

New Organizational Structure and Mission

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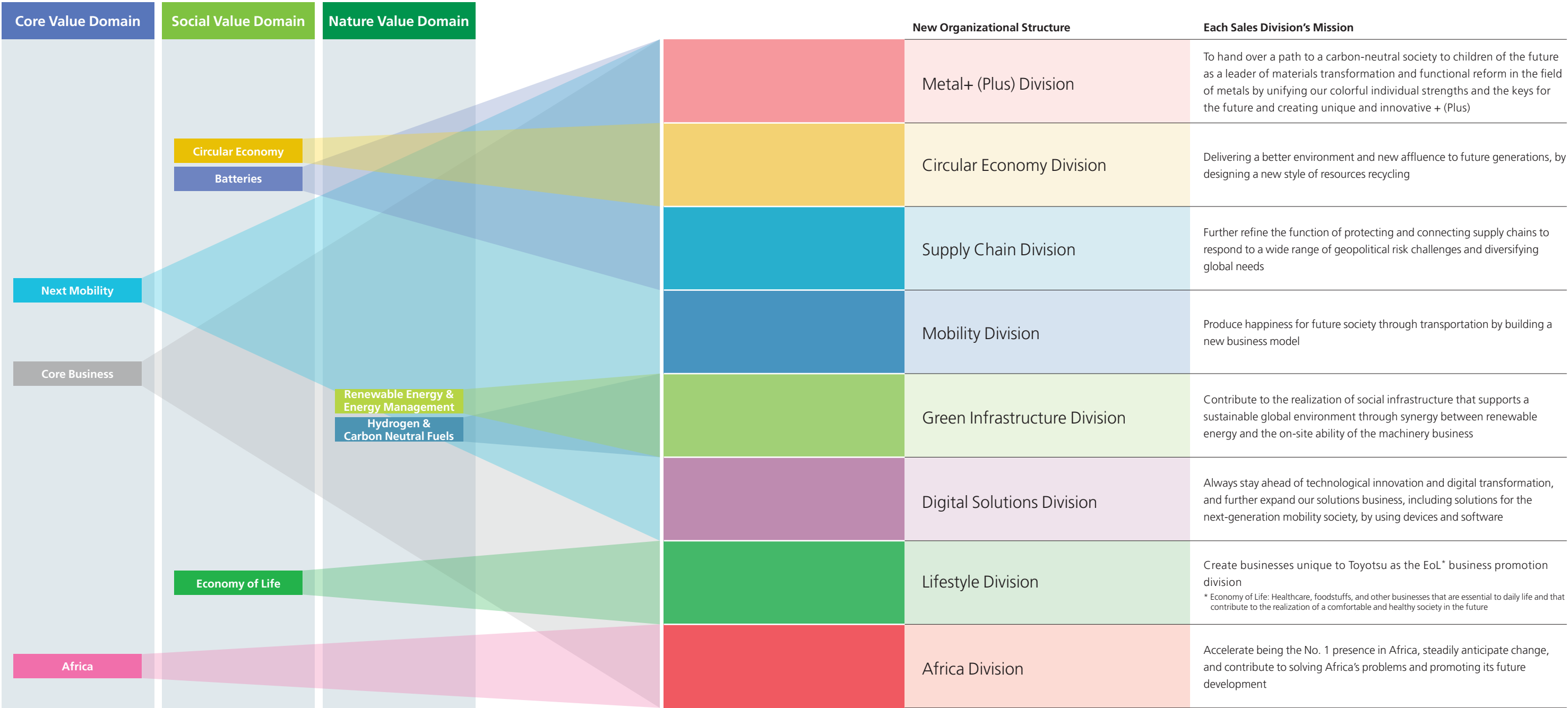


New Organizational Structure and Mission

New Organizational Structure to Accelerate the Realization of Our Growth Strategy

Based on the thinking that “Organization follows strategy,” we reviewed our organizational structure in April 2024 and set the value to be provided to society and customers by each sales division as each sales division’s mission. We also reviewed the names of each sales division to align with the value provided.

We will accelerate our growth strategy by pursuing and realizing our sales divisions’ missions through the new sales division framework. Through growth, we will work together with everyone to create a better society and global environment.



New Organizational Structure and Mission

Metal+ (Plus) Division

Message from the Division CEO



Takashi Hirobe
CEO for Metal+ (Plus) Division

The Metals Division, from which our division originated, had long provided not only supply chain management for steel and nonferrous metals but also added value proposals for optimal products, logistics, processing, and other services to meet the needs of users, suppliers, and partners.

The new Metal+ (Plus) Division has been launched as a new mission-oriented organization. Going forward, we will continue to further refine our core functions and provide value in each segment, such as materials, distribution, and manufacturing, to continue to be the preferred choice of our customers, suppliers, and society.

At the same time, the steel business is facing the major social issue of reducing greenhouse gas (GHG) emissions. The trends and innovations in “venous” businesses are attracting a lot of attention in terms of realizing a carbon-neutral society. However, in “arterial” businesses, in which our core business is based, in addition to continued efforts to reduce Scope 1*1 and Scope 2*2 emissions, there are many ways we can contribute to the realization of carbon neutrality. These include deepening the search for GHG emission reduction possibilities, including the search for new technologies in the Scope 3*3 area, and creating businesses that contribute to GHG reduction. We will contribute to the creation of a green steel supply chain that will lead to the future together with our stakeholders, including the concept of integrated “arterial” and “venous” businesses, which has always been one of our strengths.

*1 Scope 1: Direct GHG emissions from Toyota Tsusho's use of fuel (coal, gas, etc.)

*2 Scope 2: Indirect GHG emissions from Toyota Tsusho's use of purchased electric power and heat

*3 Scope 3: GHG emissions, encompassing production processes through raw material procurement, manufacturing, sales, consumption and waste

Business Overview

Mobility Materials Solutions

Establishment of a green steel supply chain and provision of solutions to realize a carbon-neutral society through sales, distribution, and processing of metal materials for mobility (steel sheets, nonferrous metals, etc.)

Metal Solutions

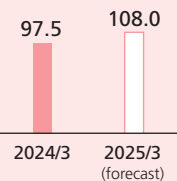
Establishment of a green steel supply chain and provision of solutions to realize a carbon-neutral society through sales, distribution, and processing of metal materials to a wide range of industries, including energy and infrastructure-related industries

Market Environment

With the transition to a decarbonized society, the steel industry is facing a major challenge in reducing GHG emissions. In addition, the paradigm shift in the mobility industry requires a transformation of materials and functions in the metal field. While securing competitiveness on the traditional axes of cost and function, there is expected to be an increasing need for products and functions that enable green transformation (GX) to solve these social issues.

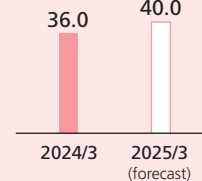
Gross Profit

97.5 billion yen



Profit for the Year Attributable to Owners of the Parent

36.0 billion yen



2024/3

Total Assets

821.8 billion yen

ROA*

4.39%

* To calculate return on assets (ROA), the average of total assets at the beginning and end of the fiscal year is used as the denominator.

