



# Fiscal Year Ended March 31, 2026 Mid-Term Business Plan Progress

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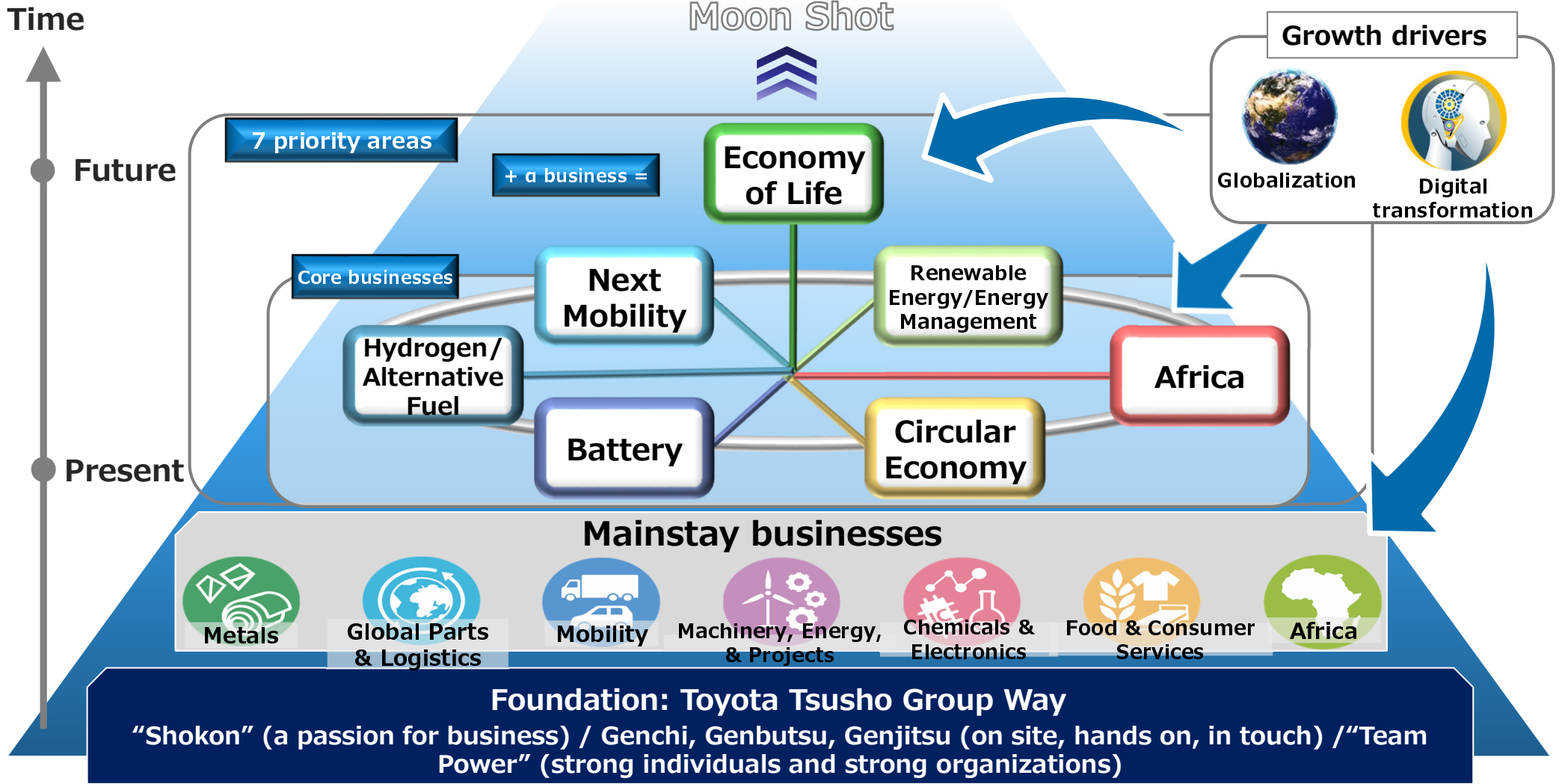
November 2, 2023  
Toyota Tsusho Corporation

# Our Growth Strategy



Be the **Right ONE**

Moon Shot



# Materiality and Priority Areas

Top-priority issues for both resolving social issues and achieving corporate growth

Contribute to the realization of the safe and comfortable mobility society

Contribute to the transition to a carbon-free society

Contribute to the development of a recycling-based society

Next Mobility

Battery

Renewable Energy/Energy Management

Hydrogen/Alternative Fuel

Circular Economy

Key sustainability issues (Materiality)

