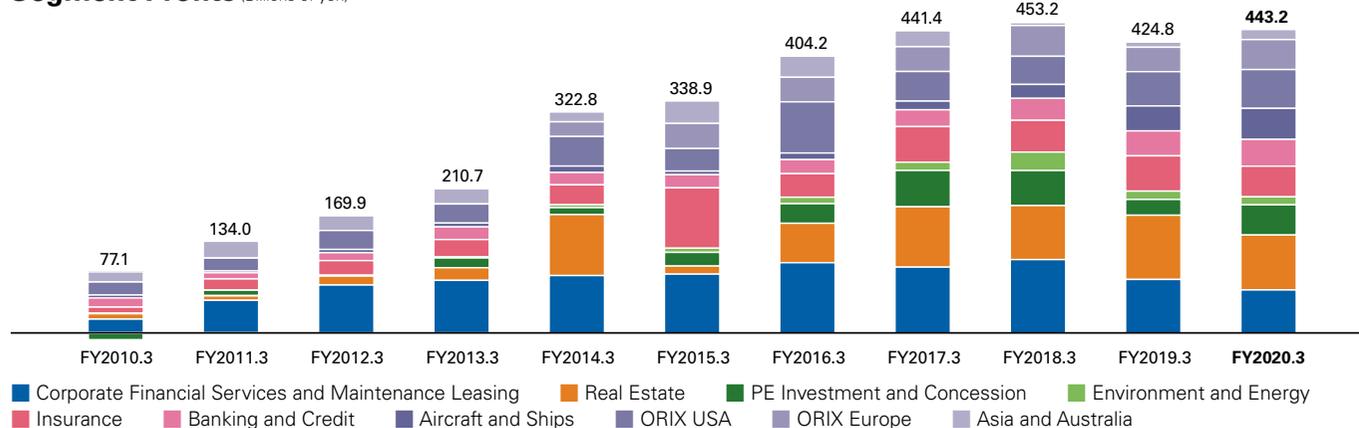


# Overview by Segment

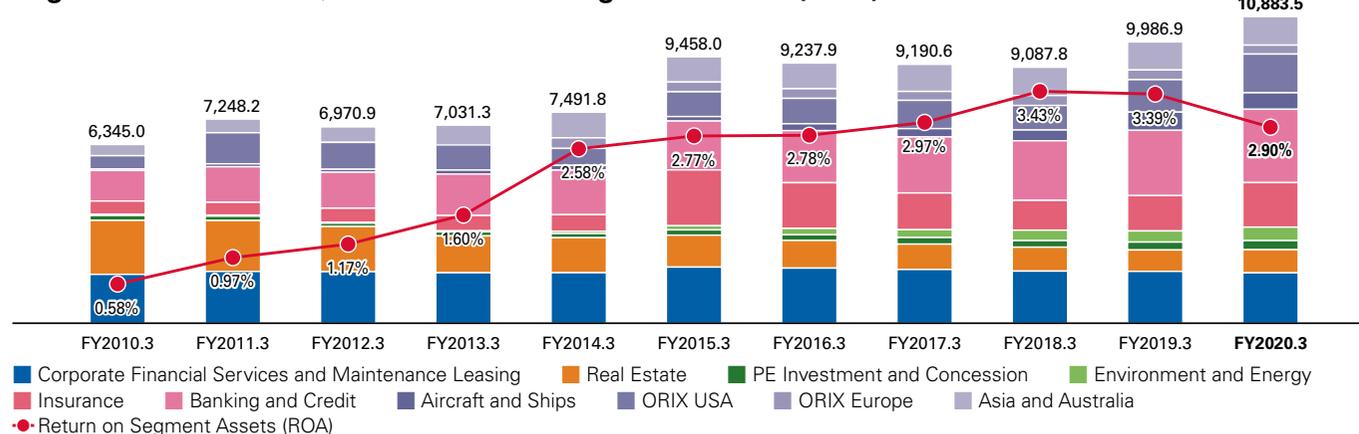
As a result of its business diversification, ORIX is currently organized in 10 independent business segments and has a diversified portfolio ranging from finance to service-related businesses.

Each segment consists of from one to four business units, with a total of 16 business units in the 10 segments.

**Segment Profits** (Billions of yen)



**Segment Assets** (Billions of yen) **and Return on Segment Assets (ROA)** (%)



## 10 Segments and 16 Business Units

<b>Corporate Financial Services and Maintenance Leasing</b> Corporate Financial Services →Page 52 Yayoi →Page 53 Auto →Page 54 Rentec →Page 55	<b>Banking and Credit</b> Banking →Page 62 Credit →Page 63
<b>Real Estate</b> RE Investment and Facilities Operation →Page 56 DAIKYO →Page 57	<b>Aircraft and Ships</b> Aircraft and Ships →Page 64
<b>PE Investment and Concession</b> Investment and Operation →Page 58 Concession →Page 59	<b>ORIX USA</b> ORIX USA →Page 65
<b>Environment and Energy</b> Environment and Energy →Page 60	<b>ORIX Europe</b> ORIX Europe →Page 66
<b>Insurance</b> Life Insurance →Page 61	<b>Asia and Australia</b> Asia and Australia →Page 67



Corporate Financial Services and Maintenance Leasing

## Corporate Financial Services

Business ▶ Provides leasing, financing and solutions (various products and services) to small and medium-size enterprises



### Features

#### Core Sales Platform for the Group

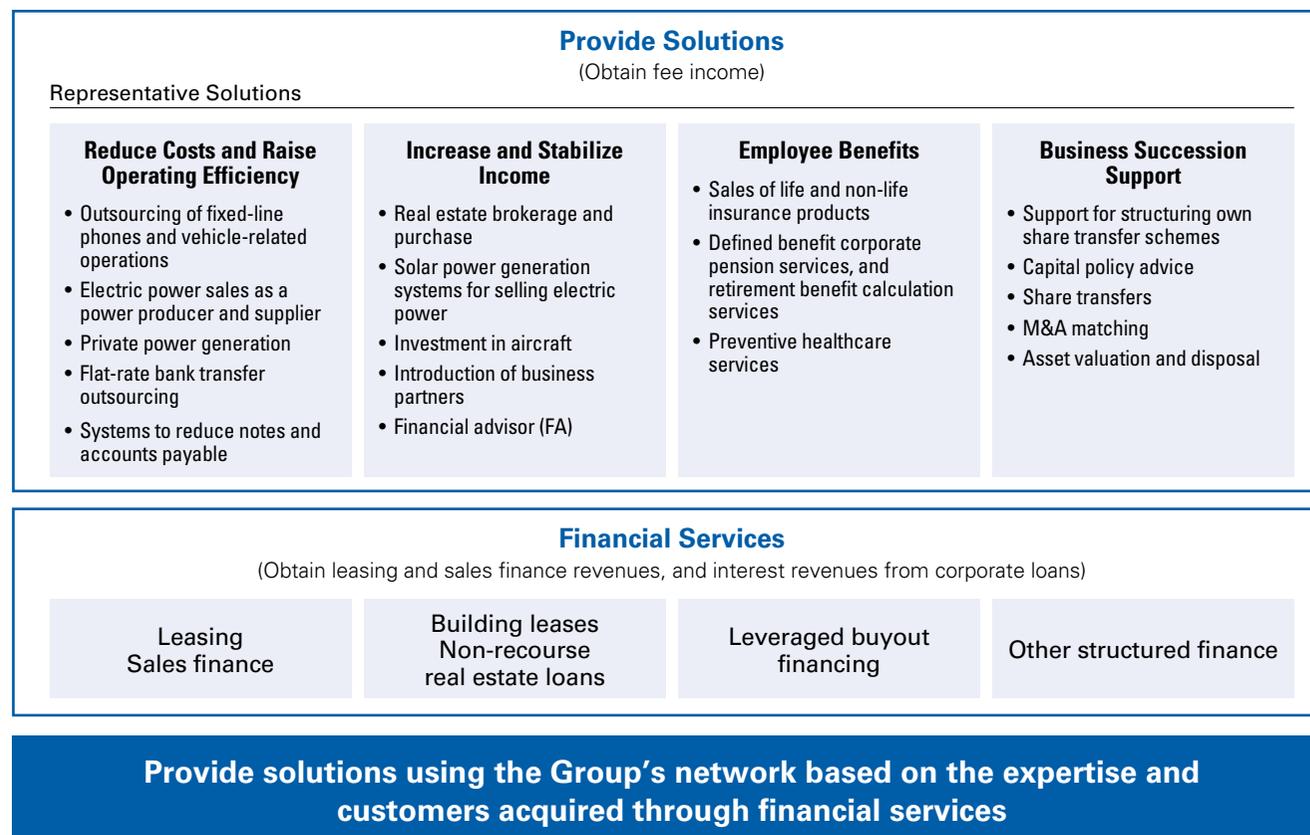
Corporate Financial Services are ORIX's point of origin, and remain the core sales platform for the Group. This business provides a broad array of products and services including life insurance, environment and energy, and automobile leasing, in addition to equipment leasing and loans to small and medium-size enterprises (SMEs), which are our core customers. Moreover, it communicates and collaborates with other parts of the Group, drawing on the Group's know-how, expertise and wide range of products and services to propose ideal solutions for customer needs and management issues.

