03 Growth Strategy

Enhance corporate value to a higher dimension

4 Next Dimensions

- Growth Strategy
- Financial and Capital Strategy

→ Improve profitability and capital efficiency

- Human Capital Strategy
- Sustainability Strategy

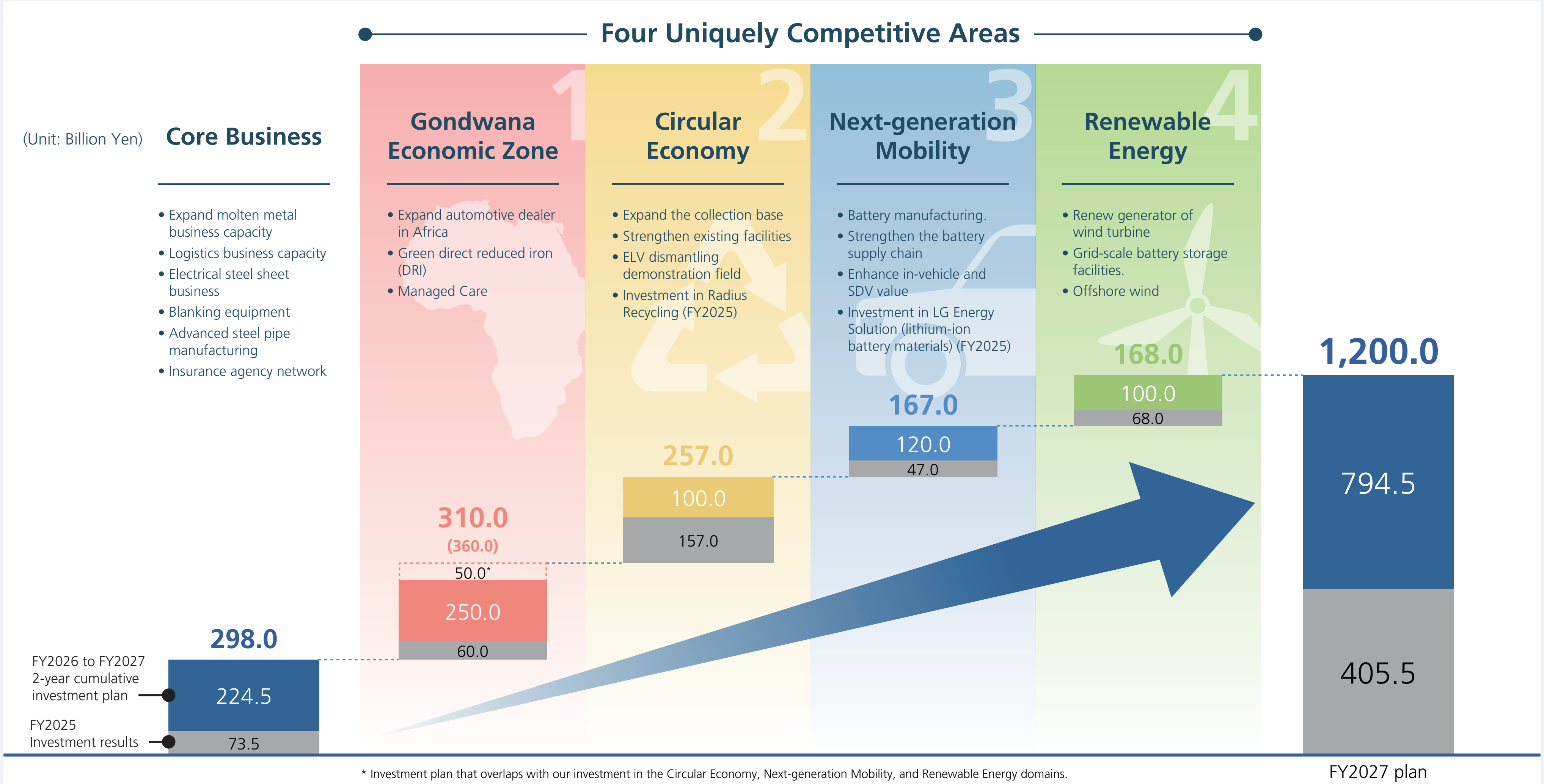
→ Raise growth expectations

→ Enhance corporate value

Four Uniquely Competitive Areas

In the three years of the Medium-Term Management Plan for the fiscal years ending March 31, 2026, through March 31, 2028, we are aiming to enhance corporate value. Specifically, we are focusing on the price-to-book ratio (PBR) indicator. To achieve our goals, we are aiming to take things to a higher dimension using four strategies: growth strategy, financial and capital strategy, human capital strategy, and sustainability strategy. Taking things to a higher dimension doesn’t mean following the organic growth path that is an extension of our past trajectory, but instead raising the level of our businesses, and of management itself. We are seeking to take things to a next dimension in the four uniquely competitive areas where we have particularly notable strengths: the Gondwana Economic Zone, the Circular Economy, Next-generation Mobility, and Renewable Energy.

