

Outline of Consolidated Results for Second Quarter of FY2026 and Revision of Financial Forecasts for FY2026

Be the **Right ONE**

The Right ONE for us / The Right ONE for you / The Right ONE for future

Humanity / Gembality / Beyond

October 29, 2026

Toyota Tsusho Corporation



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Summary of results for FY2026 1-2Q

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- Profit increased year on year due to the impact of yen depreciation, as well as rising market prices in resources and memory-related products.
- Aim to generate cash flow and improve NET DER by continuing efforts to reduce funds employed.
- The full-year operating profit forecast for FY2026 was revised to 640 billion yen, reflecting a reassessment of the current business environment.
- The full-year profit forecast was left unchanged at 430 billion yen reflecting uncertainties in the second half. However, forecasts were reviewed by segment.

[Reference]		FY2025 2Q	FY2026 2Q
Foreign exchange rate	USD	146 yen	159 yen
	EUR	168 yen	184 yen

(Unit: Billion Yen)

	FY2025 1-2Q	FY2026 1-2Q	YoY Variance (ratio)	Incl. FX Impact
Operating profit	261.1	371.2	+110.1 (+42%)	+17.6
Profit	186.9	262.0	+75.1 (+40%)	+15.1
One-off Gains/Losses (Profit)	0.5	(1.5)	(2.0)	
Operating C/F	140.4	(2.9)	(143.3)	
Investing C/F※	(236.5)	(114.1)	+122.4	
※ () represents an increase in investment				
	Mar. 31, 2026	Sep. 30, 2026	Variance	
NET DER (Times)	0.30	0.68	+0.38	

FY2026 Forecasts Announced on July 31, 2026	FY2026 Forecasts(revised) Announced on October 29, 2026	YoY Variance (ratio)	Progress Rate Against Full- Year Forecast
630.0	640.0	+10.0 (+2%)	58%
430.0	430.0	-	61%

Shareholder Returns

	FY2025 Results	FY2026 Forecasts
Dividend per share (full year)	120 yen	125 yen
Share repurchases	—	663.6
Total payout ratio	34.2%	181.6%

Consolidated Financial Position

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- Total assets increased due to rising market prices for various commodities and the build-up of memory inventories, etc.
- Net interest-bearing debt increased due to the payment of 663.6 billion yen for the share repurchases conducted in June 2026.

[Reference]		Mar 31, 2026	Sep 30, 2026
Foreign	USD	160 yen	157 yen
exchange rate	EUR	183 yen	178 yen

(Unit: Billion Yen)

	Mar. 31, 2026	Sep. 30, 2026	Variance	Incl. FX Impact
Total Assets	8,523.6	8,634.2	+110.6	(74.7)
(Inventory)	1,642.5	1,913.6	+271.1	(24.9)
Net Worth	3,157.5	2,670.0	(487.5)	
Net Interest-bearing debt	944.0	1,814.4	+870.4	
NET DER (Times)	0.30	0.68	+ 0.38	
Current ratio (%)	160%	152%	(8)	

- Operating cash flow was negative due to an increase in working capital and tax payments associated with the sale of shares in Toyota Industries Corporation, etc., but remained positive excluding the impact of the tax payments.

(Unit: Billion Yen)

	FY2025 1-2Q	FY2026 1-2Q	Variance
Operating C/F	140.4	(2.9)	(143.3)
Operating C/F (excluding the impact of tax payments related to sales of shares in Toyota Industries Corporation)	140.4	88.9	(51.5)
Investing C/F※	(236.5)	(114.1)	+122.4
Dividend Payment	(58.0)	(65.4)	(7.4)
FCF After dividend Payment	(154.1)	(182.4)	(28.3)

※ () represents an increase in investment

Cash Flows from Investing Activities (FY2026 1-2Q Results)

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FY2026 1-2Q Results (Unit: Billion Yen)

Major Investments

**Total
Investment
Amount** **(119.9)**

**Nature Value
(27.9)**

- Renewable energy-related
Wind power generation in Japan, etc.

**Social Value
(22.2)**

- Pharmaceutical-related
businesses in Africa
- Iodine business in India , etc.

**Core Value
(69.7)**

- Mobility business related
in Africa, etc.

Others **5.8**

- Cash from the sale of assets,
etc.

Investing C/F **(114.1)**

FY2026 1-2Q Results

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- Profit was 262.0 billion yen, marking a record high for half-year results and an increase of 40% year on year.

[Reference]		FY2025 2Q	FY2026 2Q
Foreign	USD	146 yen	159 yen
exchange rate	EUR	168 yen	184 yen

(Unit: Billion Yen)

	FY2025 1-2Q	FY2026 1-2Q	YoY Variance (ratio)	Incl. FX Impact
Revenue	5,414.3	7,180.6	+1,766.3 (+33%)	+374.7
Gross profit	585.9	761.1	+175.2 (+30%)	+37.7
SG & A expenses	(328.2)	(384.0)	(55.8) (+17%)	(19.8)
Operating profit	261.1	371.2	+110.1 (+42%)	+17.6
Profit before income taxes	281.4	400.9	+119.5 (+42%)	+20.6
Profit	186.9	262.0	+75.1 (+40%)	+15.1

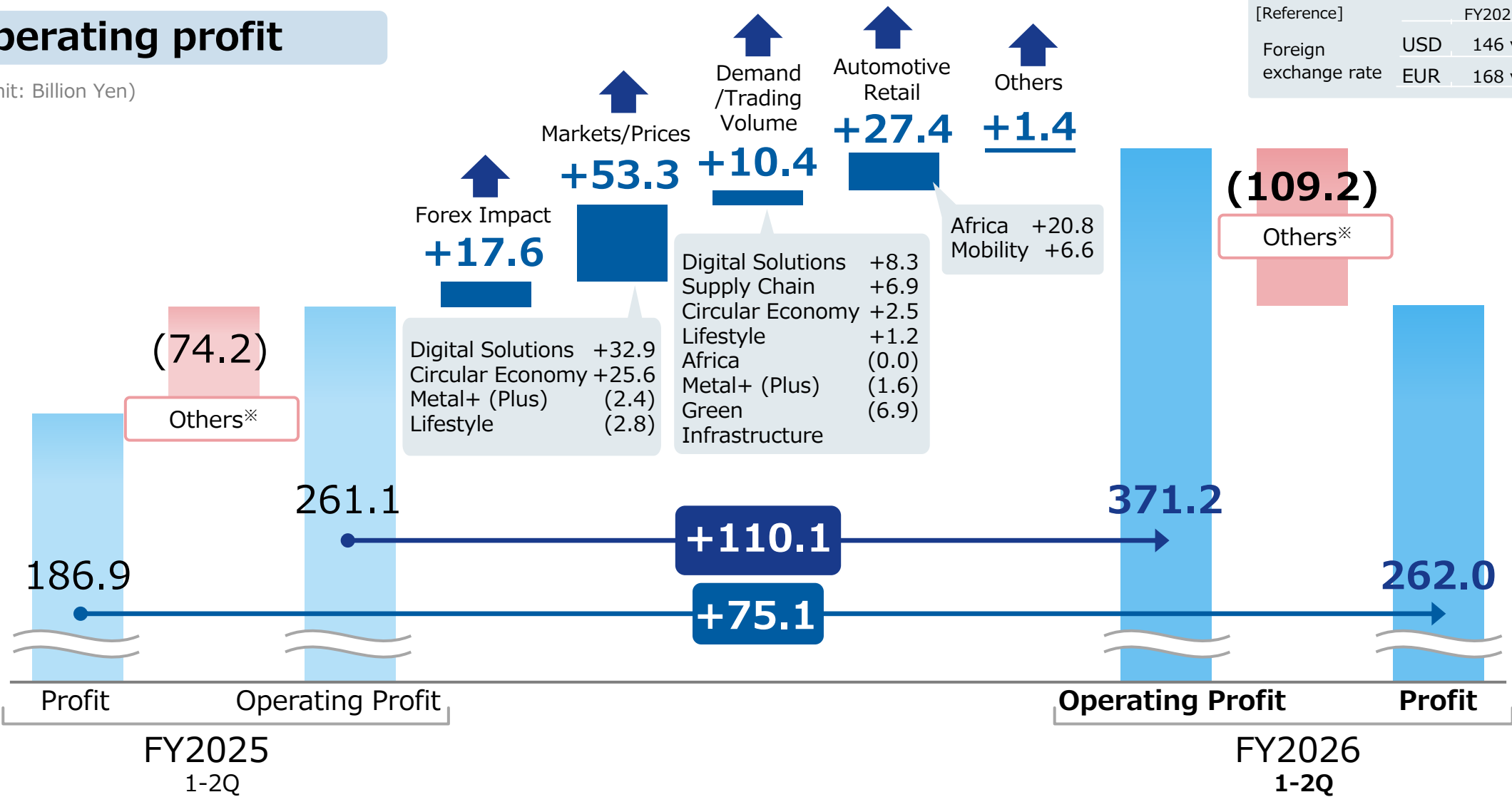
Factors for Profit Increases/Decreases Companywide – 1-2Q Results

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Operating profit

(Unit: Billion Yen)

[Reference]		FY2025 2Q	FY2026 2Q
Foreign exchange rate	USD	146 yen	159 yen
	EUR	168 yen	184 yen



※Others :Analysis below operating profit is on the next page.