### Strategies for Growth

#### Increase Value in Close Partnership with Communities

We launched business succession support services in 2018, then acquired equity in two companies in March 2019. The number of consultations with customers has subsequently increased. We stand out because we use our own capital, people and expertise to provide business strategy and financial support, and also enable companies to which we provide succession support to expand product and service sales channels through our nationwide sales network. We believe that by helping companies thrive in the regions they serve, we can deepen our relationship with them and increase the value of ORIX as a partner more deeply rooted in the region.

### Broad Array of Products and Services from Corporate Financial Services





Corporate Financial Services and Maintenance Leasing

**Yayoi**

Business ▶ Develops and sells a range of business software and provides after-sales support and services

**Assets**  
**¥97.3 billion**  
 (1% share of total)

**Profits**  
**¥6.7 billion**  
 (2% share of total)

## Features

### A Business Software Services Company that Supports Small Businesses

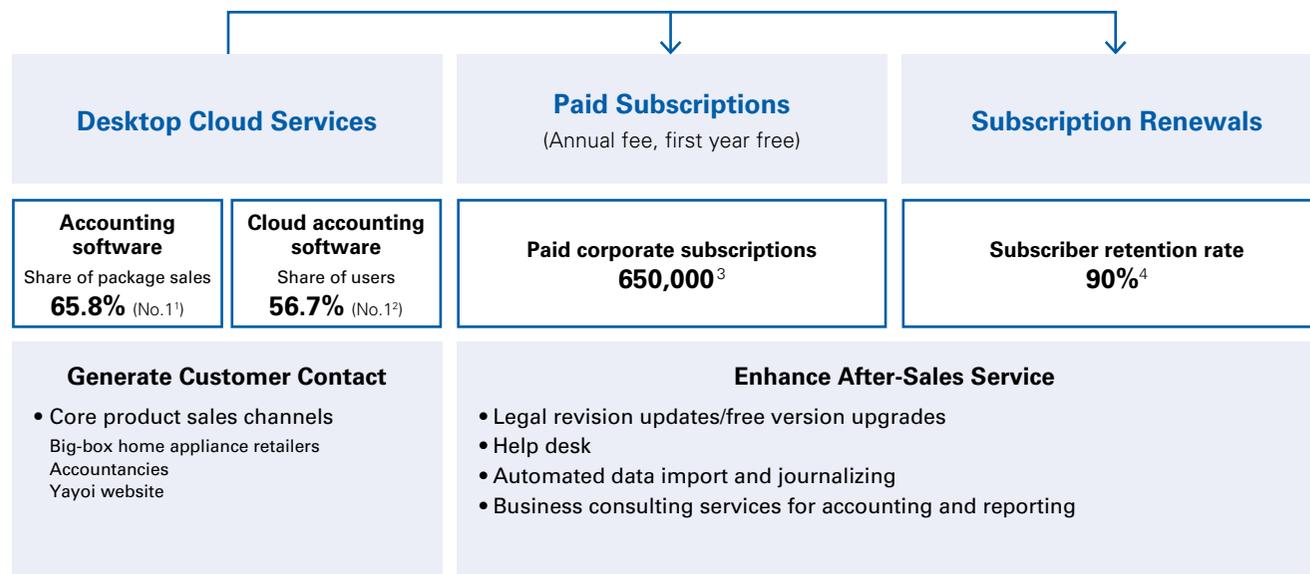
ORIX acquired Yayoi in 2014. It is a business software services company that develops and sells a range of business software and provides after-sales support and services. Yayoi has built a solid customer base on its strong product development capabilities, brand and partnerships with accountancies. Yayoi's business software supports sales management, payroll, customer management and small enterprise back office operations as well as accounting operations. Yayoi also supports customer back-office operations with a wide range of business consultation and employee benefit services that go beyond the framework of software after-sales service.

## Strategies for Growth

### Evolution into a "Business Concierge"

We will build a service business targeting a customer base of small businesses, which account for more than 80% of Japanese companies. Combining ORIX's financial and service know-how with Yayoi's service and IT expertise will empower enhanced services that meet the needs of small businesses. Yayoi's strength is its ability to provide a variety of support services as well as business software. Yayoi aspires to be a "business concierge" that provides comprehensive business support for customers in the launch and growth phases of SMEs, sole proprietors and entrepreneurs.

### Yayoi's Business Model



1. Yayoi share of business software: Calculated based on market research from a third-party organization (Period: October 1, 2019 to June 30, 2020)

2. MM Research Institute, "Survey of Cloud Accounting Software Use," April 2020

3. Paid subscriptions for desktop and cloud applications as of September 30, 2019 4. As of March 2020

**Support the growth of small businesses with a focus on SMEs, sole proprietors and entrepreneurs.**



Corporate Financial Services and Maintenance Leasing

## Auto

Business ▶ Automobile leasing and rental, car sharing, used automobile purchase and sale

**Assets**  
**¥740.3 billion**  
(7% share of total)

**Profits**  
**¥26.1 billion**  
(6% share of total)

## Features

### A One-stop Provider of Every Kind of Automobile-related Service

ORIX Auto was established as a company specializing in automobile leasing in 1973. Its strengths include extensive expertise and a broad lineup of products and services. It incorporates automobile leasing, rental and car sharing in comprehensive proposals aligned with various customer usage conditions such as length, frequency and purpose of use. We are a one-stop provider of every kind of automobile-related service, including solutions that meet needs for compliance, environmental friendliness, safe driving, labor management and accident prevention, as well as comprehensive vehicle management outsourcing and used car leasing and sales.

