

# 04

## Business Strategy

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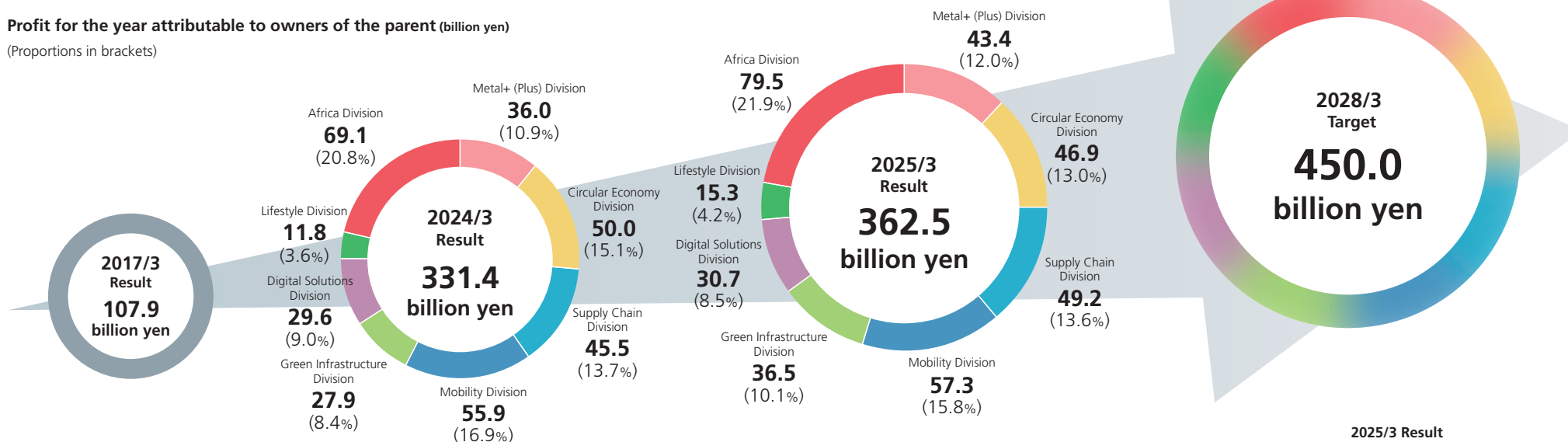
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## Data by Sales Division

### Profit for the year attributable to owners of the parent (billion yen)

(Proportions in brackets)



### Divisional Missions

		2025/3 Result	
		Gross profit	Profit for the year attributable to owners of the parent
<b>Metal+ (Plus) Division</b>	Creating a sustainable future with “the Dynamic Plus”	109.6 billion yen	43.4 billion yen
<b>Circular Economy Division</b>	Delivering a better environment and new affluence to future generations, by designing a new style of resources recycling	111.9 billion yen	46.9 billion yen
<b>Supply Chain Division</b>	Further refine the function of protecting and connecting supply chains to respond to a wide range of geopolitical risk challenges and diversifying global needs	131.7 billion yen	49.2 billion yen
<b>Mobility Division</b>	Produce happiness for future society through transportation by building a new business model	166.8 billion yen	57.3 billion yen
<b>Green Infrastructure Division</b>	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	103.7 billion yen	36.5 billion yen
<b>Digital Solutions Division</b>	Always stay ahead of technological innovation and digital transformation, and further expand our solutions business, including solutions for the next-generation mobility society, by using devices and software	115.7 billion yen	30.7 billion yen
<b>Lifestyle Division</b>	Create businesses unique to Toyotsu as the Economy of Life business promotion division	64.3 billion yen	15.3 billion yen
<b>Africa Division</b>	Accelerate being the No.1 presence in Africa, steadily anticipate change, and contribute to solving Africa’s problems and promoting its future development	325.5 billion yen	79.5 billion yen

## Business Strategy

### Metal+ (Plus) Division

#### Message from the Division CEO

In the Metal+ (Plus) Division, we are committed to creating a high level of added value (our "Plus") in the materials industry supply chain to create a sustainable future and remain the company of choice for all of our stakeholders.



