

Mid-Term Business Plan

FY25 - FY27

April 30, 2025

Toyota Tsusho Corporation

Review of Mid-Term Business Plan (FY22-FY24)

Summary of Quantitative Targets (Announced in May 2022)

		Mid-Term Business Plan Targets (Announced in May 2022)	Results	Evaluate			
Profit for the year	FY24	250 billion yen	362.5 billion yen	○			
Operating CF	3-years cumulative total FY22-FY24	750 billion yen~	1,498.1 billion yen	○			
Investment Cash Out	3-years cumulative total FY22-FY24	750 billion yen~	859.7 billion yen	○			
ROE	FY24	10% or above	14.2%	○			
Net DER	Mar 31, 2025	Managed within 1.0x	0.39x	○			
RA/RB*	Mar 31, 2025	Risk managed at less than 1.0	0.6	○			
Shareholder returns	3-years cumulative total FY22-FY24	Basic policy of at least a 25% dividend payout ratio	FY22	FY23	FY24	○	
			Annual dividend per share	67 yen	93 yen		105 yen
			Dividend payout ratio	25.0%	29.7%	30.6%	

*RA/RB: Indicator that signifies whether the total amount of risk is within the scope of financial strength.

RA = Risk-weighted asset (maximum expected loss that can arise in the event of a contingency)

RB = Risk buffer (the Company's financial strength [Total equity - Non-controlling interests + Allowance for doubtful accounts (current) - Goodwill])



Mid-Term Business Plan (FY25 – FY27) quantitative targets

NPAT (FY27)

450.0
billion yen

ROE (FY27)