Factors for Profit Increases/Decreases Companywide – 1-2Q Results

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Others

- Equity gain/loss increased due to higher profit in the lithium business amid a market recovery, etc.
- Tax expenses increased due to higher profit.

[Reference]		FY2025 2Q	FY2026 2Q
Foreign	USD	146 yen	159 yen
exchange rate	EUR	168 yen	184 yen

(Unit: Billion Yen)

	FY2025 1-2Q	FY2026 1-2Q	Variance	Main Factor
Finance income and costs	5.6	5.5	(0.1)	—
Equity gain/loss	14.7	24.1	+9.4	Recovery in lithium markets, etc.
Tax expense	(79.8)	(113.7)	(33.9)	Impact of increase in profit, etc.
Non-controlling interests	(14.6)	(25.2)	(10.6)	Impact of increase in profit, etc.
Total	(74.2)	(109.2)	(35.0)	

One-off Gains and Losses (Profit)

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(Unit: Billion Yen)

		FY2025 1-2Q			FY2026 1-2Q	
	Metal+ (Plus)	—	—	—	—	
	Circular Economy	(2.5)	<ul style="list-style-type: none"> (2Q) Expenses related to recycle business in North America (4.0) (1Q) Gain on related to chemical business in Japan +1.5 	+2.0	<ul style="list-style-type: none"> (2Q) Gain on sale of equity interest in resource business in Africa +2.0 	
	Supply Chain	—	—	—	—	
	Mobility	—	—	+3.0	<ul style="list-style-type: none"> (1Q) Gain on related to automotive dealer business in China +2.0 (1Q) Gain on sales of fixed asset of domestic automotive service business +1.5 (2Q) Tax expense on gain on sales of fixed asset of domestic automotive service business (0.5) 	
	Green Infrastructure	+3.0	<ul style="list-style-type: none"> (2Q) Gain on related to wind power business in Europe +3.0 	(6.5)	<ul style="list-style-type: none"> (2Q) Impairment loss related to renewable energy business in South America (6.5) 	
	Digital Solutions	—	—	—	—	
	Lifestyle	—	—	—	—	
	Africa	—	—	—	—	
	Others	—	—	—	—	
	Total	+0.5		(1.5)		

※One-off gains and losses are rounded to the nearest 0.5 billion yen

1-2Q Profit Analysis by Division

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(Unit: Billion Yen)

	FY2025 1-2Q	FY2026 1-2Q	Variance (Ratio)	FY2025 1-2Q vs FY2026 1-2Q: Main Factor for Variance
Metal+(Plus)	21.4	23.0	+1.6 (+7%)	Increased largely due to the depreciation of yen, despite a decrease in trading volume of automobile production-related products mainly in East Asia.
Circular Economy	18.8	57.6	+38.8 (+206%)	Increased largely due to the rising resource market prices.
Supply Chain	26.6	35.7	+9.1 (+34%)	Increased largely due to an increase in trading volume of automobile production-related products mainly in North America.
Mobility	30.4	38.9	+8.5 (+28%)	Increased largely due to an increase in automotive sales volume mainly in Asia/Oceania and Europe.
Green Infrastructure	15.4	0.7	(14.7) (-95%)	Decreased largely due to one-time gain/loss in overseas power generation business and a decrease in power generation output in Japan.
Digital Solutions	16.0	34.9	+18.9 (+119%)	Increased largely due to higher memory-related market prices and an increase in trading volume of in-vehicle electronics.
Lifestyle	10.2	6.6	(3.6) (-36%)	Decreased largely due to a decline in rice and cottonseed oil market prices, despite an increase in trading volume in the South American food business.
Africa	46.3	64.9	+18.6 (+40%)	Increased largely due to an increase in automotive sales volume in African regions.
Total	186.9	262.0	+75.1 (+40%)	

Metal+ (Plus) Division Profit (1-2Q Results)

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Increased largely due to the depreciation of the yen, despite a decrease in trading volume of automobile production-related products mainly in East Asia

(Unit: Billion Yen)

Main factor
of variance

Operating Profit

Forex Impact

+2.5

Markets
/Prices

Asia/Oceania
Japan
China
Europe
North America

(1.2)
(0.6)
(0.6)
(0.4)
+0.5
(2.4)

Demand
/Trading
Volume

China
North America
Europe
Japan

(1.2)
(0.3)
(0.2)
+0.2
(1.6)

Others

+1.0

Total (0.5)

Others

FY2025
1-2Q

FY2026
1-2Q

Variance

Main factor of variance

Finance income
and costs

(2.7)

(0.8)

+1.9

Increase in dividend income,
etc.

Equity gain/loss

1.0

1.7

+0.7

—

Tax expense

(8.4)

(9.0)

(0.6)

Impact of increase in profit, etc.

Non-controlling
interests

(1.6)

(1.5)

+0.1

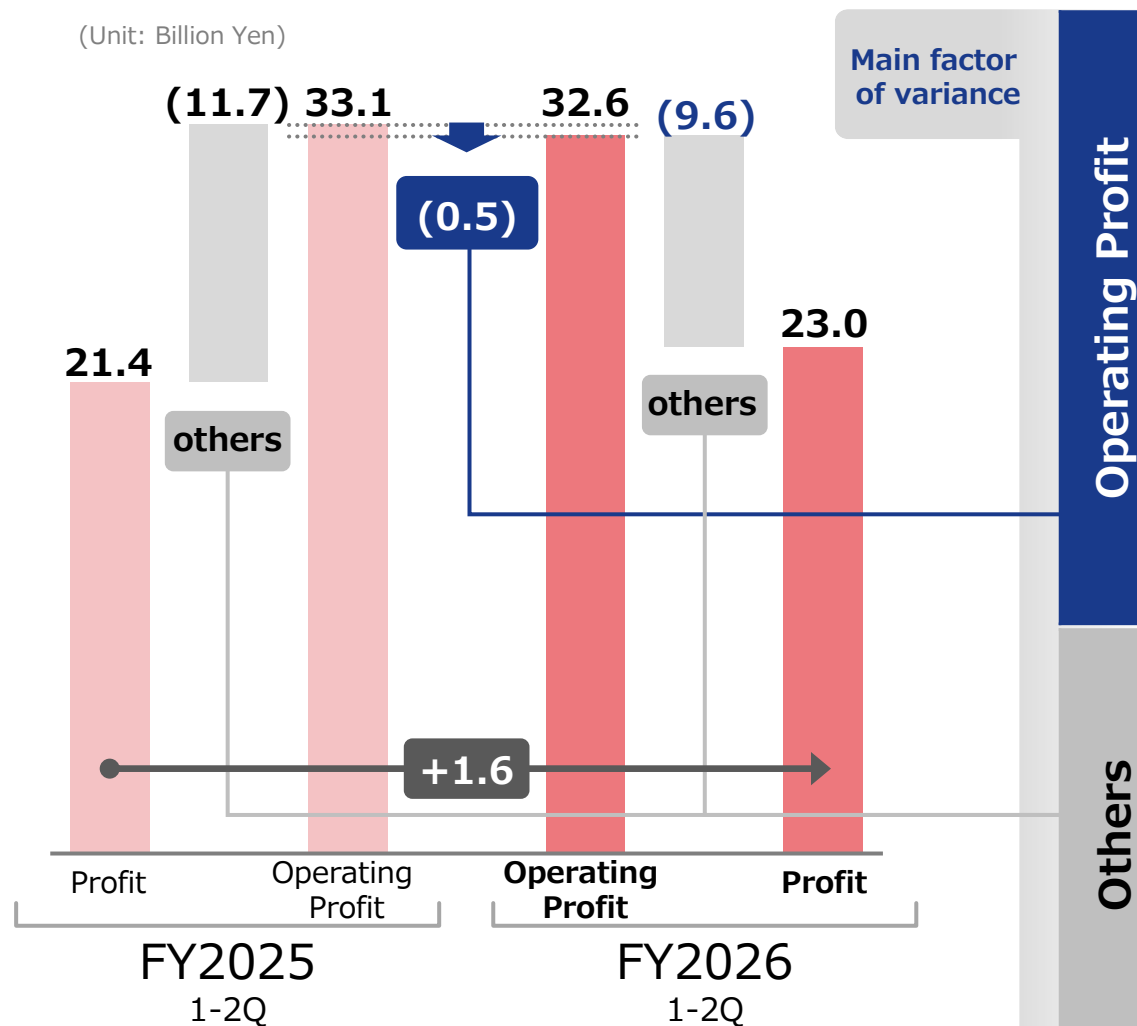
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Total

