Briefing on Mobility Production-Related Businesses

Be the **Right ONE**

The Right ONE for us / The Right ONE for you / The Right ONE for future

Humanity / Gembality / Beyond

October 19, 2026

Toyota Tsusho Corporation

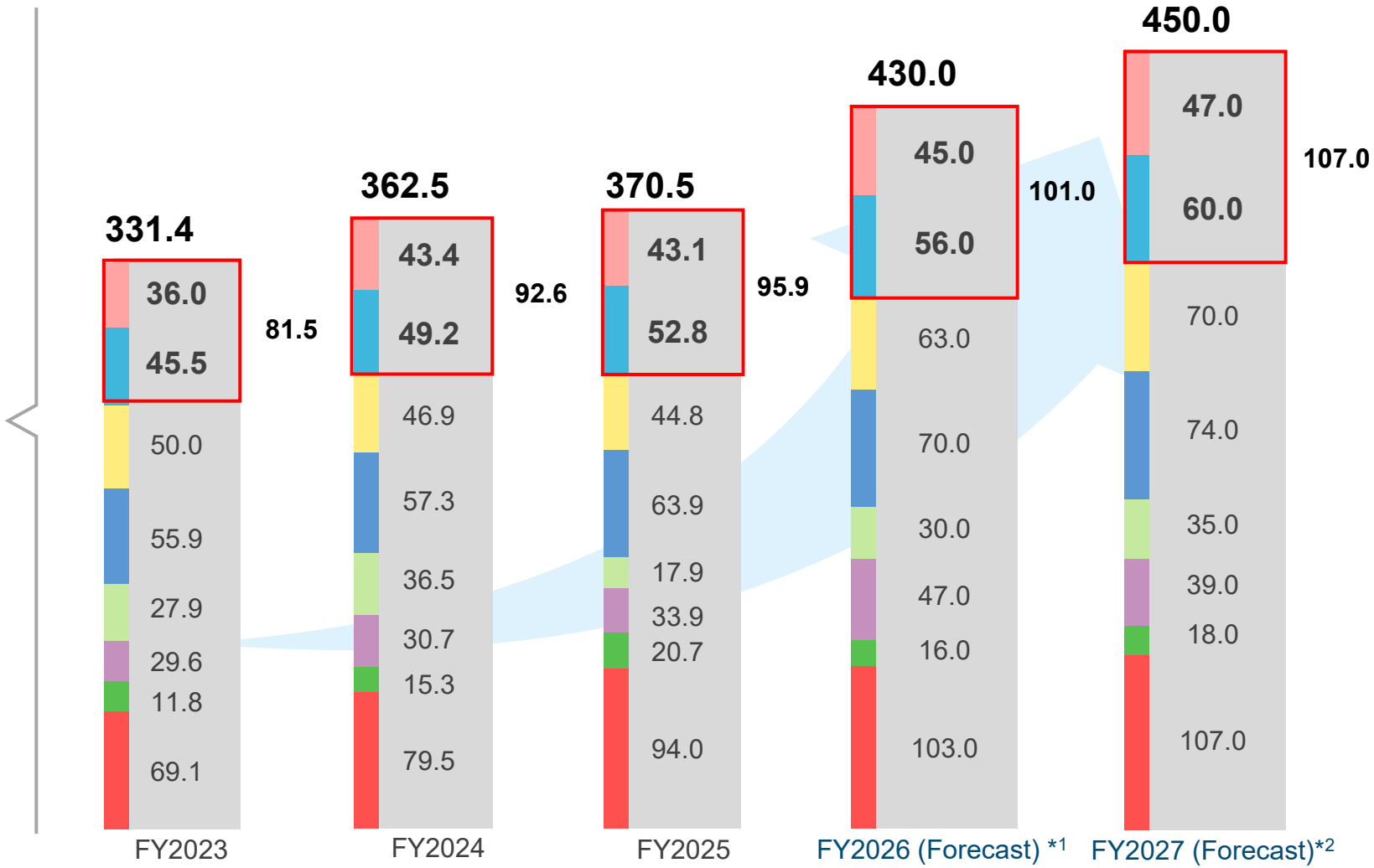
Be the **Right ONE**

Toyota Tsusho's Performance Trends

Be the Right ONE

(Unit: Billion Yen)

- Metal+(Plus) Division
- Supply Chain Division
- Circular Economy Division
- Mobility Division
- Green Infrastructure Division
- Digital Solutions Division
- Lifestyle Division
- Africa Division



*1 Announced at the financial results briefing on July 31, 2026

*2 Announced in the Medium-Term Management Plan on April 30, 2025

Toyota Tsusho's Role in the Mobility Value Chain

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From resources to recycling, we support every aspect of the mobility value chain, leading the way toward a recycling-based society and the future of mobility.

① Develop Resources

Undertake lithium resource development and rare earth production

② Source and Process Materials and Components

Procure and process materials and components essential to vehicle manufacturing, including iron, aluminum, chemicals, and semiconductors. Support Tier 1 suppliers' production activities



④ Transport Parts

Connect Tier 1 suppliers and OEMs worldwide to enable globally optimized logistics. Deliver parts at the right price when they are needed

⑦ Recycle

Contribute to the circular economy through scrap collection, end-of-life vehicle (ELV) operations, battery recycling, and other initiatives

⑥ Sell Vehicles

Establish a dealer network around the world, including Africa, and develop sales, service, and leasing operations

Equipment

Supply equipment that contributes to carbon neutrality

Renewable Energy

Provide renewable energy generated from wind power, contributing to sustainable vehicle manufacturing

Metal+(Plus) Division

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Metal+(Plus) Division: Business Overview

Creating a sustainable future with “the Dynamic Plus”

Providing metal materials and supply chain capabilities to a wide range of industries through our business operations in Japan and overseas

Business Overview by SBU

Core Business SBU

- Sales and processing of metal materials, primarily for the domestic mobility sector
- Integrated operations combining storage, logistics, and supply-and-demand management
- Establishment of stable supply and support continuity of production through business platforms close to customers

Core Business Global SBU

- Sales and processing of metal materials, primarily for overseas mobility markets
- Establishment of processing and supply systems close to customers’ production sites
- Development and supply of materials supply chains tailored to regional characteristics



Blanking Equipment

Next Core Business SBU

- Sales, distribution, and processing of materials for a wide range of industries, including next-generation energy and infrastructure-related industries
- Development and supply of green materials that support CN and CE
- Establishment and commercialization of supply chains for new markets

