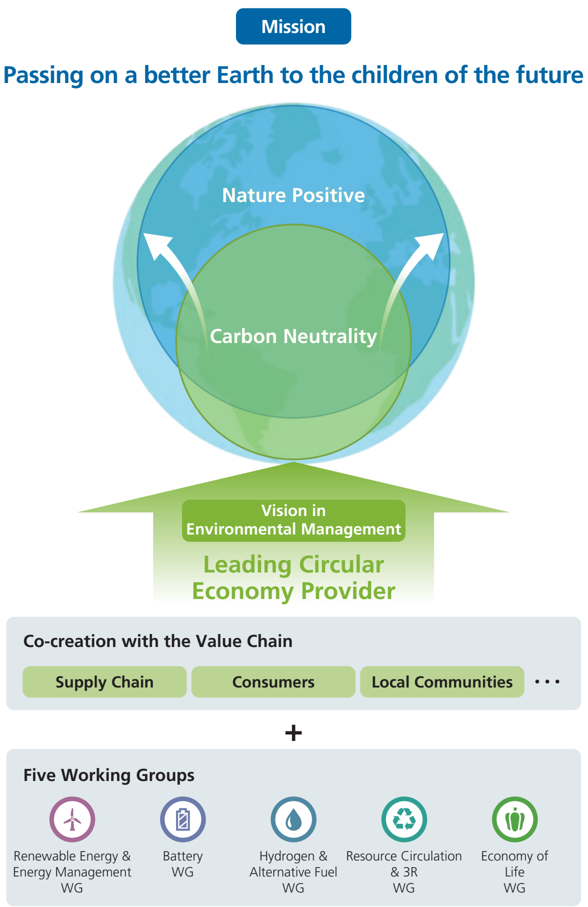
09
Sustainability Information / Corporate Data

Toyota Tsusho's Environmental Management



Toyota Tsusho is committed to "Passing on a better Earth to the children of the future" as its Mission. Under this Mission, the company engages in co-creation with stakeholders in circular economy (CE) businesses, including resource circulation, while broadening the scope of its business activities to encompass the realization of carbon neutrality (CN) and nature positive (NP)*.

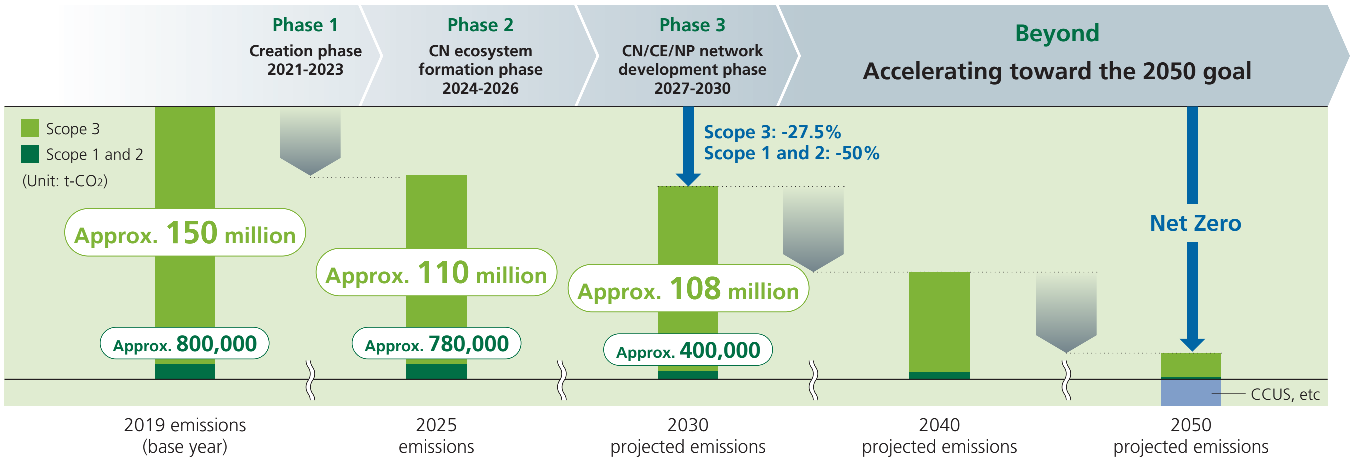
*Nature Positive (NP): Halting and reversing biodiversity loss to put nature on a path to recovery

Toward the Realization of Carbon Neutrality and Net Zero

~Reducing GHG Emissions and Expanding Avoided Emissions Toward 2050~

The Group has been ahead of the curve in positioning CN at the core of its Growth Strategy and is creating new value by enhancing and combining its strengths in the CN, CE, and NP fields. Toward the realization of its Mission of "Passing on a better Earth to the children of the future," the Group aims for sustainable growth by working with partners worldwide to contribute to reducing GHG emissions not only across the entire value chain but also throughout society.

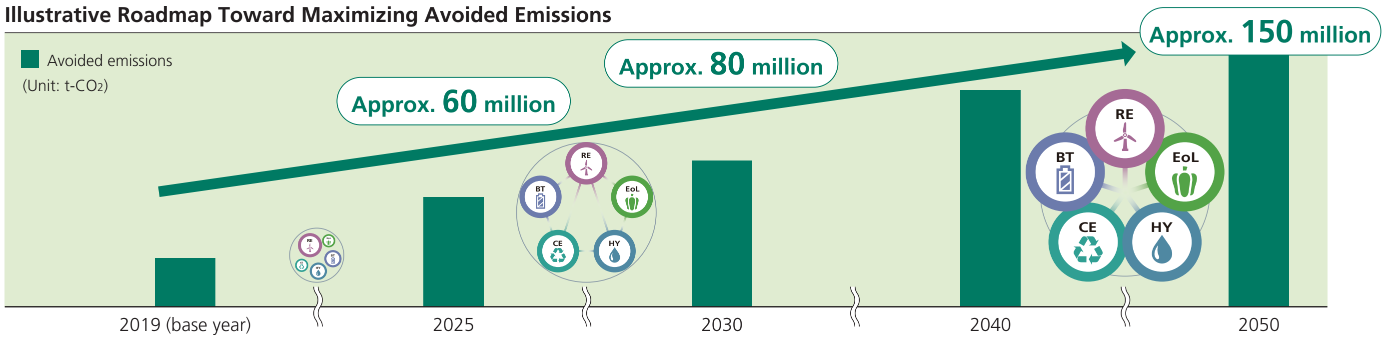
Achieving Net Zero Through GHG Emissions Reduction Businesses in Collaboration with the Value Chain



Maximize Avoided Emissions by Expanding 5WG Businesses

Through organic collaboration among the five WGs, the Group is advancing its unique "Toyota Tsusho CN Ecosystem." Toward 2050, the Group will further pursue expansion in each field and the creation of synergies, dramatically expanding and implementing businesses that contribute to reducing emissions across society.

Illustrative Roadmap Toward Maximizing Avoided Emissions



Web For more information on the Toyota Tsusho Group Environmental Policy and Environmental Management Structure, visit the link below.
https://toyota-tsusho.disclosure.site/en/themes/13/

Web For more information on GHG emissions reduction and avoided emissions initiatives, visit the link below.
https://toyota-tsusho.disclosure.site/en/themes/20/

CN/CE/NP Promotion Drivers

Carbon Neutrality Promotion Structure

(1) Five Working Groups

Since 2021, to contribute to the transition to a decarbonized society, the Group has identified five fields in which it has strengths as focus areas and formed five working groups (WGs) spanning its eight sales divisions to strongly promote decarbonization businesses. The Group has also established an investment plan totaling approximately 2.0 trillion yen over the 10-year period from 2021 to 2030.