Business Model Based on Mission

The Metal+ (Plus) Division consists of two strategic business units (SBUs): the Mobility Materials Solutions SBU and the Metal Solutions SBU. The word “Solutions” that is common to both SBUs expresses our desire to go beyond mere materials trading and provide one-and-only new added value to solve social issues together with our stakeholders. Through both business strategies and human capital management, we aim to achieve our mid- to long-term goals by both developing existing businesses and creating new businesses that emerge through that development.

Mobility Materials Solutions SBU

The Mobility Materials Solutions SBU will contribute to sustainability in the mobility industry, starting from the refinement of supply chain management and processing functions for automotive steel sheets. We are also expanding our value chain beyond the automotive industry to cover the entire mobility materials domain, promoting the greening of the mobility society of the future through GX and digital transformation (DX) in materials, distribution, and manufacturing.

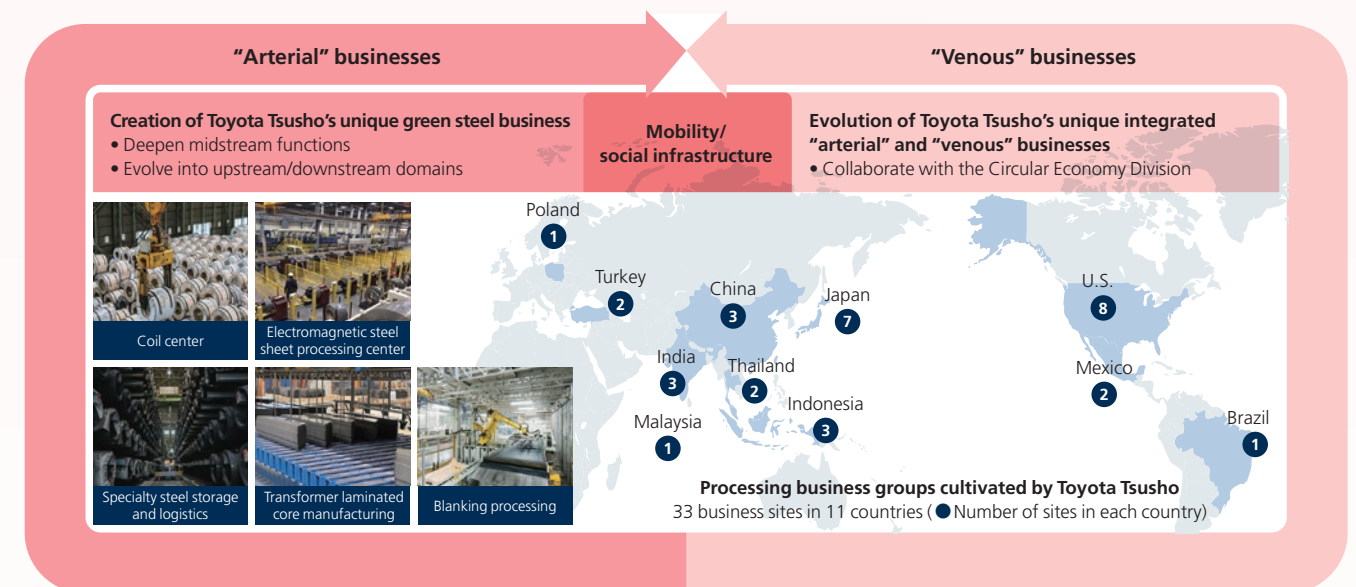
Metal Solutions SBU

The Metal Solutions SBU will expand its business domains and create new businesses with added value in the three areas of electrification parts/components, green steel and resources recycling, and renewable energy and new energy components, in response to changing steel needs and growing carbon neutrality needs associated with the development of an electrified society.

*Strategic Business Unit

Business Examples

In addition to creating businesses that integrate “arterial” and “venous” businesses by pursuing synergies between divisions, such as collaboration with the Circular Economy Division, which has “venous” businesses as its core, we will take on challenges for the future, such as the creation of new green steel “arterial” businesses.



VOICE

The sales function of the automotive steel sheets business was transferred to TOYOTA STEEL CENTER CO., LTD. and PROSTEEL Co., Ltd., which are companies associated with the division, to further deepen and evolve the business by integrating manufacturing and sales.



TOYOTA STEEL CENTER CO., LTD. and the Mobility Material Business Department

We aim to become a company that continues to be chosen by customers and suppliers by engaging in dialogue with customers, responding to future changes and problems, and promptly providing value while concretely and effectively moving things.



PROSTEEL Co., Ltd. and the Mobility Material Business Department

We aim to become the No. 1 trading company in our niche market and a one-and-only group of professionals by creating synergies through business integration, evolving the functions that we have refined until now, and responding competitively to small-lot, high-mix orders.

New Organizational Structure and Mission

Circular Economy Division

Message from the Division CEO



Akihiro Sago
CEO for Circular Economy Division

The Circular Economy (CE) Division was formed by merging four SBUs—the Nonferrous Metals SBU, Resources Recycling SBU, Automotive Materials SBU, and Chemicals SBU—that had provided the integrated “arterial” and “venous” functions of the former Metals Division and Chemical & Electronics Division to strongly promote a circular economy—one of the seven priority domains in which the Toyota Tsusho Group has strengths.

The new CE Division enables us to quickly and expertly provide optimal proposals that transcend the boundaries of the industry and product axis to respond to the wide-ranging needs of our customers as well as the changing needs of society. Specifically, we will provide the functions needed by customers and society by integrating “arterial” businesses that develop rare and important resources and procure and supply materials and components with “venous” businesses that collect and recycle used products (recycled resources), without being confined by the boundaries of industry such as metals and chemicals.

By regarding all waste as a resource, we will help create a circular economy based on reuse and recycling and contribute to the realization of carbon neutrality.

The CE Division will design a new way of resources recycling suitable for the coming era and deliver a better global environment and new prosperity to the children of the future through human resources development and organizational development based on diversity, equity & inclusion (DE&I) together with the members of the division, each of whom works with enthusiasm and a sense of fulfillment.

