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Business Strategy



Data by Sales Division

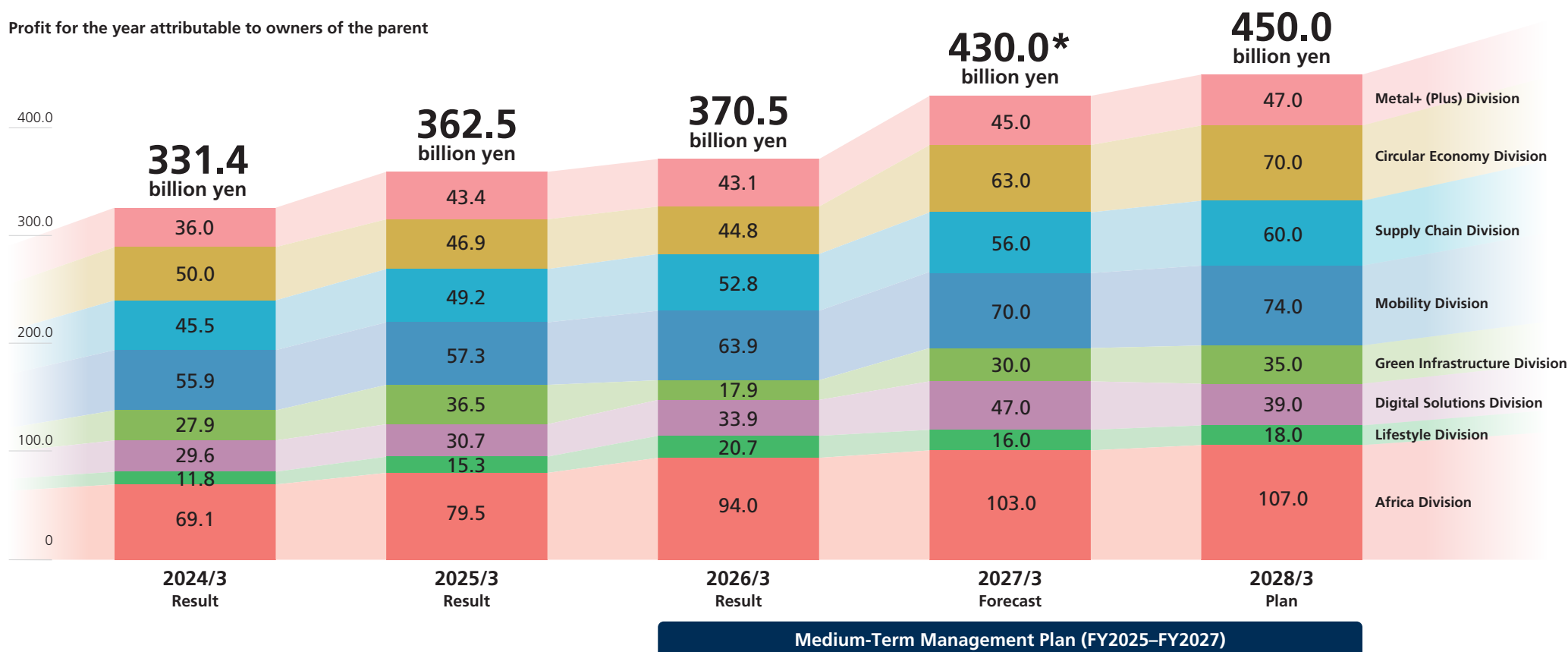
* In our first-quarter earnings results announced on July 31, 2026, we revised our earnings forecast upward from ¥400.0 billion.



For the latest IR information, please see here.

<https://www.toyota-tsusho.com/english/ir/earnings-presentations/2026.html>

Profit for the year attributable to owners of the parent



Divisional Missions

Metal+ (Plus) Division	Creating a sustainable future with “the Dynamic Plus”
Circular Economy Division	Design and drive a “Loop” where every resource on Earth continues to circulate
Supply Chain Division	Further refine the function of protecting and connecting supply chains to respond to a wide range of geopolitical risk challenges and diversifying global needs
Mobility Division	Produce happiness for future society through transportation by building a new business model
Green Infrastructure Division	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
Digital Solutions Division	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
Lifestyle Division	Create businesses unique to Toyotsu as the Economy of Life business promotion division
Africa Division	Accelerate being the No.1 presence in Africa, steadily anticipate change, and contribute to solving Africa’s problems and promoting its future development

Business Strategy

Metal+ (Plus) Division

Division Strategies

Even in an increasingly uncertain business environment, we are working to create “New Plus” by raising the metal materials supply chain to a higher level. At the core of our strategy is operational excellence, built on the on-site capabilities cultivated through decades of experience in the metal materials business and the global reach of our integrated procurement, processing, and logistics functions. We aim to contribute to a sustainable society through a dual approach: strengthening operational resilience as our “defensive” strategy, while addressing future social challenges through investments in green materials and new technologies as our “offensive” strategy.