15%
or more

3 years
cumulative
investment

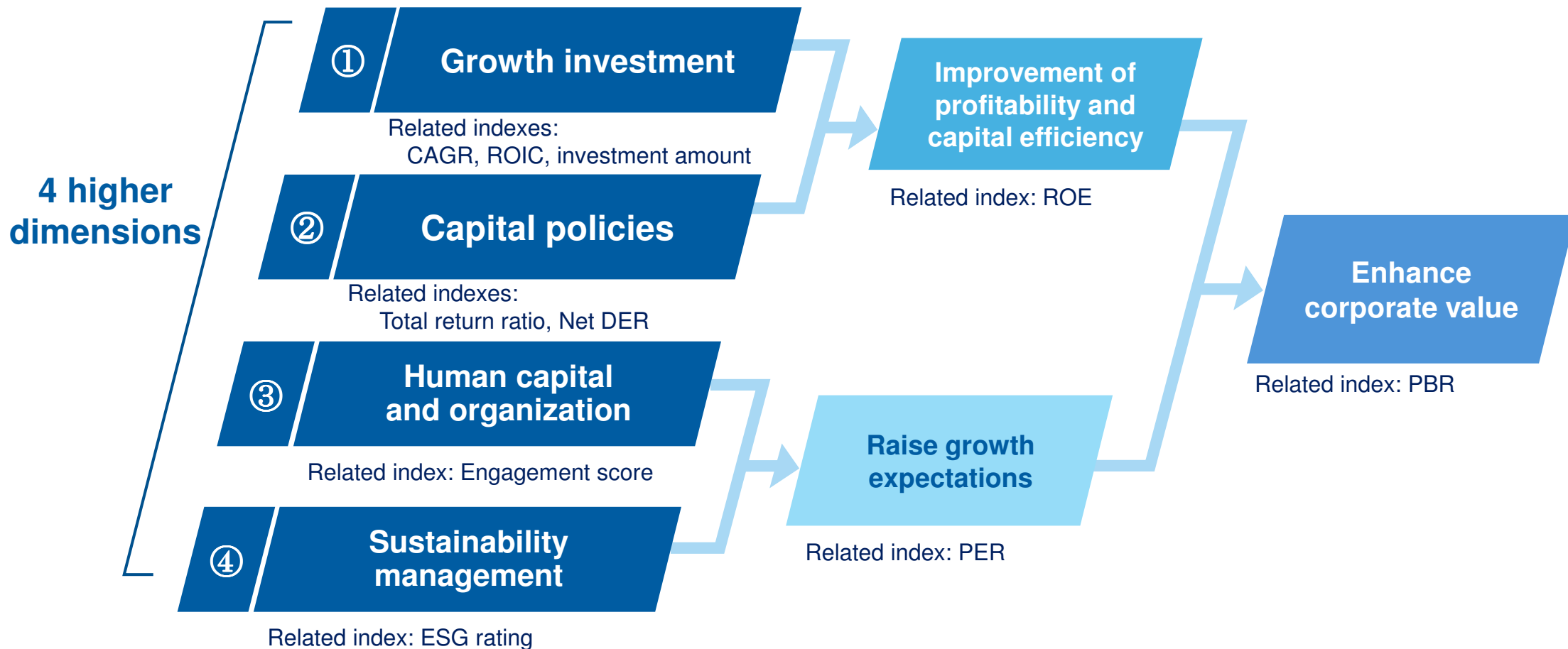
1.2 trillion
yen or more

Total payout ratio

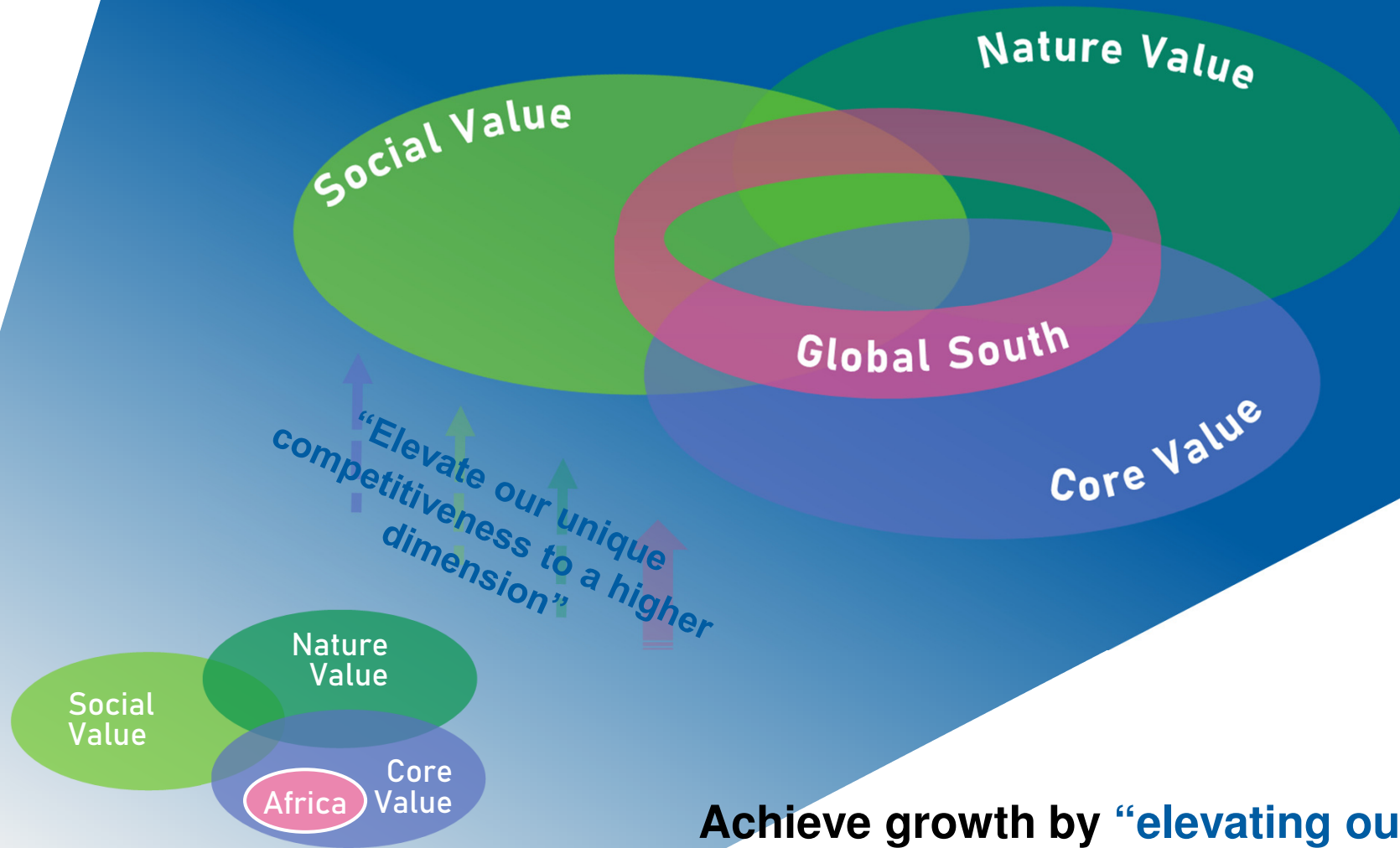
40%
or more

Mid-Term Business Plan | Enhance corporate value to a higher dimension

Elevate each of our businesses to a **“higher dimension”** to increase our corporate value as a **“uniquely competitive”** general trading company



① Growth investment | Achieve growth by elevating businesses to a higher dimension



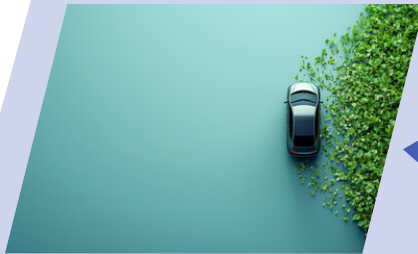
Achieve growth by “elevating our unique competitiveness to a higher dimension” and “elevating our synergies to a higher dimension”

① Growth Investment | Examples of elevating our unique competitiveness to a higher dimension (Core Value)

Elevate to a higher dimension

Leverage our comprehensive mobility value chain to become a leader of next-generation mobility society

Examples of elevating to a higher dimension



Alternative materials that contribute to carbon neutrality



Global supply and demand management systems that connect suppliers and customers



Data center business that accelerates SDV※ development



Connected business that helps realize a safe, secure traffic society

Main current businesses



Raw material processing



Part logistics



Automobile dealers



Electronics

※Software Defined Vehicle

① Growth Investment | Examples of elevating our unique competitiveness to a higher dimension (Nature Value)