Business Overview

Resources Development

E-Mobility Supply Chain

Resources Recycling

Sustainable Materials

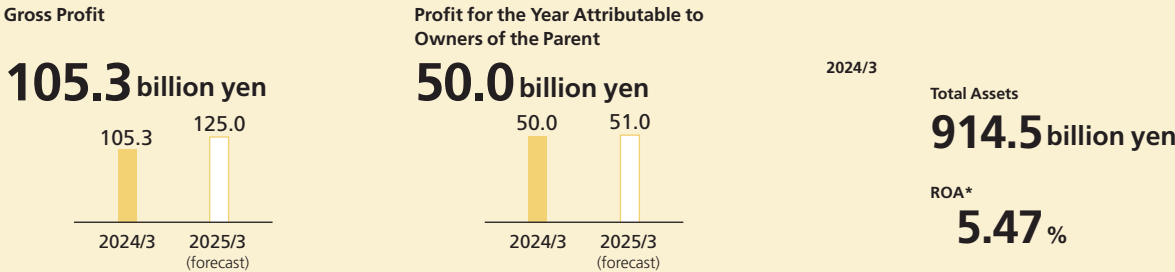
Development of critical metals (essential metals) essential for electrification and rare inorganic resources essential for daily life and the operation of intermediate products manufacturing businesses

Expansion of the supply chain for materials and components related to electrification and the operation of the sales, processing, and distribution businesses for nonferrous and other metals and products essential to social infrastructure

Providing integrated functions from material supply to recycled resource collection, recycling, and production of recycled materials to support new sustainable manufacturing focused on resource circulation

Sales of raw materials and products for detergents, sanitary materials, packaging, and coatings that are essential for daily life, with the operation of manufacturing businesses, as well as operation and promotion of bio-chemical handling/plastic recycling businesses, to realize a sustainable society

As the transition to a decarbonized society and demands for resources recycling and decarbonization increase, and with response to these demands becoming an essential requirement for business continuity, customers have high expectations for the global expansion of integrated “arterial” and “venous” businesses, which represent one of our division’s strengths. At the same time, there is a need for business continuity plans (BCP) that anticipate natural disasters and geopolitical risks as well as responses to business changes such as mobility reforms. Expanding needs for optimal building functions for each region are also expected.



* To calculate ROA, the average of total assets at the beginning and end of the fiscal year is used as the denominator.

Business Model Based on Mission

In the mobility area, this division will focus on building a global supply chain of local production for local consumption to ensure a stable supply of metal materials and components for batteries and motors, demand for which is increasing in line with mobility electrification. In addition, we are building a car-to-car recycling system that covers not only conventional internal combustion vehicles but also electrified vehicles, from collection and proper disposal of end-of-life vehicles to recycling.

In the Economy of Life (EoL) domain, the division will focus on promoting raw material recycling and raw material conversion, as well as product recycling, particularly regarding the sale of raw materials and products for detergents, sanitary products, packaging, and coatings, for which the company possesses a strong sales network, and manufacturing business operations related to such. Regarding the production of the important resource of iodine, of which the company has the largest share in the global market, the division is strengthening its value chains through activities such as the manufacture and sale of iodine compounds.

Business Examples

Resources Recycling SBU

Toyota Metal Co., Ltd. (Japan)

Toyotsu Smelting Technology Corporation (Japan)

Resources Development SBU

Sales de Jujuy S.A. (Argentina)

Algorta Norte S.A. (Chili)

Sustainable Materials SBU

Toyotsu PET Recycling Systems Co., Ltd. (Japan)

DAIICHI SEKKEN CO., LTD. (Japan)

E-Mobility Supply Chain SBU

Toyota Battery Manufacturing, North Carolina (U.S.)

Sama Aluminum (South Korea)

VOICE



Shiori Hasebe
Seconded to Toyota Tsusho Europe

We have been working to acquire and sell recycled resources within Europe in response to the growing demand for recycled materials due to stricter environmental regulations. When recycling a variety of materials centered around automobiles, the supply sources for metals and chemicals often overlap, creating opportunities to share information on each other's suppliers. One of our strengths is that we are now able to propose total recycling support that transcends the boundaries of materials, whereas our recycling proposals were limited to certain materials in the past. Now that we have expanded the range of materials we can handle, we will work as a team to make better proposals to customers looking to recycle.

New Organizational Structure and Mission

Supply Chain Division

Message from the Division CEO



Jun Eyama
CEO for Supply Chain Division

The mission of the Supply Chain Division is to further refine its functions to protect and connect the supply chains of customers and suppliers and respond to a wide range of geopolitical risk issues and diversifying global needs.

There are various challenges related to supply chains, and our division aims to solve them ahead of time by combining new technologies from perspectives such as carbon neutrality, business continuity management (BCM), and traceability to create a deep and broad foundation.

Our vision for 2030 is to “transform the concepts of production, transportation, and connectivity* to fulfill our responsibilities to future society through the evolution of supply chains.” We will expand the scope and functions of supply chains through the use of digital technology and other resources while staying close to our customers and partners.

*Production: We develop the manufacturing and processing business for mobility parts, the battery business, and products that are easy to recycle, and we promote these on a global scale. Furthermore, we promote circular manufacturing by collecting and recycling scrap materials (airbags, etc.) generated during the manufacturing and scrapping of vehicles.

Transportation: We promote CO₂ reduction in the field of logistics by promoting logistics optimization, automation of warehouse operations, and the development and reuse of packaging materials used in transportation.

Connectivity: We visualize supply chains using an online logistics platform. We can provide solutions to manage disaster, geopolitical risks, and other risks and can centrally manage data, contributing to solving issues faced by customers not just in the mobility industry but also in other industries.

Business Overview

Global Parts

Construction of optimized supply chains with mixed loading and supply-and-demand management functions in the export/import and global procurement of parts

Logistics and Module

Logistics services linked to customer production activities, mobility parts assembly services such as overseas tire and wheel assembly, battery assembly and wireless power supply system development for various EVs, and the operation of technopark businesses to support businesses aiming for overseas expansion

Parts and Accessories

Material procurement, production, sales, design/development, and service development of interior and exterior parts and accessories for mobility
Offering of fuel cells and other environmental solutions

Business Development

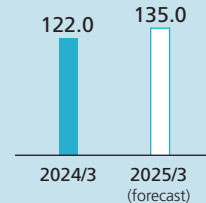
New business creation with a focus on aircraft part material development and supply, airport management, and electrification products

Market Environment

In the mobility industry, which is the main market for this division, the environment surrounding mobility and the required technologies are drastically changing and becoming more sophisticated, such as electrification, autonomous driving technologies, and tighter safety standards. In addition, increased digital demand has led to the accelerated transformation of products, services, and business models through DX promotion.