(11.7)

(9.6)

+2.1

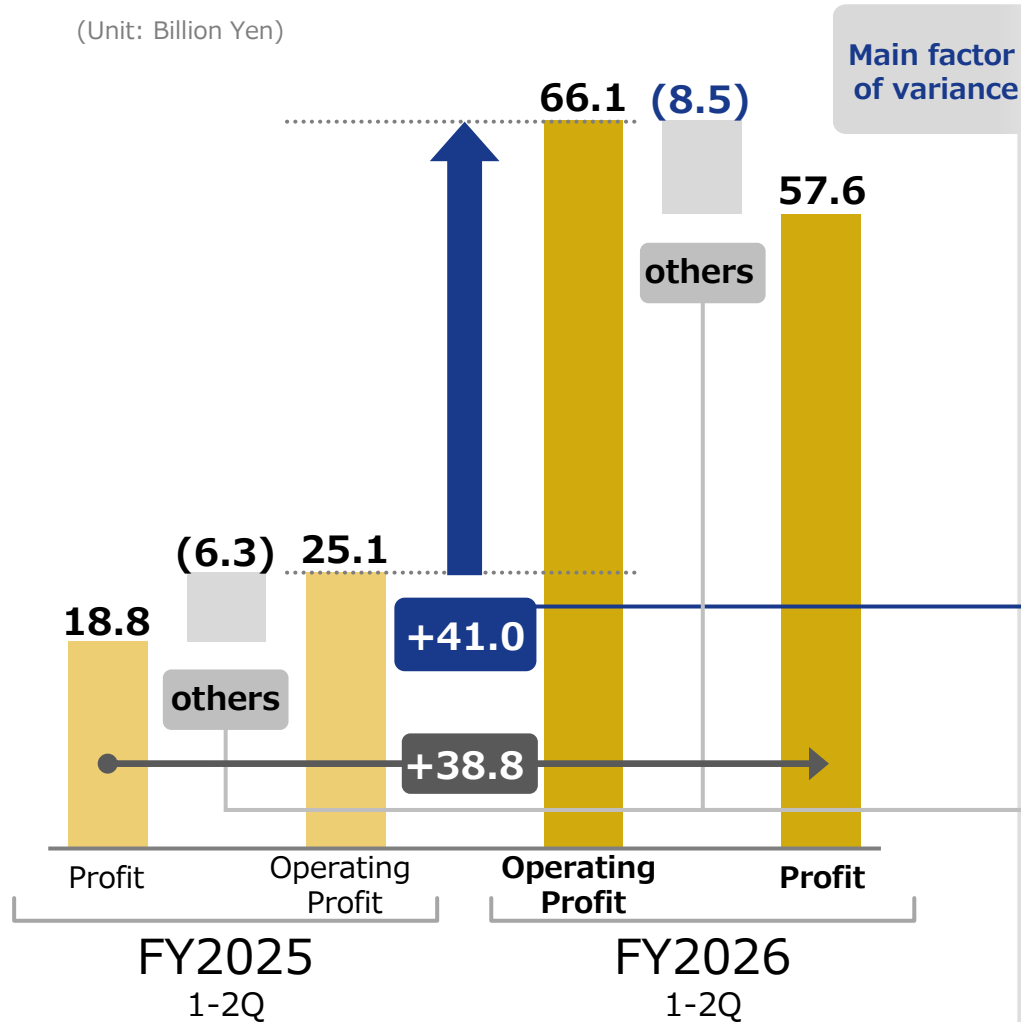


Circular Economy Division Profit (1-2Q Results)

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Increased largely due to the rising resource market prices

(Unit: Billion Yen)



Operating Profit	Forex Impact			+1.5
	Markets /Prices	Recycling business	+20.5	
		Sustainable materials (synthetic resins)	+2.9	
		Non-Ferrous/Rare earth	+1.7	+25.6
	Demand /Trading Volume	Sustainable materials (synthetic resins)	+1.9	
		E-Mobility Supply Chain (Battery materials)	+1.3	
		Recycling business	(0.6)	+2.5
Others	Impact of the new consolidation of North America recycling business	+6.8		
	Reversal of expenses related to the North America recycling business in the previous fiscal year	+4.6	+11.4	
			Total	+41.0

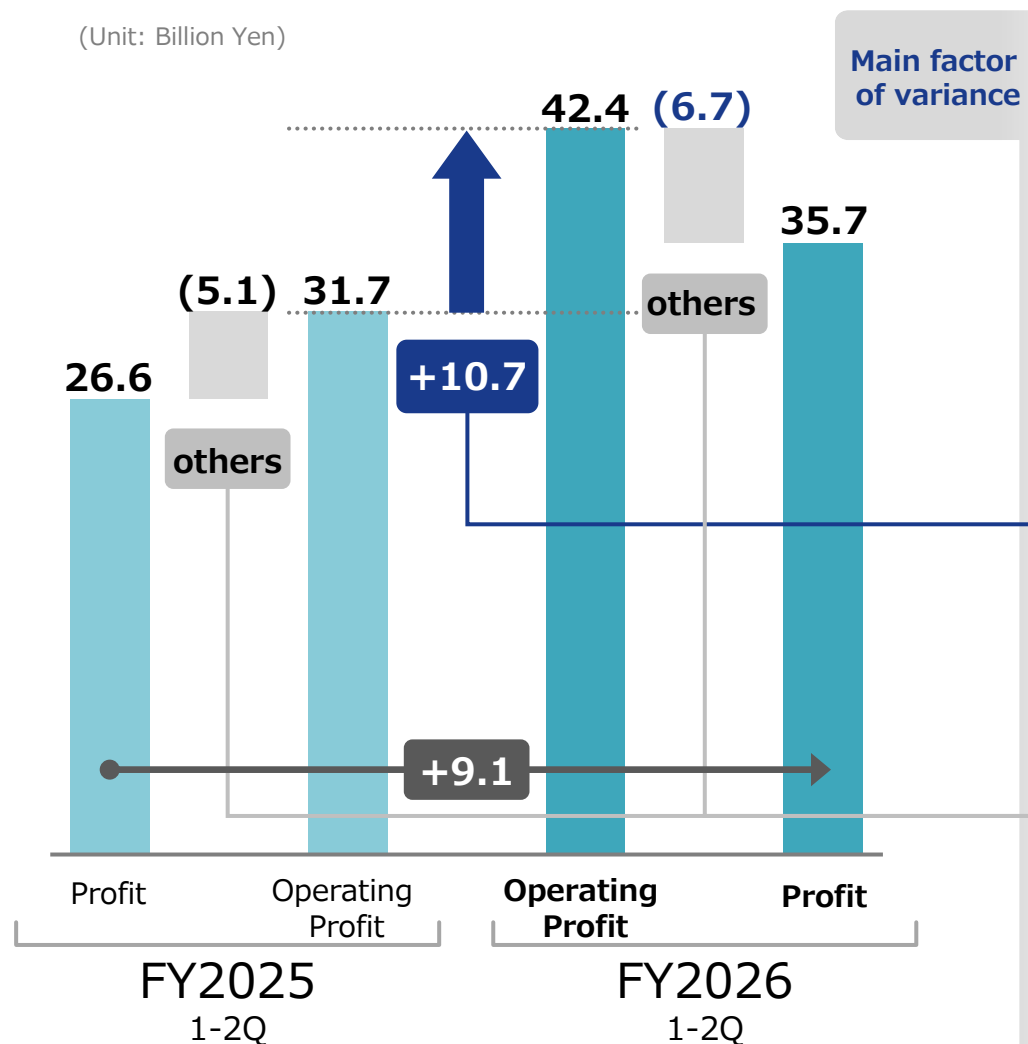
Others		FY2025 1-2Q	FY2026 1-2Q	Variance	Main factor of variance
	Finance income and costs	(2.8)	(2.0)	+0.8	Gain on sale of equity interest in resource business in Africa Impact of higher interest rates, etc.
	Equity gain/loss	3.6	11.3	+7.8	Recovery in lithium markets, etc.
	Tax expense	(6.8)	(17.4)	(10.6)	Impact of increase in profit, etc.
	Non-controlling interests	(0.3)	(0.5)	(0.2)	—
	Total	(6.3)	(8.5)	(2.2)	

