

Value Creation Story

- P.10 Passing on Our Mission, Vision, and Values
- P.11 Toyota Tsusho's Strengths and Distinctive Traits Nurtured Through a History of Growth
- P.12 Value Creation Model
- P.13 Value Creation Model Composition
- P.14 Management capital for creating "distinctively Toyota Tsusho" businesses (Management Capital)
- P.15 Toyota Tsusho's value creation initiatives for realizing the "Be the Right ONE" vision (Value Creation)
- **P.16** Toyota Tsusho's ideal self-image for a better economy and Earth (Outcome)
- **P.17** Overview of Mid-Term Business Plan for the fiscal years ending March 31, 2026, through March 31, 2028

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.



Passing on a better Earth to the children of the future

Vision Ideal Image



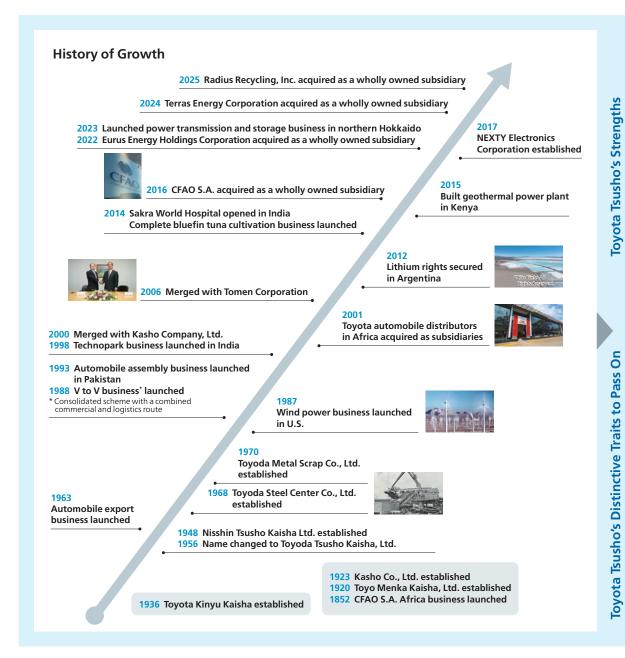
An irreplaceable, one-and-only group

Values

Core Values and Behavioral Guidelines

Toyota Tsusho DNA

Humanity Gembality* Beyond



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 DNA



Humanity

Integrity **Empathy Passion**

Gembality

Live in Gemba **Face Reality** Accomplish

Beyond

Beyond Borders Open up New World Together Create Future

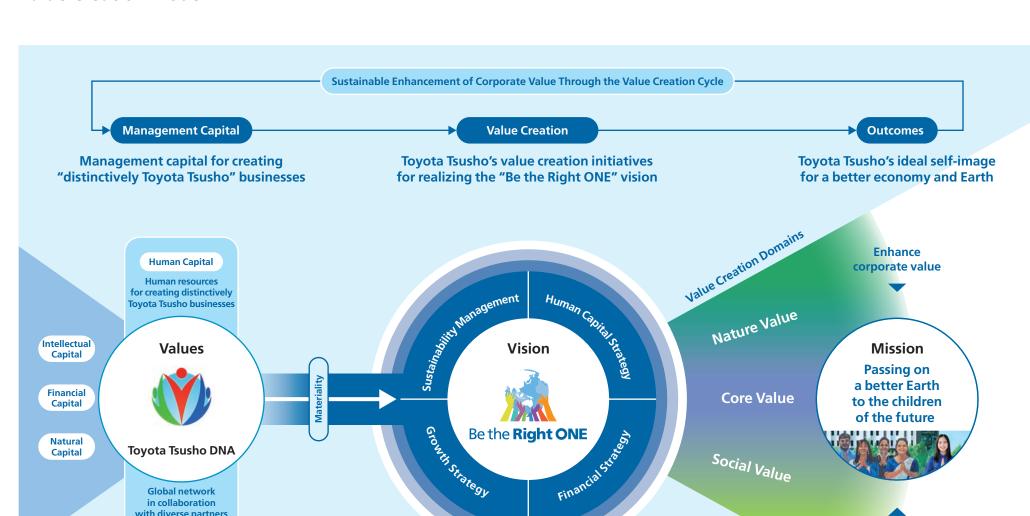


As a source of our strengths, we will evolve and pass on Toyota Tsusho's distinctive traits to the next generation around the world, while weaving our precious mindset and behavior from the past to the present and the future.

Capital

Global network in collaboration with diverse partners

Social Capital



Social Value

Solve global

issues

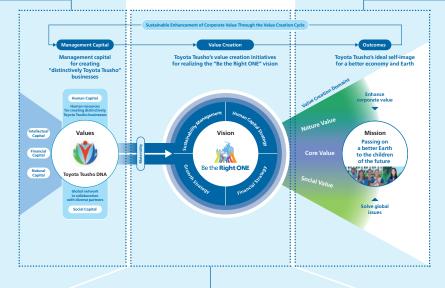
Value Creation Model Composition

Management Capital

Management capital for creating "distinctively Toyota Tsusho" businesses

Toyota Tsusho has developed distinctive management capital based on the Toyota Tsusho DNA, a source of its strength. Of this, its human capital and social capital are strengths that drive the creation of distinctively Toyota Tsusho businesses.