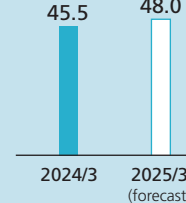
Gross Profit

122.0 billion yen



Profit for the Year Attributable to Owners of the Parent

45.5 billion yen



2024/3

Total Assets

626.3 billion yen

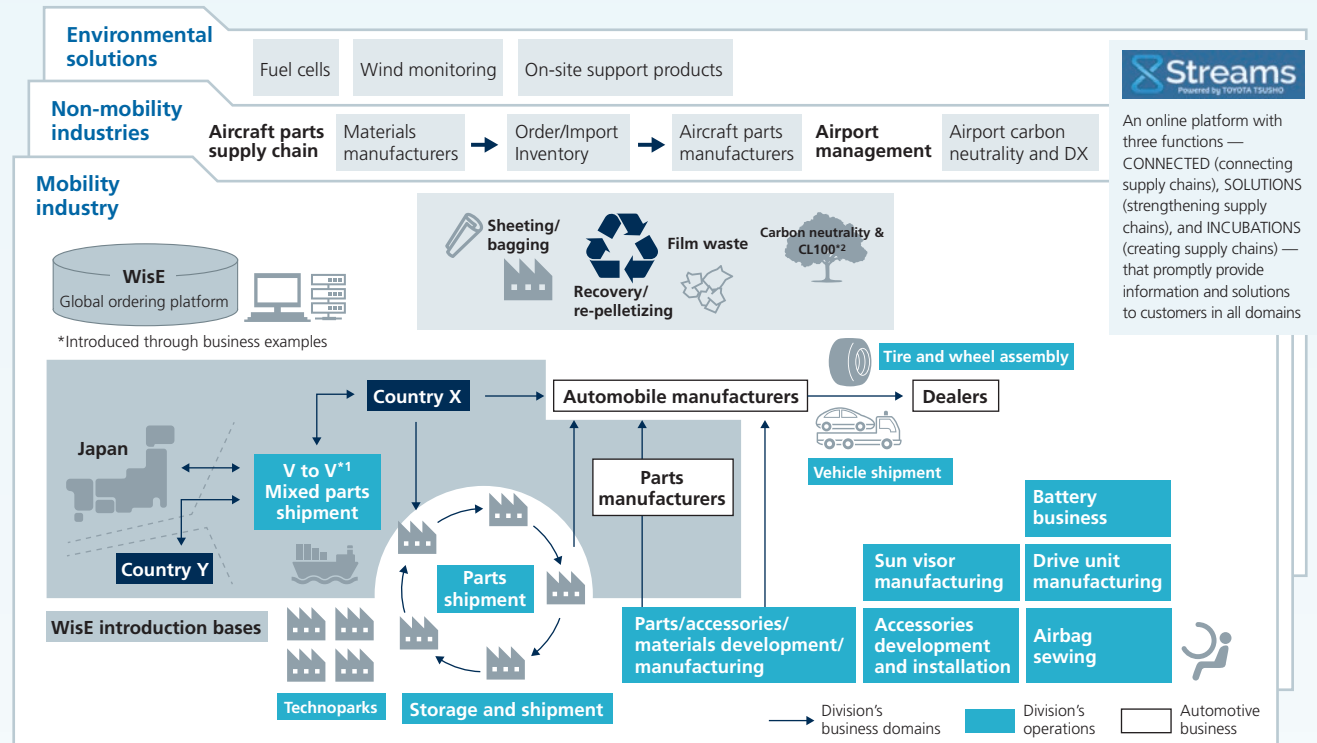
ROA*

7.27%

* To calculate ROA, the average of total assets at the beginning and end of the fiscal year is used as the denominator.

Business Model Based on Mission

We are expanding the scope and capabilities of our mobility supply chain, as well as exploring other industries.



Value Chains Provided by the Supply Chain Division



*1 Vendor to vendor *2 Circular Logistics 100 project *3 Battery EVs

Business Examples

WisE (Global ordering platform)

WisE is a global ordering platform that promotes transaction efficiency and enhances BCM through data visualization.

e-Axle

(EV drive units for motorcycles)

Musashi Delta e-Axle India was established to manufacture and sell the world's No. 1 motorcycle e-Axle in India. Together with its partners (Musashi Seimitsu Industry Co., Ltd. and Delta Electronics), it contributes to the electrification of motorcycles by expanding sales in India, ASEAN countries, and Africa.

VOICE



The BPR Group is working together with the WisE team and users to ensure the stable operation of the platform, which became fully operational in May 2024. We believe that WisE has unlimited growth potential, so we will continue to improve the platform to make it even more convenient and user-friendly.

BPR Group, Supply Chain DX Department



India is the world's largest motorcycle market, and while further economic growth is expected, air pollution is becoming an increasingly serious issue. We believe that the electrification of motorcycles is one solution. We will participate in the manufacturing of key parts and establish a new supply chain to contribute to India's future growth and the widespread use of electric motorcycles globally.

Kento Kagami

Seconded to Toyota Tsusho India Private Limited

New Organizational Structure and Mission

Mobility Division

Message from the Division CEO



Shigeru Harada
CEO for Mobility Division

The mission of the Mobility Division is to bring happiness for future society through transportation by building a new business model. We aim to provide new value through transportation by expanding our business areas from our traditional Core Business Area of automotive sales to the mobility area (transportation of people and goods) and synergy area (becoming a nexus with other industries through transportation).

The mobility industry is currently changing at an unprecedented pace with technological innovations such as autonomous driving, electrification, and the birth of new mobility services. However, actual needs vary from region to region. It is essential to be aware of the characteristics of each market. Our division possesses knowledge and expertise in each market, including emerging countries, that we've gained through our global business development. We will leverage the strengths we have cultivated in each country and region to provide the Right ONE solutions that meet the diverse mobility needs of our customers.

We will continue to solve the problems of our customers to bring smiles to their faces. In addition, we will become a truly trusted presence by working together with our approximately 12,000 division colleagues and our valued partners around the world to lead the way toward the realization of a sustainable future and a mobility society.

Business Overview

TOYOTA SBU

Multi Brands SBU

Value Chain SBU

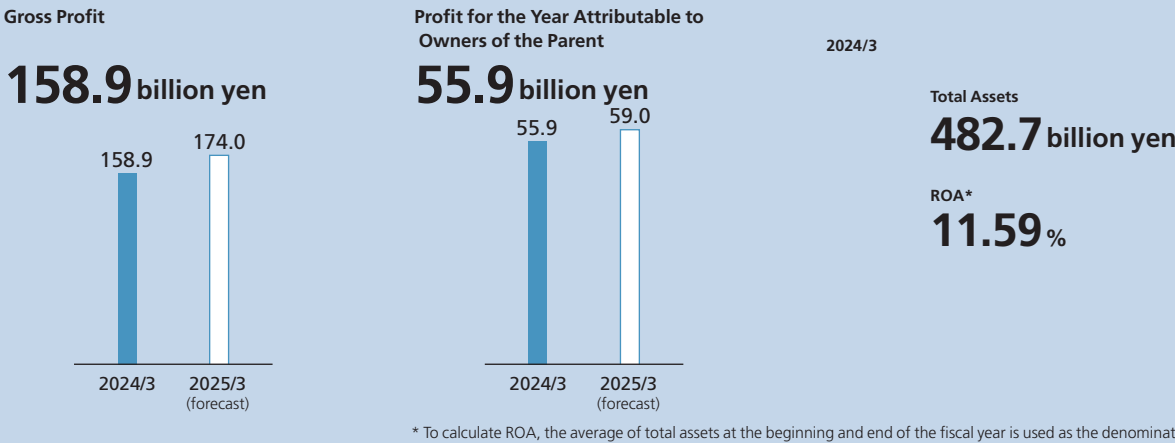
Import/export, wholesale, and retail of Toyota products (vehicles, parts, etc.) and vehicle assembly businesses in emerging countries

Import/export, wholesale, and retail of commercial, passenger, industrial, and other types of vehicles, as well as vehicle installation and conversion and the logistics solutions business

Supply of spare parts and after-sales service, used vehicle distribution, captive finance and leasing, and other mobility value chain-related businesses

Market Environment

In the entire mobility industry is accelerating its efforts to contribute to the global trend of carbon-neutrality. The electrification of automobiles and technological innovations such as autonomous driving are also progressing. In addition, geopolitical risks are increasing due to recent international situations in countries where we run business. Amid this change in the market environment, we are being called on to provide services that can help solve social issues in each region.