**Takashi Hirobe**  
CEO\*1 for  
Metal+ (Plus) Division

#### Business Strategies

- Increase sophistication of operations through use of new technologies, enhance competitiveness of distribution and processing businesses with a focus on materials for mobility, and expand into the Global South.
- Drive a resource shift through asset optimization, achieve greening of materials and supply chains, and contribute to the expansion of the next-generation energy domain (wind, solar, hydrogen, semiconductors, etc.) and the development of emerging regions

#### Business Overview

<b>Mobility Materials Solutions SBU*2</b>	<ul style="list-style-type: none"> <li>• Sales, distribution, and processing of materials for mobility (steel sheets, nonferrous metals, etc.)</li> <li>• Establishment of a green supply chain and provision of solutions to realize carbon neutrality</li> </ul>
<b>Metal Solutions SBU</b>	<ul style="list-style-type: none"> <li>• Sales, distribution, and processing of materials to a wide range of industries, including next-generation energy and infrastructure-related industries</li> <li>• Establishment of a green supply chain and provision of solutions to realize carbon neutrality</li> </ul>

\*1 Chief Executive Officer

\*2 Strategic Business Unit

#### Market Environment

The future of the market is uncertain, with expansion of digital and new technologies, growth of new emerging regions, the rise of bloc economies, increasing geopolitical risks, and measures for creating a decarbonized society. In addition to the traditional need for ensuring competitiveness in terms of cost and function as demanded by customers and partners, new needs for products and functions that enable greater supply chain sophistication and green transformation (GX) are expected to increase.

#### Business Expansion

Processing business groups cultivated by Toyota Tsusho

33 business sites in 10 countries

● Number of sites (33 sites in total)



#### Topic

##### Investment in Electrolytic Iron Manufacturer, Electra Steel Inc.

Toyota Tsusho has invested in U.S.-based Electra Steel Inc. as part of efforts to promote greening of the entire steel products supply chain. A feature of Electra Steel's electrolytic iron manufacturing method is that it allows for refining at extremely low temperatures, which contributes to significant reductions in CO<sub>2</sub> emissions. Leveraging this strength, Toyota Tsusho will help the steel industry and end users achieve their carbon neutrality goals.



#### Comment

Electra Steel Inc. is honored to have Toyota Tsusho as an investor and strategic partner in commercializing our clean iron.\*3 Toyota Tsusho's global footprint and reputation for excellence will be an invaluable resource as Electra scales its operations.



**Sandeep Nijhawan**  
Co-founder and CEO  
Electra Steel Inc.

\*3 99% pure iron, one source of low-carbon iron in the manufacture of green steel



For more information on this division, visit the link below.  
<https://www.toyota-tsusho.com/english/company/business/metal.html>

## Business Strategy

### Circular Economy Division

#### Message from the Division CEO

In the Circular Economy Division, we are committed to the realization of a recycling-based society, and to passing on a better Earth and delivering new prosperity to the children of the future, by building an integrated “arterial” and “venous” supply chain.



**Akihiro Sago**  
CEO for  
Circular Economy Division

#### Business Strategies

- Contribute to the realization of a recycling-based 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)

#### Business Overview

<b>Resources Development SBU</b>	<ul style="list-style-type: none"> <li>Development of critical metals (essential metals) essential for electrification of automobiles and rare inorganic resources essential for daily life, and operation of intermediate products manufacturing businesses</li> </ul>
<b>E-Mobility Supply Chain SBU</b>	<ul style="list-style-type: none"> <li>Export/import, offshore trade, and domestic sales of batteries, electronic materials, and related products, and planning and operation of related businesses</li> </ul>
<b>Resources Recycling SBU</b>	<ul style="list-style-type: none"> <li>Provision of integrated “arterial” and “venous” functions, from material supply to recycled resource collection and recycling, and production of recycled raw materials, to support new manufacturing focused on resource circulation</li> </ul>
<b>Sustainable Materials SBU</b>	<ul style="list-style-type: none"> <li>Sales of raw materials and products for detergents, sanitary materials, pharmaceuticals, packaging, and coatings, operation of related manufacturing businesses, and operation and promotion of bio-chemical handling and plastic and solvent recycling businesses</li> </ul>

#### Market Environment

With efforts toward realization of a decarbonized society becoming an essential requirement for business continuity, customers have high expectations for the global expansion of integrated “arterial” and “venous” businesses that are our division’s strengths. At the same time, there are needs for business continuity plans (BCPs) that anticipate natural disasters and geopolitical risks, and for responses to mobility reforms and other business changes. The need for building functions optimized to each region is also expected to increase.