Supply Chain Division Profit (1-2Q Results)

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Increased largely due to an increase in trading volume of automobile production-related products mainly in North America

(Unit: Billion Yen)



Operating Profit	Forex Impact			+2.2
	Demand /Trading Volume	Japan		+2.9
		North America		+2.5
		Asia/Oceania		+2.0
		Europe	(1.0)	+6.9
	Others	Gain on sale of domestic fixed assets, etc.		+ 1.6
Total			+10.7	

Others		FY2025 1-2Q	FY2026 1-2Q	Variance	Main factor of variance
	Finance income and costs	3.8	4.7	+0.9	Increase in dividend income, etc
	Equity gain/loss	1.5	3.2	+1.7	Increase in profit from the automotive parts business, etc.
	Tax expense	(8.5)	(12.5)	(4.0)	Impact of increase in profit, etc.
	Non-controlling interests	(1.9)	(2.1)	(0.2)	—
	Total	(5.1)	(6.7)	(1.6)	

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Increased largely due to an increase in automotive sales volume mainly in Asia/Oceania and Europe

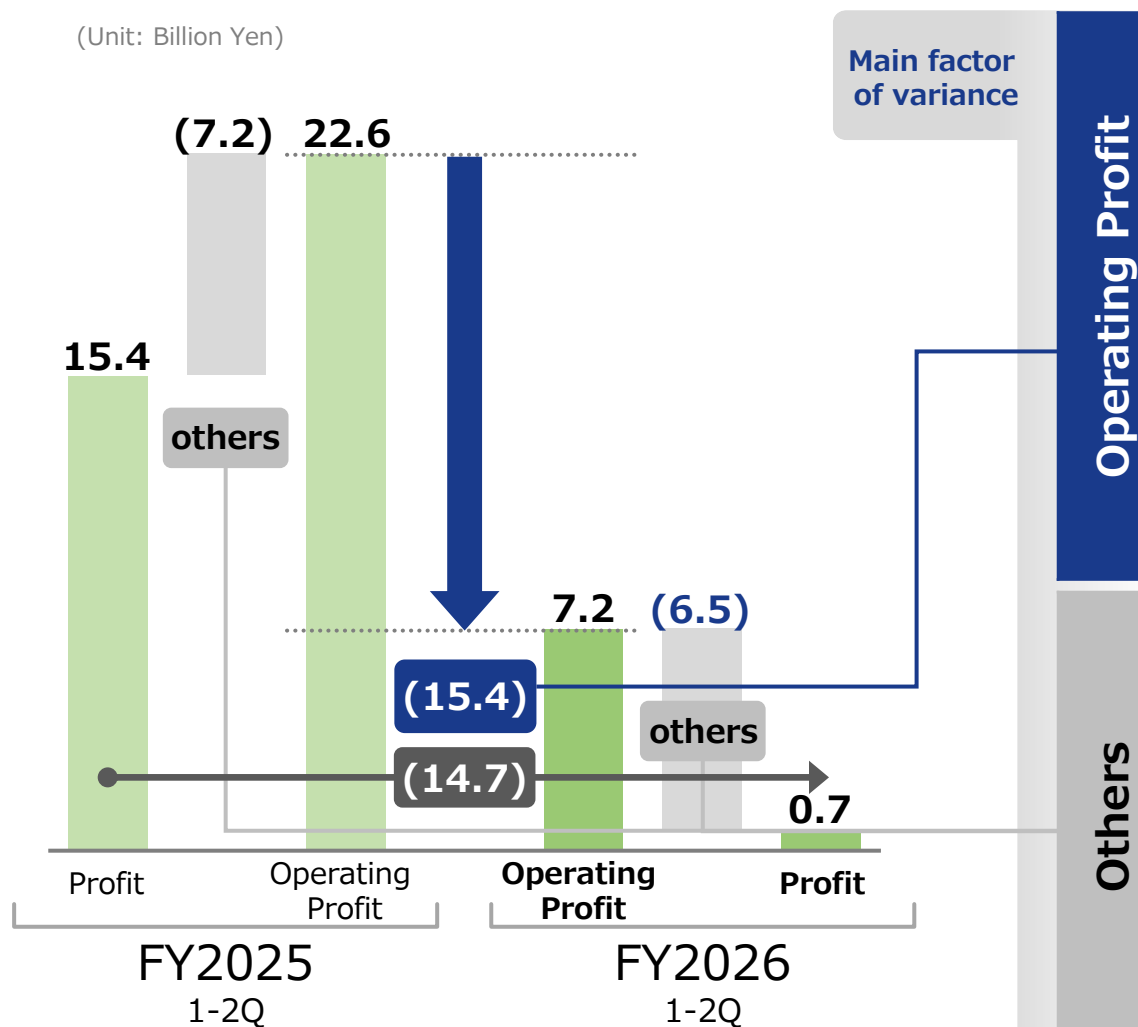


Green Infrastructure Division Profit (1-2Q Results)

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Decreased largely due to one-time gain/loss in overseas power generation business and a decrease in power generation output in Japan

(Unit: Billion Yen)