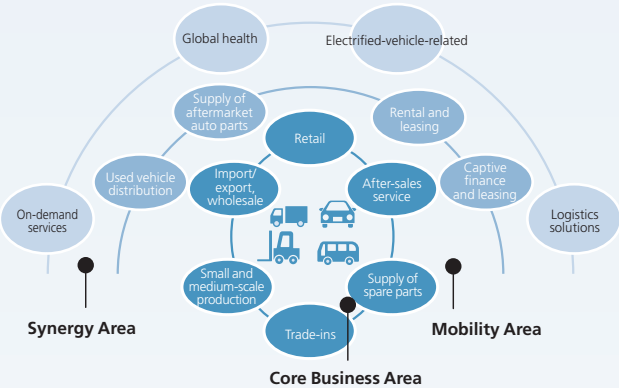
Business Model Based on Mission

Core Business Areas

Our division exports passenger, commercial, industrial, and other types of vehicles produced by by Toyota Group companies and other automotive and transportation equipment manufacturers in Japan and overseas, to 154 countries and regions around the world. We also operate distributor & dealership business, vehicle assembly (knockdown production), after-sales service and supply of spare parts, used vehicle distribution, captive finance and leasing, and other businesses in 48 countries and regions where we do business.

Mobility and Synergy Areas

We operate a logistics solutions business that provides customers with solutions tailored to their needs, and a used vehicle distribution business. Furthermore, we seek to contribute to the development of societies and economies by utilizing data obtained through customers and vehicles.



Our Global Business



Business Examples

Refrigerated Vaccine Transport Vehicle

Toyota Tsusho developed refrigerated vaccine transport vehicles in collaboration with Toyota Motor Corporation and B Medical Systems, a manufacturer of refrigerators for medical use, to transport vaccines at the appropriate temperature. In March 2021, the vehicles were the first in the world to obtain Performance, Quality and Safety (PQS) prequalification as set by the World Health Organization (WHO). The company is contributing to global health in developing countries, especially in Africa, through the *kaizen* (continuous improvement) of last-mile transportation for the vaccine cold chain.



Commencement of Vehicle Assembly and Production in Cambodia

In August 2022, Toyota Tsusho established Toyota Tsusho Manufacturing (Cambodia), a vehicle assembly company in Cambodia, and started local assembly and production of the Toyota Hilux pickup truck and Fortuner SUV in May 2024. This project is an initiative based on the "MOU on Cooperation for the Development of the Automobile Industry" signed between the government of Cambodia and Toyota Tsusho as part of an ASEAN-Japan summit held in November 2022.



VOICE



Luc Provost
CEO of B Medical Systems

Last-mile transportation has always been a challenge in the vaccine cold chain. In many parts of the developing world, health facilities are located in remote areas that are difficult to access due to topography and infrastructure. We are very proud to work with Toyota and Toyota Tsusho to bring this solution to the market. Refrigerated vaccine transport vehicles have the power to revolutionize the way vaccines are delivered, as they can easily travel over rough terrain and narrow roads, and vaccine containers do not break during delivery, thus enabling effective vaccine cold-chain transportation.



Ryoji Fujita
Managing Director of Toyota Tsusho Manufacturing (Cambodia)

We will work together with our excellent staff in Cambodia to create vehicles of the highest quality. Through this new initiative in the vehicle assembly business, we will strengthen our relationship with the Cambodian government even further and contribute to the country's industrial development and creation of a prosperous mobility society.

New Organizational Structure and Mission

Green Infrastructure Division

Message from the Division CEO



Kosuke Kunihiro
CEO for
Green Infrastructure Division

The mission of the Green Infrastructure Division is to contribute to the realization of social infrastructure that supports a sustainable global environment through synergy between renewable energy and the on-site ability of the machinery business. To realize this mission, we are focusing on maximizing synergies between the energy business and machinery business more than ever. We are also building robust and resilient supply chains and value chains that are distinctly Toyota Tsusho under the new Green Energy SBU vision of “Renew Energy, Renew Our Future” in the renewable energy area. In doing so, we will focus on maximizing the carbon neutrality value that can be provided to customers.

To achieve this, the plant business has been transferred to the Machinery & Infrastructure SBU, and the energy business has been reorganized and renamed the “Green Energy SBU” to devote all resources to renewable electricity and carbon-neutral fuel.

We aim to be a leader that is continuously chosen by adding to and refining the strengths of both SBUs that we have cultivated until now, concentrating resources, and building strong relationships of trust with our customers and the those on the front lines. We will come together to create a strong, dynamic, and highly productive organization that will continue to solve customers’ problems and achieve sustainable growth as “Be the Right ONE” so that people think of Toyota Tsusho when it comes to carbon neutrality.

Business Overview

Machinery & Infrastructure

Domestic and international trading in manufacturing and logistics equipment and parts primarily for the automotive industry and provision of integrated support functions for related design, repair, and installation
Infrastructure development and business operation of social infrastructure such as energy, port infrastructure, and construction equipment

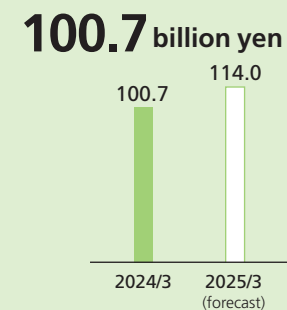
Green Energy

Development and business operation of renewable energy such as wind, solar, hydroelectric, and biomass
Supply businesses for carbon-neutral fuels such as LNG and biodiesel

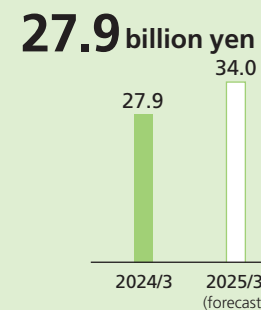
Market Environment

The mobility industry is undergoing a once-in-a-century transformation, and electrification is advancing rapidly. Moreover, to reduce global GHG emissions, measures for creating a carbon-neutral society will proceed at a rapid pace. For example, markets for renewable energy, including offshore wind power, are expected to expand rapidly, and ships are switching from diesel fuel to clean fuels, including LNG and biofuel.

Gross Profit



Profit for the Year Attributable to Owners of the Parent



2024/3

Total Assets

1,236.6 billion yen

ROA*

2.26%

* To calculate ROA, the average of total assets at the beginning and end of the fiscal year is used as the denominator.

