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Value Creation Story

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Passing on Our Mission, Vision, and Values

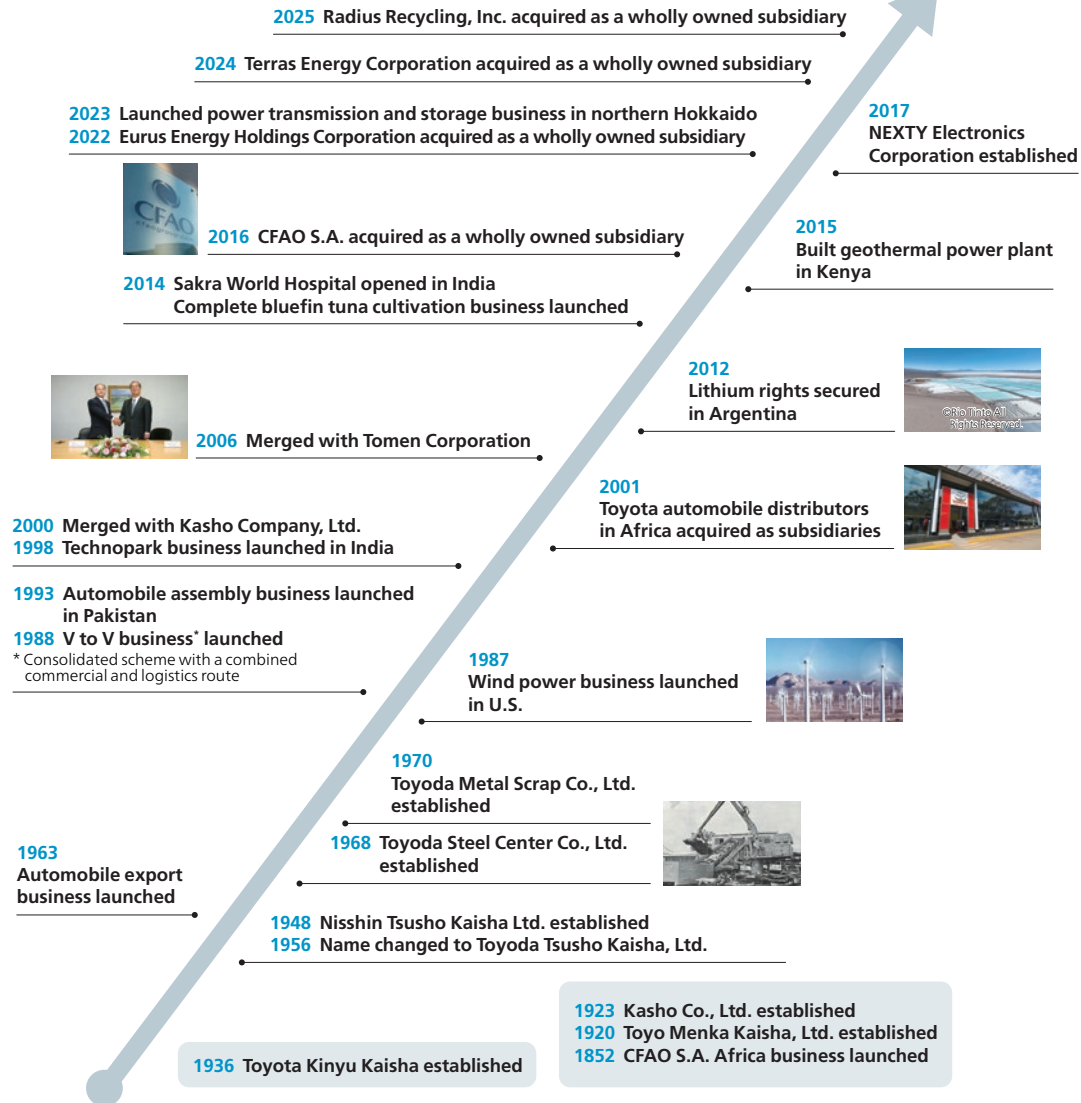
The Toyota Tsusho Group is committed to its “Be the Right ONE” vision (a one-and-only presence) and its mission of “Passing on a better Earth to the children of the future.” To this end, each and every employee seeks to awaken the Toyota Tsusho DNA passed down over time.