*CN: Carbon Neutrality
*CE: Circular Economy

Business Overview: A Business Platform Supporting the Mobility Supply Chain

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We provide integrated supply-and-demand management, processing, and JIT supply across the supply chain from steelmaking to parts manufacturing

*JIT : Just in time

Steelmaking

Produce of base materials by steelmakers


Steel sheets

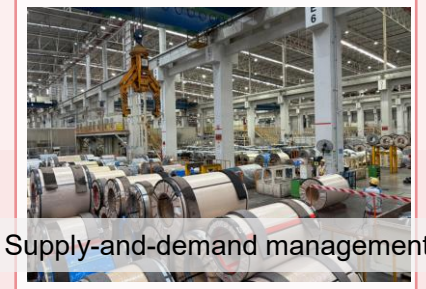

Steel pipes


Bars and wire rods

Supply-and-Demand Management

Provide optimal management based on customer needs in Japan and overseas

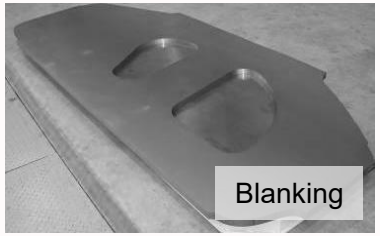

Import and export management


Supply-and-demand management

Processing

Process materials to meet customer specifications


Slitting

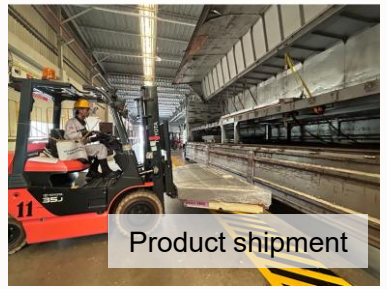

Blanking


Steel pipe drawing

JIT Supply*

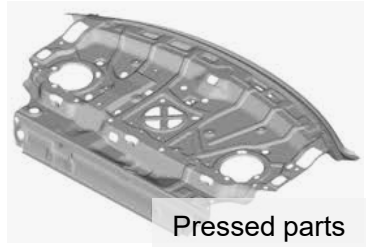
Combine storage, logistics, and supply-and-demand management to ensure a stable supply of materials when needed


Inventory and storage


Product shipment

Parts Manufacturing

Manufacture automotive parts through pressing, forming, and assembly


Pressed parts


Crankshaft (イメージ)

Connecting materials procurement, processing, and supply to support stable production for customers

Business Overview – Global Network

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Global Network Spanning 16 Countries

Processing and Manufacturing: 33 Locations

Sales: 30 Locations

Manufacturing Site
Sales Office

Czech Republic 1
Germany 1
Turkey 2
China 3 3
Japan 6 8
India 3 2
Thailand 2 1
Taiwan 1
Philippines 1
Vietnam 1
Malaysia 2
Indonesia 3 1
South Africa 1 1
U. S. 7 7
Mexico 3 2
Brazil 1



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)



Processing and warehousing of metals

Toyotsu Metal Solutions Co., Ltd. (Japan)



Logistics, cutting and processing, and sales of special steel round bar

Toyota Tsusho (Taicang) Special Steel Processing Co., Ltd. (China)



Blanking of steel sheets

Millennium Steel Of Texas, LP. (U.S.)



Dejima Blanking

Toyota Tsusho Guanajuato Processing SA de CV (Mexico)

Leveraging our global network, we support customer production through stable supply

Earnings Base – Profit Trends and Growth Drivers

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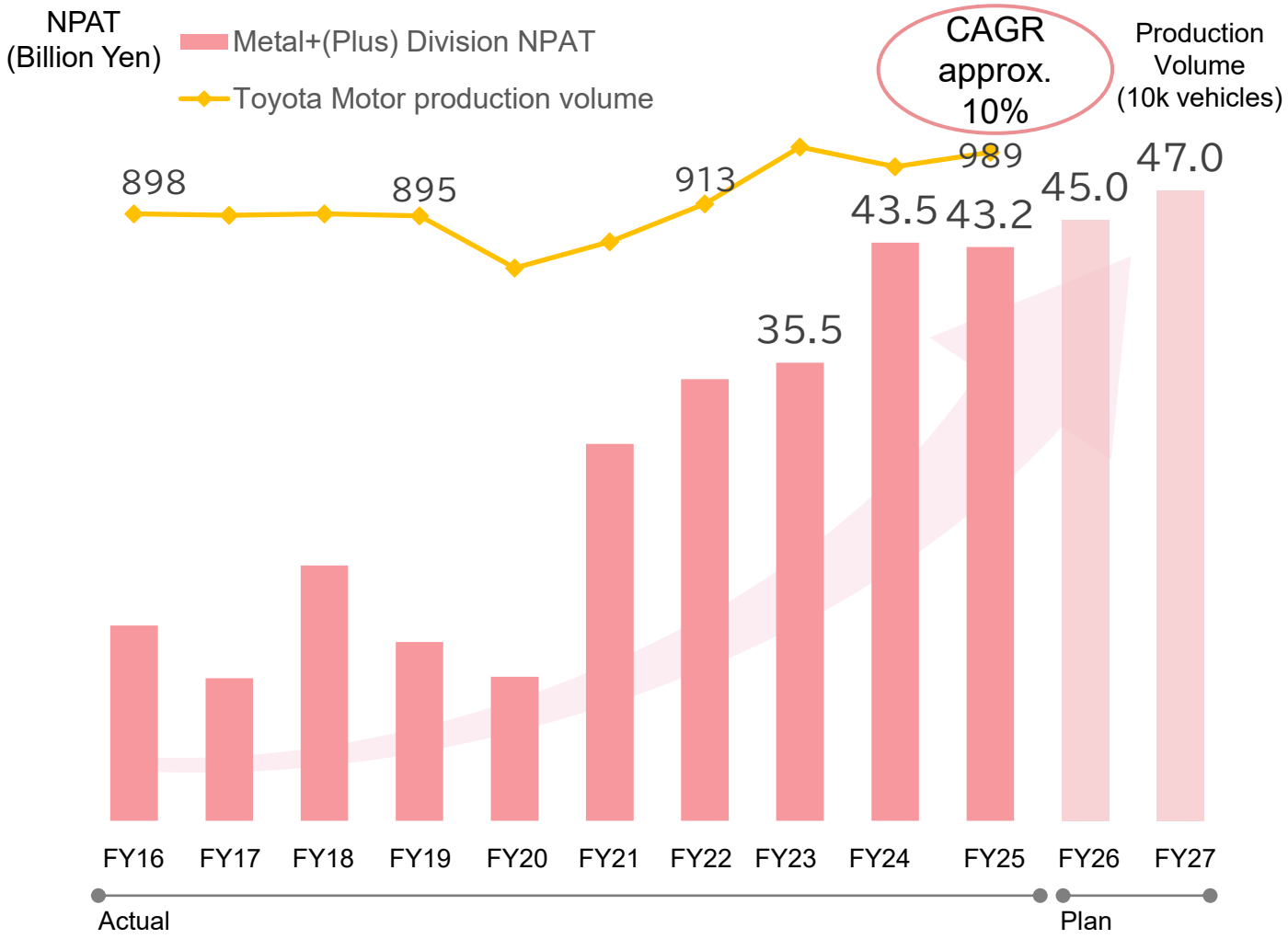
Achieving steady growth by enhancing profitability and expanding our business domains