Business Model Based on Mission

In the machinery business of the Machinery & Infrastructure SBU, we provide solutions to customers’ problems by leveraging our integrated support capabilities for production equipment and operational strength, mainly for the automotive industry. We are also striving to build a new business foundation through DX and to reduce CO₂ emissions from manufacturing centered on plants through energy-saving environmental diagnosis to realize a carbon-neutral society. In the infrastructure project business, we are engaged in infrastructure development and business operations, including business proposals, financing, basic engineering, equipment procurement, and construction work for energy and port infrastructure and construction machinery in the Middle East and emerging countries where we have a strong presence.

The Green Energy SBU contributes to achieving carbon neutrality for customers and a sustainable society as a leading player in the industry by building renewable energy value chains and carbon-neutral fuel supply chains from the customer’s perspective. The division is expanding renewable energy power generation businesses around the world, including wind, solar, hydroelectric, and biomass. With a priority on coexistence with local communities, we are aiming to establish renewable energy power value chains not only through the generation of competitive renewable energy but also by strengthening the aggregation, regulation, and transfer of such energy through the provision of energy management services. In the carbon-neutral fuel business, we are aiming to build carbon-neutral fuel supply chains by providing solutions necessary to reduce our customers’ environmental impact, including supplying woody biomass (recycling of forest resources) and biodiesel (circular economy-oriented model using waste cooking oil), switching marine fuel to LNG, and efforts toward realizing a hydrogen society.

Business Examples

Feature 1 Integrated Support for Social/Manufacturing Infrastructure

We not only procure and sell various types of machinery and equipment as social/manufacturing infrastructure but also provide comprehensive support services from planning, proposals, and technological development to quality control, efficient logistics, installation, and after-sales services, significantly contributing to the building of customers’ production systems.



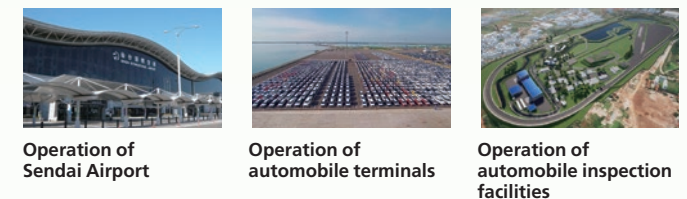
Feature 2 Strengthening the Renewable Energy/Carbon-neutral Fuel Business

We are working to strengthen our renewable energy supply system, including solar power and wind power, as well as our overseas business in Africa and other countries. We are also aiming to establish an integrated system not only for the generation of renewable energy but also for its aggregation, regulation, and transfer, such as in the energy storage plant business. In the carbon-neutral fuel business, we supply biofuels for ships and other applications, aiming to provide total services that will make our customers choose Toyota Tsusho when they think of carbon neutrality.



Feature 3 Business Operation of Transportation Infrastructure

We aim to contribute to solving social issues and economic development by developing competitive transportation infrastructure services at airports and port terminals, mainly in emerging countries and developing regions and strengthening industrial competitiveness and supply chains.



Feature 4 Solution Activities for Customers’ Carbon Neutrality

We are working on carbon neutrality and solving the problems of customers through integrated proposals by the entire Toyota Tsusho Group, such as energy management using storage batteries and a wealth of energy-saving commercial products that we have uncovered through Toyota Tsusho’s network.

VOICE



Hitoshi Kawauchi

Renewable Energy in Japan Group
Renewable Energy Strategy Department

I am working on the formation of corporate PPAs (renewable energy supply to customers), which are increasingly in demand these days. At our Toyota Branch, I am engaged in sales activities to promote the transition to carbon neutrality for Toyota Group companies and other customers. The transition to carbon neutrality is a pressing issue for each company, and there are high expectations for our company as we own many renewable energy sources, so I find it very rewarding. I will work diligently to achieve results that make people talk about Toyota Tsusho when it comes to carbon neutrality.

New Organizational Structure and Mission

Digital Solutions Division

Message from the Division CEO



Eiji Matsuzaki
CEO for Digital Solutions Division

The Digital Solutions Division is engaged in the two fields of devices & software and Information and Communication Technology (ICT) to further expand the solutions business, including solving issues for the next-generation mobility society by utilizing devices and software, while always staying ahead of technological innovation and DX.

The electronics and ICT handled by our division contribute to the creation of a comfortable and safe mobility society, making people's work easier and their lives prosperous. Our role is not to sell products and services for this purpose but to contribute to helping people realize value and enrich their lives.

Our division seeks to expand people's possibilities with electronics and make the world more convenient, comfortable, enjoyable, and prosperous in all areas. To this end, we will stay attuned to the problems of people and society, keep asking how we can be of service, and work together with our customers and partners around the world to realize a friendly future. Our division is committed to providing value for this purpose and aspires to lead the way in transcending and connecting generations. We will fulfill our social responsibility by maintaining safety and functionality with a thorough focus on the quality of our products and services.

Business Overview

Device & Software Solutions

Global sales of electronic devices embedded in automobiles, home appliances, information and communications equipment, industrial equipment, etc.; development and sales of hardware, software, and services to realize CASE*

ICT Solutions

Global sales of products and services related to ICT; promotion of a vehicle security business and a wireless communication business for onboard software that supports the safety of connected cars; sales of computing resources and various tools that contribute to AI development, etc.

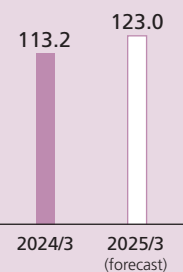
* CASE: Connected, autonomous, shared, and electric

Market Environment

Changes to the environment surrounding us and technological evolution are occurring rapidly, and digital technologies and AI have become commonplace in our surroundings and daily lives. With the evolution of semiconductors, AI, and other technologies, business models, and value offerings are shifting to services (intangible, purpose-based) in addition to goods (tangible, commercial products).

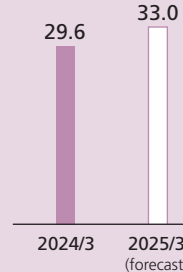
Gross Profit

113.2 billion yen



Profit for the Year Attributable to Owners of the Parent

29.6 billion yen



2024/3

Total Assets

564.9 billion yen

ROA*

5.25%

* To calculate ROA, the average of total assets at the beginning and end of the fiscal year is used as the denominator.

Business Model Based on Mission

In the devices & software business, we own industry-leading electronics trading companies (NEXTY Electronics Corporation, Tomen Device Corporation, and Elematec Corporation) and provide a diverse range of electronic devices and software globally. In anticipation of technological change, we are working to provide the electronic devices and services necessary for safe and reliable automobiles, develop systems and build infrastructure to realize an autonomous driving society, propose environmentally friendly semiconductors, and distribute software.

In the ICT business, we provide a diverse range of IT services with a global support system that is available 24 hours a day, 365 days a year. We provide digital tools and software that accelerate the transformation of work styles, utilize quantum technology and AI for advanced computing, build security and communication platforms to ensure connected automobiles, and construct telecommunication infrastructure and data centers that lead to the development of emerging countries.

