

# INTEGRATED REPORT 2015

Fiscal year ended March 31, 2015



## A ROAD MAP FOR SUSTAINABLE GROWTH



We describe on the following pages how we are pursuing sustainable growth by contributing to socioeconomic vitality worldwide.

## EDITORIAL POLICY

Until now, Toyota Tsusho has published an Annual Report, which mainly covers reporting focused on financial information, management strategies, performance and business activities, and a CSR Report, which mainly covers reporting focused on society and the environment. These two reports were published to deepen the understanding of Toyota Tsusho's activities among all stakeholders. However, considering that both reports are closely related to one another and our goal of fostering an even stronger understanding of Toyota Tsusho among our stakeholders, we have started producing an Integrated Report from the fiscal year ended March 2015. In the preparation of this report, we have referred to the International Integrated Reporting Framework (International <IR> Framework) advocated by the International Integrated Reporting Council (IIRC), the Sustainability Reporting Guidelines (version 4.0) of the Global Reporting Initiative (GRI), the Environmental Reporting Guidelines (2012 version) of the Ministry of the Environment in Japan and the ISO 26000 Guidance on Social Responsibility. In addition to reporting on management strategies, our performance, and business activities, the Integrated Report covers subjects such as Toyota Tsusho's Approach to CSR, which guides our efforts to resolve social issues and contribute locally through our business activities. As Toyota Tsusho endeavors to drive sustained growth in these and other ways, we hope that this report will help to deepen your understanding of the company. By revising the content of the Integrated Report in light of stakeholder opinions, we intend to continuously enhance the report so as to make it even more accessible to readers.

### Website Information

#### Integrated Report 2015



<http://www.toyota-tsusho.com/english/ir/report/annual/>

#### Environmental and CSR Information



<http://www.toyota-tsusho.com/english/csr/>

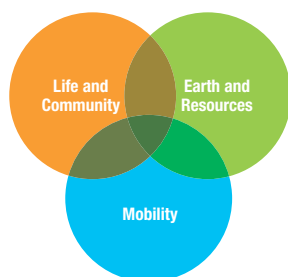
#### A Cautionary Note on Forward-Looking Statements

This report contains "forward-looking statements" about Toyota Tsusho's future plans, strategies, beliefs and performance that are not historical facts. These forward-looking statements are presented to inform stakeholders of the views of Toyota Tsusho's management but should not be relied on exclusively in making investment and other decisions. These forward-looking statements are subject to a number of risks and uncertainties that could cause actual results to differ materially from the information presented here, which is based on assumptions and beliefs in light of information currently available to the management at the time of publication. Readers are cautioned not to place undue reliance on these forward-looking statements.

The company assumes no obligation if these forward-looking statements do not reflect actual results due to new information, future events, or other developments. Earnings forecasts and other projections in this report were formulated and announced as of April 2015.

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—SOCIAL AND CORPORATE SUSTAINABILITY—