## Strategies for Growth

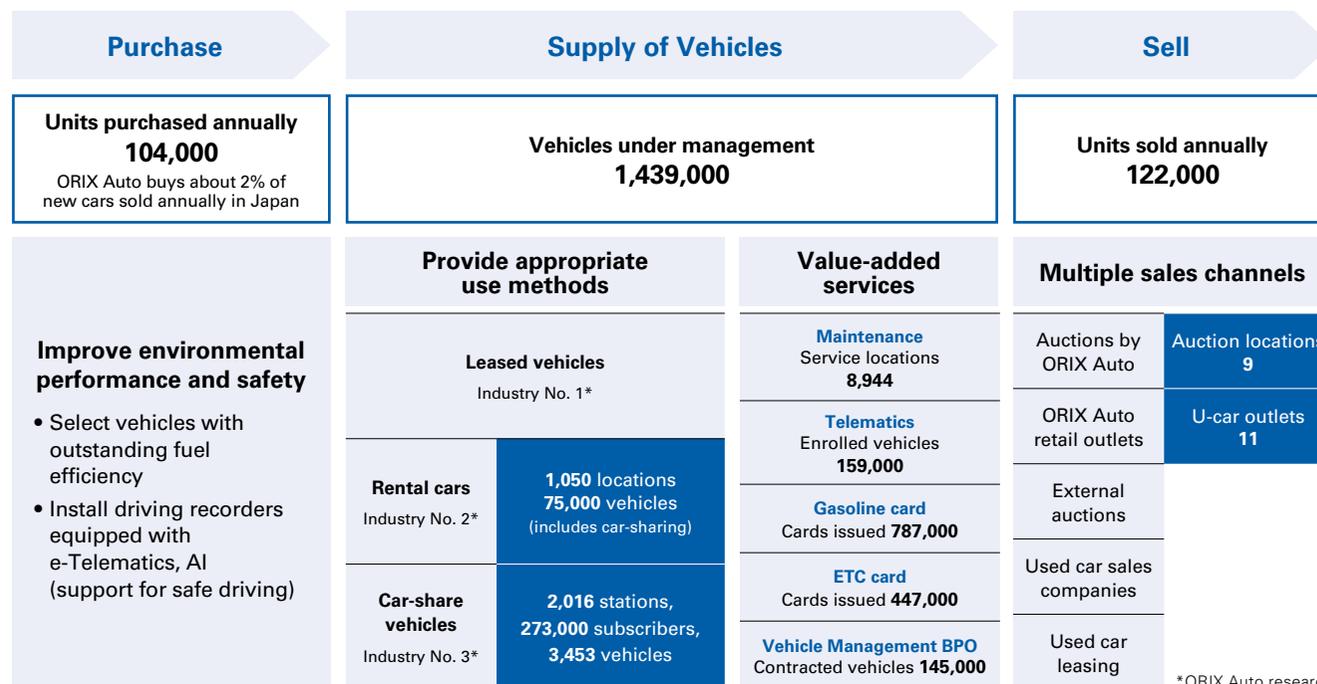
### Ensure ORIX Auto's Presence in the Next-generation Automotive Industry

The environment for automotive services continues to change and evolve at a very rapid pace. New opportunities from CASE<sup>1</sup>, MaaS<sup>2</sup> and similar innovations are gaining attention, but companies that excel at providing automotive and related services along with market requisites will be necessary to society, regardless of how the operating environment may change. ORIX Auto will address the ongoing mobility revolution through alliances with domestic and overseas companies and deploy data and digital technologies to ensure its presence in the next-generation automotive industry.

1. Acronym for Connected, Autonomous, Shared and Electric

2. Acronym for Mobility as a Service. Describes the use of ICT to port traffic, both public and private, to the cloud without regard to the management agency and mobility solutions that are consumed as a service enabled by combining transportation services from public and private providers other than personally owned vehicles through a unified gateway.

### ORIX Auto's Value Chain (Data as of March 31, 2020)



\*ORIX Auto research

**A global leader in number of vehicles under management.**  
**Broad array of products, services and expertise.**



Corporate Financial Services and Maintenance Leasing

## Rentec

Business ▶ Electronic measurement instruments and IT-related equipment rental and leasing

**Assets**  
**¥149.3 billion**  
 (1% share of total)

**Profits**  
**¥11.8 billion**  
 (3% share of total)

## Features

### A Leading Equipment Rental Company in Japan

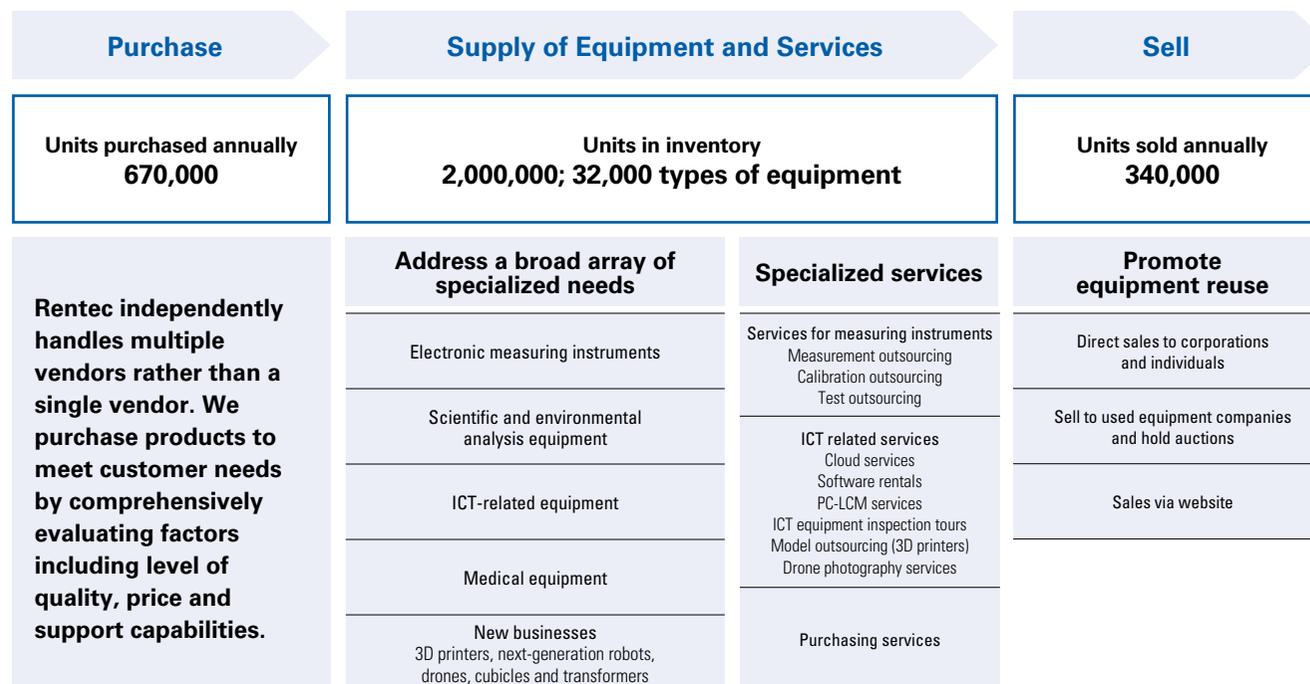
Founded in 1976 as the first measuring instrument rental company in Japan, ORIX Rentec is an industry leader and one of the largest companies of its kind in Japan, with 32,000 types of rental equipment and 2.0 million units (as of March 31, 2020). ORIX Rentec focuses on equipment rentals including electronic measuring instruments, scientific and environmental analysis equipment, ICT-related equipment, and medical equipment. We offer outsourcing services for measuring instruments that cover quality control and instrument operation. We also offer ICT-related services that provide customers with optimal operations support for IT assets, used equipment sales, and a purchasing service for instruments and equipment that customers own.

## Strategies for Growth

### A Sharing Service Platform

ORIX Rentec has an excellent customer base that includes major manufacturing industries such as automobiles, aircraft and aerospace, and electronics, and helps customers resolve issues in work environments ranging from research and development to the manufacturing floor and offices. In addition to providing rental equipment, ORIX Rentec will transform into a provider of services that adds value by combining various services with hardware such as robots, drones and ICT equipment. Furthermore, ORIX Rentec aims to be a platform that provides various sharing services by developing business models such as flat-rate subscriptions.

ORIX Rentec's Value Chain (Data as of March 31, 2020)



**Leading rental equipment inventory in Japan.**  
**Wide range of rentals including next-generation robots and drones.**



Real Estate

## RE Investment and Facilities Operation

Business ▶ Develop and rent office buildings, commercial facilities, logistics centers and other properties, and operate businesses such as asset management, hotels, inns, and aquariums.

