★
Toyama	Kurobe Unazuki YAMANOH ★
Ishikawa	Hyatt Centric Kanazawa
	Hyatt House Kanazawa
Shizuoka	Atami Izusan KARAKU ★ (scheduled to open in December 2023)
	Okura Act City Hotel Hamamatsu
Kyoto	CROSS HOTEL KYOTO ★
	Hyatt Regency Kyoto
Osaka	CROSS HOTEL OSAKA ★
	HOTEL UNIVERSAL PORT ★
	HOTEL UNIVERSAL PORT VITA ★
Yamaguchi	Shimonoseki Shunpanro Main Restaurant
Fukuoka	CROSS Life HAKATA TENJIN ★
	CROSS Life HAKATA YANAGIBASHI ★
Oita	Beppu SUGINOI HOTEL ★
Okinawa	Hilton Okinawa Chatan Resort
	DoubleTree by Hilton Okinawa Chatan Resort

Training Facilities (4)

Chiba	Seminar House Cross Wave Makuhari
	Seminar House Cross Wave Funabashi
Tokyo	Seminar House Cross Wave Fuchu
Osaka	Seminar House Cross Wave Umeda

Other (7)

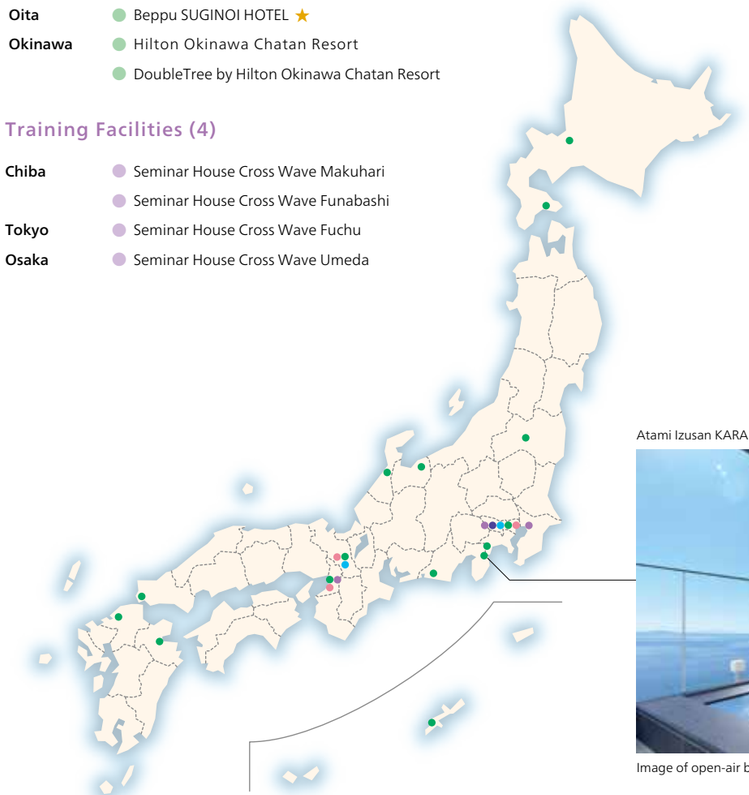
Tokyo	Shimonoseki Shunpanro Tokyo
	Shimonoseki Shunpanro Nihombashi Takashimaya
Kyoto	Kyoyasai-Restaurant Umekojikoen
Osaka	ORIX Theater
	Osaka Culturarium at Tempozan
	Knowledge Capital, GRAND FRONT OSAKA
	Shimonoseki Shunpanro Abeno Osaka

Service Offices (7)

Tokyo	CROSS OFFICE SHIBUYA
	CROSS OFFICE SHIBUYA Medio
	CROSS OFFICE UCHISAIWAICHO
	CROSS OFFICE MITA
	CROSS OFFICE SHINJUKU
	CROSS OFFICE ROPPONGI
	CROSS OFFICE HIBIYA

Aquariums (2)

Tokyo	SUMIDA AQUARIUM
Kyoto	KYOTO AQUARIUM



Facilities operated: 45

Atami Izusan KARAKU that is scheduled to open in December 2023

Image of open-air bath with view

PE Investment and Concession Business

ORIX Group responds to societal needs through our private equity investment business, which supports the enhancement of our customers' corporate value, and the concession business exemplified by operation of Kansai International Airport.

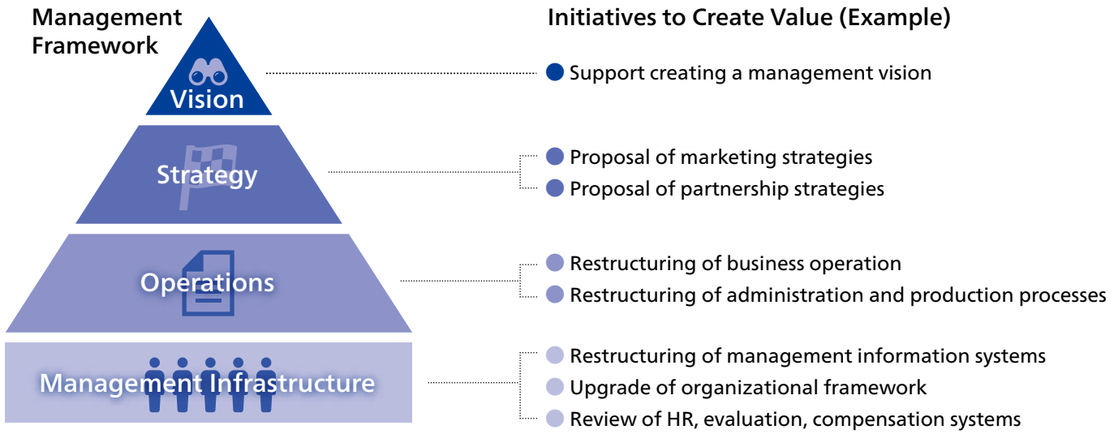
Investment

We provide optimal solutions for various customer needs including support for planning and implementation of business and management strategies, capital procurement and management, and risk hedging, supporting customers' business development and corporate value improvement.

