



Be the **Right ONE**

Achieving our Mid-term Business Plan for FY2021

November 1, 2019
Toyota Tsusho Corporation

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Be the **Right ONE**

- 1. Progress Report on Our Focus Areas**
 - (1) African Growth Strategy**
 - (2) Next Mobility Strategy**
 - (3) Renewable Energy Strategy**

1. Progress Report on Our Focus Areas

Africa



Presence in Africa

Footprint : 54 countries

Number of employees : Approx.15,500



The final frontier
High growth potential



Next Mobility



The largest electronic
device trading company
group in Japan



Once-in-a-Century
transformational
period



Renewable Energy



The leading company
of the domestic wind
power industry



Increasing clean energy
demand



Leveraging our strengths to pursue further growth in anticipated growth sectors

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(1) African Growth Strategy

~Strengthening TOYOTA Business through Six Pillars~

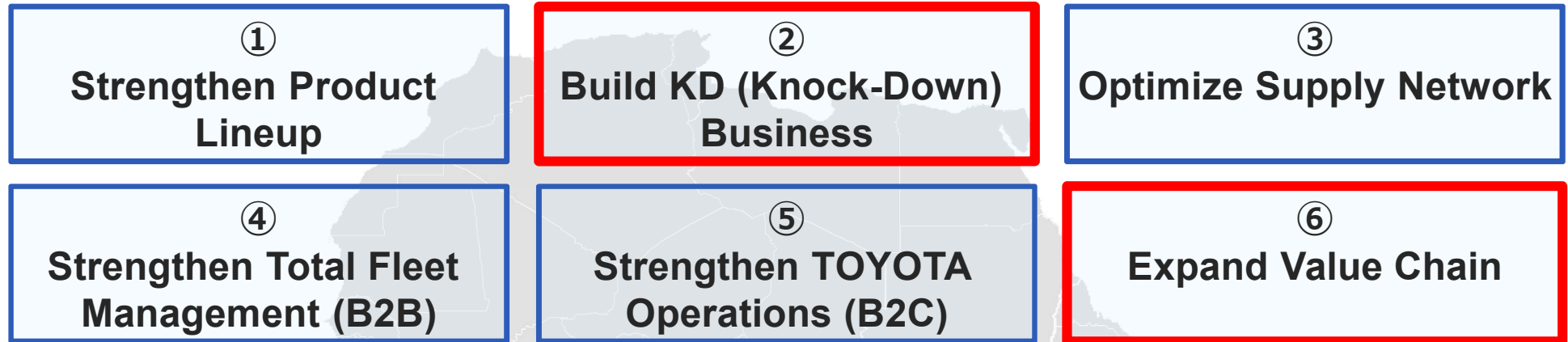
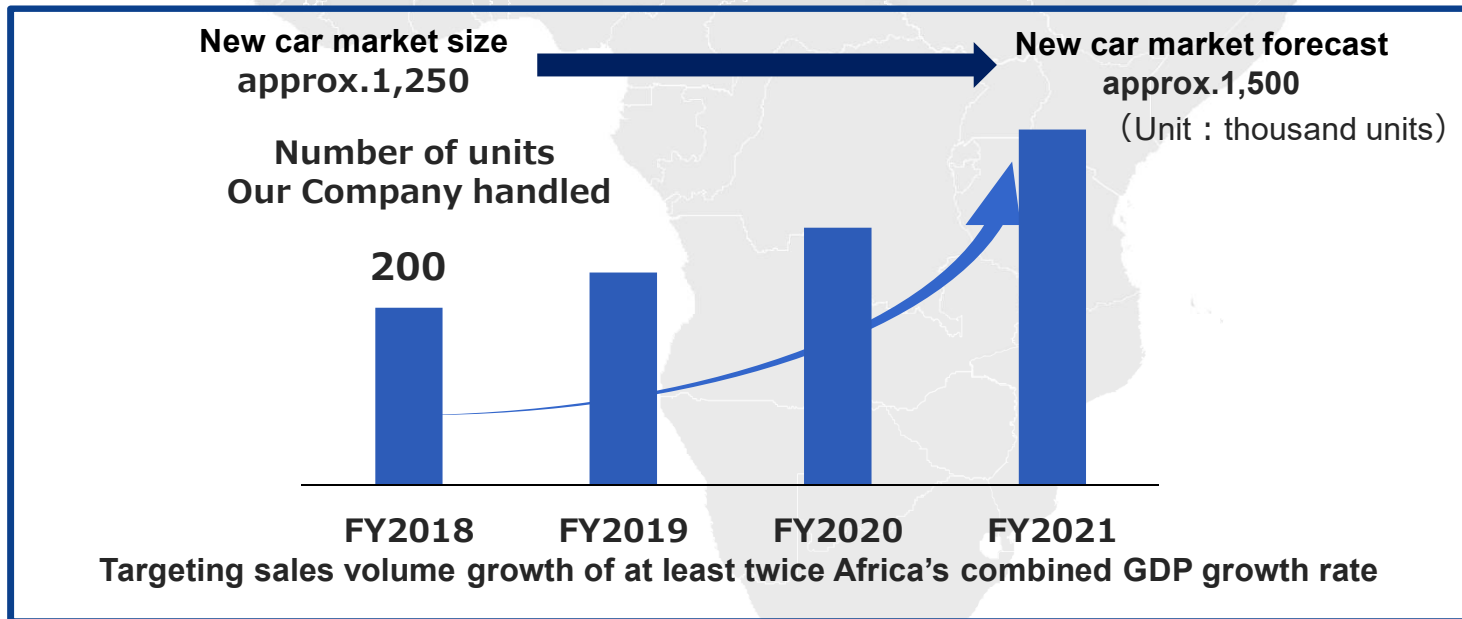


Image of targets of handling units



Strengthen TOYOTA business in Africa based on six pillars

(1) African growth strategy

~② Build KD (Knock-Down) Business~

NIGERIA
(CKD Production)



EGYPT (CKD Production)



KENYA (CKD Production)



Ivory Coast
(SKD Production)



Ghana
(SKD Production)






RWANDA (SKD Production)



South Africa
(Production Support)



-  : A country where our group is currently involved in production
-  : A country that has just started considering production
-  : A country that have begun to consider the addition of new models

※1 CKD : Abbreviation for Complete Knock Down. Assemble locally on a car that has been disassembled in parts.