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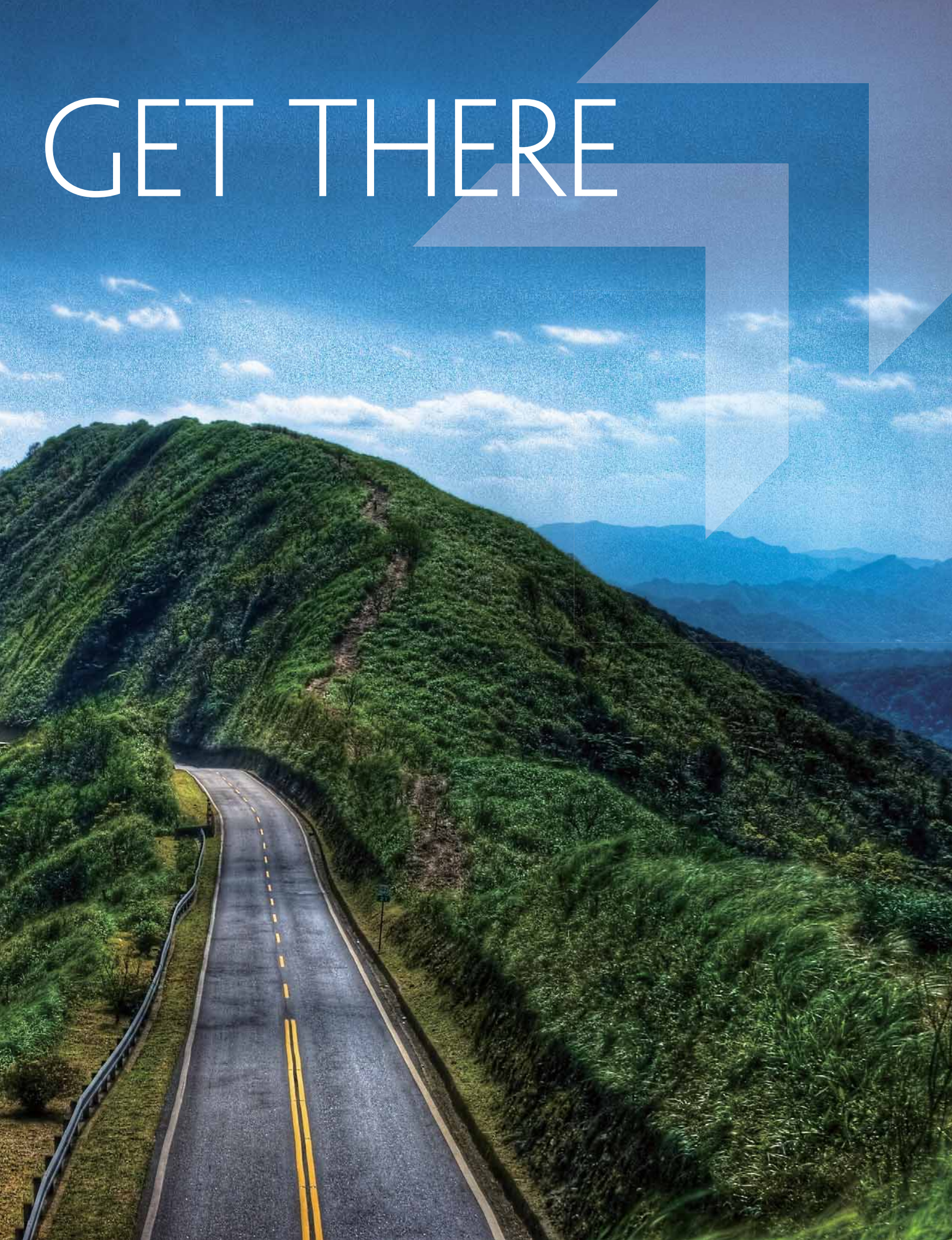
# HOW WE WILL



We aim to be a value-generating enterprise that enhances the quality of life while honoring individuality, resonating with the community, and preserving environmental quality. That means adapting our business model to serve ever-changing needs with new kinds of value that engender sustainability for the global community. Step by step, we continue working to fulfill the exciting, long-term possibilities that we envision for society and for lifestyles.



# GET THERE





# SOLID PHILOSOPHY

We in the Toyota Tsusho Group provide products and services across diverse sectors for enriching life in nations worldwide. Underlying our business is a keen sense of our responsibility to our host communities in each nation and to the global community.

