

Environment

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Toyota Tsusho Group's Environmental Policy

- 1 To pass on a better global environment to the children of the future, as a responsible corporate citizen, the Toyota Tsusho Group strives to reduce its impact on the environment by preventing and reducing environmental pollution as follows, while placing a high priority on not disturbing the global environment in conducting business.
 - Contribute to the transition to a decarbonized society, reduce greenhouse gas emissions through our business activities, and aim for carbon neutrality by reducing CO₂ emissions from automobiles and factories/plants through the use of clean energy and innovative technologies
 - Strive to preserve forests and biodiversity
 - Save resources and energy, and improve efficiency
 - Effectively use water and reduce the amount used in water-stressed regions
- 2 We promote environment-related businesses, such as the efficient use of waste and the preservation of natural resources, and contribute to the realization of a recycling-based economy and society, while reducing the discharge of waste through our business activities, in collaboration with our affiliates and business partners.
- 3 We comply with all environmental requirements, including environmental laws and regulations and industry guidelines.
- 4 We participate in activities to reduce our impact on the environment by establishing an environmental management system and implement *kaizen* (continuous improvement) of these activities through periodic review and the application of creative ideas.
- 5 We enhance environmental awareness among employees by providing environmental training and promoting a thorough understanding of our environmental policy.



Disclosure Based on TCFD Recommendations

The Toyota Tsusho Group recognizes that climate change is a key management issue and, in May 2019, endorsed the Taskforce on Climate-related Financial Disclosures (TCFD). In line with TCFD recommendations and based on stakeholder dialogue, the group proactively engages in information disclosure as a responsible global company.

1 Governance

Our corporate group identified climate change as one of the material issues that matter most to our business. The content of our Materiality initiatives is verified by a meeting of the Sustainability Committee (held annually)^{*1}, which is chaired by the president & CEO and incorporated into our business strategies via the sales division CEOs who make up the committee. Since 2020, the committee has been tasked with setting key performance indicators (KPIs) for material issues, monitoring their progress, and reporting on the particulars of deliberations to the Board of Directors meeting. Members of the Board have a wealth of experience and competence concerning ESG issues, including climate change, and have put in place a system to ensure that appropriate oversight is carried out.

To address climate change, the Carbon Neutrality Promotion Meeting (held monthly)^{*2}, which is chaired by the president & CEO, discusses strategies for transitioning to a decarbonized society. The meeting also manages progress in reducing our greenhouse gas (GHG) emissions. The Carbon Neutrality Promotion Department, which was established in April 2022, serves as the secretariat for the committee and is responsible for further accelerating our decarbonization efforts as a specialized organization.

The status of achievement of energy-saving targets, as well as responses to climate change-related revisions to laws and regulations and new requirements, are deliberated at our annual Safety and Environment Conference^{*3}. Our progress is also

confirmed at the conference. The representatives of the sales divisions and group companies who make up the members of the conference incorporate the details of these deliberations into our business activities.

We have introduced an internal carbon pricing system to promote reductions in GHG emissions. Under this system, the progress of each sales division's efforts to reduce GHG emissions is reflected in the performance and compensation of the CEO responsible for that division.

As of April 2024

- *1 Sustainability Committee established**
Decisions on policies and important issues related to Materialities, including climate change
Chairperson: Ichiro Kashitani (President & CEO)
Representative officer in charge: Hiroshi Tominaga (Member of the Board, CSO^{*4})
Secretariat: Sustainability Management Group, Corporate Planning Department
- *2 Carbon Neutrality Promotion Meeting**
Decisions on strategies toward the achievement of carbon neutrality
Chairperson: Ichiro Kashitani (President & CEO)
Representative officer in charge: Toshimitsu Imai (Executive Vice President, CTO^{*5})
Secretariat: Carbon Neutrality Promotion Department
- *3 Safety and Environment Conference**
Progress management of responses to climate change-related laws and regulations, etc.
Chairperson: Tatsuya Watanuki (Executive Vice President)
Representative officer in charge: Tatsuya Watanuki
Secretariat: Global Safety & Environmental Promotion Department

*4 CSO : Chief Strategy Officer *5 CTO : Chief Technology Officer

2 Strategy

Climate-related Risks and Opportunities

Category		Anticipated Impact	Timeline ^{*8}	
Risks	Transition ^{*6}	Policy and Regulation	Increase in business costs due to introduction of carbon tax, etc.	Medium- to long-term
		Technology	Change in demand for existing products/services due to introduction of low carbon/decarbonization technologies	Medium- to long-term
		Markets	Changes in demand for existing products/services due to changes in market conditions	Medium- to long-term
	Reputation	Reputation damage due to delays in climate change action or poor disclosure	Medium- to long-term	
Physical ^{*7}	Acute	Business damage due to more frequent and increasingly severe wind and flood damage	Short- to long-term	
	Chronic	Impact on business due to rising temperatures and sea levels	Long-term	
Opportunities	Resource Efficiency	Increased demand for our recycling business due to growing awareness of resource recycling	Short- to long-term	
	Energy Sources	Growing demand for our renewable energy business due to increasing need for renewable energy	Short- to long-term	
	Products and Services	Growing demand for products and services that contribute to decarbonization and reducing carbon	Short- to long-term	
	Markets	Growing business opportunities in emerging markets as they grow and mature	Short- to long-term	

^{*6} Transition risks: Risks posed by changes in policy and regulation, technology, market environment, etc., associated with the transition to carbon neutrality

^{*7} Physical risks: Risks posed by increasingly severe natural disasters and changes in temperature and precipitation

^{*8} Short-term: Within a year; medium-term: within three years; long-term: four years or longer

In response to the risks and opportunities described on the previous page, we are actively working to not only reduce Scope 1^{*9} and Scope 2^{*10} emissions but also to reduce Scope 3^{*11} emissions and contribute to the GHG emissions reduction efforts of society.

^{*9} Scope 1: Direct greenhouse gas emissions from Toyota Tsusho's use of fuel (coal, gas, etc.)

^{*10} Scope 2: Indirect greenhouse gas emissions from Toyota Tsusho's use of purchased electric power and heat

^{*11} Scope 3: GHG emissions from procurement of raw materials, manufacturing, sales, and consumption to the disposal of products

Scenario Analysis

We conduct scenario analysis, following the TCFD recommendations, of selected businesses that are significantly impacted by climate change.

As for the impact on business, we selected factors that are significantly affected and conducted a scenario analysis. In terms of risks, we considered transition risks (policy and regulation, technology, markets, and reputation) and physical risks (acute

and chronic) while taking into account resource efficiency, energy sources, products and services, and markets in terms of opportunities.

Furthermore, our group aims to reduce its GHG emissions by 50% compared to the 2019 level by 2030, and we used the year 2030 as the timeframe for this scenario analysis as well.

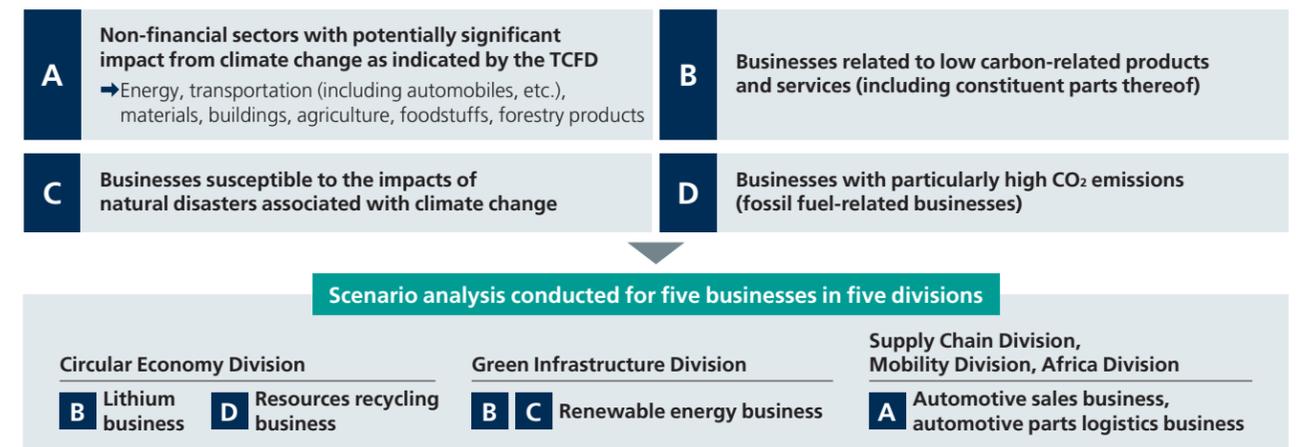
Reference Scenarios

We referred to the following scenarios developed by the International Energy Agency (IEA), the Intergovernmental Panel on Climate Change (IPCC), and others to assess new business opportunities and business resilience. We also analyze the impacts on our business in the event of significant changes in our business environment as a result of climate change.