※2 SKD : Abbreviation for Semi Knock Down Unlike CKD, it can be assembled by simple processing such as tightening bolts.

Promote local production not only for automobile sales but also for market needs

(1) African Growth Strategy

~⑥-1 Expand Value Chain~

Potential of used vehicle market in Africa



Unofficial used vehicle market
(Vehicles that are inferior due to poor maintenance etc.)



Official used vehicle market

New Vehicle market

New vehicle market:
Approx. 1.25mil vehicles
(Year 2018)



Proactively serve the official used vehicle market to expand new vehicle market

(1) African growth strategy

~⑥-2 Expand Value Chain~

AUTOMARK dealership

**Certified TOYOTA used
vehicle sales**



Expanded in 7 countries



30 countries (in 3 years)

**Parts/consumables stocked
(Mainly manufactured by
TOYOTA Group)**

**Develop a good-quality and
inexpensive parts supply
network**



5 stores in Kenya



**60 stores
in 12 countries (in 3 years)**

AutoFast service station

**Automotive maintenance
JV with TOTAL**



14 stores in 5 countries



**122 stores
in 11 countries (in 3 years)**

Expanding services to expand the automotive value chain



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**NEXTY
Electronics**

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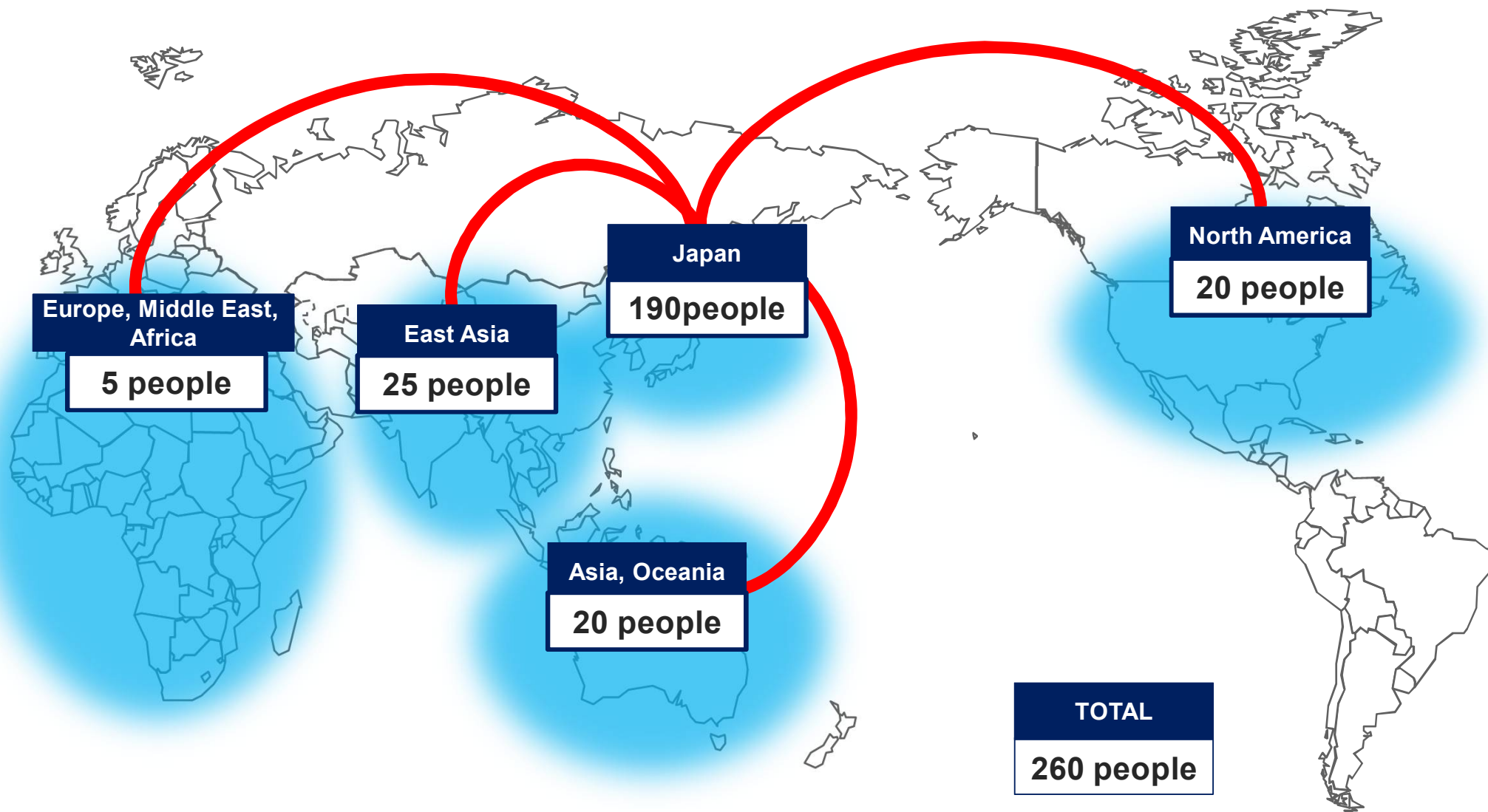
Leveraging our strengths to pursue further growth in anticipated growth sectors



(2) Next Mobility Strategy ~ Network expansion ~

Be the **Right ONE**

As of April, 2019



Building Next mobility network globally

(2) Next Mobility Strategy ~Progress Report~

Step 1

Promote collaboration with key players and start-ups

Conected

Investment in
Airbiquity



Automotive software
updating using mobile
communications

Autonomous

Truck platooning



Shared
& Service

Investment
in Zipline



Drone logistics
business in Africa

Electric

Equity stake in
Fukuta Elec. & Mach.