## Fundamental Philosophy

Unchanging ideals that should be passed on to future generations

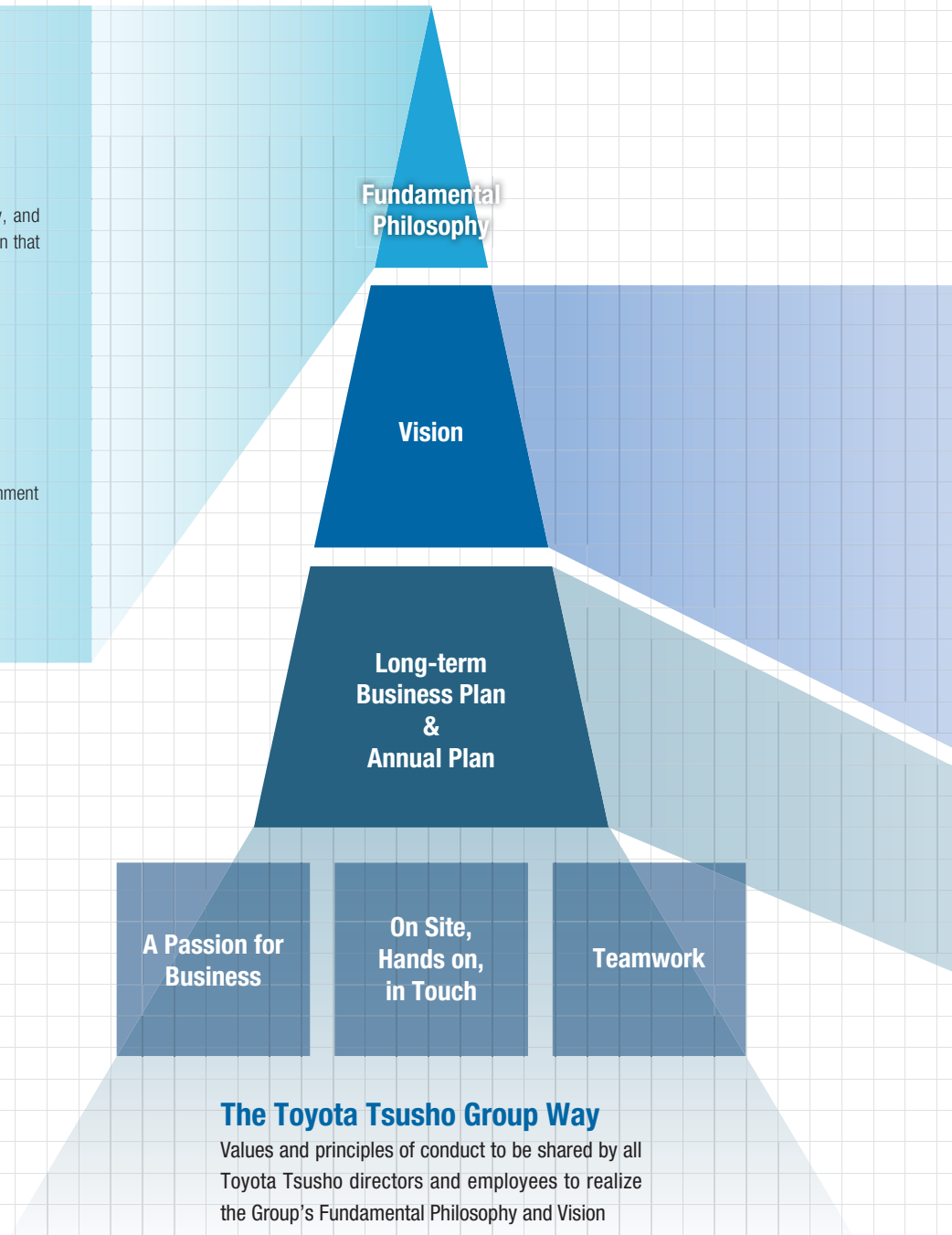
### Corporate Philosophy

Living and prospering together with people, society, and the Earth, we aim to be a value-generating corporation that contributes to the creation of a prosperous society.

### Behavioral Guidelines

As a good corporate citizen, we will:

- Implement open and fair corporate activities
- Fulfill our social responsibilities and conserve the global environment
- Offer creativity and provide added value
- Respect people and create an active working environment filled with job satisfaction



## Vision

Goals and milestones that should be reached within 10 years while realizing the Fundamental Philosophy.

### GLOBAL 2020 VISION

In 2011, we formulated the Global 2020 Vision with a view to realizing our Fundamental Philosophy by setting out our target corporate profile for 2020.

The Ideal Image  
and Vision

TRY-1

Breakthrough and Co-creation

- A company that recognizes its responsibility toward ensuring a sustainable global environment and industry
- A company that will spearhead the Toyota Group, actively leveraging its know-how cultivated in the automotive field and seeking out new challenges with a robust frontier spirit
- A company that consistently generates new value staying ahead of the times
- A company that instills a strong sense of confidence and trust, providing peace of mind and safety to its customers

- Each and every member of the Toyota Tsusho Group is dedicated to exploring unlimited horizons and creating new value in harmonious coexistence; placing particular emphasis on business growth in the three domains (Tri domains) of Mobility, Earth and Resources, and Life and Community; and realizing a balanced 1:1:1 business portfolio by generating synergies.