* Gembality: Combination of “Gemba” [Gemba = “Genchi” (on-site) + “Genbutsu” (hands-on)] + “reality”

Toyota Tsusho's Strengths and Distinctive Traits Nurtured Through a History of Growth

History of Growth



Toyota Tsusho's Strengths

Mobility-related business

Expanded the mobility-related business in Japan and overseas as the Toyota Group grew

Established a one-and-only, comprehensive mobility value chain

Circular economy business

Launched the circular economy business from 1970 with a view to the future

Expanded the circular economy business globally

Renewable energy business

Entered the renewable energy business from 1987 as a pioneer

Demonstrated its presence with the largest share of the renewable energy market in Japan

Africa business

Leveraged around 170 years of business experience in Africa to expand the business to all 54 countries

Became a powerful presence on the African continent

Toyota Tsusho's Distinctive Traits to Pass On

Toyota Tsusho DNA



Humanity

Integrity
Empathy
Passion

Gembality

Live in Gemba
Face Reality
Accomplish

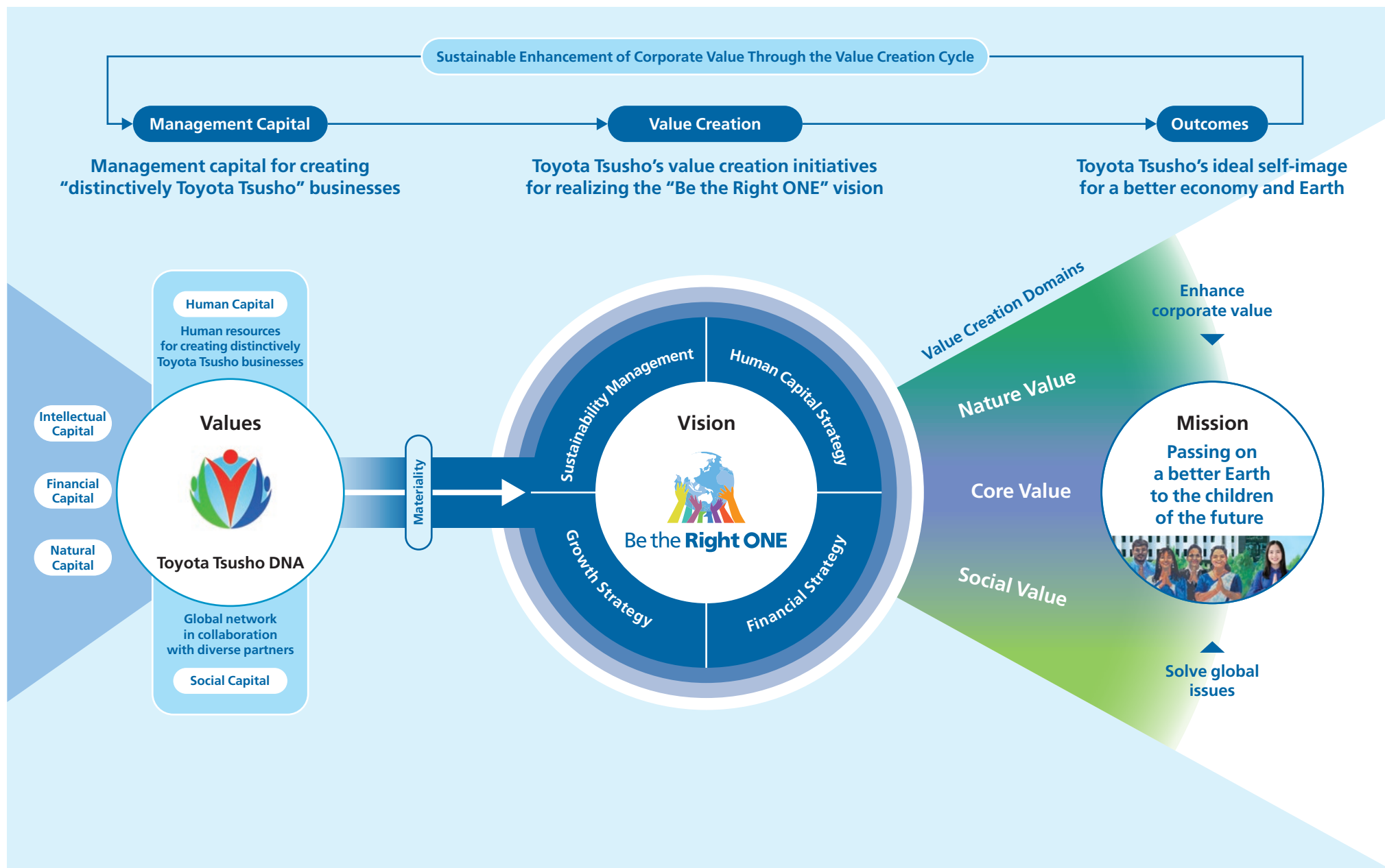
Beyond

Beyond Borders
Open up New
World Together
Create Future

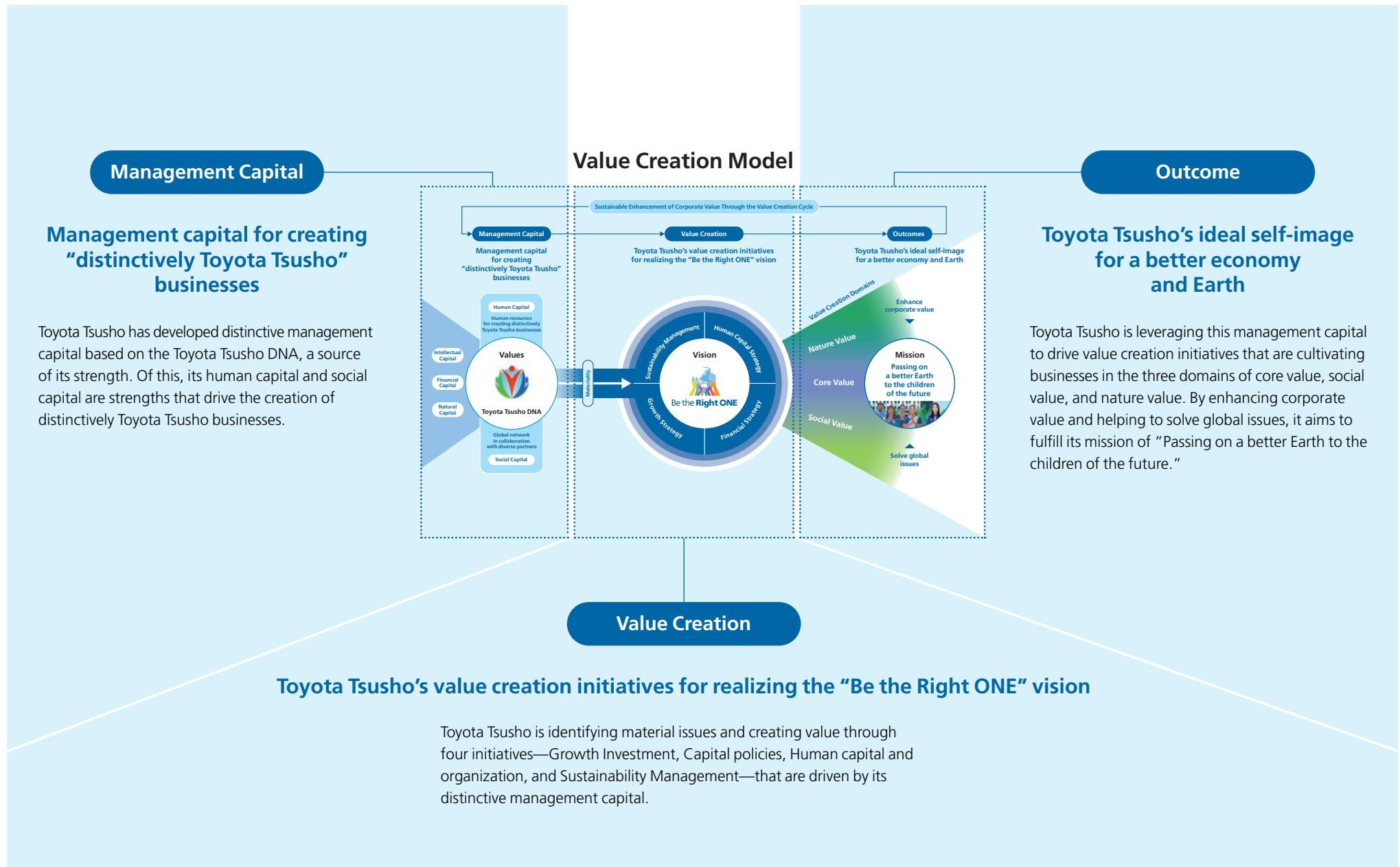


As a source of our strengths, we will evolve and pass on Toyota Tsusho's distinctive traits to the next generation around the world, while weaving our precious mindset and behavior from the past to the present and the future.