Toyotsu Lithium
Lithium hydroxide
manufacturing business

Step 2

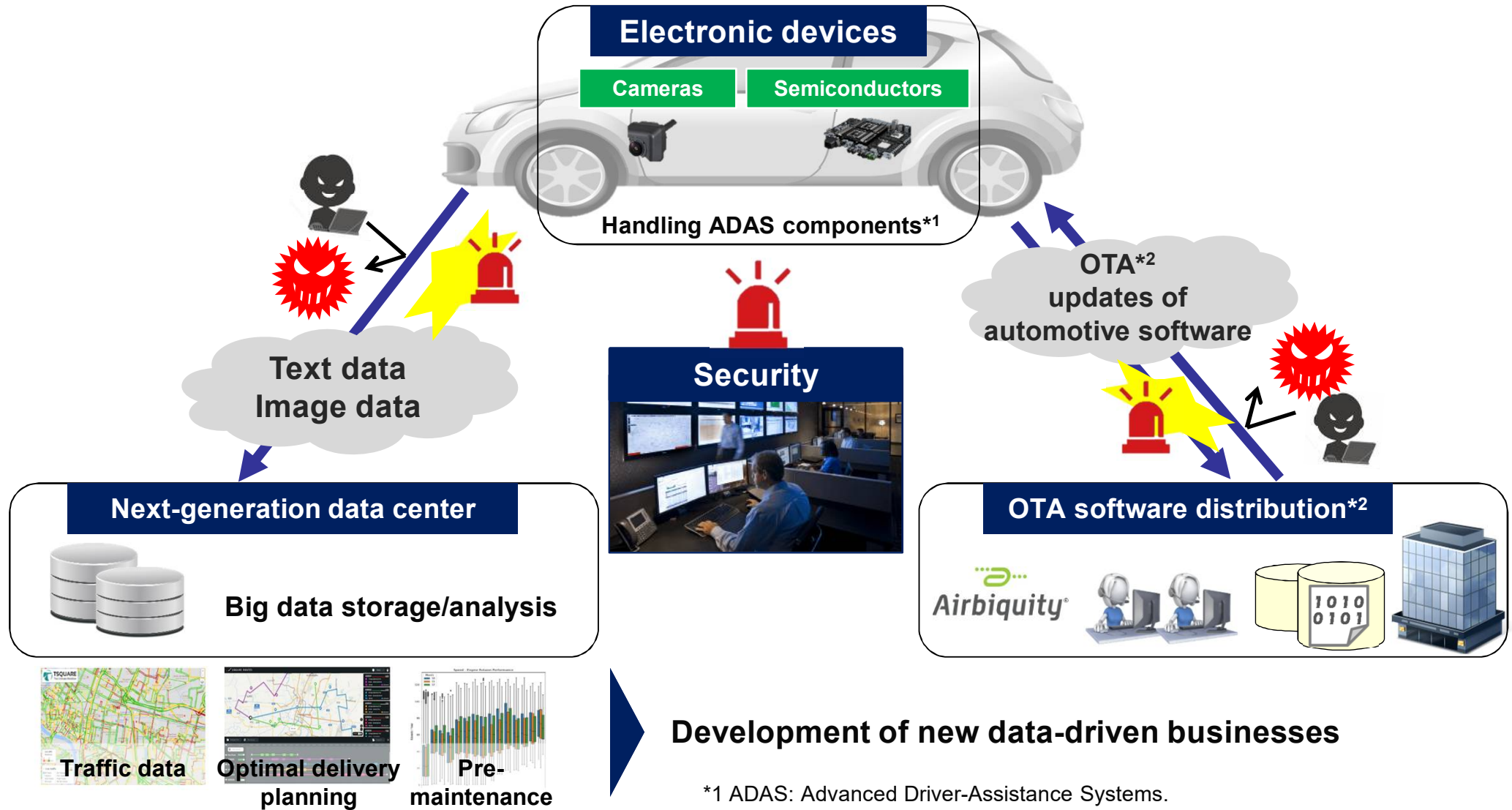
Create synergies/establish mass production technologies

Step 3

Become next-generation mobility market leader

Seeking to become next-generation mobility market leader through building open business relationships

(2) Next Mobility Strategy ~ “Connected” Initiatives ~
























*1 ADAS: Advanced Driver-Assistance Systems.

*2 OTA: Over The Air. Updating of software via wireless communications.