Three Factors That Have Supported Our Growth

Refine

- **Improve the profitability of existing businesses**
  - Improve logistics and SCM
  - Enhance manufacturing capabilities

Incorporate

- **Acquire new functions and customers**
  - Incorporate customers' production processes and functions
  - Expand to new customers, markets, and areas of demand

Expand

- **Expand into non-mobility areas**
  - Expand into the infrastructure sector
  - Expand into the energy sector

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Case Studies - Improve the profitability of existing businesses

Continuously refine the business platform we have built to improve profitability per unit

Background

- ✓ **As Toyota expanded production overseas, there was a need to increase supply capacity and further improve logistics and production efficiency**

Our Initiatives

- ✓ **Expand our business footprint**
- ✓ **Refine logistics, SCM, and manufacturing capabilities to improve profitability per unit**

Case Study 1

- **Improve logistics and SCM**
  - Improve the accuracy of supply-and-demand management
  - Optimize inventory levels
  - Improve the efficiency of logistics operations
  - Upgrade transportation methods

Case Study 2

- **Enhance manufacturing capabilities**
  - Improve productivity
  - Improve yield
  - Increase equipment utilization
  - Improve quality

Example: Improving heavy cargo transportation through CVT



CVT (Container Vanning Technology):

A proprietary technology that combines dedicated modular pallets with loading and unloading equipment, enabling heavy cargo to be loaded into and unloaded from dry containers easily and safely.

Incorporate

Case Studies - Acquire new functions and customers

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Starting with customer needs, we incorporate new processing capabilities into our business and roll them out more broadly

Background

✓ **Increasingly sophisticated and diverse of customer needs**

- Burden of demonstrating new technologies and owning equipment
- Responding to high-mix, low-volume production
- Shortage of assets and resources

Our Initiatives

✓ **Use our expertise in steel processing and insights gained overseas to address customer challenges by incorporating the necessary capabilities into our own business**

Case Study 1

Incorporating Customers' Production Processes and Functions

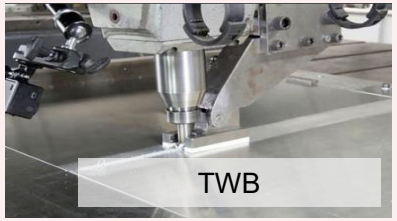
Examples



- Take on production processes inside customers' plants, reducing the burden on their equipment and personnel



- Flexibly support high-mix, low-volume production and thick-plate processing without using dies



- Weld steel sheets of different thicknesses and grades together into a single unit

Case Study 2

Expansion to New Customers, Markets, and Areas of Demand

- Expand to non-Toyota OEMs, including Maruti Suzuki in India
- Expand into the motorcycle market
- Expand our business into quality assurance for refining processes contracted by steelmakers

Case Study - Expand into non-mobility areas

Extend the materials procurement, processing, and supply capabilities developed in the mobility sector into the infrastructure and energy sectors

Background

✓ **Infrastructure development and growing electricity demand**
- Strong demand for infrastructure in emerging economies
- Demand for high-efficiency electrical steel sheets to reduce power losses

Our Initiatives

✓ **Draw on expertise gained in the mobility sector to build processing and supply capabilities for steel pipes and electrical steel sheets**

Case Study 1

Expanding into the Infrastructure Sector
- Expand the steel pipe processing business for infrastructure and construction materials across three global countries through overseas JVs with partner companies (Vietnam, the Philippines, and Mexico)

Example

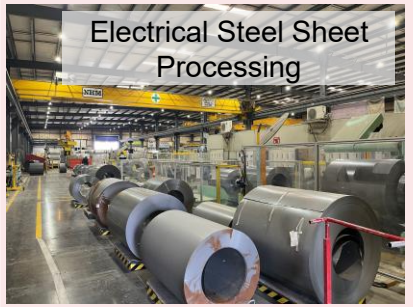


Manufacture and sell steel pipe materials for infrastructure and construction

Case Study 2

Expanding into the Energy Sector
- Expand electrical steel sheet processing operations across three regions globally (Mexico, Turkey, and India)
- Expand sales and applications of high-efficiency materials, including amorphous metals, and broaden our capabilities to manufacture a wider range of core products

Example



Provide integrated services from slitting through transformer core manufacturing

Source of Our Competitiveness – Our Ability to Solve Customer Challenges

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We continuously create business opportunities by identifying challenges at customer sites, refining the capabilities needed to address them, and extending them to new customers and business areas

Challenges Facing Customers

- **Burdens in Manufacturing Processes**

Growing burdens in upstream and downstream processes, including materials processing and logistics and inventory management