Private Equity Investment

We offer optimal solutions to address the various needs of corporate managers through investments by leveraging our advanced expertise. Such solutions include: transfer of shares with business succession of the owner company and equity financing to raise funds for growth; MBOs and carve-outs* in conjunction with the spinning off of subsidiaries or business divisions of a large company; delisting of publicly-traded companies; and business and corporate rehabilitations in which fundamental restructuring of business and financial restructuring is required. We provide not only optimal funds for our customers' medium- to long-term growth, but also hands-on support through ORIX Group's expertise and management infrastructure.

* Cutting off part of a company's business and spinning it off as a new company



Examples of Investments

We are focused on investments in industries with future growth potential and that can help resolve social issues. We have a proven track record in such areas as IT and information services as well as logistics and rental.

Industry	Date of Investment	Company (Location)	Description of Business
IT and information services	Jul. 2017	Primagest, Inc. (Kawasaki City, Kanagawa Prefecture)	BPO business involved in image information processing
Dairy	Dec. 2018	Cornes AG Corporation (Eniwa City, Hokkaido)	Import and sale of dairy machinery
Logistics and rental	Sep. 2019	Wako Pallet Co., Ltd. (Osaka City, Osaka Prefecture)	Sale and rental of logistics equipment
IT and information services	Oct. 2020	APRESIA Systems, Ltd. (Chuo-ku, Tokyo)	Development and manufacture of network equipment
Logistics and rental	Dec. 2020	Sugiko Group Holdings Co., Ltd. (Yokohama City, Kanagawa Prefecture)	Rental of scaffolding and temporary construction materials
IT and information services	Dec. 2020	Informatix Inc. (Kawasaki City, Kanagawa Prefecture)	Development of geographic information systems
Electrical engineering	Jun. 2022	HEXEL Works, Inc. (Minato-ku, Tokyo)	Integrated electrical installation for condominiums and other housing complexes
Healthcare	Jan. 2023	DHC Corporation (Minato-ku, Tokyo)	Manufacture and sale of cosmetics, health foods, etc.
Healthcare	Jun. 2023	WHITEESSENCE Co., Ltd. (Shibuya-ku, Tokyo)	Dental whitening franchise operation

Venture Capital

In addition to providing funds to support promising, privately owned companies, we help fledgling 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 ORIX Group.

Concession Business

We are involved in the concession business, where private business operators manage public facilities such as airports, roads, and water and sewerage systems while ownership of the facilities remains with public institutions. The Government of Japan is promoting concessions for economic revitalization and fiscal consolidation, and we are also focusing on this area.

Operation of Kansai International Airport, Osaka International Airport (Itami Airport), and Kobe Airport

- **Start of business:** April 2016 (April 2018 for Kobe Airport)
- **Operating company:** Kansai Airports Group
- **Shareholders:** ORIX Corporation, VINCI Airports, and 30 other companies

This is ORIX Group's first concession business and the first full-scale private airport operation project in Japan. ORIX has know-how in the financial and real estate fields, and a wealth of business experience and business foundation in the Kansai region, while VINCI Airports, a jointly participating French airport operator, has expertise in airport operations and an international airport network. Utilizing the know-how of both companies, we aim to operate comfortable and convenient world-class airports.

Itami Airport (renovated walk-through commercial area)

Operation of Hamamatsu City Public Wastewater Treatment Plant (Seien Treatment Area)

- **Start of business:** April 2018
- **Operating company:** Hamamatsu Water Symphony K.K. ("HWS")
- **Shareholders:** Veolia Japan GK, ORIX Corporation, and four other companies

This is the first concession-type project in Japan in the water and sewerage field. The operating company is HWS, which was established mainly by Veolia Japan, with ORIX also participating in the business by providing our know-how in the concession business. We operate with the goal of providing safe and secure sewerage services to citizens by making the best use of the know-how of each HWS shareholder.

Hamamatsu City Public Wastewater Treatment Plant (Seien Treatment Area)

Miyagi Prefecture Integrated Water Supply, Industrial Waterworks, and Sewerage Public-Private Partnership Management Project

- **Start of business:** April 2022
- **Operating company:** K.K. Mizumusubi Management Miyagi
- **Shareholders:** METAWATER Co., Ltd., ORIX Corporation, and eight other companies

This project is responsible for the operation of Miyagi Prefecture's water supply business, industrial waterworks business, and sewerage business facilities for a period of 20 years. The concepts of integrating the three water businesses (water supply, industrial waterworks, and sewerage), coordinating with water companies in Miyagi Prefecture, and connecting Miyagi Prefecture's water infrastructure—which has been consistently maintained thus far—with the future are incorporated into the company name "Mizumusubi" (literally, "water connection"), which operates with the goal of realizing sustainable water supply, industrial waterworks, and sewerage services.