Web For more information on the Medium-Term Management 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_105_4Q.pdf



* Investment plan that overlaps with our investment in the Circular Economy, Next-generation Mobility, and Renewable Energy domains.

Tripling Our Africa Business and Expanding Across the Gondwana Economic Zone

We were at the forefront of realizing the potential of Africa, and we have launched diverse businesses by investing our business resources. We use the term "Gondwana Economic Zone" to refer to a region encompassing Africa, India, and South America, and we have positioned this region as one of our future key markets. As populations and wages rise, the region is expected to undergo dramatic growth. We will leverage the mobility base that our Group has refined through the years to cultivate "Seeds" of our being uniquely competitive, rooted in latent local needs such as healthcare, rare minerals, agriculture, and bio-related needs. Through this, we will expand our business, which supports people's lives and industry in every part of the region.

SOUTH AMERICA

Strengthen the global agriculture value chain

- Expand the functions of NovaAgri and Oleos Menu
- Advance decarbonization in the Brazil agribusiness

Expand supply of battery materials

AFRICA

Strengthen Healthcare business

- Accelerate entry into B to C in Southeast Africa
- Expand local manufacturing and sales in North Africa

Strengthen partnership with global companies

- Expand sales of hygiene products with Unicharm Corporation

INDIA

Evolve toward a business model that integrates insurance and healthcare service

- Roll out the Sakra World Hospital model in partnership with Secom Medical System Co., Ltd.
- Become India's No. 1 insurance broker

Expand rare-earth refining for BEV*1 and HEV*2 motors in India

*1 Battery Electric Vehicle
*2 Hybrid Electric Vehicle

Developing the seeds of unique competitiveness in the Gondwana Economic Zone, based on the mobility business

Agriculture/Bio

Rare Minerals

Healthcare

Mobility

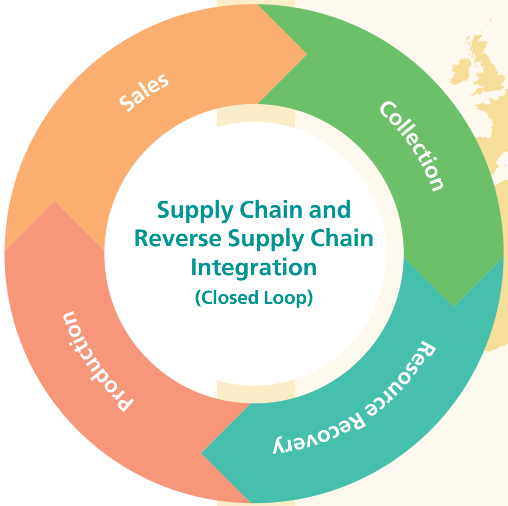
Toyota Motor Corporation and Suzuki Motor Corporation are implementing plans to double their automobile production volume in Indian and South America regions by 2030. We will use this mobility as the foundation from which we develop "distinctively Toyota Tsusho" new businesses by turning our attention to the latent needs of the Gondwana Economic Zone.

Becoming the World's No. 1 Circular Economy Provider

The Toyota Tsusho Group has established a fully integrated supply chain encompassing both the supply chain for automobile manufacturing, from raw material procurement through to sales, and the reverse supply chain for end-of-life vehicles and waste plastics, including resource recovery and recycling. It is also taking the lead in resource recycling of end-of-life batteries in anticipation of growing battery demand in the years ahead. By developing these initiatives globally, it aims to become the world's leading circular economy provider.

Supply Chain

Reverse Supply Chain



Base Metal Resource Recycling

Metal and End-of-life Vehicle Recycling Business

Radius Recycling, Inc.
acquired as a wholly owned subsidiary

In-Plant Collection

Scrap collection operations for factory-generated waste

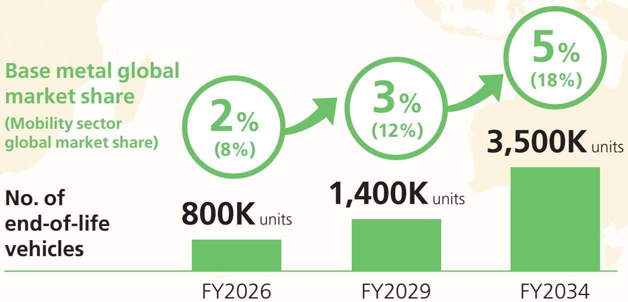
End-of-Life Vehicle Collection

Recycling through collection, shredding, and sorting of ELVs

Post-Consumer Collection

Metal scrap collection business utilizing a collection network of 100 locations across North America

