

## A Message from the CEO



**Rejecting complacency, we will constantly think of new ideas to take on the challenge of businesses with potential.**

ORIX has a diverse portfolio of businesses worldwide, and some people have trouble understanding what ORIX does. ORIX has its own business model. It transcends simplistic business labels and has no peers. Our standout feature is that we can do whatever we set our minds to because we are not constrained by preconceived notions or limits. We act on what interests us and change course if it does not work out. We are a large company with the maneuverability of a small company.

ORIX is able to do whatever it sets its mind to because we execute fundamentals effectively. External observers may ask why ORIX is involved in operating aquariums and airports at all. The answer is retrospective: We have moved outward from leasing into a broad array of related markets, and operating aquariums or airports is an extension of our existing facilities operations in our real estate business. Yet ORIX understands that our ability to do what we set our mind to differs from actual execution. We decide to execute only after we cautiously identify risks and proactively consider whether we can reduce and manage them. Our competency in doing so is a function of the expertise we gain from our diverse business portfolio. We do not have this competency because the Group has many skilled professionals. We have it because as a matter of course we collaborate to create new ideas and solutions that individuals are unable to create alone. Unfortunately, however, the businesses we so carefully consider do not all necessarily

succeed. Market changes that exceeded our forecasts have in the past adversely impacted some of our businesses. Yet rather than simply give up, we commit to doing what we must to increase value. We also deploy the knowledge and expertise we gain through this process in other businesses. Turning failure to our advantage is an ORIX fundamental.

Since ORIX can do whatever it sets its mind to, its future is difficult to delineate. The fact is, our businesses have changed every five years or so. I can say that we will remain an unconventional company that takes on challenges. This will change our businesses, and I daresay ORIX will be completely different five years from now.

I reject complacency. I want ORIX to constantly think of new ideas to take on the challenge of businesses with potential. The ability to do what we set our minds to means that our growth potential is unlimited. Growth is a function of challenges, so we will become just another simplistic company if we lose sight of the ORIX Way. I want ORIX to build its presence as a complex company with the goal of being an industry in and of itself, and will lead the Group in taking on the challenges that will drive its growth.



**Makoto Inoue**

Director  
Representative Executive Officer  
President and Chief Executive Officer