Investment Allocation and Progress of the 5WGs

* through the Fiscal Year Ended March 31, 2026

WG		Investment Allocation (through 2030)	Cumulative Investment*
Renewable Energy & Energy Management WG	Centerpiece of Carbon Neutrality	**1.0** trillion yen	**612.0** billion yen
Battery WG	Carbon Neutrality Innovation Cycle	**450.0** billion yen	**101.0** billion yen
Hydrogen & Alternative Fuel WG	Path Toward Future Energy	**200.0** billion yen	**1.0** billion yen
Resource Circulation & 3R WG	Toyota Tsusho as a leading venous business expert	**250.0** billion yen	**181.0** billion yen
Economy of Life WG	For Smiles on the Faces of the Children of the Future	**100.0** billion yen	**22.0** billion yen
	Total	**2.0** trillion yen	**917.0** billion yen

Investment timing varies according to the characteristics of each WG.
Investments in fields requiring early action are brought forward, while investments in other fields are made in stages after assessing market trends and technological maturity.

(2) Carbon Neutrality Promotion Meeting

The Group holds the Carbon Neutrality Promotion Meeting, chaired by the President & CEO, once a month to determine strategies for achieving CN.* The Carbon Neutrality Promotion Meeting discusses and decides on the alignment of policies and proposals in countries around the world for achieving CN with the growth strategies of the 5WGs and the Group's GHG emissions reduction measures, and reports important matters to the Board of Directors.

* Since April 2026, some of the meeting content has been recorded in the company's own studio as the "CN Promotion Meeting ToyoTube Edition" and distributed company-wide as videos.

Internal Systems and Initiatives to Accelerate CN

(1) Investment Support, Management Evaluation, and Compensation Systems to Encourage Reductions in In-House Emissions

The Group has introduced the Subsidy Program for Investments in Infrastructure for Decarbonization, which provides company-wide support for depreciation, interest, and other costs associated with GHG emissions reduction investments. The Group also operates the Internal Carbon Pricing Program (unit price: ¥30,000/t-CO_2), which reflects increases and decreases in emissions in the performance evaluation of each sales division, thereby encouraging emissions reduction initiatives. Furthermore, by reflecting the results of these initiatives in the compensation of directors (excluding outside directors) and Sales Division CEOs, the Group has created a company-wide virtuous cycle for GHG emissions reduction.

(2) Incorporation into Performance Targets for Management (General Managers)

Beginning in the fiscal year ended March 31, 2026, the Group incorporated each department's initiatives toward achieving CN into the performance targets for the General Manager of that department to encourage action on CN in every department and accelerate company-wide achievement of CN.

(3) Internal Communication

To pass on a better Earth to the children of the future, it is essential for each of the Group's approximately 70,000 employees worldwide to unite behind a common aspiration. The Group therefore focuses on building internal momentum. In the fiscal year ended March 31, 2026, approximately 700 employees participated in CN study sessions led by employee instructors, while the "Global Conference" brought together approximately 40 environmental promotion members from six regions to confirm strategies and share knowledge. The Group also carried out numerous other activities to build momentum, including delivering videos in Japanese and English directly to employees.

CN Study Sessions for Employees

Filming a ToyoTube Video on "Co-creation" at the In-House Studio

CN/CE/NP Global Conference 2025

Topic

Setting Targets for Initiatives Toward Net Zero

In July 2025, the Group obtained SBT certification from SBTi and, in August of the same year, announced its "Net Zero Declaration." In May 2026, the Group announced its participation in RE100, aiming to use 100% renewable energy in its business operations by 2040. The Group has also set a new avoided emissions target and will quantitatively assess the emissions reduction effects of the products and services it provides.

Going forward, with a view to setting specific management targets not only in the CN field but also in the CE and NP fields, the Group will closely monitor international frameworks and developments in the formulation of indicators, including Global Circularity Protocol in the CE field and SBT for Nature in the NP field. Once the various indicators have been established, the Group plans to incorporate quantitative targets into management indicators, as it has for CN.

Web **Please refer to the link below for details on SBT certification**
https://www.toyota-tsusho.com/english/press/detail/250808_006666.html

Web **Please refer to the link below for details on joining RE100**
https://www.toyota-tsusho.com/english/press/detail/260514_006843.html

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

CLIMATE GROUP RE100

CN/CE/NP Promotion Drivers

Initiatives to Achieve CN/CE/NP Through Building a Network of Partners

We speak honestly and move forward together. With "real dialogue" at the core, we build genuine relationships of trust with external stakeholders. The circle of dialogue extending from those across the value chain to stakeholders around the world will grow into a powerful force for confronting global challenges. Together with our "partners" around the world, we will pave the way to a sustainable future.

TOYOTA TSUSHO CORPORATION

Customers and Suppliers

Local Communities

Investors

Environmental Conservation Organizations (NGOs)

Industry Association

Children

Examples of Initiatives: Exhibiting at Japan Mobility Show

The Group exhibited at "Japan Mobility Show 2025" together with six Toyota Group companies, including Toyota Motor Corporation, presenting Toyota Group initiatives involving electrification, one of its multi-pathway approaches, as well as battery resource circulation, for which Toyota Tsusho plays a primary role. Through daily dialogue and various forms of collaboration with customers, the Group aims to achieve CN across the entire supply chain.

Examples of Initiatives: Participation in Local Community Contribution Events

Cleanup Activities in Higashidoori Village, Aomori Prefecture

While valuing dialogue with local residents, the Group conducts renewable energy and other businesses in step with local communities, from power plant development through operation. The company contributes to local communities by returning a portion of business revenue and participating in local events, while also working to solve local issues, with the aim of achieving sustainable coexistence with local communities.

Examples of Initiatives: ESG Meetings with Investors

Through ESG meetings and other interactions with our investors, the Company candidly shares its CN/CE/NP initiatives and challenges, deepening mutual understanding. The Company will continue to value the sharing of perspectives with investors to achieve sustainable growth and enhance corporate value.

Examples of Initiatives: Participation in a WWF* Japan Project

The Group participated in a WWF Japan project for students seeking employment, speaking at a roundtable discussion and facilitating interviews with young employees. Building on this initiative, the Group will deepen its understanding of society's expectations and expand the circle of dialogue toward realizing a sustainable society.

*WWF: An environmental conservation organization active in more than 100 countries.

Examples of Initiatives: Leading Circular Core, an Industry Association for Resource Circulation

Circular Core, a general incorporated association, consists of 11 companies in the Toyota Group. To realize CE in the mobility industry, it identifies issues through collaboration between arterial and venous industries, develops technologies, and conducts validation of resource circulation businesses. As a core company promoting CE within the Toyota Group, the Company has played a central role since its establishment in August 2024.

Examples of Initiatives: Delivering Outreach Classes

In collaboration with SWiTCH, a general incorporated association, the Group conducts outreach classes and award programs aimed at providing environmental education to children who will shape the future, improving environmental and energy literacy, and encouraging behavioral change.

Outreach Class for Elementary School Students

Web For more information on the industry associations in which the Toyota Tsusho Group participates, visit the link below.
https://toyota-tsusho.disclosure.site/en/themes/20/#33

Spotlight

Gembality in Environmental Management

Gemba + Reality

"Gembality"

"Staying Close to the Gemba, Facing Reality, and Seeing Things Through" to Balance Growth and the Environment

The Group has built businesses by using first-hand information obtained at worksites around the world to identify customers' true needs. This "Gembality" is the driving force that enables the Group to balance growth and the environment management. "Strengthening earning power" and "contributing to CN, CE, and NP." Even when faced with challenges that may at first appear difficult to reconcile, the Group continues to take them on through investment decisions grounded in a gemba-based approach and solid execution capabilities. Even in an era of growing uncertainty, Gembality is the Toyota Tsusho DNA underpinning sustainable growth and corporate value enhancement, and will serve as an unwavering pillar for elevating each of our businesses to a higher dimension.

RdRE

Renewable Energy Power Generation Business in India

Through repeated dialogue with our local partner Clean Max Enviro Energy Solutions Pvt. Ltd., we provide renewable energy solutions tailored to each customer's CN challenges. As I work to achieve both a stable power supply and decarbonization in India, where economic growth continues alongside worsening environmental pollution, I can feel myself growing as well.