Aiming to provide infrastructure services that underpin future mobility services

(2) Next Mobility Strategy

~Next Technology Fund No. 2~

<p>Aim of fund</p>	<ul style="list-style-type: none"> ✓ Stimulate business creation with the use of new technologies and services that will drive society in the future ✓ Facilitate speedy investment decision-making in yet-to-be-developed markets 																
<p>Overview</p>	<ul style="list-style-type: none"> ✓ Investment period: April 2019–March 2021 ✓ Amount limit: 6 billion yen total in two years 																
<p>Track record</p>	<ul style="list-style-type: none"> ✓ No. 1 fund track record (FY17-18): 8 approved projects for roughly 2 billion yen ✓ No. 2 fund track record (FY19-20): 4 approved projects for roughly 0.9 billion yen (limit of 6 billion yen) <p>◆ Examples of previous investments</p> <table border="1"> <thead> <tr> <th colspan="2" style="background-color: #808080; color: white;">Investment projects</th> </tr> </thead> <tbody> <tr> <td>➤ Grab (ride-hailing service)</td> <td></td> </tr> <tr> <td>➤ Magellan (high-precision positioning technology)</td> <td></td> </tr> <tr> <td>➤ Nuvve (Vehicle to Grid)</td> <td></td> </tr> <tr> <td>➤ Kwansei Gakuin University (SiC quality-enhancement technology development)</td> <td></td> </tr> <tr> <td>➤ Zipline (drone development, delivery operations)</td> <td></td> </tr> <tr> <td>➤ UVeye (AI-based labor-saving vehicle-testing technology)</td> <td></td> </tr> <tr> <td>➤ Arithmer (AI-based personnel recruitment and digital transformation)</td> <td></td> </tr> </tbody> </table>	Investment projects		➤ Grab (ride-hailing service)		➤ Magellan (high-precision positioning technology)		➤ Nuvve (Vehicle to Grid)		➤ Kwansei Gakuin University (SiC quality-enhancement technology development)		➤ Zipline (drone development, delivery operations)		➤ UVeye (AI-based labor-saving vehicle-testing technology)		➤ Arithmer (AI-based personnel recruitment and digital transformation)	
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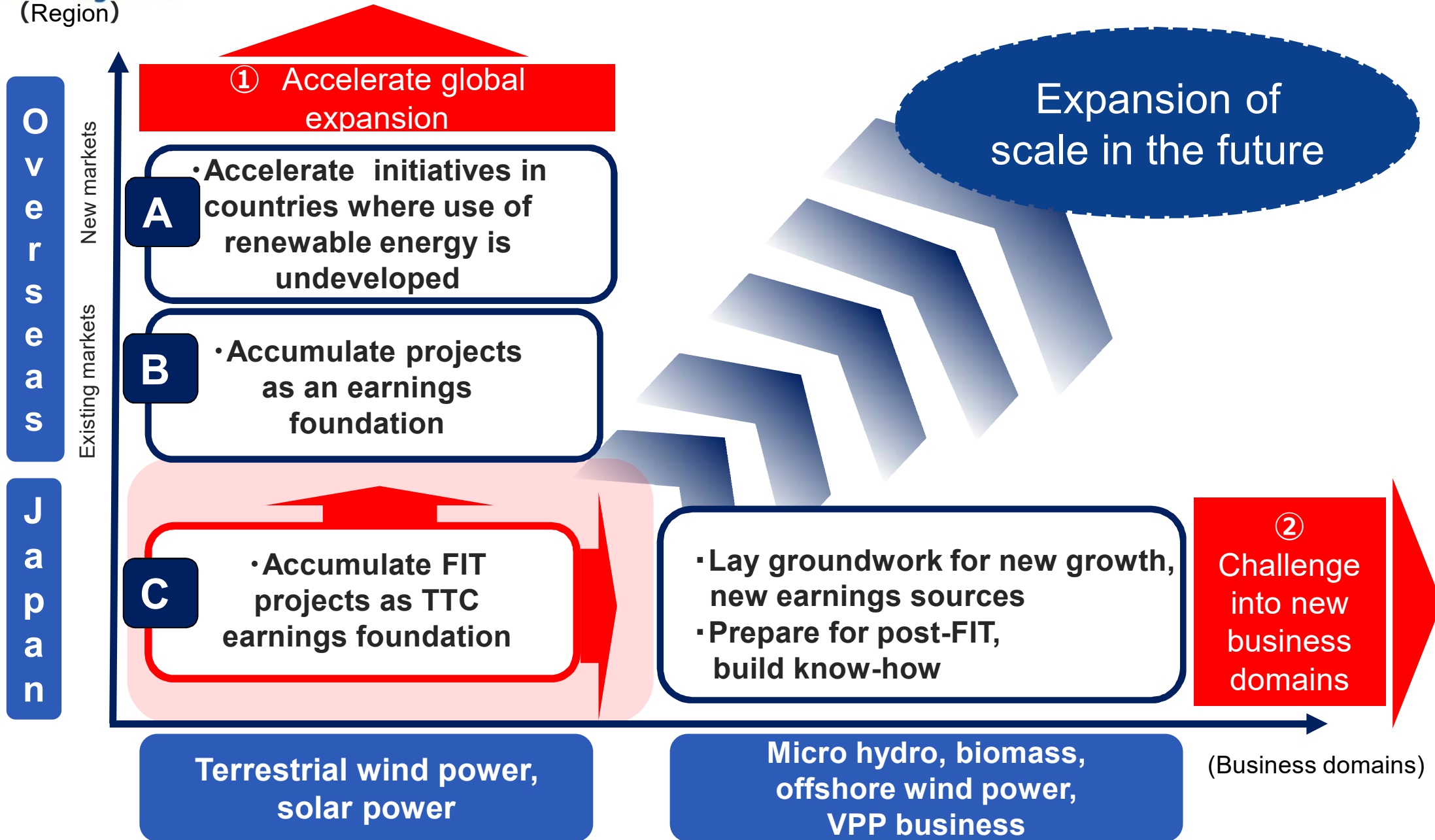
Increasing clean energy
demand



Leveraging our strengths to pursue further growth in anticipated growth sectors

(3) Renewable Energy Strategy

~Accelerate Global Expansion, Challenge into New Business Domains~



(3) Renewable Energy Strategy

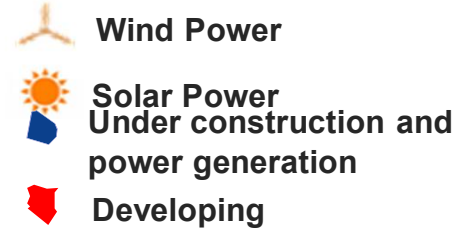
~Accelerate global expansion~

B

<Europe>

Construction started in October 2019

- Construction of three wind power plants in the Netherlands (150MW)