- In our efforts to secure a top ranking we will endeavor to create and develop a workplace environment that is both motivating and rewarding to employees. We will also work diligently to secure a leading presence and standing in an increasing number of nations and regions and create No. 1 businesses through processes that realize a Tri-1 (1:1:1) business portfolio.

### Long-term Business Plan

Revised each fiscal year in light of changes in business conditions, this guides our business activities over the coming five years.

### Annual Plan

This sets out the fiscal year's strategies, action plans, and numerical targets.

#### Numerical Targets for Fiscal Year, Ending March 31, 2020

Net Income before amortization of goodwill	¥140.0 billion
ROE	10%–13%
Net DER	No more than 1.5

# HISTORY

Toyota Tsusho has evolved in step with changing market needs and opportunities.

## ESTABLISHMENT-1970s

### Roots in Vehicle Sales Finance and Exports

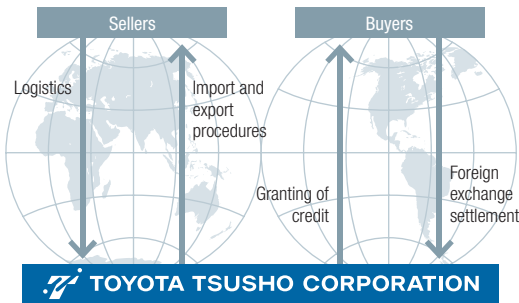
Established in 1936 as Toyoda Kinyu Kaisha to provide sales financing for Toyota vehicles. Dissolved after World War II under occupation policy to break up large industrial conglomerates. Transferred the trading division to Nisshin Tsusho Kaisha Ltd. (established in 1948 and later renamed Toyota Tsusho Corporation). Grew steadily, largely as an exporter of Toyota vehicles, and listed shares on the Nagoya Stock Exchange and the Tokyo Stock Exchange.

## 1980s-1990s

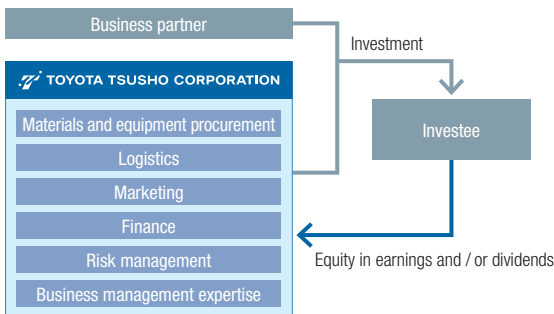
### Overseas Expansion in Support of Toyota Motor Corporation's Globalization

Built vehicle distribution and sales networks to support Toyota Motor Corporation's growing presence in markets outside Japan and began participating in vehicle assembly, starting with a production venture in Pakistan. Broadened business in non-automotive sectors, fortifying non-automotive business through an alliance with trading company Kasho Company, Ltd., in 1999.

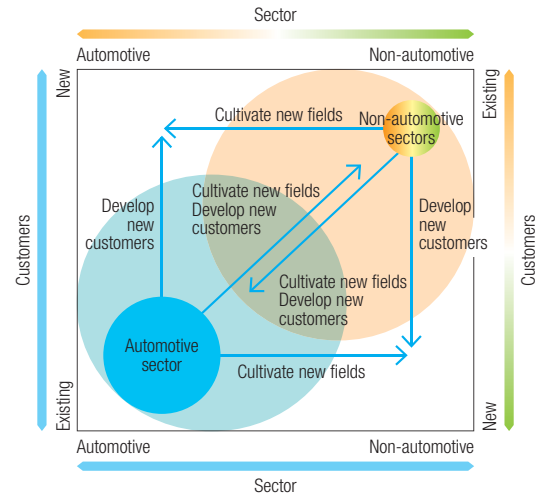
#### Trading



#### Business Investment



#### Business Strategy



#### Regional Strategy





## 2000s

### Extension of Value Chains Beyond the Automotive Sector through Strategic Alliances and Mergers

Entered a strategic alliance with trading company Tomen Corporation in 2000 and merged with Kasho in the same year. Merged with Tomen in 2006, greatly expanding business scale and scope and securing a platform for expansion beyond the automotive sector in such sectors as infrastructure, chemicals, and foodstuffs.