Solve social issues in developing countries

Africa

Ensure safety and compliance

Respect human rights and develop human resources

Top-priority issues that will become Foundation for Company Growth

# Materiality and Priority Areas

Top-priority issues for both resolving social issues and achieving corporate growth

Contribute to the

P.7

**Battery**

Mobility

P.5~

**Renewable Energy/  
Energy Management**

Management

Fuel

Contribute to the development of a recycling-based society

**Circular Economy**

**Key sustainability issues  
(Materiality)**

P.8

**Africa**

Africa

Respect human

P.9~

**Human Capital**

Ensure safety and compliance

Top-priority issues that will become Foundation for Company Growth

# Renewable Energy/Energy Management

Contribute to the realization of social infrastructure that supports a sustainable global environment

- Top competitive company among renewable energy operators
- No.1 contributor to renewable energy towards achieving Toyota Group's CN

April 2023

SB Energy became a subsidiary and the company name changed to Terrace Energy (acquisition amount: 102 billion yen)

In addition to wind, it will be the largest solar power producer in the country+Expand VPP function



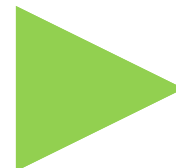
Started construction in June 2023

Saudi Arabia

Solar power generation 119MW



4.53GW (end of September 2023)

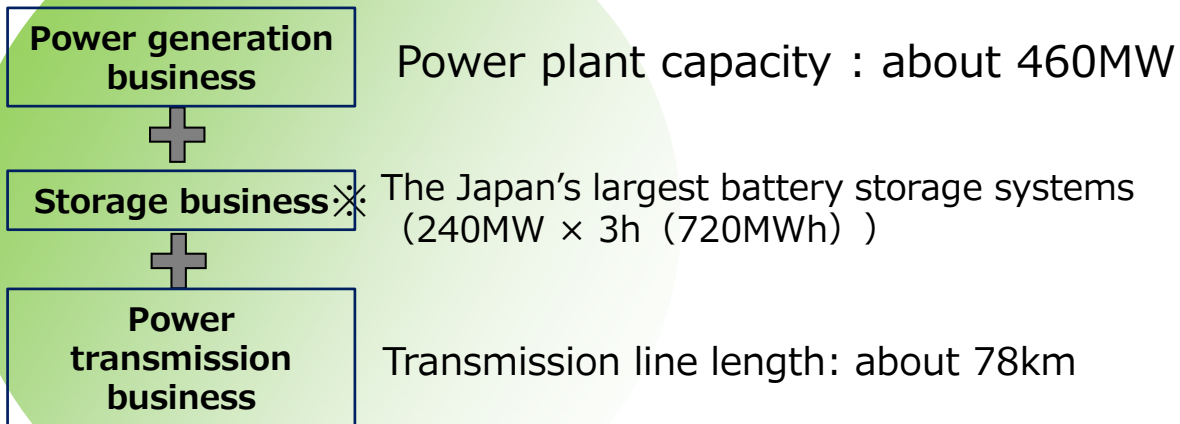


10GW (target in 2030)

# Renewable Energy/Energy Management

Record largest power generation/storage/transmission project in Northern Hokkaido

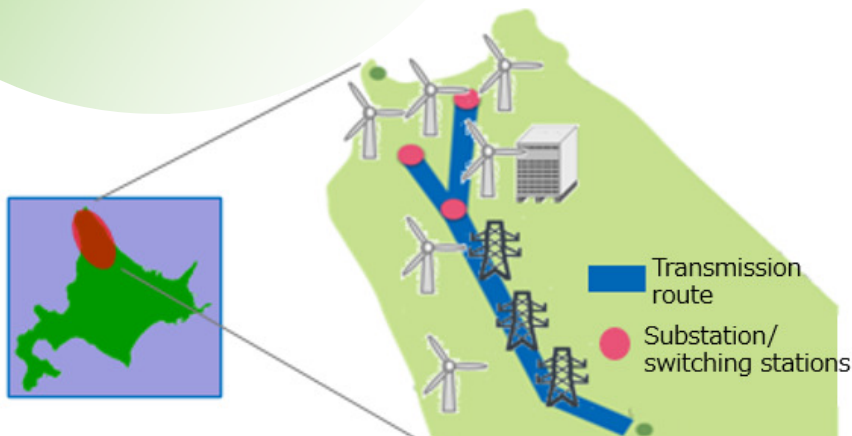
Total project cost approx. **230 billion yen**  
(Investment by Eurus Energy and others)  
commercial operation started in April 2023



Northern Hokkaido  
Hamasato Wind farms



Lithium ion storage battery  
(Kita Toyotomi Substation)



※ This project is part of the Power Grid Development Demonstration Project for Wind Power Generation sponsored by the Agency for Natural Resources and Energy under Japan's Ministry of Economy, Trade and Industry.  
The project sponsor is North Hokkaido Wind Energy Transmission Corporation.