Nanbuyama Water Treatment Plant (Shiroishi City, Miyagi Prefecture)

Todoroki Ryokuchi Park Redevelopment, Operation, Etc. Project

- **Start of business:** April 2023
- **Operating company:** Kawasaki Todoroki Park Corporation ("KTP")
- **Shareholders:** Tokyu Corporation, ORIX Corporation, and seven other companies

This project is responsible for operating Todoroki Ryokuchi Park in Kawasaki City, Kanagawa Prefecture over a 30-year period while both maintaining existing facilities and updating aging infrastructure. KTP's aim is to create "Japan's Happiest Park," and it will endeavor to make Todoroki Ryokuchi Park, a comprehensive park with athletic facilities and civic spaces, into a beloved, bustling space central to the region.

Todoroki Athletics Stadium (Nakahara-ku, Kawasaki City, Kanagawa Prefecture)

Personal Finance Business and Services

ORIX Group engages in the banking, housing loan, consumer finance, and life insurance businesses to provide distinctive services that leverage its expertise.

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

Save. Increase. Prepare. Borrow. Our lineup of simple, easy-to-understand products and services can be selected according to needs. We support customers in various aspects of their lives, including asset formation, property management, and financing. We offer attractive financial products and services while keeping operating costs low by focusing on online transactions and not having branches or ATMs.

Main Products

Save

e-Direct Deposit

A regular and time deposit exclusively for online transactions.

Direct Deposit

A time deposit that issues certificates of deposit and can be completed by mail.

Increase

e-Direct Money Trust

A monetary trust mainly managed by unsecured loans to one listed company selected by ORIX Bank.

ESG Investment
ORIX Bank

We offer ESG-focused investment trusts that can help build assets in the medium to long term.

Prepare

Simple Inheritance Trust

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

Simple Inheritance Trust Special Agreement for Bequest to CiRA Foundation

Special Agreement for Bequest to CiRA Foundation will substitute trust that can be used to donate money to the CiRA Foundation without creating a will.

● e-Direct Family Trusts

This simple service supports the formation of family trusts in which the property involved is limited to money. The fee is ¥132,000 (including consumption tax).

Borrow

● Real estate investment loans
● Real estate secured loans

Loans can be used to purchase or refinance investment real estate for rental purposes, from one room in a condominium to one entire apartment building, from new construction to second-hand.

Housing Loans (ORIX Flat 35)

We offer ORIX Flat 35, a long-term, fixed-rate housing loan with a maximum term of 35 years. An extensive lineup of products is available to meet diverse customer needs.

Main Products

ORIX Flat 35	Fixed interest rate for the entire term, up to a maximum of 35 years.
ORIX Flat 35S	A program for reducing the interest rate for a certain period in cases where housing with high performance for energy saving, earthquake resistance, and other characteristics is purchased.
ORIX Flat 35ONE	A program offered in conjunction with ORIX Flat 35 to finance up to 10% of housing construction or purchase.
ORIX Reverse 60	An interest-only housing loan with monthly payments for customers aged 60 years and older. A non-recourse loan for peace of mind.

Consumer Finance

We offer a variety of consumer finance to meet customers' needs, including ORIX MONEY that allows customers to choose between using an app or card for the service, ORIX VIP Loan Card that features reasonable interest rates and flexible loan limits, and ORIX Bank Card Loan that allows customers to choose plans with a cancer rider.

Life Insurance

We offer an extensive lineup of insurance products based on the concepts of "simple and easy to understand" and "reasonably priced insurance coverage." In addition to marketing through insurance agents, financial institutions, mail order and Internet sales, and sales by ORIX Life Insurance employees known as Conserve Advisors, we organically integrate these four sales channels within an omnichannel strategy that provides services through channels required by customers.

Number of individual insurance policies: Approx. **4.89** million

Sales Channels

Agency Sales	We provide products to a wide range of customers through insurance agencies that handle not only life insurance but also non-life insurance, drop-in style agencies close to train stations and in large shopping malls, and tax agencies that provide consulting services utilizing their expertise in taxation and other areas.	Handled by approx. 5,300 recruitment agencies nationwide
Sales by Financial Institutions	We provide products via city banks, regional banks, and credit unions throughout Japan.	Handled by approx. 6,500 offices and branches of financial institutions
Mail Order and Internet Sales	We also conduct sales via postal mail and the Internet for customers who wish to choose their options.	Began mail order sales in 1997
Face-to-Face Sales via Employees	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.	Face-to-face sales through a network of 8 branches in 4 cities

Main Products

Medical Insurance

Medical Insurance "CURE Next "

Medical Insurance "CURE Lady Next "

Cancer Insurance

Cancer Insurance "Believe"

Cancer Insurance "Wish"

Term Insurance

Term Insurance "Fine Save"

Insurance with Relaxed Underwriting Conditions

Medical Insurance "CURE Support Plus"

Whole Life Insurance

Whole Life Insurance "RISE Support Plus"

U.S. Dollar-Denominated Whole Life Insurance "Candle"*

Whole Life Insurance "RISE"

Income Protection Insurance

Family Support Insurance "Keep"

* There are foreign exchange risks with U.S. Dollar-Denominated 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

ORIX Group has a network spanning 28 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, and asset management.