We are optimizing our asset portfolio and advancing the greening of our supply chains. At the same time, we will contribute to the development of industrial, essential for realizing a carbon-neutral (CN) society, such as next-generation energy, and to the advancement of the Global South.

Hiromasa Ishii

CEO*1 for Metal+ (Plus) Division

Market Environment

Heightened geopolitical risks and the advance of decarbonization are driving a reassessment of supply chains worldwide. Amid growing supply uncertainty, supply stability and traceability increasingly significant concerns, while the importance of low-carbon materials and environmental impact reduction is also rising. In response to these changes, customers and partners are no longer seeking simply not only competitiveness in cost and functionality, but are also demanding products, and functions that contribute to Green Transformation.

Business Expansion

Processing business groups cultivated by Toyota Tsusho
33 business sites in 11 countries

● Number of sites in each country



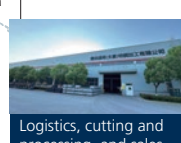
Processing and sales of electrical steel sheets
Techno Steel Processing
Turkey (Turkey)



Special steel secondary processing
Mirra And Mirra Industries Private Limited (India)



Blanking of steel sheets
TT Automotive Steel (Thailand) Co., Ltd. (Thailand)



Logistics, cutting and processing, and sales of special steel round bar
Toyota Tsusho (Taicang) Special Steel Processing Co., Ltd. (China)



Processing and warehousing of metals
Toyotsu Metal Solutions Co., Ltd. (Japan)



Dejima Blanking
Toyota Tsusho Guanajuato Processing SA de CV (Mexico)



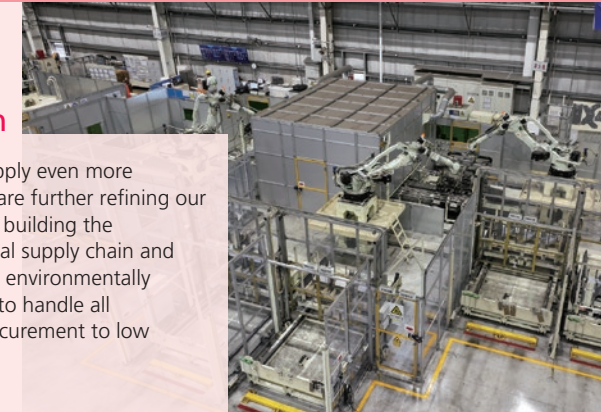
Blanking of steel sheets
Millennium Steel Of Texas, LP. (U.S.)



Blanking of steel sheets
Dejima Blanking (Brazil)

Implementing an Advanced Supply Chain

As well as working to make our supply even more reliable, eco-friendly, and safe, we are further refining our on-site operations. We have begun building the foundation of an autonomous digital supply chain and taking on the challenge of realizing environmentally friendly supply chain management to handle all operations from green material procurement to low carbon transport.



Comment

As a trainee working in the field overseas, I felt that there was room for improvement in our operational processes. After returning to Japan, I have been engaged in supply chain optimization. I'm now Leveraging perspectives gained through on-site experience to improve our operations using AI and digital technologies, improve efficiency across the entire supply chain and creating new added value.

Nagi Matsushita

Americas, Europe & Global South Business Management Department



For more information on this division, visit the link below.

<https://www.toyota-tsusho.com/english/company/business/metal.html>

*1 Chief Executive Officer *2 Strategic Business Unit

Business Overview

Core Business SBU*2 / Core Business Global SBU

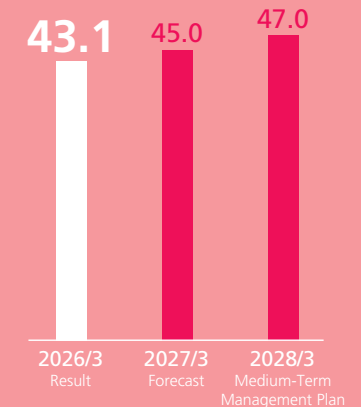
- Sale, distribution, and processing of mobility-related materials (steel sheets, bars, wire rods, pipes, specialty steel products, etc.)
- Establishment of green supply chains and provision of solutions on a region-specific basis

Next Core Business SBU

- Sales, distribution, and processing of materials for a wide range of industries, including next-generation energy and infrastructure-related industries
- Establishment of supply chains and provision of solutions related to CN and circular economies

Profit for the year

(Billion yen)



Business Strategy

Circular Economy Division

Division Strategies

We have built up a “supply chain and reverse supply chain” made up of “supply chain” businesses, which develop rare and important resources and procure materials and components, and “reverse supply chain” businesses, which encompass operations from collecting through to recycling of used products. With environmental responsiveness as an essential aspect of our business, we operate the smoothly flowing loop of our “supply chain and reverse supply chain” on a global basis to maximize the value of resources.