Kazuki Namba
Renewable Energy Solution & ODA Department
Toyota Tsusho India Private Limited

RdCE

Recycled Plastic Business

Close collaboration with business partners and Toyota Tsusho Group companies is essential to advancing CE, so I make a conscious effort to look beyond the boundaries of my own area and always consider matters from the other party's perspective. By combining our respective strengths, I hope to help create an Earth where society as a whole functions in a more circular way and people live in harmony with nature.

Mie Ueta
General Affairs Department
K.K. PLANIC

Refining
Our Strengths

We define "refining our strengths" as deepening the knowledge and networks Toyota Tsusho Group has cultivated over many years and having each WG transform solutions to region-specific issues into revenue-generating businesses.

RdHY × RdRE

Green Hydrogen Production Business

This unprecedented large-scale hydrogen project was certified as the first project under the Ministry of Economy, Trade and Industry's "Support Focusing on the Price Gap" scheme. The experience of persistently engaging in dialogue at the gemba with customers, partners, and government representatives and ultimately reaching consensus has given me great confidence. As the hydrogen society begins to take shape, I will continue deepening my knowledge as a pioneer and striving to achieve both growth and decarbonization.

Yuelei Li
Technology X Business Development Department

RdBT × RdCE

Battery Recycling Business

Making careful use of finite resources, turning the growing volume of used batteries resulting from electrification into new value, and passing on a better Earth to the children of the future. That is the mission of our battery recycling business. Driven by a strong desire to contribute to realizing a sustainable society not only in Japan but on a global scale, we are taking on the challenge of building this business.

Masafumi Toyoda
Reverse Supply Chain Business Department

Combining
Our Strengths

We define "combining our strengths" as bringing together the strengths of the WGs in renewable energy, hydrogen, batteries, and other areas to solve complex social issues from multiple angles.

Disclosures Based on TCFD Recommendations

Toyota Tsusho recognizes climate change as both a risk and an opportunity that could have a significant impact on its business, and regards climate change response as a key management issue. In May 2019, Toyota Tsusho endorsed the Task Force on Climate-related Financial Disclosures (TCFD). In line with the TCFD recommendations, and based on dialogue with stakeholders, Toyota Tsusho proactively provides disclosure as a responsible global company.

Transition Risk Analysis

Selection of Analysis Subjects

A	Non-financial sectors with potentially significant impact from climate change as indicated by the TCFD
B	Businesses related to low carbon-related products and services
C	Businesses susceptible to the impacts of natural disasters associated with climate change
D	Businesses with particularly high CO_2 emissions

Scenario analysis conducted for five businesses

Lithium business	B
Resources recycling business	B D
Renewable energy business	B C
Automotive sales business	A
Automotive Parts Logistics Business	A

Analysis Results (Only the Resources Recycling Business Is Presented in This Report)

Resources recycling business

Our group has a long history of recycling. Since the 1970s, we have been promoting Circular Economy as a business for roughly 50 years. Our group believes that all goods are resources, and we collect, sort, and recycle waste to promote resource recycling in support of manufacturing.

Climate-related Risks and Opportunities

Category	Details
Risks	Increase in costs due to regulations such as carbon taxes
Opportunities	Opportunity for market expansion due to increased demand for recycled materials

Impact on the Business under Each Scenario

Category	Details	
1.5°C scenario	Under the 1.5°C scenario, market expansion resulting from increased demand for recycled materials is expected to outweigh higher costs due to regulations such as carbon taxes, expanding opportunities for the business as a whole.	Favorable impact
4°C scenario	Under the 4°C scenario, the market will not expand at the scale estimated to occur under the 1.5°C scenario. The impact on the business as a whole is therefore estimated to be limited.	Limited impact

Measures

This business is positioned as our main circular economy business, which is one of our priority domains, and we will reinforce the recycling value chain from upstream to downstream to establish a closed-loop system.

Physical Risk Analysis

(1) Selection of Analysis Subjects

Physical Risks	Flood risk from river flooding and storm surges
Scope	All Toyota Tsusho Group sites with tangible fixed assets of at least 1.0 billion yen (covering more than 95% of the Group's portfolio)
Analysis Method	Analysis based on climate change databases of insurance and reinsurance companies
Analysis Time Horizons	Present, 2030, and 2050
Evaluation Indicators	Occurrence frequency and inundation depth

(2) Analysis Results

Twenty-six sites worldwide were identified as having high physical risk. At these sites, the Group is formulating all-hazard BCPs that take all risks into account and will conduct regular drills and make improvements. It will also implement appropriate measures, including obtaining insurance coverage as necessary. Going forward, the Group will continue to address physical risks and work to strengthen resilience.

Web For more information on disclosures based on the TCFD recommendations, visit the link below.
https://toyota-tsusho.disclosure.site/en/themes/20/#30

Disclosures Based on TNFD Recommendations

Biodiversity and Nature-Positive (NP)

The Toyota Tsusho Group recognizes that natural capital and biodiversity are prerequisites for the continuation of corporate activities. We are working to balance biodiversity conservation with business operations in line with the Kunming-Montreal Global Biodiversity Framework.

In 2023, the Group announced its participation in the TNFD Forum*1. It made its initial TNFD disclosure in 2024 and, in 2025, conducted a "Disclosures Based on TNFD Recommendations" that updated the initial disclosure. The Group is further enhancing its disclosures by conducting scenario analysis and financial impact assessments in this report. To contribute to NP outcomes, the Group will conduct business activities that take nature-related issues into account.

*1 A network that supports TNFD disclosures related to natural capital and biodiversity

Web
For more details on information disclosure based on the TNFD recommendations, visit the link below.
https://toyota-tsusho.disclosure.site/en/themes/21/#35

Governance

Board Oversight and Management's Role

The Board of Directors meeting, comprising 10 Members of the Board, including five outside directors, makes decisions on and oversees important matters related to nature-related risks, opportunities, and materiality. Under the supervision of the Board of Directors meeting, the Sustainability Committee*2, chaired by the President & CEO, is responsible for formulating policies and managing progress based on the Group's dependencies and impacts on nature. Furthermore, through subcommittee meetings and the Global Safety & Environmental Committee, the Group periodically reviews the status of responses to changes in nature-related laws, regulations and emerging requirements. These governance structures help ensure effective oversight and management of nature-related issues in line with the TNFD recommendations.

*2 The committee determines important sustainability-related policies and identifies social trends, as well as discusses and decides on Toyota Tsusho's response to them. It serves as a key driver of Sustainability Management within the organization.

Strategy (Analysis Process)

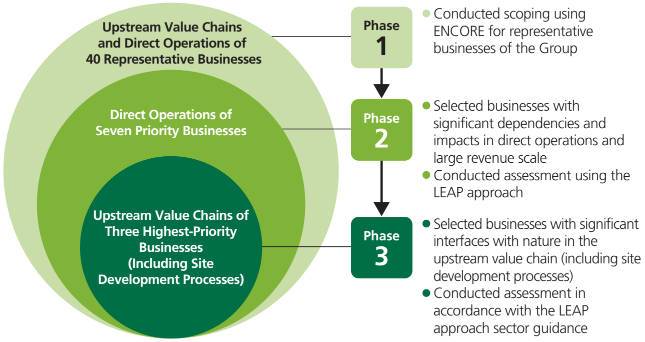
Selection of Business Operations for Assessment and Analysis

The Toyota Tsusho Group operates in approximately 130 countries and regions worldwide. In Phase 1, as the Scoping phase of the LEAP approach*3, the Group assessed dependencies and impacts on nature in the "upstream value chain" and "direct operations" of 40 representative businesses.

