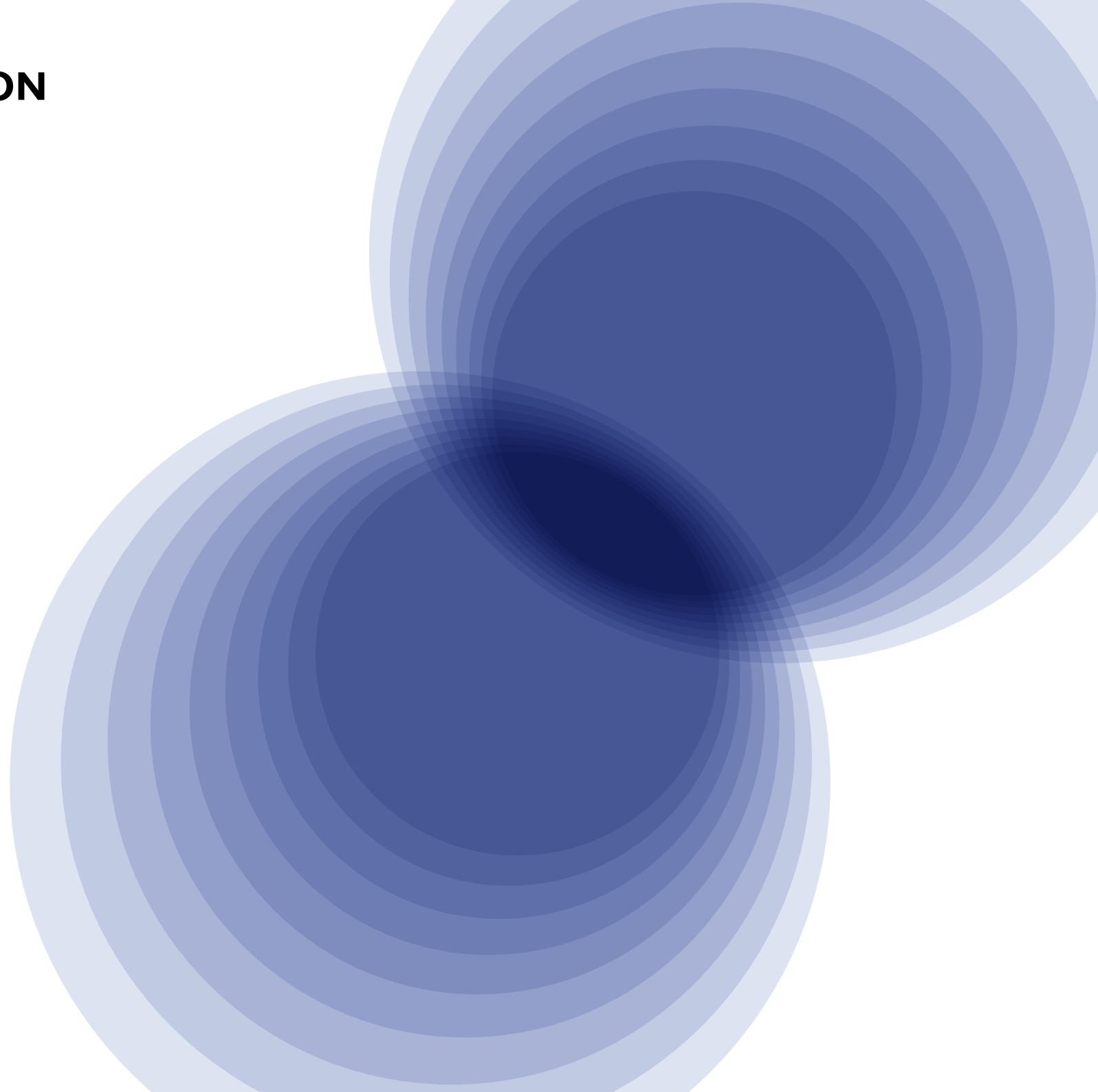


Human Capital Report 2025





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Human Capital Report Structure Guide

In the Human Capital Report, the Company highlights activities aimed at realizing its human capital strategy and maximizing human capital value, setting KPIs for its key focus areas—Corporate Culture, Human Capital Development, Organizational Development, DE&I, and Well-Being / Compliance / Respect for Human Rights—and continuously driving a plan-do-check-act (PDCA) cycle for its human capital strategy.

Our Origins and Vision for the Future

Mission, Vision and Values

Value Creation Model

Human Capital Strategy

We introduce the Toyota Tsusho Group’s Mission, Vision, and Values, along with our Value Creation Model and human capital strategy aimed at cultivating talent that drives sustainable growth.

Human Capital Strategy Initiatives and Metrics

Human capital development		Organizational dynamism	
<div>Corporate Culture</div> <div>The penetration of DNA through 70,000 people</div> <div>We highlight initiatives to cultivate a corporate culture rooted in autonomy, a strong spirit of challenge, and open communication—by inheriting and evolving the “Toyota Tsusho DNA,” our core values and guiding principles cherished since our founding.</div>	<div>Human Capital Development</div> <div>The challenges at Gemba that cultivate individual aspiration and determination</div> <div>We highlight our growth cycle that empowers each employee to develop autonomously, along with our initiatives to cultivate talent who can thrive globally and across divisions—distinctive strengths of our organization.</div>	<div>Organizational Development</div> <div>Creating a culture that promotes mutual engagement</div> <div>We highlight our initiatives to strengthen “vertical, horizontal, and diagonal” relationships through organizational development—one of Toyota Tsusho’s key strengths.</div>	<div>DE&I</div> <div>Establishing a space that embraces diverse identities</div> <div>We highlight our initiatives to advance DE&I—a key source of value for the Toyota Tsusho Group—by fostering an environment where diverse talent can thrive.</div>

Foundations of Human Capital Management

<div>Well-being, Compliance, Respect for Human Rights, and Global HR Unit</div>	We highlight our initiatives focused on strengthening the foundational pillars of our operations—well-being, compliance, and respect for human rights—which form the cornerstone of everything we do and global HR unit.
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<div>List of Metrics</div>	We provide a comprehensive overview of our disclosures based on the indicators specified in ISO 30414.
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At a Glance

About
Toyota Tsusho




Number of employees

Standalone*

3,251

Consolidated

Approximately 70,000




Number of countries of operation

Approximately


130 countries

*Includes employees seconded out; excludes employees seconded in from other companies.

Strong Individuals




Providing Opportunities to Unlock Individual Potential



Overseas assignment rate within the first eight years of employment


77.5%



Internal mobility rate


33.1%

* Internal mobility rate across regions and functions



Average training hours per employee

35.8 hours/year




Total cost of talent development and training programs

650 million yen

200,000 yen per employee

Global Leadership Development



Cumulative number of participants in selected leadership development programs

Global advanced leadership program


193 participants

Leadership development program

385 participants

CEO essentials program

122 participants



Development of managers aligned with the new management style


Hybrid communication program

478 participants


Line manager participation rate

67.5%

Strong Organization




Enhancing Engagement



Coverage rate of engagement survey

91.3%




Voluntary turnover rate

2.1%


*Target: Toyota Tsusho (non-consolidated) + overseas affiliates

Promotion of DE&I



Percentage of female employees

29.3%




Childcare and related leave acquisition rate

102.3%

Of which, male

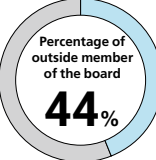
96.4%



Percentage of female employees in managerial positions

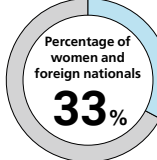
9.5%

Member of the Board (9 members)



Percentage of outside member of the board

44%



Percentage of women and foreign nationals

33%

*As of April 2025

(As of the end of March 2025)

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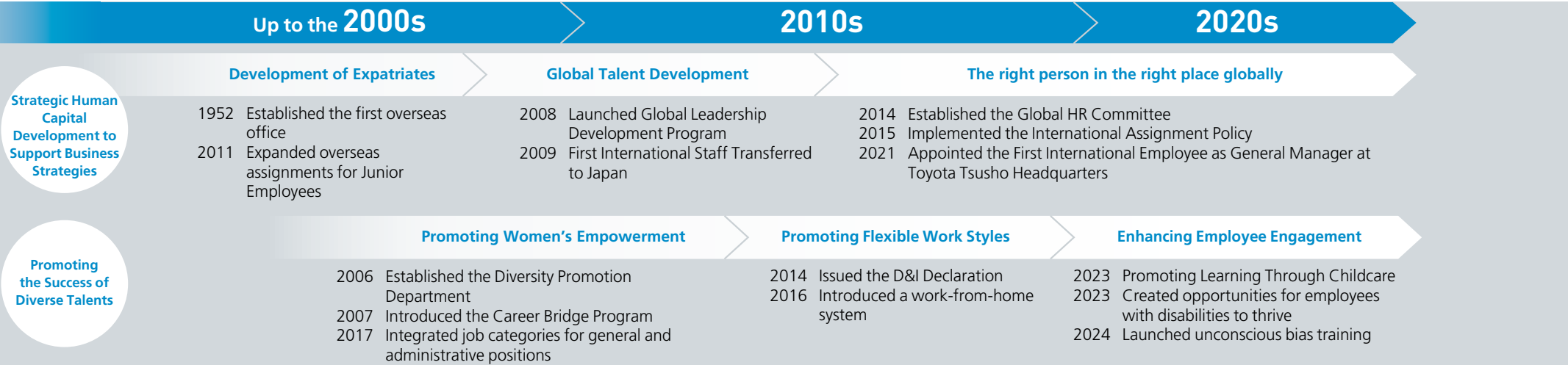
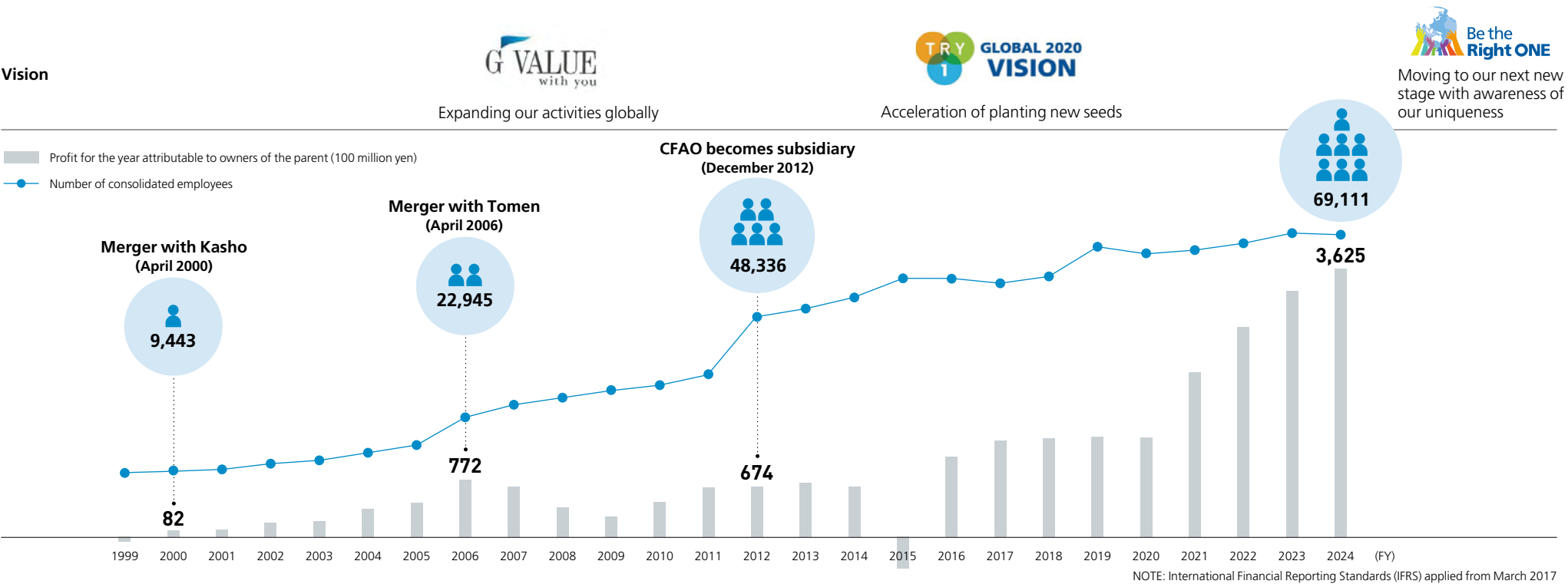
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Connecting Business Growth with Human Capital Strategy



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Lifestyle Division
Healthcare & Medical
Department

Tae Sugahara

Joined TTC in 2019.
Responsible for managing
operations at Sakra World
Hospital, a leading general
hospital in India; and overseeing
the construction project of its
second facility.

Africa Division
Africa Planning
Department

Nobuaki Furusaki

Joined TTC in 2015.
Leads new business development in
Africa. In 2024, managed a hygiene
product distribution project in
Kenya, and will be stationed in
Nigeria starting June 2025.

CHRO

Makiko Hamase

Joined TTC in June 2019 as Chief
Human Resources Officer (CHRO).
Has served on committees for the
Ministry of Economy, Trade and
Industry, other agencies,
organizations, and university boards.

Supply Chain Division
Global Parts Export
Department

Kahori Jin

Joined TTC in 2012. Transitioned
from regional to global employee
and completed an overseas
assignment in Thailand. Currently
seconded to Toyotsu Logistics Service
as Manager of the Asia Oceania
Group 1.

CHRO × Employee Roundtable

Employee Initiatives Drive Our Company Forward

At Toyota Tsusho, our people pursue personal goals and embody “Be the Right ONE” through continuous challenges. Three promising employees with hands-on global experience joined the CHRO to discuss their journeys and achievements.

Attracted by Dynamic Work and the Warmth of Our People

Hamase With so many trading companies to choose from, what made you decide to join Toyota Tsusho?

Sugawara I have always enjoyed building relationships with people, and one of my key criteria when choosing a company was the opportunity to work directly on-site and engage with others. What ultimately convinced me to join Toyota Tsusho was seeing how our senior colleagues genuinely embody a “gemba-oriented” mindset. I felt that this was the place where I could make the most of my strengths.

Furusaki I also felt that many people here genuinely care about others. One moment that left a lasting impression on me was

when, on my way to the final interview, an employee I happened to share the elevator with kindly said, “Good luck!” That genuine warmth deeply touched me and became a key reason I chose this company.

Jin I felt the same. During my interview, thoughtful questions helped me open up. When I shared my dedication to lacrosse, the interviewer praised my efforts, and I was moved to tears. I believe no other company makes such a sincere effort to truly understand people.