As we create a virtuous cycle that solves social issues and enhances corporate value, we will evolve into the world’s leading circular economy provider, passing on a better Earth and delivering new prosperity to the children of the future.

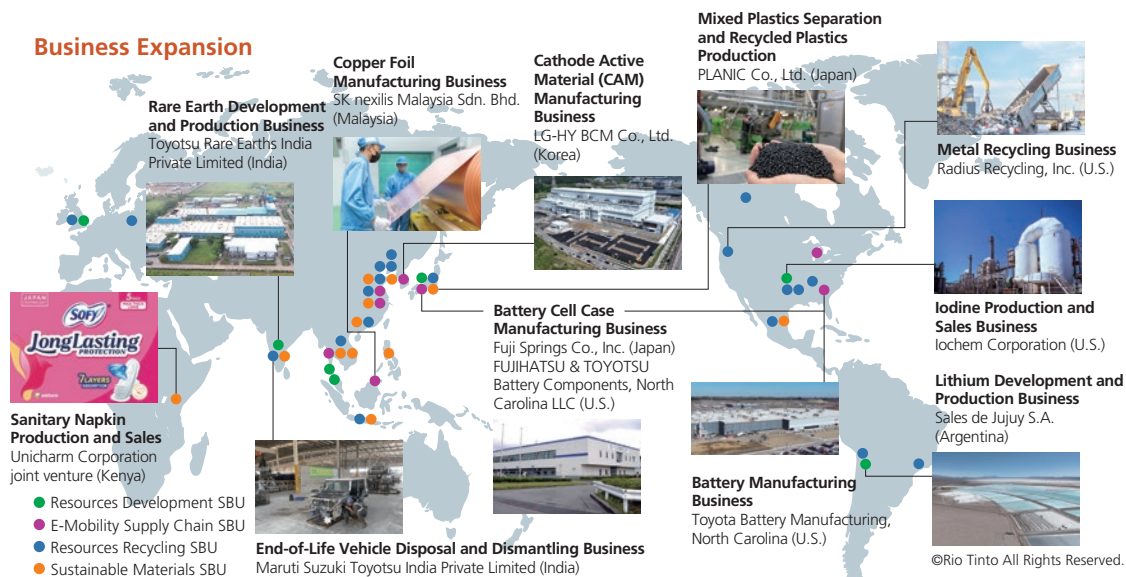


Kazuyuki Urata
CEO for Circular Economy Division

Market Environment

With the heightened risk of geopolitical impacts and supply chain interruptions, securing stable supplies of critical resources and decarbonizing customer industries have become pressing issues. This rising uncertainty is creating a rapidly growing need for resilient closed loops, in which resource “supply chain and reverse supply chain” are centrally managed.

Business Expansion



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

Business Overview

Resources Development SBU

- Development of metal resources such as the rare metals and non-ferrous metals essential for the electrification of automobiles; development of inorganic resources such as iodine; stable supply of these resources through importing and exporting, offshore trade, and domestic sales; and planning and operation of related businesses

E-Mobility Supply Chain SBU

- Export/import, offshore trade, and domestic sales of non-ferrous products, battery materials, and other products for use in vehicles; planning and operation of businesses involved in electrification and the creation of resilient supply chains

Resources Recycling SBU

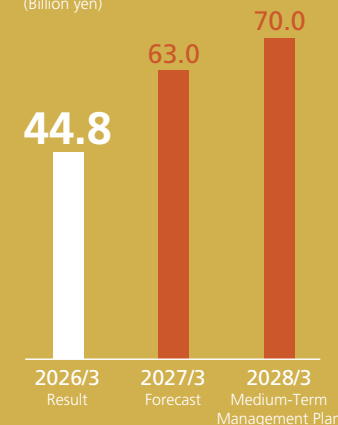
- Export/import, offshore trade, and domestic sales of recycled metal resources; planning and operation of aluminum melting, ingot forming, and non-ferrous scrap-related businesses; and provision of integrated “supply chain and reverse supply chain” functions, from resource collection to the production of recycled raw materials

Sustainable Materials SBU

- Export/import, offshore trade, and domestic sales of plastics and chemicals, bio materials, recycled materials, sanitary materials, and other products; development of plastic and solvent recycling businesses

Profit for the year

(Billion yen)



Taking on the Challenge of Global Resource Recycling from North America

Our partnership with Radius, which has one of the largest collection networks in North America, is creating powerful synergy with our resource recycling functions. We are driving an integrated “supply chain and reverse supply chain” business from North America, building the world’s leading resource recycling platform and achieving sustainable growth.