Based on the dependencies and impacts on nature and the degree of impact on the businesses identified in Phase 1, the Group identified businesses for priority assessment and action and proceeded with assessments in stages. In Phase 2, it selected seven businesses for analysis of direct operations under the LEAP approach and assessed risks and opportunities. In Phase 3, of the seven priority businesses, it conducted assessments of the three highest-priority businesses considered to have particularly significant dependencies and impacts on nature in their upstream value chains, with the assessments also covering their upstream value chains.

*3 An integrated approach developed by TNFD to identify and assess nature-related dependencies, impacts, risks and opportunities.

Overview of the Process for Selecting Priority Businesses for Assessment



Seven Priority Businesses (★: Three Highest-Priority Businesses)

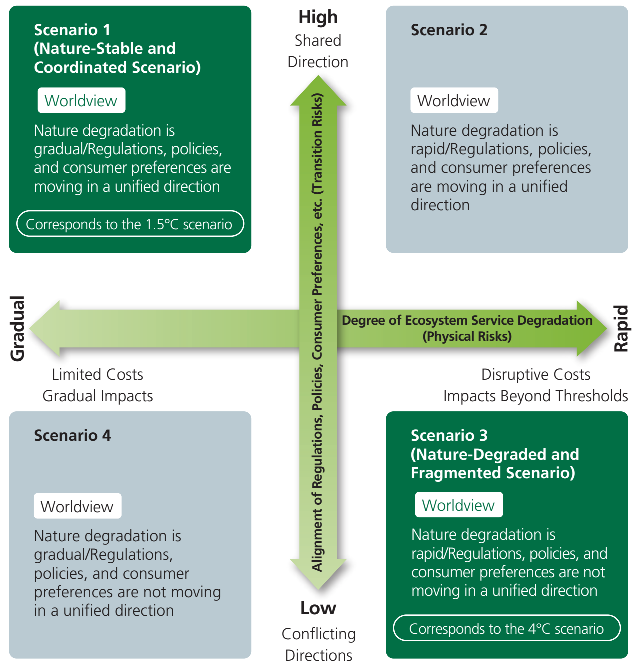
- Automotive sheet metal processing business
- Iodine mining business ★
- Logistics business
- Car dealership business
- Wind power business ★
- Grain collection and logistics business ★
- Hydrogen station business

Assessment of Business Impacts through Scenario Analysis and Consideration of Response Measures

For the three businesses covered in Phase 3, the Group conducted scenario analysis assuming the year 2050 based on the risks and opportunities identified in the Evaluate phase of the LEAP approach. Under the worldview defined by the two axes recommended by the TNFD, the Group assessed the likelihood and financial impacts of future risks and opportunities for "Scenario 1: Nature-stable and Coordinated Scenario" and "Scenario 3: Nature-degraded and Fragmented Scenario" through workshops involving relevant stakeholders. For the principal risks identified through the scenario analysis, the Group also organized existing measures and considered and scrutinized additional response measures based on the SBTN AR3T action framework.

*4 Science Based Targets Network
*5 An international action framework for companies to reduce negative impacts on nature and biodiversity and support restoration..

Scenario Analysis



Disclosures Based on TNFD Recommendations

Strategy (Analysis Results)

The following presents selected risk and opportunity items of particularly high importance from the overall analysis results.

Selected Risks and Response Measures (Selected)

Legend **Time horizon** Short term: through 2027; Medium term: through 2030; Long term: through 2050; —: Does not occur
Impact I: less than ¥100 million; II: from ¥100 million to less than ¥1 billion; III: ¥1 billion or more

Business	Risk Category	Risk Overview	Scenario 1		Scenario 3		Risk Response Measures
			Time horizon	Impact	Time horizon	Impact	
Iodine mining business	• Transition Risks	Increased costs arising from the transition to technology with lower impacts on nature (iodine derived from oilfield brine)	Medium to long term	III	Medium to long term	III	• Introduction and improvement of appropriate equipment in collaboration with equipment manufacturers
Wind power business	• Physical Risks	Restoration costs and higher insurance premiums due to damage to operating sites caused by natural disasters such as landslides	—	—	Short to long term	III	• Construction away from locations with a high risk of soil collapse or runoff, supported by stable design and construction
	• Transition Risks	Decline in revenue due to suspension of operations caused by bird strikes and similar incidents amid increasing social scrutiny of responsibility for environmental and ecosystem impacts arising from operations	Short to long term	III	Short to long term	III	• Careful site selection based on environmental impact assessments • Improved visibility, shutdown upon approach, post-incident surveys, and other measures to reduce bird strikes
Grain Collection and Logistics Business	• Transition Risks	Increased procurement costs for certification and stringent purchasing standards	Medium to long term	I	—	—	• The following investments have already been made (1) Careful selection of suppliers using the Company's contract farmer database and information from government agencies, etc. (2) Acquisition of RTRS* certification • Expected to be offset by higher premiums and pass-through pricing for grains that meet certification requirements and stringent purchasing standards

*RTRS: Round Table on Responsible Soy

Opportunities (Selected)

Business	Opportunity Category	Opportunity Overview	Scenarios 1 and 3		Details of Opportunity
			Time horizon	Impact	
Iodine Mining Business	• Products and services • Sustainable use of natural resources	Increased revenue from expansion of the recycled iodine market and recycled iodine collection channels	Short to long term	II - III	• The recycled iodine business recovers and reuses residual iodine generated by iodine users, thereby reducing groundwater use and environmental impacts associated with new mining. • The Group aims to reduce its dependencies and impacts on nature through resource recycling and contribute to nature-positive outcomes.  
Wind power business	• Markets/Products and Services	Increased revenue from establishing a data center that enables local production and consumption of renewable electricity	Short to long term	III	• The data center business, which is directly connected to a wind power plant and uses "direct green electricity," helps expand the supply of renewable energy while reducing pressures on nature. • By avoiding grid constraints and expanding renewable energy adoption while realizing decentralized regional infrastructure, the project is also expected to help reduce indirect burdens on ecosystems. 
Grain Collection and Logistics Business	• Capital flow and financing	Increased revenue due to higher carbon credit prices in the generation of forest conservation-derived carbon credits (REDD+)	Short to long term	◊	• The generation of carbon credits derived from forest conservation goes beyond simply creating carbon credits. It is an initiative directly linked to nature positive by halting ecosystem degradation in production areas and putting nature on a recovery trajectory. • By simultaneously conserving biodiversity and building a sustainable procurement base, while also creating new revenue opportunities, the Group aims to strengthen business resilience. 

◊ Opportunity item for which financial impacts cannot currently be reasonably estimated based on reliable assumptions because, given the nature of the business spanning multiple regions and parties across the supply chain, the effects of natural capital restoration and conservation and progress in market formation will materialize gradually over the medium to long term.

Web For more information on disclosures based on TNFD recommendations, including the full results of the risk and opportunity analysis, visit the link below.
https://toyota-tsusho.disclosure.site/en/themes/21/#35

Risk and Impact Management

Nature-related risks and impacts identified through the LEAP approach are integrated into business strategy formulation and activities through discussions at the Sustainability Committee and the Safety & Environmental Committee, and are appropriately managed. As part of efforts to assess the status of global risk management, the Company has defined Check 10 (the ten priority risk items requiring particular focus). Environmental management is positioned as one of these items and is incorporated into the company-wide risk management process. As a general trading company engaged in a diverse range of businesses, the Group will further advance initiatives toward NP.

Metrics and Targets

The Group is working to expand disclosures of metrics for material issues, including nature-related issues, by establishing and disclosing quantitative KPIs. In this TNFD-based disclosure, the Group also discloses certain TNFD core global disclosure metrics, such as GHG emissions and waste, on its corporate website. Going forward, the Group will continue to expand disclosure of relevant metrics and enhance transparency around its targets and progress toward achieving them.

Topic

Nature Positive Initiatives

Toyota Tsusho, in collaboration with U.S.-based Bureo Inc. and Ellange Inc., received the Japan Business Federation Chairman's Prize at the 34th Grand Prize for the Global Environment Award for a business that recycles waste fishing nets into NetPlus®, a 100% recycled nylon material. In addition to contributing to reducing marine pollution, promoting resource circulation, and reducing greenhouse gas emissions, this initiative is an advanced example of balancing environmental protection and economic viability through a community-based model in which fisheries stakeholders actively participate.