Since expanding operations into Hong Kong in 1971, we now have global operations in 28 countries and regions worldwide. One feature of ORIX Group's overseas business and services is that business is conducted by locally rooted management teams in accordance with the environment and corporate culture of each region. Based on our overseas business strategy of "Localization and Partnership," our local subsidiaries are well versed in the different commercial practices, laws, and regulations in each country, and provide a variety of services to local businesses and Japanese companies.

Key Milestones in Overseas Expansion

1971	1972	1973	1975	1977	1978	1979	1980	1981	1982	1986	1988	1991	1993	1994	1995	1997	2001	2002	2005	2010	2013
Hong Kong	Singapore	Brazil Malaysia	Indonesia South Korea	Philippines	Thailand	Venezuela	Sri Lanka Chile	Belgium, China United States	Britain	Australia Pakistan	New Zealand Spain Ireland	Taiwan, Canada	India	Oman	Poland	Egypt	Saudi Arabia	United Arab Emirates	Kazakhstan	Vietnam	Mongolia Netherlands Bahrain

* The year when operations were first established or funded in each country/region is listed. * Includes countries/regions where we currently do not have operations.

ORIX USA

Diversified Financial Services Business with a Focus on the U.S.
Business: Finance, investment, and asset management in the Americas

Established in 1981, ORIX Corporation USA carries out investments and lending with its own balance sheet, and at the same time, engages in the asset management business using funds from external investors. Through its businesses in private credit, private equity, and real estate, it offers companies in the U.S. middle market with capital procurement solutions, and has more than 1,300 employees, including those working at companies under its umbrella.

ORIX Europe

Proven Track Record in the Asset Management Business under the Robeco Brand
Business: Asset management with a focus on Europe

We acquired Robeco Groep N.V. (now ORIX Corporation Europe N.V.), an asset management company headquartered in the Netherlands, in 2013. There are several asset management companies under its umbrella, including Robeco Institutional Asset Management B.V., which operates an asset management business under the Robeco brand. With a proven track record in investment since 1929, Robeco offers a wide range of investment solutions, from stocks to bonds. It is also a leader in the sustainable investment field, having developed its first sustainable investment product in 1995.

Asia and Australia

Locally Rooted Financial Services Business
Business: Finance and investment with a focus on Asia and Australia

Since expanding operations into Hong Kong in 1971, we have established local subsidiaries in Southeast Asia, South Asia, Oceania, and the Middle East. We are mainly engaged in the financial services business, providing local customers with services such as machine/equipment leasing, automobile leasing, installments, loans, and rentals. We also undertake private equity investment business at our local subsidiaries in China, Hong Kong, and Taiwan, as well as asset management business in Hong Kong.

A multilevel parking lot operated by Shoucheng Holdings Limited, an investee engaged in the operation and management of parking lots in Greater China

Other Business and Services

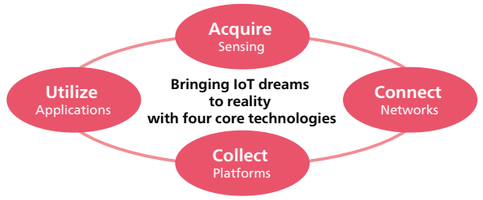
ORIX Group provides a variety of services that respond to social needs.

Medical Mobile Services

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

AI, IoT, and Data Business Support Services

Ubiteq, INC. provides IT infrastructure to customers that want to use AI and 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. The company builds consistent support structures from design to development, mass production, and operation along with systems and services that integrate IoT terminals with networks. It supports customer business innovation.



"PATPOST" Electronic Storage Service for Business Documents

ORIX offers PATPOST, a service that uses highly accurate AI-OCR* to convert text in images into text data and allows documents to be stored in cloud storage. In addition to the modification and storage features, the service can also automatically convert information such as business partners, transaction amounts, transaction dates into digital data simply by uploading invoices, quotations, receipts, and other business documents onto the system.

* Optical character recognition (OCR) is a technology that takes printed or handwritten characters as image data and converts them into editable text data.

Provision of Services Using State-of-the-Art Technology

"Safie" Cloud Video Recording Service

Safie, a cloud video recording service offered by Safie Inc., enables customers to check video images anytime and anywhere on their computer or smartphone simply by connecting their cameras to the Internet. ORIX has invested in the company and by combining ORIX's operating base and financing functions with Safie's technology, we are jointly conducting business and developing products that contribute to enhanced customer productivity.

"KnowledgeStore" Market Research and Analysis Subscription Service

ORIX has concluded an exclusive sales agreement with MarketsandMarkets*1, a leading Indian market research company, for its KnowledgeStore research service. Through this deal, we support businesses that are reevaluating their in-house technological capabilities amidst rapidly changing economic environments and seeking to enter new markets, not limited to Japan.

*1 MarketsandMarkets is a research company that provides market reports in a wide range of areas in BtoB markets. Its services are used by 80% of the global companies that appear in the Forbes Global 2000.

Three Features of KnowledgeStore

(1) Access to market forecast reports is unlimited*2
There are no limits on access to reports covering quantitative forecasts and the status of value chains and market competition for latest technologies with high growth potential.