Comment

Radius is proud to join Toyota Tsusho -- aligned around a shared vision to meet evolving global needs and advance a more sustainable future. With approximately 100 operating locations across North America, Radius brings significant scale, operational strength, and deep expertise to help accelerate our shared ambition of becoming the world’s leading recycler.

Marc Hathhorn

Radius Recycling, Inc. CEO

Through our strategic alignment, we are integrating complementary capabilities that strengthen our market position. By leveraging meaningful synergies, we are improving efficiency, unlocking value, and positioning the business for sustained growth and strong financial performance.

Erika Kelley

Radius Recycling, Inc. CFO



Business Strategy

Supply Chain Division

Division Strategies

We aim to create new value by applying digital technologies in close cooperation with our various customers and partners. By thus transforming the concepts of production, transportation, and connectivity for the evolution of the supply chain, we will fulfill our responsibility to the society of the future.

Production: In addition to mobility component manufacturing and processing, by developing products that use recycled materials, we are contributing to the growth of the mobility industry and the realization of a recycling-based society.

Transportation: By optimizing and automating logistics operations and introducing and reusing environmentally friendly packaging materials, we are reducing environmental impacts while also improving efficiency as we evolve toward the logistics infrastructure of the next generation.

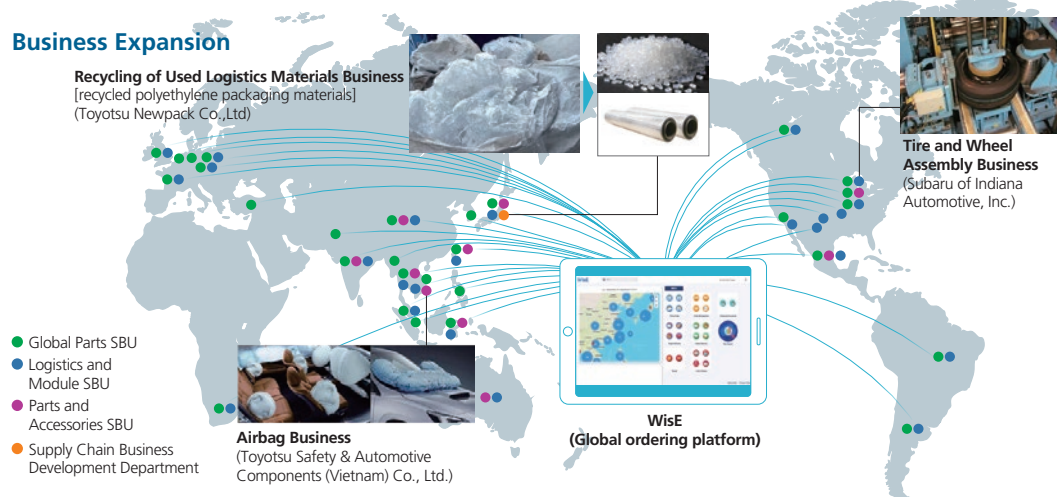
Connectivity: Benefiting from our strength as a trading company positioned between customers and suppliers, we work with our domestic and overseas partners to deliver solutions to our customers, at the same time promoting supply chain visualization to build a supply system that is resilient even in the face of geopolitical risks.

Hiroki Nakayama
CEO for Supply Chain Division

Market Environment

The automobile supply chain, on which our business is founded, faces a market environment beset by rising uncertainty, with clearly emerging geopolitical risks and restrictions on supplies of semiconductors and other key materials. At the same time, automotive electrification has altered the materials it handles and its logistics requirements, while it also faces rapidly rising new demands from society in the form of CN and resource recycling. The entire supply chain must adapt to meet these demands.

Business Expansion



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

Business Overview

Global Parts SBU

- 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

Logistics and Module SBU

- Logistics centers and transportation businesses directly linked to customer production, airport management, overseas assembly of mobility parts, technopark businesses that support companies expanding overseas

Parts and Accessories SBU

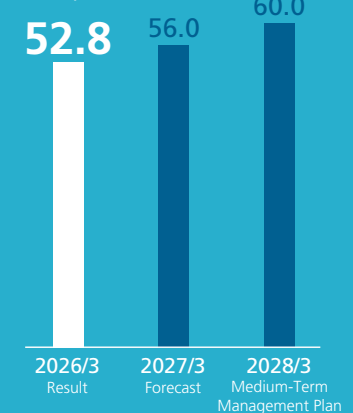
- Material procurement, production, sales, design/development, and service development for interior and exterior mobility parts and accessories, provision of fuel cells and other environmental solutions

Supply Chain Business Development Department

- GHG emissions reduction business, sales of recycled packaging materials, resource recycling business, etc.