# Battery

Contribute to CN by solving issues in the battery area, which is the key to electrification

Taking on a wide range of challenges from resource development to rebuild, reuse, and recycle



Construction of HEV plant (September 2023)

## Toyota Battery Manufacturing, North Carolina (TBMNC)

**Additional investment in battery manufacturing plant**

Oct. 2021	Aug. 2022	Jun. 2023	Nov. 2023
Initial investment (HEV)	Additional investment (BEV)	Additional investment (BEV/PHEV)	Additional investment (BEV/PHEV)

Total investment amount decided to date

**About 750M USD**



Lithium carbonate production



The battery black mass recycling



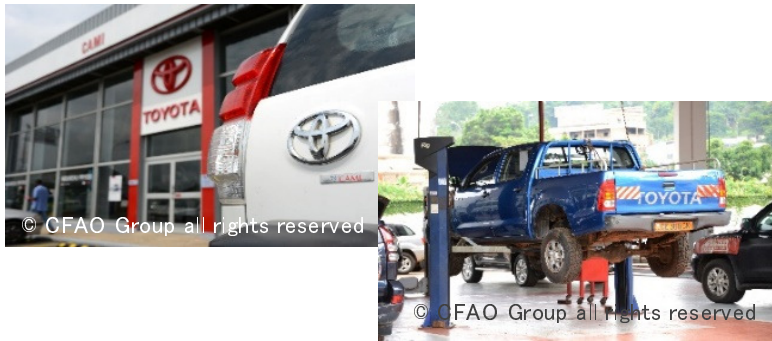
Demonstration of the stationary storage battery system using the battery for BEV

# African growth strategy

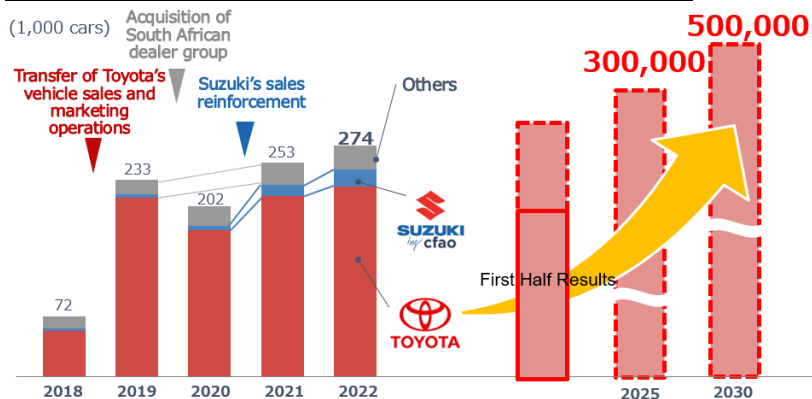
## WITH AFRICA FOR AFRICA

### Mobility

Developing automobile business in all 54 countries  
 Strengthening small car sales and VC



### Trend of sales and retail unit sales



Be the Right ONE

Contribute to solving issues and economic development in Africa with an eye on the growing middle-income class

### Consumer

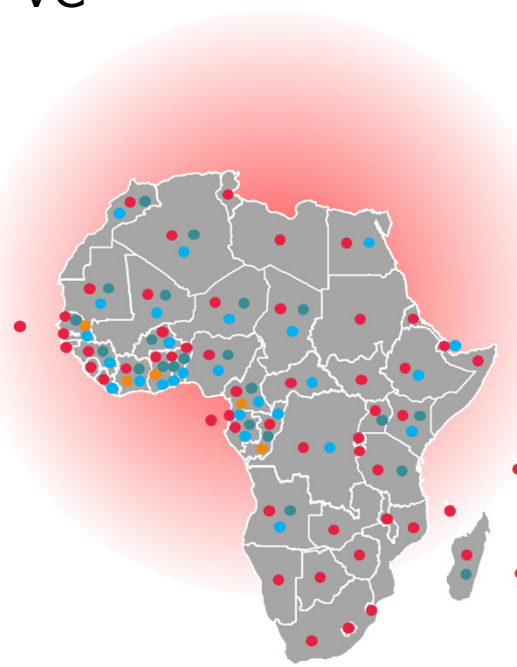
Expanding retail business including shopping mall operation business