Value Creation Model

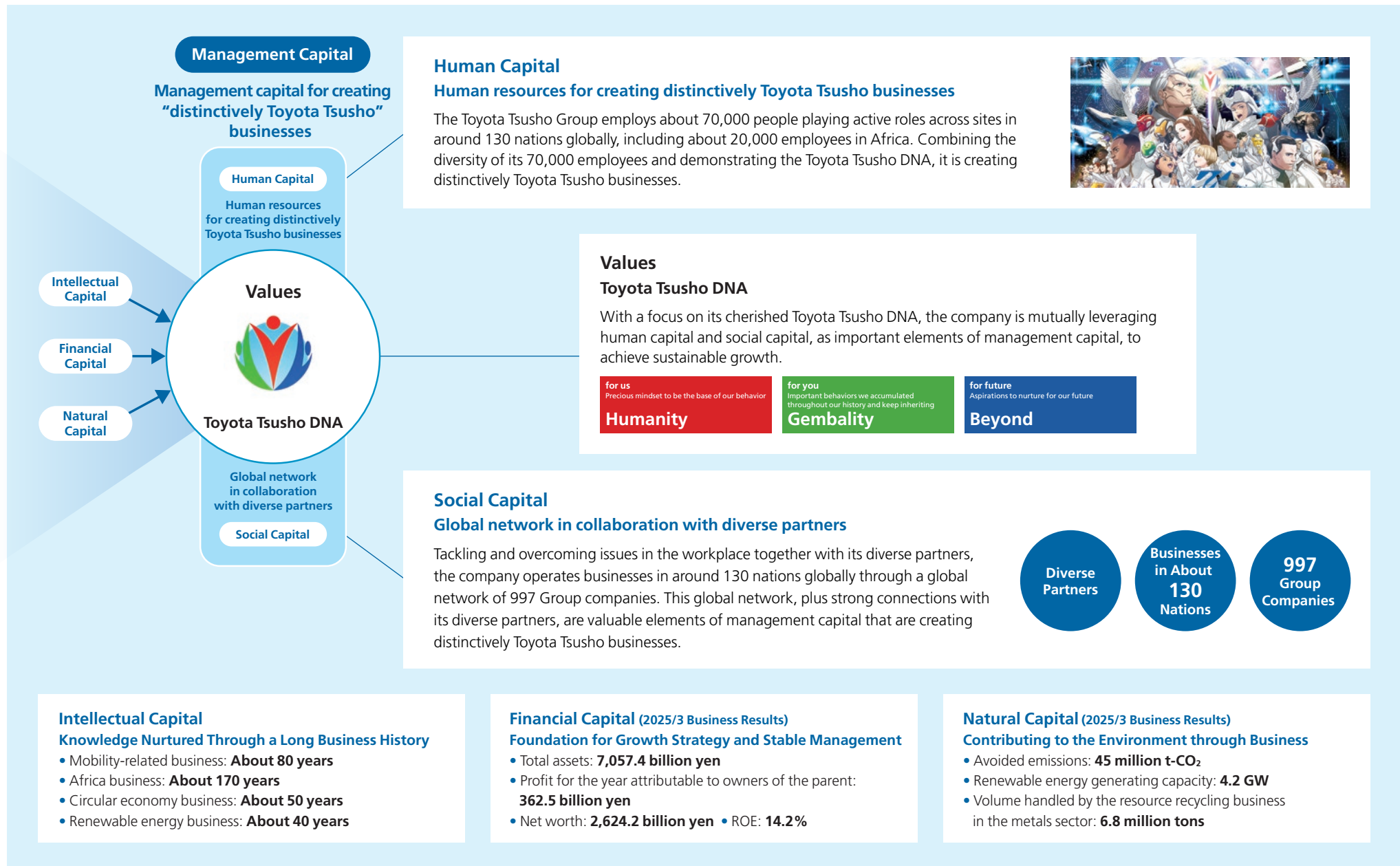


Value Creation Model Composition



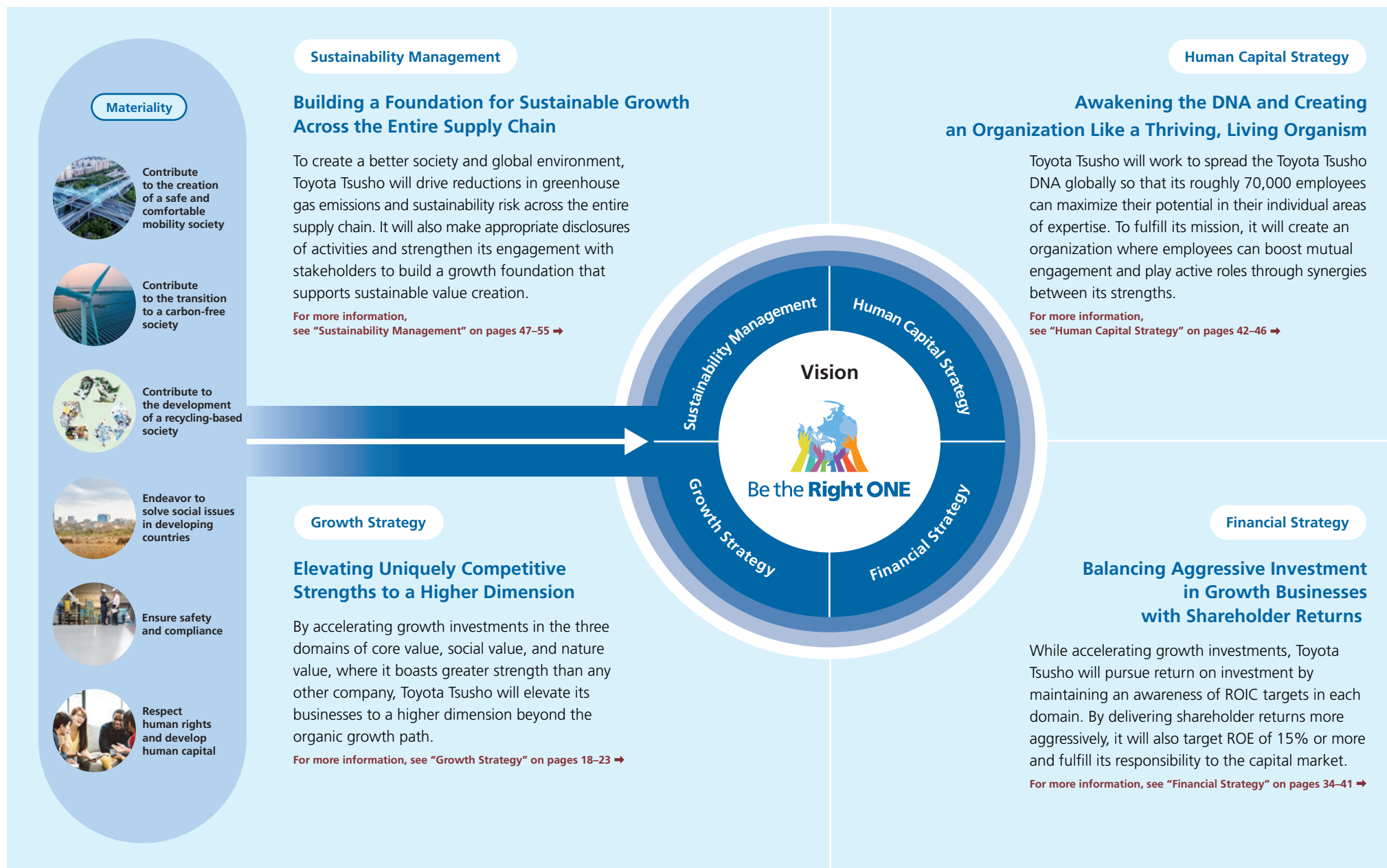
Value Creation Model Composition

Management Capital for Creating Distinctively Toyota Tsusho Businesses



Value Creation Model Composition

Toyota Tsusho's value creation initiatives for realizing the "Be the Right ONE" vision



Value Creation Model Composition

Toyota Tsusho's ideal self-image for a better economy and Earth



Overview of Mid-Term Business Plan for the fiscal years ending March 31, 2026, through March 31, 2028

Toyota Tsusho established the Mid-Term Business Plan for the fiscal years ending March 31, 2026, through March 31, 2028 to mark a milestone on the way to realizing its ideal self-image.

