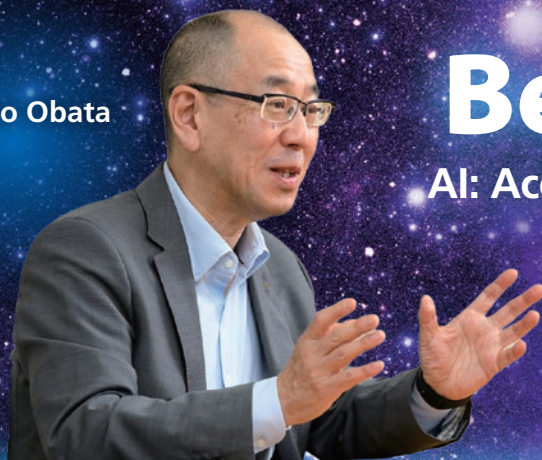


Shigeo Obata
CSO*1



Beyond the Future

AI: Accelerating Our Elevation to a Higher Dimension

Ena Hong
DX Acceleration Department



Toyota Tsusho is leveraging AI to expand its businesses and is pursuing elevation to a higher dimension through the four core strategies outlined in its Medium-Term Management Plan for the fiscal years ending March 31, 2026, through March 31, 2028: Growth, Financial & Capital, Human Capital & Organizational, and Sustainability. In this column, CSO Shigeo Obata, the executive responsible for promoting the utilization of AI, discusses AI with Ena Hong, a member of the DX Acceleration Department, which is leading the promotion of AI within the Company.

Obata Toyota Tsusho is currently pursuing elevation to a higher dimension through the four core strategies of Growth, Financial and Capital, Human Capital and Organization, and Sustainability as its path to enhancing corporate value. In aiming for non-linear growth that is not simply an extension of the past, our greatest underlying driver is AI. We see AI, which is evolving at a disruptive pace, as an opportunity rather than a threat, and we are pursuing transformation with AI positioned at the core of management. Ms. Hong, as the person leading Company-wide AI promotion in the field, how do you view the initiatives of the fiscal year ended March 31, 2026, and the issues that have emerged?

Hong Over the course of the year, under the DX² AI Beyooond Initiative,*2 we established a Company-wide committee for DX and AI promotion, assembled a dedicated AI task force, digitalized operations, and advanced DX human capital development. These efforts have clearly increased momentum for AI adoption across the company. At the same time, several Company wide issues emerged regarding the promotion of DX and AI. KPIs were unclear, few projects reached the actual implementation stage, and these technologies weren't deeply adopted enough throughout the Company.

Obata In the fiscal year ending March 31, 2027, we'll need to address these issues and move on to the value creation and implementation phase, where we pursue concrete results.

Hong Yes. The measures to overcome these challenges are the three AI strategies launched in the fiscal year ending March 31, 2027. We will agilely advance AI implementation across three layers:

management, business, and employees. On the business axis, we will create five high-impact AI use cases. On the employee axis, more than 150 AI influencers selected from each department will lead a complete AI shift in workstyles for all employees to address insufficient field penetration. Through our newly established in-house studio, ToyoTube SHINAGAWA STUDIO (Shinasta), we will also produce programs focused on practical AI work methods and distribute them via ToyoTube, our internal video platform, thereby expanding the chain of AI utilization from a field perspective.

DX² AI Beyooond Initiative

DX² AI Beyooond Committee A Company-wide meeting body established to improve the ability to drive DX initiatives	Creation of Use Cases by AI Task Force Establishment of a specialized AI task force
Overcoming the Digital Last Mile Digitalization of analog operations using generative AI and citizen development	DX Human Capital Development — Cultivating DX Accelerators — Developing AI influencers who can lead the improvement of the digital literacy of all executives and employees

The three AI strategies of the fiscal year ending March 31, 2027

Creating AI that contributes to management	Creating high-impact AI use cases	Total AI transformation of workstyles
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Obata And on the management front, we're building a "collective wisdom AI." This will be an AI trained extensively on our history, our strategies, and the implicit knowledge of those in the field. That encompasses, for example, our over 170 years of business experience in Africa, including the launch of CFAO's business, and our knowledge regarding circular economies, in which the supply chain businesses and reverse supply chain businesses are interconnected. We'll turn it into an AI that supports decision-making, from executives to field personnel, from a distinctively Toyota Tsusho "Be the Right ONE" perspective in the midst of today's dramatically changing business environment.

Hong Exactly. On the field side, we'll leverage the excitement and passion of AI influencers to raise the AI utilization rate among all employees to 90% or higher. Taking a bottom-up approach, our entire organization will embody the thriving, living organism rooted in "Gembality," a focus on the field that is one of the key elements of Toyota Tsusho DNA. AI will be implemented both in management and business, and we will embed digital technologies deeply in our business model.

Obata Our management and field personnel will be working as one to make great strides in deploying AI. Let's use that to awaken their unique competitiveness, taking the strengths of our people and our organization to a higher dimension in a way that only Toyota Tsusho can.