Feature 1

Japan's largest-scale semiconductor/ electronic device revenue (sales)

2024/3 Revenue (Sales)

- NEXTY Electronics Corporation: **567.1 billion yen**
- Tomen Device Corporation: **370.7 billion yen**
- Elematec Corporation: **194.5 billion yen**

Feature 2

More than 2,000 corporate group engineers active globally

Engineer Breakdown

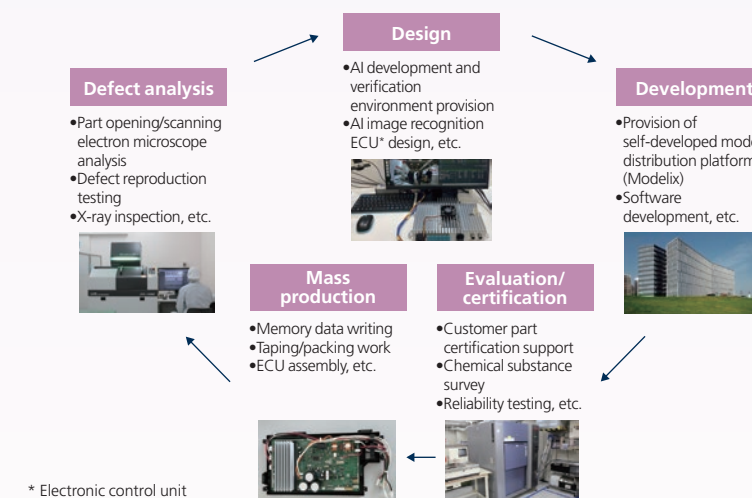
- Hardware engineers*1: **Approx. 220**
- Software engineers*2: **Approx. 530**
- IT engineers: **Approx. 1,260**

*1 Engineers who design and develop embedded software

*2 Engineers who support the development of corporate IT platforms, etc.

Business Examples

Device & Software Solutions Business: Support Business for Customer Product Development



VOICE



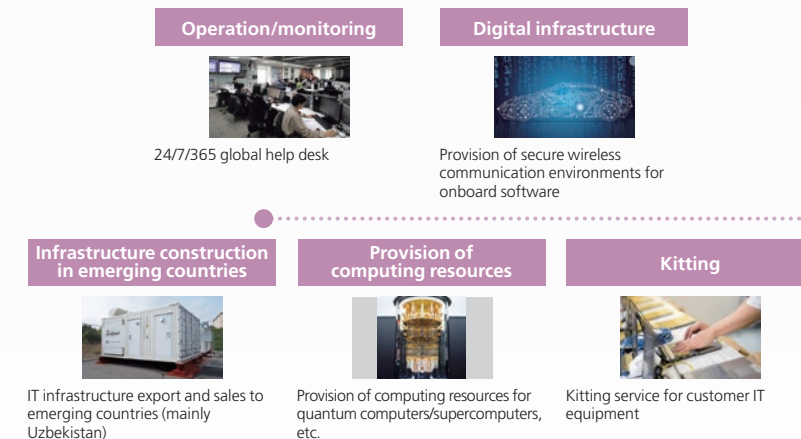
Akira Yamaguchi
General Manager of AI&IoT Business Promotion Department
NEXTY Electronics Corporation

We launched GPU Advanced Testdrive (GAT), a mobility industry-specific AI supercomputer computing resource service, in April 2024. We will expand this service with the collective strength of the Toyota Tsusho Group to contribute to the acceleration of AI development by mobility companies in Japan.



NVIDIA DGX H100 system

ICT Solutions Business: Examples of Major ICT Business Initiatives



Yuki Yamashita
Overseas Infrastructure Group, Data Infrastructure Department

Since 2019, I have been in charge of the Telecommunication Infrastructure Development Project aimed at enriching the lives of people in Uzbekistan and neighboring countries. The delivery of telecommunication equipment started at the end of 2023, and preparations are underway for the operation of the data center. Our corporate group is working hard together every day to help connect government officials and various stakeholders in the country and ensure smooth project operations.

New Organizational Structure and Mission

Lifestyle Division

Message from the Division CEO



Tatsuya Watanuki

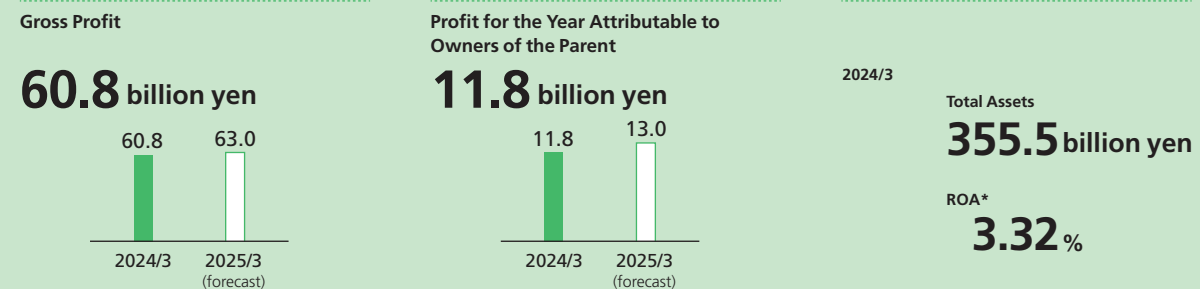
Executive Vice President
CEO for Lifestyle Division

The mission of the Lifestyle Division is to create businesses unique to Toyota as the EoL business promotion division. We aim to be a “Be the Right ONE” presence that supports, nurtures, and connects people’s lives. To this end, each of our SBUs has its unique mission and aims to exceed expectations as a “Be the Right ONE” partner for our customers.

The mission of the Food & Agribusiness SBU can be summed up as “Make people happy and lead to a prosperous future through the power of food!” This SBU maximizes our unique strengths in the grain business to protect supply chains and lifelines and support people’s food. In the food business, it contributes to improving people’s QoL and solving social and customer issues through food.

The mission of the Wellness SBU can be summed up as “Create sustainable communities and bring smiles to the next generation!” In the textile business, this SBU strives to realize a circular economy for apparel that is unique to Toyota Tsusho. In the living environment business, it strives to realize well-being through facility solutions. In the insurance business, this SBU strives to create new value by combining its business with other existing business domains. In the healthcare and medical business, this SBU strives to realize well-being by providing safe and reliable medical care and nursing care.