(2) Market opportunities are easy to discover
All reports are incorporated into databases and cross-sectional searching, filtering, and visualization of growth rates, technology names, company names, regions, related technologies, and more are possible.

(3) Order-made research is also available
The package includes ample analyst operating time*2, and research tailored to the individual requests of contracting companies can be conducted.

*2 The limits on access to reports and the analyst operating time vary depending on the contract contents.

Addressing Social Issues through Business Activities

Providing new value and contributing to society through business activities have been fundamental to ORIX Group since its founding. We believe that it is precisely because we engage in diverse business activities that we can respond to a variety of social needs. We will continue to regularly create new value and contribute to society through our business activities.

Environment

#Climate change/Reducing GHG emissions #Climate change/Spreading and promoting renewable energy generation
#Promoting a circular economy #Waste treatment and reduction #Conserving energy/resources #Biodiversity/Environmental conservation

Social

#Regional vitalization #Aging society #Promoting health/Extending healthy life expectancy #Safe & secure mobility solutions
#Vitalizing small and medium-size enterprises #Improving labor productivity #Safe working environment #Promoting innovation & technological change
#Disaster recovery #Decreasing workforce #Investments and lending that take ESG into account #Addressing aging public infrastructure
#Stable energy supply #Diversity, equity & inclusion #Talent strategy #Employee health & safety #Respecting human rights

Governance

#Strengthening corporate governance #Strengthening risk management
#Enhanced compliance #Proper consideration of our customers

Corporate Financial Services [pp.9–14, 17–19, 32]

As a core platform for Group sales, we will fully deploy our network in Japan in initiatives to resolve social issues.

Examples of business activities	Social issues
Business succession support	#Vitalizing small- and medium-size enterprises #Regional vitalization #Aging society
Preventive healthcare support	#Promoting health/Extending healthy life expectancy #Aging society
Championing decarbonization	#Climate change/Reducing GHG emissions
Corporate pension services	#Aging society #Decreasing workforce

Auto [pp.21–22]

We will continue to provide services that help reduce both environmental impact and traffic accidents of our vehicles in addition to ensuring and enhancing compliance associated with vehicle operation.

Examples of business activities	Social issues
Used vehicle leasing and sales, vehicle purchasing and sales agency	#Promoting a circular economy
Automobile maintenance services	#Promoting a circular economy #Climate change/Reducing GHG emissions #Safe & secure mobility solutions
Car rental business/Car sharing business	#Promoting a circular economy #Regional vitalization
Telematics service	#Climate change/Reducing GHG emissions #Safe & secure mobility solutions #Improving labor productivity
Development and sale of special-purpose vehicles	#Improving labor productivity #Disaster recovery #Safe & secure mobility solutions #Regional vitalization #Aging society

Rentec [pp.15–16]

We enhance our provision of equipment rental and various services that take ESG into consideration.

Examples of business activities	Social issues
Used equipment sales business	#Promoting a circular economy
3D printer business	#Promoting innovation & technological change #Improving labor productivity #Climate change/Reducing GHG emissions

Real Estate [pp.23–26]

We do business with a policy that prioritizes safety, security, and comfort as we decarbonize in consideration of the environment and coexist with local communities.

Examples of business activities	Social issues
Development of environmentally-friendly properties (including residences)	#Climate change/Reducing GHG emissions #Climate change/Spreading and promoting renewable energy generation #Conserving energy/resources
AQTION!—Actions by the aquariums to connect to our planet's future	#Biodiversity/Environmental conservation #Regional vitalization
Comprehensive urban planning and redevelopment business	#Regional vitalization
Operating serviced offices	#Promoting a circular economy #Improving labor productivity
Promoting renovation and condominium repair business	#Promoting a circular economy

Environment and Energy [pp.17–20]

We are working toward a sustainable society through businesses that contribute to a decarbonized society that reuses and recycles.

Examples of business activities	Social issues
Renewable energy business	#Climate change/Spreading and promoting renewable energy generation
Environmentally friendly power supply services	#Climate change/Reducing GHG emissions
Energy-saving services	#Conserving energy/resources
Waste recycling and disposal support business	#Promoting a circular economy #Waste treatment and reduction
Garbage reuse, recycling, and proper processing support/ metal recycling	#Promoting a circular economy #Waste treatment and reduction
Biogas power generation facility using waste	#Climate change/Spreading and promoting renewable energy generation #Promoting a circular economy #Waste treatment and reduction

Life Insurance [p.30]

We develop and provide products and services that accommodate diverse customer lifestyles and values. We also engage in ESG investing .

Examples of business activities	Social issues
Customer-oriented products and services in an age where more and more people will live to be 100	#Aging society
ESG investing in asset management	#Investments and lending that take ESG into account

Banking [p.29]

Our financial transactions are mainly in industries that are foundational to a sustainable society. We also provide investment products that support the long-term asset formation of individual customers.

Examples of business activities	Social issues
ORIX Bank Sustainable Investing and Lending Policy	#Investments and lending that take ESG into account
Investment in environmentally friendly condominiums	#Conserving energy/resources #Climate change/Reducing GHG emissions
Products and services that accommodate an aging society	#Aging society

Credit [p.29]

We always take the perspective of individual customers and develop products for customers with needs that existing financial services do not satisfy.