We are building a closed loop of local production for local consumption through business growth in North America, Europe, and Asia



Recycling of Plastic, Rare Metal, and Recycled Aluminum Alloy Resources

Production of high-quality recycled plastics

K.K. Planic

Global roll-out planned for the future

Resource recovery of rare metals from end-of-life batteries

Supply of recycled aluminum alloy using recycled and melted aluminum

20 sites in 8 countries

We analyze and sort resources such as waste plastic and aluminum scrap to promote the recycling of higher value-added materials

In the future, we will also focus on recycling rare earths

	FY2026	FY2029	FY2034
Plastic	420K units (21K tons)	680K units (34K tons)	2,000K units (100K tons)
Vehicle batteries	20K units (20K packs)	120K units (120K packs)	500K units (500K packs)
Recycled aluminum alloy	9,000K units (1,000K tons)	15,000K units (2,000K tons)	23,000K units (3,000K tons)

Lead to the Next-generation of Mobility

The automobile industry is in the midst of a once-in-a-century transformation, and mobility is undergoing a dramatic evolution as part of society's infrastructure. The Toyota Tsusho Group is combining its comprehensive value chain of automobile-related businesses, which it has developed through its long history, with the new values of vehicle electrification and intelligence, elevating the Next-generation Mobility domain to a next dimension.

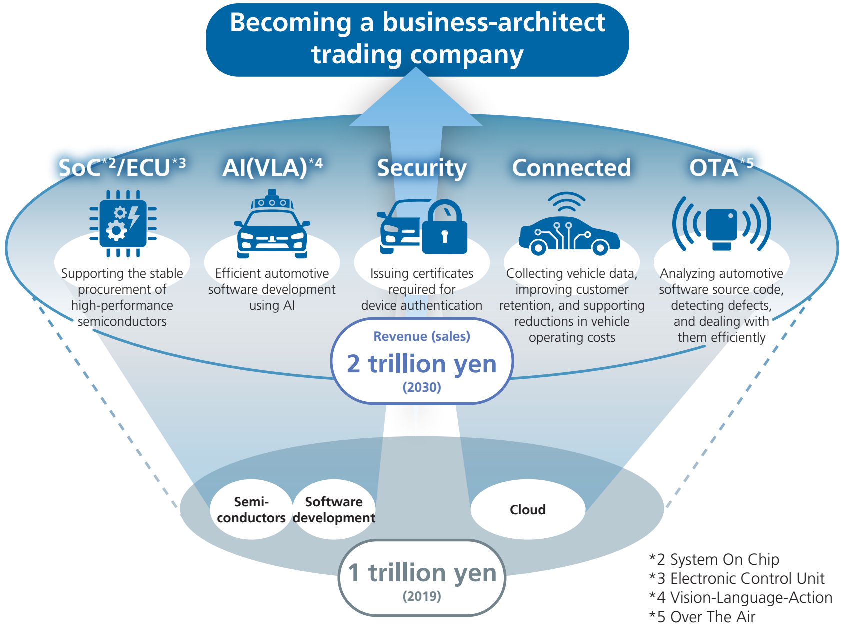
Electrification

We coordinate with our global partners to build a battery ecosystem that connects battery resource development, manufacture and supply, and resource recycling. This ensures a steady supply of the batteries that are essential for the widespread use of electrified vehicles.

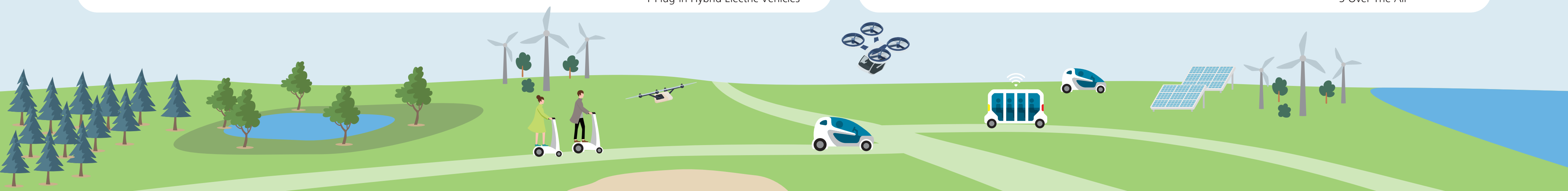
*1 Plug-in Hybrid Electric Vehicles

Intelligence

To enhance mobility, we are accelerating the growth of SDV/connected business by leveraging the strengths we have developed through our semiconductor supply experience as we create new value that combines edge,software, and cloud technologies.



