

A Message from the CEO

Our corporate objective is to continue growing while creating new value and contributing to society.

Since its inception, ORIX has advanced into adjacent markets, in both its businesses and the number of countries and regions it serves. We have expanded beyond our first business of leasing into Finance, Operation and Investment, and have a diverse portfolio of businesses in each of these three categories.

Thus ORIX has grown into a company that operates diverse businesses globally and is unlike any other in the world. The unique ORIX business model transcends industry categories.

Our ideal is to continue growing by identifying changes in society and markets to create new value, which in turn contributes to society.

Astute moves, flexibility and adaptability are fundamental to our business operations. Each ORIX employee has the ability to identify change and the mindset that change means opportunities. This supports the creation of new value and drives ORIX's growth.

Moreover, ORIX's strength is that it does not focus on having a portfolio of individual businesses that are growing, but on horizontal collaboration that generates growth for the Group as a whole. We link our expertise in a diverse array of businesses with the people who support it to broaden the opportunities available to us and drive the creation of totally new value.

ORIX is close to becoming a leader in profitability among listed companies in Japan, but this is not the

case when compared with global peers. Yet one by one we have built a certain scale and position for each of our businesses in Japan and internationally. Our goal is to lead in each of our businesses. We want to evolve the ORIX business model from a diverse portfolio of global businesses into a diverse portfolio of leading global businesses.

ORIX has continued to grow by identifying changes in the world. As long as the world continues to change, ORIX will have infinite opportunities to grow. However, we ourselves must adapt to the changes in the world to capture opportunities and generate growth from them. I will take the lead as Group CEO in looking closely at ourselves for our further evolution.

ORIX will continue to be a growing company, so the ORIX business model does not have an endpoint. We will maintain our Group commitment to our ideal of continuing to grow by identifying changes in society and markets to create new value, which in turn contributes to society.



Makoto Inoue

Director
Representative Executive Officer
President and Chief Executive Officer