**Assets**  
**¥611.5 billion**  
 (6% share of total)

**Profits**  
**¥59.0 billion**  
 (13% share of total)

### Features

#### A Comprehensive Real Estate Business

ORIX launched its real estate business in 1986 by leasing corporate dormitories for single male employees. We subsequently expanded into a diverse portfolio of businesses including real estate development and rental, asset management and facility operation. Our real estate business has comprehensive capabilities not found at other companies because we leverage the ORIX Group's network to collect information on properties, identify investors, attract tenants, and introduce customers to operating facilities. In 2019, ORIX sold its golf course, senior housing and private nursing home businesses.

### Strategies for Growth

#### Full Use of the ORIX Group Network

In the logistics centers business, which is part of the development and rental business, we will acquire land using the ORIX Group network. We will promote new development while identifying locations suitable for logistics facilities to provide state-of-the-art logistics centers that can meet the needs of a wide variety of tenant companies. In the asset management business, our private equity funds and integrated REITs will increase assets under management (AUM). The facility management business takes a long-term perspective with the objectives of adding value at existing facilities through renovation and remodeling, and opening and achieving stable operation at facilities now under development.

### RE Investment and Facilities Operation Business Portfolio (Data as of March 31, 2020 unless otherwise noted)

Launched 1986	Launched 1991	Launched 2000
<b>Development and Rental</b> (Obtain real estate rental income and gains on sale of real estate)	<b>Facility Management</b> (Obtain income from facility operation and gains on sale of facilities)	<b>Asset Management</b> (Obtain asset management fees)
<b>Rental assets</b> Approx. <b>¥240.0 billion</b>	<b>Facilities under management</b> (As of August 2020) <b>47</b>	<b>Assets under management</b> Approx. <b>¥1,310.0 billion</b>

#### Portfolio Overview

<b>Office buildings: 25%</b>	<b>Logistics centers: 21%</b>	<b>Inns and hotels: 23</b>	<b>Aquariums: 2</b>	<b>ORIX Asset Management (J-REIT)</b>	<b>Assets under management</b> Approx. <b>¥680.0 billion</b> (As of February 29, 2020)
<b>Rental condominiums: 10%</b>	<b>Commercial facilities: 12%</b>	<b>Service offices: 7</b>	<b>Training facilities: 4</b>		
<b>Building leasing activities: 16%</b>	<b>Other: 16%</b>	<b>Other (incl. restaurants and a theater): 11</b>		<b>ORIX Real Estate Investment Advisors (Private real estate fund)</b>	<b>Assets under management</b> Approx. <b>¥630.0 billion</b>
Mortgage lending (launched 1970s) was the point of entry into the real estate leasing and development businesses Strengthened collaboration with DAIKYO, which was added to the Group in 2019.		Started rehabilitation support for hotels and inns circa 2000. Launched ORIX Hotels & Resorts in 2019 (12 directly managed facilities).			

**Expanded from real estate development to facility management and asset management. Goals are to improve portfolio profitability and stability.**



Business ▶ Real estate development and brokerage and building maintenance and management, with a focus on condominiums

**Assets**  
**¥209.7 billion**  
 (2% share of total)

**Profits**  
**¥21.2 billion**  
 (5% share of total)

## Features

### Japan's Number One\* Supplier of Condominiums

ORIX took an equity stake in DAIKYO in 2005 and made it a wholly owned subsidiary in 2019. DAIKYO is involved in real estate development and brokerage and building maintenance and management, with a focus on condominiums. It therefore complements ORIX's existing real estate operations. The development business supplies new condominiums and rental condominiums. The management business handles maintenance, cleaning and other services for condominiums, office buildings and facilities, and provides support for homeowners associations. The real estate brokerage business brokers the purchase and sale of properties, and operates a renovation business that purchases homes and prepares them for resale by handling repairs and adding new value and functions, and also provides management support for rental properties.

\*Real Estate Economic Institute Co., Ltd. survey

## Strategies for Growth

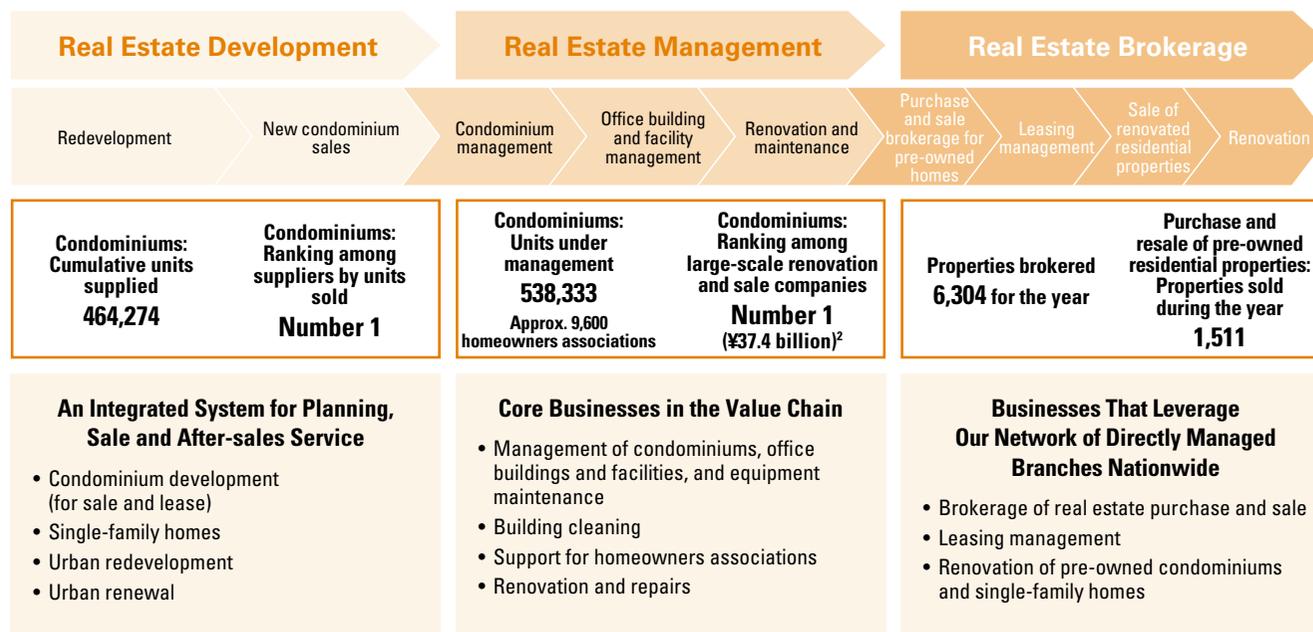
### Leveraging the ORIX Group Network, AI and IoT

The real estate development business will energetically participate in redevelopment and strengthen the condominium business in Japan's three major metropolitan areas, where we expect solid demand. It will also grow by developing rental properties. Given Japan's shrinking population, declining birthrate and aging society, the condominium management business is structuring a new business model that employs artificial intelligence and the Internet of Things. The office building management business will

grow earnings by leveraging the ORIX Group's network, increasing orders in target markets, expanding into neighboring fields, and capturing orders in the repair and renovation business. The real estate brokerage business will expand purchase and resale

operations, and step up brokerage with a focus on more sophisticated promotions and greater transaction volume in high-end urban markets.

