

Our Business Model

Inputs (Our Strengths)

Flexibility

Strong Platform

Disciplined

Value Creation Process

Identify changes and transform them into opportunities

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, so there are limitless opportunities for growth as long as the world continues to change.

Collaborate among diverse people

We do 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 diverse human resources with expertise to identify new business opportunities and improve the level of human resources by sharing know-how.

Turn over assets at the right time

Since ORIX does not have a core business, we identify global trends and constantly rotate assets in order to keep growing. We have built a business portfolio attuned to social change using our speedy decision-making and execution capabilities.

Maintain portfolio liquidity

ORIX always maintains vigilance over the assets it holds and leverages the expertise of the Group to build value. We maintain the liquidity of our business portfolio in this way so that assets are always ready to be sold.

Identify and take healthy risks

We cannot grow if we do not take risks. Effective risk identification and control lets us continue to grow. We are focusing on developing and strengthening a system that allows us to take risks.



Outputs

A Multifaceted Business Portfolio from Identifying Changes Worldwide

- New investments of approximately ¥740 billion
- Enter new businesses and markets, and create new products and services
- Generate stable earnings

Providing Services to a Broad Array of Customers

- Operations in 38 countries and regions
- Services provided to small, medium-size and large corporations
- Involved in businesses from local to global

Outcomes (Value Creation)

Sustainable Improvement in Corporate Value

Economic Value

Sustainable Earnings Growth

- Profitability for 53 consecutive years, and earnings growth for 9 consecutive years
- Record high earnings for 4 consecutive years

Social Value

Contributing to Society through Our Businesses

- Transition to a carbon-free society
- More efficient use and supply of energy
- Creation of a society that reuses and recycles
- The aging society/Achieving secure and healthy lifestyles
- Regional revitalization
- A smart and resilient society
- Vitalizing small and medium-size enterprises

→ Page 42, Business Areas for Further Growth

People Who Support Sustainable Growth

- About 32,000 diverse employees
- People who consistently take the initiative in creating new businesses
- Highly skilled people who continuously take on challenges

→ Page 58, Relationship with Employees

Link value creation to strengths