Hamase Hearing that reaffirmed my belief

that people are truly the driving force behind value creation at Toyota Tsusho. I believe this is why our customers say, “We want to work with Toyota Tsusho” or “We want to work with you.” This is where our true value lies. From a business perspective, what aspects of the company attracted you to join?

Sugawara I was attracted by the opportunity to be involved in dynamic projects that create entirely new services from scratch, leveraging substantial resources to build new worlds. In fact, I am now working on a global scale and

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enjoy my work so much that I often feel this is the peak of my life.

Furusaki Toyota Tsusho’s business goes beyond automotive, offering diverse experiences and broad career opportunities. When I joined about ten years ago, the company was expanding into non-automotive fields. Hearing senior employees then, I felt a strong commitment to creating new value, unlike other trading companies. The new business I’m involved in now reflects that spirit.

Jin For me, it was quite the opposite. Being from Aichi Prefecture and a car enthusiast, I specifically wanted to be involved in a business that places automobiles at its core. Although I was initially hired as administrative staff supporting general-track employees, what convinced me to join was learning that I would have opportunities to travel abroad and take initiative, rather than being limited to routine tasks.



Hamase Did the work you experienced after joining the company match your expectations?

Jin It exceeded my expectations. In my second year, I traveled alone to the U.S. and Mexico, and in my third and fourth years, I made several trips to China. There, I gained experience negotiating and eventually managed the entire sales process myself. Early overseas trips motivated me to pursue a Global Employee role, which I achieved. I fulfilled my dream by being stationed in Thailand for five years. Since returning to Japan, I’ve held a managerial position and continue to grow personally and professionally.

Hamase I take great pride and joy in hearing stories like these—how each of you chose Toyota Tsusho for the unique experiences it offers, and how you continue to enjoy your work while growing both personally and professionally.

Overcoming Challenges and Transforming Experience into Strength

Hamase Since joining the company, you have gained a wealth of experience. Was there a specific challenge that served as a turning point in your personal growth?

Sugawara One of the greatest challenges I have faced so far was working as an overseas trainee involved in hospital operations at Sakra World Hospital in India, operated by Toyota Tsusho. Because a hospital is a highly specialized organization,

there was no well-established system to support trainees. Some local Indian staff even questioned why a trainee was assigned there and whether I had any knowledge of healthcare. The staff communicated in Hindi, which I did not understand, and there were no senior Japanese colleagues in my department to turn to for advice. I had to independently handle unfamiliar tasks—such as quality control operations—without support, which made the experience particularly challenging.



Hamase I admired how you kept working with a smile on your face, but I wasn’t aware of the difficulties you faced behind the scenes. How did you manage to overcome those challenges?

Sugawara I realized that I was the only one who could change the situation. With that mindset, I proactively studied even the specialized areas of healthcare. I also started reaching out to the staff in Hindi, asking them to teach me. Gradually, I earned their trust, and by the time I returned to Japan, they told me, “Please don’t leave.

Furusaki Being seconded means entering a different culture, so fully integrating and engaging with the community is crucial—even within Japan. When I was seconded to an automaker as a project manager, I initially struggled to bridge the gap between sales and engineers. Through ongoing communication, I gained their trust, and completing the project together was unforgettable. That team-building experience during secondment has greatly influenced how I approach new business development in Africa today.

Jin My turning point came in my second year when I was solely responsible for delivering large imported parts daily to an automaker’s prototype department. To meet their tight deadlines, I coordinated extensively with plants in the U.S. and Mexico. Despite the pressure, I kept pushing with the mindset, “I won’t give up.” One day, a senior colleague encouraged me, saying, “You managed this alone and generated hundreds of millions of yen in a month. That’s rare. If it gets tough, reach out—keep going.” That moment made me realize how my work directly contributed to the company’s growth.

Hamase Did that experience influence your work afterward?

Jin Yes, it did. At that time, one of the challenges I faced was spending a significant amount of time responding to customer requests. During my business

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trips to the U.S. and Mexico, I worked on streamlining the workflow and standardizing processes. Since then, I have been able to clearly communicate what can and cannot be done, which has led to a significant reduction in response time.

Hamase ■ That is truly inspiring. Listening to your story reinforces my belief that being entrusted with responsibility early on is one of the essential factors for growth. Although the challenges may be significant, having real ownership motivates you to think independently and proactively drive the business toward success.



Sugawara ■ I feel the same way. During my time at Sakra World Hospital, I didn't blame the environment—I faced the challenges head-on. Being placed in a situation where I had no one to rely on allowed me to develop the resilience to overcome obstacles. That experience became a defining success, giving me the confidence to face whatever comes my way without hesitation.

Hamase ■ Each of you has faced difficult

challenges without giving up, putting forth your best effort until the very end. Seeing you pursue truly unique work in your own way, I can clearly see how you embody the spirit of “Be the Right ONE.”

Stretch Assignments in Early Career That Accelerate Growth

Hamase ■ At Toyota Tsusho, we offer young employees opportunities to take on stretch assignments early in their careers. Looking back, how do you reflect on those experiences?

Furusaki ■ Taking on new challenges early in my career has been very stimulating. For example, in Africa, I saw how different the environment is from Japan. Many there have a strong entrepreneurial spirit and clear communication, motivating us to improve. These diverse experiences, both domestic and international, have accelerated my growth beyond what I imagined as a student. The work pace here is much more dynamic than I expected at a trading company.



Jin ■ It also boosts motivation. On my second-year trips to the U.S. and Mexico, I was anxious due to my weak English and wondered why my supervisor didn't come. But after overcoming that, I felt motivated to take on new projects and visit new places. Now as a manager, I want my team to have similar experiences. I've set a goal for everyone to go on overseas trips and encouraged them to choose challenges they want to pursue.

Hamase ■ I believe this is a unique aspect of Toyota Tsusho—every department has senior colleagues and supervisors who are eager to provide valuable experiences to their juniors. Sending young employees alone on overseas business trips or assignments reflects our strong desire for them to use these opportunities as a catalyst for their growth.

Furusaki ■ I feel the same. In my fourth year, my supervisor gave me a tough task during an overseas trip: meet the client, discuss thoroughly, and finalize the contract including the business plan. I felt overwhelmed on the plane, thinking, “What have I gotten into?” But looking back, it was invaluable. I'm grateful for a manager who trusted me early in my career.

Sugawara ■ I had a similar experience. After returning from India, my supervisor said, “Your expression and speech have changed,” which showed me how much I'd grown. Before, I thought good work meant

delivering exactly what my supervisor asked at 120% quality and quantity. But overseas, I learned that outputs different from the original plan can also be valuable. Though instructed to improve medical operations, I found issues in the Quality Control department and proposed initiatives for hospital business expansion. My manager agreed, and I realized true value comes from work done through your own initiative.



Hamase ■ When new employees ask how to approach work, I tell them to “give 120%.” That means adding value—putting yourself in others' shoes, understanding true needs, and doing work only you can do. Ms. Sugawara, you likely considered both your supervisor's goals and what Sakra World Hospital truly needed, then acted accordingly.

Sugawara ■ Yes. I've learned that even if my approach differs from my supervisor's, as long as we share the goal and I explain my reasoning clearly and follow through, my ideas are recognized. Now, I confidently

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propose the best solutions. As we launch the second hospital, I proactively suggest action plans for medical quality and staff assignments.

Hamase ■ By completing your current work, you gain insight into what needs to be done next. When you use your own creativity and energy to generate continuous value—and even plant the seeds for the next steps yourself—work becomes even more rewarding and exciting.

In Uncharted Business Ventures, “Gembality” on the Front Lines Is Essential

Hamase ■ Mr. Furusaki, what key lessons have you learned through your experience in new business development?

Furusaki ■ A key lesson in new business development is that conventional rules often don’t apply—there’s always more to learn. In 2024, I worked on a project in Kenya to locally produce and sell sanitary products for women, collaborating with Unicharm. I learned a lot from their approach.



Unicharm representatives visited the market themselves to see people’s lives and challenges firsthand before proposing product ideas. This showed me that no matter how much you think, you can’t create truly fitting products without seeing the reality yourself.

Hamase ■ Building a business not just on theory but grounded in what you see and hear on the ground perfectly embodies the “Gembality” at the core of Toyota Tsusho’s DNA.

Furusaki ■ Yes. I learned the importance of truly seeing the customers who use our products. I believe this approach should be emulated, and I’m applying it at our Africa division. In short, it’s “market-in,” but the concept only resonates after firsthand experience. That experience gave me a clear understanding and changed how I act.

Hamase ■ What stands out is that none of you work out of obligation or pressure. You base decisions on what you’ve personally seen and heard, which keeps you motivated. Ultimately, true energy comes from being on the ground.

Equal Opportunities for Young Talent, Regardless of Gender

Hamase ■ From the perspective of promoting women’s active participation,

how do you view the environment at Toyota Tsusho?

Sugawara ■ I truly appreciate that people around me treat everyone equally, regardless of gender. What’s even more encouraging is that every department has role models who are already making a strong impact. For me, there is a senior colleague who inspires me and keeps my motivation high. Thanks to the path they have paved, I am able to move forward confidently and without hesitation. How about you, Ms. Jin?



Jin ■ I believe our workplace offers ample challenges regardless of gender. Even in male-dominated settings where I might be the only woman, I’m fully responsible for projects from start to finish. For overseas assignments, while personal circumstances matter, our HR provides strong support, enabling women from diverse backgrounds to have equal opportunities abroad.

Hamase ■ I believe the ideal is a company offering fair opportunities and individuals

having the courage to seize them.

Considering life events like childbirth, timing matters. That’s why I hope all employees, regardless of gender, gain overseas experience as early as possible. Having international experience within the first eight years builds confidence, eases return after life events, and fosters better understanding between men and women.

Jin ■ From my own experience, I can say that gaining international exposure early in one’s career is incredibly important. I want to fully enjoy my current work, and if my next challenge takes me overseas, I am eager to embrace it. As my life stage changes, I remain optimistic thanks to the company’s proactive efforts to reduce barriers to overseas assignments through its policies and support systems.

Hamase ■ Lifestyles and values are becoming more diverse—some women take overseas assignments with their families, and more men take parental leave. Everyone’s life path and growth milestones differ. Our policies aim to create an environment where everyone can perform at their best.



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We are committed to developing new policies and quickly revising those that no longer fit changing needs.

Combining Individual Strengths to Create Greater Team Value

Hamase ■ What challenges would you like to take on in the future, and what kind of career path are you aiming for?



Jin ■ Honestly, I don't have a clear vision for my future. I enjoy both frontline work with customers and leading my team, and until recently, I was unsure which path to take. Joining the Women's Mentoring Program helped. My mentor advised me to "choose the path that excites you now," showing me it's okay not to have all the answers. Now, I embrace each opportunity and find joy in my work, hoping to look back and say, "That was a life well lived."

Sugawara ■ I also strive to choose a path that allows me to be proud of who I am.

Put simply, if I were to give up or avoid challenges, I don't think I could truly respect myself. That's why I am committed to pushing forward with a mindset of always seeing things through and never backing down—regardless of the stage of life or career I'm in.

Hamase ■ Ms. Sugawara, what challenges are you looking forward to taking on next?

Sugawara ■ I want to discover the unique value that only I can create. While there are many talented people in my department, I believe there are still areas where I truly stand out. By honing these strengths, I can embody "Be the Right ONE" and make meaningful contributions to my team. My next challenge is to develop one or two strengths that make people say, "Only you could have done this."

Furusaki ■ I feel the same. My goal is to develop unique strengths no one else can replicate. Currently, I'm working on a new business in Africa. Guided by "WITH AFRICA FOR AFRICA," I engage directly with customers to deliver products and services that truly benefit local communities. Ideally, my contributions will also support Japan's national interests.

Hamase ■ That's inspiring. The era of simply developing talent or hiring high performers for leadership is over. Now, what matters is each person pursuing what they love, identifying unique strengths, and combining them as a team to exceed

expectations. An organization that does this is the strongest. I believe Toyota Tsusho is exactly that kind of organization.

Furusaki ■ There are many things we cannot accomplish alone, so I strongly believe that team building is essential. Even now, I collaborate across departments, engaging with a diverse



range of colleagues to uncover new business opportunities. I aim to find many like-minded partners who share a passion for new business creation, and together, harnessing the power of teamwork, bring ambitious projects to fruition.

Hamase ■ What do you believe is the key to building an effective team?

Furusaki ■ I believe in embracing Toyota Tsusho's spirit of working cheerfully, enjoyably, and energetically. It's about connecting with people, having fun, and delivering solid results. This makes Toyota Tsusho unique, and I strive to embody that spirit. As I prepare for my overseas assignment in Nigeria, I look forward to building relationships and enjoying the experience.



Hamase ■ I look forward to what you will accomplish. I often say, "Toyota Tsusho's business depends entirely on its people," and it's not just a slogan. Clients and partners frequently tell me, "Toyota Tsusho employees are energetic, sincere, and reliable people." This reassures me that our 70,000 employees in 130 countries are doing excellent work, which makes me proud. Hearing your stories today fills me with confidence, excitement, and energy for the future. Thank you all.