### DAIKYO's Value Chain (Data as of March 31, 2020 unless otherwise noted)



1. Calculated using Real Estate Economic Institute data as of December 31, 2019

2. Japan Journal of Remodeling survey (As of March 2019)

**We resolve social issues with real estate solutions that leverage our real estate development, management and brokerage expertise.**



## PE Investment and Concession Investment and Operation

Business ▶ Private equity investment in Japan and overseas

**Assets**  
**¥262.4 billion**  
(2% share of total)

**Profits**  
**¥24.8 billion**  
(6% share of total)

### Features

#### An Investor That Combines the Strengths of a Fund and an Operating Company

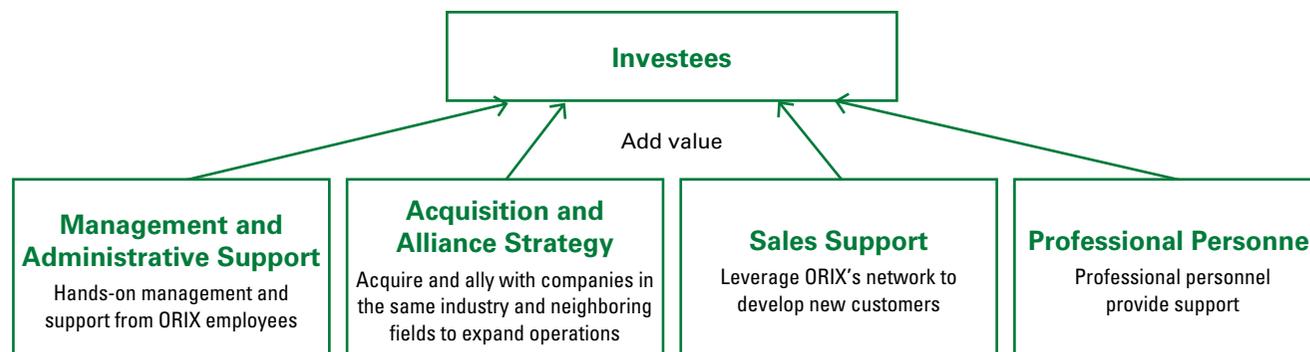
ORIX's Investment and Operation business dates back to 1983, when we launched the venture capital firm ORIX Capital. We then expanded the scope of businesses in which we invested, only to weather a downturn in performance as a result of the financial crisis of 2008-2009. We fully returned to private equity investment in FY2012.3. In Japan, we emphasize a hands-on approach to improve investee corporate value in many ways. This includes integrating with investee administration and providing business support, assigning specialized personnel to investees, and collaborating with the many ORIX Group divisions to develop new customers and expand sales channels.

### Growth Strategies

#### Expansion into Neighboring Fields and Diversified Structuring

In Japan, we will use ORIX's unique network to identify investees, grow market share through investee roll-ups, and expand into neighboring fields. Focus industries include healthcare, business process outsourcing, IT and information services, logistics and rental, and dairy farming. Rather than limit ourselves to pure financial investments with a 3-to-5 year time frame, in growth areas such as healthcare we will add investees and leverage synergies among investees in making long-term, strategic investments. Overseas, we will focus investment on specific regions and sectors and collaborate with good partners.

### Investee Relationships Built on Trust



	Investment objective	Independent management	Neutrality (Not part of a larger business group)	Diverse investment approaches	Investment term Flexible exits	Synergy
<b>ORIX</b>	Pure financial investments and strategic investments	◎	○	○	○	◎
<b>Fund</b>	Pure financial investments	◎	○	△	×	×
<b>Operating company</b>	Strategic investments	×	×	×	No exit	◎

**Investment returns over the past 5 years**  
Over **¥140.0 billion**

**Investees since 2012**  
**23 companies**

**Investees as of September 30, 2020**  
**14 companies**

**Make full use of the Group's network and expertise to increase the corporate value of investees.**



PE Investment and Concession

## Concession

Business ▶ Operation of airports and wastewater treatment plants

**Assets**  
**¥60.1 billion**  
(1% share of total)

**Profits**  
**¥19.3 billion**  
(4% share of total)

### Features

#### Operate Public Facilities While Public Entities Retain Ownership

We started operating Kansai International Airport and Osaka International Airport (Itami Airport) in April 2016 as the first privately-owned full-scale operation business for an airport in Japan, and have been operating Kobe Airport since April 2018. All three are operated by Kansai Airport Co., Ltd., established by a consortium centered on ORIX and VINCI Airports of France. In addition, we have been operating a wastewater treatment plant in Hamamatsu City, Shizuoka Prefecture since April 2018. ORIX participates in the operating company, which was established with the Japanese subsidiary of the French company Veolia at its core.

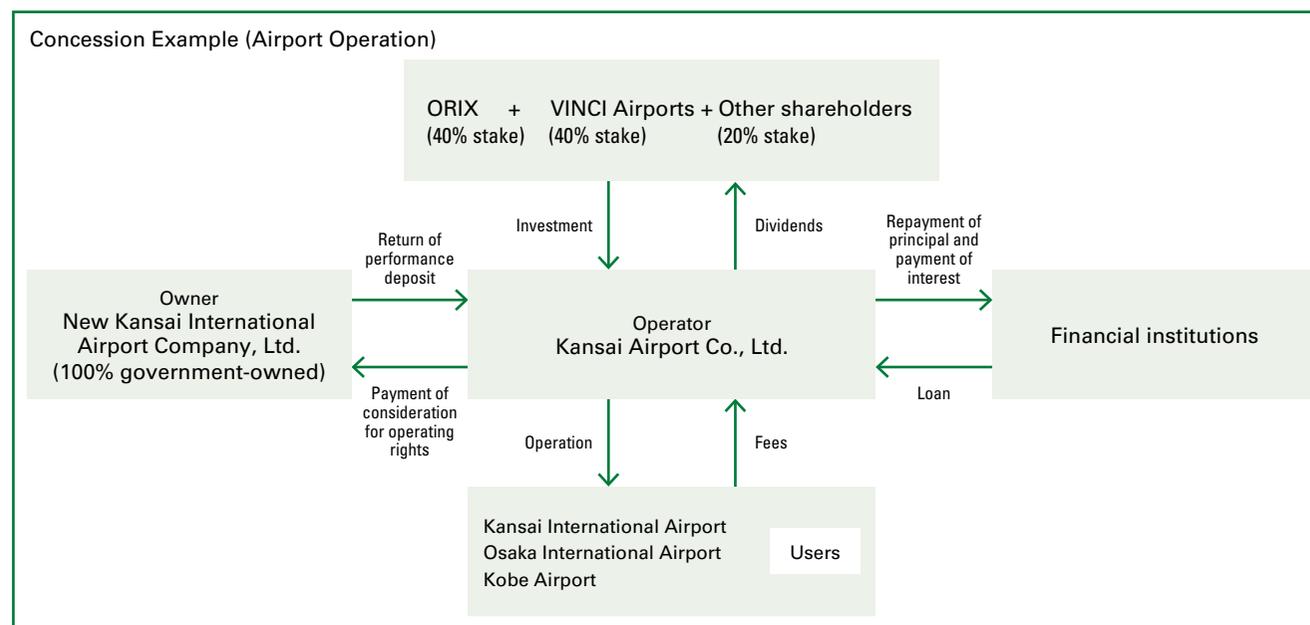
### Strategies for Growth

#### Emphasis on Cooperation with Local Companies and Local Governments

Kansai Airports will increase earnings by using the expertise of the ORIX Group, focusing on commerce, real estate development, headcount reduction and labor-saving services. We will also enhance measures in preparation for OSAKA, KANSAI EXPO 2025. In addition, we continue to execute initiatives to improve airport facilities and emphasize cooperation with local companies and local governments. As a new initiative, we will pursue new business opportunities that make use of airport management knowledge. We will continue to solidify our position as Japan's leading concessionaire.

### Concession System

A system in which private enterprises are responsible for the operation of public facilities such as airports, roads, and water supply and sewage systems, while public entities retain ownership.



**Build track record and solidify position as Japan's leading concessionaire.**



## Environment and Energy

Business ▶ Renewable energy in Japan and overseas, electric power retail, energy-saving services, sale of solar panels and electricity storage systems, recycling and waste management

**Assets**  
**¥478.8 billion**  
 (4% share of total)

**Profits**  
**¥11.6 billion**  
 (3% share of total)

### Features

#### Leadership in an Integrated Environment and Energy Business

ORIX entered the environment and energy field by taking a stake in a wind power generation business in 1995. We subsequently expanded our energy business using our skills in leasing and consulting, and our environmental business by properly disposing of leased items at the end of their useful life. We are now expanding our business in a wide range of energy markets such as renewable energy power generation, electric power retail, and energy-saving services, while growing environment businesses such as recycling and waste treatment. Notably, we are a leader in renewable energy in Japan, with 1,000 MW of solar power generation capacity in operation or planned for construction, and 13 MW of geothermal power generation capacity planned for construction. Overseas, we are participating in wind power generation projects with approximately 870 MW of capacity, geothermal power generation projects with approximately 910 MW of capacity, and hydroelectric power generation projects with approximately 900 MW of capacity.