Category	Scenario overview	Main reference scenarios
1.5°C scenario	Under this scenario, policies and regulations are implemented to achieve a decarbonized society and the global temperature increase from the pre-industrial level remains below 1.5°C. Although the transition risk is higher than under the 4°C scenario, the physical risk is lower.	<ul style="list-style-type: none"> •IEA Net Zero Emissions by 2050 Scenario (NZE) •IEA Sustainable Development Scenario (SDS) •IPCC RCP2.6
4°C scenario	Under this scenario, no new policies or regulations are introduced and GHG emissions continue to increase. The transition risk is lower than under the 1.5°C scenario, but the physical risk is higher.	<ul style="list-style-type: none"> •IEA Stated Policies Scenario (STEPS) •IPCC RCP8.5

Selection of Subject Businesses

Selecting businesses with large climate change impacts (from perspectives A to D below) among all our group's businesses, we performed scenario analyses with the lithium, resource recycling, renewable energy, automotive sales, and automotive parts logistics businesses. The molten aluminum business, selected until the fiscal year ended March 31, 2024, is included in the resource recycling business from the fiscal year ending March 31, 2025 from the perspective of expanding the scope of GHG emissions and scenario analyses. For the same purpose, we added the automotive parts logistics business into the scope of scenario analysis.



The scenarios and understanding of the business environment in this scenario analysis are based on major scenarios presented by international organizations and others and do not represent the medium- to long-term outlook.

Disclosure Based on TCFD Recommendations

Impact on Business Favorable impact Limited impact Adverse impact

Results of Scenario Analysis for Each Business

Lithium business Our group's production of lithium carbonate began in 2014 at Salar de Olaroz, Argentina, to supply raw materials used in automotive lithium-ion batteries (LiBs), which are essential for electrified vehicles. We also constructed a lithium hydroxide manufacturing plant in Naraha-machi, Fukushima Prefecture, and production started in 2022.

	Category	Details
Climate-related Risks and Opportunities	Risks	Reduction in volume of lithium carbonate production in Argentina caused by natural disasters, extreme weather conditions, etc.
	Opportunities	Increase in demand for lithium products due to vehicle electrification, etc.

Impact on Businesses in Each Scenario	1.5°C scenario	In a comparison between the 1.5°C scenario and the 4°C scenario, a larger increase in demand for electrified vehicles and storage batteries is expected in the 1.5°C scenario, resulting in greater opportunities for this business overall.
	4°C scenario	Regarding the risk of reduced lithium production efficiency at our lithium carbonate production site in Argentina due to changes in rainfall, any impact on lithium production is expected to be minor, as the level of precipitation is expected to remain relatively constant, judging from the results for 2022 and the years leading up to it.

In both scenarios, demand for electrified vehicles and storage facilities that use lithium batteries is expected to increase.

Our Group's Measures We will aim to build a long-term stable supply structure by enhancing our existing capacity to meet the increasing demand for lithium that will accompany the full-scale popularization of electrified vehicles. In addition, we will expand our business domain and build a structure for the stable supply of lithium hydroxide in preparation for the expected increase in demand due to increasing battery capacity in the future.

Resources recycling business Our group has a long history of recycling. Since the 1970s, we have been promoting a circular economy as one of our businesses for roughly 50 years. Based on the recognition that all goods are resources, we recover, sort, and recycle them to promote resource recycling in support of manufacturing.

The molten aluminum business, selected until the fiscal year ended March 31, 2024, is included in the resource recycling business from the fiscal year ending March 31, 2025, from the perspective of expanding the scope of our GHG emissions and scenario analyses.

	Category	Details
Climate-related Risks and Opportunities	Risks	Difficulty in securing sufficient volume resulting from decreasing waste Resource price fluctuations
	Opportunities	Market expansion in line with an increase in demand for recycled materials

Impact on Businesses in Each Scenario	1.5°C scenario	Under the 1.5°C scenario, opportunities for the business as a whole are estimated to expand as the market expands due to an increased demand for recycled materials.
	4°C scenario	Under the 4°C scenario, the market will not expand at the scale estimated to occur under the 1.5°C scenario. The impact on the business as a whole is thus estimated to be limited.

Our Group's Measure This business is positioned as our main circular economy business, which is one of our priority domains, and we will reinforce the recycling value chain from upstream to downstream to establish a closed-loop system.

Renewable energy business Our Group operates wind, solar, hydro, geothermal, biomass, and other power generation businesses globally. As well, we are focusing on promoting development in Africa and emerging countries and the development of offshore wind power generation.

	Category	Details
Climate-related Risks and Opportunities	Risks	Impact on business due to revision of renewable energy-related policies (feed-in tariffs, subsidies, tax breaks, etc.)
	Opportunities	Increase in demand for renewable energy

Impact on Businesses in Each Scenario	1.5°C scenario	In the 1.5°C scenario, although the discontinuation of feed-in tariffs as a result of the revision of renewable energy policies could have an impact, it is expected that worldwide development of policies and a significant increase in demand for renewable energy will lead to the progress of related technological innovations and renewable energy becoming a core energy source. Accordingly, the opportunities for this business as a whole are expected to expand as development progresses in response to the demand for renewable energy.
	4°C scenario	In the 4°C scenario, demand for renewable energy is expected to increase to a certain level, although not to the same degree as under the 1.5°C scenario. While there is a possibility that the business could be affected by policy revisions, the impact on the business as a whole is limited.

Our Group's Measure As this business is positioned as one of our priority domains, we plan to expand our business, including diversifying our portfolio of power sources and conducting energy management, while accelerating global development by reinforcing our existing businesses. We will contribute to the creation of a better global environment through the stable supply of renewable energy with a competitive advantage.

Automotive sales business Our group exports passenger cars, commercial vehicles including trucks and buses, industrial vehicles, and spare parts produced by automobile and transport equipment manufacturers, primarily in the Toyota Group in Japan and overseas, to countries around the world. Also, we conduct business as sole import distributors and dealers through our global network, which spans 150 countries around the world.

	Category	Details
Climate-related Risks and Opportunities	Risks	Impact on business due to changes in the sales mix of gasoline and electrified vehicles
	Opportunities	Increase in demand for electrified vehicles

Impact on Businesses in Each Scenario	1.5°C scenario	In the 1.5°C scenario, the share of gasoline vehicles in total sales volume is expected to decrease due to stricter fuel efficiency regulations, though the share of electrified vehicles is expected to increase, expanding opportunities for this business as a whole.
	4°C scenario	In the 4°C scenario, fuel efficiency regulations will not be tightened to the same degree as under the below 1.5°C scenario, and the impact on the sales ratio of gasoline and electrified vehicles will be small, so the impact on the overall business is expected to be limited.

In both scenarios, the total sales volume of new vehicles is expected to increase globally, especially in emerging countries, thus the risk to the overall business is expected to be minor.

Our Group's Measure Given that the new automotive sales market is expected to continuously grow, especially in emerging countries, our Group will strengthen our sales structures worldwide. We will also promote the popularization of electrified vehicles by securing resources for battery materials, which are key components of electrified vehicles, and by expanding the vehicle battery 3R (Rebuild, Reuse, Recycle) business domain along with expanding our lineup of electrified vehicles.

Disclosure Based on TCFD Recommendations

Impact on Business ➔ Favorable impact ➔ Limited impact ➔ Adverse impact

Automotive Parts Logistics Business Our group operates affiliates and business frameworks around the world. Utilizing each site and logistic network, we have established a seamless, optimal parts logistics structure and a global-scale automotive parts supply chain.

From the fiscal year ending March 31, 2025, we newly started the analysis of the automotive parts logistics business to expand the scope of our GHG emissions and scenario analyses.

	Category	Details	
Climate-related Risks and Opportunities	Risks	Impact to be brought about by changes in automotive components as automotive electrification progresses	
	Opportunities	Increase in demand for expensive automotive parts manufactured with new technologies as automotive electrification progresses	
Impact on Businesses in Each Scenario	1.5°C scenario	Under the 1.5°C scenario, increases in the handling volume of parts and products, such as expensive batteries, are expected with changing automotive components as electrification progresses. Opportunities for this business are estimated to expand with the continuously increasing volume of automotive production worldwide.	➔
	4°C scenario	Under the 4°C scenario, it is projected that the progress of electrification would be slow compared to that under the 1.5°C scenario. The impact on the business as a whole would thus be limited, and opportunities for the business are estimated to be stable or expand with the continuously increasing volume of automotive production worldwide.	➔

Our Group's Measure As the volume of automotive production worldwide increases, the automotive parts market is estimated to expand going forward. Our group will contribute to the sustained growth of the automotive parts supply chain by reinforcing relationships with new parts partners for electrification and promoting green logistics.

3 Risk Management

Our Group manages environmental risks and opportunities, including climate change, to a high standard. The Sustainability Committee, the Carbon Neutrality Promotion Meeting, and the Global Safety & Environmental Committee deliberate business risks and opportunities related to climate change, and members of these groups actively integrate the outcomes of deliberation into business strategies and activities.