Examples of business activities	Social issues
Loan business with a focus on the customer's perspective	#Investments and lending that take ESG into account

PE Investment and Concession [pp.27–28]

We are committed to management for sustainability among investees as a means to improve corporate value. We focus investment on industries that contribute to resolving social issues.

Examples of business activities	Social issues
PE investment that contributes to solving social issues	#Climate change/Reducing GHG emissions #Investments and lending that take ESG into account #Promoting health/Extending healthy life expectancy #Improving labor productivity #Decreasing workforce #Promoting innovation & technological change
Concession business that supports regional infrastructure	#Climate change/Reducing GHG emissions #Regional vitalization #Addressing aging public infrastructure

ORIX Group website provides detailed information on our sustainability initiatives. Please click here for details.
https://www.orix.co.jp/grp/en/sustainability/contributing_to_society

Aircraft and Ships [p.12]

In our aircraft business, we will increase the number of new fuel-efficient models in our portfolio. In addition, the ships we own are built based on specifications that allow for environmental impact reduction.

Examples of business activities	Social issues
Environmental considerations in aircraft operating leases	#Climate change/Reducing GHG emissions
Environmental considerations in ship investment (ownership and operation)	#Climate change/Reducing GHG emissions #Biodiversity/Environmental conservation
Ship finance (sustainability -linked loans)	#Climate change/Reducing GHG emissions

ORIX USA [p.31]

We are further strengthening our approach to sustainable investing in order to generate sustainable growth and contribute to society.

Examples of business activities	Social issues
Affordable housing	#Investments and lending that take ESG into account

ORIX Europe [p.31]

We integrate ESG across all our investment solutions, and as a leader in sustainable investing, we promote investments that contribute to the development of a sustainable society and economy.

Examples of business activities	Social issues
Sustainable investing	#Investments and lending that take ESG into account

Asia and Australia [p.31]

We are reducing the balance of credit extended to industries with high environmental impact and enhancing our support for ESG initiatives among existing private equity investees.

Examples of business activities	Social issues
Reduction of credit balances with high environmental impact	#Investments and lending that take ESG into account #Climate change/Reducing GHG emissions
PE investment that contributes to solving social issues	#Investments and lending that take ESG into account #Climate change/Reducing GHG emissions

Proactively Promoting Activities beyond the Framework of Our Business Domains

In addition to making contributions to society through business, ORIX Group is also implementing a range of initiatives to help meet social and environmental challenges beyond the framework of its business domains.

Activities for Children

We are involved in various activities for children who will lead the next generation, such as special lessons held at elementary schools by SUMIDA AQUARIUM and KYOTO AQUARIUM as well as work experience programs run by ORIX Group companies. The ORIX Miyauchi Foundation also continues to support children's cafeteria programs where local people provide children with meals and places to socialize.

Support for children's cafeteria programs
(ORIX Miyauchi Foundation)

Special lesson
(SUMIDA AQUARIUM)

Community Contribution Activities

The ORIX Buffaloes has entered a partnership agreement with Osaka City, and is working to promote community collaboration in various fields, such as sports promotion, education, and public relations. This includes holding sports lessons for elementary and junior high school students. In Australia, we support a hunger relief organization (Foodbank), an organization that supports early-career cancer researchers, and an organization that promotes early childhood literacy.

Support for charities—Australia
(ORIX Australia Corporation Limited)

Collaboration with Osaka City
(ORIX Buffaloes)

Environmental Conservation Activities

ORIX Bank makes donations to tree-planting activities according to the number of customers who opt for paperless delivery of documents, such as for real estate investment loans. The ORIX Miyauchi Foundation promotes SANGO ORIX, an activity supporting the transplant of coral reefs, together with the children of Okinawa Prefecture.

Tree-planting activities at Hinohara Village in Tokyo (ORIX Bank)

Okinawa coral transplantation support activities (ORIX Miyauchi Foundation)

Other Activities

The ORIX Miyauchi Foundation conducts activities in the social welfare field, including the donation of welfare vehicles to social welfare facilities nationwide since 2006. And since 2007, we have continued to bestow the ORIX Award at an art exhibition for children and others with disabilities. Other support we provide in the fields of music and art include inviting children from orphanages and other facilities to concerts.

Invitations to classical concerts
(ORIX Miyauchi Foundation)

Donating a welfare vehicle
(ORIX Miyauchi Foundation)

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 various activities as the ORIX Miyauchi Foundation since 2014.

The mission of the ORIX Buffaloes is to provide inspiration, excitement, and dreams to people through baseball, and the team conducts various activities to achieve this. In addition to team operation, we conduct youth baseball clinics as a community-oriented program to build community ties and use the high profile of the baseball team to provide customers with opportunities for various promotional activities.

© ORIX Buffaloes

Baseball Team Management

In 1988, we started managing the ORIX Braves baseball team. The team was renamed the ORIX Buffaloes in 2004 and relocated to the Kyocera Dome Osaka. We conduct various events at home games such as programs targeting female fans and fireworks in order to bring the enjoyment of professional baseball to as many fans as possible.

Sponsor / Special Seat

Sponsorship Program

We support promotional activities according to the wide-ranging needs of customers through a large number of publicity plans implemented in collaboration with various activities of the team.

Advertising Space

In addition to professional baseball games, the dome is used for many other programs including concerts and live performances and has a variety of advertising spaces for customers.