C

<Japan>

- Hokkaido project proceeding as scheduled (operation starts FY2023)

A

<Africa>

Operation Started in October 2019

- First wind power generation in Egypt (262.5MW)



As of end of Oct, 2019

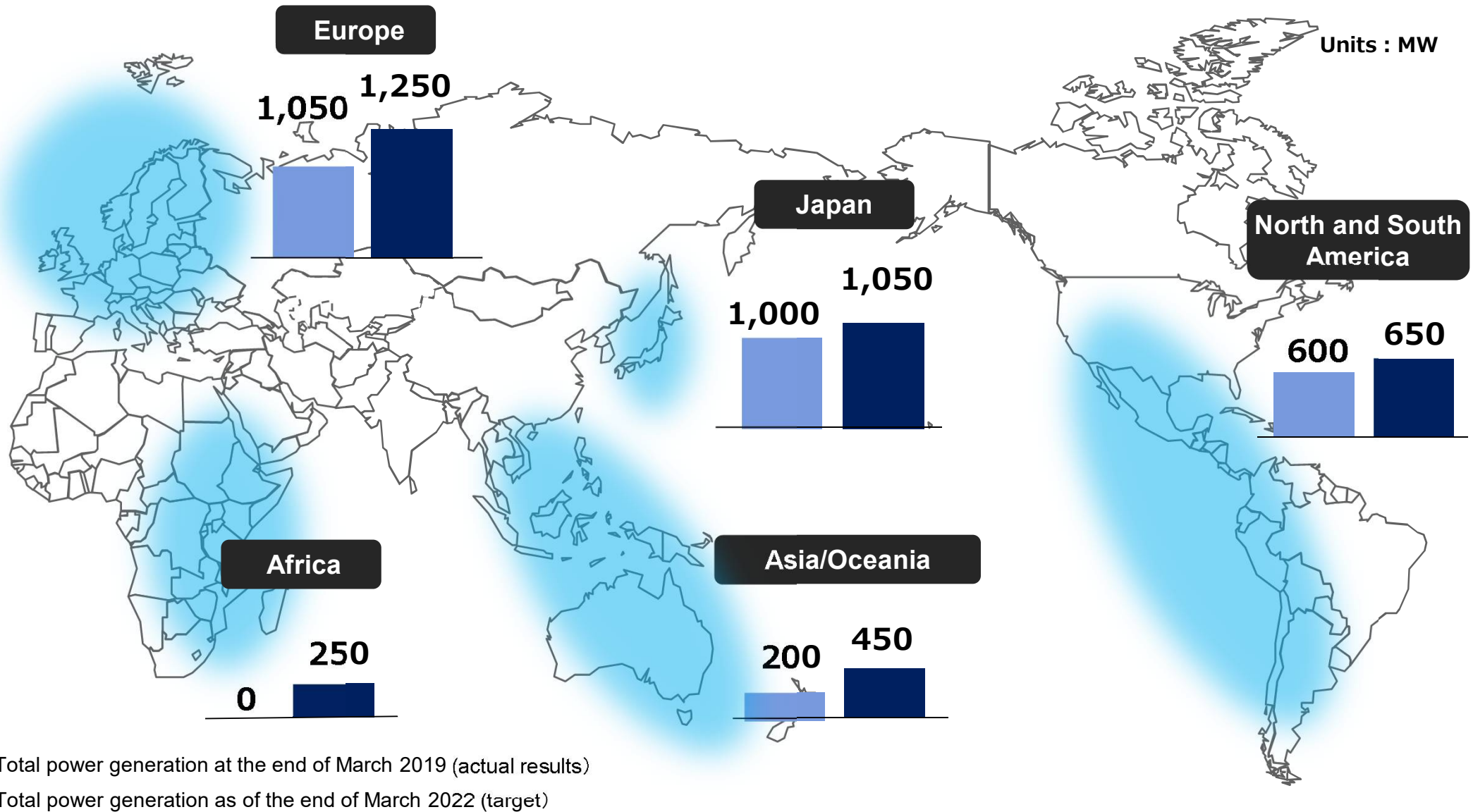
In addition to existing countries,
Develop renewable energy business in industrialized countries and Africa



(3) Renewable Energy Strategy

~ Development of Eurus onshore wind power and solar power in the next three years~

Be the Right ONE



Develop a well-balanced renewable energy business around the world



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2. Combination in Our Focus Areas