#### Business Expansion

- Resources Development SBU
- E-Mobility Supply Chain SBU
- Resources Recycling SBU
- Sustainable Materials SBU



#### Topic

##### Battery Manufacturing Business in North America

Toyota Tsusho has established Toyota Battery Manufacturing, North Carolina (TBMNC), together with Toyota Motor North America, Inc. (TMNA), the regional headquarters of Toyota Motor Corporation in North America. After setting up for production, it started shipping batteries for electrified vehicles in April 2025.



#### Comment

TBMNC has a central role in Toyota’s electrification strategy in North America.

The production of batteries for electric vehicles will affect the future of Toyota in North America, and it is essential for exceeding the rising expectations of customers.

We will rely on Toyota Tsusho’s strong support as an owner of TBMNC, a logistics provider for overseas material, a recycler for our active material, and an investor in our critical mineral supply chain.



**Rick Howard**  
General Manager  
Toyota Motor  
North America, Inc.



For more information on this division, visit the link below.  
<https://www.toyota-tsusho.com/english/company/business/circular-economy.html>



## Business Strategy

### Supply Chain Division

#### Message from the Division CEO

In the Supply Chain Division, we are committed to further refining our functions to protect and connect the supply chains of customers and suppliers, and to responding to a wide range of diversifying global needs.



**Hiroki Nakayama**  
CEO for  
Supply Chain Division

#### Business Strategies

- Realize our vision to “transform the concepts of production, transportation, and connectivity\* to fulfill our responsibilities to future society through the evolution of supply chains”
- Expand the scope and functions of supply chains through the use of digital technology and other resources while staying close to our many different customers and partners for creating new value

#### Business Overview

<b>Global Parts SBU</b>	<ul style="list-style-type: none"> <li>● Building and operation of optimized supply chains with mixed loading and supply-and-demand management functions in the export/import and global procurement of parts</li> </ul>
<b>Logistics and Module SBU</b>	<ul style="list-style-type: none"> <li>● Logistics centers and transportation businesses directly linked to customer production, airport management, overseas assembly of mobility parts, and technopark businesses that support companies expanding overseas</li> </ul>
<b>Parts and Accessories SBU</b>	<ul style="list-style-type: none"> <li>● Material procurement, production, sales, design/development, and service development of interior and exterior parts and accessories for mobility, and offering of fuel cells and other environmental solutions</li> </ul>
<b>Supply Chain Business Development Department</b>	<ul style="list-style-type: none"> <li>● GHG emissions reduction business, sales of recycled packaging materials, and resources recycling business, etc.</li> </ul>

\* 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 CO<sub>2</sub> 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.

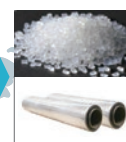
#### Market Environment

The mobility industry is experiencing an acceleration of complexity in supply chain environments, emergence of geopolitical risks, changes in local competitive environments, expansion of stricter environmental regulations, and changes in the competitive environment due to electrification (the rise of new suppliers).

#### Business Expansion

- Global Parts SBU
- Logistics and Module SBU
- Parts and Accessories SBU
- Supply Chain Business Development Department

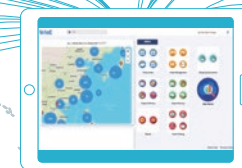
Recycling of used logistics materials (recycled polyethylene packaging materials)



**Tire and Wheel Assembly Business**  
(Subaru of Indiana Automotive, Inc.)



**Airbag Business**



**WisE**  
(Global ordering platform)

### Topic

#### Last Mile Delivery Business

Toyota Tsusho has invested in LOGIQUEST INCORPORATED, a company with a range of added-value delivery functions including temperature management and urgent delivery handling. Toyota Tsusho is working to optimize logistics across a wide range of industries through a combination of the Toyota Tsusho Group logistics network, which is focused on the automotive industry, and LOGIQUEST's last mile delivery network.



#### Comment

Optimization of last mile delivery does not just mean streamlining operations, but also includes our fundamental mission of supporting social infrastructure. We will work with Toyota Tsusho to seriously address the social challenges of decarbonization and logistics reform to achieve our aim of providing value that the next generation can also enjoy.



**Kenji Mitsugi**  
President  
LOGIQUEST  
INCORPORATED



For more information on this division, visit the link below.  
<https://www.toyota-tsusho.com/english/company/business/supply-chain.html>

## Business Strategy

### Mobility Division

#### Message from the Division CEO

In the Mobility Division, we are committed to our mission of bringing happiness to the people and the society, by continuously building new business models in the mobility field.