- **Quality and Cost**

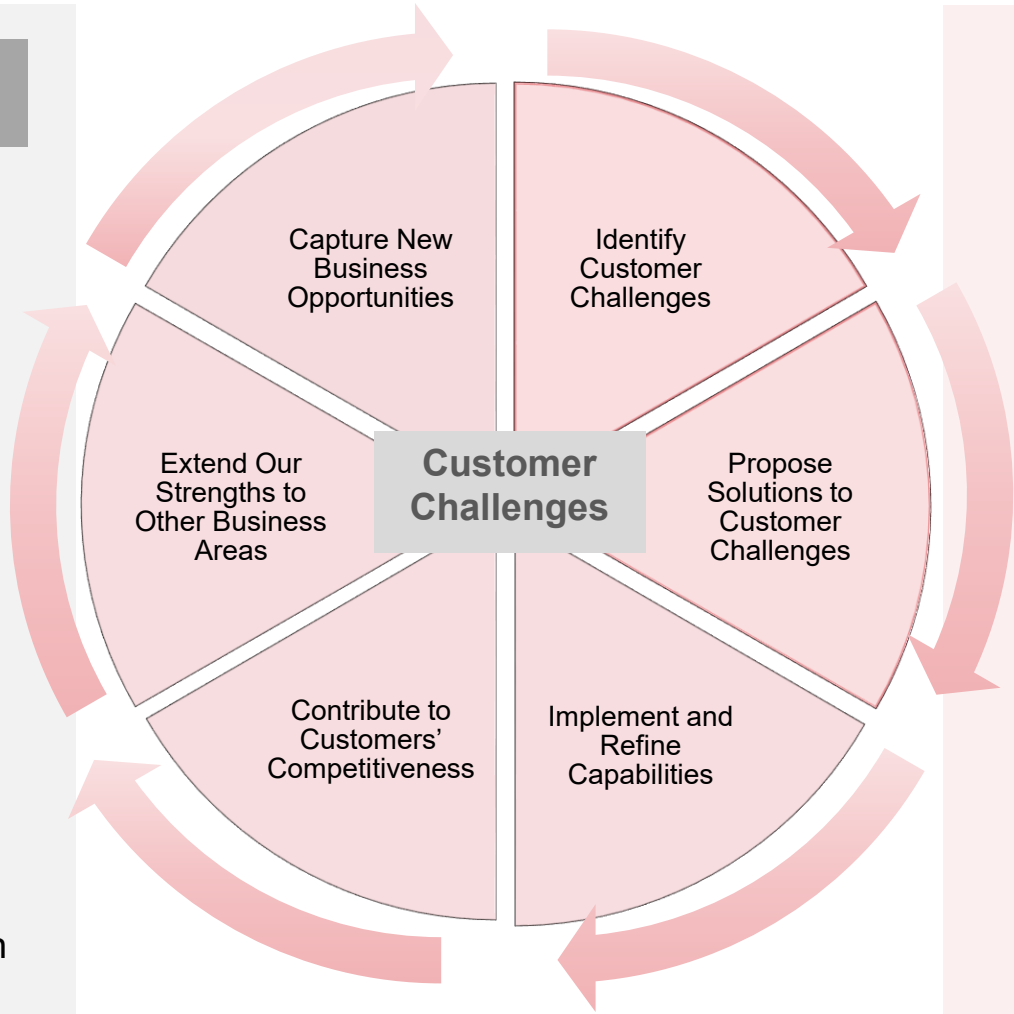
Stabilizing quality and improving yield and productivity

- **BCP**

Risk of production stoppages due to disasters, geopolitical risks, and logistics disruptions

- **Materials Procurement**

Difficulty building local supply chains when expanding globally, including complying with country-specific regulations and working with local suppliers



Outcomes

Refine

Improve profitability of existing businesses

Incorporate

Acquire new functions and customers

Expand

Expand into non-mobility areas

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Structural Changes Affecting the Metal Supply Chain

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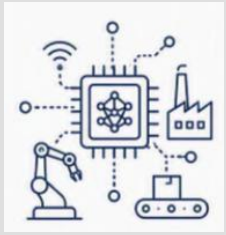
Structural shifts in regulations, technology, customer needs, and supply networks are changing what the metal supply chain must deliver and how companies compete



◆Tightening Environmental Regulations and Growing Decarbonization Requirements

Efforts across the supply chain to reduce CO_2 emissions and deliver environmental value are expanding, changing materials, manufacturing processes, and raw material composition



◆Shifting Competitive Dynamics Driven by Digitalization

The use of AI and data is accelerating advances in factory operations and SCM, making productivity and supply responsiveness decisive competitive factors



◆The Rise of Emerging OEMs and Growth Markets

Global expansion by emerging players, including Chinese OEMs, is intensifying competition and making it increasingly important to address differing regional and customer needs



◆Growing Supply Chain Vulnerabilities

Disasters, geopolitical risks, and logistics disruptions are increasing the importance of supply continuity and flexible production responses

Anticipating changes in the external environment, we will build new business areas around our strengths

Next Growth Strategy — Creating New Value in the Metal Supply Chain through Two Transformations

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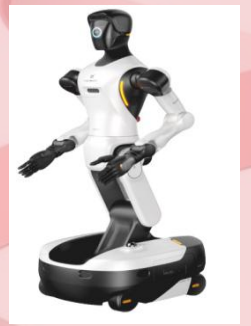
Refine and Expand—Then Elevate to a Higher Dimension
Elevate existing businesses through digitalization and open up new business areas through green initiatives

Existing Business Areas

■**Achieve Overwhelming Competitiveness through Digitalization**
Drive digital transformation in manufacturing to better serve customers facing intensifying competition and further improve profitability



✓**Smart Factories**
- Physical AI and digital twins
- Use humanoid robots to improve the efficiency and sophistication of factory operations

✓**Digital SCM**
- Build a big data platform by linking databases for supply and demand, inventory, and logistics
- Optimize SCM operations through AI-based demand forecasting and production planning

New Business Areas

■**Expand into Green Steelmaking Materials and Build a Circular Supply Chain**
Capture the growing market for green steelmaking materials, including electrolytic iron and hydrogen-based direct reduced iron, as decarbonization advances

✓**Build an Electrolytic Iron Supply Chain**
- Invest in U.S.-based Electra, which produces high-purity iron from a wide range of iron ore grades, and promote supply chain development

electra

✓**Adopt Hydrogen-Based Direct Reduced Iron Technology**
-Promote infrastructure development to build a green steel supply chain based on zero-CO_2 hydrogen-based direct reduced iron production in Namibia