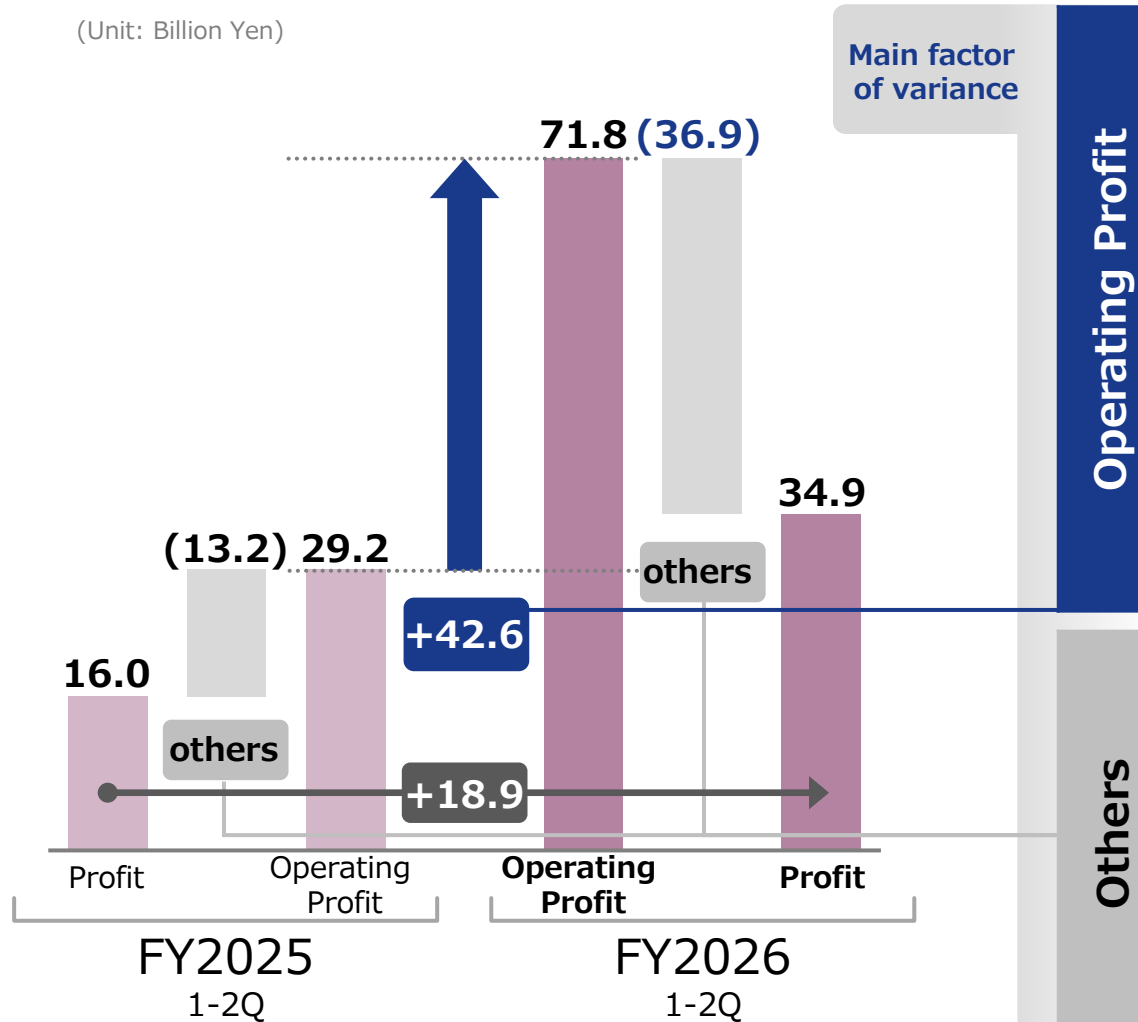
Operating Profit		Forex Impact		+0.4	
Demand /Trading Volume	Machinery	(3.6)			
	Renewable energy	(3.3)		(6.9)	
Others	Impairment loss related to renewable energy business in South America	(4.9)			
	Reversal of gains related to European wind power generation business in the previous fiscal year	(4.0)		(8.9)	
		Total		(15.4)	
Others		FY2025 1-2Q	FY2026 1-2Q	Variance	Main factor of variance
Finance income and costs		(4.1)	(5.2)	(1.1)	—
Equity gain/loss		3.9	2.7	(1.2)	Deterioration in earnings from overseas power generation businesses, etc.
Tax expense		(6.9)	(2.6)	+ 4.3	Impact of decrease in profit, etc.
Non-controlling interests		0.0	(1.2)	(1.2)	—
Total		(7.2)	(6.5)	+0.7	

Digital Solutions Division Profit (1-2Q Results)

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Increased largely due to higher memory-related market prices and an increase in trading volume of in-vehicle electronics

(Unit: Billion Yen)



Forex Impact			+0.9
Markets /Prices	Memory related	+32.9	+32.9
Demand /Trading Volume	In-vehicle electronics related	+7.4	
	System related	+0.9	+8.3
Others	Reversal of losses related to domestic semiconductor business in the previous fiscal year	+0.5	+0.5
			Total +42.6

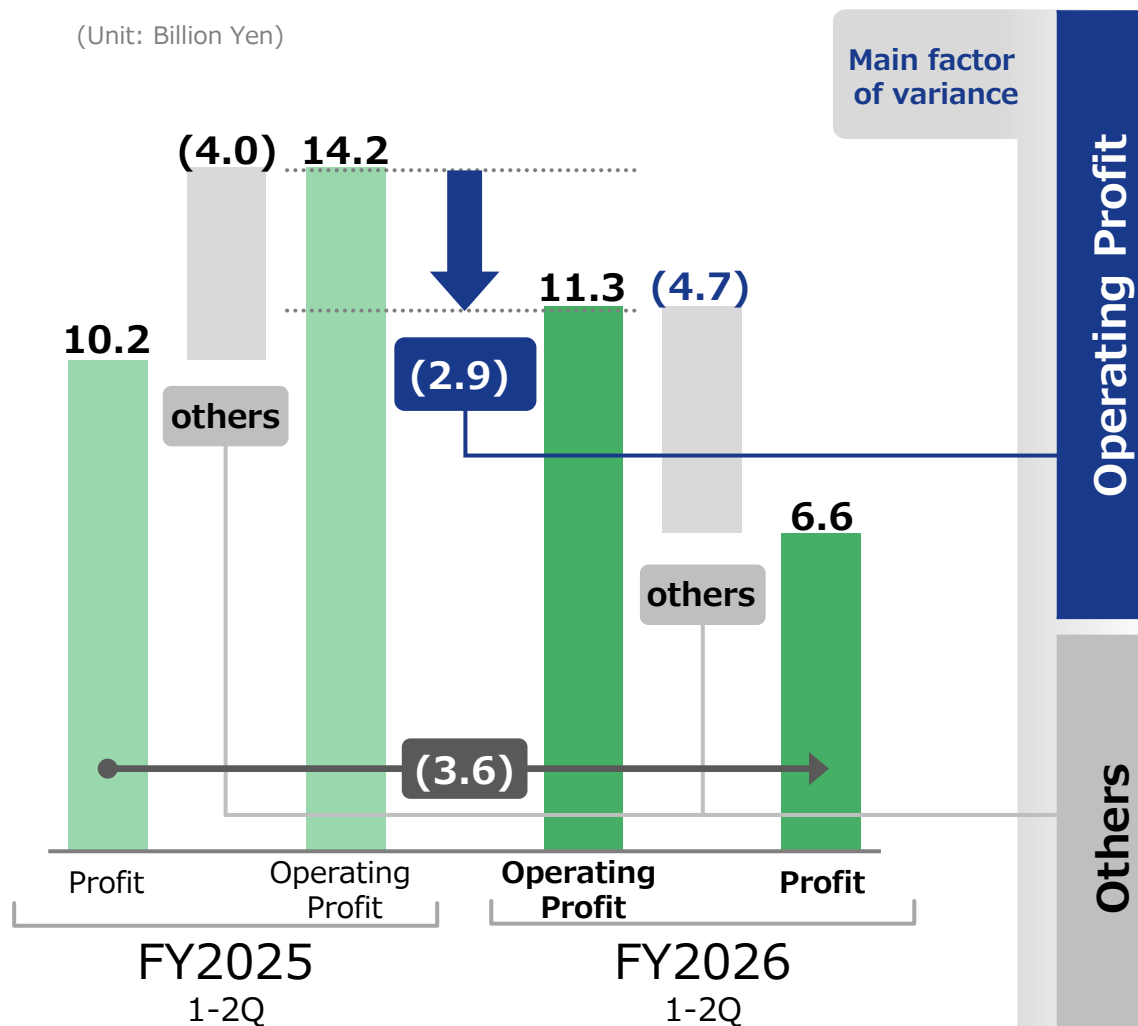
	FY2025 1-2Q	FY2026 1-2Q	Variance	Main factor of variance
Finance income and costs	(2.3)	(5.2)	(2.9)	Impact of increase in interest rates, etc.
Equity gain/loss	0.1	0.4	+0.3	—
Tax expense	(8.0)	(18.8)	(10.8)	Impact of increase in profit, etc.
Non-controlling interests	(3.1)	(13.2)	(10.1)	Impact of increase in profit, etc.
Total	(13.2)	(36.9)	(23.7)	

Lifestyle Division Profit (1-2Q Results)

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Decreased largely due to a decline in rice and cottonseed oil market prices, despite an increase in trading volume in the South American food business