In particular, the Carbon Neutrality Promotion Meeting, chaired by the president & CEO, meets monthly to identify climate change risks and opportunities in light of the external environment and assess their impact on us, as well as to verify the progress of climate change-related businesses.

The Integrated Risk Management Committee defines the 10 most important risk items, including the environment, to focus on to review our global risk management status. The committee also manages climate change risk in the company-wide risk management process.

We have acquired certification under ISO 14001, an international standard related to environmental management systems, to monitor our risk management processes. Toyota

Tsusho conducts internal environmental audits of domestic and overseas consolidated subsidiaries once every three years.

Investments and loans

Toyota Tsusho's officers participate in various meetings to confirm the impacts that our investment activities have on ESG: The executive vice presidents, CSO, and CFO^{*1} take part in the Investment and Loan Committee; the deputy CSO and deputy CFO in the Investment and Loan Meeting; and the president & CEO, executive vice presidents, CSO, CFO, and general manager of the Corporate Planning Department in the Investment Strategy Meeting. Projects that meet or exceed certain requirements and are approved by the Investment and Loan Committee or the Investment and Loan Meeting are required to undergo a preliminary carbon neutrality assessment. This assessment determines the Scope 1 and Scope 2 emissions that will increase as a result of the investment, how they can be reduced, and how the investment will contribute to Scope 3 reductions as well as to GHG emissions reductions in society.

*1 CFO: Chief Financial Officer

4 Metrics and Targets

GHG Emissions Reduction Targets and Future Initiatives

The carbon neutrality of our GHG emissions, as well as our contribution to a decarbonized society, is essential. Therefore, in support of the Paris Agreement and as a concrete policy toward contributing to the transition into a decarbonized society, we established a target of reducing GHG emissions (Scope 1 and Scope 2) by 50% compared to 2019 levels by 2030 and achieving carbon neutrality by 2050.

Our group is promoting comprehensive energy conservation and renewable energy measures (installing LED lighting and solar power generation facilities, etc.). We also aim to achieve this goal by reducing GHG emissions from production processes and logistics operations through fuel conversion, efficient consumption, and technological innovation.

The capability to accelerate and promote businesses that contribute to the reduction of GHG throughout the entire industrial life cycle is one of our strengths. All of our employees will unite and exert themselves to contribute to the solution of these social issues.

Reduction Targets

- We aim to be carbon neutral by 2050.
- We aim for a 50% reduction in GHG emissions by 2030 compared to 2019.

Included: Toyota Tsusho, domestic and overseas consolidated subsidiaries (Scope 1 and Scope 2)
 Note: Scope 3 promotes specific initiatives with suppliers and customers to reduce GHG emissions throughout the value chain.

Scope 1 and Scope 2 Emissions Reduction

Comparing the results of 2023 to the base year (2019), emissions increased in line with our business expansion, including the establishment of a PET bottle recycling plant and a lithium plant that can also be used for supply to electrified vehicles.

Shift of Emission Volume in CO₂ equivalents^{*2}

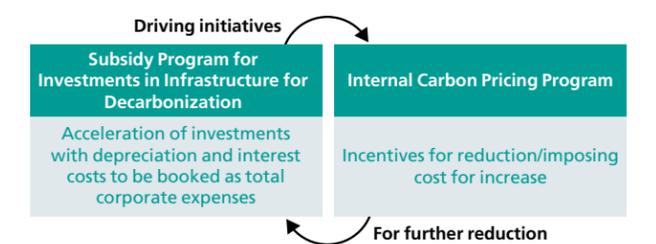


*2 Covers Scope 1 and Scope 2 emissions from the Toyota Tsusho Group; calculated using the Greenhouse Gas Protocol *3 Carbon dioxide capture, utilization, and storage

Nevertheless, we attained a reduction of 62,000 t-CO₂, which exceeded the volume of the increase.

Subsidy Program for Investments in Infrastructure for Decarbonization / Internal Carbon Pricing Program

We have introduced a mechanism for subsidizing burdens such as depreciation and interest payable related to GHG emissions reduction investments as company-wide expenses (Subsidy Program for Investments in Infrastructure for Decarbonization) as well as that for adjusting divisional performance appraisal according to the level of increase/decrease in GHG emissions by each division (Internal Carbon Pricing Program / unit price: ¥30,000/t-CO₂) to create a virtuous cycle for encouraging GHG emissions reduction initiatives.



Green Bond

Our company has formulated the "Green Finance Framework" to issue green bonds and procure green loans.

This framework is based on the Green Bond Principles 2021 as administered by the International Capital Market Association (ICMA) and the Green Loan Principles 2021 by the Loan Market Association (LMA), the Asia Pacific Loan Market Association (APLMA), and the Loan Syndications and Trading Association (LSTA).

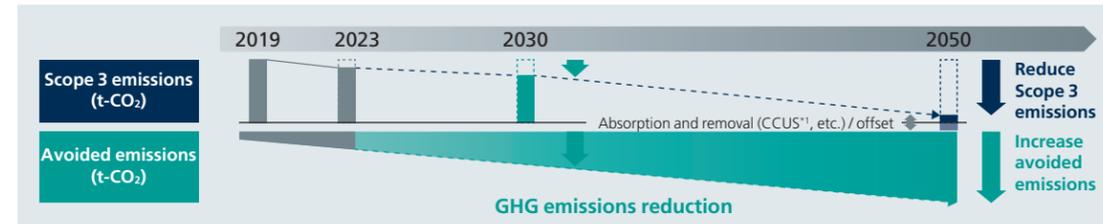
Initiatives for Reducing Greenhouse Gas Emissions

Growth Strategy as a Trading Company Striving Toward Decarbonization

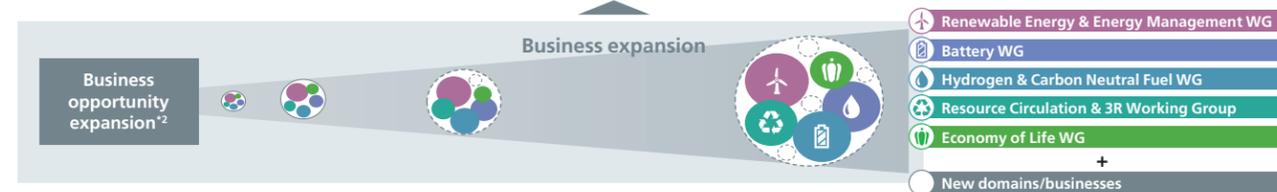
Expertise in Scope 3 Emissions Reduction Actions and Avoided Emissions Businesses

The Toyota Tsusho Group vigorously engages in Scope 3 CO₂ emissions reduction throughout the entirety of its supply chains centering on the automotive field by utilizing the group's

long-reinforced strengths, such as resources recycling, efficient logistics and manufacturing, and low-carbon energy supply. The group is determined to continue to grow by further and broadly expanding this endeavor and contributing to emissions reduction by society at large.



Tackling emissions reduction by leveraging our strengths creates business opportunities for our company.



*1 Carbon dioxide capture, utilization, and storage: Technology to recover, store, and effectively utilize CO₂

*2 The number of circles indicates the number of businesses related to the five working groups (WGs) and new Scope 3 emissions reduction and avoided emissions actions. The color of circles indicates the type of each business. The size of circles indicates the scale of each business.

Major Scope 3 Emissions Reduction Initiatives

Our corporate group reduces Scope 3 emissions using Toyota Tsusho's distinctive initiatives, and we provide the approaches to

such to our customers to contribute to society's efforts to achieve avoided emissions and to create new business opportunities.

Toyota Tsusho's Distinctive Initiatives

Renewable Energy Geothermal power generation in Kenya, Onshore wind power generation <ul style="list-style-type: none"> • Wind, solar, hydro, geothermal, and biomass power plant operation • Solar power plant construction 	Electrified Vehicles Lithium development / production, Battery material sales <ul style="list-style-type: none"> • Lithium resource development • Lithium hydroxide manufacturing • Rare earths supply • Battery manufacturing facilities / parts and material supply 	Bioproduct Sales Bioplastics, Biodiesel fuel <ul style="list-style-type: none"> • Plant-derived polyethylene and other biomaterials • Biodiesel, wood chips, and other biomass fuels
Recycling Metal scrap recovery and processing, PET bottle horizontal recycling <ul style="list-style-type: none"> • Metal scrap recovery and processing • Plastics • Recycled aluminum supply • PET bottles • Clothing (recovery of waste fish nets and clothing fibers) 	Energy-Saving and New Energy Energy efficiency diagnosis, Hydrogen station <ul style="list-style-type: none"> • Energy efficiency diagnosis and sales of energy-efficient equipment • Sales of semiconductors with low energy consumption for automotive and non-automotive applications • Hydrogen station operation • Energy-efficient data center operation 	Efficient Logistics and Manufacturing Highly efficient logistics, Centralized steel processing center <ul style="list-style-type: none"> • Highly efficient logistics • Green material-based logistics • Fleet management system • Centralized steel processing • Molten aluminum supply

2023 Emissions and Reduction

Scope 3 Emissions

For 2023, our corporate group recorded approximately 124 million t-CO₂ of Scope 3 emissions in total. Characteristics of emissions from our business activities are as follows.