(1) Africa × Next Mobility

(2) Renewable Energy × Africa

(3) Next Mobility × Renewable Energy

2. Combination in Our Focus Areas



Africa

(1) Africa × Next Mobility

(2) Renewable Energy × Africa

Next Mobility

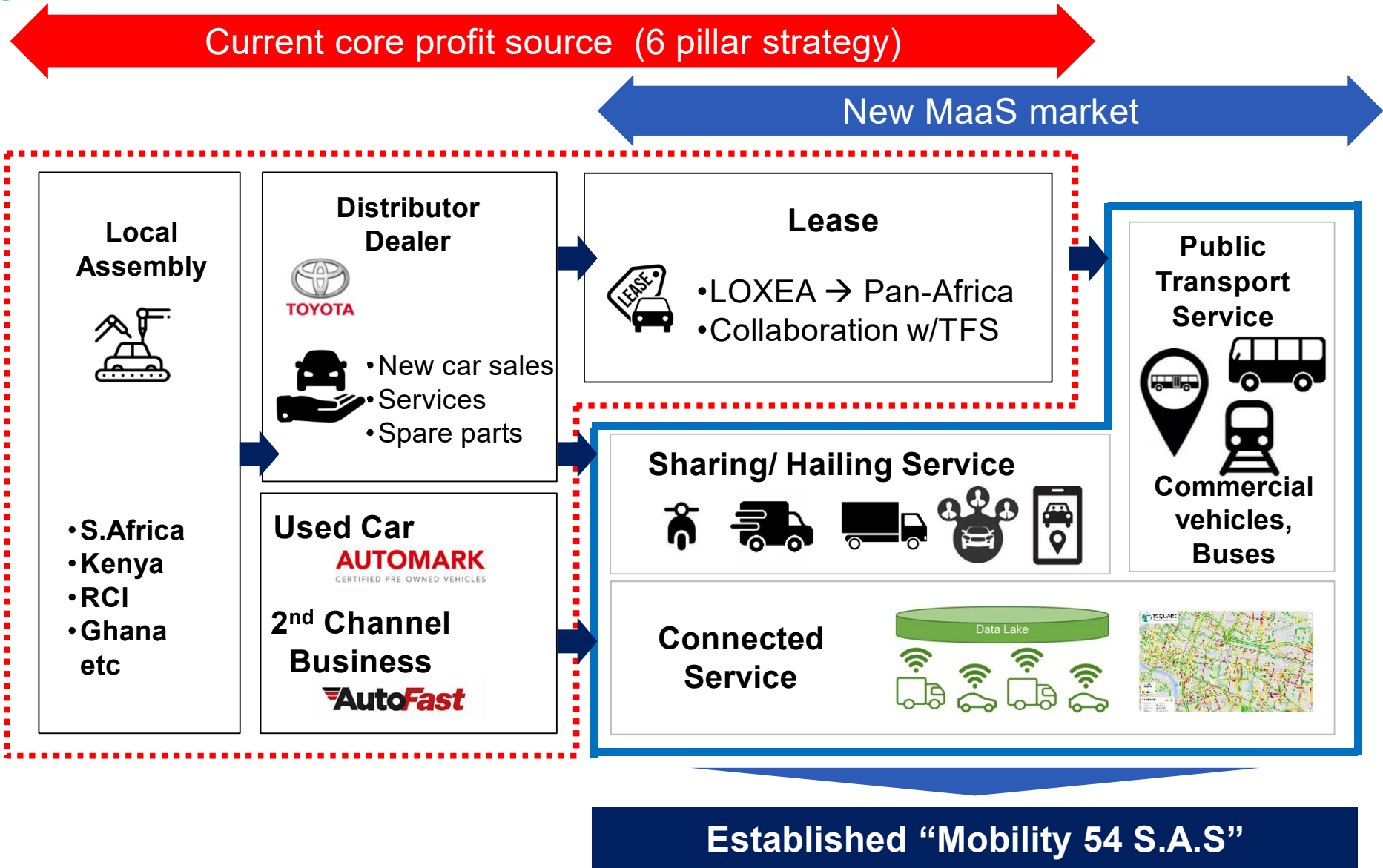
Renewable Energy

(3) Next Mobility × Renewable Energy

Along with individual enhancement in each focus areas, further strengthen through combination of business

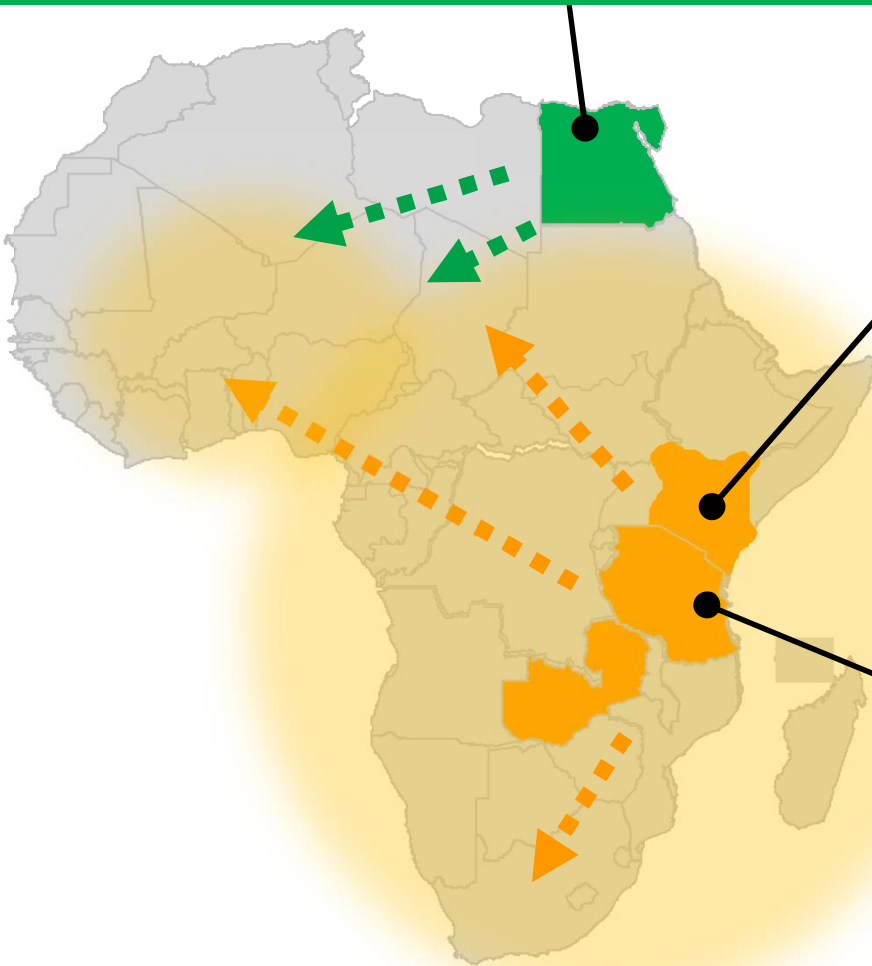
Combination in Our Focus Areas :