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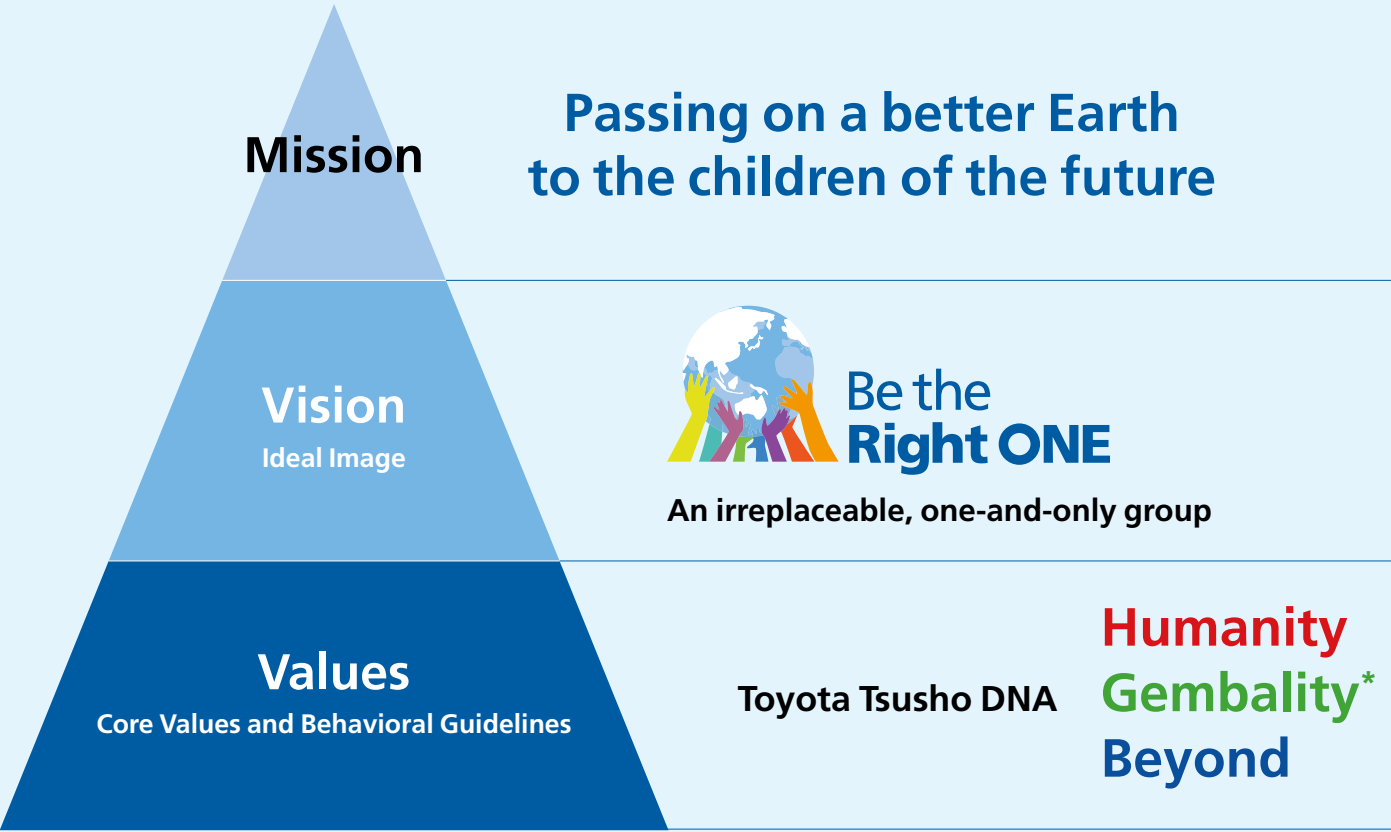
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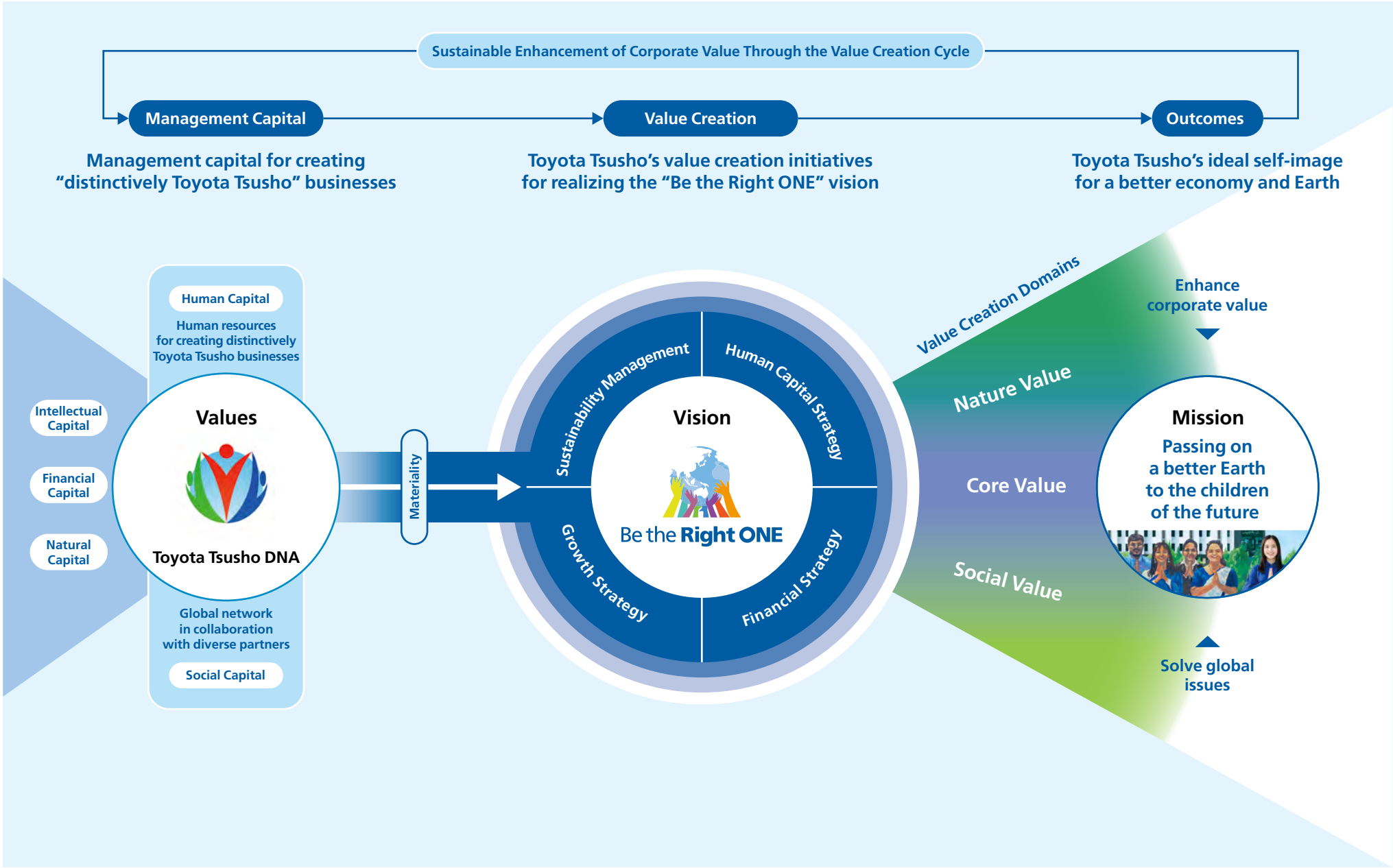
The Toyota Tsusho Group is committed to its “Be the Right ONE” vision (a one-and-only presence) and its mission of “Passing on a better Earth to the children of the future.” To this end, each and every employee seeks to awaken the Toyota Tsusho DNA passed down over time.



* Gembality: Combination of “Gemba” [Gemba = “Genchi” (on-site) + “Genbutsu” (hands-on)] + “reality”

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Value Creation Model



For more information on value creation model, please refer to integrated report.

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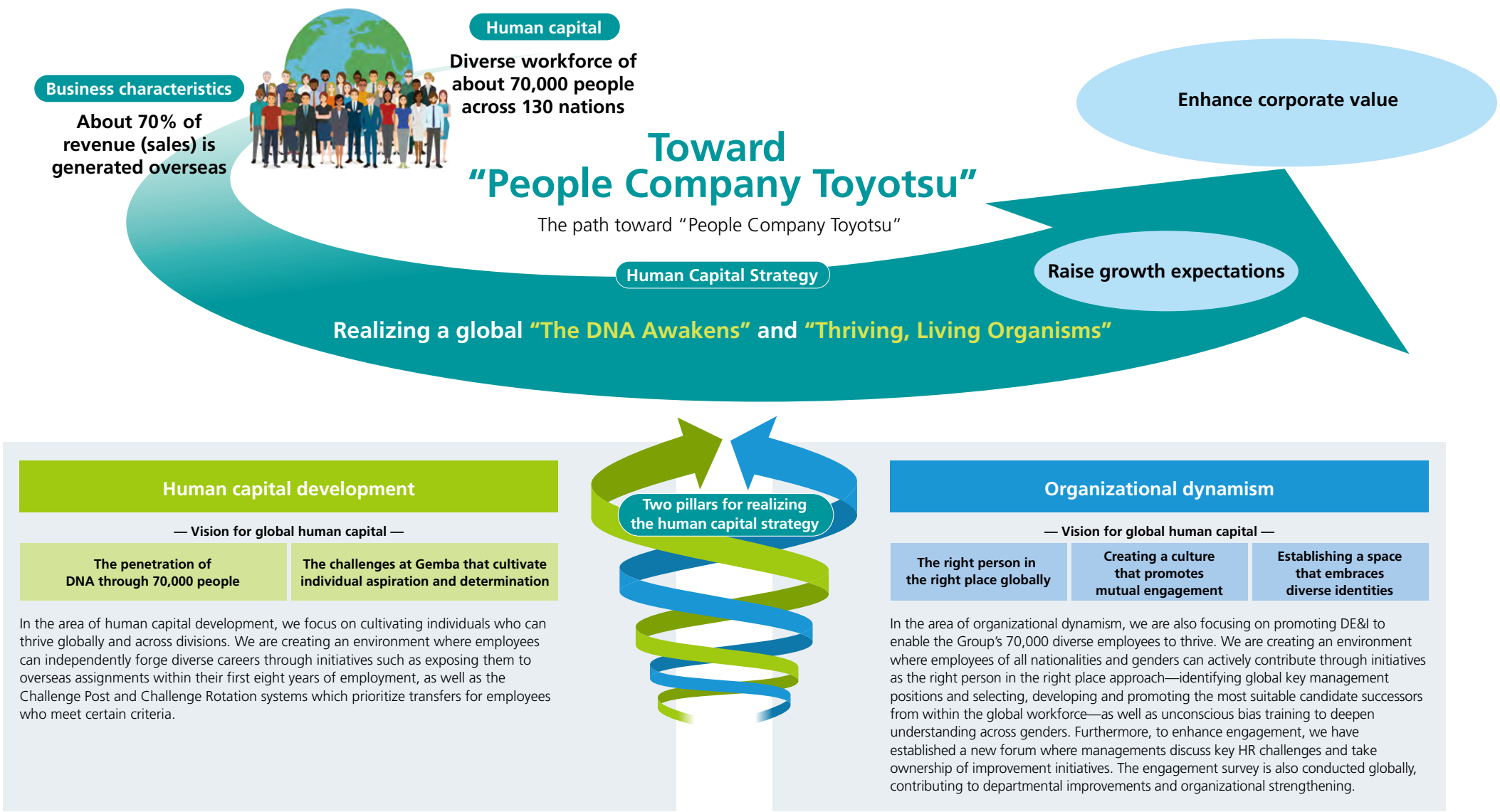
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Human Capital Strategy

Under its Mid-Term Business Plan (fiscal years ending March 31, 2026 through March 31, 2028), Toyota Tsusho has set a vision of becoming a “uniquely competitive” general trading company, and to achieve this, it has adopted a human capital strategy of realizing a global “The DNA Awakens” and “Thriving, Living Organisms.” Keys to executing this human capital strategy are “human capital development” and “organizational dynamism.” By supporting the growth and active engagement of each of its global workforce of 70,000 highly diverse employees, the Company will cultivate human capital capable of generating businesses unique to Toyota Tsusho.



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Corporate Culture — The penetration of DNA through 70,000 people

Toyota Tsusho DNA

Since 2000, Toyota Tsusho has grown significantly through mergers with Kasho and Tomen and acquiring CFAO as a subsidiary. Our workforce has also expanded and diversified. To respond to this, in 2023 we launched a project to foster ongoing dialogue between project members and management, aiming to pass on and evolve the unique traits that define Toyota Tsusho—our source of strength—to global and next-generation employees. In 2024, we formally established the “Toyota Tsusho DNA.”

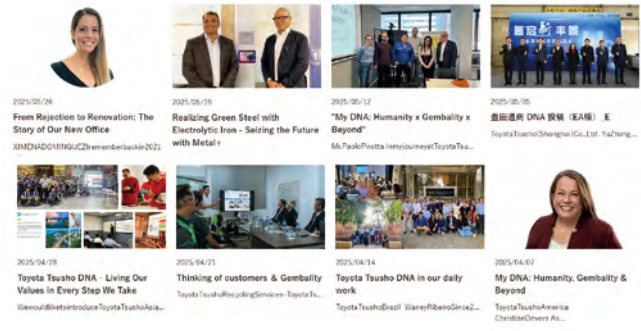
To instill Toyota Tsusho DNA globally, we have created multiple touchpoints with employees. We developed internal introduction and briefing videos and distributed leaflets not only in Japanese and English but also in local languages, ensuring all employees understand what Toyota Tsusho DNA represents. We also organize workshops and have launched a website where employees worldwide share personal experiences related to Toyota Tsusho DNA. These initiatives help employees visualize and embody its spirit in daily work.



Instilling Toyota Tsusho DNA into on-site employees



Distribution of Toyota Tsusho DNA Leaflets in Local Languages



Sharing DNA Stories Globally

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Corporate Culture — The penetration of DNA through 70,000 people

Engagement

To realize our vision of “People Company Toyota,” we believe it is essential to unlock employees’ potential and foster an environment where every individual can work with a strong sense of purpose and fulfillment.

The engagement survey is currently deployed at major global sites, covering 91% of key locations across 40 countries. To drive engagement improvements, each site analyzes the survey results at the organizational level (department/group) and facilitates dialogue sessions with on-site employees. These discussions help uncover the underlying thoughts and challenges behind the survey findings, enabling targeted improvements at the workplace.

Improving engagement requires trust in organizational leadership, expanded opportunities for personal growth, and the creation of a supportive work environment. To support this, we have established a “Practical Dojo for Organizational Development,” where we conduct workshops to equip both supervisors and their teams with effective organizational development techniques.

We regard improving employee engagement as one of our top management priorities. To this end, we facilitate a clear understanding of the current engagement status and foster in-depth discussions during the executive strategy meeting, where all executives gather to focus on this topic. Each executive is encouraged to take personal ownership and actively drive engagement improvements within their respective organizations.