Waste fishing net collection work in Japan


Shredded waste fishing nets used as the raw material for NetPlus®

Business and Human Rights

Web For more information on respect for human rights, visit the link below.
https://toyota-tsusho.disclosure.site/en/themes/26/

Web For more information on supply chain management, visit the link below.
https://toyota-tsusho.disclosure.site/en/themes/32/

Basic Approach and Promotion Framework

For Toyota Tsusho, which develops a wide variety of businesses globally, we recognize that understanding human rights issues in the countries and regions where we operate and taking appropriate action is an extremely significant responsibility.

We have identified “Respect for human rights” as one of our material issues and have formulated the “Toyota Tsusho Group Human Rights Policy” (hereinafter “Human Rights Policy”), the “Supply Chain Sustainability Behavioral Guidelines” (hereinafter “Behavioral Guidelines”), and “Toyota Tsusho Group’s Approach to Responsible Procurement.” By widely communicating our stance and advancing initiatives, we seek to reduce risks throughout the supply chain, achieve sustainable growth, and enhance corporate value.

Based on the above approach, under the supervision of the Board of Directors meeting, we make efforts to identify and address human rights issues. For Group employees, human rights due diligence is incorporated into Check10 activities under the leadership of the CHRO,* and reports are submitted to the Board of Directors meeting through the Integrated Risk Management Committee. For workers in the supply chain, each sales division is responsible for conducting human rights due diligence. In accordance with the United Nations “Guiding Principles on Business and Human Rights,” we continuously review these activities through stakeholder engagement.

* CHRO: Chief Human Resources Officer

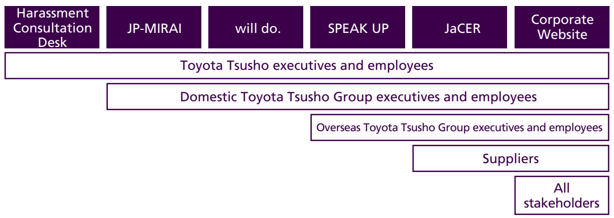
For details on the Check10 activities and the Integrated Risk Management Committee, see pages 73–74. ➡

Grievance Mechanism (Consultation Mechanism)

In the fiscal year ended March 31, 2026, 370 reports were received through SPEAK UP and will do., and one through JaCER, with corrective measures implemented in a total of 49 cases. We work to improve accessibility and ensure effectiveness by raising awareness of reporting channels, assessing actual conditions through Check10 and “Compliance Review,” and confirming awareness through employee engagement surveys. We also work to enhance the effectiveness of remedy through whistleblower protection and fair and transparent responses.

At Toyota Tsusho (Thailand) Co., Ltd., information on SPEAK UP is posted alongside the Toyota Tsusho DNA and COCE.

Reporting Systems and Target Stakeholders



Trend in the Number of Reports Received via SPEAK UP/will do.

(Cases)

2023/3	2024/3	2025/3	2026/3
81	185	286	370

Human Rights Due Diligence

STEP 1 Policy Formulation and Dissemination

Through training and other means, we disseminate the Human Rights Policy to all employees and the Behavioral Guidelines to suppliers, and promote initiatives to respect human rights in collaboration with suppliers.

STEP 2 Risk Identification and Assessment

Taking into account the opinions of internal and external experts, we analyze the human rights risks of the Toyota Tsusho Group and its suppliers from the three perspectives of business, country, and product. In a questionnaire survey on the Group’s human rights initiatives conducted in 2025 as part of Check10 activities, none of the 369 companies surveyed was assessed as high risk. In addition, in 2023, we conducted a risk analysis of 5,946 suppliers and identified 251 as high-risk suppliers.

STEP 3 Fact-Finding Investigations

For the 251 suppliers assessed as high risk, we conducted questionnaire surveys and, for 34 of them, additional on-site inspections. To ensure objectivity and expertise, the on-site inspections are conducted by a third-party organization based on a checklist referencing the Code of Conduct of the Responsible Business Alliance (RBA), an international non-profit organization working to improve corporate social responsibility in global supply chains.

STEP 4 Remedy

Issues involving young interns, long working hours, and hazardous work performed by employees requiring physical accommodations were identified at 31 of the 34 suppliers. As a result of remedy through dialogue, as of June 2026, we have confirmed that corrective measures have been taken for almost all of the issues.

STEP 5 Information Disclosure

The Toyota Tsusho Group discloses information on its human rights due diligence initiatives as appropriate. Through repeated engagement with internal and external stakeholders, the Group works to promote more effective initiatives to respect human rights while remaining mindful of fairness and objectivity.

Establishing a Fair Recruitment Process for Migrant Workers

In 2025, Toyota Tsusho conducted on-site inspections in collaboration with an NGO to understand the circumstances of foreign migrant workers in Japan. The inspections revealed issues including financial burdens in the recruitment processes at certain affiliated companies. In response, Toyota Tsusho newly formulated and disseminated a company-wide policy on the recruitment of migrant workers and joined a recruitment scheme provided by JP-MIRAI to establish a highly transparent recruitment process. Toyota Tsusho also encouraged related organizations to participate and established a structure for collaborating only with organizations that expressed support. Going forward, Toyota Tsusho will continue to give careful consideration to the human rights of employees in vulnerable positions and strive to ensure fair and sound business operations.

Health and Safety Policy

The Toyota Tsusho Group's Policies on Safety and Health

1. Toyota Tsusho group top management recognizes that good communication between top management and employees is crucial for safety and health management, and the top management will respect such intercommunication with employees.
2. Toyota Tsusho group observes the laws of safety and health, guidelines of work operation inside the premises of customers, and Toyota Tsusho group will establish necessary internal rules and regulations to improve the level of safety and health management.
3. Toyota Tsusho group utilizes the occupational safety and health management system, and Toyota Tsusho group will make efforts to improve and maintain such system to aim at continuously higher level of safety and health.
4. To promote group companies' total safety and health activities, Toyota Tsusho group organizes proper organization system and will make clear for locus of responsibilities.
5. To promote comfortable and healthy work environment, Toyota Tsusho group will execute necessary and sufficient education and training for all employees to secure safety and health.

Safety Initiatives

Based on the Toyota Tsusho Group's Policies on Safety and Health, in addition to global safety and health promotion activities, we conduct safety and health education not just for Toyota Tsusho Group employees but also for suppliers. Members of the management team personally conduct factory inspections and construction safety inspections by visiting business locations. They also conduct annual Global Safety Meetings at which safety personnel from each country discuss issues and strive to promote a workplace culture of "Anzen First."

In the fiscal year ended March 31, 2026, approximately 70 safety personnel from 20 countries participated in the Meeting held in the Czech Republic, observing local safety activities and then engaging in lively discussions.

Through safety activities that implement a PDCA cycle to identify issues and implement countermeasures, as well as fostering a safety-oriented culture through employee education, we make daily efforts to enhance the safety management level of the Toyota Tsusho Group.

Touring a Toyota dealership (Toyota Tsusho Praha Spol S.R.O.)

Occupational Safety and Health Education

Based on the belief that the starting point of safety management is human capital management, we conduct various occupational safety and health education.

At Toyota Tsusho, we explain the Safety and Health Policy and provide basic safety and health management training to employees. Safety education (e-learning) is provided to all employees, and activity policies, examples of accidents and best practices, safety education videos, and other information are disseminated globally via the intranet, ANZEN-NET.