Growth Trajectory and Future Plans

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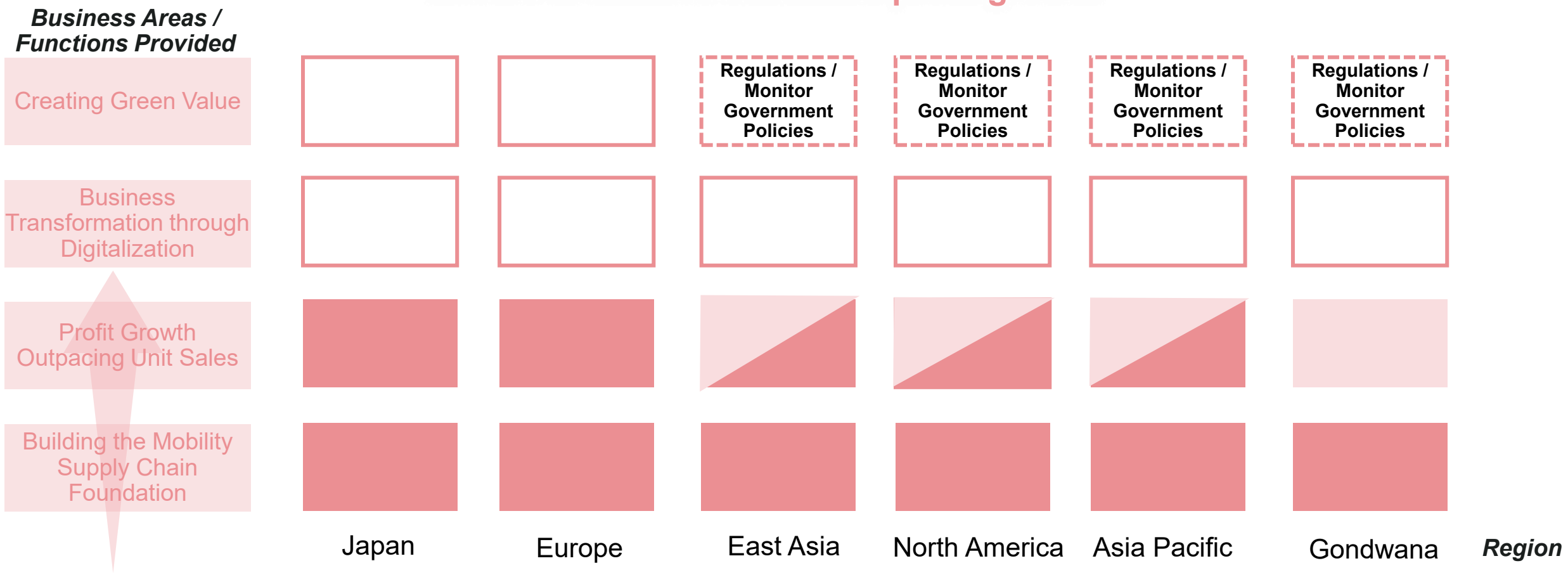
Deepen our existing earnings base while making green and digital initiatives new growth drivers to achieve sustained profit growth



Supply Chain Division

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Business Overview – Production, Transportation, and Connectivity

Division Vision

By transforming how we produce, transport, and connect to evolve the supply chain, we will fulfill our responsibility to the society of the future

Category	Business Area	NPAT
	Automotive → **Mobility**	
	Supplier / Supplier / OEM / Dealer	
Production	**Component** Manufacturing • Sun visors, airbags • Wheels (fabless manufacturing) Assembly • Tire and wheel assembly, etc. **Accessories and Vehicle Upfitting** • Genuine accessories **Parts and Aftermarket** • Engine blades • Aircraft MRO	14.7 billion yen
Transportation	**Logistics** • Inland logistics (milk runs, mid- and long-distance transportation, and logistics centers) • In-plant / on-site logistics • Finished vehicle transportation • Service parts logistics • B2B last-mile delivery	6.6 billion yen
	Infrastructure • Techno Parks (industrial parks) • Yards / ports • Airport operations	
Connectivity	**Parts Trading (VtoV: Optimized End-to-End Logistics)** • Automotive parts (triangular trade and transactions between Japan and overseas markets) • Non-automotive products (triangular trade and transactions between Japan and overseas markets)	34.5 billion yen
		Total: 52.8 billion yen*1

*1 After consolidation eliminations

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Business Overview – Frontline Operations Supporting Our Business

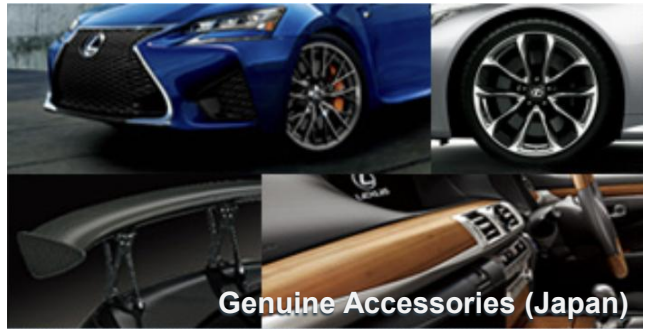
Examples of Frontline Operations Supporting Production, Transportation, and Connectivity

Production


Manufacturing Business / Sun Visors (Japan)


Manufacturing Business / Airbag Sewing (India)


Tire and Wheel Assembly Business (Canada)


Genuine Accessories (Japan)

Transportation and Connectivity


Logistics Business / Anjo Device (Semiconductor) Center (Japan)


Logistics Business / In-Plant Logistics (Brazil)


Logistics Business / Parts Transportation (Thailand)


VtoV Business / Automotive Parts Warehouse (Japan)


Transportation Business / Driver Training Center (Thailand)


Technopark Business (India)


Logistics Business / B2B Last-Mile Delivery (Japan)


Airport Operations / Wattay International Airport (Laos)