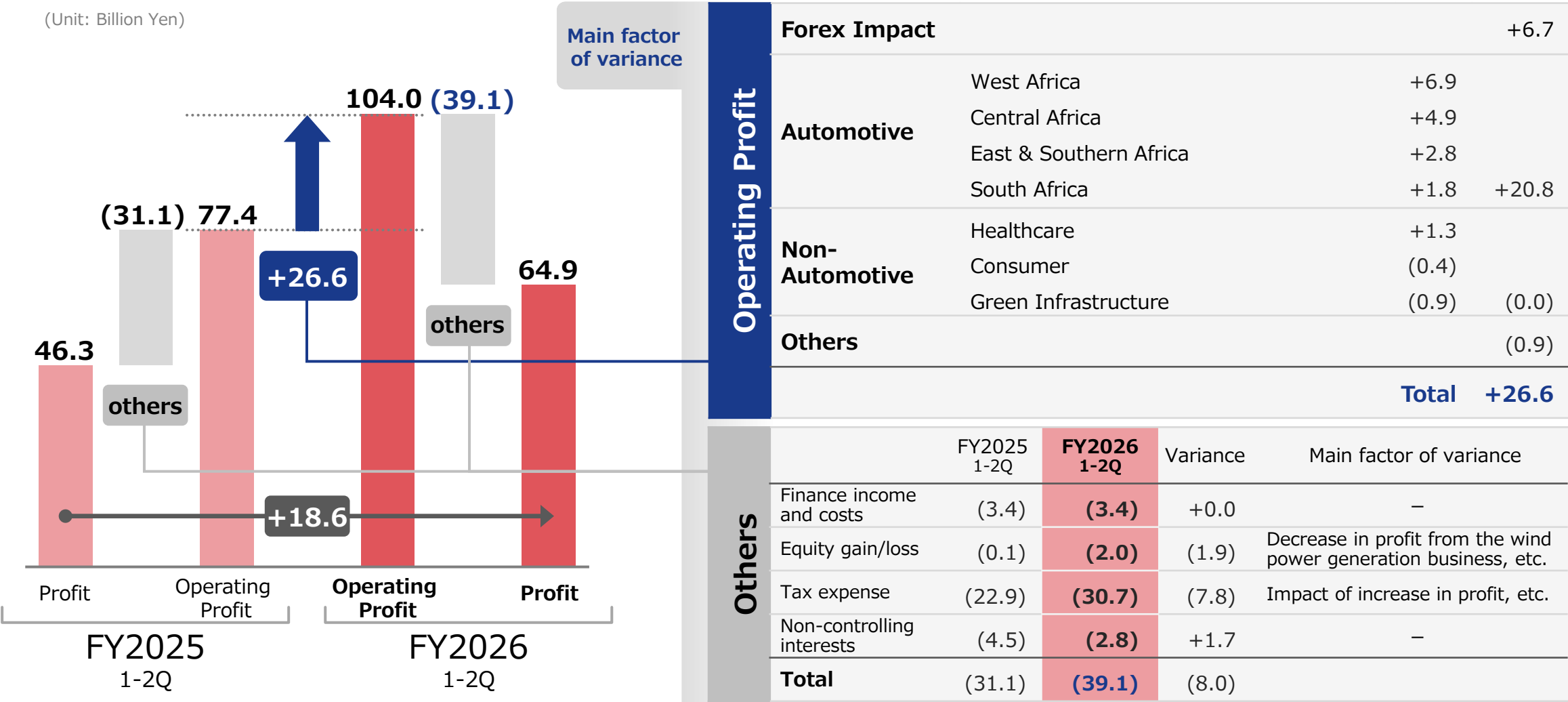
(Unit: Billion Yen)



Operating Profit		Forex Impact		+0.7	
Markets /Prices	Domestic food business	(1.3)			
	Overseas edible oils and fats manufacturing and sales subsidiary	(1.1)			
	Overseas grain subsidiary (Trading)	+0.1	(2.8)		
Demand /Trading Volume	Overseas grain subsidiary (Logistics)	+1.0			
	Domestic food business	+0.4			
	Domestic insurance business	+0.2			
	Domestic textile business	(0.3)	+1.2		
Others	Loss related to domestic textile subsidiary	(1.6)	(2.0)		
		Total		(2.9)	
Others		FY2025 1-2Q	FY2026 1-2Q	Variance	Main factor of variance
	Finance income and costs	0.0	(0.6)	(0.6)	—
	Equity gain/loss	1.2	1.0	(0.2)	—
	Tax expense	(4.2)	(3.7)	+0.5	—
	Non-controlling interests	(1.0)	(1.3)	(0.3)	—
	Total	(4.0)	(4.7)	(0.7)	

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Increased largely due to an increase in automotive sales volume in African regions



Revised Earnings Forecast for FY2026

● Prerequisites

	FY2026 Forecasts Announced on July 31, 2026		※FY2026 Revised Forecasts Announced on October 29, 2026
USD/YEN	155 yen		155 yen
EUR/YEN	180 yen		180 yen

※The exchange rate assumptions remain unchanged.

(Unit: Billion Yen)

	FY2026 Forecasts Announced on July 31, 2026		FY2026 Revised Forecasts Announced on October 29, 2026	Variance	Ratio
Gross profit	1,438.0		1,497.0	+59.0	+4%
Operating profit	630.0		640.0	+10.0	+2%
Profit	430.0		430.0	—	—

Revised Earnings Forecasts by Division ※Profit

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(Unit: Billion Yen)

	FY2026 Forecasts Announced on July 31, 2026	FY2026 Revised Forecasts Announced on October 29, 2026	Variance (Ratio)	1-2Q Results	Progress Ratio
Metal+ (Plus)	45.0	45.0	+0.0 (+0%)	23.0	51%
Circular Economy	63.0	80.0	+17.0 (+27%)	57.6	72%
Supply Chain	56.0	60.0	+4.0 (+7%)	35.7	60%
Mobility	70.0	73.0	+3.0 (+4%)	38.9	53%
Green Infrastructure	30.0	0.0	(30.0) (-100%)	0.7	—
Digital Solutions	47.0	53.0	+6.0 (+13%)	34.9	66%
Lifestyle	16.0	16.0	+0.0 (+0%)	6.6	41%
Africa	103.0	103.0	+0.0 (+0%)	64.9	63%
TOTAL	430.0	430.0	+0.0 (+0%)	262.0	61%

Shareholder Returns

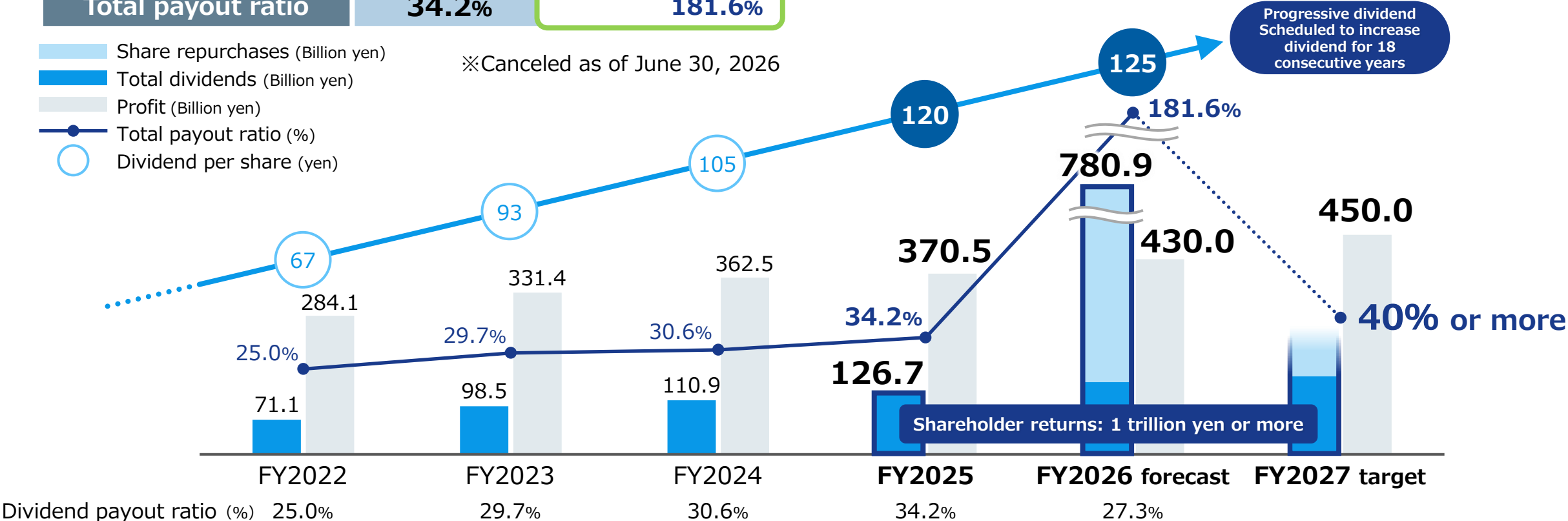
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	FY2025 Results	FY2026 Forecasts
Dividend per share (full year)	120 yen	125 yen
(interim)	58 yen	62 yen
Share repurchases	—	※663.6 billion yen
Total payout ratio	34.2%	181.6%