*2 System On Chip
*3 Electronic Control Unit
*4 Vision-Language-Action
*5 Over The Air



Accelerate Renewable Energy as Its Importance Continues to Grow

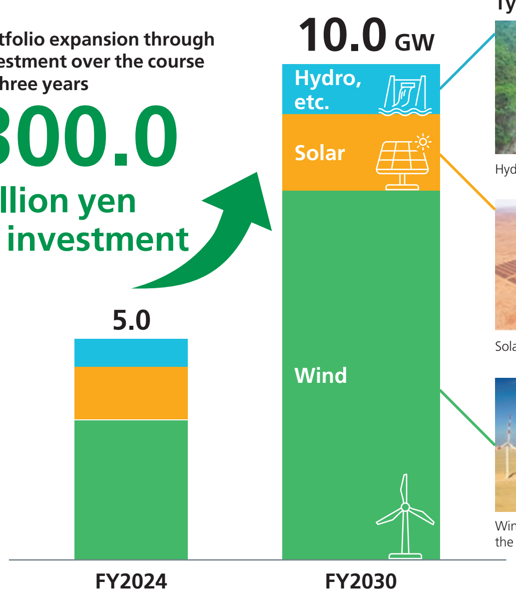
The Toyota Tsusho Group is contributing to decarbonization by integrating its functions for creating renewable energy with its functions for collecting, optimizing, and delivering renewable energy using battery storage facilities and energy management. In addition to expanding its power generation portfolio, which includes wind, solar, and hydro power, we combine storage batteries, grid connections, and the like with the goal of providing a stable supply of renewable energy to meet the demand of the Toyota Group, which has some of the highest energy demand in Japan, along with green data center and other demand.

Create

Renewable energy source development

Largest renewable energy power generation capacity in Japan
(solar, wind)

Portfolio expansion through investment over the course of three years
300.0 billion yen in investment



Typical examples

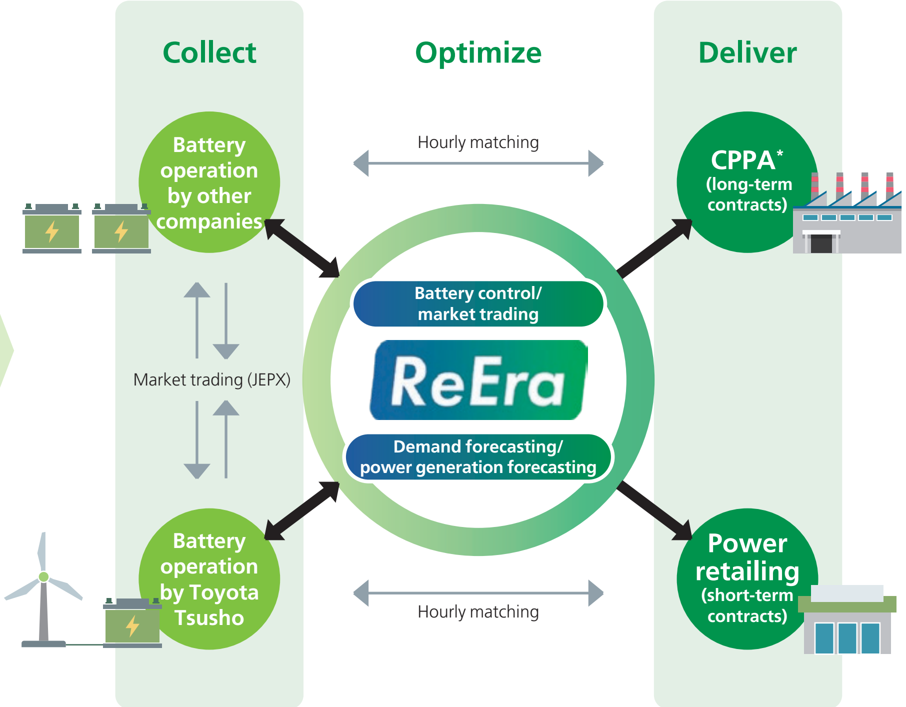

Hydropower plant in Vietnam


Solar power plant in Tunisia


Wind power plant in Egypt, the largest in Africa

Collect, Optimize and Deliver

Energy management business



* Corporate Power Purchase Agreement