KPI / Result

Coverage rate of engagement survey for Toyota Tsusho (non-consolidated) + overseas affiliates

(FY2024 result)

91.3%



Discussion at executive review meeting

Practical Dojo for Organizational Development

~What is the Practical Dojo for Organizational Development?~

For details, please refer to Organizational Development (P. 23–24) ➡

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Human Capital Development — The challenges at Gemba that cultivate individual aspiration and determination

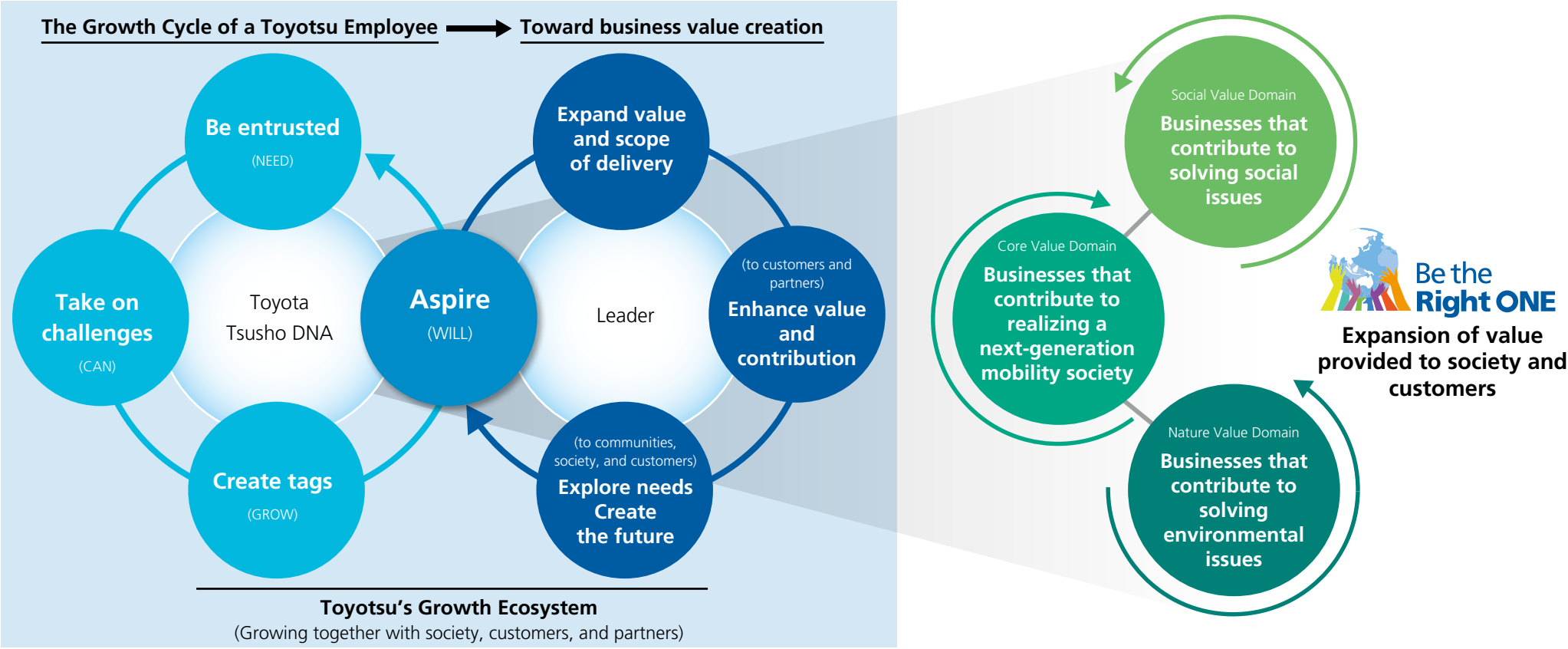
Toyotsu's Growth Ecosystem

In today's rapidly changing business environment, creating value in the business domains we aim to expand—such as addressing social and environmental challenges—requires our employees to continuously pursue new growth. The “Toyotsu’s Growth Ecosystem” is a framework that accelerates organizational and corporate growth by harnessing the individual development of each employee, grounded in the Toyota Tsusho DNA and learning agility, ultimately delivering value to our customers and society.

Employees tackle customer challenges firsthand on-site, cultivating their own unique “tags” through practical experience. This process sparks new aspirations—what they aim to achieve next or how they want to contribute to solving social issues—and creates opportunities for them to take on new roles and responsibilities.

Growth beyond grade and age is fostered through initiative and challenge. “The Growth Cycle of a Toyotsu Employee” models these growth processes and serves as the foundation of our talent development framework.

Through this Growth Ecosystem, Toyota Tsusho drives the creation of future business value and contributes to building a better society.



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Human Capital Development — Aspire (WILL)

Purpose and Policy of Career Development

Taking ownership of one’s career contributes to personal growth, and the degree to which employees can envision realizing their careers at Toyota Tsusho influences engagement scores. To foster a mindset of career self-reliance across all employees, we offer various initiatives to encourage them to reflect on their careers.

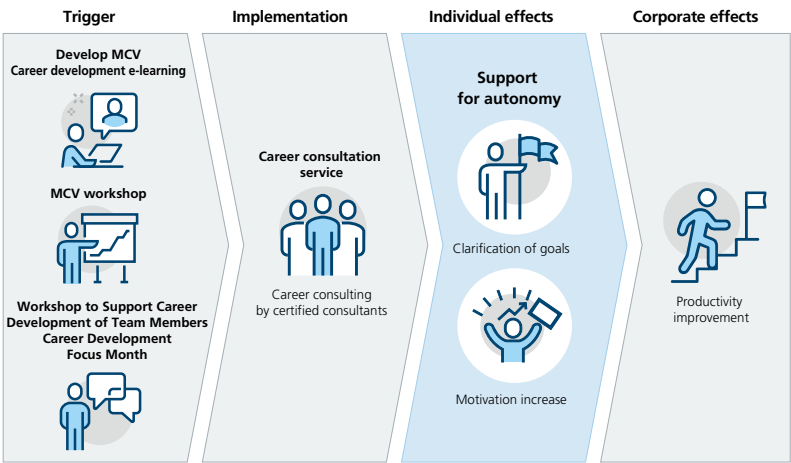
My Career Vision (MCV)/My Career Vision Workshop

At our company, we have a system called My Career Vision (MCV), where employees work with their supervisors in annual interviews to set and pursue their career goals. For those who find it challenging to develop their MCV or feel uncertain about it, we also offer workshops that support self-reflection, clarify company expectations, and help envision future possibilities.

Career Development Focus Month

To provide a relaxed and approachable opportunity for employees to think about their careers, we have designated a Career Development Focus Month. During this time, we offer workshops including keynote speeches by renowned speakers, career exploration through games, and generation-specific sessions.

Overall Flow and Expected Effects of Career Consulting



Career Development E-Learning KPI / Result

We provide e-learning courses accessible to all employees at any time. Additionally, we offer e-learning programs for supervisors to support the career development of their team members.

Career e-learning participation rate
(FY2024 result) **90.3%**

Workshop to Support Career Development of Team Members

We conduct workshops for supervisors—who play a significant role in their team members’ career development—to encourage reflection on the types of support and engagement that positively impact career growth.

Career Consultation Service

We offer a consultation service where employees can easily talk with internal or external career consultants anytime. Employees can ask about any topic they like.

Easily accessible career consultation

All of our team members who handle employee consultations are certified career consultants. Beyond having the necessary skills, we regularly hold study sessions with external instructors to continuously improve our interview techniques and provide empathetic support to employees. We understand that when work gets busy, it’s easy to put career planning on the back burner. Rather than focusing solely on career development, we encourage employees to start small—such as organizing their current tasks or personal life—to gradually broaden their perspective. We aim to raise awareness of this service as a comfortable and approachable space where employees can casually reflect on training or simply take a short mental break.



Hideya Doi (right)
Toyota Human Resources Corporation
* With team member Ms. Iwata

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Human Capital Development — Aspire (WILL)

GALP(Global Advanced Leadership Program)

With the goal of developing global business leaders who pioneer the future, possessing a high-level global perspective and the ability to leverage diverse individuality, this six-month program is conducted in partnership with top overseas business schools. Selected next-generation management candidates from around the world engage in discussions on our company’s purpose and ideal image in the global market, as well as their own leadership.

Furthermore, we also aim to maintain and expand the global network among employees by continuously setting up opportunities for interaction as “alumni activities” for former participants.

GALP Program Overview

Objectives			Examples of Our Initiatives	
1	Experience The World	Cutting-edge strategy and innovation	Mega Trend & Innovation	Group Action Learning
		Diversity	Dialogue with management Team building	
		Curiosity	Liberal arts	
2	Embrace the Company	Toyota Tsusho DNA	TTC History	Individual Action Learning
		TTC Global Strategy and Issues	Dialogue with Executives	
3	Encounter Yourself	Greater Cause	Dialogue with management Coaching	
		Leadership	Assessment & Coaching	



GALP session in France

KPI / Results

Number of GALP Program Graduates (Cumulative total from FY2013 to FY2024)	193
Of these, what percentage currently in global posts	30.6%

LDP(Leadership Development Program)

Positioned one level below GALP, this program aims to develop next-generation leaders who drive transformation by leading through example. It cultivates leadership skills to engage others and encourages proposing innovative business strategies in collaboration with overseas startups and in-house funds. Participants gain firsthand experience of Toyota Tsusho’s unique strengths on-site and engage in discussions to elevate our businesses to the next level. Through this process, they foster a strong commitment as change leaders.

Developing a Sense of Responsibility as a Global Toyota Tsusho Employee through Dialogue with Management

Participating in the GALP program was a truly enriching experience. I had the opportunity to engage in insightful discussions with colleagues from diverse backgrounds and continents, which gave me a wider view and deepened my understanding of our global organization. These exchanges were both inspiring and intellectually stimulating, offering fresh perspectives on leadership and collaboration.

A particularly impactful moment was the opportunity to interact with members of TTC Board. These conversations gave me a clearer view of the company’s vision, strategic direction, and the core values that define the DNA of Toyota Tsusho corporate. It was a rare and valuable chance to connect directly with top leadership and understand their long-term aspirations.

Through the training and coaching sessions, I also took time to reflect on my own leadership style and how I could adapt it to better align with my new responsibilities. This self-reflection was invaluable and helped me to identify areas for growth and improvement. The program also pushed me out of my comfort zone and allowed me to better understand myself.

It also opened my eyes to other business domains within TTC. I am now more motivated than ever to explore potential synergies between these areas and my current role, and to contribute more broadly to the organization’s success.



Paulo Fernandes
CFAO MOBILITY

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Human Capital Development — Be entrusted (NEED)

Global Management Talent Development
CEP (CEO Essentials Program)

This development program targets next-generation leaders from our approximately 800 consolidated subsidiaries worldwide. Through meaningful dialogue with management, including outside directors, it cultivates the distinctive aspirations and leadership qualities expected of Toyota Tsusho Group managers. In addition, for corporate management areas such as HR, COCE, Legal, Accounting, and Finance, the program uses real internal case studies to help participants develop practical skills.

KPI / Result

Number of CEP Program participants
(Cumulative total from FY2019 to FY2024)

122

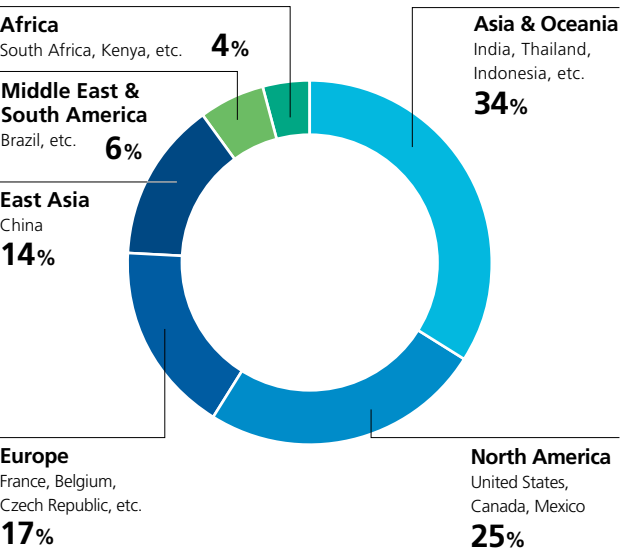
Global Talent Development
Pre-Assignment Training for Overseas Postings

One of our key strengths is that approximately 600 employees—about one-quarter of our global headquarters staff—are continuously stationed overseas. To ensure assignees can perform their duties smoothly overseas, we offer a comprehensive range of pre-assignment training programs. Mandatory sessions for all assignees include lectures on HR fundamentals and training on the Global Code of Conduct and Ethics, reflecting their frequent involvement in local management. To prevent issues abroad, we also provide training on overseas safety and crisis management, cross-cultural communication, introductions to country- and religion-specific taboos, and e-learning courses to raise awareness of LGBT and human rights topics.

Overseas Assignment for Junior Employees

We provide junior employees with the opportunity to gain one year of overseas experience as business trainees within their first eight years at the company. This initiative aims to help them broaden their international perspective early and expand their career development opportunities. By experiencing diverse cultures and business environments, they cultivate flexible thinking and problem-solving skills. Furthermore, by gaining a clear understanding of roles that require overseas assignments, employees develop the skills and mindset needed to succeed in future global business environments. Such experiences contribute not only to individual growth but also to strengthening the company’s overall international competitiveness.

Overseas Assignment Locations for Business Trainees
(FY2020–FY2024)



How Overseas Assignments Foster a
Management Mindset and Build Relationships

At our company, the many opportunities for junior employees to take on overseas business entity management roles form the foundation of our identity as a uniquely competitive general trading company. I believe this greatly contributes to both individual growth and the preservation of the Toyota Tsusho DNA. During the overseas assignment at our local subsidiary in Thailand, which procures, processes, and sells automotive steel sheets and employs over 300 people, I gained experience in sales management, manufacturing management, as well as human resources and labor management. Unlike my previous operational role in Japan, I frequently engaged directly with executives, including company presidents and CEOs. This exposure provided valuable experience with pressures and interpersonal dynamics not encountered in Japan, fostering the development of a management mindset. Additionally, internal barriers between departments were lower than in Japan, enabling the building of extensive vertical, horizontal, and diagonal relationships. Since returning to Japan, I have resumed my role as an individual contributor while leveraging my overseas experience to participate in group operations from a management perspective. I am actively engaged in sales activities, exploring opportunities to create synergy across the entire Toyotsu organization in the Kyushu region.



Yuki Umemoto
Seconded to Toyota Steel Center Co., Ltd.
Kyushu Branch
* Previously on assignment at Toyota Tsusho (Thailand) Co., Ltd.

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Human Capital Development — Take on challenges (CAN)

Expanding Opportunities Through Transfers Across Divisions and Companies Internal Job Posting System

We have established a system that promotes transfers while respecting employees’ motivation and autonomous growth to the greatest extent possible. Employees who meet certain criteria can apply by submitting their desired department along with a positive and concrete plan for their prospective role. If, after an interview, the needs of both the employee and the desired department align, the transfer can proceed regardless of the current department’s position.

We have established two systems: “Challenge Rotation,” where the Global Human Resources Department arranges transfers based on employees’ preferences, and “Challenge Post,” where employees apply for positions that meet the organization’s needs.