Shopping malls

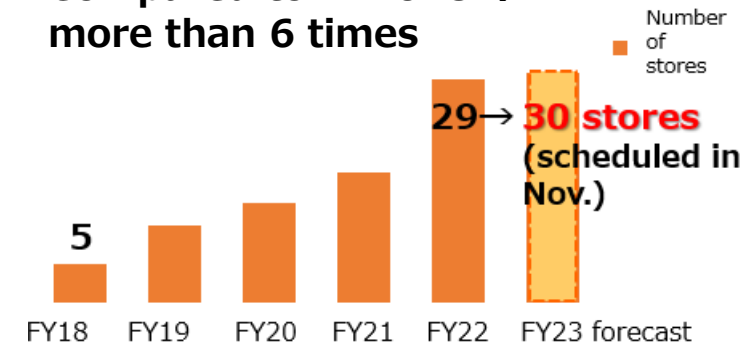
Supermarkets

Warehouse stores



-  Cote d'Ivoire 15 stores
-  Senegal 7 stores
-  Cameroon 7 stores

### Trend of number of stores Compared to FY2018 → more than 6 times





# Human Capital and Initiatives



## Visualizing Human Capital

Acquisition of ISO 30414 certification  
(October 31, 2022)

~The second in Asia and the seventh in the world~

Publication of "Human Capital Report"  
on the status of the company



豊田通商株式会社  
TOYOTA TSUSHO CORPORATION

Human Capital Report  
2023  
2023年3月期

Human Capital  
Report



Authentication  
certificate

## Global post management (glocalization)

Appointment of local employees

Global post overseas  
**98** posts

[Positions that could be  
filled within five years]



**69** Of which local associates  
with successors: **55** posts

Nurturing plan example: GALP

FY2013 - 2023

About half of **173** total participants are  
**local employees**

➤ Global post successor placement

Global  
Advanced  
Leadership  
Program



# Human Capital and Initiatives



**Workstyle/office reform Maximize team power by leveraging diversity**

## Until Now

**Uniform office**

**Mainly for office work and meetings**

**Straight flow lines to destinations**

Office reform



To “Walking, meeting, and innovating”

## In the future

**Reflect theme and characteristics of the headquarters**

**A place where everyone gathers and talks**

**Flow lines intended for meeting with people**

Introducing “Nomad Day” where employees can freely choose a floor and seat to work