Business Overview	Food & Agribusiness	Wellness
Market Environment	Grain business: Grain import/export business, domestic grain silo business, etc.	The world is becoming increasingly complex and the future is difficult to predict. In addition, people’s lives are changing at an unprecedented pace on a global scale. Even in times like these, people continue to demand a safe, secure, and comfortable environment to live in, and the division must meet their expectations.
	Food business: Import/export wholesale and processing business for food products and agricultural, livestock, and marine products, domestic food provision business, etc.	
	Insurance business: Domestic and international insurance agency business, insurance brokerage business, etc.	
	Textiles business: Planning, production, logistics, and sales business for raw materials, textiles, and fiber products	
	Living environment business: Overseas hotel residence development and management business, effective utilization business for corporate-owned real estate, rental and condominium development and management business, office and factory renovation business, original furniture planning and sales business, etc.	
	Healthcare and medical business: Overseas healthcare-related business, rehabilitation business, nursing care product business, etc.	



* To calculate ROA, the average of total assets at the beginning and end of the fiscal year is used as the denominator.

Business Model Based on Mission

Food & Agribusiness SBU

• Grain business

In the grain business, we supply grains from all over the world to Japan and other countries. We are strengthening stable supply through a grain origination and export business in Brazil in particular. In Japan, our strength is the many years of experience and operational excellence we have cultivated in the grain silo business.

• Food business

In the food business, we are committed to safety management unique to Toyota Tsusho at manufacturing and processing centers and food provision service companies in Japan and overseas to supply high-quality products. We are also focusing on reducing food waste.

Wellness SBU

• Insurance business

In the insurance business, our strengths are our insurance agency business in Japan and our insurance brokerage business in Japan and overseas. We are also strengthening our support for renewable energy projects, which are of great interest in carbon neutrality initiatives.

• Textile business

In the textile business, our strength is our comprehensive supplier function that handles everything from materials development to production and product sales. We are working to reduce apparel loss and environmental impact.

• Living environment business

In the living environment business, we are developing and operating hotel residences to support companies that are expanding operations overseas, making effective use of company-owned real estate, operating a leasing business for houses and other properties, renovating offices and updating factories, and selling original branded-furniture.

• Healthcare and medical business

In the healthcare and medical business in Japan, we are strengthening our early and preventive testing business, medical institution support business, and nursing care products business. Overseas, we are developing the hospital business centering on the expansion of the Sakra World Hospital medical zone in India, along with peripheral businesses for hospitals such as pharmaceutical wholesaling and linen supply.

Business Examples

• AXIA Business

In 2014, we started operating AXIA Tower 1, a serviced apartments for Japanese expatriates and business travelers in Indonesia, and in 2016, we started developing and operating AXIA Tower 2. In 2021, we started operating AXIA Tower 3 for families to meet the further needs of our customers. We will contribute to the development of Indonesian society through the operation of four buildings, including a commercial building, with a total of 557 guest rooms.



• Bungasari Flour Mills Indonesia

This is an Indonesian flour milling business launched in 2012. We contribute to improving the quality of our customers’ products such as bread, noodles, and confectionery as the country continues its economic development. We will continue to grow in the Indonesian food business together with our partners.



• PATCHWORKS® Project to Promote Circular Economy in the Textile and Fashion Domain

This project promotes the construction of a circular economy system by connecting businesses in the reverse supply chain, which recycles materials, with apparel manufacturers, retailers, and consumers in the forward supply chain, which carries out procurement, production, and sales activities, in cooperation with related parties in Japan and overseas.

▼ Visit the link below for more information about PATCHWORKS®.
<https://www.patchworks-project.jp/> (in Japanese)

• Fishing Net Recycling Business

We are entering the fishing net recycling business with Bureo Inc., which owns and operates the NetPlus® brand of recycled nylon materials made entirely of waste fishing nets. We are also assisting Ellange, Inc., a company that collects and recycles waste fishing nets in Chiba Prefecture, Japan, to introduce Bureo’s South American waste fishing net collection program to Japan. By expanding its waste fishing net collection and sorting base in Japan, the three companies intend to build a stable supply system for the NetPlus® brand and will work to develop and operate programs to preserve the marine environment and create local communities in Japan.



Waste fishing nets are transformed into down jackets.

• Grain Business in Brazil

In central and northeastern Brazil, the Toyota Tsusho Group is using its grain infrastructure business, starting with company-owned warehouses and export terminals, to strengthen the stability of grain procurement and supply systems. We aim to be a leader with the strong conviction to never break our supply chains and to contribute further to the stable supply of grain globally. Also, our cottonseed oil production and sales business is one of the leading businesses in Brazil in terms of the quality and quantity of cottonseed oil handled.



• Operation of Sakra World Hospital and Peripheral Businesses in India

In India, which is showing remarkable economic growth, we are developing a hospital business with an excellent partner. A unique feature of this business is that we are going to the front lines to refine our operations. In addition to the construction of a second hospital, we have added a pharmaceutical wholesale business and linen and medical equipment leasing business as peripheral businesses. We anticipate the possibility of further business expansion in the future.



VOICE



Naoya Matsumi

Deputy Managing Director of Sakra World Hospital

Hospitals gather professionals in their respective fields, such as doctors, nurses, and technicians. Patients with various diseases come to hospitals trusting in the knowledge and skills of these professionals. These professionals always have access to the necessary information, equipment, and working environment to provide the best medical care to patients. We face challenges in the field every day to create this environment.

New Organizational Structure and Mission

Africa Division

Message from the Division CEO



Richard Bielle
CEO for Africa Division

Now with more than 23,000* employees and a business network in all 54 African countries that gives us a presence across the entire continent, we have been involved in the necessary economic development of Africa for over 150 years.

The exceptional longevity and our solidity can be explained by the diversity of our business domains - Mobility, Infrastructure, Healthcare, and Consumer, and our presence in a very large number of countries. This unique combination provides us with somewhat natural cover against risks as well as access to opportunities, which have offset each other over the years and fueled steady growth in revenue (sales) that is generally higher than that of the continent's gross domestic product.

Our global strategy aims to manage every stage of the value chain - from import to production, and from distribution right through to the end customer - which is an important condition in emerging markets as a way to guarantee the quality of our services and products.

Each business domain has its own roadmap and a specific mission that is both useful for the continent and inspiring for those who collaborate with us, our partners, and our customers. Our “WITH AFRICA FOR AFRICA” promise unites us all around a shared mission that is both ambitious and ever so important to make a useful contribution to the development of Africa and for the future children of Africa.

*Number of employees including temporary employees

Business Overview

Mobility

Infrastructure

Healthcare

Consumer

New car sales and after-sales service, automotive production support, used-car sales, vehicle assembly, distribution and maintenance of a wide range of capital goods, such as machinery and handling equipment, distributor business, next mobility, and MaaS business

Infrastructure businesses for renewable energy, seaport development, water supply, etc. Design, installation, and maintenance business for elevators, air conditioners, solar panels, etc.

Production, wholesale, and retail of pharmaceutical products

Development of retail businesses (shopping mall, supermarket, etc.). Import and production of everyday consumer goods. Local production and distribution of beverages

Market Environment

The African continent, also known as the “greatest frontier of the 21st century,” is full of potential. Africa’s economy is expected to outperform the growth rate of the world, due to the attractiveness of the African market, which is characterized by the growing affluent population, especially among the younger generation, and the growing middle-income class.