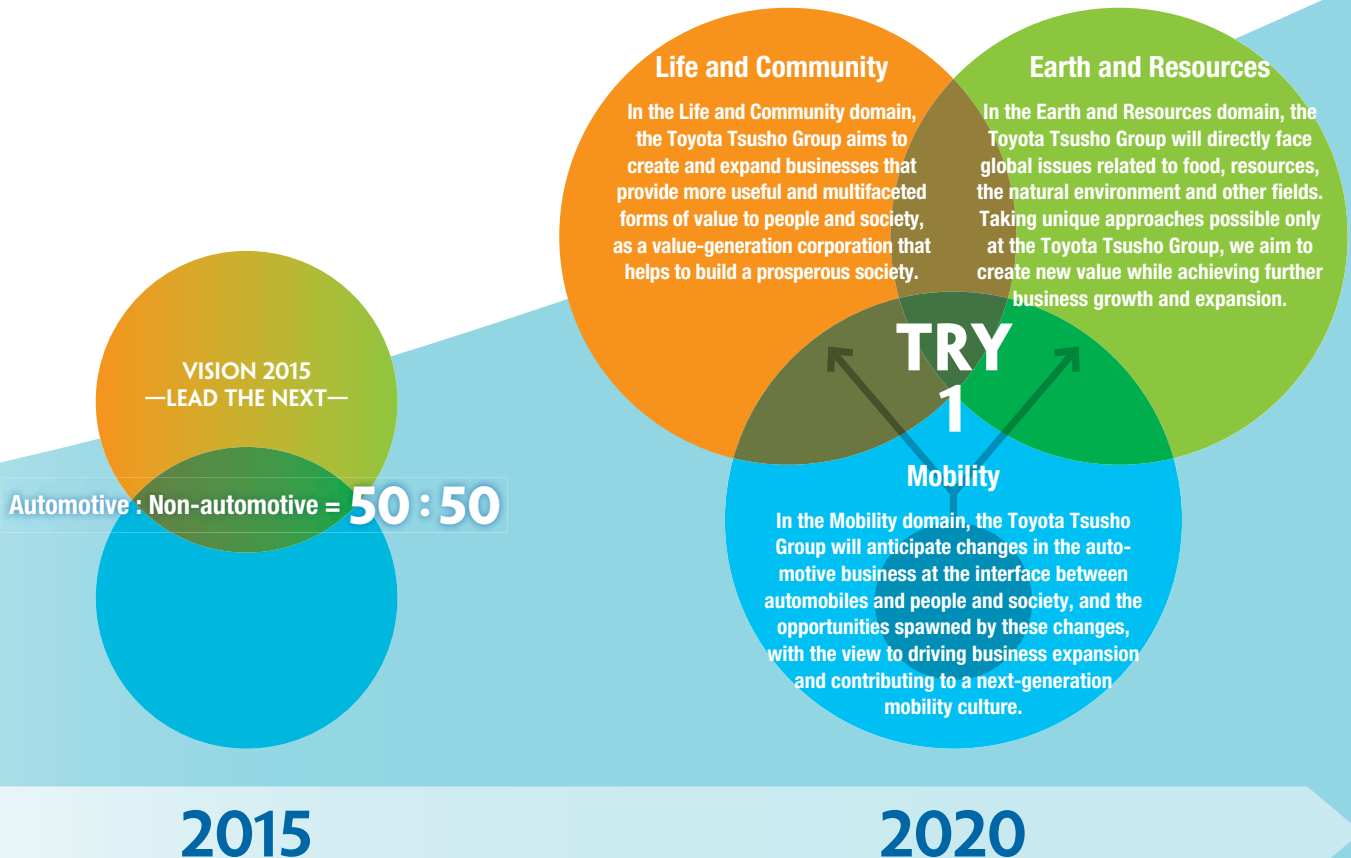
## 2010s

### Large-Scale Investment in Broadening Business Scope

Gained momentum in new business field investments. Acquired majority stake in French trading company CFAO S.A., which has extensive automotive and pharmaceutical operations in Africa, in 2012. Invested heavily in renewable energies, mainly in wind power and geothermal electricity generation.

