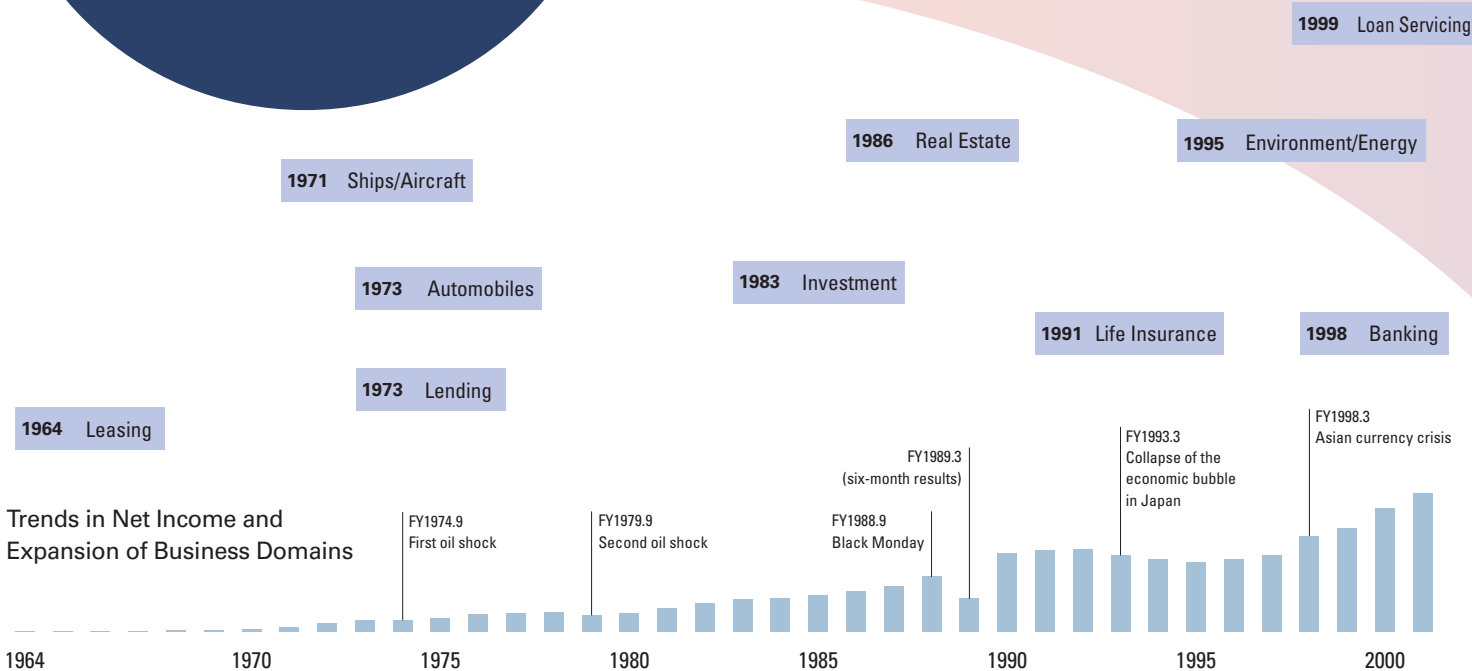


# ORIX Value Creation

## Three Strengths Born from Our Management Philosophies

Since its inception in 1964 as a leasing company, ORIX has stayed true to its management philosophies of Creating New Value and Standing on Our Own Two Feet. They are the source of our unique strengths – Flexibility, Strong Platform, and Disciplined – that were created by taking on challenges and innovating while adapting to diversifying needs and changing environments.



## Our Three Strengths

### Flexibility

Since introducing leasing to Japan in 1964, ORIX has not been content with leasing alone, and set its sights higher to grow. Our adaptability in all aspects of business, such as how we develop business and leverage talent, created our strength of flexibility.

### Strong Platform

We have expanded our business platform overseas while flexibly broadening our business portfolio. At the same time, we strengthened our platform by having the discipline to enhance our financial base and governance system. Through this process, ORIX has developed a strong platform.

### Disciplined

ORIX has pursued an independent approach since its foundation. Our self-discipline to promote management independent of shareholder companies and our risk management capabilities that adapt to business growth and changing environments are what make us disciplined.