**Shigeru Harada**  
CEO for Mobility Division

#### Business Strategies

- Expand the customer base through value chain-related businesses and the mobility services business, in addition to the automobile sales business, and grow businesses by handling new commercial products and developing networks
- Leverage electrification, intelligent technologies, and other technological innovations to realize a next-generation mobility society that is safe, secure, and environmentally friendly.

#### Business Overview

<b>Toyota SBU</b>	<ul style="list-style-type: none"> <li>Import/export, vehicle assembly, and wholesale and retail businesses for Toyota vehicles and supply parts</li> </ul>
<b>Multi Brands SBU</b>	<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Value Chain SBU</b>	<ul style="list-style-type: none"> <li>Used vehicles, captive finance and leasing, after-sales service, and other mobility value chain-related businesses</li> </ul>

#### Market Environment

In the business environment surrounding the mobility society, efforts to contribute to decarbonization are accelerating, while electrification of automobiles and technological innovations such as autonomous driving are also progressing. Geopolitical risks are also increasing due to recent instability in international affairs in the countries and regions in which we run business. Within this market environment, there is a need for mobility services that can help solve social issues in each country and region.

#### Business Expansion



#### Topic

##### Vehicle Assembly Production in Cambodia

Toyota Tsusho has established Toyota Tsusho Manufacturing (Cambodia) Co., Ltd. together with Kong Nuon Group Co., Ltd. It started local assembly and production of the Toyota Hilux pick up truck and Fortuner SUV in May 2024. Through the development of the mobility industry, it is contributing to the country's economic and social development.



##### Comment

This project represents a major milestone for Cambodia. Carrying the considerable expectations of the government and customers, we are proud to have started production without accidents or delays.

I would like to thank our stakeholders for their support throughout this process. We will continue to contribute to building a better society through local production.



**Oknha Kong Nuon**  
CEO  
Kong Nuon Group Co., Ltd.



For more information on this division, visit the link below.  
<https://www.toyota-tsusho.com/english/company/business/mobility.html>

## Business Strategy

### Green Infrastructure Division

#### Message from the Division CEO

In the Green Infrastructure Division, we are committed to our “Be the Right ONE” vision of continuing to solve customers’ problems to ensure people always associate “Toyota Tsusho” with “carbon neutrality.”



**Kosuke Kunihiro**  
CEO for  
Green Infrastructure Division

#### Business Strategies

- Contribute to achieving carbon neutrality for customers and a sustainable society through our determination to lead the industry, and by developing and supplying green energy, including wind and solar power
- Expand businesses that contribute toward building green social infrastructure, including selecting, proposing, and installing equipment that helps reduce CO<sub>2</sub> emissions.

#### Business Overview

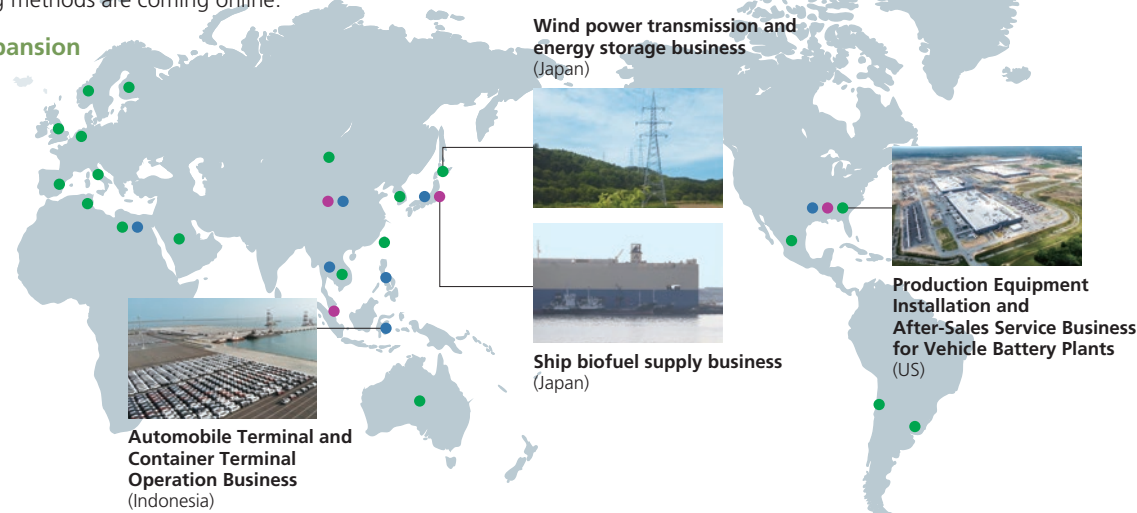
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|---|---|
| <b>Machinery &amp; Infrastructure SBU</b> | <ul style="list-style-type: none"> <li>• Domestic and international trading in manufacturing and logistics equipment and parts primarily for the mobility industry and provision of integrated support functions for related design, repair, and installation</li> <li>• Development of social infrastructure and operation of related businesses, including energy, port infrastructure, and construction equipment</li> </ul> |
| <b>Green Energy SBU</b>                   | <ul style="list-style-type: none"> <li>• Development and business operation of renewable energy such as wind, solar, hydroelectric, and biomass</li> <li>• Supply businesses for carbon-neutral fuels such as LNG and biodiesel</li> </ul>  |