External Secondments

To broaden employee development opportunities, we actively utilize secondments—fixed-term assignments at other companies. Secondments serve two main purposes:

First, human capital development, including skill enhancement and career growth. Working in a different environment allows employees to gain new experiences and skills.

Second, to deepen mutual understanding by exposing employees to the host company’s operations and culture. Employees apply their expertise to contribute to the host company’s business strategy, gaining valuable practical experience.

In both cases, employees acquire experience unavailable within our company, which they can leverage to contribute further at Toyota Tsusho. We highly value supporting employee growth and expanding their career opportunities.

Taking On New Business Challenges TIVP(Toyotsu Inno-Ventures Project)

We promote a company-wide, cross-functional project called TIVP to discover and refine seeds of new business. Open to all employees from their second year onward, the project encourages participants to submit passionate ideas, conduct hypothesis testing, and progress through a company-wide pitch contest and proof-of-concept (PoC) validation, with the goal of commercializing successful concepts within the sales division.

Projects that pass the pitch stage can receive funding of up to 30 million yen. Additionally, participants receive hands-on support from internal and external experts, providing strong backing for both the challengers’ growth and the realization of business ventures unique to Toyota Tsusho.

We value each employee’s aspiration and proactive approach to management, emphasizing their contribution to solving social issues while aligning with our materiality priorities. Now in its eighth year, this project fosters a strong sense of ownership and customer-centric thinking, contributing to the development of capable individuals. To date, initiatives such as “BunkerNote,” “Streams,” and the promotion of circular use of forest resources have been realized, along with co-creation ventures like “Toyota Tsusho × Lightz” in collaboration with startups.



KPI / Results

Number of TIVP proposals	127
Number of TIVP participants	233
(Cumulative total from FY2018 to FY2024)	

Starting from Zero Experience in Business Development

I decided to participate in TIVP because I joined the company mid-career, having previously worked in automotive parts sales at a manufacturer. Since then, I have had a strong desire to create new businesses originating from my own initiatives. After joining Toyota Tsusho, I continued seeking such opportunities. At that time, I encountered a customer issue firsthand in the trading operations I was responsible for, and I instinctively sensed that resolving it could lead to a new business opportunity. This inspired me to take on the challenge of TIVP.

Starting TIVP with no prior experience in business development, I initially struggled to balance securing time for the project while maintaining the quality of my regular duties. However, this challenge taught me how to manage my time efficiently. More importantly, the difficulty made me truly appreciate the support I received from everyone inside and outside the company, especially my team members. The nearly two years I spent participating in TIVP were undoubtedly a period of personal growth and awakening.



Tomoki Watanabe
Reverse Supply Chain Division
Waste Business Development Group

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Human Capital Development — Create tags(GROW)

Autonomous Growth and Creating Multiple Tags

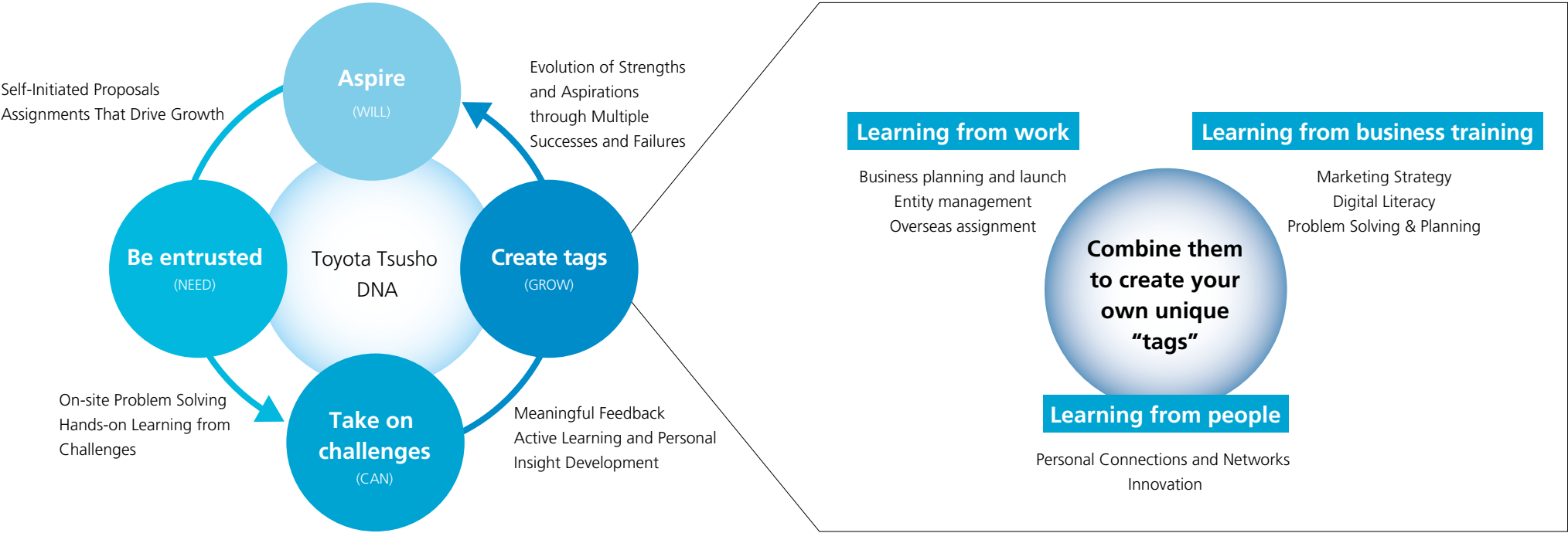
“Creating tags” refers to a vital process through which Toyota Tsusho employees drive their own growth. By integrating job experiences gained from tackling challenging customer issues with learning from supervisors and mentors (OJT), as well as formal training and education (OFF-JT), employees derive valuable lessons and acquire new perspectives, skills, and knowledge. This proactive engagement in overcoming challenges is what we call “creating tags.”

As each individual enhances their professional expertise and strengths essential for their work, and increases their number of tags, they clarify the work and ideas they wish to pursue. This fosters greater initiative and ambition, leading to increased trust and responsibility from others, which in turn drives further growth.

The employee growth process is modeled in the “The Growth Cycle of a Toyotsu Employee” which serves as a compass for each individual’s career development and ongoing advancement. Creating tags is a key approach that enables employees to take ownership of their growth and contributes significantly to enhancing Toyota Tsusho’s value.

Example of a Growth and Contribution Cycle

→→Formulating Personal Insights and Creating Tags from Work Experiences Foster Aspirations and Growth



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Organizational Development — Creating a culture that promotes mutual engagement

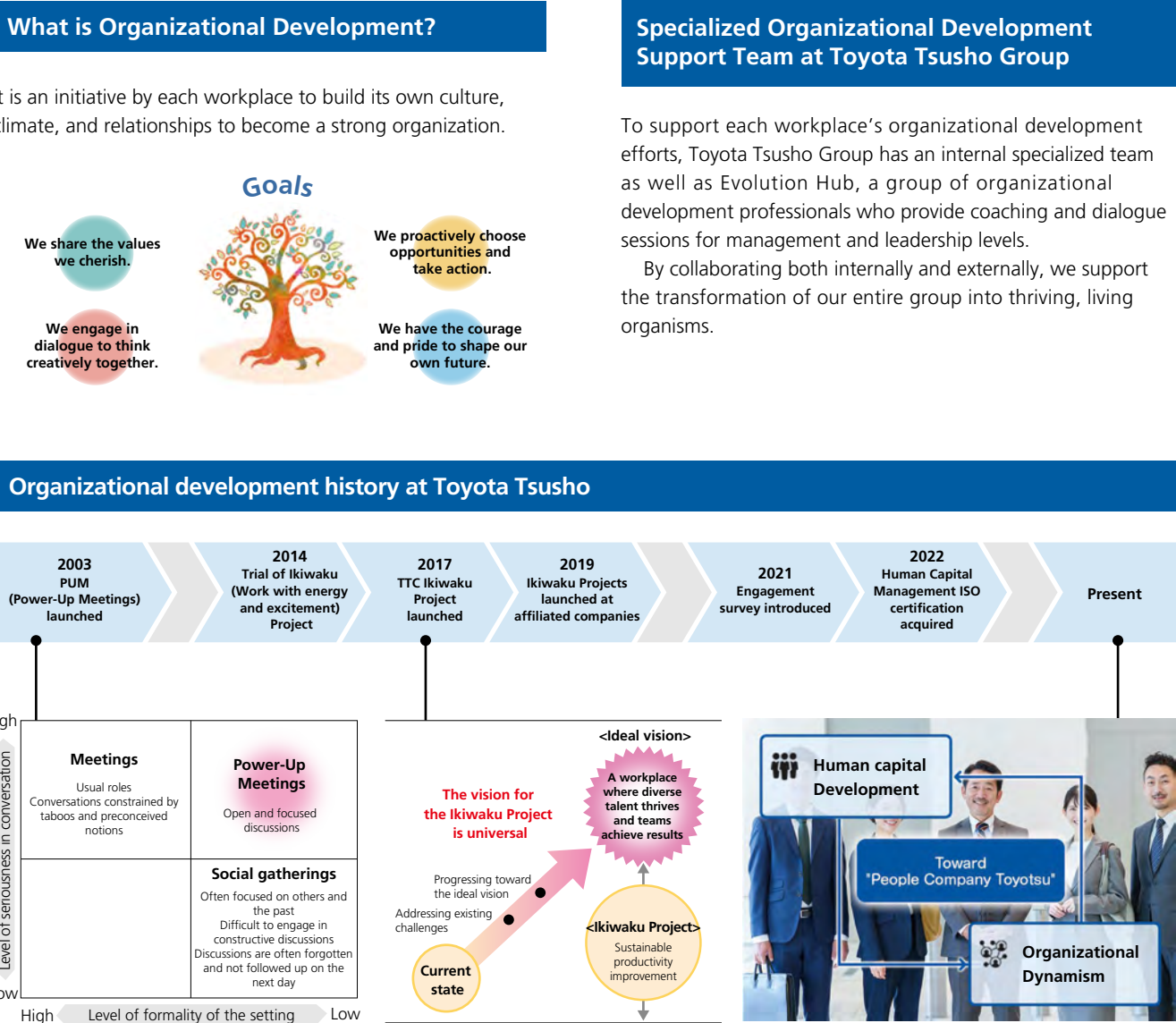
Strengthening Vertical, Horizontal, and Diagonal Relationships Through Organizational Development

At Toyota Tsusho Group, we foster a culture of dialogue aimed at strengthening each workplace as a robust organization.

Originating from our Power-Up Meetings—casual yet focused discussions—we engage in dialogues around themes such as “How can we create a more attractive workplace?” and “How can we improve organizational transparency?” Through these conversations, we build trust and cultivate an organizational culture that embraces employee diversity.

Building on this foundation, we actively promote vertical, horizontal, and diagonal connections within the organization as a mechanism for awakening the DNA from a global perspective. At Toyota Tsusho, we value the principle of “improving our organization by ourselves,” rather than simply following orders.

By collaborating and learning together, we elevate our synergies to a higher dimension, enabling individuals to awaken and unlock their latent abilities, which in turn elevates unique competitiveness to a higher dimension. Alongside human capital development that nurtures individual growth, a flexible and resilient organizational framework allows individuals to thrive. This is the power of organizational development and the driving force behind Toyota Tsusho’s vision of creating an organization like a thriving, living organism.



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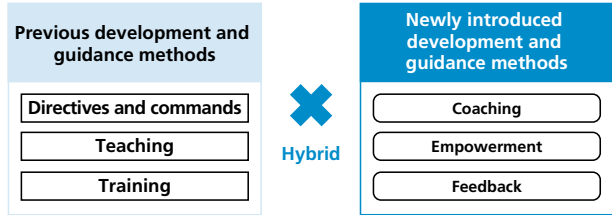
Organizational Development — Vertical Initiatives: Measures to Enhance Manager-Subordinate Relationships

Communication Program for Management to Build Strong Individuals and a Strong Organization
HCP (Hybrid Communication Program)
AHCP (Advanced Hybrid communication Program)

As leadership and communication styles evolve to meet the needs of managing diverse people and organizations, this program supports management in acquiring a range of communication skills tailored to each member’s personality, strengths, and development stage.

The program also encourages managers to reflect on their leadership role and personal style, fostering dialogues with each team member that inspire proactive actions and contribute to building strong individuals and strong organizations.

Through this program, networks among managers are strengthened, workplace initiatives are accelerated, and both employee engagement and organizational culture are enhanced.



KPI / Results

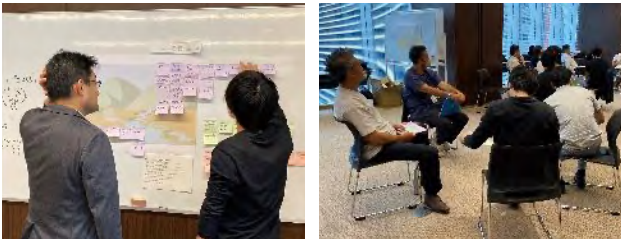
HCP Program participants	478
(Cumulative total from FY2020 to FY2024)	
Of which, line manager participation rate	67.5%
AHCP Program participants	58
(Cumulative total from FY2021 to FY2024)	

Learning Community for Managers and Subordinates to Jointly Build a Strong Organization
Practical Dojo for Organizational Development

The “Practical Dojo for Organizational Development” is a learning community aimed at enhancing each workplace’s capacity for self-driven innovation under the motto, “We can change the organization ourselves.”

To proactively drive organizational transformation, managers—who serve as organizational leaders—participate alongside their subordinates as pairs, engaging in practical activities within their actual workplaces. Participants share insights gained from these hands-on experiences within the community and apply them back into practice, creating a continuous learning cycle.

Transforming the organization begins with self-reflection and mutual engagement between participants—the smallest organizational unit of manager and subordinate. Through the program’s practical approach to organizational change, vertical relationships are also strengthened.



KPI / Result

Practical Dojo for Organizational Development participants	64
(Cumulative total from FY2023 to FY2024)	

Genuine Commitment to Organizational Transformation

The reason I joined the Dojo was to improve the atmosphere within my department and to reassess my own management style. After returning from an overseas assignment, I was appointed General Manager. However, I initially managed my team with the same strict approach I had used abroad. At the same time, issues arose at a subsidiary I oversaw, which caused me to lose my composure. Communication with my subordinates weakened, and as a result, our department’s engagement scores declined significantly. Determined to turn things around, I had just formed a task force within the department when I received an invitation to join the Dojo, and I decided to participate.