VISTA ROOM

The dome has special spectator boxes with balcony seats on the 6th to 8th floors, where spectators can watch the game in luxury. They can be used for business entertainment and so on.

Season Seats

Customers can watch all Buffaloes-sponsored official games from their own season seats. They can enjoy the team's 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 for elementary school students in Osaka City. They make use of their careers as professional athletes to help young people achieve healthy growth.

Corporate Network

Japan

Company Name	Principal Business	Established (Acquired)	ORIX Group Controlling Share
Corporate Financial Services and Maintenance Leasing			
ORIX Auto Corporation	Automobile Leasing, Rental, Car Sharing and Sales of Used Automobiles	Jun 1973	100%
ORIX Rentec Corporation	Rental and Leasing of Test and Measurement Instruments and IT-Related Equipment	Sep 1976	100%
ORIX Capital Corporation	Venture Capital	Oct 1983	100%
ORIX Asset Management & Loan Services Corporation	Loan Servicing	Apr 1999	100%
NS Lease Co., Ltd.	Leasing, Lending, Other Financial Services	(Jul 2002)	100%
ORIX Tokushima Corporation	Leasing, Other Financial Services	(Oct 2005)	95%
ORIX Loan Business Center Corporation	Personal Loan Related Asset Management, Customer Relations	May 2009	99%
Tsukuba Lease Corporation	Leasing	(Jun 2010)	95%
Kyuko-Lease Inc.	Leasing, Other Financial Services	(Jan 2012)	85%
FREEILL CORPORATION	Medical Equipment Rental	(May 2013)	100%
Yodogawa Transformer Co., Ltd.	Manufacturing, Rental, and Sales of Power Receiving, Transforming, and Generating Facilities and Equipment, Various Types of Transformers, Cubicles, etc.	(Jan 2018)	100%
Real Estate			
ORIX Interior Corporation	Real Estate Rental, Parking Lot Business	(Jan 1987)	100%
ORIX Hotel Management Corporation	Onsen Resort, Hotel and Training Accommodation Facility Operation	Jan 1997	100%
ORIX Real Estate Corporation	Real Estate Investment, Development, Rental, Facility Operation and Management	Mar 1999	100%
ORIX Asset Management Corporation	Asset Management of J-REIT	Sep 2000	100%
Chofu Driving School Corporation	Driving School	(Dec 2005)	100%
ORIX Real Estate Investment Advisors Corporation	Real Estate Investment and Advisory Services	Sep 2007	100%
ORIX Aquarium Corporation	Aquarium Operation	Apr 2011	100%
DAIKYO INCORPORATED	Housing Development and Sales, Redevelopment	(Jan 2019)	100%
ANABUKI CONSTRUCTION INCORPORATED	Housing Development and Sales, Construction Services	(Jan 2019)	100%
DAIKYO ASTAGE INCORPORATED	Condominium Management, Repair and Maintenance, Resident Services	(Jan 2019)	100%
ANABUKI COMMUNITY INCORPORATED	Condominium Management, Repair and Maintenance, Resident Services	(Jan 2019)	100%
DAIKYO ANABUKI CONSTRUCTION INCORPORATED	Condominium Repair and Maintenance, Construction Services, Building Diagnostics, Aseismic Reinforcing Work	(Jan 2019)	100%
DAIKYO ANABUKI REAL ESTATE INCORPORATED	Real Estate Buying, Selling, Brokerage, Leasing, Management	(Jan 2019)	100%
ORIX Facilities Corporation	General Building, Rental Condominium, and Other Facilities Management, Real Estate Brokerage, Construction Services	(Jan 2019)	100%
Environment and Energy			
ORIX Eco Services Corporation	Trading of Recycled Metals and other Resources, Collection and Transportation of Industrial Waste, and Intermediate Waste Processing	Apr 1998	100%
ORIX Environmental Resources Management Corporation	Waste Recycling	Sep 2002	100%
Ubiteq, INC.	Development and Provision of IoT Solutions, Design, Manufacturing and Quality Assurance of Electronic Devices, Design, Development and Maintenance of Software	(Jul 2010)	57%
ONE Energy Corporation	Sales, Leasing and Rental of Solar Panels and Electricity Storage Systems	Mar 2013	70%
Zeeklite Co., Ltd.	Waste Landfill, Mining and Sales of Zeolite	(Feb 2017)	100%
ORIX Renewable Energy Management Corporation	Operation, Management, and Maintenance of Power Plants That Use Renewable Energy Sources	Jun 2018	100%
Insurance*1			
ORIX Life Insurance Corporation	Life Insurance	Apr 1991	100%
Lifetime Consulting Corporation	Insurance Agency Services	Oct 2012	100%
Banking and Credit			
ORIX Credit Corporation	Consumer Finance Services	Jun 1979	100%
ORIX Bank Corporation	Banking	(Apr 1998)	100%
Aircraft and Ships			
ORIX Maritime Corporation	Ship Charter and Ship Broker Service	Nov 1977	100%
ORIX Headquarter Functions (Not included in Segment Financial Information)			
ORIX Insurance Services Corporation	Insurance Agency Services	Sep 1976	100%
ORIX Computer Systems Corporation	Software Engineering and Systems Management	Mar 1984	100%
ORIX Baseball Club Co., Ltd.	Professional Baseball Team Management	(Oct 1988)	100%
Osaka City Dome Co., Ltd.	Management and Operation of Multipurpose Halls, and Planning, Production, and Operation of Various Events Including Sports	(Sep 2006)	90%
ORIX Business Center Okinawa Corporation	Business Center, Contact Center	Nov 1999	100%
ORIX Business Support Corporation	Business Support Services	Apr 2007	100%