Create vertical and horizontal connections toward Know Who

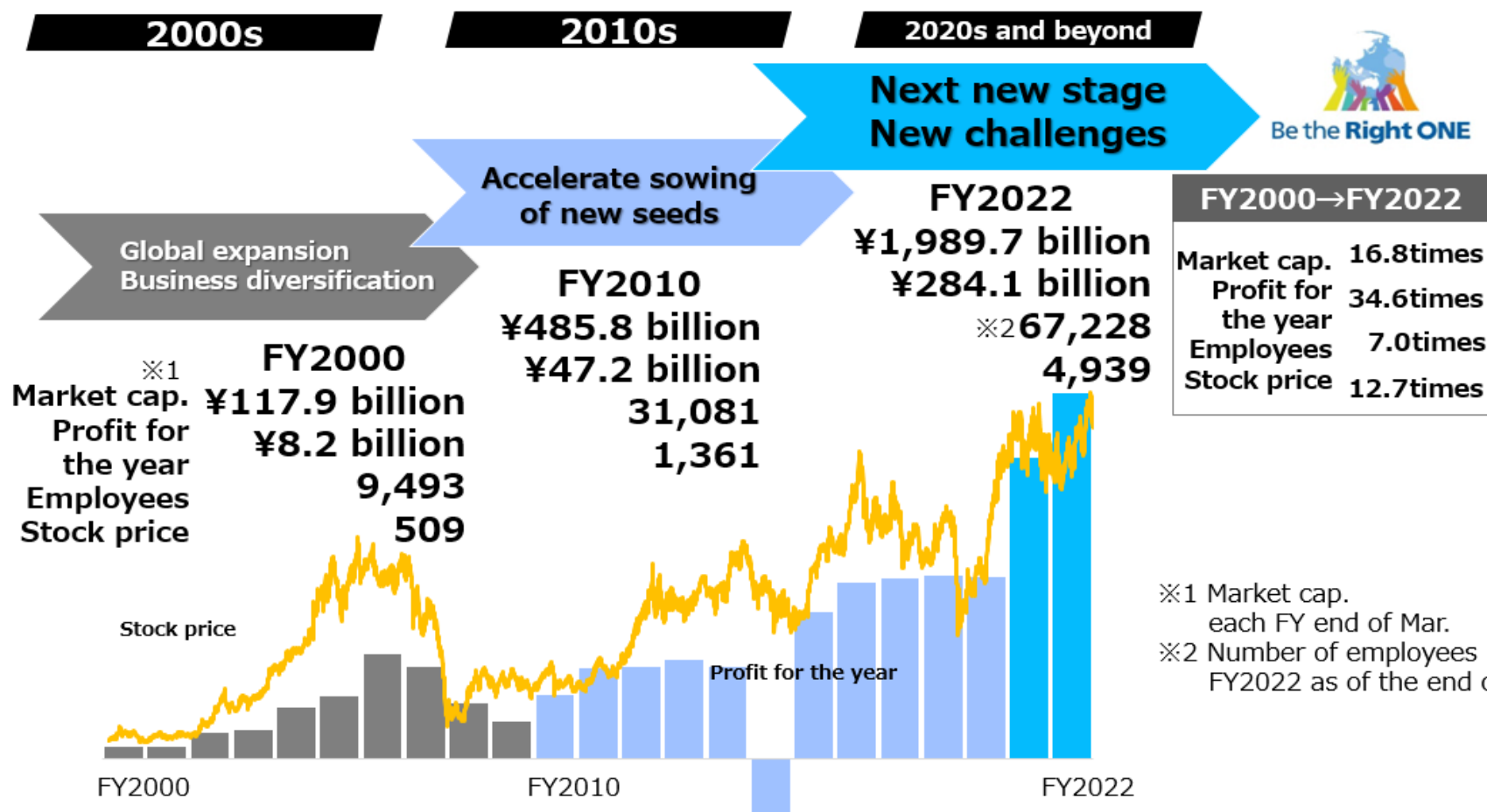
# Initiative to inherit and evolve Toyota DNA

## Surrounding business environment

- Increased importance of quick decisions based on values
- Increased opportunities to make decisions in each region due to expansion of overseas offices
- Need to clarify "differentiation"
- Accelerated uniformity of information due to technological advancement

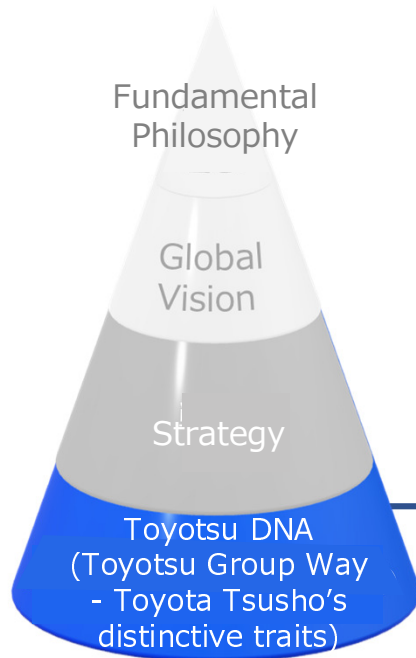
## Internal environment

- Need to reach out to diverse ethnic and generational groups
- Difficulty in passing on corporate culture and values over time due to accelerated mobility of human resources



※1 Market cap. each FY end of Mar.  
 ※2 Number of employees in FY2022 as of the end of Dec.

# Initiative to inherit and evolve Toyotsu DNA



Values and behavioral principles to be shared to realize our fundamental philosophy and achieve our global vision

The Toyotsu Group Way

Distinctive traits of Toyotsu Group

**Toyotsu DNA is the foundation for making decisions which has supported our growth until now**

- To be inherited in order to solidify your footing once again
- To be returned when something goes wrong

**= Toyotsu DNA**

- Clarification of Toyota Tsusho's identity and values (DNA)
- Discussions with a global and diverse membership that takes diversity into consideration
- Conducted by mid-career members who understand the thoughts of both the current management generation and the younger generation
- Organize contents to be conveyed in an easy-to-understand manner between generations and globally
- Effective transmission methods and tools

## Toyota Tsusho Corporation Investor Relations Group

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