In the period from FY2025 to FY2027, we aim for a total payout ratio of **40% or more**, including share repurchases, while maintaining a **progressive dividend**

- Share repurchases (Billion yen)
- Total dividends (Billion yen)
- Profit (Billion yen)
- Total payout ratio (%)
- Dividend per share (yen)

※Canceled as of June 30, 2026



Supplementary Materials of Financial Results

Mobility Division – Supplemental Information

Vehicle Exports and Retail Sales Volume by Key Region and Country

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(Unit : units)

Export Volume by Region

Region	FY2025 1Q-2Q	FY2026 1Q-2Q	Variance
Asia / Oceania	49,989	52,889	+2,900
South America	17,130	18,335	+1,205
East Asia	2,791	2,744	(47)
Europe	-	-	-
Middle East, Central Asia & India	1,126	650	(476)
Total	71,036	74,618	+3,582

Retail Sales Volume by Region

Region	FY2025 1Q-2Q	FY2026 1Q-2Q	Variance
Asia / Oceania	19,439	24,442	+5,003
South America	20,951	22,085	+1,134
East Asia	16,794	13,053	(3,741)
Europe	20,780	23,674	+2,894
Middle East, Central Asia & India	5,192	9,315	+4,123
Total	83,156	92,569	+9,413

Main Export Destination (Countries/ Region)

Pakistan	24,954	29,547	+4,593
Australia	20,240	17,657	(2,583)

Main Retail (Countries/ Region)

India	2,706	6,748	+4,042
Laos	4,274	6,559	+2,285
Adria	8,433	10,653	+2,220

※Export and retail sales volumes represent consolidated unit sales to third parties, after elimination of intra-group transactions.

※Export sales volumes include KD vehicle exports to certain regions:

Asia / Oceania (Pakistan): 24,652 units in 1Q-2Q FY2025 and 29,250 units in 1Q-2Q FY2026;

East Asia (China): 610 units in 1Q-2Q FY2025 and 357 units in 1Q-2Q FY2026.

Circular Economy Division – Supplemental Information (Radius)

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Radius's Financial Results

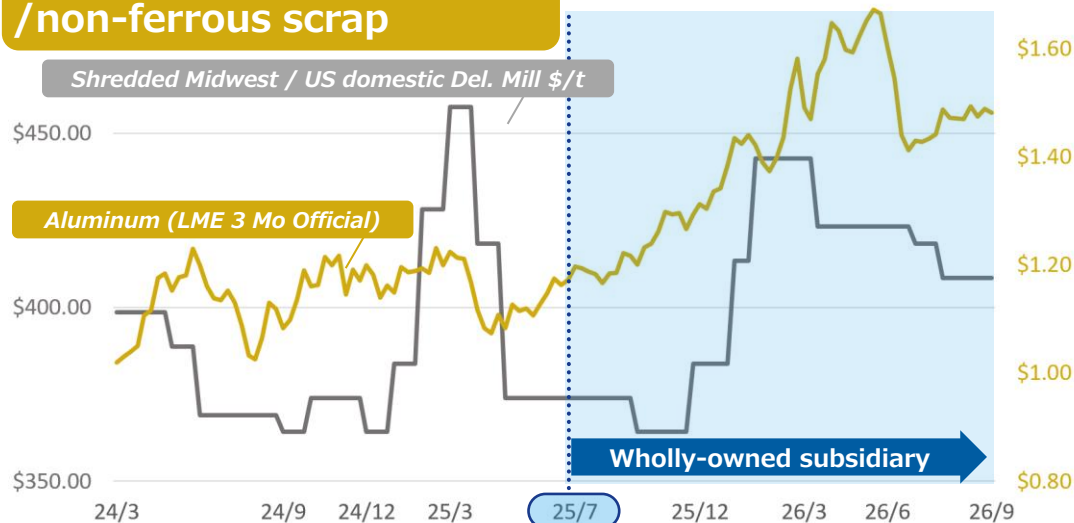
(Unit: Billion Yen)

	FY2025 Full Year* ¹	FY2026 1-2Q
Ferrous/non-ferrous scrap	(0.8)	3.6
Automotive dismantling business	0.8	1.2
Electric furnace	3.8	4.9
Scrap processing services	1.6	1.5
One-off gains/losses	(1.4)	0.0
Profit* ²	0.7	8.6

*1 Results after consolidation into the Company (July 2025–March 2026)

*2 Excludes investment interest and PPA amortization

Market Conditions: Ferrous /non-ferrous scrap



Current Results (April–September 2026)

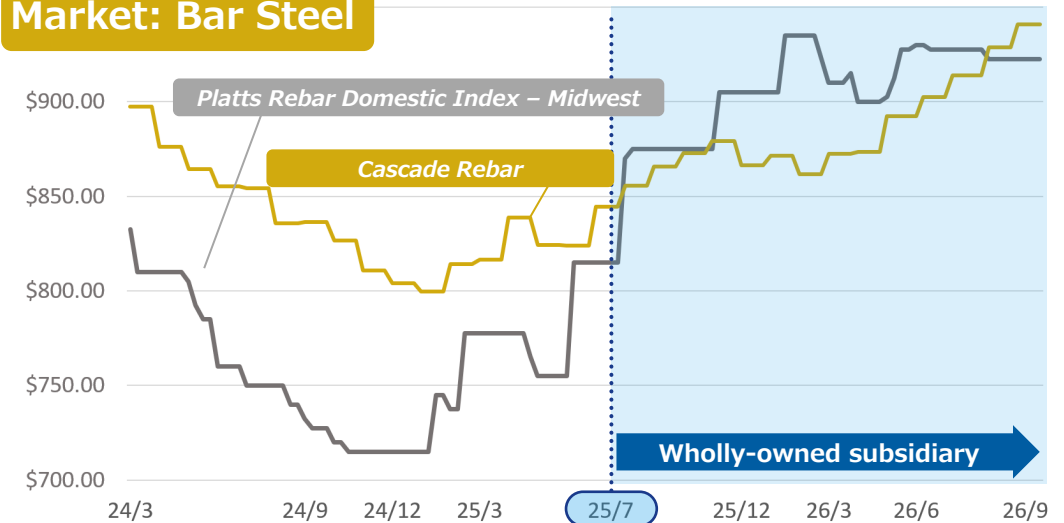
- Maintained a solid profit level mainly due to improved spreads in non-ferrous scrap-related businesses
- Improved profitability and fixed cost reduction efforts contributed to profit



Future Outlook

- Through collaboration with our group companies, we will continue our efforts to both diversify sales channels and reduce fixed costs, strengthening our profitability and earnings base.
- We will proactively renew aging facilities and begin developing IT systems to drive the business model transformation of the end-of-life vehicle recycling business.