Elevate to a higher dimension

Create new value to a renewable energy value chain and become a carbon neutrality solutions company

Examples of elevating to a higher dimension



Integration of Eurus and Terras (Japan's No.1 renewable energy market share)



AI-based grid storage battery control system (ReERa)



Solar power business for customer plants



Establishment of AEOLUS renewable energy project in Africa

Main current businesses



Wind power



Electricity transmission and storage in North Hokkaido



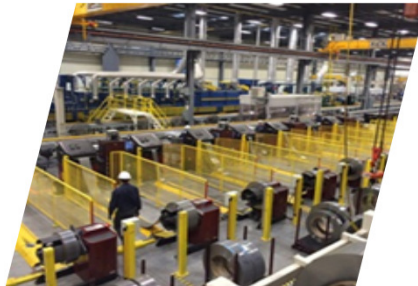
Solar power

① Growth Investment | Examples of elevating our synergies to a higher dimension (Core Value x Social Value)

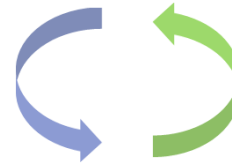
Elevate to a higher dimension

Become a leading circular economy provider around the world

Examples of elevating to a higher dimension



Metalworking and related businesses



Conclusion of merger agreement with Radius Recycling (awaiting approval by relevant authorities & shareholders' meeting)

Main current businesses

Arterial businesses (metals, chemicals, etc.)

Core



Circular economy businesses (metal scrap, end-of-life vehicle recycling)

Social



① Growth Investment | Examples of elevating our synergies to a higher dimension (Africa x India)

Elevate to a higher dimension

Elevate to a higher dimension through synergies between our strengths in Africa and India, expand to the rest of the Global South

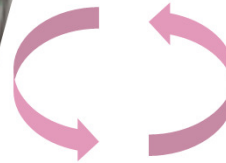
Examples of elevating to a higher dimension



Automobile sales and SKD※ manufacturing business



African pharmaceutical wholesaling/retail business



End-of-life vehicle business



General hospital business

Main current businesses

Business in entire Africa



Africa

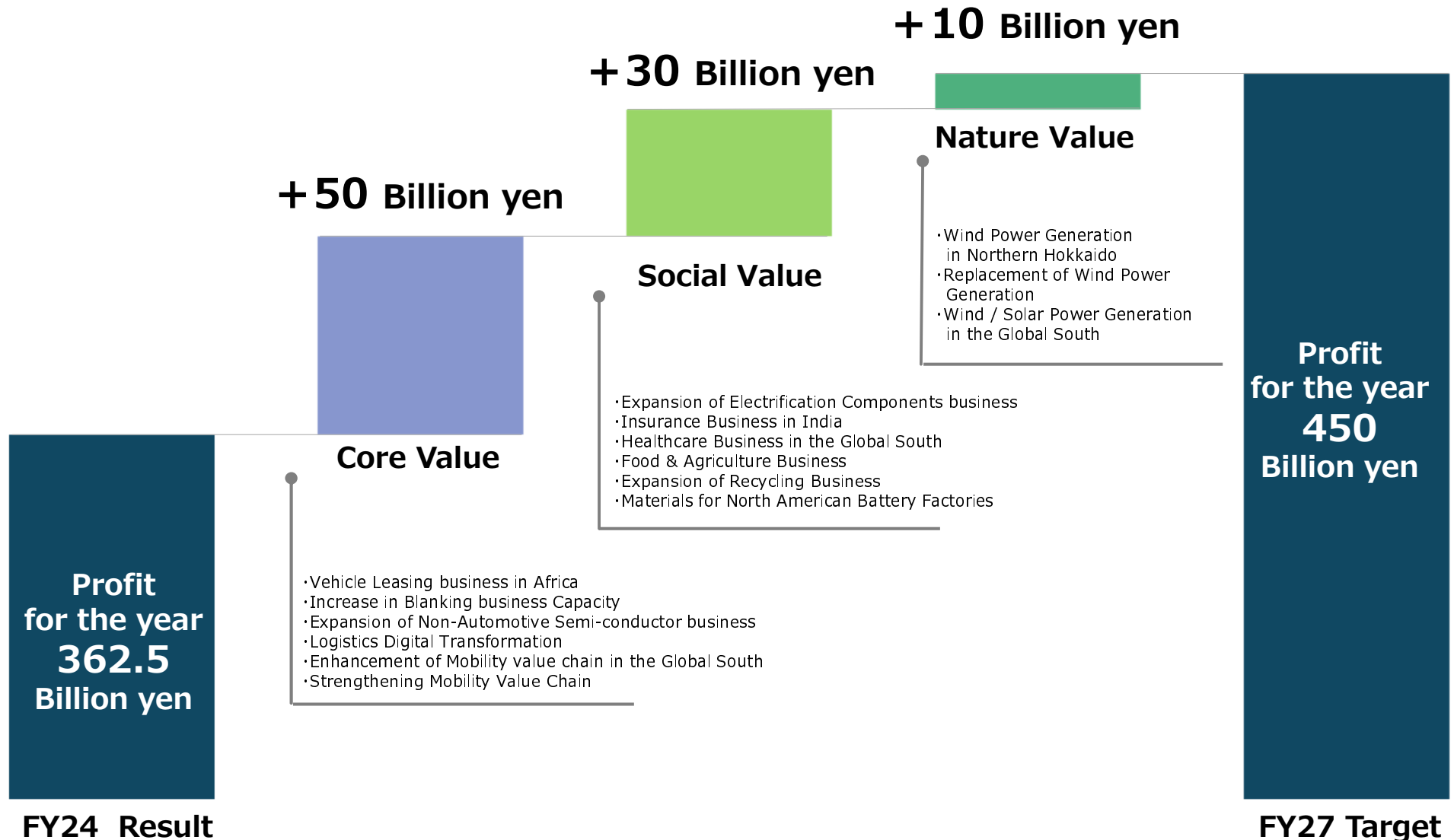
Mobility total value chain and wellness business



