



# Data Section

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**P.91** Organizational Chart

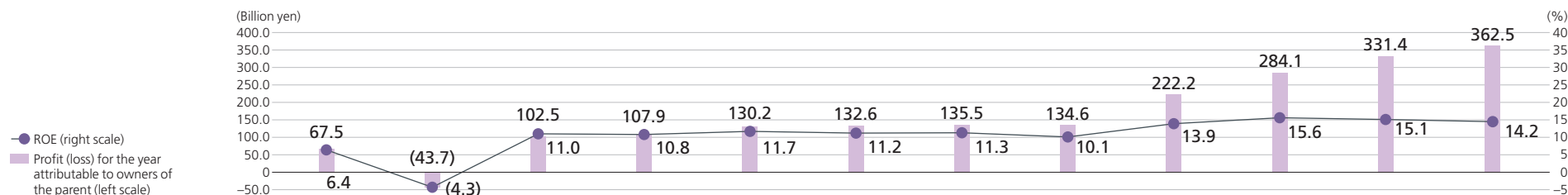
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**P.92** Corporate Data

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# Financial Summary

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



¥149.52=U.S.\$1

	Millions of Yen			Millions of Yen									Thousands of U.S. Dollars
	Japanese GAAP			IFRS									
	2015/3	2016/3	2017/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2025/3
<b>Results of Operations:</b>													
Revenue*1	¥8,663,460	¥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	\$68,950,976
Gross profit	634,572	616,042	578,887	570,872	606,282	638,428	639,885	607,626	759,237	968,846	1,052,374	1,121,124	7,498,154
Selling, general and administrative expenses	465,115	475,742	432,231	411,235	414,042	420,657	430,164	400,086	450,294	532,724	583,702	616,794	4,125,160
Operating profit*1	169,456	140,299	146,656	133,669	182,696	215,197	210,370	213,058	294,141	388,753	441,589	497,174	3,325,133
Share of profit (loss) of investments accounted for using the equity method	4,060	(5,676)	10,254	10,476	11,368	4,336	(2,489)	7,523	20,686	37,205	25,849	16,661	111,429
Profit (loss) for the year attributable to owners of the parent*1	67,571	(43,714)	102,597	107,903	130,228	132,622	135,551	134,602	222,235	284,155	331,444	362,506	2,424,464
<b>Financial Position at Year-End:</b>													
Total assets*1	¥4,533,693	¥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	\$47,200,789
Total equity attributable to owners of the parent*1	1,125,639	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	17,551,277
Total equity*1	1,304,483	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	18,364,386
Net interest-bearing debt	1,233,559	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	6,930,243
<b>Cash Flows:</b>													
Net cash provided by operating activities	¥169,100	¥308,338	¥193,769	¥159,770	¥215,098	¥210,796	¥267,809	¥245,055	¥50,137	¥444,290	¥542,125	¥511,874	\$3,423,448
Net cash used in investing activities	(199,512)	(170,839)	(130,428)	(127,525)	(92,498)	(137,546)	(173,910)	(102,176)	(157,333)	(139,918)	(219,586)	(123,831)	(828,190)
Net cash provided by (used in) financing activities	108,247	(225,202)	(28,343)	5,656	(128,741)	(24,909)	(53,679)	24,073	44,901	(206,671)	(263,253)	(309,037)	(2,066,860)
Cash and cash equivalents at the end of the year	499,157	399,191	430,517	426,208	423,426	465,861	496,372	677,478	653,013	771,613	878,705	951,884	6,366,265