Profit for the year

(Billion yen)



Establishment of Aluminum Body Frame Parts Production Company in Canada

We have established ATM Automotive Parts Inc. together with AISIN Corporation and the Minh Group Limited. By integrating each partner's manufacturing capabilities with our own business operation capabilities, we will build a new, price-competitive supply chain to meet demand from automobile manufacturers in North America.



Comment

Every day, We experience the joy of leveraging our position as a trading company and a member of the Toyota Group to build alliances that transcend differences in values. We want to benefit from this project to further accelerate the Supply Chain Division's creation of new opportunities.

Shinji Horii
Business Alliance Department

Yue Wang
Global Parts Business Strategy Department



Business Strategy

Mobility Division

Division Strategies

The Mobility Division will achieve sustainable growth by positioning our refined and developed automotive sales business at its core, while expanding its domain into value chain-related businesses, including small and medium-scale production, automotive parts, and used vehicle distribution.

Simultaneously, under a rapidly changing market environment, we will accurately capture evolving customer needs and steadily adapt to technological innovation such as vehicle intelligence and electrification.

By engaging deeply with each and every customer and growing alongside nations and local communities, we will create new value for the future mobility society, aiming to become the most consistently chosen mobility business group in the world.

Shigeru Harada
CEO for Mobility Division

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

- Countries and regions in which the division conducts business (46)
- Regional headquarters (6)
- Number of business sites (114 sites in total)



Logistics Solutions Business



Wholesale and Retail Business



After-Sales Service Business



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

Business Overview

Toyota SBU

- Import/export, vehicle assembly, and wholesale and retail businesses for Toyota vehicles and supply parts

Multi Brands SBU

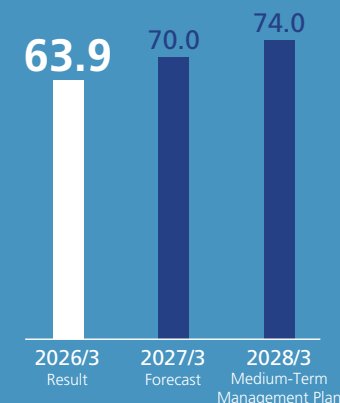
- Import/export, wholesale, and retail of commercial, passenger, industrial, and other vehicle types, vehicle installation and conversion, logistics solutions business

Value Chain SBU

- Used vehicles, captive finance and leasing, after-sales service, and other mobility value chain-related businesses

Profit for the year

(Billion yen)



Used Car Purchasing and Sales Business in Australia

In February 2026, Toyota Tsusho acquired MCT Automotive Group Pty Ltd. (MCT) as a wholly owned subsidiary. Through MCT's "Cars4uS" website, which offers speedy online purchasing of used vehicles, and through fair operation of retail and wholesale businesses, we will provide products and services that customers can truly trust.



Comment

To deliver safe and secure mobility life to our customers in Australia, we actively take on new challenges every day. We will continue working together as a team to create new value and remain committed to producing happiness for our customers.

Clare Scott / Shintaro Murakami (secondment)
MCT Automotive Group

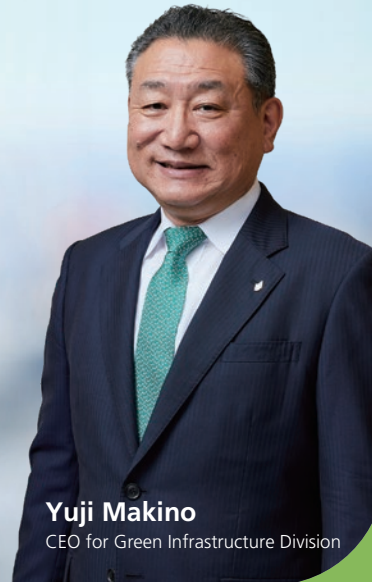


Business Strategy

Green Infrastructure Division

Division Strategies

Our mission is to 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. We refine, expand, and combine the engineering, procurement, and construction functions of the Machinery & Infrastructure SBU, which supports customer manufacturing and social infrastructure, and the Green Energy SBU's functions for developing optimal renewable energy and carbon-neutral fuel and supplying it to customers. As a uniquely competitive general trading company with a vision to "Be the Right ONE" and "pass on a better Earth to the children of the future," we are working to elevate each of our businesses to a higher dimension.