India

※Semi Knock Down

① Growth Investment | Profit growth plan



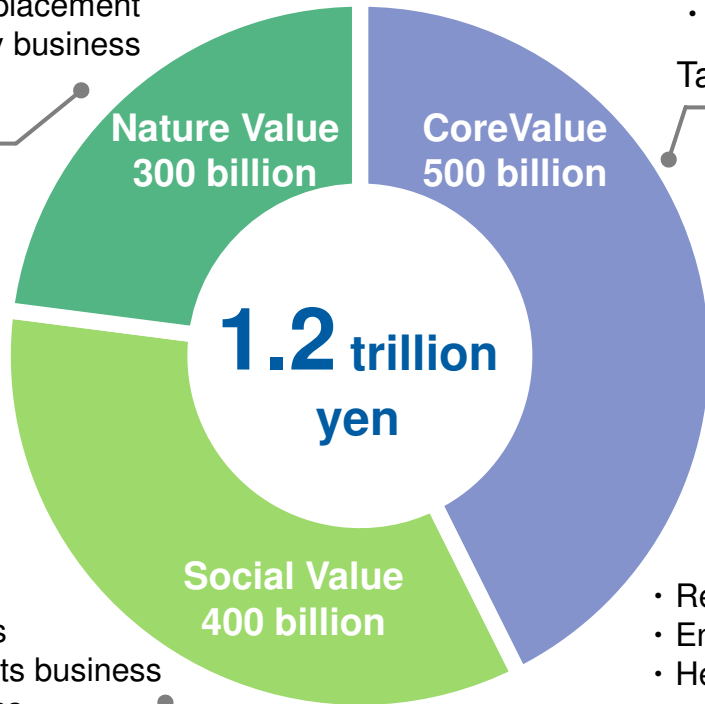
※

Invest total of “1.2 trillion yen” in growth over 3 years period

Main investment projects

- Onshore wind/solar power - new
- Wind power replacement
- Storage battery business

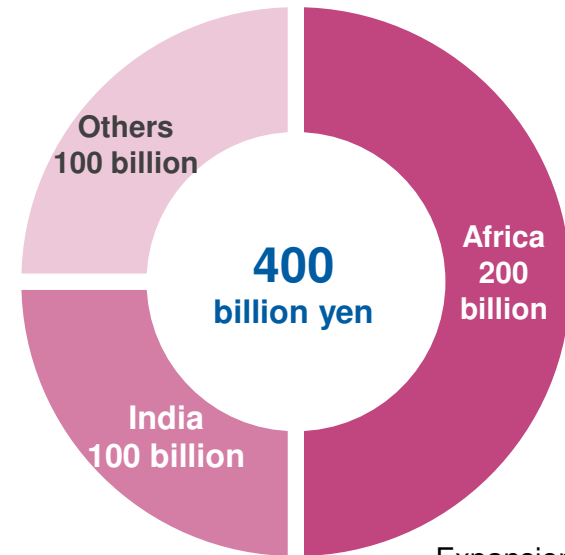
Target ROIC: **5%**



- Increase in blanking capability
- Security Over the air business
- Expansion of Mobility Value chain
- Enhancement of Non-Automotive Supply chain

Target ROIC: **15%**

Investment in
Global South



- Recycling business
- Enhancement of Mobility supply chain
- Healthcare business in India

- Expansion of Car leasing / dealership
- Pharmaceutical Distribution / Retail business
- Wind/solar power