# Financial Summary

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

	Japanese GAAP			IFRS									2025/3 Thousands of U.S. Dollars
	2015/3	2016/3	2017/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	
<b>Per Share:</b>	Yen			Yen									Thousands of U.S. Dollars
Profit for the year attributable to owners of the parent*1													
Basic earnings (losses) per share	¥64.08	(¥41.42)	¥97.19	¥102.21	¥123.36	¥125.63	¥128.42	¥127.52	¥210.54	¥269.19	¥313.98	<b>¥343.40</b>	
Diluted earnings (losses) per share*2	64.03	—	97.19	102.21	—	—	—	—	—	—	—	—	
Cash dividends for the year	18.67	20.67	23.33	23.33	31.33	33.33	36.67	37.33	53.33	67.33	93.33	<b>105.00</b>	
Dividend payout ratio*3	29.1%	—	24.0%	22.8%	25.4%	26.5%	28.6%	29.3%	25.3%	25.0%	29.7%	<b>30.6%</b>	
<b>Financial Measures:</b>													
ROE	6.4%	(4.3%)	11.0%	10.8%	11.7%	11.2%	11.3%	10.1%	13.9%	15.6%	15.1%	<b>14.2%</b>	
ROA	1.6%	(1.0%)	2.5%	2.6%	3.1%	3.0%	3.0%	2.8%	3.9%	4.5%	4.9%	<b>5.1%</b>	
Ratio of equity attributable to owners of the parent*1	24.8%	22.5%	24.0%	24.9%	27.3%	26.9%	26.3%	28.1%	28.2%	30.0%	34.9%	<b>37.2%</b>	
Net debt-equity ratio (Net DER) (times)	1.10	1.24	1.07	1.05	0.86	0.83	0.86	0.68	0.71	0.68	0.48	<b>0.39</b>	
Total shareholder return	—	—	—	—	—	—	—	191.2%	213.7%	243.7%	437.1%	<b>340.1%</b>	
<b>Common Stock:</b>	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	<b>1,062,169</b>	

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 ¥149.52=U.S.\$1, the approximate exchange rate prevailing on March 31, 2025, which was the final business day of financial institutions in the fiscal year ended March 31, 2025.

4. Toyota Tsusho carried out a three-for-one split of its common stock effective July 1, 2024. The "Per Share" and "Common Stock" are the results based on the assumption that the stock split was conducted at the beginning of the fiscal year ended March 31, 2015.

Please see "Notice regarding Implementation of share split, Partial amendments to Articles of Incorporation accompanying share split, and Revision of dividend forecast" for details.

[https://www.toyota-tsusho.com/english/press/upload\\_files/Notice%20regarding%20Implementation%20of%20share%20split%2C%20Partial%20amendments%20to%20Articles%20of%20282%29.pdf](https://www.toyota-tsusho.com/english/press/upload_files/Notice%20regarding%20Implementation%20of%20share%20split%2C%20Partial%20amendments%20to%20Articles%20of%20282%29.pdf)

\*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 equity" corresponds to "Total 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, 2014 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, and 2025 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.



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

## External Evaluation

### Listed in Key ESG Investment Indexes

As of July 2025, Toyota Tsusho is listed in the following key environmental, social, and governance (ESG) investment indexes.



FTSE4Good\*



FTSE Blossom Japan Index\*



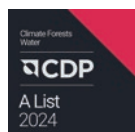
FTSE Blossom Japan Sector Relative Index\*



S&P/JPX Carbon Efficient Index

\* As a result of third-party reviews, Toyota Tsusho Corporation has met the requirements for inclusion in the FTSE4Good Index, FTSE Blossom Japan Index, and FTSE Blossom Japan Sector Relative Index, which are indexes maintained by FTSE Russell (registered trademark of FTSE International Limited and the Frank Russell Company), and is a constituent stock in these indexes. These indexes are widely used in the creation and evaluation of sustainable investment funds and other financial products. Toyota Tsusho received a score of 4.7 out of a possible 5 points in the FTSE Russell ESG Score, which is evaluated taking ESG factors into account based on publicly available information such as the Securities Report, Integrated Report, CDP, and TCFD, and ranked 7th among target companies in terms of score ranking.

### CDP Evaluation Results (2024)



Climate change  
**A**

Forests  
**A**

Water security  
**A**

### Quality Assurances Regarding Environmental Performance Data

The Toyota Tsusho Group has received assurance from Lloyd's Register Quality Assurance Ltd. for its amounts of greenhouse gas emissions, energy use, water consumption, and waste.

### Personnel-related Evaluations



Platinum Kurumin (2020)



Eruboshi (2016)



Next Nadeshiko: Companies Supporting Dual Careers and Co-parenting (2025)



White 500 (2025)



ISO 30414\*

\* In 2022, Toyota Tsusho obtained certification for ISO 30414, the international guideline for disclosure of human capital information. At that time, it was the second company in Asia, including Japan, and the first in the distribution industry to obtain this certification.