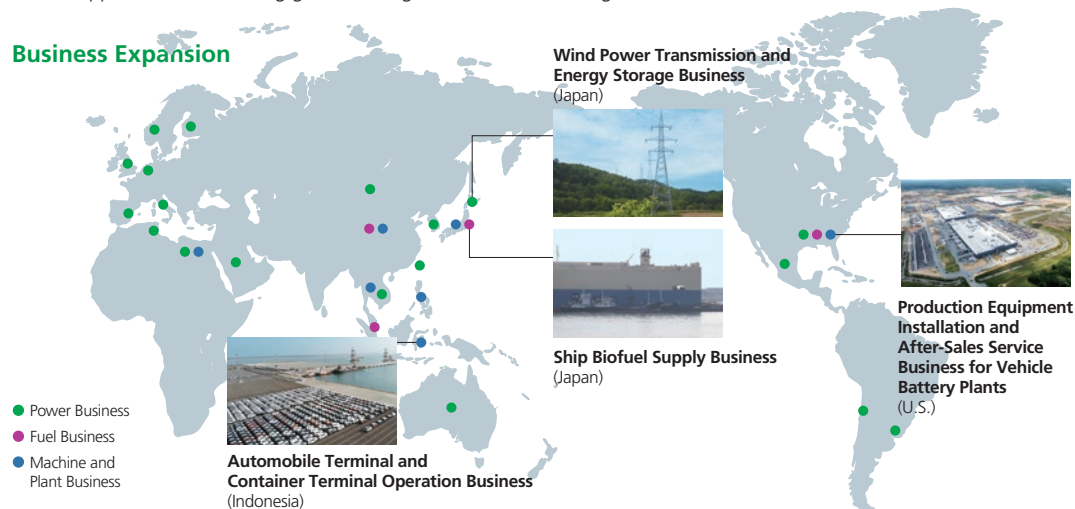


Yuji Makino
CEO for Green Infrastructure Division

Market Environment

Given the instability of the international situation, the energy and mobility markets of each country have maintained their stance on carbon neutrality but are shifting their focus toward supply stability and industrial competitiveness. In the machinery field, advances are being made in the use of generative AI and the introduction of new manufacturing methods, while in the infrastructure field, investment in DX-related facilities is on the rise. In the renewable energy field, the market has expanded, driven by increasing global electricity demand, while the fuel field has seen increasingly diverse approaches to reducing greenhouse gas emissions, including the use of biofuel.

Business Expansion



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

Business Overview

Machinery & Infrastructure SBU

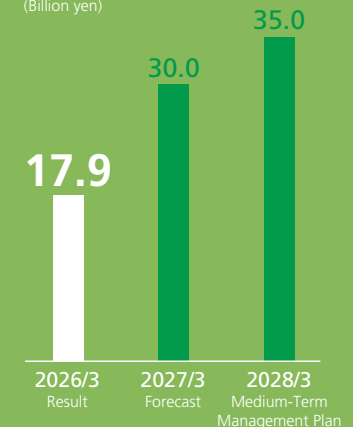
- Domestic and international trading in manufacturing and logistics equipment and parts primarily for the mobility industry and provision of integrated support functions for related design, repair, and installation
- Development of social infrastructure such as energy and port facilities, development of construction equipment, operation of related businesses

Green Energy SBU

- Development and business operation of renewable energy such as wind, solar, and hydroelectric power and biomass fuel
- Handling biofuel, hydrogen, LNG, and other fuels; carbon credits; petroleum products, etc.

Profit for the year

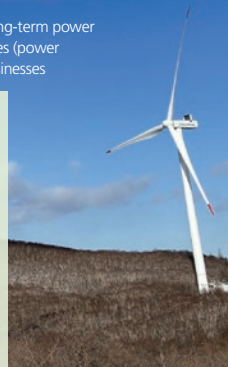
(Billion yen)



Achieving Carbon Neutrality

Eurus Energy Holdings Corporation, which has Japan's largest wind and solar power generation capacity, does not just produce renewable energy, but has developed a whole value chain for collecting, coordinating, and delivering renewable energy, from the operation of battery storage facilities to the rollout of corporate PPA* services, contributing in this way to the achievement of carbon neutrality. In the fiscal year ended March 31, 2026, it began commercial operation of wind and solar power plants at five locations in Japan and overseas.

* Corporate PPA: Direct or indirect conclusion of long-term power purchasing agreements (PPAs) between companies (power consumers) and renewable power generation businesses



Comment

We aim to help supply sustainable energy to the world and pass on a better Earth to future generations. Our focus is on developing overseas renewable energy projects for Eurus Energy Holdings Corporation.

Shohei Hisamura
Renewable Energy Strategy
Department

Yuri Suganuma
On secondment to
Eurus Energy Holdings
Corporation



Business Strategy

Digital Solutions Division

Division Strategies

Staying ahead of technological innovation and digital transformation, we provide solutions for the next-generation mobility society by combining and supplying devices, cloud service, and software. Our division's strategy is to maximize synergy between our global device and cloud service provision network and our advanced software implementation strengths, represented by our SDV*, AI, and quantum technologies.

By leveraging these two abilities, we provide high value-added solutions that address social issues such as building a safe autonomous driving society, supplying environmentally friendly computing infrastructure and developing the communications infrastructure in emerging countries. With the power of digital technology, we are transforming existing business models and driving the development of a sustainable society.