(1) Africa × Next Mobility



Combination in Our Focus Areas : (2) Renewable Energy × Africa

First wind power business in Egypt



**Promoting Mini-grid business
in non-electrified areas of Kenya
with Powerhive Inc.**



**Development of Wind power business through
wind condition analysis and predict of battery
storage with Windlab East Africa Pty Ltd.**



Expand knowledge of renewable energy power generation built in the East to West

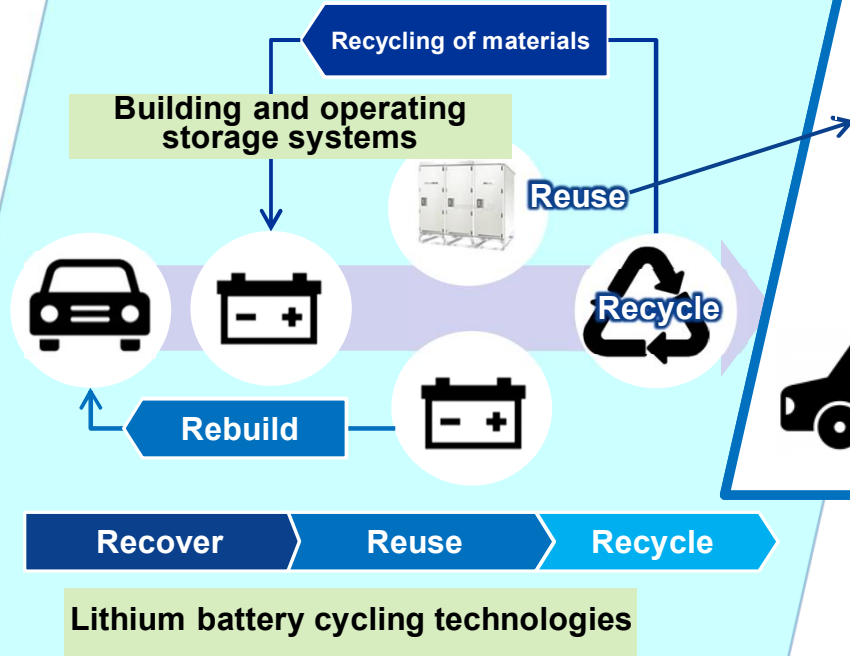
Combination in Our Focus Areas :

(3) Next Mobility & Renewable Energy

Electrification

3R business for batteries

Reuse used automotive batteries by repurposing them for storage battery systems

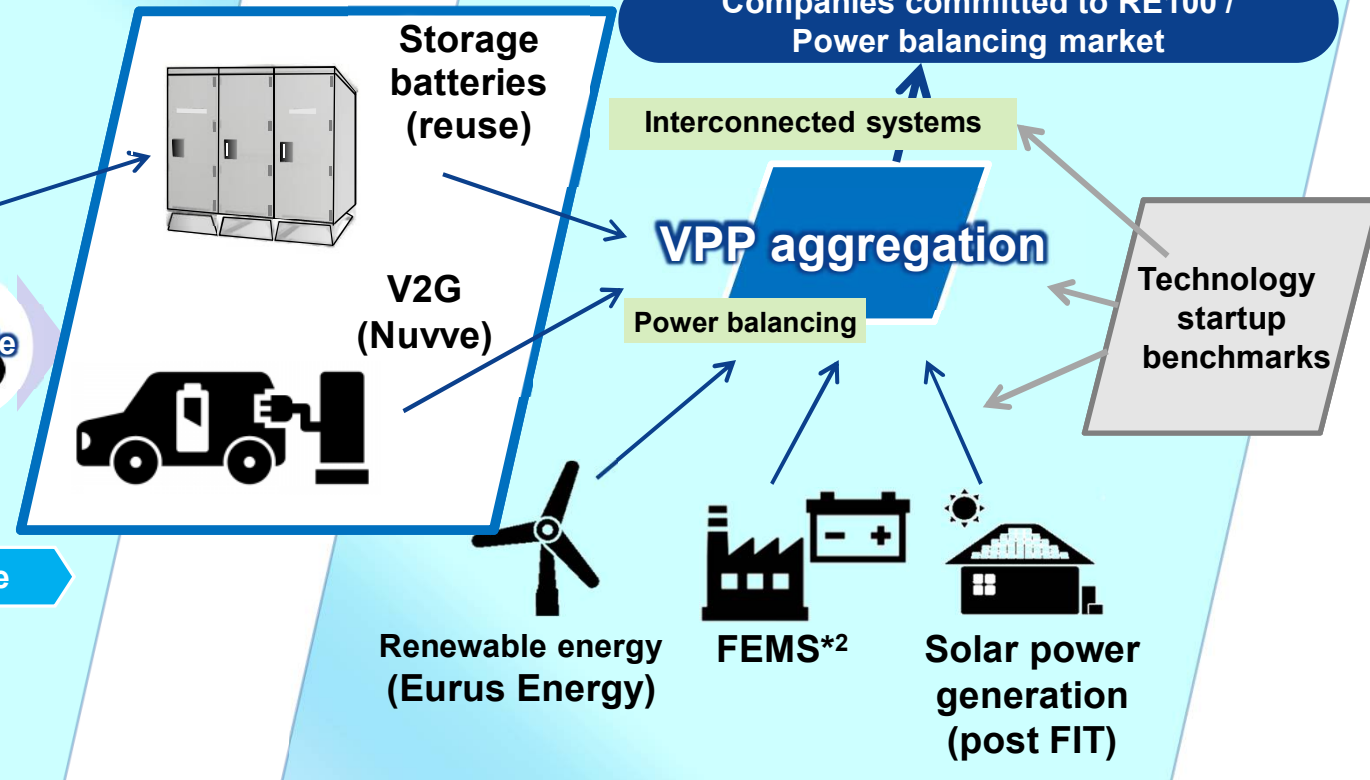


Renewable energy

VPP*1

Bundle and sell 100% clean energy

Companies committed to RE100 / Power balancing market



*1 VPP: Virtual Power Plants.