### DX-related Evaluations

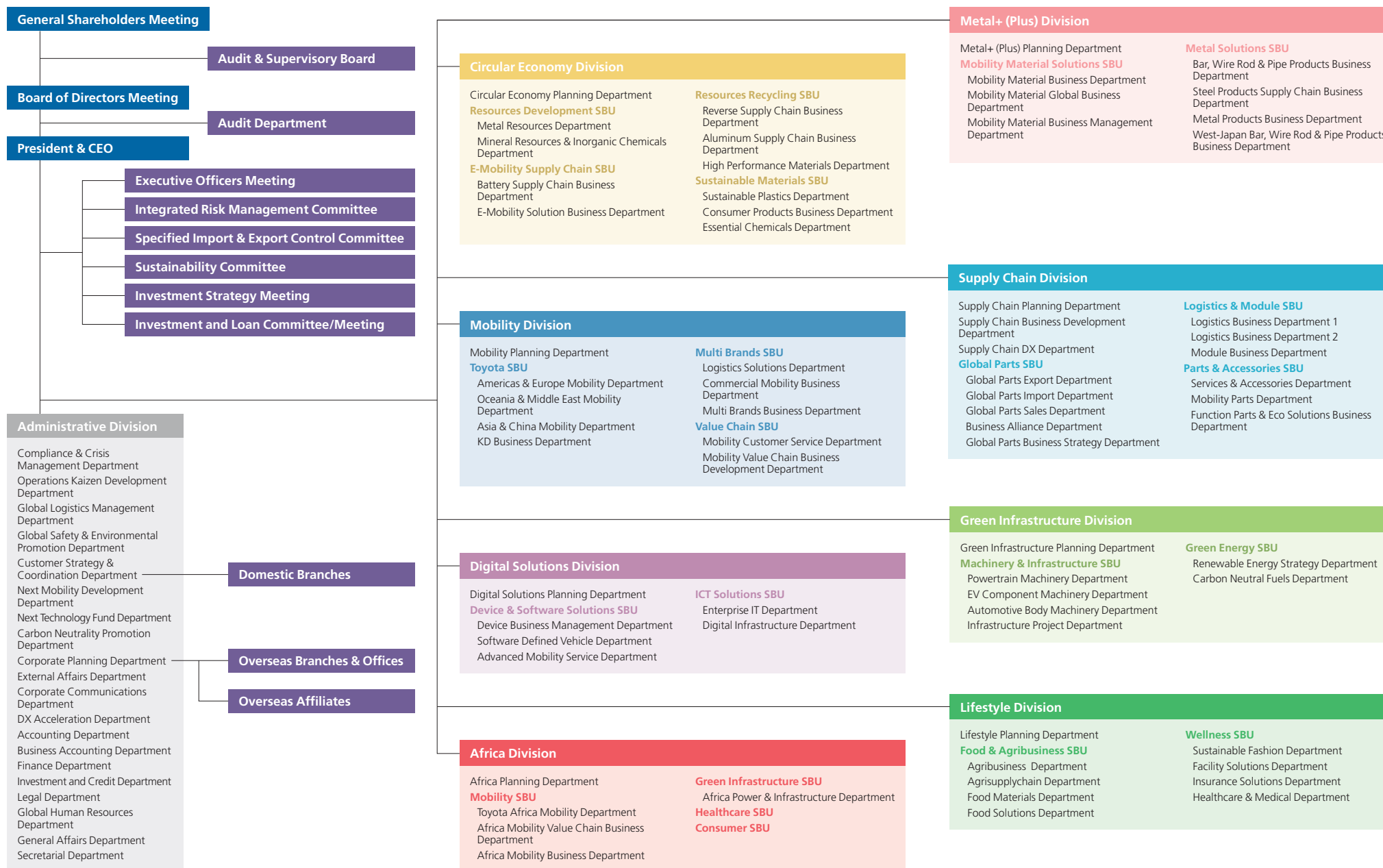


DX Certification (2025)



For more information on external evaluation, please see "External Evaluation" section on Toyota Tsusho's corporate website. <https://www.toyota-tsusho.com/english/sustainability/evaluation.html>