*1 Chief Strategy Officer

*2 A Company-wide movement for transformation created by combining DX and AI

AI Strategy

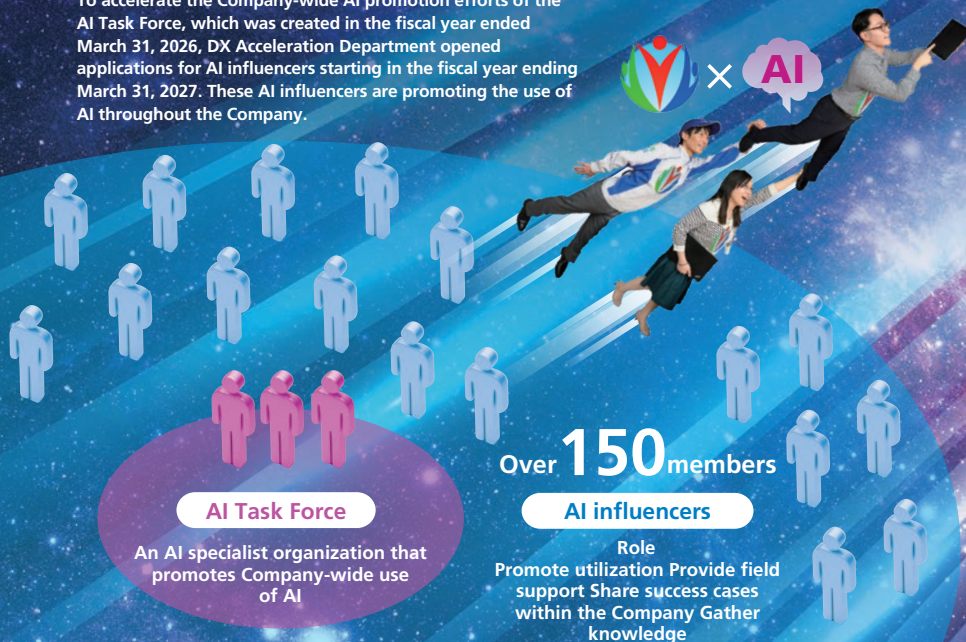
Combining Toyota Tsusho DNA with AI to Awaken New Unique Competitiveness

AI for Accelerating Our Elevation to a Higher Dimension

Achieving further dramatic success led by AI influencers, Our goal is to expand AI usage starting from the field, achieve an **AI utilization rate of 90%**, and **create five high-impact AI use cases**.

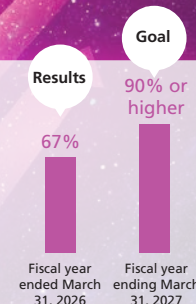
To rapidly achieve our lofty target of an AI utilization rate of 90% or above across all employees, we have recruited over 150 AI influencers from different divisions and departments. Traditional, centralized communications from the DX Acceleration Department have not been enough to immediately respond to the specific and detailed needs of the field, so the penetration of AI within the Company has been limited. That's why we've recruited employees with a strong intellectual curiosity about new technologies and the passion to inspire those around them as AI influencers across our divisions and departments. There, they will make full use of AI from a field-based perspective and share the results, and the convenience that the AI offers, directly with their colleagues. This multi-level model will promote the further use of AI. They will lead a total transformation of workstyles using AI through a bottom-up approach, and they will fuse AI with the Toyota Tsusho DNA of "Gembality," taking on real issues in the field, and heartfelt "Humanity." This will spur the awakening of new unique competitiveness throughout the organization.

To accelerate the Company-wide AI promotion efforts of the AI Task Force, which was created in the fiscal year ended March 31, 2026, DX Acceleration Department opened applications for AI influencers starting in the fiscal year ending March 31, 2027. These AI influencers are promoting the use of AI throughout the Company.



Initiative 1 Increased AI utilization rate

Our goal is to establish an "AI-native" corporate culture in which AI use is commonplace by achieving an AI utilization rate of 90% or higher among all employees. By doing so, we will embody a thriving, living organism in which AI is not limited to improving operational efficiency but is actively leveraged by each employee in the field to drive bottom-up transformation. Through a Company-wide complete AI shift in workstyles, we will accelerate Toyota Tsusho's elevation to a higher dimension.



Initiative 2 Creation of AI use cases

Supply Chain Division

AI × Gemba:

Building a Supply Chain That Never Stops



In an era where geopolitical and global disruptions have become the new normal, our mission is clear: to protect our customers' production lines from any interruption. By seamlessly integrating global commercial and logistics data into a connected digital framework, AI continuously monitors the network. When AI detects a potential disruption, our Gemba experts respond immediately, mobilizing human ingenuity to ensure stable supply.

Building on this foundation, we are driving "Proactive Operations"—combining predictive AI with decisive Gemba leadership. No matter how tough the storm, we aim to build unrivaled resilience across our global supply chain.

Administrative Unit

Using AI in investment and loan screening



Leveraging internal data concerning investment decisions, we've developed project summary, common discussion point extraction, and insight identification functions using retrieval-augmented generation (RAG) technologies. Past knowledge and lessons are effectively shared throughout the Company and used to accelerate risk response, prevent issues from being overlooked in deliberations, and improve operation efficiency. These functions are contributing to the realization of Toyota Tsusho's uniquely competitive business through the "Be the Right ONE" approach.

Other case examples

