

Overview of the Medium-Term Management Plan

The Medium-term Management Plan—Sustainable Growth 2030—which spans fiscal 2020 to fiscal 2022, comprises the first three years of a medium-to-long-term business strategy incorporating changes that we expect to see in the external environment over a 10-year time frame. As an asset-business platform company with an abilities in terms of asset value creation,* we are focusing on domains such as global assets, social infrastructure, and renewable energy to resolve issues that have appeared as part of global megatrends.

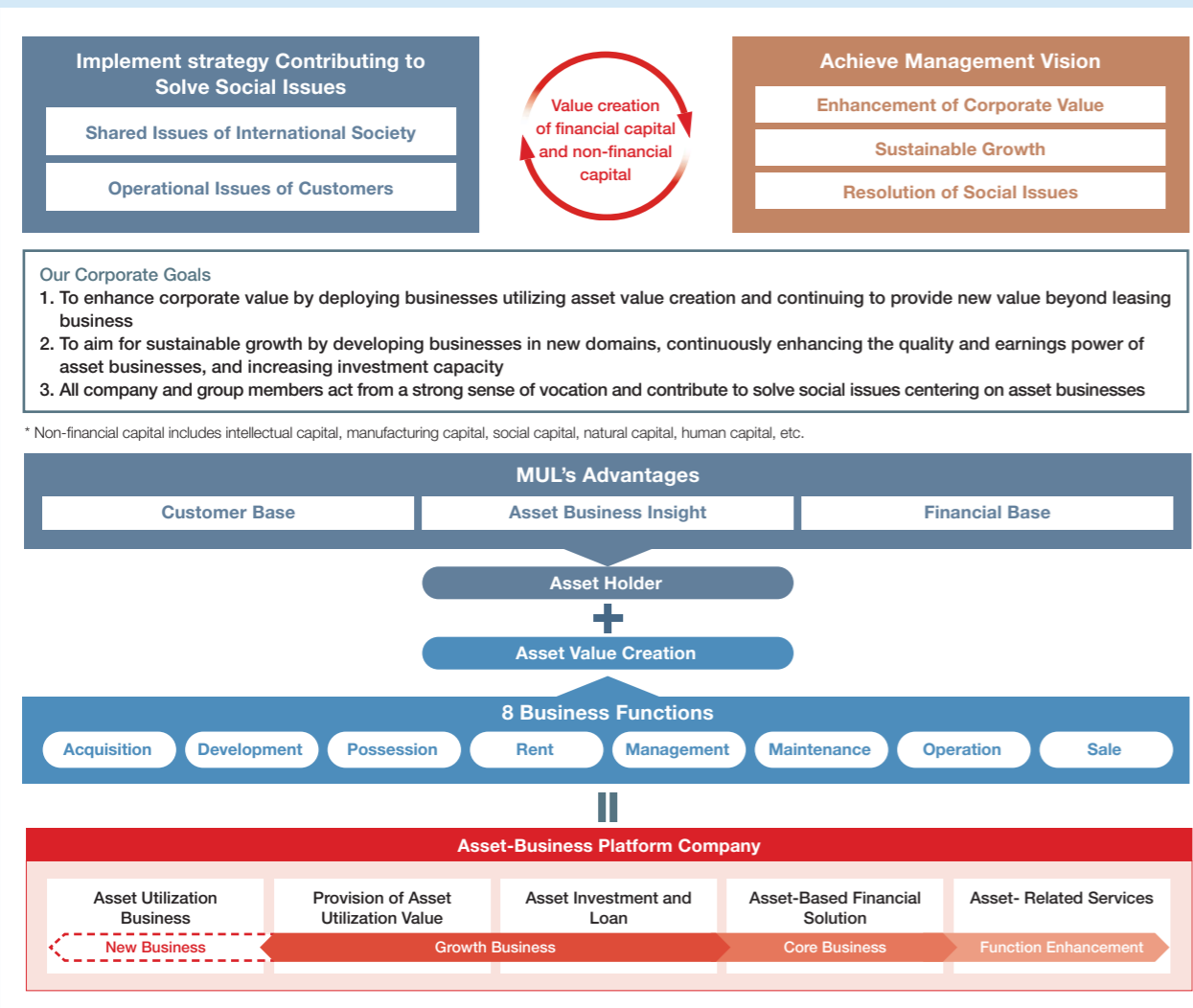
* "Asset value creation" is the capacity to improve the business competitiveness of customers and business partners by creating and continuously providing valuable services and taking the initiative in clearing away obstacles for their business. Assets included under "asset value creation" are intangible assets such as computerized assets (software, databases), innovative assets (R&D, licenses), and assets for ensuring economic competitiveness (human resources, organizations).

External Environment (Global Megatrends)

Rapid Advancement of Urbanization <ul style="list-style-type: none"> Emergence of new cities in newly developing countries Necessity of large-scale investments in smart infrastructure 	Climate Change and Resource Shortages <ul style="list-style-type: none"> Aggravation of impacts that climate change and resources shortages have on society and the economy 	Demographic Changes <ul style="list-style-type: none"> Rapid growth in population in certain areas while concurrent declines seen in other areas Resource shortages and changes in common social practices due to economic power shifts
Shifts in Global Economic Power <ul style="list-style-type: none"> Changes in economic structure influencing global economy and business activities Rapid expansion of capital flows between emerging countries 	Technology Advancement <ul style="list-style-type: none"> New investment opportunities to increase in cutting-edge technologies such as nanotechnology, experiencing quantum leaps, and other R&D fields 	Multipolarizing World <ul style="list-style-type: none"> Transformation of international order and relations based on free market and democracy Complexity in geopolitical risks

Corporate Goal in 10 Years

Our goal is to foresee medium-to-long-term changes in the external environment and resolve social issues by focusing on value creation in terms of financial capital and non-financial capital,* which will in turn serve to enhance corporate value, achieve sustainable growth, and help resolve social issues.



Asset-Business Platform Company

Our goal is to become an asset-business platform company that can monetize asset value by drawing from our extensive asset business insight, a strength of the Company accumulated from our efforts in the leasing business, and to utilize our customer and financial bases in order to build a portfolio of businesses that leverage our ability to create asset value as asset holders.

Focus Areas

Amid the existence of global social needs as highlighted in the Sustainable Development Goals (SDGs) and ongoing global megatrends, the Group will contribute toward resolving social issues in the medium-to-long-term by putting its full strength behind three main fields: global assets, where the Group already holds a strong position by fulfilling global demand in land, sea, and air logistics; social infrastructure, where the Group makes investments directed at demand for updates in developed nations and demand for new infrastructure in emerging nations; and renewable energy, aimed at addressing climate change and shortage related issues.