Through this experience, I realized that the ideal manager from the perspective of subordinates is a “servant leader”—someone who listens attentively and gently supports their team. This insight led me to completely transform my management style, making a full 180-degree change. I also humbly asked several younger employees to help establish an Engagement Improvement Committee, where we thoroughly discussed issues and solutions. By implementing their diverse ideas, we achieved the highest engagement scores in the division. I truly believe that when organizational leaders commit sincerely, their genuine efforts resonate with team members, even if not everyone is always pleased. Moving forward, I will continue to dedicate myself fully to fostering a department where members feel a strong sense of family and contribution.



Kensuke Tsuchiya
Secondment to TOYOTA (CAMBODIA) CO.,LTD.
* Position at the time of participation: General Manager, Mobility Value Chain Business Development Department

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Organizational Development — Horizontal Initiatives: Measures to Enhance Inter-Organizational Relationships

Revitalization Through Personnel Transfers

We promote organizational revitalization through three types of personnel transfers as a means of talent exchange.

The first type involves talent exchange between sales divisions. While each division deepens its expertise by product category, generating new ideas requires diverse perspectives. By transferring to a different sales division, employees can leverage their existing knowledge and networks to create new value.

The second type involves transfers from sales divisions to the Administrative Unit. In Administrative Unit roles, interaction with senior management increases, and a company-wide perspective becomes essential. Employees with frontline sales experience gain a clearer understanding of how daily operations connect to the overall company, enabling them to make decisions with a management-oriented viewpoint.

The third type involves transfers from administrative unit back to sales divisions. When employees in support roles gain firsthand experience on the sales frontline, they can provide more practical and effective assistance. By incorporating feedback from the field, they contribute to the success of sales activities.

Through these transfers, we actively promote talent exchange to invigorate and strengthen the entire organization.

KPI / Result

Internal Mobility Rate*
(FY2024 result)

33.1%

* Internal mobility rate across regions and functions

Overseas Assignments for Local Staff

To accelerate the development of outstanding global talent, we actively promote overseas assignments for local staff based in our international locations.

Specifically, we assign local overseas staff to Toyota Tsusho’s head office as expatriates or business trainees. This provides them with the opportunity to experience our corporate culture and global operations firsthand, deepening their understanding of Toyota Tsusho. For head office employees, building networks with local overseas staff facilitates smoother communication with overseas offices and fosters collaboration.

Furthermore, we have established a globally unified transfer framework—the International Assignment Policy—to ensure consistent application of rules for overseas assignments across the organization.

KPI / Result

Number of local overseas staff received at Toyota Tsusho
(Cumulative total from FY2019 to FY2024)

140



Exchange event among local overseas staff

Discovering a New World:
Secondment to Toyota Tsusho

When I arrived in Japan from Mexico, I stepped into a completely new environment—leading the Leadership Development Program, DE&I grassroots activities, and promoting cultural learning for National Staffs and future expats. The shift from a regional to a global role was both exciting and difficult.

Language barriers and cultural differences challenged me, but they also helped me grow. What truly made a difference was the support from my colleagues. They patiently explained things, helped with tasks, and welcomed me warmly. Even small gestures—like inviting me to lunch—meant the world to me and made me feel part of the team.

I’ve learned that no single culture or company has all the answers. I want to bring back not just new ideas and processes, but also a mindset of openness and collaboration. My goal is to help bridge cultural gaps and empower others to grow—through training, yes, but also by being someone who leads with empathy and adaptability. This journey has changed how I see the world, and I hope to help make Toyota Tsusho a true global company.



Gonzalez Alejandra
Global Human Resources Department,
Career Development Group
(Seconded from TOYOTA TSUSHO
MEXICO, S.A. DE C.V.)

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Organizational Development — Diagonal Initiatives: Measures to Foster Relationships Across Divisions and Generations

Promoting Women’s Advancement Across Organizational Boundaries
Women’s Mentoring Program

Since 2015, our Women’s Mentoring Program has been offered to female employees to develop and expand the pool of next-generation female leaders. Through mentoring sessions with both internal and external mentors, along with regular self-reflection, the program aims to raise career awareness, broaden perspectives, support problem-solving, and increase the range of career options within the company.

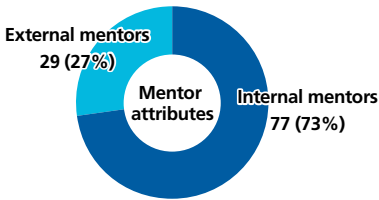
Mentors include external women with managerial experience as well as internal middle managers who have completed training programs focused on communication and coaching skills tailored to individual personalities. These internal mentors are appointed across divisions to provide diverse support. The program also facilitates dialogue opportunities among mentees and between mentors and mentees to foster mutual support and networking.

Additionally, we run a cross-mentoring initiative between junior and mid-level employees across divisions. This not only supports career development but also strengthens internal networks, contributing to enhanced collaboration throughout the company.

KPI / Results

Number of participants (mentees) in the Women’s Mentoring Program
(Cumulative total from FY2015 to FY2024)

106



Creating Awareness and New Insights Through Serendipitous Encounters
Nomad Initiative

The Nomad Initiative, aimed at fostering new insights and discoveries through cross-functional and cross-hierarchical talent exchange, is widely embraced by employees as a platform for sharing experiences and ideas, and for building authentic connections based on shared interests.

The weekly “Nomad Day & Night” enables employees to collaborate beyond their usual work areas and enjoy informal social gatherings with drinks in the cafeteria after hours. Additionally, the initiative features “Nomad Salons” — focused sessions for employees with common interests. For instance, the “Nomad Salon for Working Caregivers” offers participants the opportunity to consult directly with experts about caregiving challenges and concerns, while also fostering peer connections. This salon has become a highly valued and well-received forum for meaningful interaction.



Nomad Salon

Dispelling Uncertainty:
Women’s Mentoring Program

Due to family circumstances, I faced limitations in how I could work and was uncertain about how to develop my skills and contribute to the company, as well as my future career path. Initially, my thoughts were scattered, but through the mentoring program, when I was asked, “When do you feel most energized and joyful in your work?”, it helped me reflect deeply and clarify my values more than I expected. I also had the opportunity to learn about my mentor, Mr. Nakamura’s career path, which broadened my perspective.

When I started the program, I focused on balancing work and family as my foundation. From there, I explored what excites me and the growth opportunities available. As a result, I realized that changing my approach within my current department was essential. Specifically, I began considering how I could contribute by sharing insights gained from my long experience and by participating in cross-functional projects within the department. This reflection renewed my motivation, and I now feel a stronger desire to fully utilize my abilities and make meaningful contributions.



Akimi Sugihara (left)
Secondment to Toyota Tsusho Logistics Co., Ltd.

* With General Manager Nakamura, my mentor

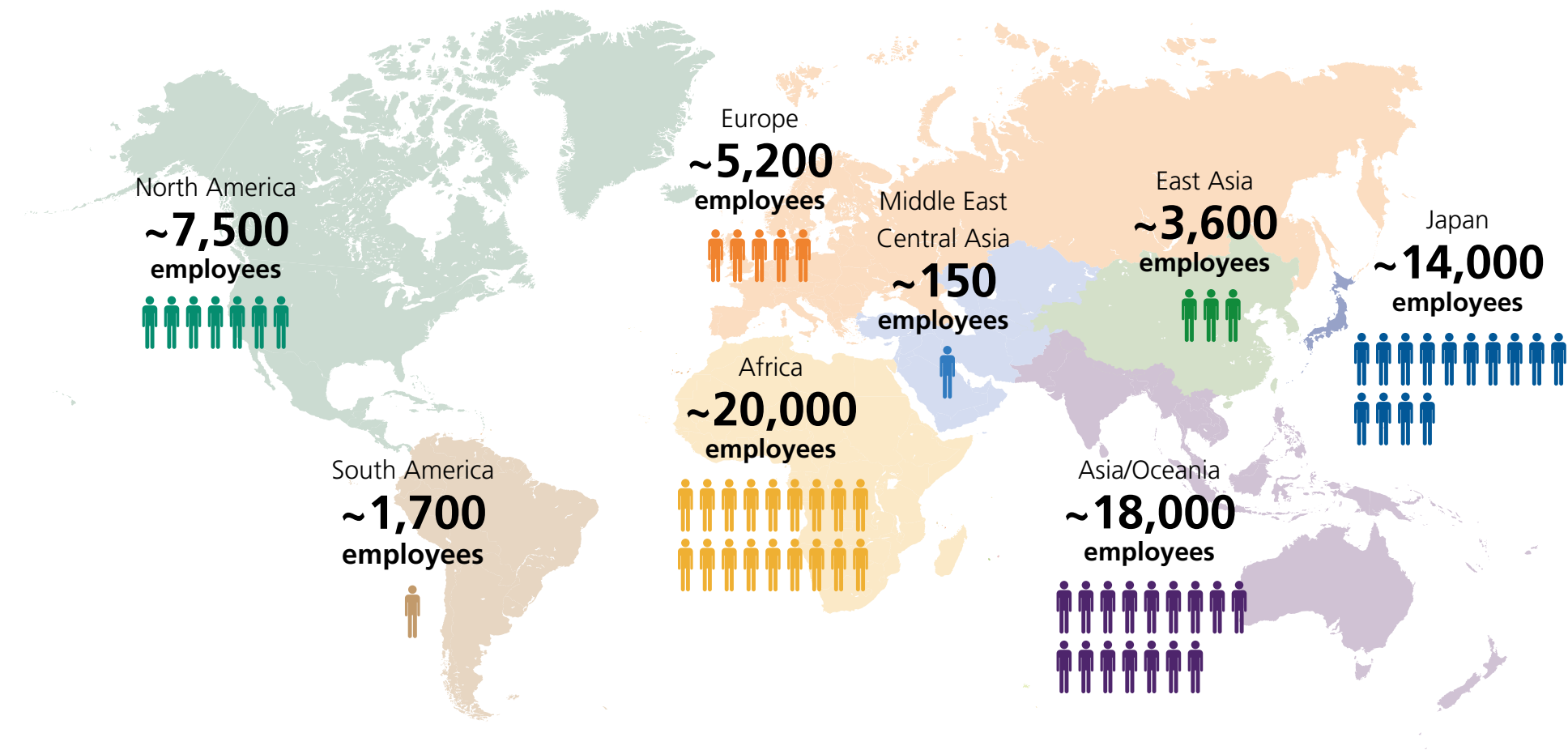
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DE&I — Establishing a space that embraces diverse identities

The Toyota Tsusho Group has historically expanded its business and global presence through integrations and partnerships with various companies. Today, approximately 70,000 employees from diverse backgrounds work across more than 1,000 locations in around 130 nations worldwide. With overseas revenues accounting for over 70% of total revenue, promoting diversity, equity, and inclusion (DE&I) is truly the foundation supporting our business.

As we transition from a business primarily centered on automobiles to one that contributes to solving social and environmental challenges, it is essential to empower uniquely talented individuals—regardless of gender or experience—to thrive.

In response to these evolving needs, we are accelerating our DE&I efforts focused on three key themes: expanding opportunities and environments where diverse talent can flourish; achieving work-in-life integration that balances professional and personal fulfillment; and cultivating a corporate culture that embraces diversity while fostering individual mindset transformation.



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DE&I — Expanding opportunities for diverse talent to thrive

The Right Person in the Right Place Globally

We are enhancing our talent development processes to secure both the quality and quantity of global leaders. We clearly define key global positions critical to consolidated management, along with their expected roles and required skills. Successor candidates are identified for each position, and development plans are created based on the gaps between current capabilities and

expectations. In particular, we focus on developing and promoting local talent to strengthen collaboration with locally rooted partners and support locally driven businesses. Progress is regularly shared and discussed at the Global HR Committee, which includes top management, ensuring continuous improvement through PDCA cycles. To support these initiatives efficiently and effectively, we have standardized our information system infrastructure on a global scale.

KPI / Result

Percentage of overseas global posts succeeded by local talent
(As of November 2024)

46.8%

Objective and processes of the Global HR Committee



International Women’s Day

International Women’s Day (IWD), celebrated globally every March 8, honors women’s achievements in social, economic, cultural, and political fields, and promotes gender equality. At Toyota Tsusho, we hold various events and activities to raise awareness of women’s rights and gender equality, including messages from female executives, career talks by female managers, and health seminars for all employees. Additionally, we actively share concrete examples of our Group’s initiatives supporting women’s empowerment to showcase our commitment in practice.



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DE&I — Realizing Work-Life Integration

Initiatives to Support Each Employee in Achieving a Fulfilling Life

We undertake the following initiatives to respect diverse perspectives, abilities, and circumstances, empowering employees to choose their work styles and careers, leading to fulfilling lives.

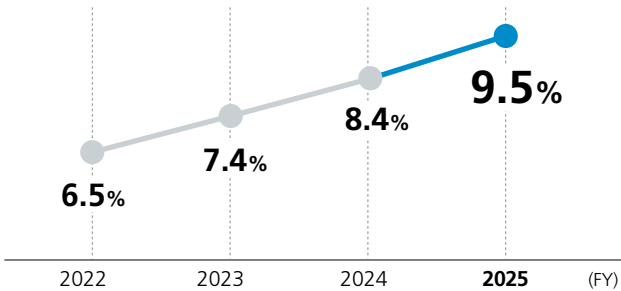
Women’s Empowerment

Toyota Tsusho aims to create an environment where all employees can grow and succeed according to their abilities and aspirations. In particular, we place great importance on collaboratively removing barriers that female employees may face in their career development—barriers that are often difficult to overcome alone.

To support this, we provide unconscious bias training to all employees, encouraging awareness and mindset shifts among individuals, supervisors, and colleagues, thereby fostering a culture where women can thrive.

On the policy side, we promote a supportive environment through individual development plans that encourage personal growth, a mentoring program that offers psychological support, and revisions to the overseas assignment system to better accommodate life events.

Percentage of Female Employees in Managerial Positions (as of April each year)



Support for Work-Life Balance and Flexible Workstyles

To enable flexible workstyles, we have introduced a flextime system, a work-from-home system, and shortened working hours for childcare.

In fiscal year 2024, we focused on working caregivers by organizing seminars, setting up individual consultation services, and creating a framework to provide family care-related information, aiming to eliminate resignations due to caregiving responsibilities.