Target ROIC: **10%**

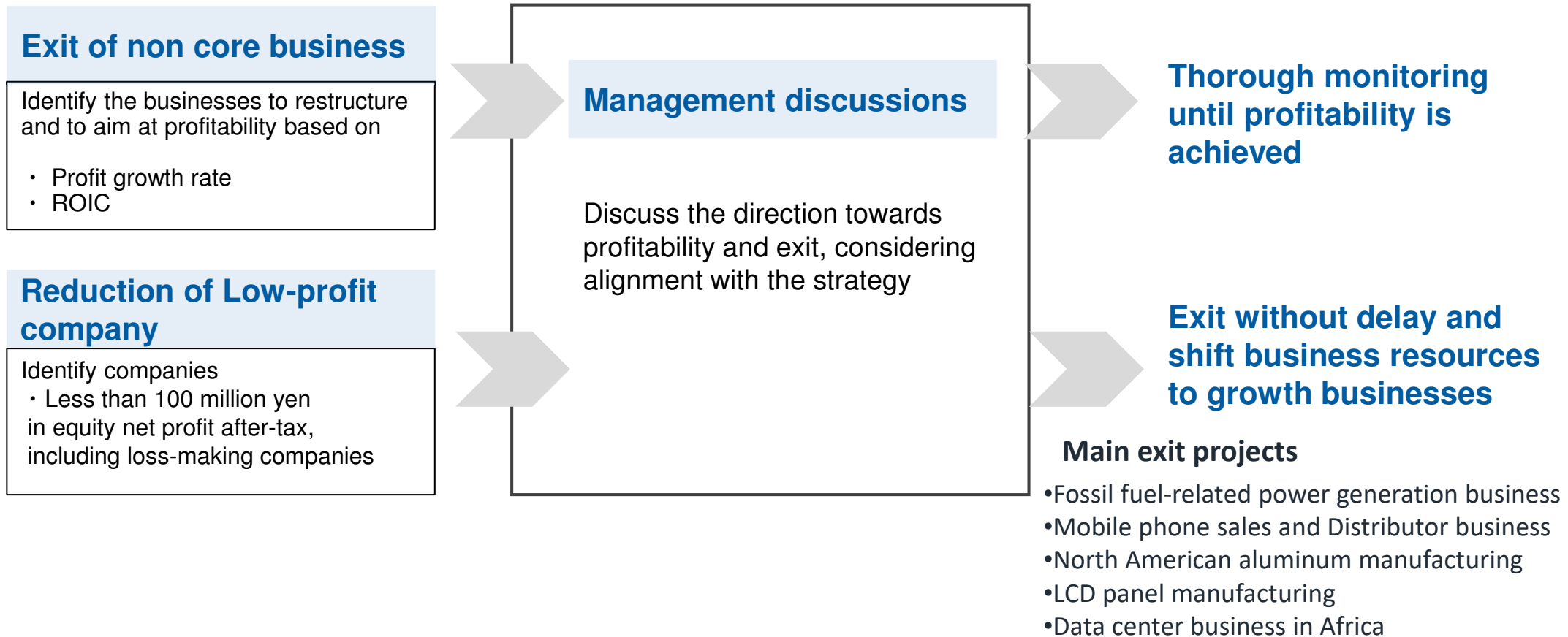
- Recycling business
- Battery Components business
- Healthcare business

① Growth investment | ROIC Target by Business Domain

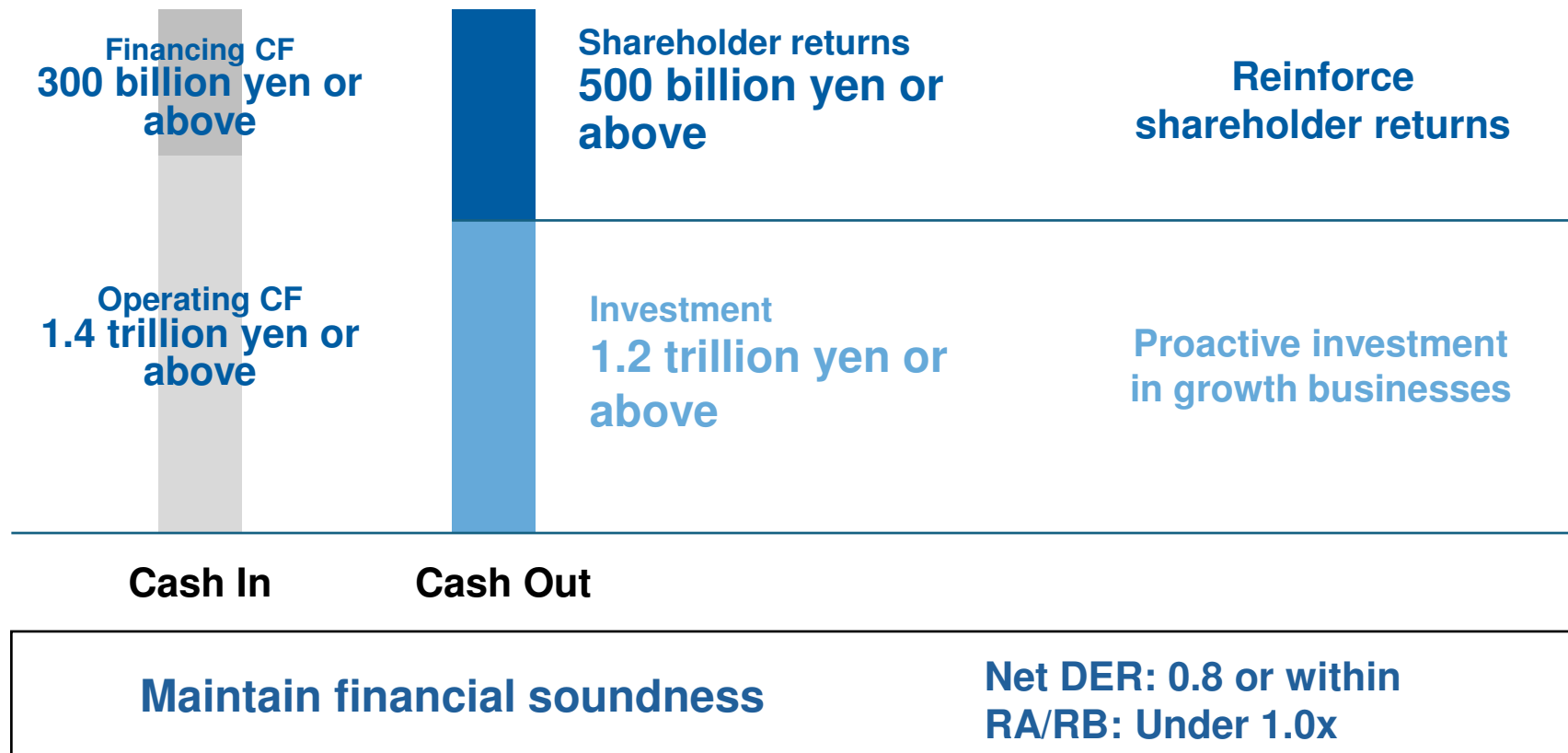
	FY23	FY24	Target
Nature Value	2.7%	2.3%	5.0%~
Social Value	10.8%	12.3%	10.0%~
Core Value	15.2%	16.0%	15.0%~