#### Market Environment

The world is seeing a shift in attitudes to carbon neutrality and automobile electrification due to the tariff policies of the Trump Administration in the US and changing governments globally. In Japan, the demand for power is increasing as new data centers are established and automobile electrification continues. At the same time, the spread of generative AI and EVs is pushing up power consumption in Europe and the US, and the renewable energy market is expanding rapidly in emerging countries where demand for energy is also increasing rapidly. In the mobility industry, the use and implementation of generative AI is accelerating and new manufacturing methods are coming online.

#### Business Expansion

- Power Business
- Fuel Business
- Machine and Plant Business



### Topic

#### Integration of Eurus Energy Holdings Corporation and Terras Energy Corporation

Toyota Tsusho acquired Terras Energy Corporation as a wholly owned subsidiary in April 2024, and integrated its operations with Eurus Energy Holdings Corporation from April 1, 2025. As Japan's No. 1 power generation company in terms of wind and solar power capacity, Eurus Energy Holdings Corporation aims to quickly become a renewable energy company that continues to be selected globally.



#### Comment

By bringing together our two companies, each with considerable strengths in the renewable energy domain, we will be able to share knowledge and experience, and learn from each other to generate significant synergies.

Going forward, we will lead the Toyota Tsusho Group at the core of its carbon neutral strategy, and continue to actively take on the challenge of becoming a company that continues to be selected by customers and local communities everywhere.



**Yuzuru Suzuki**  
Executive Officer  
Eurus Energy Holdings  
Corporation



For more information on this division, visit the link below.  
<https://www.toyota-tsusho.com/english/company/business/green-infrastructure.html>

## Business Strategy

### Digital Solutions Division

#### Message from the Division CEO

In the Digital Solutions Division, we are committed to expanding people's possibilities with electronics and making the world comfortable, enjoyable, and prosperous. We will work together with our customers and partners around the world to realize a friendly future.



**Eiji Matsuzaki**  
CEO for  
Digital Solutions Division

#### Business Strategies

- Always stay ahead of technological innovation and digital transformation, and further expand our solutions business, including solutions for the next-generation mobility society, by using devices and software

#### Business Overview

- |  |   |
|--|---|
| <b>Device &amp; Software Solutions SBU</b> | <ul style="list-style-type: none"> <li>• Global sales of electronic devices embedded in automobiles, home appliances, information and communications equipment, and industrial equipment, etc.</li> <li>• Development and sales of hardware, software, and services to realize CASE*</li> </ul>   |
| <b>ICT Solutions SBU</b>                   | <ul style="list-style-type: none"> <li>• Global sales of products and services related to ICT</li> <li>• Promotion of a vehicle security business and a wireless communication business for onboard software that support the safety of connected cars</li> <li>• Sales of computing resources and various tools that contribute to AI development, etc.</li> </ul> |

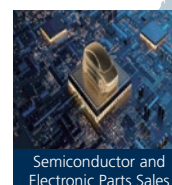
\* Connected, autonomous, shared, and electric

#### Market Environment

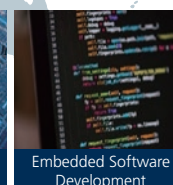
The environment surrounding the Toyota Tsusho Group is changing and technologies are evolving rapidly, while use of digital technologies and AI have become commonplace. With the evolution of semiconductors, AI, and other technologies, business models and value offerings are shifting to services (intangible, software and services) in addition to goods (tangible, commercial products).