### Strategies for Growth

#### Globally Deploy Experience and Expertise Gained in Japan

In Japan, we will expand our focus from the solar power generation business to include geothermal power generation and wind power generation, including offshore. We also aim to be a major player in distributed energy supply. In electric power retail, we will make full use of our know-how in managing supply and demand, and will carefully respond to customer needs, such as providing new options for power from 100% renewable energy. Our resource and waste disposal businesses are planning new capital

investments with a focus on general waste treatment through ORIX Environmental Resources Management. Overseas, we invested in a geothermal power generation company in the United States in 2017 and made the wind power generation business in

India a wholly owned subsidiary in 2019. We will continue to accelerate global expansion by considering entry into the renewable energy business in Europe through M&A and other means.

### Environment and Energy Business Portfolio

Energy		
Generation	<b>Solar power generation</b> Megasolar and rooftop	1,000 MW capacity in Japan with 910 MW in operation
	<b>Wind power generation</b>	Research, study and investment in Japan. Made wind power generation company in India a wholly owned subsidiary.
	<b>Biomass power generation</b>	One fully biomass-fired power plant and two partially biomass-fired plants in Japan
	<b>Geothermal power generation</b>	Research and development in Japan. Invested in U.S. geothermal power generation company.
	<b>Hydroelectric power generation</b>	Invested in hydroelectric power generation company in Vietnam
Supply	<b>Electric power retail</b>	Target corporate facilities that use high-voltage (including extra-high voltage) power
Management	<b>Energy-saving services</b>	Save energy and reduce costs in line with energy usage

Environment		
Reuse Recycling Resource recovery	<b>Appropriate processing network</b>	Structure an efficient, nationwide collection network
	<b>Recycling plant</b>	Sell reusable items to second-hand sales companies. Dismantle items that cannot be reused and recycle as materials.
	<b>Resource recovery plant</b>	Complete resource recovery at an advanced waste processing facility
	<b>Final disposal site</b>	Properly dispose of waste that cannot be recycled
Appropriately managed processing	<b>Collection Transportation</b>	

**Target a sustainable society by integrating energy and environment know-how.**



Insurance

## Life Insurance

Business ▶ Life insurance , including medical insurance

**Assets**  
**¥1,580.2 billion**  
 (15% share of total)

**Profits**  
**¥44.8 billion**  
 (10% share of total)

### Features

#### Committed to Medical Insurance and Appreciated by Customers and Society

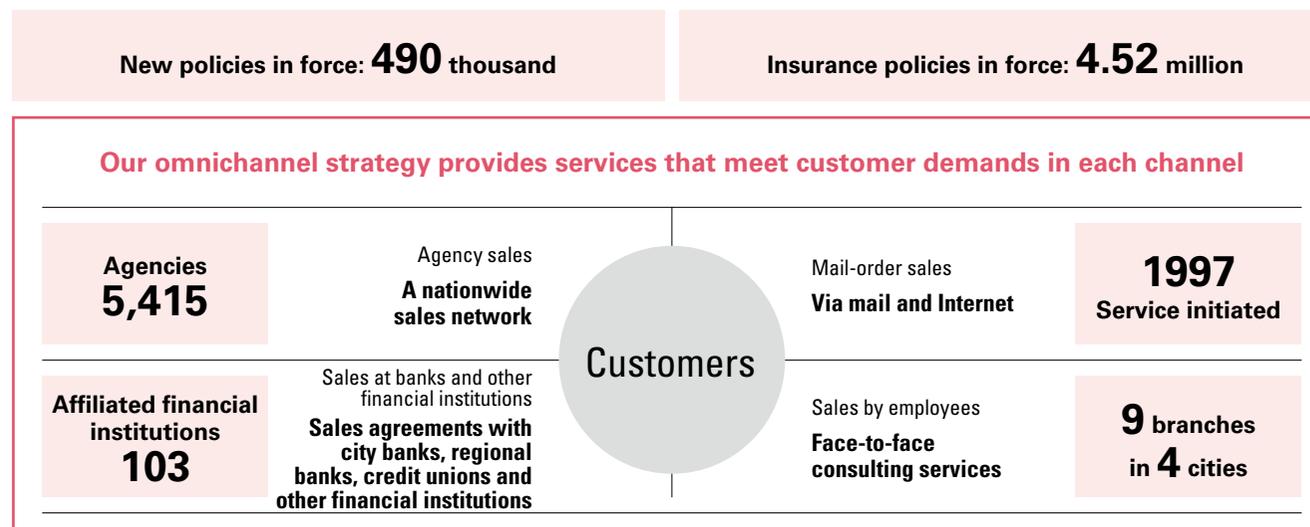
ORIX Life Insurance launched in 1991 and offers an extensive lineup with an approach of offering simple and easily understood products and reasonably priced coverage. Our commitment to new product research and development has earned the appreciation of customers and society. ORIX Life Insurance markets through insurance agents, financial institutions, mail-order and online 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 as required by the channels.

### Strategies for Growth

#### Expanded Product Lineup

ORIX Life Insurance has been complementing its traditional strength in third-sector insurance products such as medical insurance by handling a broader array of first-sector insurance products including death insurance and income security insurance. Moreover, in April 2019, ORIX Life Insurance launched its first foreign-currency denominated product, a U.S. dollar whole life insurance product called Candle. In October 2019, we launched three simplified issue insurance products: FINE Support Plus term insurance, RISE Support Plus whole life insurance, and CURE Support Plus medical insurance. We will respond to new markets and needs by developing and providing products that will help expand our customer base.

#### Overview of ORIX Life Insurance (Data for FY2020.3 or as of March 31, 2020)



#### Soundness



**We will enhance our product lineup and expand sales channels to steadily increase the number of insurance policies in force.**



## Banking and Credit Banking

Business ▶ Banking with a focus on real estate investment loans

**Assets**  
**¥2,421.5 billion**  
(22% share of total)

**Profits**  
**¥26.9 billion**  
(6% share of total)

### Features

#### Decades of Experience in Real Estate Investment Loans

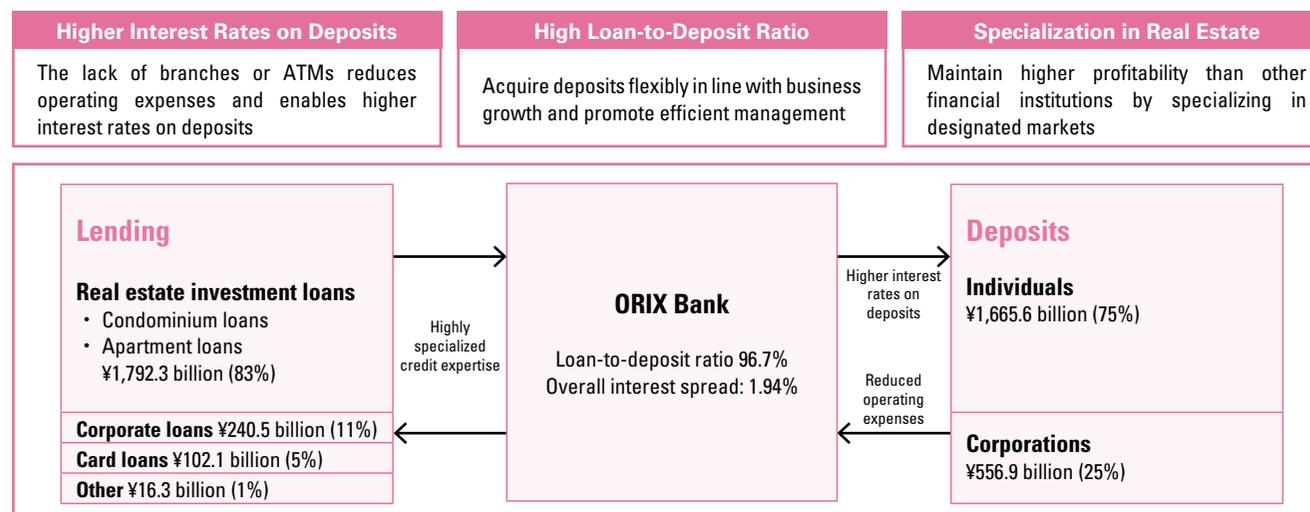
Since joining the ORIX Group in 1998, ORIX Bank has not done business like conventional banks. We do not have a branch network or ATMs, and we do not handle account settlement functions. Instead, we emphasize Internet transactions to reduce operating expenses and earn customer support with higher interest rates on their deposits. We have also expanded our business by focusing on real estate investment loans rather than on conventional mortgage loans in order to differentiate ourselves and demonstrate our strengths in specialized markets. In addition, we use the comprehensive strengths and trust functions of the ORIX Group to meet the operational and succession needs of customers.

