

Review of Medium-Term Management Plan 2020 (FY2018–FY2020)

Previous Divisions

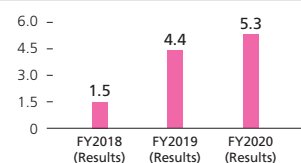
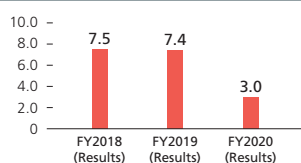
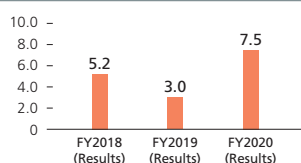
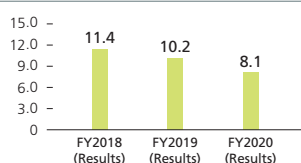
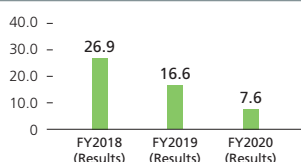
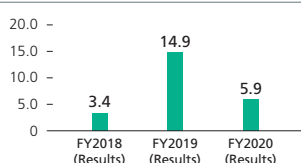
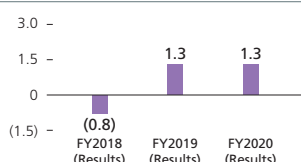
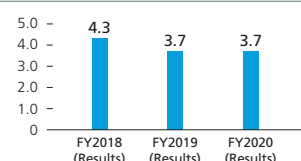
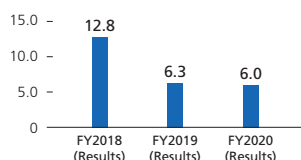
Change in Gross Profit
(Billions of yen)

Change in Profit (Loss) for the Year
(Attributable to Owners of the Company)
and ROA

■ Profit (Loss) for the Year (Billions of yen) ○ ROA (%)



Core Operating Cash Flow
(Billions of yen)



Investments and Loans and Asset Replacement (Investment Recovery)
under Medium-Term Management Plan 2020

Main Investments and Loans

- Overseas automobile dealerships
- Overseas automobile self-financing
- Automobile wholesale business in Pakistan

Investments and Loans: ¥19.0 billion

- Aviation-related businesses
- Railway-related businesses
- Capital and business tie-up with Royal Holdings Co., Ltd.

Investments and Loans: ¥53.5 billion

- Hospital facility management business in Turkey
- Overseas healthcare businesses

Investments and Loans: ¥8.0 billion

- IPP business in the U.S.
- Renewable energy businesses in Japan and overseas
- Telecom tower business in Myanmar

Investments and Loans: ¥68.0 billion

- Coking coal business in Australia
- CAPEX

Investments and Loans: ¥30.0 billion

- European chemical marketing and distribution company
- Conversion of plastic resin company into a wholly owned subsidiary

Investments and Loans: ¥12.0 billion

- Affiliated food company in Vietnam
- CAPEX

Investments and Loans: ¥9.0 billion

- Investment in and management of shopping centers in Japan
- ASEAN retail business
- Paper manufacturing businesses in Vietnam
- Capital and business tie-up with Royal Holdings Co., Ltd.

Investments and Loans: ¥27.5 billion

- For-rent condominium business
- Real estate development business
- Industrial park business in Indonesia

Investments and Loans: ¥17.0 billion

Main Assets Replaced (Investment Recovery)

- Sales of automobile-related businesses
- Total amount recovered: ¥14.0 billion

- Sale and recovery of aircraft
 - Sale of vessels owned by the Company
- Total amount recovered: ¥60.0 billion

-
- Total amount recovered: ¥1.0 billion

- Sale of renewable energy in Japan and overseas
 - Sale of oil and gas interests
- Total amount recovered: ¥34.0 billion

- Sale of thermal coal interests
- Total amount recovered: ¥31.0 billion

-
- Total amount recovered: ¥10.5 billion

-
- Total amount recovered: ¥5.0 billion

- Sale of domestic shopping centers
 - Sale of Japanese real estate
- Total amount recovered: ¥16.0 billion

- For-rent condominium business
- Total amount recovered: ¥11.0 billion