*2 FEMS: Factory Energy Management Systems.

Advancing initiatives on new power supply methods



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3. TICAD 7

The Objectives and Results of Activities at TICAD 7

Objectives

Gaining of support related to changes in local regulations, preparation of business environments, and advancement of individual projects

Strengthening ties with partner companies (existing and potential)

Enhancement of Toyota Tsusho's presence

Results

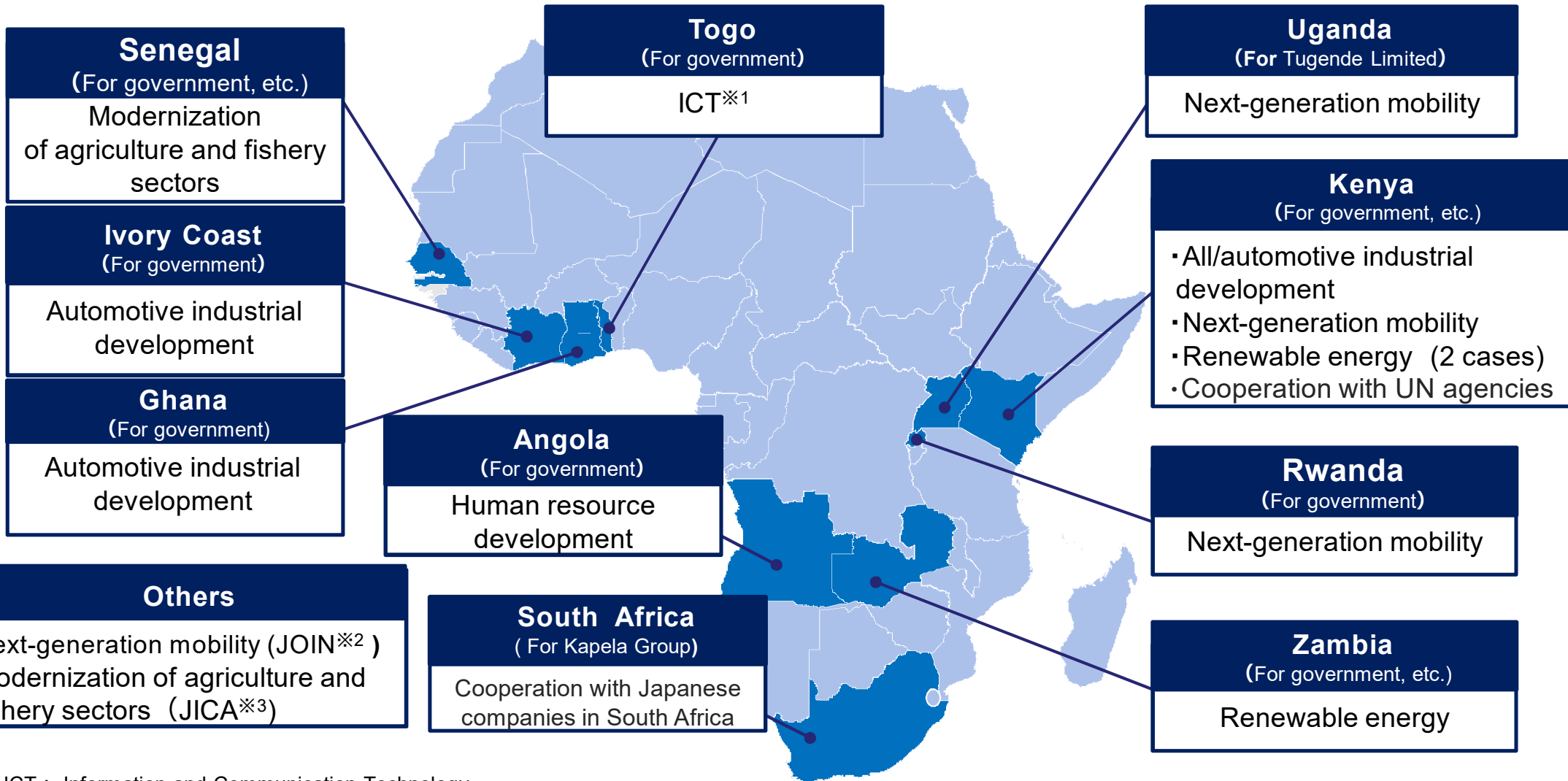
- Bilateral meetings held with governments dignitaries of 13 countries.
- 16 MOUs were concluded across diverse segments (compared to nine last time).
- More than 90 top and other executives attended our company's symposium.
→ We were able to strengthen or to lay the seeds for partnership concerning Africa.
- Conducted meetings with multiple private-sector companies and their representatives.
- Presented the largest exhibition booth, maximizing appeal for our company's businesses.
- Company fulfilled active roles at 11 side events.
- Advertising activities and media reporting came in the form of television commercials, Nikkei articles, magazine advertisements, etc.



Achieve all three objectives in TICAD7 and demonstrated our presence

Achievements at TICAD7

~ Signed 16 MOUs with 10 African countries ~



※1 ICT : Information and Communication Technology

※2 JOIN : Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development

※3 JICA : Japan International Cooperation Agency

Aiming to further contribute to African economic development

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