- We handle low volumes of metal resources and fossil fuels, which are significant GHG emitters, and the number of our businesses that emit a large volume of CO₂, such as thermal power generation, is limited.*4
- We have been engaging in a variety of initiatives centering on the automotive supply chain. Emissions classified as those arising from Purchased Goods and Services (Category 1) and Use of Sold Products (Category 11) account for the majority. We will implement the major initiatives described on P. 101 throughout the automotive supply chain to reduce Category 1 and Category 11 emissions, which are high.

2023 Scope 3 Emissions by Category

Category	Emission (1,000 t-CO ₂)
1 Purchased goods and services	77,588
2 Capital goods	596
3 Fuel- and energy- related activities (not included in Scope 1 or Scope 2)	137
4 Upstream transportation and distribution	3,460
5 Waste generated in operations	19
6 Business travel	9
7 Employee commuting	29
8 Upstream leased assets	0
9 Downstream transportation and distribution	4,695
10 Processing of sold products	143
11 Use of sold products	34,245
12 End-of-life treatment of sold products	18
13 Downstream leased assets	23
14 Franchises	6
15 Investments	3,160
Total	124,128

*4 Planning to withdraw completely from coal- and heavy oil-fired power generation businesses after the fiscal year ending March 31, 2025, and from thermal power generation projects at an early phase

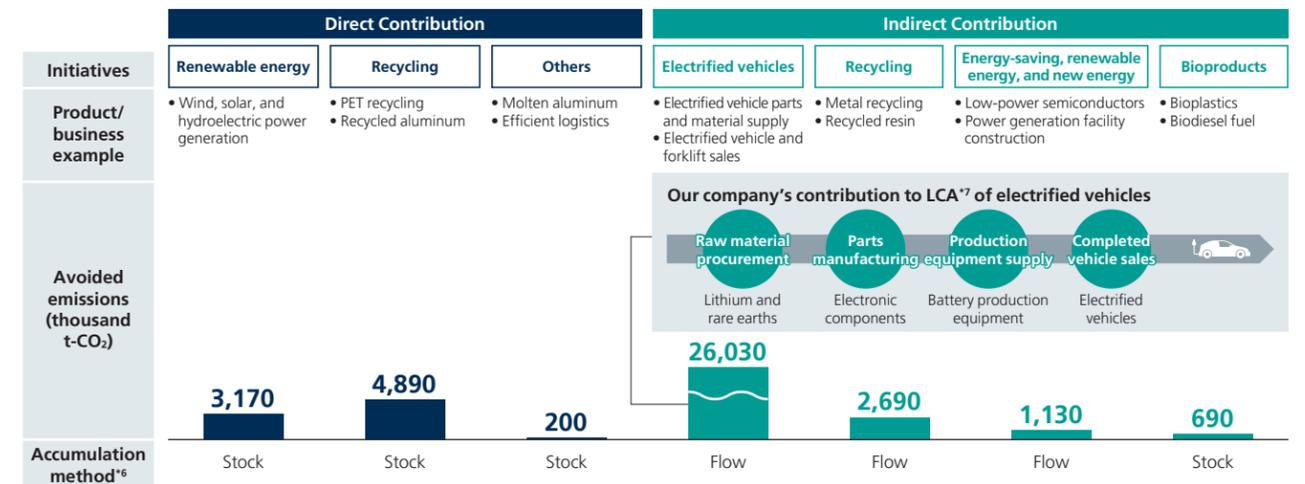
Avoided Emissions

Our corporate group engages in diverse emissions reduction actions, recognizing Scope 3 emissions reduction and avoided emissions businesses as growth opportunities. To further accelerate our related initiatives, we have been disclosing avoided emissions by quantifying our emissions reduction actions.

We classify our diverse emissions reduction actions as either

direct contribution*5, which is made through products and services we manufacture and supply, or indirect contribution,*5 which is made by our indirectly contributing to the reduction of emissions of other companies' products.

Our avoided emissions for 2023 totaled approximately 8 million t-CO₂ from direct contribution and approximately 31 million t-CO₂ from indirect contribution.



*5 Direct contribution: Emissions avoided by our final products and services that have an emissions reduction effect or those avoided through our manufacturing processes

(Others: Although we have yet to calculate the volume of avoided emissions, we are taking the lead in multiple initiatives that contribute to society's GHG emissions reduction, such as nonferrous metal scrap recovery and processing and energy-efficient data center operation.)

Indirect Contribution: Emissions avoided by our company's conducting a part of the manufacturing processes of final products and services that have an emissions reduction effect or by our sales of final products and services that have an emissions reduction effect

*6 Formulated while referring to "5.5 Avoided Emissions Accumulation Methods" of the Guideline for Avoided GHG Emissions Quantification of Japan's Ministry of Economy, Trade and Industry (METI).

*7 LCA: Life cycle assessment; a method to quantitatively assess the environmental burden of a product throughout its life cycle

Calculation method: We referred to guidelines published by METI, the Institute of Life Cycle Assessment, Japan, and the World Business Council for Sustainable Development (WBCSD), among others, in calculating avoided emissions. As there are no universal rules for calculating avoided emissions at present, we will appropriately review our calculation methods and information to disclose based on international discussions and trends in society.

(Emissions from existing products, services, and manufacturing processes – emissions from new products, services, and manufacturing processes) x volume of diffusion

Calculation example: Recycled aluminum

Avoided emissions are calculated based on the difference between emissions from the use of recycled aluminum and the use of virgin metal, both being supplied by our company.

Electric vehicles: (Internal combustion engine vehicle LCA emissions*8 – electrified vehicle LCA emissions*9) x number of electrified vehicles sold for which our company is involved in a part of their supply chain

*8 Internal combustion engine vehicle and electrified vehicle LCA emissions were calculated while referring to the IEA's Global EV Outlook 2024.

Carbon Neutrality Promotion Structure

Uniting the strength of the five teams (WGs) to help our customers, business partners, and society become carbon-free.



Carbon Neutrality Promotion Meeting

The Toyota Tsusho Group holds the Carbon Neutrality Promotion meeting, chaired by the president & CEO, once a month to determine the strategies to achieve carbon neutrality for the group and society.

The Carbon Neutrality Promotion meeting confirms the connection between the group's GHG emissions reduction measures and the policies and proposals of countries around the world toward the realization of carbon neutrality, along with discussing and deciding on growth strategies through five working groups.

Carbon Neutrality Promotion Meeting Structure

Chairperson	President & CEO
Secretariat	Representative officer in charge
	Executive vice president (CTO*1)
	Department
	Carbon Neutrality Promotion Department
Meeting Members	CSO*1
	CFO*1
	CHRO*1
	Representative Officer in charge of carbon neutrality at each Sales Division (Appointment among senior executive officers or executive officers)
	CEO*1 of each region
	Leader of each working group (appointed by executive officers)
	Deputy CSO (responsible for Corporate Planning Department)

*1 CTO: Chief Technology Officer
CFO: Chief Financial Officer
CEO: Chief Executive Officer
CSO: Chief Strategy Officer
CHRO: Chief Human Resources Officer

Carbon Neutrality Promotion Structure

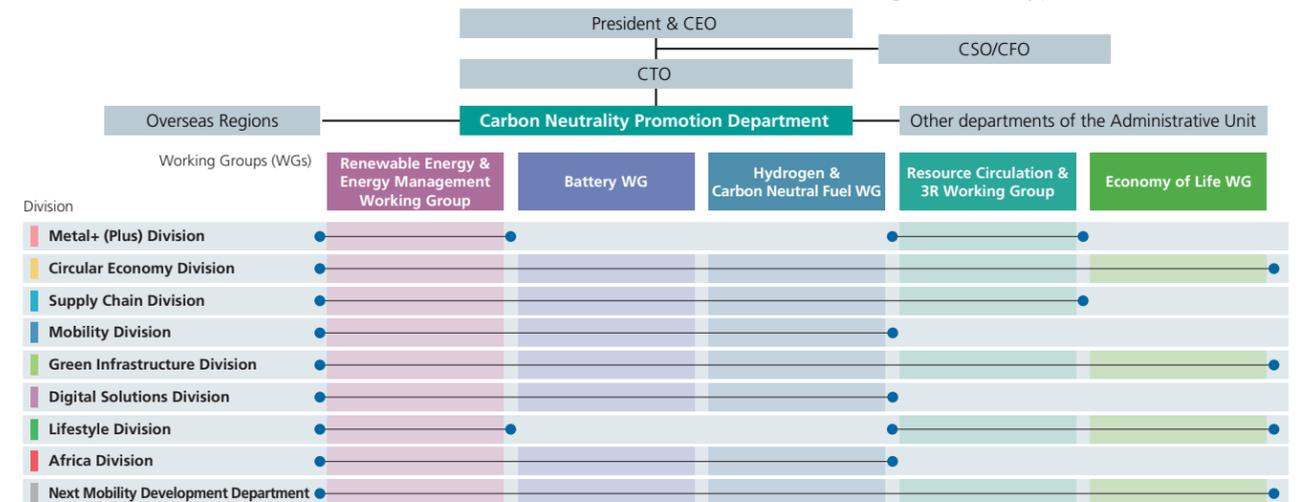
Our group established the Carbon Neutrality Promotion Department with the mission of promoting carbon neutrality company-wide to further accelerate our initiatives toward decarbonization both within and outside our corporate group. In addition to designing systems and managing emissions to achieve the Toyota Tsusho Group Carbon Neutrality Declaration,*2 five working groups have been established under the initiative of the Carbon Neutrality Promotion Department. These working groups were organized based on the growth strategies of

business areas linked to carbon neutrality and the circular economy, in which our group has strengths, to achieve both business expansion and a decarbonized society along both vertical and horizontal axes. We have formulated roadmaps toward 2030 for the five working groups and monitor their progress. (Refer to pages 109 and 110).