Market: Bar Steel



Africa Division – Supplemental Information (CFAO)

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CFAO's Financial Result

(Unit : Billion yen)

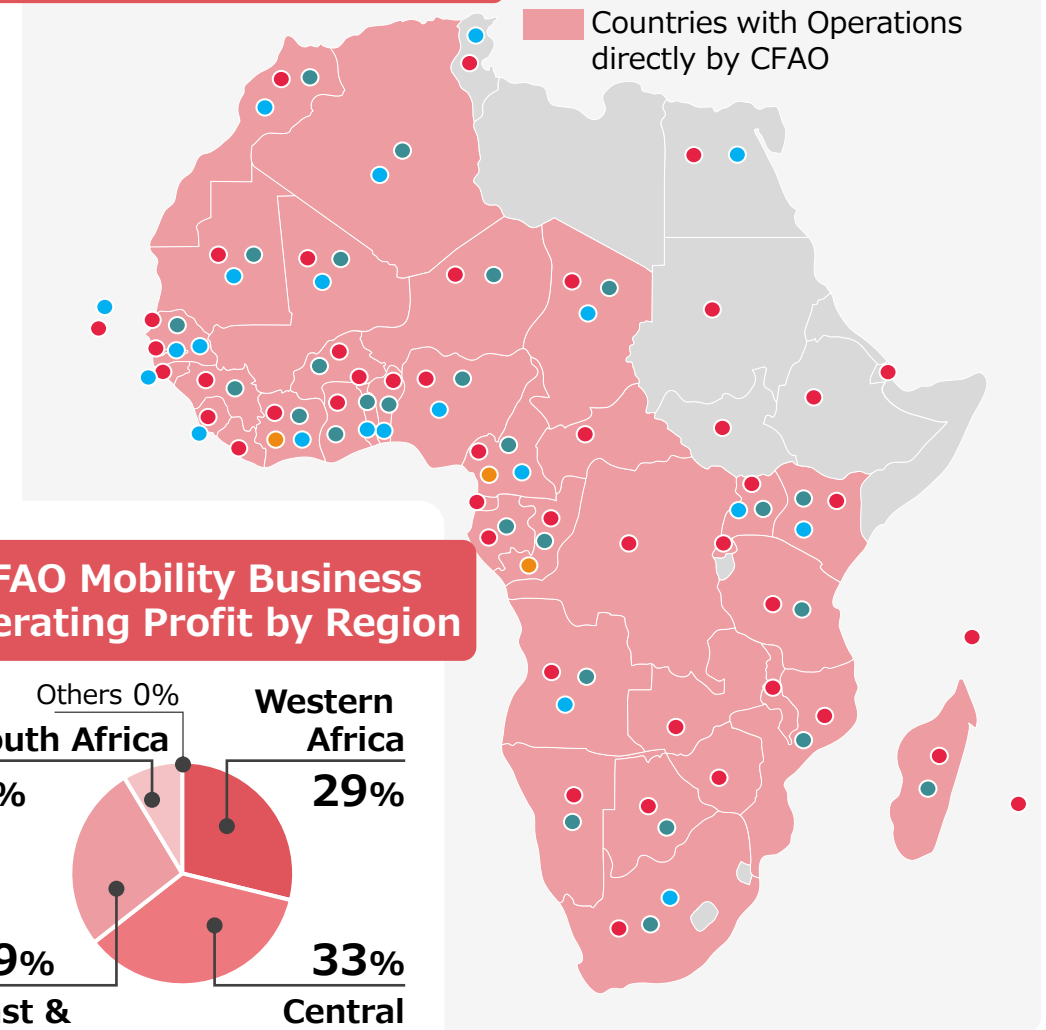
	FY25 1Q-2Q	FY26 1Q-2Q	Variance
Operating Profit	67.3	93.0	+25.8
● Mobility	59.0	80.0	+20.9
● Healthcare	13.8	18.2	+4.3
● Consumer	0.0	(0.2)	(0.2)
● Green Infrastructure	0.0	0.1	+0.2

CFAO Vehicle Retail Sales

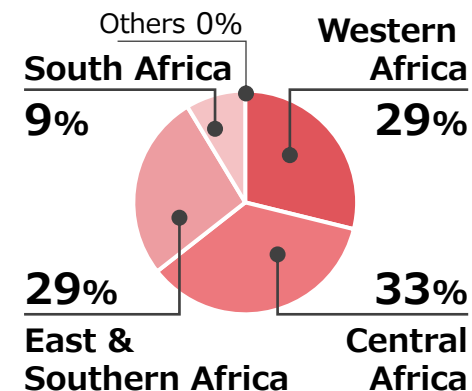
(Unit : units)

	FY25 1Q-2Q	FY26 1Q-2Q	Variance
West Africa	15,055	17,411	+2,356
Central Africa	13,486	17,943	+4,457
East & Southern Africa	12,484	14,108	+1,624
South Africa	16,337	17,709	+1,372
Others	3,045	3,408	+363

CFAO Business Network



CFAO Mobility Business Operating Profit by Region



Profit of Principal Subsidiaries by Division

Be the **Right ONE**

(Unit: Billion yen)

	Company Name/Region	Country	Business Activities/Products	Ownership Ratio	FY2025 1Q-2Q	FY2026 1Q-2Q	Variance
Metal+ (Plus)	Principal subsidiaries in North America		Steel supply chain (metal processing, etc.)	—	6.6	8.2	+1.6
	Principal subsidiaries in Asia/Oceania		Steel supply chain (metal processing, etc.)	—	4.2	4.7	+0.5
	Principal subsidiaries in East Asia		Steel supply chain (metal processing, etc.)	—	2.2	1.5	(0.7)
	Principal subsidiaries in Japan		Steel supply chain (metal processing, etc.)	—	2.4	2.5	+0.1
Circular Economy	Principal subsidiaries in North America		CE business	—	0.1	20.3	+20.2
	(of which, Radius Recycling)	U.S.	Resource recycling business	100%	(2.6) ^{*1}	8.6	-
	Toyota Tsusho Material	Japan	Ferrous and non-ferrous metals business	100%	3.0	5.0	+2.0
	Toyotsu Chemiplas	Japan	Chemicals and resins business	100%	3.0	4.8	+1.8
Supply Chain	Principal subsidiaries in North America		Automotive parts logistics, etc.	—	5.1	7.8	+2.7
	Principal subsidiaries in Asia/Oceania		Automotive parts logistics, etc.	—	5.1	6.4	+1.3
	Principal subsidiaries in Europe		Automotive parts logistics, etc.	—	1.6	1.0	(0.6)
	Toyotsu Automotive Creation	Japan	Automotive parts development and sales	100%	1.5	1.6	+0.1
	Toyotsu Logistics Service	Japan	Logistics and trade arrangement services, etc.	100%	0.7	0.6	(0.1)
Mobility	Principal subsidiaries in Europe		Automobile wholesale/sales, etc.	—	5.4	7.9	+2.5
	Principal subsidiaries in Asia/Oceania		Automobile wholesale/sales, etc.	—	10.8	15.0	+4.2
	Principal subsidiaries in Central and South America region		Automobile wholesale/sales, etc.	—	4.4	3.5	(0.9)

^{*1}Figures after consolidation (Jul.–Sep. 2025); Radius Recycling's standalone results for Apr.–Sep. 2025 : -168 (YoY change Q1–Q2 cumulative, FY25 vs. FY26: +254)

Profit of Principal Subsidiaries by Division

Be the **Right ONE**

(Unit: Billion yen)

	Company Name/Region	Country	Business Activities/Products	Ownership Ratio	FY2025 1Q-2Q	FY2026 1Q-2Q	Variance
Green Infrastructure	Eurus Energy Holdings	Japan	Renewable energy	100%	9.0	(3.5)	(12.5)
	Toyotsu Machinery Corporation	Japan	Machinery and equipment-related	100%	3.8	2.7	(1.1)
Digital Solutions	NEXTY Electronics Corporation	Japan	Semiconductor and electronic parts sales	100%	3.5	11.2	+7.7
	Elematec Corporation	Japan	Electronic materials/parts sales	100%	3.2	3.2	+0.0
	TOMEN DEVICES CORPORATION	Japan	Semiconductor sales	50%	4.7	25.1	+20.4 ^{*1}
Lifestyle	Wellness business		Insurance brokerage, hospital-related, etc.	—	3.7	3.9	+0.2
	NOVAAGRI	Brazil	Grain infrastructure, logistics	100%	1.5	2.3	+0.8
	OLEOS MENU	Brazil	Cottonseed oil manufacturing and sales	100%	1.5	0.8	(0.7)
	TOYOTA TSUSHO FOODS	Japan	Food wholesale	100%	0.6	0.1	(0.5)
Africa	CFAO SAS	France	Mobility, healthcare, consumer, infrastructure	100%	39.1	59.4	+20.3

*1 Figures released by the subsidiary (before consolidation adjustment)

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