# Organizational Chart (As of April 1, 2025)



## Corporate Data (As of March 31, 2025)

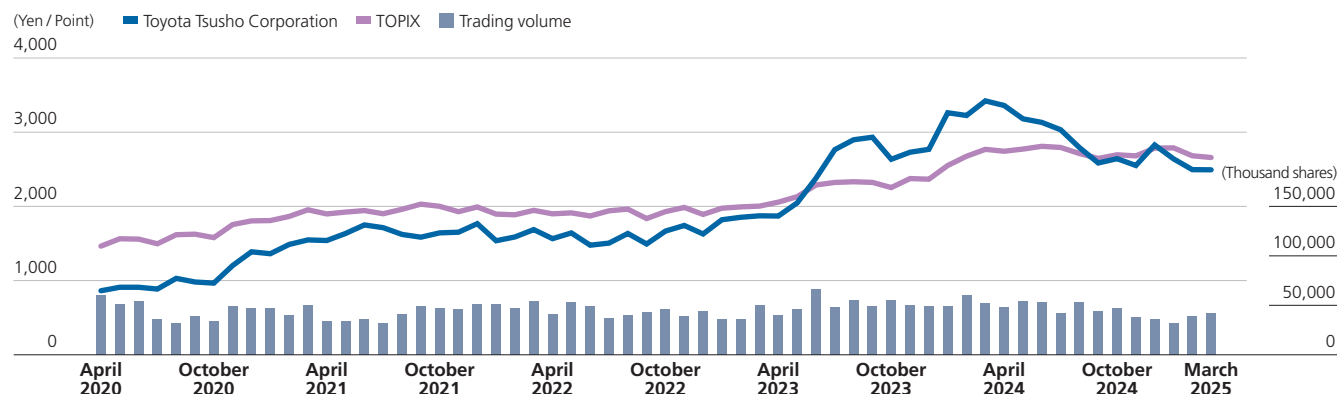
Name	Toyota Tsusho Corporation
Head Office	9-8, Meieki 4-chome, Nakamura-ku, Nagoya 450-8575, Japan
Established	July 1, 1948
Number of Employees	Parent company: 3,251 (Including employees seconded from the company, excluding employees seconded to the company) Consolidated: 69,111
Paid-in Capital	64,936 million yen
Common Stock	Authorized: 3,000,000,000 Issued: 1,056,307,625 (excluding 5,861,923 treasury stock)
Number of Shareholders	78,636
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 (Tokyo) 0120-094-777 (Osaka)
Handling Offices	All branches nationwide of Mitsubishi UFJ Trust and Banking Corporation All branches nationwide of Nomura Securities Co., Ltd.
URL	<a href="https://www.tr.mufg.jp/english/">https://www.tr.mufg.jp/english/</a>

### Major Shareholders

Name	Number of shares (Thousand shares)	Shareholding (%)
Toyota Motor Corporation	229,106	21.69
The Master Trust Bank of Japan, Ltd. (Trust Account)	152,995	14.48
TOYOTA INDUSTRIES CORPORATION	118,095	11.18
Custody Bank of Japan, Ltd. (Trust Account)	63,322	5.99
MUFG Bank, Ltd.	24,295	2.30
JPMorgan Securities Japan Co., Ltd.	13,207	1.25
Sumitomo Mitsui Banking Corporation	12,748	1.21
State Street Bank West Client Treaty 505234	12,572	1.19
State Street Bank and Trust Company 505001	10,872	1.03
Kochi Shinkin Bank	10,860	1.03

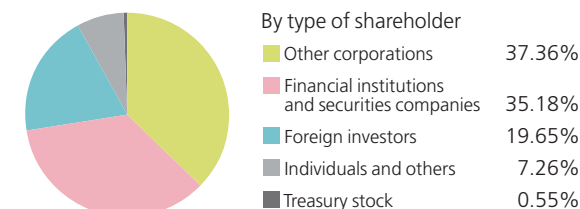
Note: The percentage of shareholding is computed excluding 5,861,923 shares of treasury stock.

### Stock Price Range and Trading Volume



Note: 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.

### 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)	—

#### Editorial Note From the Corporate Communications Department to Readers

Thank you for reading the Integrated Report 2025. In this report, we have systematically summarized the Toyota Tsusho Group's initiatives and information aimed at sustainable corporate value enhancement into five major sections, while also featuring numerous "Topics" that introduce Toyota Tsusho's unique strengths and businesses and initiatives we particularly wish to highlight. In addition, we have included the "Comment" of our partners and employees who demonstrate Gembaity by working closely at the front lines. We hope that this report will serve as a useful reference for our stakeholders to better understand the group's efforts and become a catalyst for dialogue.