(1) Practical Safety Workshop

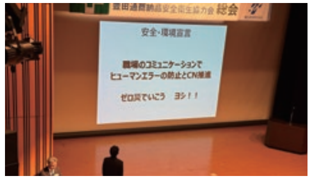
At the Practical Safety Workshop established in 2009, participants can learn through 60 types of experiential training modules, focusing on the types of accidents (STOP6 accidents*) with a high potential to cause serious incidents, such as getting caught between or entangled in heavy objects. The total number of participants, including group employees and business partners, has exceeded 10,000, with 569 participants in the fiscal year ended March 31, 2026, including 44 participants from 5 suppliers.

* STOP6 accidents:
Accidents caused by (1) Actuator, (2) Block heavy objects, (3) Car, (4) Drop, (5) Electric shock, and (6) Fire.

Practical Safety Workshop

(2) Office Safety Workshops

Toyota Tsusho Construction Safety and Health Cooperation Council has been established for suppliers who are involved in equipment construction and Toyota Tsusho Delivery Safety and Health Cooperation Council has been established for suppliers who are involved in transport and delivery to contribute to the safe conduct of business with numerous suppliers. These cooperation councils promote accident-free, disaster-free operation, along with safety and health management, in individual companies. The two councils have a combined total of over 600 member companies, and they strive to improve safety awareness through general assemblies, safety meetings, legally mandated training, training for top management conducted jointly by the two councils, and other measures.



Reciting the Safety and Environment Pledge in a Toyota Tsusho Delivery Safety and Health Cooperation Council meeting

Forklift training conducted by the Toyota Tsusho Delivery Safety and Health Cooperation Council

Comment

I took part in the Global Safety Meeting conducted in the Czech Republic and saw how local and region-based initiatives are coordinated and integrated. It really impressed on me how ANZEN isn't just the name of an initiative, but a sustainable culture.

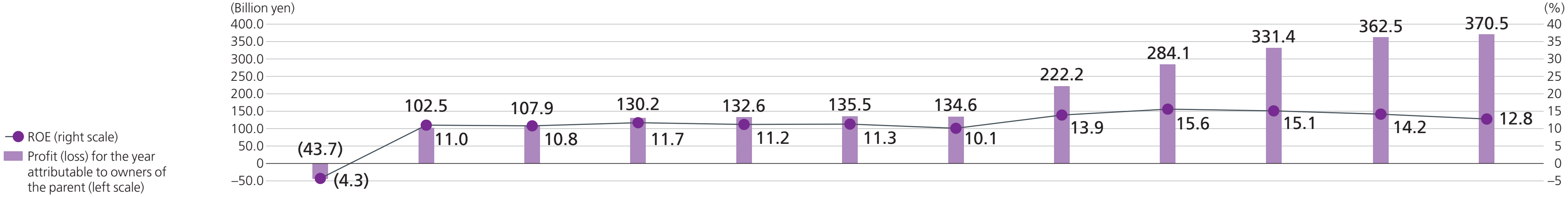
Gulperi Evliyaoglu
Toyota Tsusho Europe

Global Safety Meeting held in the Czech Republic

Web **For more information on occupational safety and health, visit the link below.**
https://toyota-tsusho.disclosure.site/en/themes/31/

Financial Summary

Toyota Tsusho Corporation and its consolidated subsidiaries
As of and for the years ended March 31



¥159.88=U.S.$1

	Millions of Yen										Millions of Yen	Thousands of U.S. Dollars
	Japanese GAAP		IFRS									
	2016/3	2017/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3	2026/3
Results of Operations:													
Revenue*1	¥8,170,237	¥7,919,663	¥5,797,362	¥6,491,035	¥6,762,702	¥6,694,071	¥6,309,303	¥8,028,000	¥9,848,560	¥10,188,980	¥10,309,550	**¥11,561,935**	**$72,316,330**
Gross profit	616,042	578,887	570,872	606,282	638,428	639,885	607,626	759,237	968,846	1,052,374	1,121,124	**1,264,428**	**7,908,606**
Selling, general and administrative expenses	475,742	432,231	411,235	414,042	420,657	430,164	400,086	450,294	532,724	583,702	616,794	**712,229**	**4,454,772**
Operating profit*1	140,299	146,656	133,669	182,696	215,197	210,370	213,058	294,141	388,753	441,589	497,174	**545,235**	**3,410,276**
Share of profit (loss) of investments accounted for using the equity method	(5,676)	10,254	10,476	11,368	4,336	(2,489)	7,523	20,686	37,205	25,849	16,661	**17,782**	**111,220**
Profit (loss) for the year attributable to owners of the parent*1	(43,714)	102,597	107,903	130,228	132,622	135,551	134,602	222,235	284,155	331,444	362,506	**370,516**	**2,317,463**
Financial Position at Year-End:													
Total assets*1	¥3,952,100	¥4,096,843	¥4,212,064	¥4,310,043	¥4,441,464	¥4,545,210	¥5,228,004	¥6,143,125	¥6,377,064	¥7,059,994	¥7,057,462	**¥8,523,667**	**$53,312,903**
Total equity attributable to owners of the parent*1	888,674	983,242	1,050,619	1,174,718	1,195,826	1,196,635	1,469,657	1,735,011	1,914,327	2,467,130	2,624,267	**3,157,520**	**19,749,311**
Total equity*1	1,055,777	1,151,969	1,223,513	1,362,187	1,389,616	1,372,491	1,658,015	1,942,860	2,068,529	2,620,110	2,745,843	**3,301,147**	**20,647,654**
Net interest-bearing debt	1,102,786	1,050,229	1,101,974	1,006,990	988,475	1,032,494	993,462	1,238,296	1,298,309	1,172,224	1,036,210	**944,074**	**5,904,891**
Cash Flows:													
Net cash provided by operating activities	¥308,338	¥193,769	¥159,770	¥215,098	¥210,796	¥267,809	¥245,055	¥50,137	¥444,290	¥542,125	¥511,874	**¥461,168**	**$2,884,463**
Net cash used in investing activities	(170,839)	(130,428)	(127,525)	(92,498)	(137,546)	(173,910)	(102,176)	(157,333)	(139,918)	(219,586)	(123,831)	**(28,108)**	**(175,806)**
Net cash provided by (used in) financing activities	(225,202)	(28,343)	5,656	(128,741)	(24,909)	(53,679)	24,073	44,901	(206,671)	(263,253)	(309,037)	**(33,262)**	**(208,043)**
Cash and cash equivalents at the end of the year	399,191	430,517	426,208	423,426	465,861	496,372	677,478	653,013	771,613	878,705	951,884	**1,403,763**	**8,780,103**

Financial Summary

Toyota Tsusho Corporation and its consolidated subsidiaries
As of and for the years ended March 31

	Japanese GAAP		IFRS										
	2016/3	**2017/3**	**2017/3**	**2018/3**	**2019/3**	**2020/3**	**2021/3**	**2022/3**	**2023/3**	**2024/3**	**2025/3**	**2026/3**	**2026/3**
Per Share:		Yen										Yen	U.S. Dollars
Profit for the year attributable to owners of the parent*1													
Basic earnings (losses) per share	(¥41.42)	¥97.19	¥102.21	¥123.36	¥125.63	¥128.42	¥127.52	¥210.54	¥269.19	¥313.98	¥343.40	**¥350.95**	**$2.19**
Diluted earnings (losses) per share*2	—	97.19	102.21	—	—	—	—	—	—	—	—	**—**	**—**
Cash dividends for the year	20.67	23.33	23.33	31.33	33.33	36.67	37.33	53.33	67.33	93.33	105.00	**120.00**	**0.75**
Dividend payout ratio*3	—	24.0%	22.8%	25.4%	26.5%	28.6%	29.3%	25.3%	25.0%	29.7%	30.6%	**34.2%**	**—**
Financial Measures:													
ROE	(4.3%)	11.0%	10.8%	11.7%	11.2%	11.3%	10.1%	13.9%	15.6%	15.1%	14.2%	**12.8%**	**—**
ROA	(1.0%)	2.5%	2.6%	3.1%	3.0%	3.0%	2.8%	3.9%	4.5%	4.9%	5.1%	**4.8%**	**—**
Ratio of equity attributable to owners of the parent*1	22.5%	24.0%	24.9%	27.3%	26.9%	26.3%	28.1%	28.2%	30.0%	34.9%	37.2%	**37.0%**	**—**
Net debt-equity ratio (Net DER) (times)	1.24	1.07	1.05	0.86	0.83	0.86	0.68	0.71	0.68	0.48	0.39	**0.30**	**—**
Total shareholder return	—	—	—	—	—	—	—	112.4%	128.8%	234.8%	181.6%	**412.6%**	**—**
Common Stock:		Thousands of Shares										Thousands of Shares	
Number of shares outstanding at year-end	1,062,169	1,062,169	1,062,169	1,062,169	1,062,169	1,062,169	1,062,169	1,062,169	1,062,169	1,062,169	1,062,169	**1,062,169**	**—**