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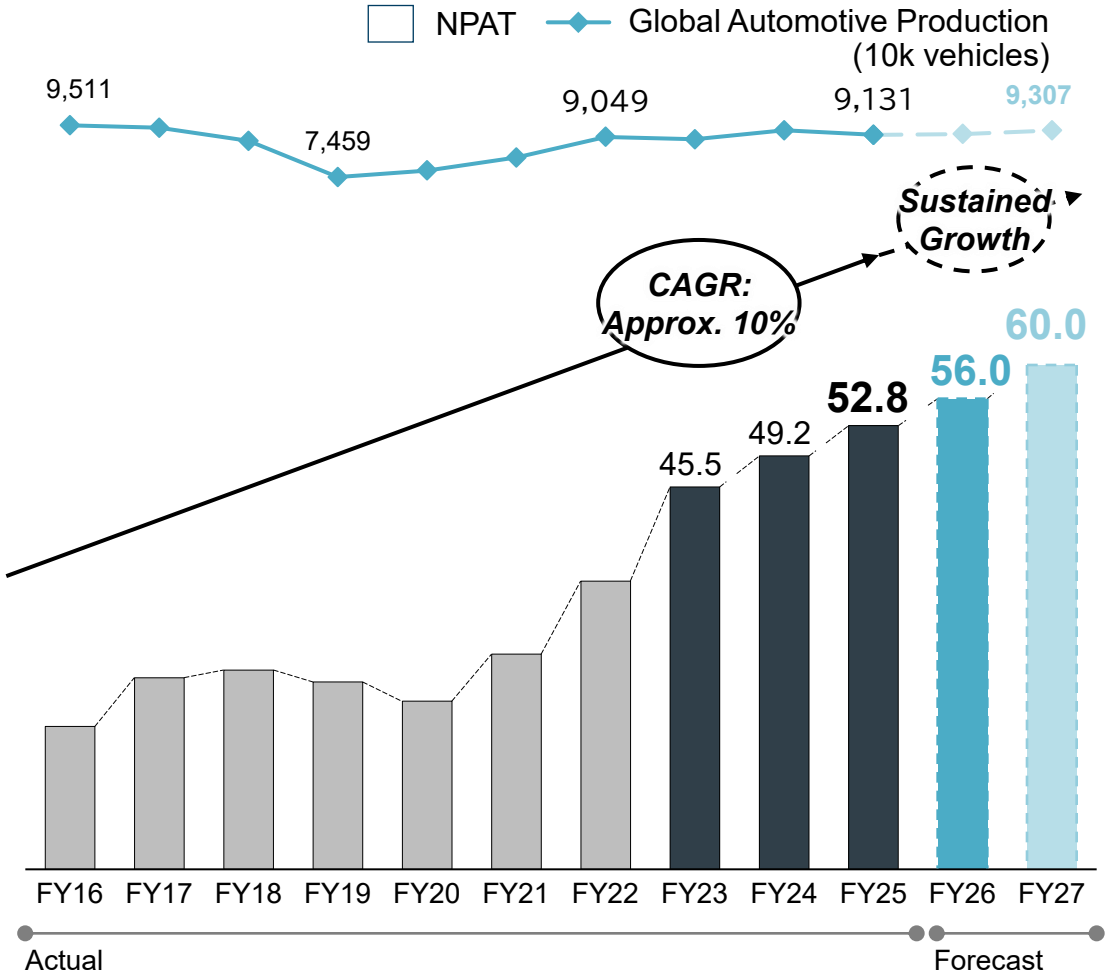
Earnings Base – Profit Trends and Growth Drivers

Profit growth outpacing the increase in vehicle production is achieved by expanding and deepening our business areas

Historical NPAT (Billion Yen)



Factors Supporting Growth

Developing Businesses in Adjacent Areas

Identify opportunities in areas adjacent to the core businesses ("home") of OEMs and suppliers, and develop them into businesses

Breadth of Business Areas

- ✓ **Expand the Product Portfolio**
  - Expand beyond interior parts into interior and exterior products (genuine accessories), wheels, sun visors, functional components such as thermal management products, and more
- ✓ **Expand Transaction Flows and Geographic Reach**
  - Production parts procured in Japan (one-way shipments from Japan to overseas markets)
    →triangular trade, imports into Japan, and other multidirectional flows

Depth of Business Areas

- ✓ **Growth in Transaction Volumes and Product Value**
  - Increase the number of customers and cargo volumes, and raise the unit prices of functional components
- ✓ **Growth of JVs and Investees** (dividends and equity-method earnings)
- ✓ **Cost Reduction** (through on-site kaizen)

External Factors

- ✓ **Foreign Exchange** (higher yen-denominated overseas earnings due to yen depreciation)

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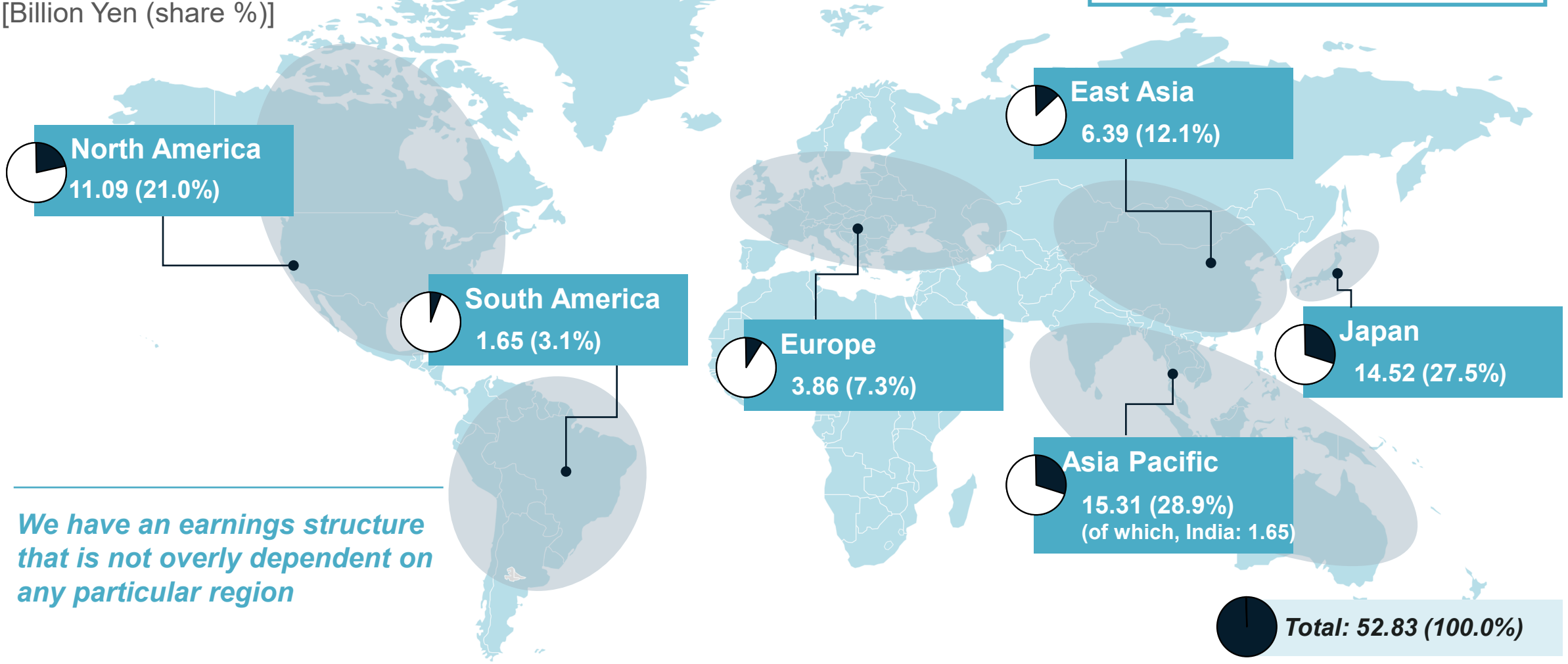
Earnings Base – Quality and Geographic Diversification