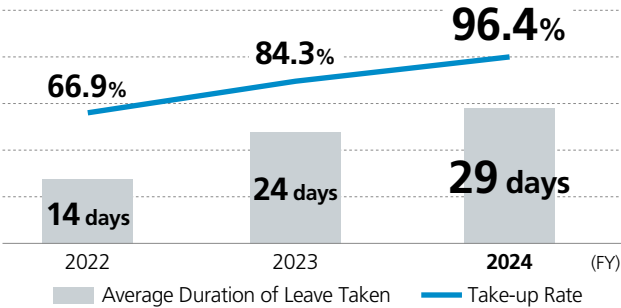
Childcare Leave as a Learning Opportunity (Learning Through Childcare)

We promote the concept of “Learning Through Childcare” internally, viewing childcare leave as a growth opportunity for employees taking leave, their families, and the workplace. We actively encourage employees to take childcare leave.

Through this, supervisors adopt more flexible management while subordinates are on leave, and colleagues find and implement more efficient ways of working, fostering growth across the organization.

For employees on childcare leave, the goal is to gain new insights—such as greater appreciation for their families—and develop skills like empathy and active listening that can enhance their work performance.

Male Childcare and Related Leave Uptake Rate and Average Duration (as of the end of March each year)



Applying Lessons Learned from Childcare

I took an extended childcare leave after the birth of my second child. One reason was that my children are close in age and require constant adult care. Another reason was my belief that the early years of parenting are a unique opportunity, so I wanted to fully focus on raising my children. After returning to work, I valued spending quality time with my family, having spent so much time with my children during my leave. At the same time, I was determined to deliver strong results at work. To maximize productivity within limited hours, I consciously improved my work efficiency.

Unexpectedly, parenting strengthened skills such as foresight—planning ahead and anticipating future needs—and patience—remaining calm in difficult situations. I find these skills very useful in my current role.

Although I initially had concerns about taking a long leave, my supervisor and colleagues supported me wholeheartedly and ensured a smooth handover. Thanks to their support, I was able to focus on childcare without worry. I am deeply grateful to everyone who helped me. Going forward, I hope to actively support others taking childcare leave, just as I was supported.



Ikuma Igarashi
Mobility Planning Department
Planning Coordination Group

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DE&I — Fostering a corporate culture that embraces diversity and drives mindset transformation.

Initiatives to Foster a Workplace That Respects Diversity

We aim to be an organization that values diverse differences as individual strengths, enabling diverse talent to thrive.

To create an accessible workplace, we have installed multipurpose restrooms, tactile paving, and provide support through specialized staff such as mental health professionals and social workers.

We collaborate with Toyotsu Office Service Corporation, our special subsidiary*, and have increased our employment rate of persons with disabilities from 2.63% in 2020 to 2.95% as of June 2025.

With planned increases in the statutory employment rate, Toyotsu Office Service Corporation leads efforts to ensure Toyota Tsusho Group companies in Japan meet these requirements.

Toyota Tsusho Group promotes DE&I through recruitment, onboarding support, and awareness activities.

By embracing and acting on DE&I, our employees help Toyota Tsusho grow stronger and more resilient.

* A subsidiary that, subject to certain requirements, is considered jointly as a single operating entity for the purposes of calculating the parent company’s percentage of employees with disabilities.

KPI / Result

Rate of employees with disabilities (as of June 2025) **2.95%**

TOS Work

“TOS Work” is Toyota Tsusho’s new initiative that goes beyond job creation. It aims to foster mutual understanding and coexistence between employees with and without disabilities through collaborative work.

Specifically, various tasks previously handled separately by different divisions have been reorganized and are now performed by employees with disabilities.

This provides opportunities for these employees to showcase their skills and grow through real work experience. At the same time, regular interaction with colleagues without disabilities promotes natural communication and collaboration.

These efforts contribute to advancing DE&I across the company, aiming to create a better workplace for everyone.



Growth and Pride Through TosuWork

Over the past year, I have experienced growth in both mindset and resilience. As a visually impaired person, I struggled with reading small print and performing detailed tasks, which sometimes caused delays and shook my confidence. When I shared these challenges, my team members and other departments collaborated to improve my work environment. For example, in mail operations, signage on mailboxes was enlarged and color-coded, and magnets were added to individual lockers to mark leaflet deliveries. These changes significantly reduced my visual strain and improved my efficiency. This experience taught me the importance of seeking help rather than relying solely on my own efforts, and I deeply appreciate the understanding and support from those around me. Currently, I am taking on new challenges such as checking payment documents, circulating files via the cloud, and posting on bulletin boards. Receiving thanks from requesters when I complete tasks gives me a strong sense of contribution and fulfillment.

I am honored and proud to be on the front lines of this company-wide project as part of the promotion team. I will continue to do my best to grow alongside “TOS Work” as it steadily expands.



Mizuki Nakamura
Toyotsu Office Service Corporation

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Well-being — Supporting Our Employees’ Health and Happiness

Purpose and Policy

We prioritize the physical and mental health of each employee and strive to create a vibrant workplace that respects diverse personalities and values. These efforts help improve productivity and engagement, ultimately enhancing our corporate value.

In promoting well-being management, we focus on raising health literacy as a key priority. We aim to nurture employees who proactively manage their health, perform at their best globally, and continuously embrace challenges and innovation. We also work to provide an environment where such employees can thrive.

We encourage well-being management across our group companies. Currently, 25 companies have been certified as “Health and Productivity Management Outstanding Organizations” by the Ministry of Economy, Trade and Industry, and 19 companies recognized as “Health Declaration Challenge Offices” by the Aichi Federation of the Japan Health Insurance Association.

Health Challenge 8

We have introduced the “Health Challenge 8” initiative, which focuses on improving eight health habits promoted by the Toyota Group: healthy weight, exercise, alcohol intake, smoking cessation, breakfast, snacking, sleep, and stress management. Through seminars and participatory events, we aim to boost health literacy and encourage positive behavior change.

Health Challenge 8



Health Initiatives

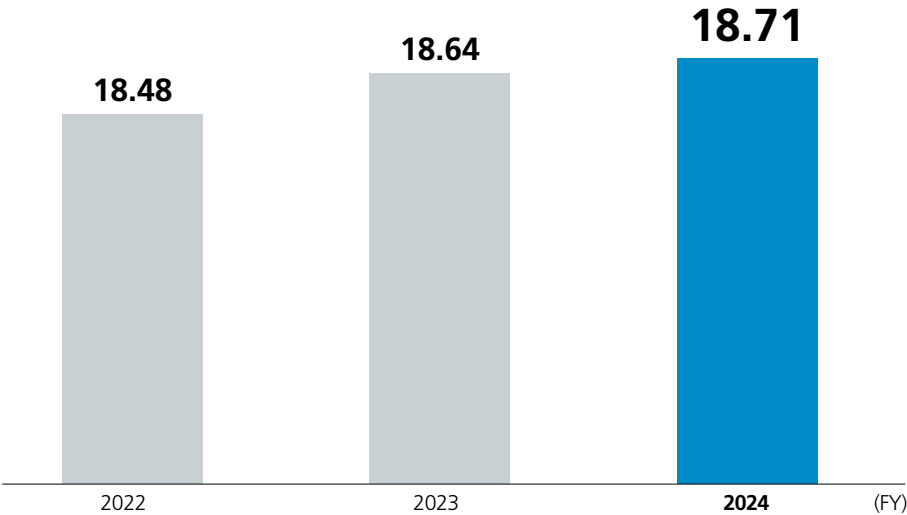
We promote regular exercise by organizing online seminars, fitness assessments, and sharing information regularly to deepen understanding of its importance and benefits. Our goal is to increase the number of employees who voluntarily maintain consistent exercise habits.

To encourage participation, we offer a points-based incentive program linked to seminar attendance and exercise activity.

Since 2024, we have focused on women’s unique health issues by fostering a supportive environment for open consultation and building a culture that respects individual differences. We hold regular seminars and e-learning sessions to enhance mutual understanding between men and women and encourage dialogue across all organizational levels.

To support health management and overall wellness, we measure employees’ health literacy—their ability to effectively use health information. With an average benchmark score of 15.0 to 17.5, we strive to improve this through continuous health initiatives.

Health Literacy*



* Employee health literacy was measured using the Communicative and Critical Health Literacy (CCHL) scale.

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Compliance

— Safety and Compliance as the Foundation of Our Work

At Toyota Tsusho, our fundamental compliance policy is to ensure that all officers and employees conduct their duties in accordance with the Global Code of Conduct & Ethics (COCE). We implement various initiatives to uphold this standard.

COCE & Compliance Days

Every October, designated as Business Ethics Month, we hold “COCE & Compliance Days,” a month-long series of events aimed at raising awareness and enhancing sensitivity toward COCE and compliance through live seminars and e-learning programs.

In fiscal 2024, these activities included COCE dialogue sessions led by senior management, live seminars on psychological safety by external experts, panel discussions on “integrity” using hypothetical case studies, live Q&A sessions on the whistleblowing system, and 20 e-learning courses. Over 35,000 officers and employees across the Group participated.

Similar events are also held in our overseas offices and regions.



COCE and Compliance Training Program

We offer various training programs to enhance officers’ and employees’ understanding of COCE and compliance, ensuring thorough adherence to compliance standards.

Training Content	Target Participants
COCE training, e-learning, and compliance case studies	New employees mid-career hires
Group work on fostering an organizational culture based on COCE and preventing misconduct	Newly appointed general managers
Training on reinforcing basic practices to prevent misconduct at the frontline	Managers
Study of the Compliance Manual (covering essential legal knowledge) and confirmation test	All employees
Distribution and explanation of the Laws & Ordinances Handbook for Executives (covering executive responsibilities and key laws)	All officers
Review of COCE content and importance, and compliance pledge	All officers and employees

In addition, we offer pre-assignment training for overseas postings, anti-bribery training, and sessions on important laws and regulations such as the Subcontract Act.

KPI / Result

Percentage of employees who have completed ethics and compliance training **100%**
(FY2024 Result)

Global Whistleblowing System

The Toyota Tsusho Group requires employees to immediately report any concerns regarding COCE violations to their supervisors or the relevant corporate departments. However, there may be cases where reporting through these channels is difficult. To address this, we have established a whistleblowing system that allows employees to report concerns confidentially and safely.

In addition to the internal compliance department and external legal counsel contact points, we introduced in November 2017 a multilingual hotline operated by an external specialized organization, supporting over 150 languages. This enhancement supports globalization, improves anonymity and confidentiality, and strictly prohibits retaliation or any disadvantageous treatment against whistleblowers. It strengthens our internal reporting system, making it easier to report COCE violations, including corruption and human rights abuses. To ensure independence from management, all reports and their handling status are regularly reported to the Audit & Supervisory Board members, including outside members. We also provide a direct reporting channel to the Audit & Supervisory Board to guarantee impartiality.

 For more information on the Global Code of Conduct & Ethics (COCE), please click here
<https://www.toyota-tsusho.com/english/sustainability/ttc/philosophy.html>

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Respect for Human Rights — Corporate Value Enhancement through Global Risk Mitigation

Basic Approach

For Toyota Tsusho, which develops a wide variety of businesses globally, “Business and Human Rights” is an important theme. We recognize that understanding human rights issues in the countries and regions where we operate, and taking appropriate action, is an extremely significant responsibility. To fulfill this responsibility, we have identified “Respect for human rights” as one of our material issues (“Materiality”), and have formulated the Toyota Tsusho Group Human Rights Policy (hereinafter “Human Rights Policy”) and the Supply Chain Sustainability Behavioral Guidelines (hereinafter “Behavioral Guidelines”). Together with all stakeholders, including all employees, suppliers, and business partners, we are working to reduce risks related to human rights and to sustainably enhance corporate value.

Human Rights Due Diligence Initiatives

We implement human rights due diligence in line with the steps shown on the right and conduct investigations in collaboration with external organizations possessing specialized capabilities at each stage of the process.

Process

Step 1. Formulation and dissemination of the Human Rights Policy and Behavioral Guidelines

Step 2. Identification and assessment of human rights risks

Step 3. Investigation into actual status

Step 4. Corrective Action and Remedy

Step 5. Information disclosure

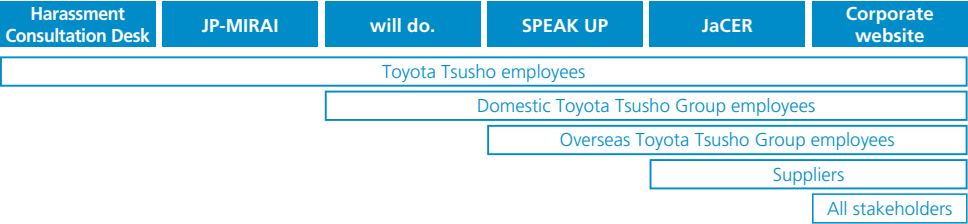
Investigation into actual status

For our group, we conduct investigations to determine the presence or absence of human rights issues and implement improvements for identified issues through the company-wide risk management framework (Check10 activities). For the 251 suppliers in fields or regions evaluated as having high human rights risks based on risk assessment, we conduct questionnaire surveys and on-site inspections. To ensure both objectivity and expertise, on-site inspections are carried out by third-party organizations with specialized knowledge. The inspection items refer to the code of conduct of the international non-profit organization RBA (Responsible Business Alliance), which works to improve corporate social responsibility in global supply chains, covering a wide range of human rights issues such as prohibition of forced labor and child labor, working hours, and occupational health and safety.

Grievance Mechanism (Consultation Mechanism)

Toyota Tsusho and our group have established a whistle-blowing system for employees, as well as one for all stakeholders, including suppliers. For employees of our company and group companies, we have established a global internal reporting line supporting multiple languages (over 150 languages), SPEAK UP, at an external specialist organization, in addition to internal and external lawyers. Furthermore, we have established the “will do.” hotline for employees of our company and domestic group companies, and the Harassment Consultation Desk for our company’s employees, to appropriately address consultations received. For all stakeholders including suppliers, Toyota Tsusho is a regular member of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), which provides an “Engagement and Remedy Platform” in accordance with the United Nations Guiding Principles on Business and Human Rights. This platform accepts reports of violations or suspected violations of international codes of conduct or national regulations. By accepting grievances through third-party channels, we protect whistleblowers and ensure confidentiality of reported content, while also ensuring fairness and transparency in grievance handling. This approach promotes dialogue and remedy more effectively than before and fundamentally addresses human rights issues.

Reporting Systems and Target Stakeholders



Education and training for our employees and suppliers

We provide human rights training for all Group employees. In fiscal 2024, we conducted e-learning on supplier human rights due diligence for all employees of Toyota Tsusho, and also rolled out this e-learning program to domestic and overseas consolidated subsidiaries to deepen understanding of the importance of addressing human rights in the supply chain.