*2 Toyota Tsusho Group Carbon Neutrality Declaration: Reduction targets of achieving carbon neutrality by 2050 and a 50% reduction in GHG gases by 2030 compared to 2019

Carbon Neutrality Promotion Meeting Structure

Mission: Passing on a better global environment to the children of the future
Vision: The world's leading circular economy provider



Carbon Neutrality Promotion Structure

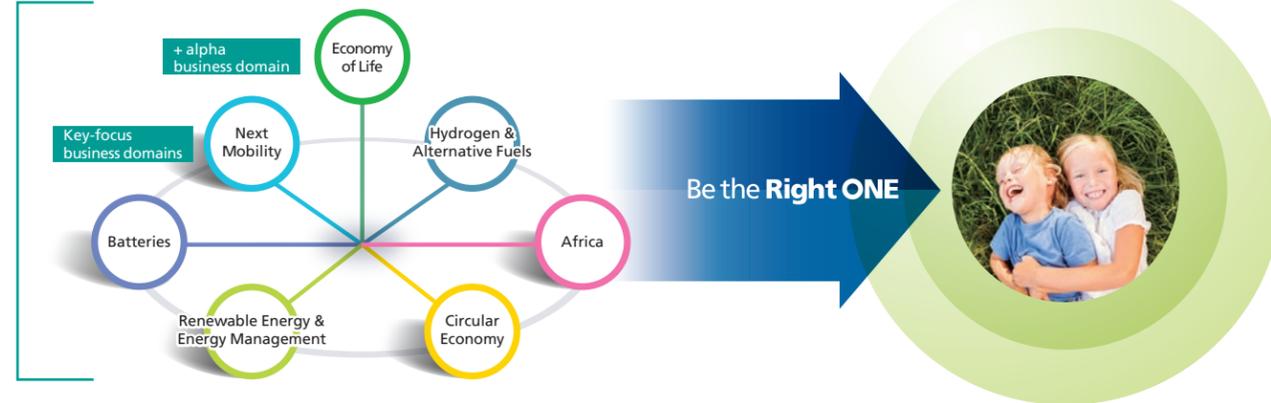
Mission

Passing on a better global environment to the children of the future

Our corporate philosophy

We will aim to achieve our mission in accordance with our principle of "Living and prospering together with people, society, and the planet, we aim to be a value-generating corporation that contributes to the creation of prosperous societies."

Seven priority domains

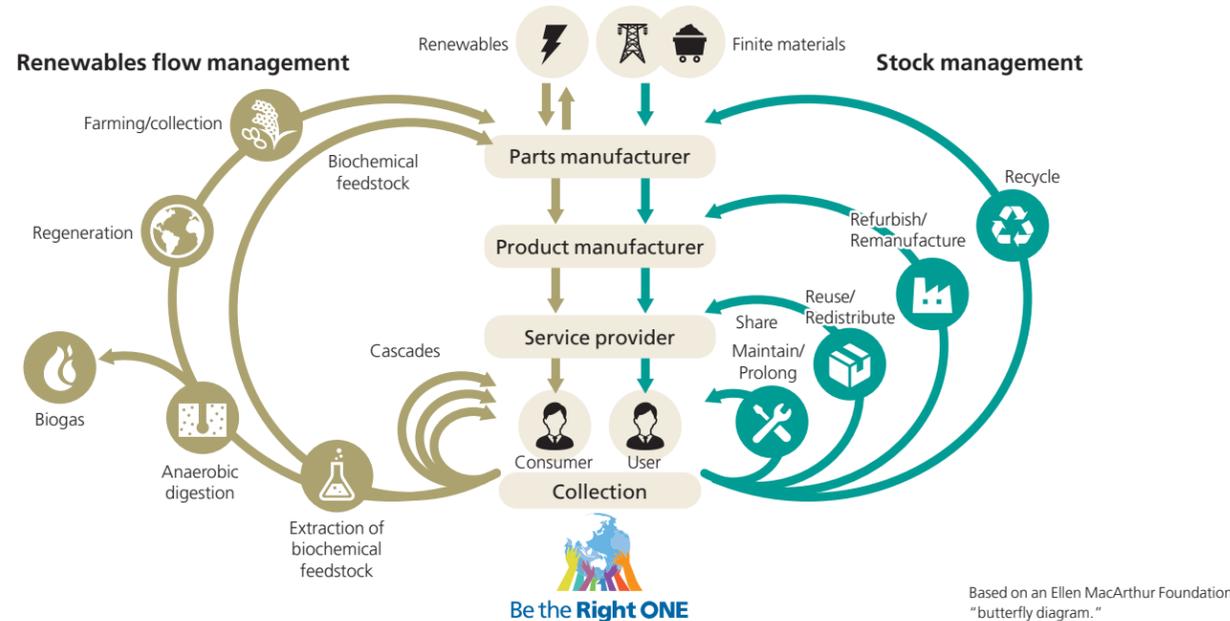


Vision (Ideal Image)

Leading circular economy* provider

*An economy that maximizes added value through efficient and recycling-oriented use of resources at all stages.

Toward achieving carbon neutrality, we will break through the center as the top runner and expand our frontline to span the entirety of a circular economy.



Five Working Groups and the Carbon Neutrality Strategy Map

We have formed working groups in the five domains of our special strengths to robustly facilitate initiatives that lead to carbon neutrality. With these working groups, we engage in businesses that support circular economy at each stage of the industrial life cycle, comprising energy creation, energy collection

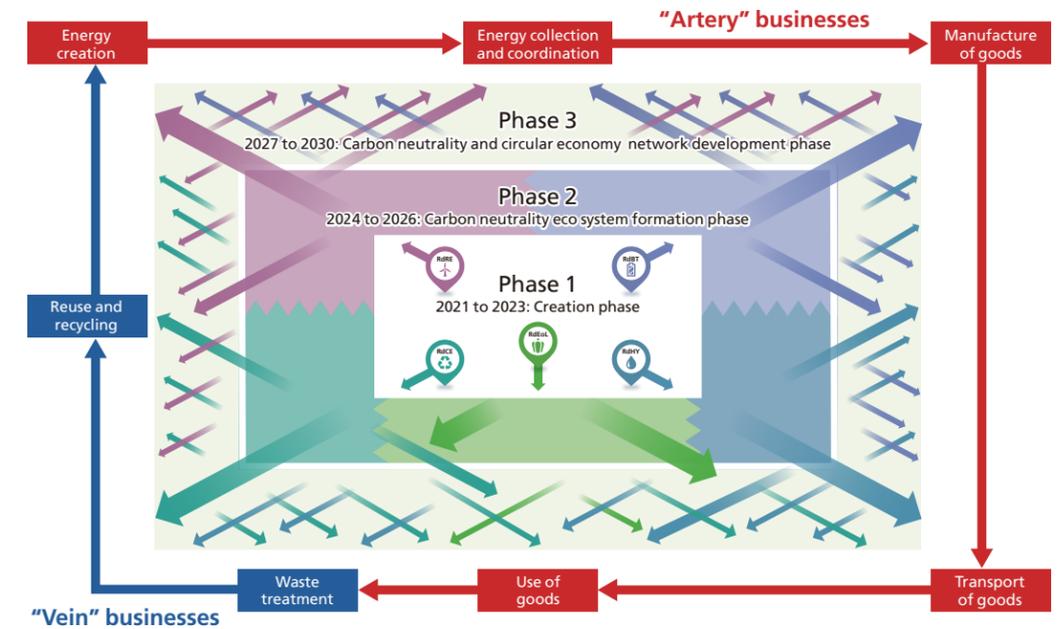
and coordination, the manufacture, transport, and use of goods, waste treatment, and reuse and recycling. From the fiscal year ending March 31, 2025, as the Phase 2 period, we will endeavor to create the "Toyota Carbon Neutrality Ecosystem" by organically coordinating each working group's functions.

Investment for the realization of a decarbonized society:
Approx. 2 trillion yen*³ by 2030

*³ The investment amount is the total for the 10 years from 2021 to 2030 (including actual results).