Our diversified regional portfolio, built with 15,000 colleagues across 33 countries, underpins the quality of our growth

Regional Profit After Tax and Composition (FY2025 Actual)
[Billion Yen (share %)]

33 Countries, 163 Locations



We have an earnings structure that is not overly dependent on any particular region

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Connecting Supply Chains in Times of Crisis – A Trading Company Built to Weather the Storm (1/2)

As geopolitical risks rise, our accumulated experience in crisis response has become a "quiet competitive advantage": the ability to keep supplies moving

Key Supply Chain Risks

- **Changes in trade policy** (FTAs, export controls, etc.)
- **Natural disasters** (earthquakes, floods, pandemics, etc.)
- **Conflicts and closures of straits and ports**

A "Quiet Competitive Advantage" in Addressing These Risks

✓ Global Network	✓ Alternative Route Planning	✓ Leading BCP Exercises
A network and transaction base spanning 33 countries and more than 4,000 companies	Continuously monitor FTAs, export controls, and geopolitical risks	Agree on emergency operating procedures in advance
[A Range of Options] Be ready to switch to an alternative when a crisis occurs	[Preparedness] Detect early warning signs	[Rapid Response Capability] A structure that enables decisive action

Maintain options, prepare in advance, and empower frontline teams to act—three capabilities aimed at ensuring that supply chains "never stop."

Connecting Supply Chains in Times of Crisis – A Trading Company Built to Weather the Storm (2/2)

Build on the autonomy developed through experience by preparing in normal times, further strengthening our supply chain to ensure it "never stops."

Crises We Have Overcome

- Thailand Floods (2011)
- Great East Japan Earthquake (2011)
- Tianjin Port Explosions (2015)
- U.S. West Coast Port Slowdown (2014)
- South Africa Floods (2022)
- COVID-19 Supply Disruptions / Container and Semiconductor Shortages (2021)
- Brazil Storms (2025)

Now and Going Forward: Turning Preparedness into Rapid Crisis Response

❶ Preparedness for Changes in Trade Policy (e.g., U.S. Tariffs)



- Optimize logistics by shifting to direct shipments
- Reduce GHG emissions by eliminating transit points, contributing to Scope 3 reductions as well (24% in Canada and 61% in Mexico)

❷ Preparedness for a Nankai Trough Earthquake



- Develop a Sea of Japan route via Tsuruga Port and Fushiki-Toyama Port, bypassing Pacific ports
- Work with OEMs, suppliers, and government agencies to establish alternative supply routes

❸ Preparedness for the Risk of Strait Closures



- Test multiple alternative transportation routes in advance
- Put contracts and procedures in place in advance to enable an immediate switch during a crisis

Connecting Through Trading – Our Proprietary Digital Platform

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Our proprietary platform connecting 4,000 companies is a unique strength

Connecting Commercial and Logistics Functions

- We integrate commercial and logistics flows and manage our operations across countries as one
- Our on-site capabilities, which we manage ourselves rather than leaving to others, are a unique strength

Connecting Capabilities Rooted in TPS

- While other trading companies are scaling back their trading businesses, we are expanding our capabilities
- Our on-site capabilities, rooted in the Toyota Production System (TPS), are our competitive edge

Structural Transformation through WisE

What Is WisE?

- WisE supports these on-site capabilities
- **An in-house developed global platform** that centrally manages commercial and logistics information on a single platform



The Evolution Brought by WisE

Before (through 2024)

- Information scattered across multiple systems
- Variations by person in charge and by customer

Today

- WisE launched simultaneously worldwide in 2024
- Integrated eight systems into one
- **Now a platform used by 4,000 suppliers**

Going Forward

AI

- **Combine transaction and logistics big data with AI-powered forecasting**
- **Enhance customers' supply chain capabilities to address greater sophistication and complexity**

The Power to Create and Connect through Partnerships – With Partners Who Share Our Aspirations

Working side by side with our partners to conduct business is a source of our growth

We develop our business through diverse forms of collaboration with strong partners who share our aspirations

Partnership Examples

Area	Examples of Partners	Recent Initiatives
Automotive Parts	Automotive parts suppliers in Japan and overseas (Toyota Group companies, Siam Cement Group, Astra Group, etc.)	Established the North American joint venture ATM Automotive Parts Inc. in 2026 together with AISIN Corporation (Japan) and the Minth Group Limited (Taiwan). Jointly developing a supply system for electrification-related components
Logistics	Toyota Transport (Japan / finished vehicle transportation), TVS SCS (India / logistics), Kimura Unity (Japan / logistics), LOGIQUEST (Japan / last-mile delivery), etc.	Invested in LOGIQUEST in 2024 and entered the B2B last-mile delivery business
Aviation	HAECO (Hong Kong / aircraft maintenance), JAL (Japan / airline), AeroEdge (Japan / aircraft engine components), etc.	Joined an aircraft MRO business in Vietnam in 2026 with HAECO (Hong Kong), JAL (Japan), and other partners. The project is valued at approximately 360 million USD