To achieve quantitative targets in the plan, we aim to invest a total of 1.2 trillion yen over the three years and achieve 450.0 billion yen in profit attributable to owners of the parent for the fiscal year ending March 31, 2028.

Quantitative Targets (2028/3)

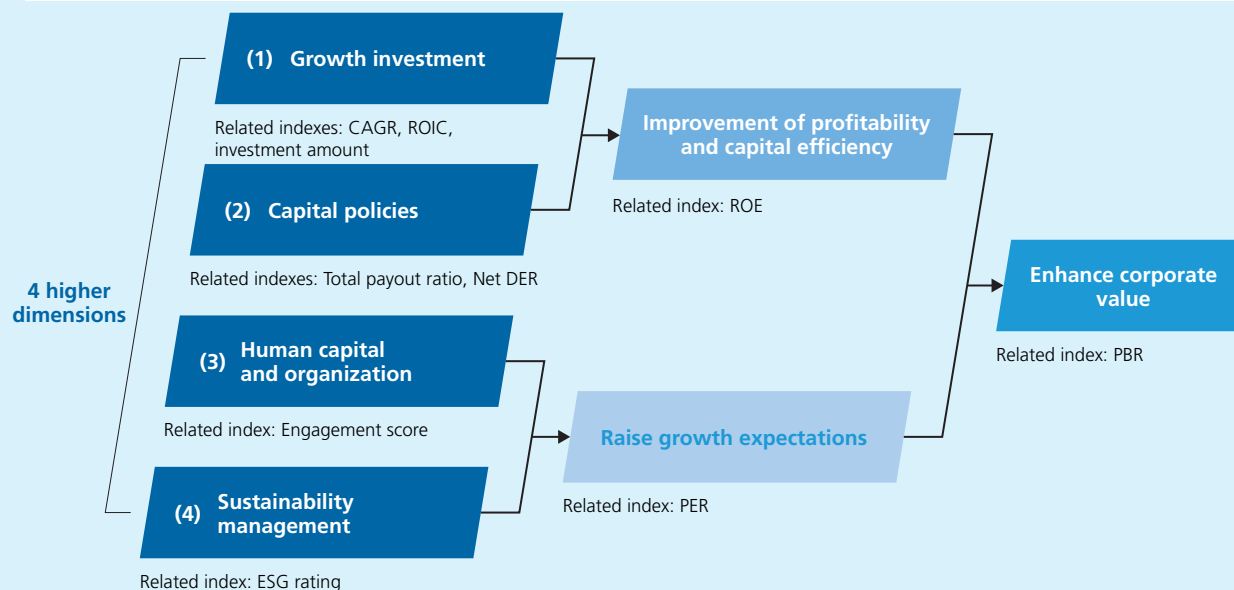
Profit attributable to owners of the parent
362.5 billion yen
(2025/3 result) → **450.0 billion yen**

ROE
15% or more

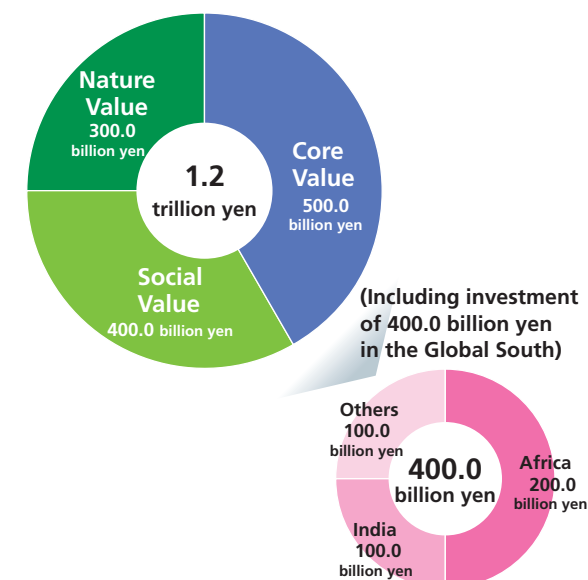
Total payout ratio
40% or more

3 years cumulative investment
1.2 trillion yen or more

Enhance corporate value to a higher dimension



Breakdown of Cumulative Investment over Three Years



For more information on the Mid-Term Business Plan for the fiscal years ending March 31, 2026, through March 31, 2028, visit the link below.
https://www.toyota-tsusho.com/english/ir/earnings-presentations/upload_files/E_chukei_104_4Q.pdf