## GLOBAL 2020 VISION

The Global 2020 Vision entails that we work to further expand upon existing strengths in automotive-sector businesses to grow operations in the Mobility domain while pursuing synergies with the Life and Community and Earth and Resources domains. In this manner, we aim to establish a business portfolio with a balanced 1:1:1 ratio between these three domains.



## GENERATING VALUE AND CONTRIBUTING

### Life and Community

A business domain contributing to better lifestyles

### New Value

#### Partner Strategy

→ p24

Leverage strengths through ties with other Toyota Group companies and through broadening the range of complementary relationships with partners worldwide

#### Regional Strategy

→ p24

Supplement operations in Japan through global operations focused on Asia Pacific, Europe, North and Central America, East Asia, and Africa

#### Value Chains

→ p22

Build on midstream capabilities in commodities trading and product distribution through upstream operations, such as resources development and product manufacturing, and downstream operations, such as consumer goods retailing

#### Business Synergies

→ p30–59

Expand the business platform and foster synergies through strategic alliances, resembling the earlier mergers with Kasho and Tomen and the more-recent tie-up with CFAO

### Key Resources

#### General Trading and Project Management Company Functions

Hands-on participation in investment projects in diverse sectors, as well as commodities trading and distribution; finance, insurance brokerage, and other related services; consumer goods marketing; and information gathering

#### Partnership

A growing, global array of relationships for supplementing in-house strengths and capabilities

#### Global Network

More than 970 subsidiaries and affiliates in more than 90 nations





# TO SOCIAL VITALITY

**Create Value by Allocating Resources  
in Accordance with Balanced  
Emphasis on Growth, Efficiency,  
and Soundness**

## Earth and Resources

A business domain contributing solutions to global issues

## Mobility

A business domain contributing to the evolution of next-generation automobiles

## Optional Resource Allocation

### Present and Future Strengths

Fulfill the Try-1 strategy of building a balanced business portfolio by fostering new businesses in the Life and Community and Earth and Resources domains while reinforcing and leveraging well-established operations in the Mobility domain

### Investment Management

Step up rigor in prioritizing and monitoring investment projects and in enforcing guidelines for dealing with projects that do not meet expectations

### Financial Strategy

Accompany growth with a strong financial position, focusing on return on equity, the net debt/equity ratio, and cash flow

### Risk Management

Establish reserves to buffer risk and limit the total pool of risk assets to the size of those reserves

### Workplace Focus

Workplace focus for solving problems and streamlining workflows based on the Toyota Production System

### Human Resources

A global team of motivated professionals and a corporate commitment to promoting diversity