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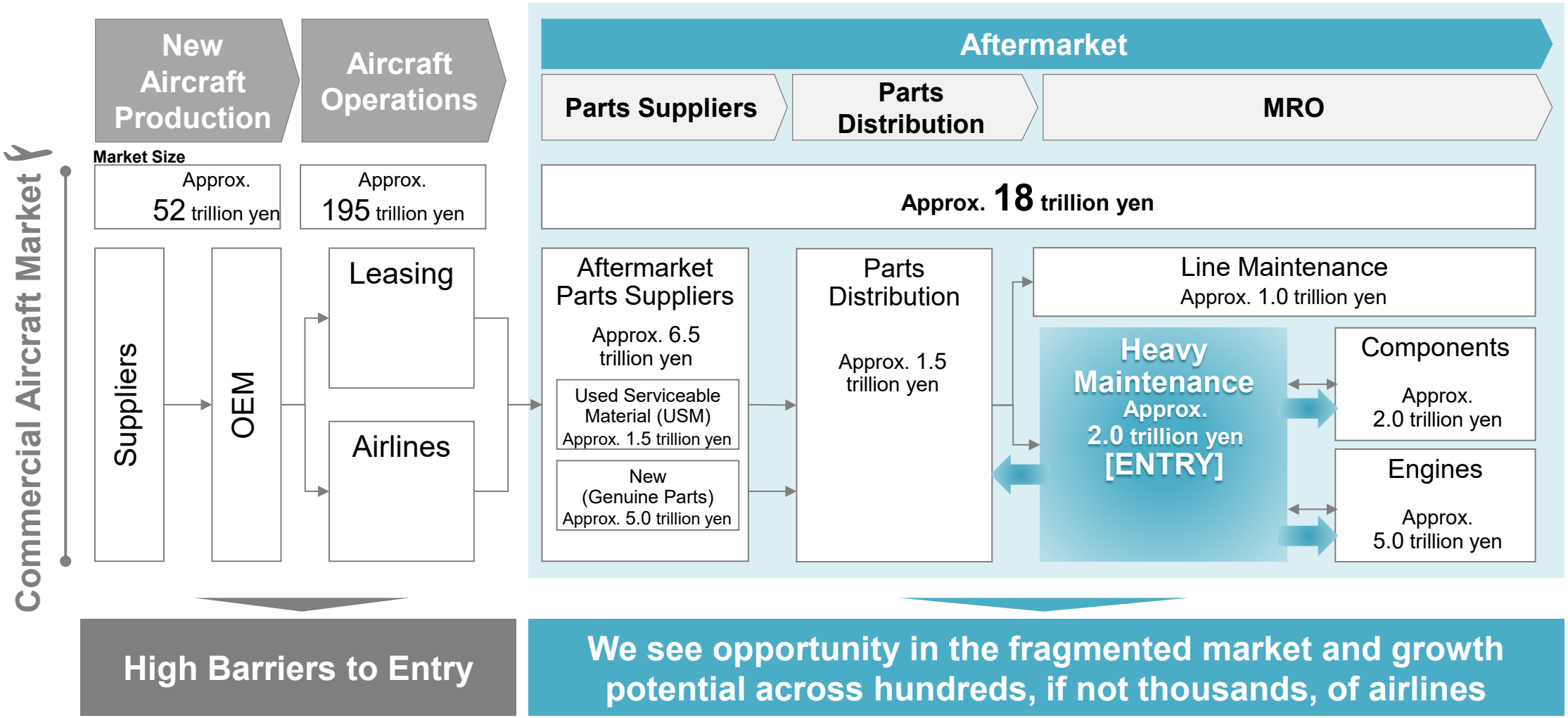
The Power to Produce and Connect in Aviation – Entering the Market

Recognizing the fragmented nature of the aftermarket, we will use our entry into heavy maintenance (MRO) as a foothold for further expansion



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Power to Produce and Connect in Aviation – Entering the Market

As our first initiative in this area, we are entering Vietnam's heavy aircraft maintenance (MRO) business through a joint venture with HAECO and other partners

Market Background

Growing Demand, Supply Falling Behind

- ✓ Vietnam's MRO market is expected to reach approximately 7.4 billion USD by 2030
- ✓ Maintenance capabilities are concentrated in neighboring countries, and domestic capacity in Vietnam is not yet sufficient to meet demand

Project Overview

Participate in operating one of Vietnam's largest heavy aircraft maintenance businesses

- ✓ Total Project Cost: 360 million USD
- ✓ Location and Scale: A site of approximately 20 hectares within Van Don International Airport
  Capable of accommodating four widebody aircraft and two narrowbody aircraft simultaneously
- ✓ Our Role: Advance the alliance business by drawing on our track record in building and operating global supply chains

Schedule

April 2027: Hangar construction to begin; **September 2028: Operations scheduled to commence**

Partners

Four-Company JV

- HAECO
- TOYOTA TSUSHO
- SUN GROUP
- JAPAN AIRLINES





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Our Markets – Changes in Demand and Structure

Changes in demand (where growth will come from) and structural changes (what is changing) are occurring simultaneously, requiring us to address both

Changes in Demand

Overall growth in vehicle production is beginning to plateau, but the outlook varies by region

- Global vehicle sales are **beginning to plateau**
- While the U.S. and Europe are becoming more mature markets, **emerging regions such as Gondwana and ASEAN are expected to continue growing**

Structural Changes

Technology and the competitive landscape are becoming more complex, with no single solution emerging

- [Technology] **Gasoline vehicles, hybrids, and EVs are expected to coexist** for an extended period
- [Competitive Landscape] **The rise of Chinese OEMs and suppliers is reshaping the existing competitive landscape**
- [Complexity] **Changes in trade policy and rising geopolitical risks** are **making supply chain design more complex**

How We Respond

We respond with three capabilities that turn changes in markets, products, and functions into opportunities

- **The ability to identify growth markets by understanding regional differences**
- **The ability to anticipate changes in technology and market players and identify promising products**
- **The ability to untangle complexity and create the functions needed to solve problems**

Our ability to address both demand and structural changes will determine our future growth

Elevating Our Businesses to a Higher Dimension – Expanding through Markets, Products, and Functions

Be the Right ONE

We will drive our next phase of growth along three dimensions: markets, products, and functions

Markets and Regions

Gondwana and ASEAN — Expanding into the next promising markets

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Mobility

Expand airport operations in the Gondwana region

Expand business in Gondwana and ASEAN together with our partners

Automotive

Products

Expand into next-generation mobility areas (mobility and aviation)

Expand in the aviation aftermarket, using heavy maintenance as an entry point

Invest in promising suppliers across both ICE and EV businesses, and increase our involvement in managing those businesses

Functions

From addressing on-site issues to solving management challenges

Expand business by responding to signs of change, such as geopolitical shifts and changes in supplier structures

Deepen our mobility business by addressing management challenges in the supply chain, and extend our capabilities to other industries

WisE

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