RdRE (Road Renewable Energy) Renewable Energy & Energy Management WG Investment: 1,000.0 billion yen	<ul style="list-style-type: none"> Having renewable energy account for 50% of our power consumption Contributing to meeting the renewable energy needs of major customers Expanding the introduction of renewable energy power generation 	RdBT (Road Batteries) Battery WG Investment: 450.0 billion yen	<ul style="list-style-type: none"> Stably securing lithium and other rare resources Establishing raw material and parts manufacturing businesses Entering the battery manufacturing business Creating 3R (Reduce, Reuse, and Recycling) mechanisms
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Carbon Neutrality Strategy Map

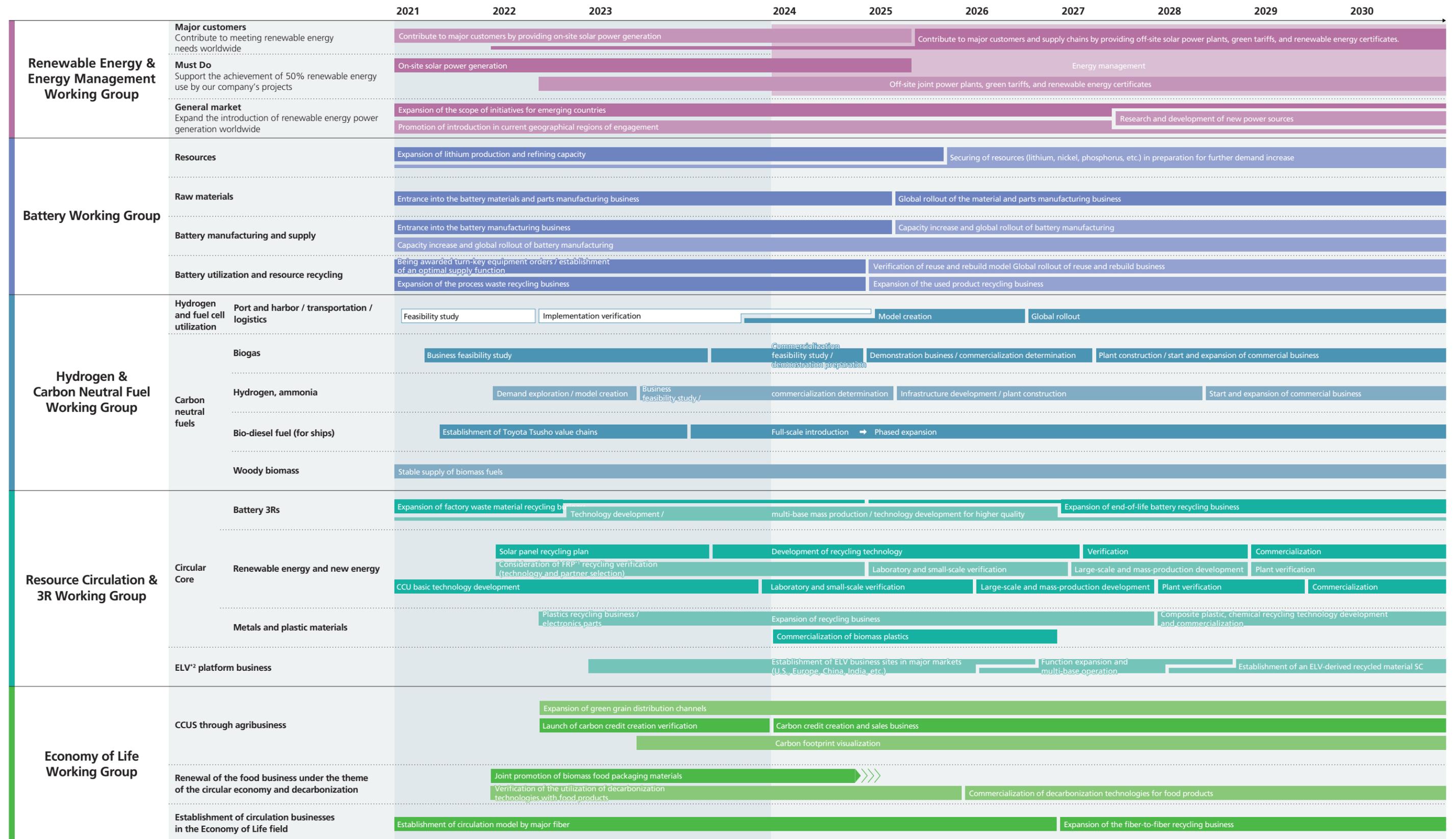


RdCE (Road Circular Economy) Resource Circulation & 3R WG Investment: 250.0 billion yen	<ul style="list-style-type: none"> Creating "Circular economy x Carbon neutrality businesses" based on the Circular Core Facilitating recycling of batteries, scrap metal and plastic, renewable energy equipment, and CO₂ 	RdEoL (Road Economy of Life) Economy of Life WG Investment: 100.0 billion yen	<ul style="list-style-type: none"> CCUS through agribusiness Carbon neutrality and renewal of the food business Building CE in the EoL domain 	RdHY (Road Hydrogen) Hydrogen & Carbon Neutral Fuel WG Investment: 200.0 billion yen	<ul style="list-style-type: none"> Realizing three large-scale models of hydrogen and fuel cell utilization (at seaports and in public transportation and logistics) at more than 10 locations Developing carbon neutral fuels and establishing their supply chains.
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Overview of Initiatives and Major Achievements of the Five Working Groups

	Overview of Initiatives	Major Results	
<h3>Renewable Energy & Energy Management Working Group</h3>	<p>To contribute to the decarbonization of our major customers and the Toyota Tsusho Group, the Renewable Energy & Energy Management Working Group expands the scope of initiatives in the areas of collection, coordination, and delivery by utilizing knowledge of renewable energy creation. In light of related institutional systems and market trends in and outside of Japan, the working group promotes mainly on-site and off-site solar power generation, green tariffs, and renewable energy certificates to contribute to our company's shift to renewable energy and decarbonization of our major customers and supply chains as well. The working group also aims to expand renewable energy generation introduction among the general markets worldwide by conducting initiatives at locations where our group operates, broadening the scope of initiatives in emerging countries, and developing new types of power sources, such as offshore wind farms.</p>	<p>In the fiscal year ended March 31, 2024, the working group established Aelous to operate renewable energy businesses in Africa. In the energy management domain, we started the storage battery business for grids at the Terras Energy Nagasaki Koyagi Energy Storage and Euris Shiratori Battery Park. In April 2024, the working group consolidated Terras Energy Corporation as a wholly owned subsidiary.</p>	
<h3>Battery Working Group</h3>	<p>The Battery Working Group works across divisions toward the slogan "Contributing to the achievement of carbon neutrality by solving issues in the field of batteries, which is the very key to success for electrification." In anticipation of the rapid expansion of electrification, the working group is focusing on constructing battery supply chains for local production and local consumption on a global basis. Specifically, the working group works on 1) stably securing rare resources such as lithium, 2) creating businesses to manufacture battery materials, such as cathode and anode materials, and peripheral components, 3) entering battery manufacturing businesses in North America and other regions, 4) constructing mechanisms for rebuilding and reusing used batteries, and 5) developing battery recycling schemes, etc. Through these initiatives, the working group will facilitate the diffusion of electrified vehicles while solving pertaining issues.</p>	<p>In the fiscal year ended March 31, 2024, the working group made an additional investment of 370.0 million U.S. dollars in Toyota Battery Manufacturing, North Carolina, an onboard battery manufacturer in North America, to increase battery production capacities for BEVs (battery electric vehicles) and PHEVs (plug-in hybrid electric vehicles). Our company's investment in Toyota Battery Manufacturing, North Carolina now amounts to 750 million U.S. dollars.</p>	
<h3>Hydrogen & Carbon Neutral Fuel Working Group</h3>	<p>The Hydrogen & Carbon Neutral Fuel Working Group works across two broad business areas and focuses on the promotion of next-generation energy such as hydrogen and biofuels. The first area is the establishment of fuel cell (FC) utilization models combining shifts to FCs with diverse types of mobility and hydrogen manufacturing and supply. The second area is the establishment of supply chains for carbon neutral fuels, such as biofuels, hydrogen, and ammonia. Through these activities, the working group will contribute to stakeholders working on decarbonization while promoting the decarbonization of our corporate group.</p>	<p>In the fiscal year ended March 31, 2024, the working group relocated and newly developed hydrogen stations in Aichi Prefecture in response to the expected increase in hydrogen demand. At the Port of Los Angeles, the working group progressed to Phase 2 large-scale implementation verification and started considering a hydrogen manufacturing business using waste plastic chemical recycling technology.</p>	
<h3>Resource Circulation & 3R Working Group</h3>	<p>Taking the trend of carbon neutrality as an opportunity while envisioning the society of the future, the Resource Circulation & 3R Working Group will work on creating new value by using our experience in the resources recycling business—which we have been undertaking since the 1970s—as a strength. Our focus areas are: vehicle battery 3R businesses, as vehicle batteries are increasing with electrification; recycling of renewable energy equipment such as solar panels, hydrogen tanks, and wind turbine blades, which are expected to be disposed of in large quantities in the future; and precious metal recovery from electronic waste and plastic material recycling, as electronic waste and plastic materials are directly linked to resource depletion and social issues. To take the initiative in these new domains, the working group aims to establish Circular Core for exploring circular economy related advanced technologies and developing business models and will strive to formulate a recycling-based society as the world's leading circular economy provider.</p>	<p>In the fiscal year ended March 31, 2024, the working group started operating a pilot line for non-combustion battery recycling at Toyota Chemical Engineering Co., Ltd., aiming to establish a technology to recycle used onboard lithium-ion batteries.</p>	<p>*1 Carbon dioxide Capture and Utilization A technology for capturing and using CO₂ before it is emitted into the atmosphere</p>
<h3>Economy of Life Working Group</h3>	<p>The first major initiative is carbon capture, utilization, and storage (CCUS) through agribusiness, in which the Economy of Life Working Group will use our company's network of agricultural suppliers in our grain collection business in Brazil to collect and sell green grain produced using sustainable farming methods that comply with our in-house standards. We will also seek to create and sell carbon credits through forest conservation. The second major initiative is food business renewal using the concepts of carbon neutrality and circular economy, in which we focus on the manufacturing and sale of foods added with protein alternatives and promote the use of bioplastics in food packaging at the same time. The third major initiative is to build circular economy in the Economy of Life (EoL) domain, in which we will aim to develop a recycling business in the field of apparel, as this field creates a tremendous amount of waste.</p>	<p>In the fiscal year ended March 31, 2024, the working group entered the recycling business of waste fish nets, the major cause of marine plastic pollution, as a part of its effort to promote circular economy in the fiber and fashion domain, aiming to realize nylon-to-nylon fiber recycling.</p>	<p>*2 Green grain: Grains produced and collected in an environment-friendly manner</p>