* Software Defined Vehicle



Tatsuya Watanuki
Executive Vice President,
CEO for Digital Solutions Division

Market Environment

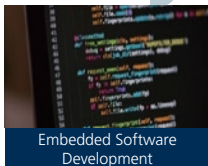
With the rapid transformation of the group's business environment and technology, the use of digital technologies and AI have become commonplace. While the sharp rise in AI demand in recent years has led to further heating of the semiconductor market, value is now increasingly attached to "intangible" business models (software and services) as well as tangible models (hardware and commercial products).

Business Expansion

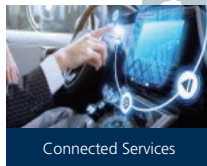
- Smart Society & Infrastructure SBU
- IT Solutions & Software SBU



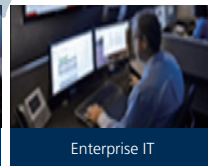
Semiconductor and
Electronic Components Sales



Embedded Software
Development



Connected Services



Enterprise IT



Cybersecurity



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

Business Overview

Smart Society & Infrastructure SBU

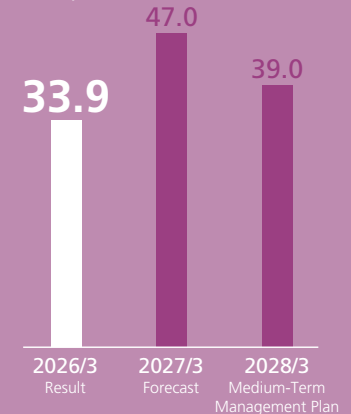
- Global sales of electronic devices embedded in automobiles, home appliances, information and communications equipment, industrial equipment, etc.
- Development of services to realize an autonomous driving society
- Provision of environmentally friendly computing infrastructure based on quantum and AI technologies
- Construction of telecommunications infrastructure that contributes to the development of emerging countries

IT Solutions & Software SBU

- Global sales of IT services and related products
- Operation of vehicle security business and onboard software wireless communication business to support the safety of connected cars
- Development of embedded software

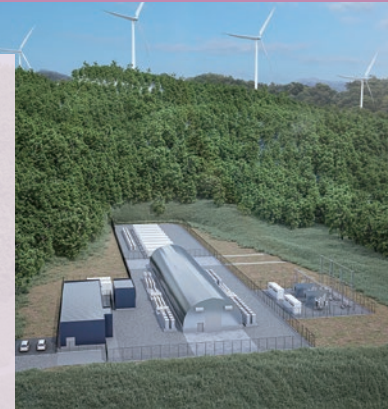
Profit for the year

(Billion yen)



Business in Green Data Centers Directly Linked to Wind Power Plants

In the fiscal year ended March 31, 2028, we plan to commence new data center business operations in Wakkanai City. This data center will be the first in Japan utilizing raw green power, which is supplied directly, without being sent from a power plant via the electrical grid. This initiative promotes the local production as well as consumption of renewable energy and geographically decentralize data centers. Through these efforts, we will create next-generation digital infrastructure that contributes to the development of a carbon neutral society.



Comment

During on-site operations and coordination with related parties, the local residents speak to me sometimes. These conversations remind me that our business is directly contributing to the local economy, and that the use of renewable energy and our work to maintain AI infrastructure is helping us pass on a better Earth.

Fang Yinyue
Digital Infrastructure Department



Business Strategy

Lifestyle Division

Division Strategies

We create new value across our lifestyle businesses—from grain and food to insurance, textiles, living environment, and healthcare and medical—by combining the uniquely competitive strengths of each field. By strengthening the grain value chain, upgrading our food processing and distribution capabilities, and expanding our healthcare and insurance services, we will help improve people's well-being and address social issues.

We will additionally accelerate growth investment, primarily in the Gondwana economic zone, to expand our revenue base while also building sustainable lifestyle infrastructure and evolving our business portfolio.



Koji Minami
CEO for Lifestyle Division

Market Environment

The market demand arising from people's day-to-day lives is undergoing great structural change, driven by demographic shifts and rising income levels. As the middle class expands in emerging markets and the Gondwana economic zone, demand for food products is rising along with the expectation of stable supply. Demand is also growing for services that support everyday safety and security, including healthcare and insurance. In addition, more diverse lifestyles are leading to greater interest in well-being in terms of health and quality of life.