Value Creation Model



Outcome

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

Toyota Tsusho is leveraging this management capital to drive value creation initiatives that are cultivating businesses in the three domains of core value, social value, and nature value. By enhancing corporate value and helping to solve global issues, it aims to fulfill its mission of "Passing on a better Earth to the children of the future."

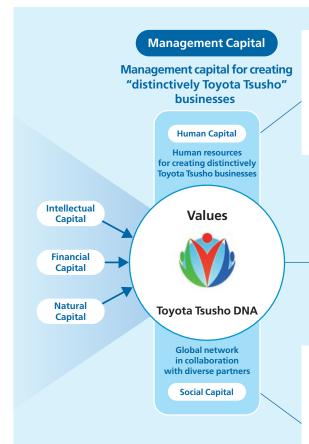
Value Creation

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

Toyota Tsusho is identifying material issues and creating value through four initiatives—Growth Investment, Capital policies, Human capital and organization, and Sustainability Management—that are driven by its distinctive management capital.

Value Creation Model Composition

Management Capital for Creating Distinctively Toyota Tsusho Businesses



Human Capital

Human resources for creating distinctively Toyota Tsusho businesses

The Toyota Tsusho Group employs about 70,000 people playing active roles across sites in around 130 nations globally, including about 20,000 employees in Africa. Combining the diversity of its 70,000 employees and demonstrating the Toyota Tsusho DNA, it is creating distinctively Toyota Tsusho businesses.



Values

Toyota Tsusho DNA

With a focus on its cherished Toyota Tsusho DNA, the company is mutually leveraging human capital and social capital, as important elements of management capital, to achieve sustainable growth.







Social Capital

Global network in collaboration with diverse partners

Tackling and overcoming issues in the workplace together with its diverse partners, the company operates businesses in around 130 nations globally through a global network of 997 Group companies. This global network, plus strong connections with its diverse partners, are valuable elements of management capital that are creating distinctively Toyota Tsusho businesses.

Diverse Partners Businesses in About 130 Nations

997 Group Companies

Intellectual Capital

• Mobility-related business: **About 80 years**

Knowledge Nurtured Through a Long Business History

Africa business: About 170 years

• Circular economy business: **About 50 years**

• Renewable energy business: About 40 years

Financial Capital (2025/3 Business Results) Foundation for Growth Strategy and Stable Management

• Total assets: 7.057.4 billion ven

Profit for the year attributable to owners of the parent:
 362.5 billion yen

• Net worth: 2,624.2 billion yen • ROE: 14.2%

Natural Capital (2025/3 Business Results) Contributing to the Environment through Business

Avoided emissions: 45 million t-CO₂

- Renewable energy generating capacity: 4.2 GW
- Volume handled by the resource recycling business in the metals sector: 6.8 million tons

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

Materiality



Contribute to the creation of a safe and comfortable mobility society



Contribute to the transition to a carbon-free society



Contribute to the development of a recycling-based



Endeavor to solve social issues in developing countries



Ensure safety and compliance



numan rights and develop

Sustainability Management

Building a Foundation for Sustainable Growth Across the Entire Supply Chain

To create a better society and global environment, Toyota Tsusho will drive reductions in greenhouse gas emissions and sustainability risk across the entire supply chain. It will also make appropriate disclosures of activities and strengthen its engagement with stakeholders to build a growth foundation that supports sustainable value creation.

For more information. see "Sustainability Management" on pages 47-55 ⇒

Human Capital Strategy Vision Growth Strategy Be the Right ONE

Human Capital Strategy

Awakening the DNA and Creating an Organization Like a Thriving, Living Organism

Toyota Tsusho will work to spread the Toyota Tsusho DNA globally so that its roughly 70,000 employees can maximize their potential in their individual areas of expertise. To fulfill its mission, it will create an organization where employees can boost mutual engagement and play active roles through synergies between its strengths.

For more information. see "Human Capital Strategy" on pages 42-46 →

Financial Strategy

Balancing Aggressive Investment in Growth Businesses with Shareholder Returns

While accelerating growth investments, Toyota Tsusho will pursue return on investment by maintaining an awareness of ROIC targets in each domain. By delivering shareholder returns more aggressively, it will also target ROE of 15% or more and fulfill its responsibility to the capital market.

For more information, see "Financial Strategy" on pages 34–41 ⇒

Growth Strategy

Elevating Uniquely Competitive Strengths to a Higher Dimension

By accelerating growth investments in the three domains of core value, social value, and nature value, where it boasts greater strength than any other company, Toyota Tsusho will elevate its businesses to a higher dimension beyond the organic growth path.

For more information, see "Growth Strategy" on pages 18–23 ⇒

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

Nature Value

Businesses that contribute to solving environmental issues

Realizing a carbon-free society and ensuring a rich environment

Renewable energy Energy management business business





Core Value

Businesses that contribute to realizing a next-generation mobility society

Realizing freedom of mobility that is safe and secure globally

Automotive metal products and processing business



Automobile distributor business





Social Value

Businesses that contribute to solving social issues

Realizing a sustainable society that is healthy and comfortable

Circular economy business



Healthcare business



Value Creation Domains

Nature Value

Core Value

Social Value

Enhance corporate value

Mission

Passing on a better Earth to the children of the future

Solve global issues

Outcomes

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

Aiming to fulfill its mission by cultivating the three domains of core, social, and nature value, enhancing corporate value, and helping to solve global issues

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 362.5 450.0

billion yen
(2025/3 result)
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