Roadmap Toward 2030



*1 FRP: Fiber-reinforced plastics *2 ELV: End-of-life vehicle

Internal and External Collaboration

Our corporate group aims to enhance corporate value by proactively disclosing carbon neutrality-related information to internal and external stakeholders and facilitating penetration of our brand as a trading company that strives toward decarbonization. The group conducts active internal communication to develop a culture of carbon neutrality facilitation and has expanded its internal awards system to motivate employees to reduce emissions. As for collaboration with outside parties, we participate in events and exhibitions utilizing our Carbon Neutral Product and Service Catalog.

Internal Awareness

Internal Carbon Neutrality Conversation

Over the past year, we held face-to-face conversations to enhance our employees' carbon neutrality awareness. At the sales divisions and overseas sites, approximately 200 employees got together to share basic knowledge of carbon neutrality and discuss expanding carbon neutrality businesses. We will continuously facilitate internal communication to further accelerate the raising of carbon neutrality awareness among employees.



Internal carbon neutrality discussion at an overseas site

Carbon Neutrality App

We have developed the Carbon Neutrality App to deepen the understanding of carbon neutrality among all employees and to utilize it as a useful tool for sales activities.

The app provides an environment in which employees can enjoy learning the importance of carbon neutrality through carbon neutrality educational content and a function that facilitates exchanges among employees, etc. Through the app, we will strive to raise employees' carbon neutrality awareness and elevate internal momentum toward the promotion of carbon neutrality.



Internal Award

Starting in the fiscal year ending March 31, 2025, we will add a Carbon Neutrality Award to our Be the Right ONE Awards, which is a program that recognizes organizations and employees who significantly contribute to the company throughout the year. The Carbon Neutrality Award will recognize model initiatives for realizing carbon neutrality, and adding it will further promote carbon neutrality, as winning organizations and business entities are to serve as drivers of carbon neutrality initiatives by other organizations and business entities.



2023 Be the Right ONE Awards ceremony

External Collaboration

Carbon Neutral Product and Service Catalog

This catalog covers our corporate group's carbon neutrality-related solutions, which are linked to each of Scope 1, Scope 2, and Scope 3. We will contribute to the transition to a decarbonized society by helping our customers reduce GHG emissions through the various solutions that our group has accumulated over the years.



WEB For more information on the Toyota Tsusho Group's carbon neutrality-related solutions, please visit the "Carbon Neutral Products and Services" section of our corporate website (in Japanese). https://www.toyota-tsusho.com/sustainability/cn_catalog

Environmental Management

Initiatives to Reduce Our Impact on the Environment

For each business entity, our corporate group quantitatively evaluates the degree of environmental pollution risk of each facility and the level of worksite management to limit the group's environmental pollution risk. We also evaluate our compliance to environmental laws and regulations every six months and implement double checks on legal observance for key issues through internal and external audits. For any new investment projects, we make efforts to conserve the environment and reduce our impact on it by investigating and evaluating the possible environmental effects in advance.

CDP

CDP, an international non-profit organization, selected Toyota Tsusho as an A List company, which is CDP's highest rating, in the two categories of "Climate Change" and "Forests." The number of companies selected as an A List company in two categories or more was 61, including us, among the approximately 23,000 companies that submitted responses to CDP questionnaires. Our company as a whole has been endeavoring to achieve carbon neutrality and realize circular economy under the slogan of "Passing on a better global environment to the children of the future" while accelerating new added-value-creating innovations and establishing business domains unique to Toyota Tsusho. In addition to the largest-scale wind and solar power generation facility in Japan and other renewable energy projects, we are promoting mobility electrification and the switching to alternative fuels through the use of hydrogen, biofuels, batteries, etc., and circular resource development to avoid damaging our natural capital.



CDP Evaluation Results for the Fiscal Year Ended March 31, 2024				
Climate change	Water security	Forests		
		Timber	Palm oil	Soy
A	A-	A	B	B

ISO 50001

Toyota Tsusho acquired ISO 50001:2018 certification in 2020. The scope of the certification covers business sites in Japan (18 sites in 11 prefectures) subject to notification requirements as specified businesses under Japan's Energy Conservation Act as well as employee benefit facilities. We created energy management standards for each site and periodically confirm their implementation status by conducting energy-saving audits to encourage energy-saving measures.

WEB For information on management and initiatives regarding the environment, please see the "Environmental Management" section on Toyota Tsusho's corporate website. <https://www.toyota-tsusho.com/english/sustainability/>

Biodiversity

When developing new investment projects, our corporate group researches and assesses in advance their overall environmental impacts including those on the preservation of forests and biodiversity conservation and the effective use of resources, energy, and water. We take action to conserve the environment and reduce environmental impact aiming to balance biodiversity and business activities.

For our current business framework, we quantitatively evaluate the environmental pollution risks of each facility and the level of worksite management to reduce environmental impact. We also conduct risk assessments including on the biodiversity of existing businesses by performing internal audits of ISO 14001 based on environmental management. Furthermore, we evaluate compliance with environmental laws and regulations every six months and implement double checks on legal observance through internal and external audits.

Having endorsed the principles of the Taskforce on Nature-related Financial Disclosures (TNFD), our company is taking steps to follow the taskforce's final recommendations published in September 2023. Details are provided in "TNFD-based Initial Disclosure" on pages 113 and 114.

WEB For information on initiatives and performance data regarding biodiversity conservation, please see the "Biodiversity" section on Toyota Tsusho's corporate website. <https://www.toyota-tsusho.com/english/sustainability/>

Water Resources

Our corporate group recognizes that sustainable use of water resources is a crucial issue and explicitly indicates this recognition in the Toyota Tsusho Group's environmental policy. We are advancing initiatives for improved water consumption efficiency and reduced consumption by optimizing our water usage volume and thoroughly reusing water. Using the Aqueduct water risk assessment tool of the World Resources Institute, we identify regions in countries where we operate with risks of severe water shortages and flooding, among others, to engage in business activities based on awareness of these risks.

WEB For information on water resource management, initiatives, and performance data regarding the environment, please see the "Water Resources" section on Toyota Tsusho's corporate website. <https://www.toyota-tsusho.com/english/sustainability/>

Pollution Prevention

Our corporate group conforms to Japan's Air Pollution Control Act, Japan's Water Pollution Prevention Act, and other environment-related laws and regulations to limit pollutant emissions.

We are actively working to maintain and preserve the natural environment by implementing daily management based on our unique standards* and checking compliance through internal audits.

*Our group's unique stringent standards set at 80% or below of standard values of environment-related laws, regulations, and ordinances

TNFD-based Initial Disclosure

The Toyota Tsusho Group recognizes that all business activities of the group from raw material procurement and manufacturing to sales simultaneously depend on and impact nature's rich gifts. Following the Toyota Tsusho Group Biodiversity Guidelines established in 2015, we aim to balance biodiversity against business activities by assessing risks while creating new businesses and by reducing identified risks based on ISO 14001.