### Strategies for Growth

#### Digitalization and Business Field Expansion

Accelerating digitalization enables ORIX Bank to make customer-focused loan proposals because we can help customers visualize the risks of real estate to the greatest extent possible through measures such as explanations that incorporate rent projections in addition to the risks associated with real estate investment. Digital technology also helps us increase productivity by making the most of customer contact points and increasing the efficiency of administrative procedures. In addition, we are targeting further growth by expanding business fields and functions to enter new specialized markets.

### ORIX Bank's Business Model (Data as of March 31, 2020\*)



#### Overview of Real Estate Investment Loans

Condominium Loans	Loan balance	Apartment Loans	Loan balance
Funds purchase of a rental condominium (mainly studio, 1K and 1DK)	<b>¥1,533.4 billion</b>	Funds purchase, construction, or land purchase for construction of a rental apartment building	<b>¥242.4 billion</b>

\* Source: ORIX Bank financial disclosure materials (Japanese GAAP)

**Proactively expand businesses and functions by leveraging expertise acquired over many years.**



## Banking and Credit Credit

Business ▶ Card loans, guarantees of unsecured loans handled by other financial institutions, and housing loans (Flat 35)

**Assets**  
**¥182.2 billion**  
(2% share of total)

**Profits**  
**¥12.2 billion**  
(3% share of total)

### Features

#### The ORIX Group's First Retail Business, Launched in 1979

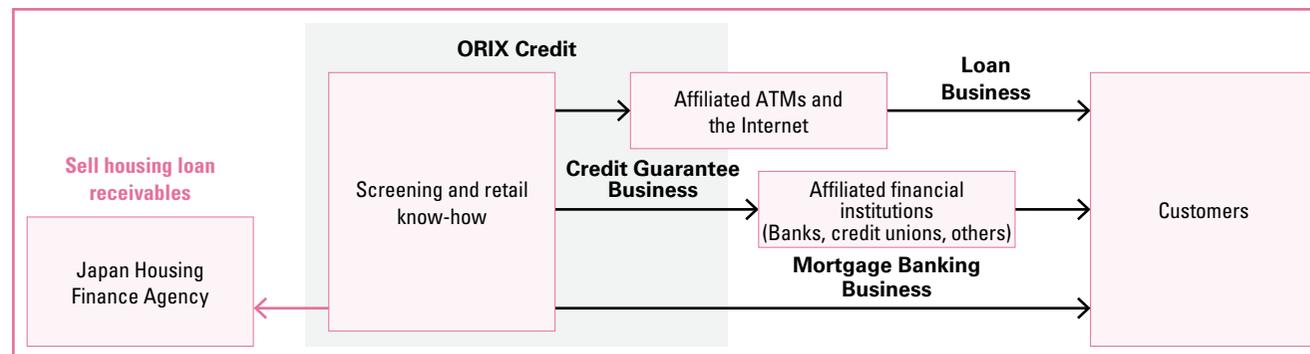
ORIX Credit operates a loan business, a credit guarantee business, and a mortgage banking business. The loan business primarily provides unsecured loans to individual customers. The main product is the ORIX VIP Loan Card, which was launched in 1987. Based on the credit expertise ORIX Credit has acquired in the loan business, the credit guarantee business guarantees unsecured loans mainly handled by financial institutions and as of March 31, 2020, ORIX Credit partnered with more than 190 financial institutions. The mortgage banking business, launched in 2017, provides housing loans with emphasis on the Flat 35 product.

### Strategies for Growth

#### Deploy Expertise in Consumer Finance Services

In the loan business, ORIX Credit will further enhance the brand value of the ORIX VIP Loan Card, improve product appeal and services, and build relationships with blue-chip customers. In addition, ORIX Credit will employ a strategy of IT and digital alliances with companies that have a customer base. In the credit guarantee business, ORIX Credit will strengthen portfolio management and increase the balance of guarantees by expanding guarantees for diversified pools of smaller, high-quality receivables. In the mortgage banking business, ORIX Credit is targeting the leading share in the Flat 35 market. ORIX Credit will also expand its product menu to meet diverse funding needs in ways such as launching reverse mortgages.

### ORIX Credit's Business Model



**VIP Loan Card Brand**  
**Launched 1987**

**Balance of Consumer Loan Guarantees**  
**¥341.5 billion**  
(As of March 31, 2020)

**Leverage credit expertise to further enhance services.**



# Aircraft and Ships

Business ▶ Aircraft leasing and management, ship-related finance

**Assets**  
**¥583.5 billion**  
 (5% share of total)

**Profits**  
**¥45.3 billion**  
 (10% share of total)

## Features

### Expertise Acquired over Four Decades

**Aircraft business:** We have acquired aviation business expertise by entering the aircraft financing business in 1978 and entering the aircraft operating lease business with the establishment of a specialized aircraft leasing company in Ireland in 1991. In addition to leasing owned aircraft, we deploy our extensive experience in the aircraft business to provide domestic and overseas investors with asset management services including aircraft investment arrangements and aircraft sale and re-lease.

**Ship business:** ORIX entered the ship leasing business in 1971 and has owned ships since the 1980s, investing in ships and chartering them to Japanese and international shipping companies. We have accumulated a wide range of know-how related to ship financing, the management and operation of ships we own, and ship trading and brokerage.

## Strategies for Growth

### Target Growth in High-Potential Markets

**Aircraft business:** We aim to achieve sustainable growth in light of the future of the passenger market, and will manage our portfolio while observing trends in the airline and leasing market and investor demand. In addition, we will replace assets with an emphasis on airline credit to improve the quality of our portfolio. In addition, we will use our strong affinity with Avolon Holdings Limited, in which we acquired a stake in 2018, to expand in the aircraft leasing market.

**Ship business:** Our policy is to flexibly replace assets while closely observing the market environment. In addition, we continue

to target increased fee income by arranging ship investments for domestic corporate investors.