#### Business Expansion

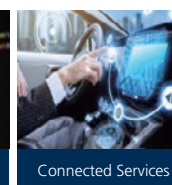
- Device & Software Solutions SBU
- ICT Solutions SBU



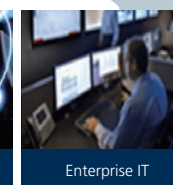
Semiconductor and Electronic Parts Sales



Embedded Software Development



Connected Services



Enterprise IT



Cybersecurity

#### Topic

##### Acquisition of Elematec Corporation as a Wholly Owned Subsidiary

Toyota Tsusho used a tender offer to acquire Elematec Corporation, which sells, processes, assembles, designs, and contractually manufactures electronic materials, components and equipment, as a wholly owned subsidiary in January 2025. The two companies will work even more closely going forward, in products, markets, geographic coverage, functions, human resources, and other aspects of operations, with the objective of further enhancing corporate value for the Group as a whole.



##### Comment

Our two companies have collaborated continually since entering a capital and business alliance in 2011. However, by becoming a wholly owned subsidiary, we will be able to leverage synergies with Toyota Tsusho to further deepen our strengths, including 7,200 suppliers and a customer base of 6,200 companies that we have developed over 80 years since our founding. This will lead to the sustainable growth of Elematec.



**Koichi Okoshi**  
Chief Executive Officer  
and Chairman of the Board  
Elematec Corporation



For more information on this division, visit the link below.  
<https://www.toyota-tsusho.com/english/company/business/digital-solutions.html>



## Business Strategy

### Lifestyle Division

#### Message from the Division CEO

In the Lifestyle Division, we are committed to globally expanding a wide range of EoL businesses across the six business domains. We aim to be a “Be the Right ONE” presence that supports, nurtures, and connects people’s lives.



**Tatsuya Watanuki**  
Executive Vice President  
CEO for Lifestyle Division

#### Business Strategies

- In addition to securing food resources and building stable supply structures for grain, strengthen the food materials sales and processing functions, and contribute to the creation of a sustainable society
- Work to improve physical and mental health, and the quality of life, and focus on achieving well-being, through insurance, textiles, living environment, and healthcare and medical businesses

#### Business Overview

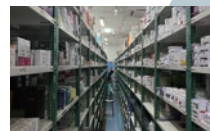
<b>Food &amp; Agribusiness SBU</b>	<ul style="list-style-type: none"> <li>• Grain business: Grain import/export, domestic grain silos, etc.</li> <li>• Food business: Import/export, wholesale, and processing of food products, agricultural, livestock, and marine products, domestic food provision, etc.</li> </ul>
<b>Wellness SBU</b>	<ul style="list-style-type: none"> <li>• Insurance business: Domestic and international insurance agency, insurance brokerage, etc.</li> <li>• Textiles business: Planning, production, logistics, and sales of raw materials, textiles, and fiber products</li> <li>• Living environment business: Overseas hotel residence development and management, effective utilization of corporate-owned real estate, rental and condominium development and management, office and factory renovation, original furniture planning and sales, etc.</li> <li>• Healthcare and medical business: Overseas healthcare, rehabilitation, nursing care products, etc.</li> </ul>

#### Market Environment

The progress of globalization has dramatically increased the complexity of modern society, and people’s lifestyles are rapidly changing as well. Even in the midst of such changes, it is becoming increasingly important to maintain physical and mental health, and to improve the quality of life. The Lifestyle Division’s mission is to provide a safe, secure, and comfortable environment for people in a range of domains that impact our lives, including medical care, clothing, food and housing.

#### Business Expansion

- Grain business
- Food business
- Insurance business:
- Textile business
- Living environment business
- Healthcare and medical business



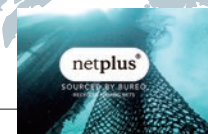
**Pharmaceutical Distribution Business**  
Skites Pharma Private LTD (India)



**Hotel Residence Business**  
PT. TTL Residences and PT. Toyota Tsusho Real Estate Cikarang (Indonesia)



**Bluefin Tuna Aquaculture and Sales Business**  
Tuna Dream Goto Corporation and Tuna Dream Okinawa Corporation (Japan)



**Fishing Net Recycling Business**  
(Japan)



**Grain Collection and Logistics Business**  
NovaAgri Infra-Estrutura de Armazenagem e Escoamento Agrícola S.A. (Brazil)



**Insurance Brokerage Business**  
HYLANT & TOYOTSU Insurance Services, LLC (US)

### Topic

#### Operation of Sakra World Hospital and Medical Treatment-related Services Businesses in India

Toyota Tsusho has collaborated with the SECOM Group to open a hospital in India, where economic growth is continuing, and improve local healthcare access. It has also expanded into medical treatment-related services such as pharmaceutical distribution and linen supply, aiming to help realize a comfortable and healthy future society in India.