In June 2021, the Taskforce on Nature-related Financial Disclosures (TNFD) was established as an international organization that builds a framework for appropriate assessments of risks and opportunities related to natural capital and biodiversity and disclosure of the assessment results as well. Our group has endorsed the mission of the TNFD and has been participating in the TNFD Forum, a group of stakeholders supporting TNFD discussion, since 2023.

Our group has worked on the Scoping Phase of the LEAP Approach recommended by the TNFD. While expanding the scope and depth of our assessments and analyses for further disclosure of information, we will integrate what we have gained into our strategies and policies and strive to promote businesses that are in harmony with nature's abundance.

1 Method and Scope of Assessment and Analysis

Our corporate group engages in diverse businesses such as manufacturing, logistics, sales, and operations in approximately 130 countries and regions around the world.

During the fiscal year ended March 31, 2024, we worked on the Scoping Phase of the LEAP Approach to comprehensively grasp points of contact between group-owned businesses and sites and nature. Specifically, we performed business-based and site-based assessments and analyses.

In performing the business-based assessment, we used the TNFD-recommended tool ENCORE^{*1} to understand the dependencies and impacts on nature of our group's representative businesses, specifically concerning the value chain upstream and directly operated businesses. Science Based Targets for Nature require the inclusion of value chains

in the scope of assessment. Accordingly, in the fiscal year ended March 31, 2024, we assessed and analyzed dependencies and impacts on nature of the upstream beyond directly operated businesses and estimated to be heavily dependent and have larger impacts on nature.

As for the site-based assessment, we prepared a list of latitude and longitude information and site functions, among others, of major sites, excluding those functioning as offices, estimated to be less dependent and have less impact on nature, to map them. We also came to understand the physical risks of water, the significance of the surrounding area, etc. of each site for biodiversity using the TNFD-recommended IBAT^{*2} and Aqueduct^{*3}.

*1 ENCORE: Tool to visualize possible dependencies and impacts on nature

*2 IBAT: Geospatial data to identify key biodiversity areas

*3 Aqueduct: Data tool to identify and assess water risks

2 Results of Business-based Assessment and Analysis (Value Chain Upstream)

Using ENCORE, we assessed dependencies and impacts on nature of our group's representative businesses. Setting the scope of assessment as the value chain upstream beyond directly operated businesses, we prepared a heat map to visualize businesses and items that are heavily dependent and have large impacts on nature.

As a result, we found heavy dependencies on ecosystem services, such as mass stabilization, erosion control^{*4}, surface water, and groundwater, and large impacts brought about by greenhouse gas (GHG) emissions, water use, and water pollution, among others.

Furthermore, we identified that the value chain upstream with raw material extraction processes is relatively more dependent and has a larger impact on nature.

We will utilize these results in assessments and analyses in the Assess Phase of the LEAP Approach while deepening business engagement with stakeholders of the value chains that have been identified to be heavily dependent and have a larger impact, aiming to reduce risks.

*4 Stabilization of coasts and dunes and prevention of erosions, avalanches, and landslides with vegetation

Item Division and Unit name	Dependencies / Impacts			Value chain upstream beyond directly operated businesses			
	Top 3 items of dependencies		Top 3 items of impacts	Raw material extraction, manufacturing, disposal, and recovery			
Metal+(Plus) Division	Climate change response	Mass stabilization and erosion control	Groundwater Surface water Water flow maintenance	GHG emissions	Water use	Solid waste	<ul style="list-style-type: none"> Coil processing-related value chain Including use of iron ores, etc., as raw materials
Circular Economy Division	Climate change response	Mass stabilization and erosion control	Groundwater	GHG emissions	Water use	Water pollutants	<ul style="list-style-type: none"> Value chains related to automotive parts manufacturing, lithium hydroxide manufacturing, detergent manufacturing, iodine mining, tank operation, valuable recovery, and industrial waste treatment Use of iron ores, petroleum, sand and gravel, groundwater, etc., as raw materials
Supply Chain Division	Surface water	Groundwater	Mass stabilization and erosion control	GHG emissions	Water pollutants	Water use	<ul style="list-style-type: none"> Value chains related to automotive parts manufacturing and attachment, building rental, and logistics Including use of iron ores, wood, petroleum, sand and gravel, etc., as raw materials
Mobility Division	Mass stabilization and erosion control	Groundwater	Surface water	GHG emissions	Water use	Water pollutants	<ul style="list-style-type: none"> Value chain related to automotive distribution and sales Including use of iron ores, petroleum, natural rubber, etc., as raw materials
Green Infrastructure Division	Mass stabilization and erosion control	Climate regulation	Groundwater	GHG emissions	Water use	Water pollutants	<ul style="list-style-type: none"> Value chains related to die manufacturing, automotive parts attachment, distribution, and renewable energy Including use of iron ores, wood, petroleum, natural rubber, sand, etc., as raw materials
Lifestyle Division	Mass stabilization and erosion control	Flood and storm protection	Surface water	Water pollutants	GHG emissions	Soil pollutants	<ul style="list-style-type: none"> Value chains related to clothing manufacturing, building rental, warehouse operation, oil extraction, aquaculture, and food service Including use of iron ores, wood, petroleum, sand and gravel, agricultural products, etc., as raw materials
Africa Division	Mass stabilization and erosion control	Surface water	Groundwater	GHG emissions	Water use	Water pollutants	<ul style="list-style-type: none"> Value chains related to pharmaceutical product manufacturing, beer manufacturing, infrastructure development, facility management, mall operation, automotive sales, distribution, etc. Including use of iron ores, wood, petroleum, natural rubber, agricultural products, fishery products, sand and gravel, etc., as raw materials
Administrative Unit	Mass stabilization and erosion control	Flood and storm protection	Climate regulation	GHG emissions	Water use	Water pollutants	<ul style="list-style-type: none"> Value chain related to hydro stations Including use of natural gas as a raw material

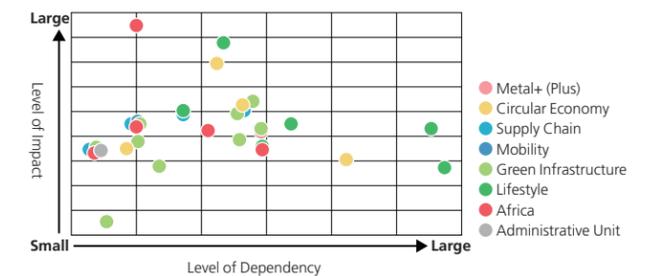
3 Results of Business-based Assessment and Analysis (Directly Operated Businesses)

We converted the results of ENCORE assessment of directly operated businesses into scores to plot them on a graph according to the degrees of dependencies and impacts on nature.

As a result, we found that businesses heavily dependent on nature are those in the value chain upstream, while businesses with large impacts on nature are those in the value chain downstream.

In light of the results of assessments and analyses, we will select businesses to include in the scope of the analyses in line with the LEAP Approach.

Dependencies and Impacts of Each Directly Operated Business by Division / Unit



4 Results of Site-based Assessment

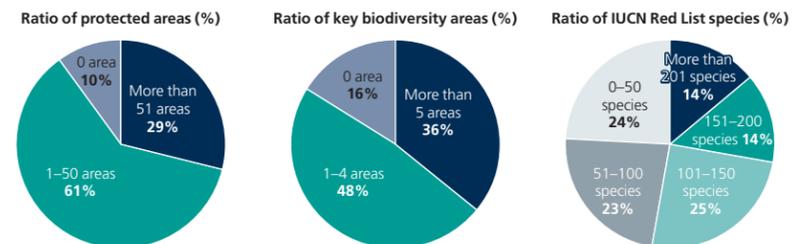
We assessed the surrounding areas of our corporate group's major sites using TNFD-recommended tools (IBAT and Aqueduct).

Using IBAT, we checked protected areas, key biodiversity areas, and the number of IUCN Red List species within a 50 km radius of each site to understand the importance of the surrounding areas of our sites in terms of biodiversity.

Using Aqueduct, we confirmed the water risk level (overall water risk) of the surrounding area of each site to understand the physical risks of water.

We will prepare a list of our group's major sites that includes the results of these assessments for selecting target sites of future LEAP Approach-based assessments and extracting priority locations defined by the TNFD.

Result of IBAT Assessment (Within a 50 km Radius of Each Site)



Result of Aqueduct Assessment Ratio of sites by water risk level (%)

Level of water risk	Ratio of sites (%)
Extremely High	22%
High	16%
Medium - High	24%
Low - Medium	23%
Low	10%
No data	5%

5 Future Plan

In light of the results of the business-based and site-based assessments and analyses, we will select businesses and sites subject to the analyses to be performed, following the LEAP approach, in the fiscal year ending March 31, 2025 (planning to select one each from eight divisions and the Administrative Unit, totaling to nine businesses).

We will analyze nine selected businesses following the LEAP Approach to understand our group's dependencies, impacts, risks, and opportunities related to nature. Subsequently, based on the results of assessments and analyses, we will work on disclosure in line with the final recommendations of the TNFD.