Notes: 1. As of the fiscal year ended March 31, 2017, the company prepares its consolidated financial statements based on International Financial Reporting Standards (IFRS).
2. For the convenience of readers, consolidated financial statements in Japanese yen for the fiscal year ended March 31, 2017, are based on both Japanese generally accepted accounting principles (GAAP) and IFRS.
3. U.S. dollar amounts have been converted from the amounts stated in yen, solely for the convenience of readers outside Japan, at the rate of ¥159.88=U.S.$1, the approximate exchange rate prevailing on March 31, 2026.

*1 All item names in the above table are IFRS categories. IFRS categories under Japanese GAAP are as follows: "Revenue" corresponds to "Net sales," "Operating profit" corresponds to "Operating income," "Profit (loss) for the year attributable to owners of the parent" corresponds to "Profit (loss) for the year attributable to shareholders of the parent," "Total assets" corresponds to "Total assets," "Total equity" corresponds to "Net assets," "Earnings (losses) per share" corresponds to "Profit (loss) per share," and "Ratio of equity attributable to owners of the parent" corresponds to "Shareholders' equity ratio." "Total equity attributable to owners of the parent" is calculated as "Total assets - Minority interests" for the fiscal years ended March 31, 2016 through March 31, 2017, which are stated under Japanese GAAP.

*2 The figure for diluted earnings (losses) (Japanese GAAP) per share for the fiscal year ended March 31, 2016, is not presented, as the company posted a net loss per share, although there were latent shares. Figures for diluted earnings (losses) per share for the fiscal years ended March 31, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, and 2026 are not presented, as there were no latent shares with a dilution effect.

*3 The dividend payout ratio for the fiscal year ended March 31, 2016, is not presented, as the company posted a net loss.

Web For more information on financial information, please see "Investor Relations" section on Toyota Tsusho's corporate website.
https://www.toyota-tsusho.com/english/ir/

Profit for the Year Attributable to Owners of the Parent in Principal Subsidiaries, by Sales Division

Unit: Billion yen

Company Name/ Region	Business Activities/ Products	Ownership Ratio	2025/3	2026/3	Variance
Metal+ (Plus) Division					
Principal Subsidiaries in North America	Steel supply chain (metal processing, etc.)	—	12.8	**14.1**	+1.2
Principal Subsidiaries in Asia Pacific	Steel supply chain (metal processing, etc.)	—	7.6	**8.7**	+1.0
Principal Subsidiaries in East Asia	Steel supply chain (metal processing, etc.)	—	4.1	**4.2**	+0.1
Principal Subsidiaries in Japan	Steel supply chain (metal processing, etc.)	—	5.4	**4.9**	(0.5)
Circular Economy Division					
Principal Subsidiaries in North America	Circular economy business	—	12.1	**6.8**	(5.3)
Portion of above pertaining to Radius Recycling Inc.	Resources recycling business	100%	—	**0.7**	—
Toyota Tsusho Material Incorporated	Ferrous and non-ferrous metals business	100%	6.2	**7.3**	+1.1
Toyotsu Chemiplas Corporation	Chemicals and resins business	100%	6.3	**6.6**	+0.3
Supply Chain Division					
Principal Subsidiaries in North America	Automotive parts logistics, etc.	—	13.9	**10.9**	(3.0)
Principal Subsidiaries in Asia Pacific	Automotive parts logistics, etc.	—	8.4	**9.4**	+1.0
Principal Subsidiaries in Europe	Automotive parts logistics, etc.	—	2.4	**2.9**	+0.4
Toyotsu Automotive Creation Corporation	Automotive parts development and sales	100%	2.6	**3.1**	+0.5
Toyotsu Logistics Service Co., Ltd.	Logistics and trade arrangement services, etc.	100%	1.4	**1.5**	+0.0

Company Name/ Region	Business Activities/ Products	Ownership Ratio	2025/3	2026/3	Variance
Mobility Division					
Principal Subsidiaries in Europe	Automobile wholesale/sales, etc.	—	14.5	**9.9**	(4.6)
Principal Subsidiaries in Asia Pacific	Automobile wholesale/sales, etc.	—	15.1	**25.8**	+10.7
Principal Subsidiaries in Latin America	Automobile wholesale/sales, etc.	—	9.0	**8.7**	(0.3)
Green Infrastructure Division					
Eurus Energy Holdings Corporation	Renewable energy	100%	15.8	**10.9**	(4.9)
Toyotsu Machinery Corporation	Machinery and equipment-related	100%	8.1	**9.0**	+0.8
Digital Solutions Division					
NEXTY Electronics Corporation	Semiconductor and electronic parts sales	100%	14.0	**14.0**	(0.0)
Elematec Corporation	Electronic materials/parts sales	100%	4.2	**6.2**	+1.9
TOMEN DEVICES CORPORATION	Semiconductor sales	100%	5.5	**10.0**	+4.4
Lifestyle Division					
Principal Subsidiaries in Wellness Business	Insurance brokerage, hospital related, etc.	100%	6.5	**7.6**	+1.1
NOVAAGRI	Grain exporting and logistics infrastructure	100%	(1.2)	**1.8**	+3.0
OLEOS MENU	Cottonseed oil production and sales	100%	2.1	**2.7**	+0.6
TOYOTA TSUSHO FOODS CORPORATION	Food wholesale	100%	1.4	**1.8**	+0.3
Africa Division					
CFAO SAS	Mobility, healthcare, consumer, green infrastructure	100%	75.7	**87.4**	+11.6

Organizational Chart (As of April 1, 2026)

General Shareholders Meeting

Audit & Supervisory Board

Board of Directors Meeting

President & CEO

Audit Department

Executive Officers Meeting

Integrated Risk Management Committee

Specified Import & Export Control Committee

Sustainability Committee

Investment Strategy Meeting

Investment and Loan Committee/Meeting

Organizations and Administrative Divisions under Direct Control

- Customer & Regional Value Creation Department
- Corporate Planning Department
- External Affairs Department
- Corporate Communications Department
- DX Acceleration Department
- Global Human Resources Department
- Secretarial Department
- General Affairs Department
- Legal Department
- Compliance & Crisis Management Department
- Accounting Department
- Business Accounting Department
- Finance Department
- Investment and Credit Department
- Operations Kaizen Development Department
- Global Logistics Management Department
- Global Safety & Environmental Promotion Department
- Technology X Business Development Department
- Next Technology Fund Department
- Carbon Neutrality Promotion Department

Domestic Branches

Overseas Branches & Offices

Overseas Affiliates

Circular Economy Division

Circular Economy Planning Department

Resources Development SBU
- Metal Resources Department
- Mineral Resources & Inorganic Chemicals Department

E-Mobility Supply Chain SBU
- E-Mobility Solution Business Department
- Battery Supply Chain Business Department

Resources Recycling SBU
- Reverse Supply Chain Business Department
- Aluminum Supply Chain Business Department

Sustainable Materials SBU
- High Performance Materials Department
- Sustainable Chemicals Department
- Sustainable Materials Business Department

Mobility Division

Mobility Planning Department

Toyota SBU
- Americas & Europe Mobility Department
- Asia & China Mobility Department
- Oceania & Middle East Mobility Department
- KD Business Department