#### Comment

Toyota Tsusho and SECOM MEDICAL SYSTEM CO.,LTD. have been jointly operating the hospital since we opened it in 2014. Providing healthcare services in India has been an enormous challenge. However, we have been greatly encouraged in this endeavor by our solid partnership with Toyota Tsusho, which has a long history of doing business in India and has enabled us to continue providing high-quality healthcare with roots in the local community.



**Takashi Maki**  
Executive Director  
SECOM MEDICAL SYSTEM CO., LTD.



For more information on this division, visit the link below.  
<https://www.toyota-tsusho.com/english/company/business/lifestyle.html>

## Business Strategy

### Africa Division

#### Message from the Division CEO

Under our vision, “WITH AFRICA FOR AFRICA,” we work alongside CFAO, driving business across Africa and contributing to its growth for the future children of Africa.



**Richard Bielle**  
CEO for Africa Division

#### Business Strategies

- To achieve steady growth, we drive four distinct business domains, Mobility, Green Infra, Healthcare and Consumer - and operations across all 54 African countries.
- We also aim to deliver high-quality products and services by building and expanding a value chain from import to production and distribution.

#### Business Overview

<b>Mobility SBU</b>	<ul style="list-style-type: none"> <li>• Import/export, distribution, wholesale, retail sales, leasing and after-sales service of new cars, used cars, machinery and handling equipment. Vehicle assembly and automotive production support.</li> </ul>
<b>Green Infrastructure SBU</b>	<ul style="list-style-type: none"> <li>• Renewable energy development and operation. Social infrastructure development such as electricity and seaport.</li> <li>• Multi-technic services for enterprises such as solar panels, elevators and cooling system etc.</li> </ul>
<b>Healthcare SBU</b>	<ul style="list-style-type: none"> <li>• Production, wholesale, and retail of pharmaceutical products.</li> </ul>
<b>Consumer SBU</b>	<ul style="list-style-type: none"> <li>• Development of retail businesses (shopping malls, supermarkets, etc.). Import, production, and logistics of everyday consumer goods</li> </ul>

#### Market Environment

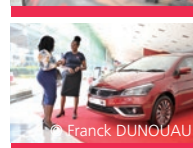
The African continent, often referred to as the “greatest frontier of the 21st century,” is full of growth potential. Its total population, currently 1.5 billion, is forecast to reach 2.5 billion by 2050, accounting for a quarter of the global population.\* With a rapidly growing affluent population, particularly among younger generations, Africa’s market appeal continues to rise, and its economy is expected to outperform global growth rates.

\* Source: UN World Population Prospects 2024

#### Business Expansion

- Mobility SBU
- Green Infrastructure SBU
- Healthcare SBU
- Consumer SBU

##### Mobility SBU



##### Consumer SBU



##### Green Infrastructure SBU



##### Healthcare SBU



## Topic

### Accelerating the Renewable Energy Business in Africa

Toyota Tsusho Group company, AEOLUS SAS, has partnered with Scatec ASA to participate in its first solar power plant IPP project (totaling 100MW) in Tunisia. We aim to expand the development and deployment of renewable energy sources tailored to the needs of each African country.



Solar power plant under construction

#### Comment

Our joint solar projects in Tunisia demonstrate our robust partnership with AEOLUS, a member of the Toyota Tsusho Group. This collaboration is a testament to our shared commitment to driving the renewable energy transition. It has been instrumental in realizing projects crucial for diversifying Tunisia’s energy mix and reducing gas reliance, while paving the way for future cooperation and long-term advancement in the renewable energy sector.



**Terje Pilskog**  
CEO  
SCATEC ASA



For more information on this division, visit the link below.  
<https://www.toyota-tsusho.com/english/company/business/africa.html>