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HR Structure Supporting Global Management

At Toyota Tsusho, our eight sales divisions leverage a network spanning approximately 130 nations worldwide to drive business strategies with a global market perspective. We have also established regional headquarters and operating companies in key overseas markets to enable flexible and swift business operations tailored to each region’s characteristics and needs.

This matrix-style business structure allows our sales divisions and overseas bases (“regions”) to collaborate closely and create value together. To support this global business framework, we have developed a strategic and functional HR unit designed around the following four key roles.

• **CHRO (Chief Human Resources Officer)**

The CHRO is responsible for formulating the human capital strategy in alignment with business objectives and for directing the company-wide human resource functions. As a member of the executive management team, the CHRO leads medium- to long-term decision-making aimed at maximizing human capital.

• **CoE (Center of Excellence)**

The CoE leverages expertise in the human resources field to plan, develop, and implement company-wide human capital strategies and systems. By establishing a globally unified HR

infrastructure, the CoE aims to balance a strong sense of unity across the company with the autonomy of each region.

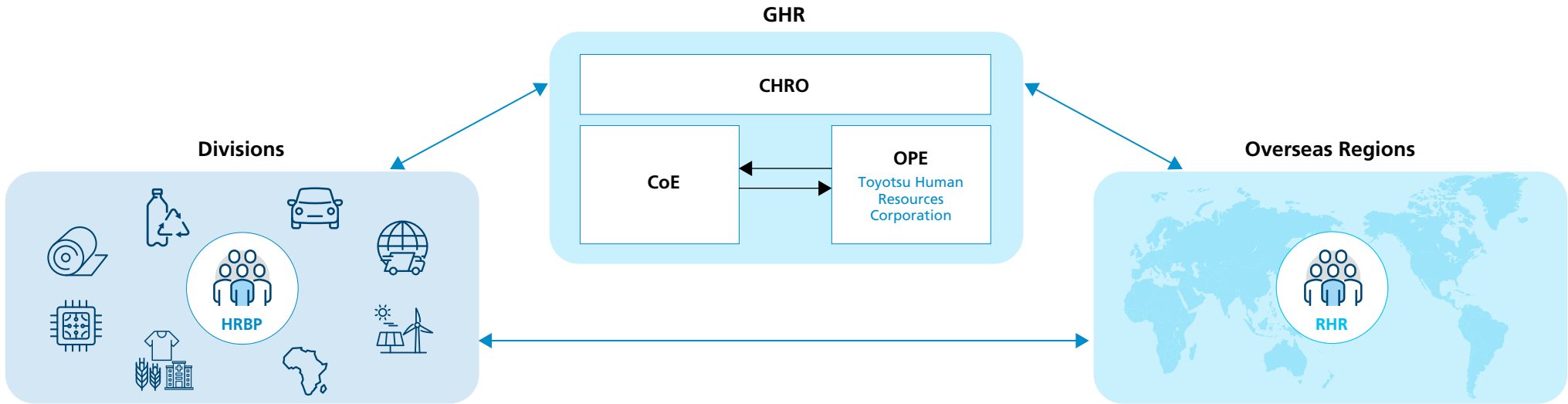
• **OPE (Operational Excellence)**

The OPE function is primarily responsible for the operation and administration of HR systems. In addition to daily HR operations such as payroll, performance evaluation, and labor management, it promotes operational efficiency and enhances HR data visibility through effective system and data management. The OPE function also works closely with our affiliate, Toyotsu Human Resources Corporation, to establish a consistent and integrated HR operations framework.

• **HRBP (Human Resources Business Partner) / RHR (Regional Human Resources)**

HRBPs and RHRs are embedded within each sales division and region to support the execution of business strategies from a “people and organization” perspective. Working closely with sales divisions and regions, they lead talent allocation, development, and organizational initiatives, driving practical solutions on the ground. HRBPs act as a bridge between strategy and operations by applying the human capital strategies formulated by the CHRO and CoE to business units, while also providing frontline feedback to headquarters.

HR Structure



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External Evaluation

Toyota Tsusho is committed to human capital management and fostering an environment where diverse employees can thrive. We strive to create a workplace that empowers people to perform at their best, and our efforts have been recognized externally as outlined below.

External Recognition and Awards

Platinum Kurumin & Eruboshi Certifications

We promote a working environment where all employees can achieve a healthy work-life balance, maximize their abilities, and inspire each other to grow as a team. To advance women’s participation, we offer programs such as the Women’s Mentoring Program to raise career awareness and develop female leaders. We also support women in continuing their careers through initiatives like the Career Bridge system, leave of absence for employees accompanying spouses on overseas assignments, and the Child Accompaniment system, creating a fulfilling workplace for female employees.

In recognition of these ongoing efforts, we have been certified as a “Kurumin” company since November 2007 and received the “Platinum Kurumin” certification in March 2020. Additionally, we earned the “Eruboshi” certification in July 2016. We remain committed to fostering a rewarding and inclusive work environment for all employees, with a particular focus on empowering women.



Platinum Kurumin



Eruboshi



Next Nadeshiko: Companies Supporting Dual Careers and Co-Parenting

As part of our commitment to supporting dual careers and co-parenting, we have enhanced various programs that help all employees, regardless of gender, balance work and family life, promoting flexible work arrangements and encouraging their use. Since 2023, we have introduced the concept of “learning through childcare,” viewing childcare leave not as a “break” but as an “opportunity for growth,” fostering new values within our organization. To ensure this mindset becomes ingrained in every employee, we continue to expand support systems and improve the work-life environment.

As a result, in March 2025, Toyota Tsusho was recognized as a “Next Nadeshiko: Company Supporting Dual Careers and Co-Parenting,” an award jointly presented by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange to companies excelling in enabling employees of all genders to balance work and family life.

White 500

At Toyota Tsusho, we recognize well-being management as a key sustainability priority. We promote initiatives to maximize organizational vitality by maintaining and enhancing the physical and mental health of each employee and fostering a positive workplace environment. These efforts support the sustainable growth of our company. In recognition of our achievements, we have been continuously selected since 2021 as a “Certified Health & Productivity Management Outstanding Organization (White 500),” an award given to Tokyo Stock Exchange-listed companies that strategically manage employee health from a business perspective.



ISO 30414 (Guidelines for Human Capital Reporting)

Aligned with our vision of becoming a “People Company Toyotsu,” we have proactively worked on visualizing and enhancing the value of our human capital. In 2022, we obtained certification for ISO 30414, the international standard for human capital reporting. At that time, we were the second company in Asia, including Japan, and the first in the wholesale industry to achieve this certification. Moving forward, we will accelerate our human capital management efforts by conducting objective benchmarking based on the ISO 30414 standard and implementing continuous improvement through the PDCA cycle.



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Human Capital Metrics

Item	Indicator			FY2022	FY2023	FY2024	Target	Our Definition
Basic Information	Number of Executives			57	57	55		Members of the Board +Audit & Supervisory Board Members + Senior Executive Officers +Executive Officers
	Number of Employees			3,630	3,629	3,602		Includes employees seconded out; excludes employees seconded in from other companies
		Permanent		3,297	3,292	3,251		
		Fixed-term		333	337	351		
	Average Age	Overall		43.1 years	43.2 years	43.1 years		Average age of directly employed permanent employees
		Male		43.6 years	43.5 years	43.3 years		
		Female		41.9 years	42.4 years	42.7 years		
Diversity	Employee Diversity	Age distribution by age group	Under 19	0.0%	0.0%	0.0%		Age distribution of directly employed employees
			20s	10.6%	10.2%	10.2%		
			30s	26.7%	26.6%	26.4%		
			40s	23.3%	23.8%	23.9%		
			50s	30.7%	30.5%	30.0%		
			60 and above	8.7%	9.0%	9.6%		
		Gender	Male	70.5%	70.6%	70.7%		Gender ratio of directly employed employees
			Female	29.5%	29.4%	29.3%		
		Gender Ratio of Managers	Male	93.5%	92.6%	91.6%	FY2025 Female: 10% As of April 2025: 9.5%	As of April each fiscal year
			Female	6.5%	7.4%	8.4%		
		Employment Rate of Persons with Disabilities		2.62%	2.79%	2.79%	Compliance with the statutory employment rate, considering its gradual increase	
	Diversity of Executives	Internal Directors		50.0%	50.0%	55.6%	At least one-third of directors are independent At least one director is female	
		Independent Outside Directors		37.5%	37.5%	33.3%		
		Non-Independent Outside Directors		12.5%	12.5%	11.1%		
				Among the four outside directors, one is a foreign national and two are female	Among the four outside directors, one is a foreign national and two are female	Among the four outside directors, one is a foreign national and two are female		

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Item	Indicator			FY2022	FY2023	FY2024	Target	Our Definition
Skills and Capabilities	Total Cost of Talent Development and Training Programs			Approximately 580 million yen	Approximately 590 million yen	Approximately 650 million yen		
	Training Cost per Employee			Approximately 170,000 yen	Approximately 180,000 yen	Approximately 200,000 yen		
	Average training hours per employee			27.7 hours/year	34.2 hours/year	35.8 hours/year		
Leadership	Leadership Development & Training Participants	GALP* ¹	TTC	9	8	10	TTC: 10 per year Overseas Regions: 20 per year	Next-Generation Executive Candidate Training Program hosted by TTC
			Overseas Region	11	12	11		
		LDP* ²	TTC	8	8	9	TTC: 10 per year Overseas Regions: 20 per year	
			Overseas Region	19	20	20		
		CEP* ³		21	20	21	20 per year	
Cost	Total Labor Cost			41,042 million yen	43,115 million yen	41,353 million yen		Personnel expenses (including employee welfare costs)
Productivity	EBIT per Employee			53 million yen	84 million yen	103 million yen		
	Sales per Employee			688 million yen	764 million yen	732 million yen		
	Profit per Employee			44 million yen	92 million yen	108 million yen		
	Human Capital ROI			3.44	5.26	6.93		Operating Profit ÷ Personnel Expenses (including employee welfare costs)

*1 Global Advanced Leadership Program
*2 Leadership Development Program
*3 CEO Essentials Program

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Item	Indicator		FY2022	FY2023	FY2024	Target	Our Definition
Recruitment, Mobility and Turnover	Average Number of Days for Recruitment	New Graduate Recruitment	71.2 days	73.4 days	60.0 days		Average from application to final interview date
		Mid-Career Recruitment	51.0 days	45.7 days	51.0 days		
	Average Number of Days to Fill Key Positions		0 days	0 days	0 days	No vacancy period	
	Internal Promotion Rate		92%	92%	93%		The proportion of internal promotions among personnel placements through transfers or new hires*
	Internal Promotion Rate for Key Positions		100%	100%	100%		
	Internal Mobility Rate		28.9%	30.7%	33.1%		Transfers across regions/functions and promotions
	Turnover Rate	Turnover Rate	5.2%	4.1%	5.2%		Applicable to directly employed permanent employees
		Voluntary Turnover Rate	2.9%	1.8%	2.1%		
Workforce Availability	Total Number of Employees (Full-time / Part-time)	Full-time	3,630	3,629	3,602		
		Part-time	0	0	0		
	Temporary Workforce	Temporary Staff (Dispatched Workers)	220	233	197		
	Absenteeism	Physical	0.25%	0.38%	0.23%	0.15%	Loss ratio of employees who took 7 or more consecutive days off due to non-work-related illness or injury
		Mental	0.52%	0.61%	0.41%	0.25%	

* Employees hired through mid-career recruitment are counted as external hires.

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Item	Indicator			FY2022	FY2023	FY2024	Target	Our Definition
Organizational Health, Safety and Well-being	Lost Time Due to Occupational Accidents (Severity Rate)			0 hours	0 hours	0 hours	0 hours	
	Occupational Accident Frequency Rate*¹			0%	0%	0%	0%	
	Occupational Accident Fatality Rate			0%	0%	0%	0%	
	Health and Safety Training Participation Rate	Safety Training for Overseas Assignees	Participation Rate	92.5%	94.0%	91.1%	100%	Pre-assignment training conducted by the HR Department for overseas postings
		Infectious Disease Seminar	Number of Participants	Total: 3,424 participants	Total: 3,429 participants	3,166		Significantly revised and rolled out in FY2024
			Participation Rate	—	—	81.7%		
Compliance and Ethics	Number and type of grievance filed	Harassment		7	11	13	Complaints are suppressed through workplace environment improvements and employee education	Personnel-related cases reported through the internal whistleblowing system
		Workplace Environment		0	1	0		
		Others		0	3	1		
	Number and type of concluded disciplinary action	Dismissal		0	0	1		
		Other than Dismissal		1	5	4		
	Percentage of employees who have completed training on compliance and ethics			100%	100%	100%	100% *²	Participation rates for compliance training targeting new employees, second-year employees, and mid-career hires

*1 Occupational accidents within our group are promptly reported in accordance with the “Toyota Tsusho Group Occupational Accident Reporting Standards.” Root cause analyses and recurrence prevention measures are thoroughly implemented across all departments to prevent similar incidents. We remain committed to our ultimate goal and philosophy of “Zero Accidents, Zero Occupational Diseases,” grounded in the belief that consistent daily safety efforts lead to zero accidents. We strive to halve the number of occupational accidents each year compared to the previous year by strengthening our safety management system and fostering a robust safety and health culture.

*2 Our company requires all executives and staff to annually review the content and importance of the Code of Conduct and Ethics (COCE) and to pledge compliance.

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CERTIFICATE

Toyota Tsusho Corporation

We, HC Produce Inc. have audited the data, statements, systems and strategies for Human Capital reporting in the fiscal year of 2024 by Toyota Tsusho Corporation (Toyota Tsusho) .

ISO 30414

We conducted conformance assessment audit in accordance with the 58 metrics of the Human Capital Reporting guideline, ISO 30414, following procedures (1) to (4) below.

(1) Conducting interviews with top management and employees of Toyota Tsusho and those responsible for each indicator.

(2) Reviewing the content and operation of Toyota Tsusho's human capital data and data collection/disclosure systems.

(3) Reviewing various rules regarding Toyota Tsusho' s human capital data collection, disclosure, and strategies.

(4) Confirming the contents of Toyota Tsusho' s internal and external reports.

Certificate No :

H C P 3 9 2 0 0 2

Registration Date :

August 26, 2025

Expiration Date :

August 25, 2028

保坂 駿介

CEO
HC Produce Inc.
ISO/TC260 National Mirror Committee secretariat of Japan
1-6-1 SPACES Otemachi, Otemachi Building, Chiyoda-ku, Otemachi Tokyo Japan

 HC Produce Inc.



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