Business Expansion

- Grain Business
- Food Business
- Insurance Business:
- Textile Business
- Living Environment Business
- Healthcare and Medical Business



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

Business Overview

Food & Agribusiness SBU

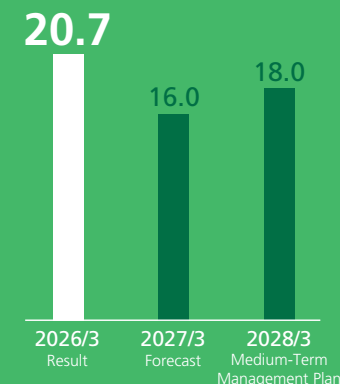
- Grain business: Grain import/export, domestic grain silos, etc.
- Food business: Import/export, wholesale, and processing of food, agricultural, livestock, and marine products, domestic food provision etc.

Wellness SBU

- Insurance field: Insurance agency business, insurance brokerage business, etc.
- Textile field: Planning, production, and sales of textile materials and products, etc.
- Living environment field: Procurement and sales of construction materials and office furniture, hotel residence business, etc.
- Healthcare and medical field: General hospital business, sales and rental of nursing care and medical-related products, etc.

Profit for the year

(Billion yen)



Grain Collection and Logistics Infrastructure Business in Brazil

NovaAgri is responsible for grain collection and logistics infrastructure in Brazil, connecting each step from production to export. In the fiscal year ended March 31, 2026, it worked to further stabilize its business operation structure, and going forward will enhance its collection and logistics functions. These initiatives will enable it to make a still greater contribution to stable food supply worldwide as a foundational part of the grain value chain.



Comment

In my role as a bridge between our local sites and Japan, language and cultural differences can often make coordination challenging. I draw on my experience as a trainee in Brazil to engage in ongoing dialogue with stakeholders as I work to support NovaAgri's grain distribution.

Minami Ando
Agribusiness Department



Business Strategy

Africa Division

Division Strategies

Under our vision “WITH AFRICA FOR AFRICA,” we work alongside CFAO to contribute to Africa’s growth for the future children of Africa. With approximately 23,000 employees, we operate a diverse range of businesses spanning all 54 African countries, focusing on four business domains: Mobility, Green Infra, Healthcare, and Consumer. Across these domains, we build and expand value chains from imports and production to retail, delivering products tailored to local needs and high-quality services. By leveraging the network built over more than 170 years, we capture growth opportunities in Africa and aim to achieve further expansion through accelerated investment.



Richard Bielle
Africa Division CEO

Market Environment

The African continent, often referred to as the “greatest frontier of the 21st century,” offers significant growth potential. Its population, driven largely by younger generations, is projected to increase from approximately 1.5 billion today to around 2.5 billion by 2050*, accounting for roughly one quarter of the global population. Alongside this demographic expansion, economic growth exceeding the global average is contributing to the steady expansion of the middle class. These dynamics are enhancing the attractiveness of African markets. While challenges such as political instability and security concerns remain, Africa is expected to overcome these hurdles and contribute to global economic growth.

Source: UN World Population Prospects 2024

Business Expansion

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

Mobility SBU



© Franck DUNOUAU

© Franck DUNOUAU

Consumer SBU



© Franck DUNOUAU

© Franck DUNOUAU



Green Infrastructure SBU



© Franck DUNOUAU

Healthcare SBU



© Franck DUNOUAU

© Franck DUNOUAU

Business Overview

Mobility SBU

- 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.

Green Infrastructure SBU

- Renewable energy development and operation. Social infrastructure development such as electricity and seaport.
- Multi-technic services for enterprises such as solar panels, elevators and cooling system etc.

Healthcare SBU

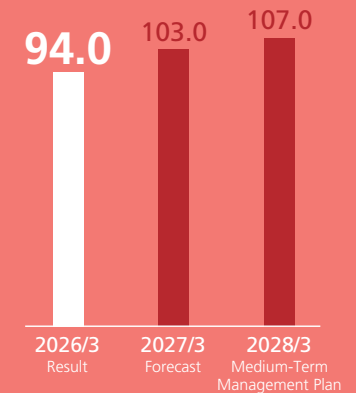
- Production, wholesale, and retail of pharmaceutical products.

Consumer SBU

- Development of retail businesses (shopping malls, supermarkets, etc.). Import and logistics of everyday consumer goods

Profit for the year

(Billion yen)



Capital Investment in KVM and Commencement of Toyota Vehicle Production

We made a capital investment in Kenya Vehicle Manufacturers (KVM), a multibrand assembly plant in Kenya, thereby converting it into our manufacturing operation. As a result, local production of Toyota vehicles (HIACE) commenced in April 2026. Through the promotion of local production, we aim to contribute to the development of the automotive industry and job creation in Africa.



Comment

In Africa, Toyota’s vehicles, built on safety and peace of mind, support people’s daily lives. By delivering as many high-quality vehicles as possible, we aspire to be part of everyone’s happiness. With this commitment in mind, we are moving forward together with our local colleagues and partners toward our vision of “WITH AFRICA FOR AFRICA.”

Tomoki Hosoda

On secondment to CFAO MOBILITY KENYA