① Growth investment | Initiatives aimed at optimizing allocation of resources

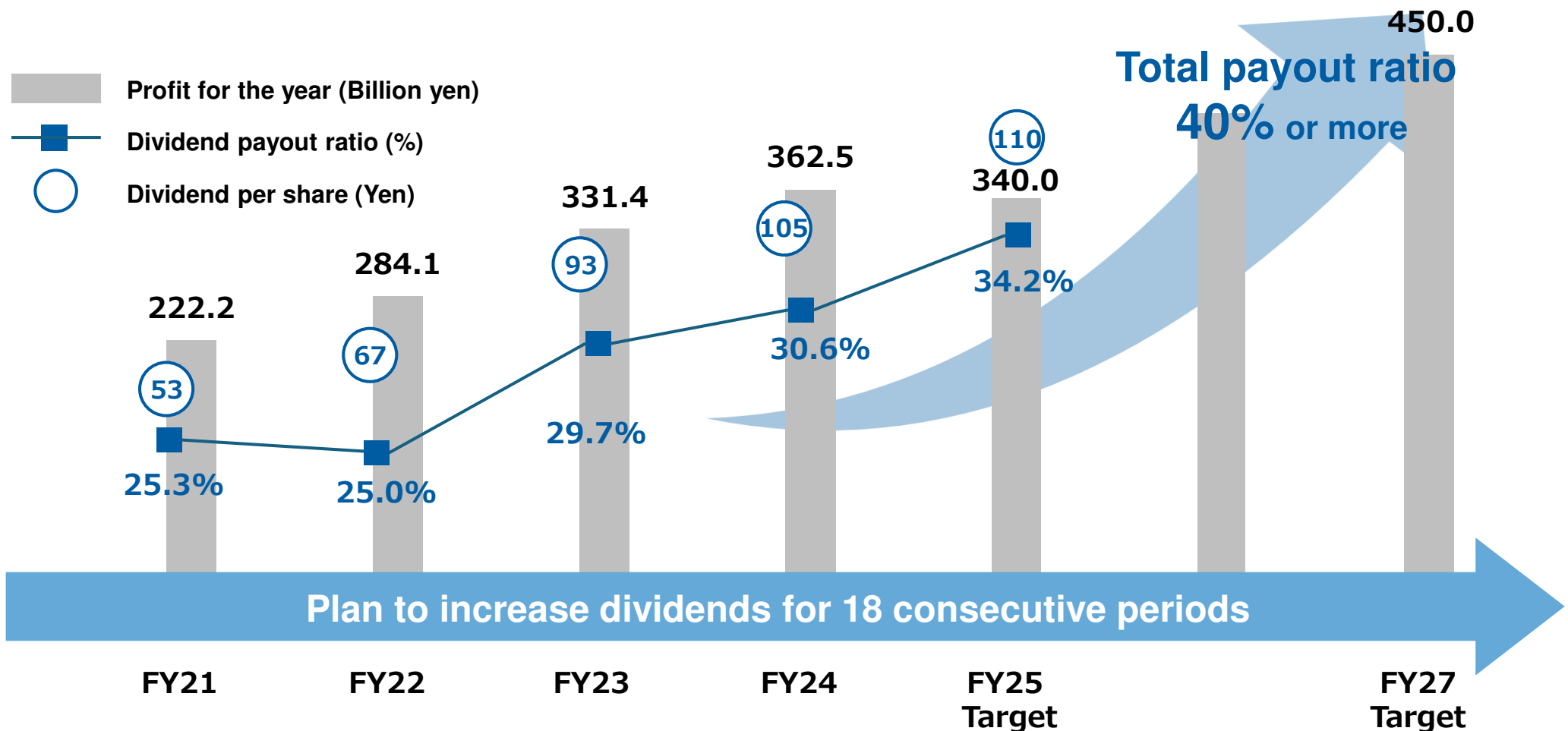
Further accelerate measures for “Profitalize” or “Exit”