(As of March 31, 2023)

Overseas

Country Name		Company Name	Principal Business	Established (Acquired)	ORIX Group Controlling Share
The Americas	USA	ORIX Corporation USA	Financial Services	Aug 1981	100%
		Boston Partners Global Investors, Inc.	Asset Management	(Jul 2013)	100%
		Harbor Capital Advisors, Inc.	Asset Management	(Jul 2013)	100%
		Lument Real Estate Capital Holdings, LLC*2	Mortgage Banking and Loan Servicing	Sep 2013	100%
		Boston Financial Investment Management, L.P.	Low Income Housing Tax Credit Syndicator	(Jul 2016)	100%
		NXT Capital Group, LLC	Loan Origination, Asset Management	(Aug 2018)	100%
	Brazil	RB Capital S.A.	Real Estate Securitization, Asset Management, Real Estate Development and Investment	(Dec 2016)	64%
East Asia	Hong Kong	ORIX Asia Limited	Leasing, Lending, Automobile Leasing, Banking	Sep 1971	100%
		ORIX Asia Capital Limited	Equity Investment, Lending	Jul 1973	100%
		ORIX Finance Services Hong Kong Limited	Leasing, Lending, Consumer Finance Services	(May 2002)	100%
		ORIX Asia Asset Management Limited	Investment Advisory, Asset Management	Mar 2021	100%
	Taiwan	ORIX Taiwan Corporation	Leasing, Sales Finance, Insurance Agency Services	(Feb 1991)	100%
		ORIX Auto Leasing Taiwan Corporation	Automobile Leasing	Apr 1998	100%
		ORIX Taiwan Asset Management Company	NPL Investment, Loan Servicing	Nov 2004	100%
	South Korea	ORIX Capital Korea Corporation	Automobile Leasing, Leasing, Lending	Feb 2004	100%
		ORIX Private Equity Korea Corporation	Fund Operation and Management	Mar 2010	100%
	China	ORIX China Corporation	Leasing, Rental	Aug 2005	50%
		ORIX (China) Investment Co., Ltd.	Leasing, Equity Investment, Other Financial Services	Dec 2009	100%
		ORIX China Industrial Holdings Limited	Leasing, Equity Investment, Other Financial Services	Sep 2021	50%
South-East Asia	Singapore	ORIX Leasing Singapore Limited	Leasing, Sales Finance, Lending	Sep 1972	50%
		ORIX Investment and Management Private Limited	Equity Investment, Lending	May 1981	100%
	Malaysia	ORIX Leasing Malaysia Berhad	Leasing, Lending	Sep 1973	100%
	Indonesia	PT. ORIX Indonesia Finance	Leasing, Automobile Leasing	Apr 1975	85%
		PT Sinar Mitra Sepadan Finance	Used Car Loans for Sole Proprietors and Individual Customers	(Nov 2015)	85%
	Philippines	ORIX METRO Leasing and Finance Corporation	Leasing, Automobile Leasing, Lending	Jun 1977	40%
	Thailand	Thai ORIX Leasing Co., Ltd.	Leasing, Automobile Leasing and Rentals	Jun 1978	96%
South Asia	Pakistan	OLP Financial Services Pakistan Limited*	Equipment Leasing, Automobile Leasing, Loans	Jul 1986	49%
	India	ORIX Auto Infrastructure Services Limited	Automobile Leasing, IT Leasing, Rentals, Leasing, Commercial Vehicle Loans, Commercial Mortgage Loans	Mar 1995	99%
Oceania	Australia	ORIX Australia Corporation Limited	Automobile Leasing and Truck Rentals	Jul 1986	100%
	New Zealand	ORIX New Zealand Limited	Automobile Leasing	Dec 1988	100%
Europe	Ireland	ORIX Aviation Systems Limited	Aircraft Leasing, Aircraft Asset Management	Mar 1991	100%
	Netherlands	ORIX Corporation Europe N.V.	Headquarters for the Business in Europe	(Jul 2013)	100%
		Robeco Institutional Asset Management B.V. (RIAM)	Asset Management	(Jul 2013)	100%
		Transtrend B.V.	Asset Management	(Jul 2013)	100%
	Britain	ORIX Corporation UK Limited	Equity Investment	Jan 2018	100%
		Gravis Capital Management Ltd.	Fund Operation and Management	(Jan 2021)	70%
	Spain	Elawan Energy S.L.	Development and Operation of Wind and Solar Power Generation	(Jul 2021)	100%

(As of March 31, 2023)

*1 October 2023 Life Assist Co., Ltd. Deleted
*2 The corporate name was legally changed from ORIX Real Estate Capital Holdings, LLC to Lument Real Estate Capital Holdings, LLC, effective January 1, 2023.
1. Listed companies are notated with an asterisk.
2. In addition to the above, ORIX has other locations. In total, ORIX has locations in 28 countries and regions worldwide.

https://www.orix.co.jp/grp/en/

Unless otherwise indicated, the information contained in this publication is based on data as of March 31, 2023.

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