Multi Brands SBU
- Logistics Solutions Department
- Commercial Mobility Business Department
- Multi Brands Business Department

Value Chain SBU
- Mobility Customer Service Department
- Mobility Value Chain Business Development Department

Digital Solutions Division

Digital Solutions Planning Department

Smart Society & Infrastructure SBU
- Device Business Management Department
- Digital Infrastructure Department
- Smart Society Department

IT Solutions & Software SBU
- IT Solutions Department
- Software Defined Vehicle Department

Africa Division

Africa Planning Department

Mobility SBU
- Toyota Africa Mobility Department
- Africa Mobility Value Chain Business Department
- Africa Mobility Business Department

Green Infrastructure SBU
- Africa Power & Infrastructure Department

Healthcare SBU

Consumer SBU

Metal+ (Plus) Division

Metal+ (Plus) Planning Department

Core Business SBU
- Mobility Material Business Department
- Steel Products Supply Chain Business Department
- Bar, Wire Rod & Pipe Products Business Department

Core Business Global SBU
- ASEAN & East Asia Business Management Department
- Americas, Europe & Global South Business Management Department

Next Core Business SBU
- Green Industry Business Department
- Green Material Business Department

Supply Chain Division

Supply Chain Planning Department

Supply Chain Business Development Department

Supply Chain DX Department

Global Parts SBU
- Global Parts Export Department
- Global Parts Import Department
- Global Parts Sales Department
- Business Alliance Department
- Global Parts Business Strategy Department

Logistics & Module SBU
- Logistics Business Department 1
- Logistics Business Department 2
- Module & Process Solutions Business Department

Parts & Accessories SBU
- Services & Accessories Department
- Mobility Parts Department
- Function Parts & Eco Solutions Business Department

Green Infrastructure Division

Green Infrastructure Planning Department

Machinery & Infrastructure SBU
- Powertrain Machinery Department
- EV Component Machinery Department
- Automotive Body Machinery Department
- Infrastructure Project Department

Green Energy SBU
- Renewable Energy Strategy Department
- Carbon Neutral Fuels Department

Lifestyle Division

Lifestyle Planning Department

Food & Agribusiness SBU
- Agribusiness Department
- Agrisupplychain Department
- Food Materials Department
- Food Solutions Department

Wellness SBU
- Sustainable Fashion Department
- Facility Solutions Department
- Healthcare & Medical Department
- Insurance Solutions Department

Corporate Data (As of March 31, 2026)

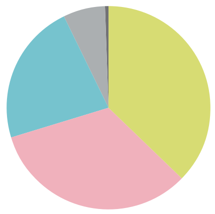
Name	Toyota Tsusho Corporation
Head Office	9-8, Meieki 4-chome, Nakamura-ku, Nagoya 450-8575, Japan
Established	July 1, 1948
Number of Employees	Parent company: 3,260 (Including employees seconded from the company, excluding employees seconded to the company) Consolidated: 74,927
Paid-in Capital	64,936 million yen
Common Stock	Authorized: 3,000,000,000 Issued: 1,056,417,494 (excluding 5,752,054 treasury stock)
Number of Shareholders	78,506
Stock Listings	Tokyo, Nagoya (Ticker code 8015)
Independent Auditors	PricewaterhouseCoopers Japan LLC
Transfer Agent for Shares / Special Management of Accounts	Mitsubishi UFJ Trust and Banking Corporation
Address	Stock Transfer Agency Department Mitsubishi UFJ Trust and Banking Corporation 7-10-11, Higashisuna, Koto-ku, Tokyo 137-8081, Japan Phone (toll-free within Japan): 0120-232-711
URL	https://www.tr.mufg.jp/english/

Major Shareholders

Name	Number of shares (Thousand shares)	Shareholding*1 (%)
Toyota Motor Corporation	229,106	21.69
The Master Trust Bank of Japan, Ltd. (Trust Account)	149,572	14.16
TOYOTA INDUSTRIES CORPORATION	118,095	11.18
Custody Bank of Japan, Ltd. (Trust Account)	67,526	6.39
MUFG Bank, Ltd.	24,295	2.30
State Street Bank and Trust Company 505001	13,728	1.30
Sumitomo Mitsui Banking Corporation	12,748	1.21
JPMorgan Chase Bank 385781	11,784	1.12
Kochi Shinkin Bank	11,110	1.05
Nippon Life Insurance Company	10,567	1.00

Note: The percentage of shareholding is computed excluding 5,752,054 shares of treasury stock.

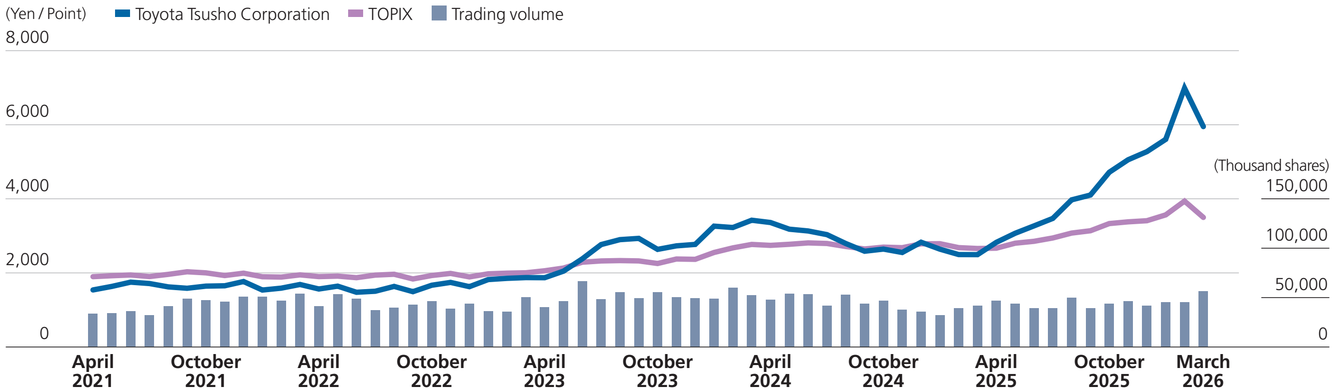
Breakdown of Issued Shares



Credit Ratings

	Long-term	Short-term
Rating and Investment Information (R&I)	AA- (Stable)	a-1+
S&P Global Rating	A (Stable)	A-1
Moody's Investors Service (Moody's)	A3 (Stable)	—

Stock Price Range and Trading Volume*2



*2 Toyota Tsusho carried out a three-for-one split of its common stock effective July 1, 2024. Stock prices and trading volumes are stated on a post-stock-split basis.

Note: Please note that a change occurred in a major shareholder, Toyota Industries Corporation, effective June 24, 2026. This Report contains information as of March 31, 2026. For details, please refer to the notice titled "Notice Concerning Results of the Tender Offer for Own Shares, Completion of the Share Repurchase, Change in Major Shareholders, and the Cancellation of Own Shares."
https://www.toyota-tsusho.com/english/press/upload_files/202606031530_en.pdf

Editorial Note From the Corporate Communications Department to Readers

Thank you for reading Integrated Report 2026. This Report is structured around the higher dimensions of "Growth Strategy," "Financial and Capital Strategy," "Human Capital Strategy," and "Sustainability Strategy" set forth in the Medium-Term Management Plan (for the fiscal years ending March 31, 2026, through March 31, 2028), conveying the overall picture through the President & CEO's Message while explaining specific initiatives in each part. By reflecting "Toyota Tsusho's uniqueness" in each message and in the design, we have sought to convey a story of sustainable corporate value enhancement that is distinctly our own. In addition, we introduce our Group employees who embody Gembality through dynamic photographs in the "VOICE" sections. We hope this Report deepens stakeholders' understanding of our efforts to "raise corporate value as a uniquely competitive Sogo shosha" and serves as a starting point for dialogue.