“Actively make investments and provide returns to shareholders ” based on a solid financial base



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

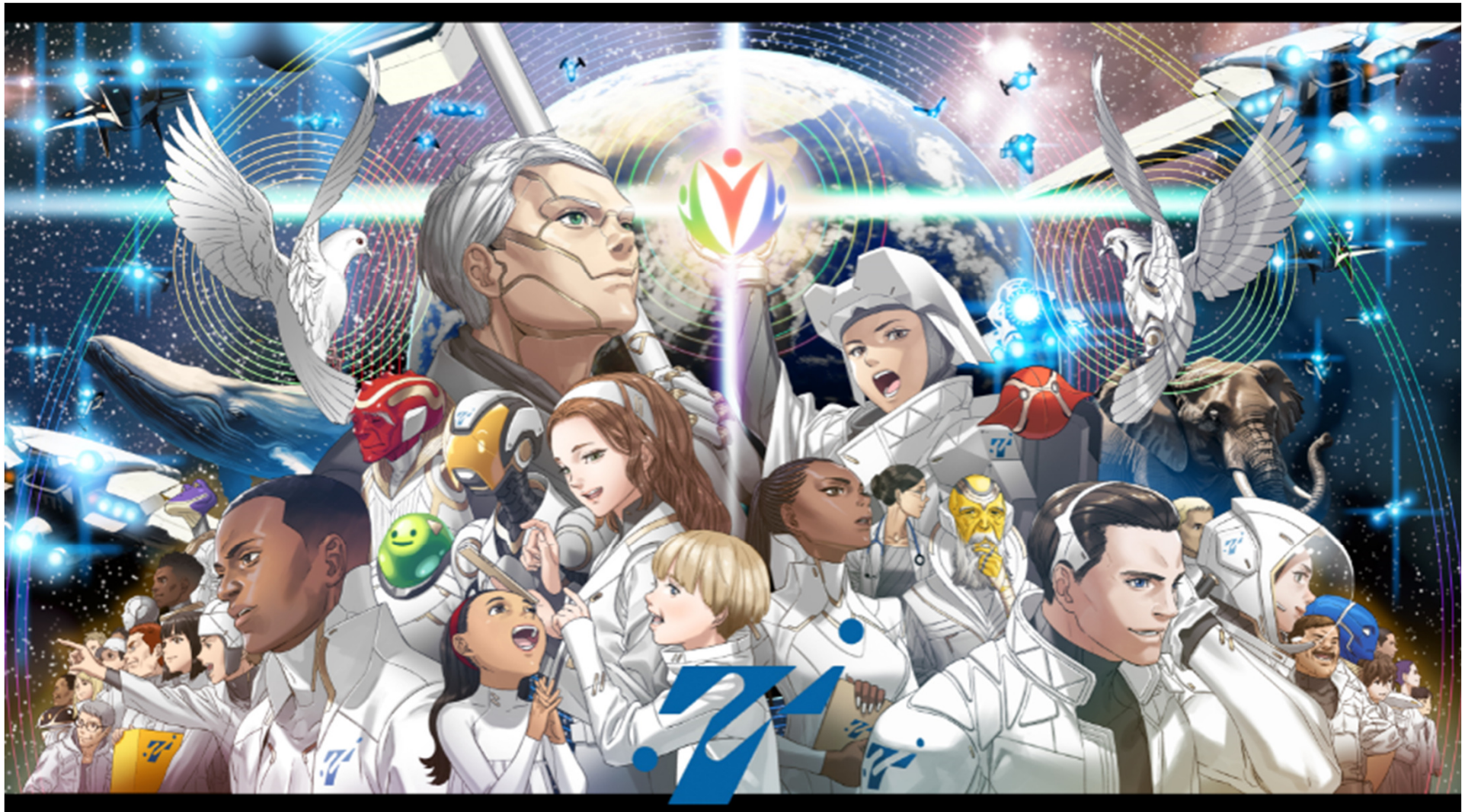


③ Human capital and organization | Brigade of 70,000 people

17

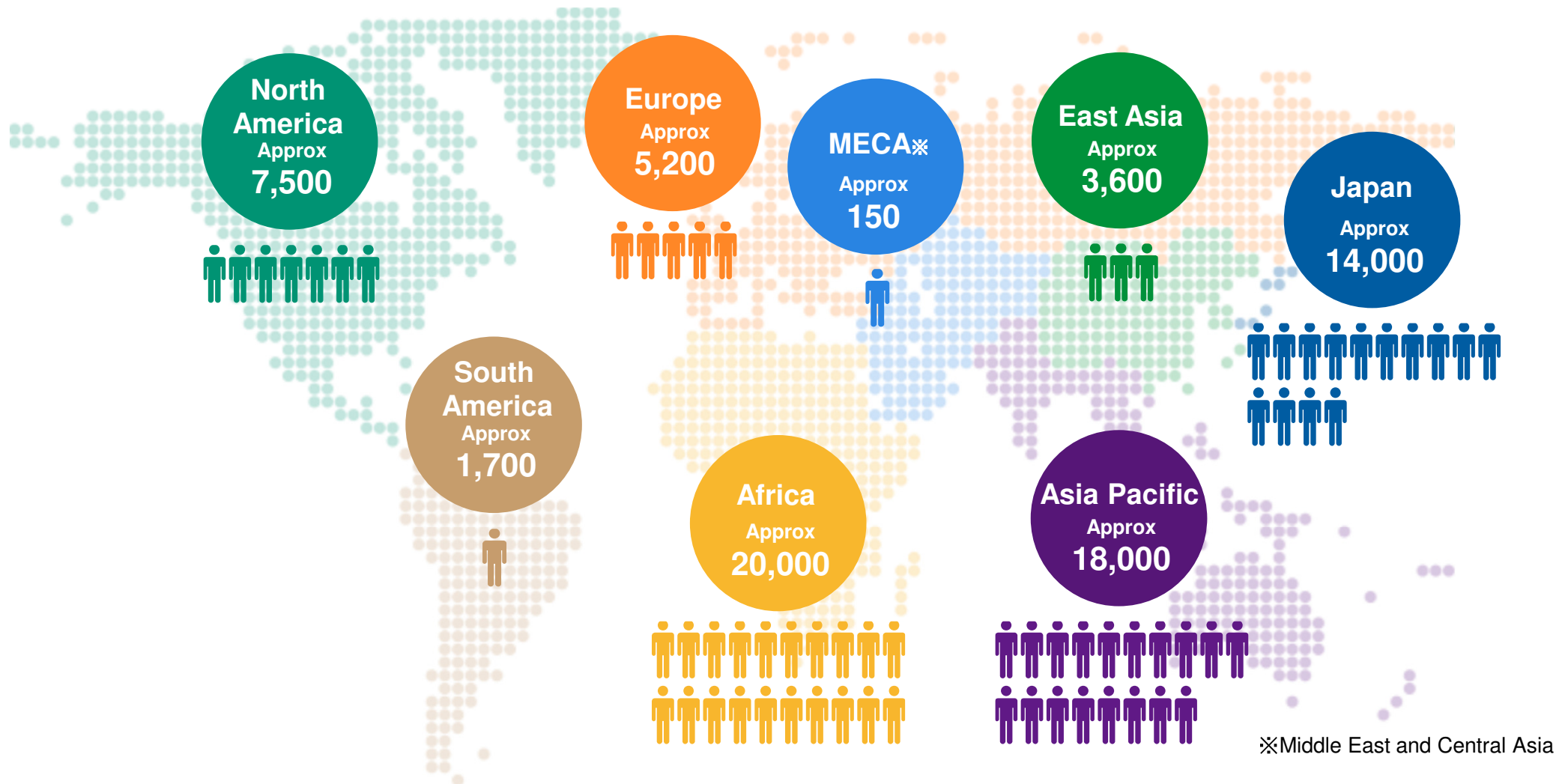
TOYOTA TSUSHO
GROUP

“Brigade of 70,000 people” gathering unique competitive talent




③ Human capital and organization | “The DNA Awakens” and “Thriving, Living Organisms”

Forming a “Brigade of 70,000 people” across 130 countries worldwide.



Realizing a global “The DNA Awakens” and “Thriving, Living Organisms”

Human capital Development 	The penetration of DNA through 70,000 people	The DNA Awakens through active dialogue with 70,000 people globally
	The challenges at Gemba that cultivate individual aspiration and determination	Create opportunities for transfers across headquarters and regions, as well as challenges as business leaders.
Organizational vitality	Global allocation of the right resources in the right places	Achieved a 100% successor preparation rate for 222 important positions, with a 47% readiness for local successors in overseas positions
	Enhance engagement for cultivating a culture	Addressing organizational and Human capital challenges with management’s commitment through the newly established company-wide conference (HCTF※)

※HCTF : Human Company Taskforce

④ Sustainability Management | Sustainability management for the entire supply chain

Elevate sustainability management to a higher dimension, not just for the Toyota Tsusho Group but **“for the entire supply chain”**

Greenhouse gas emissions reductions across the entire supply chain

Accelerate business that contributes to Scope 3 and greenhouse gas emissions reductions



Scope 1 and 2 emissions reductions

Reduction of sustainability risks across the entire supply chain

Expand scope beyond direct suppliers to encompass sustainability risks for the entire supply chain



Reduce the Toyota Tsusho Group's sustainability risks

Elevation to a Higher Dimension through “Further Consideration of External Perspectives”

<From the Environmental NGO CDP>
Achieved Triple A Rating*
(Among the Top 8 Companies Worldwide)



*Highest Rating in Three Areas:
"Climate Change," "Water," and "Forests"

<From the ESG Rating Agency FTSE>
Achieved a Score of 4.7
(out of 5 Points)



FTSE Blossom Japan

*This is an abridged translation of the original Japanese document and is provided for informational purposes only. If there are any discrepancies between this and the original, the original Japanese document prevails.