### Revenue Opportunities for Aircraft and Ships

Revenue Opportunity		Lease Revenue or Chartering Fees	Gains on Sale	Fee Income
<b>Owned aircraft and ships</b>	Lease owned aircraft to airline or charter owned ships to shipping companies	○	○	
<b>Joint investment</b>	Own and lease aircraft or own and charter ships with joint investors	○	○	○
	Provide asset management services or operations management under contract from joint investors			○
<b>Arrange investment</b>	Arrange investment for investors			○
	Provide asset management services or operations management under contract from investors			○

### Comparative Aircraft Leasing Business Overview

Business Model	
<b>Avolon</b>	Sizable direct orders for aircraft manufacturers, strengths in direct leasing of the fleet (buy and hold)
<b>ORIX Aircraft Leasing Business</b>	Mainly trading in secondhand market, strengths include arrangement of aircraft purchases for third parties and asset management services

**Years of experience and multiple revenue opportunities empower our businesses to adapt to change and grow.**



Business ▶ Finance, investment and asset management in the Americas

**Assets**  
**¥1,374.0 billion**  
 (13% share of total)

**Profits**  
**¥56.7 billion**  
 (13% share of total)

## Features

### A Diverse Portfolio of Financial Service Businesses with a U.S. Focus

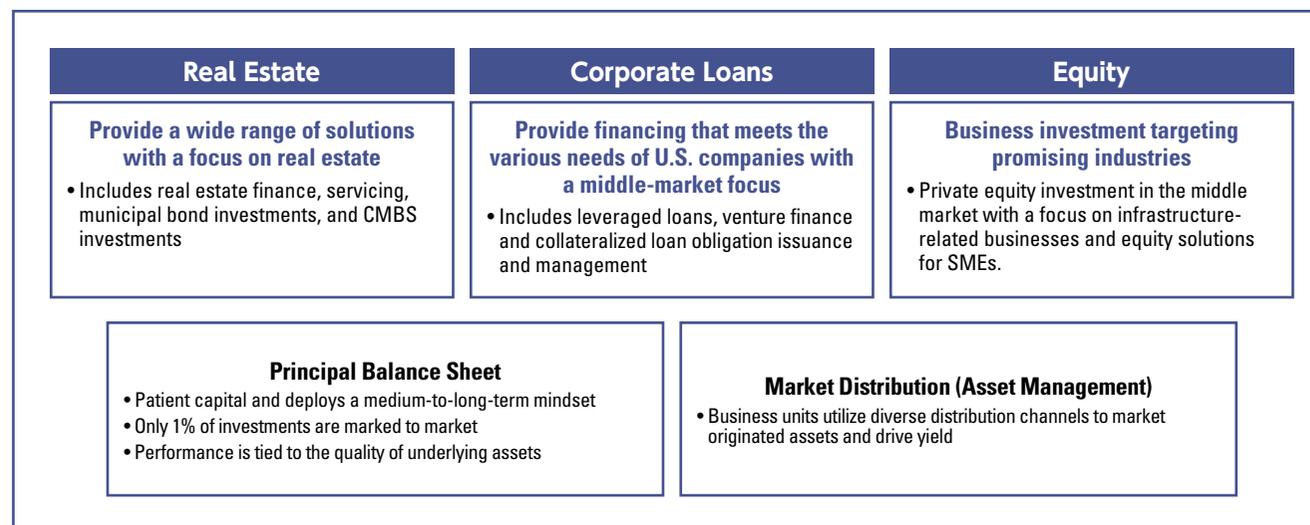
Established in 1981, ORIX Corporation USA (ORIX USA) operates in the corporate loan business, including leveraged loans and venture capital; invests in securities such as municipal bonds; provides real estate and infrastructure financing; provides real estate financing, servicing and investment in the real estate business; and has an equity investment business that includes private equity investment. ORIX USA also provides asset management services for these assets. In addition, ORIX USA has enhanced its alternative asset management services by acquiring several companies involved in financing, servicing, asset management and other businesses since 2010.

## Strategies for Growth

### Employ Assets On and Off the Balance Sheet

ORIX USA pursues a hybrid strategy that relies upon its strong balance sheet as both an investor and as a bridge toward asset management and capital market solutions. It therefore aims to build its balance sheet while expanding assets under management (AUM) and fee businesses. In January 2020, ORIX USA acquired Hunt Real Estate Capital, which primarily extends loans in the multifamily sector. It also manages and services collateralized mortgage-backed securities after transferring the loan receivables to government housing agencies. We intend to expand asset management services centered on private credit and private equity, including the acquisition of companies with relevant asset management and operation capabilities.

## ORIX USA's Businesses



**Segment Assets**  
**\$12.6 billion**  
 (As of March 31, 2020)

**Assets under Management**  
**\$76.5 billion**  
 (As of March 31, 2020)

**Structure a highly profitable business model by leveraging expertise in financial services to complement interest income with fees from multiple sources.**



## ORIX Europe

Business ▶ Equity and fixed income asset management

**Assets**  
**¥317.8 billion**  
 (3% share of total)

**Profits**  
**¥43.8 billion**  
 (10% share of total)

### Features

#### Longstanding Track Record in Asset Management

ORIX made a full-scale entry into the global asset management business by acquiring the Netherlands-based asset management company Robeco Groep N.V. in 2013. We changed its name to ORIX Corporation Europe N.V. in 2018. Robeco Institutional Asset Management B.V., which operates in the asset management business under the “Robeco” brand, complements several other ORIX Corporation Europe asset management companies. Founded in 1929, Robeco has long been researching new asset management technologies while constantly investing, and now offers a wide range of active asset management solutions from stocks to bonds. Its clients are numerous European institutional investors, including pension funds, banks, insurance companies and public institutions.

### Strategies for Growth

#### Open to Mergers, Acquisitions, Reorganization and Integration

We have been proactively considering M&A to expand the scale of assets under management since acquiring Robeco in 2013. M&A will remain central to our growth strategy, and we will continue to explore acquisition opportunities including roll-ups. We will also consider deals to expand existing businesses, and asset management acquisitions outside of traditional equity and fixed income. At the same time, we will reorganize and integrate the entire asset management business to facilitate synergy with new acquisitions.

### ORIX Europe Organization Chart



<b>Assets under Management</b> <b>EUR 232.8 billion</b> (As of March 31, 2020)	<b>1929</b> Established in Rotterdam, Netherlands	<b>2013</b> Joins ORIX Group
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1. Structure stock and bond mutual funds and select the optimal manager (sub-advisor) for each fund.  
 2. Commodity trading advisor. Companies and managers that invest in commodity futures and a wide range of financial products such as currencies and stock index futures to manage financial assets deposited by customers.

**Balanced asset management among asset classes, investment styles, customer segments and regions.**



## Asia and Australia

Business ▶ Finance and investment in Asia and Australia

**Assets**  
**¥1,010.3 billion**  
(9% share of total)

**Profits**  
**¥14.7 billion**  
(3% share of total)

### Features

#### Financial Services Businesses with Deep Regional Ties

Since launching operations in Hong Kong in 1971, ORIX has built a global network of subsidiaries that serve Southeast Asia, South Asia, Oceania and the Middle East. We mainly operate financial services companies and we are familiar with the differing business practices, laws and regulations from country to country. We provide local customers with machinery and equipment leasing, automobile leasing, sales finance, loans and rentals. Companies in Greater China (China, Hong Kong, Taiwan) also make private equity investments. Each local subsidiary is diversifying its operations using the expertise ORIX has acquired in businesses in Japan.

### Strategies for Growth

#### Grow Beyond the Traditional Leasing Business

Local companies that operate in traditional financial services businesses such as leasing and finance tend to have diminishing profitability and growth potential, depending on the country and region. Therefore, based on market size as determined by factors including a country's population and economy, the growth potential of the market and the competitive situation, we will optimize our portfolio through a balanced focus on key markets and businesses. At the same time, we will diversify human resources by hiring employees with knowledge and experience in areas other than leasing such as IT, as well as people with knowledge of finance. In the private equity investment business, we will continue to create investment opportunities and business opportunities based on a network that leverages the know-how and expertise of local talent.

#### Asset Breakdown in Asia and Australia (as of March 31, 2020)



Businesses	Asia and Australia Timeline (Establishment of Local Subsidiaries)	
	Year	Country or Region
Leasing and sales finance	1971	Hong Kong
	1972	Singapore
	1973	Malaysia
Auto loans and corporate loans	1975	Indonesia
	1977	Philippines
	1978	Thailand
Auto leasing	1978	Thailand
	1986	Pakistan
Private equity investment in Greater China and elsewhere	1986	Australia
	1988	New Zealand
Investment in securities and other	1991	Taiwan
	1993	India
	1997	Egypt
Investment in securities and other	2001	Saudi Arabia
	2001	South Korea
Investment in securities and other	2002	United Arab Emirates
	2005	China

**ORIX began expanding overseas in the 1970s. We provide various financial services that address the specific needs of countries and regions.**