### Financial Capital

A solid balance sheet and robust cash flow

### Governance

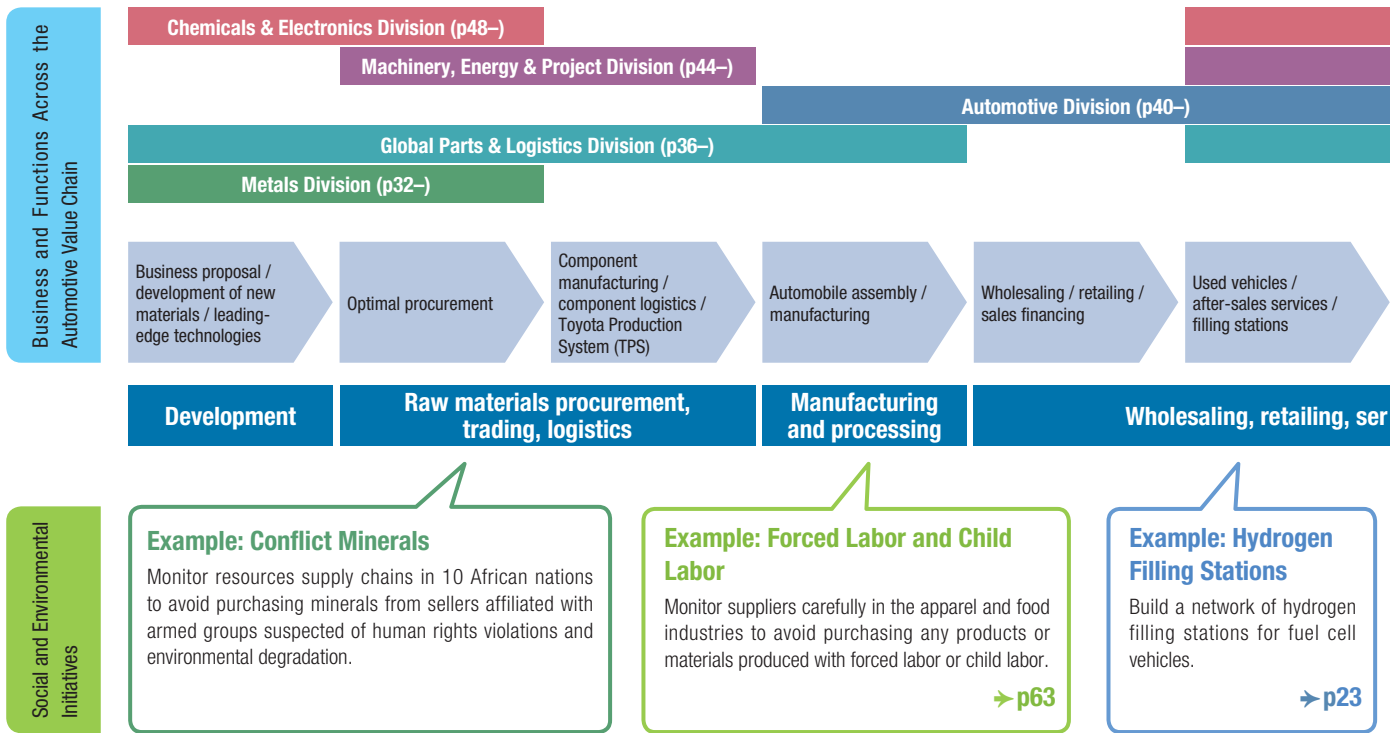
A commitment to transparency in management and rigorous compliance with the highest standards of corporate ethics

# CREATING NEW VALUE

Toyota Tsusho generates and maximizes value for customers through integrated value chains, productive partnering, an extensive geographical reach, and strategic alliances and acquisitions.

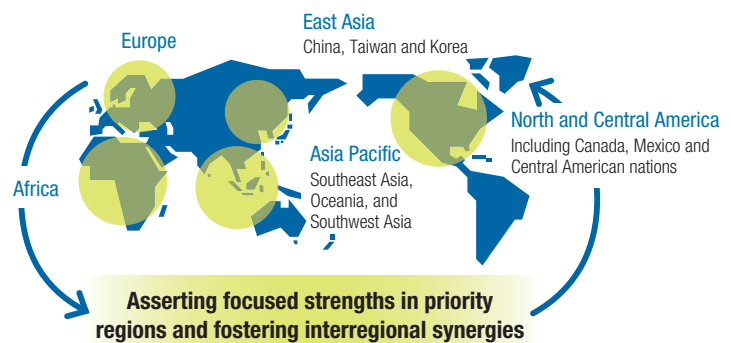
## Value Chains

Integrated value chains maximize value for Toyota Tsusho customers in numerous product sectors. Below is a schematic of the Company's automotive value chain and some examples of social and environmental initiatives undertaken by Toyota Tsusho across multiple value chains.



## Partner Strategy and Regional Strategy

Building mutually beneficial partnerships is a core competence at Toyota Tsusho. The company's geographical reach is also a core competence, which encompasses focused regional strengths.



## Business Synergies

Strategic alliances, mergers, and acquisitions have expanded and fortified Toyota Tsusho's business platform repeatedly over the decades.





## CSR Activities Map

### Social Issue Resolution Model and Local Contribution Model Businesses

→ p32 —DIVISION OVERVIEW

#### <Examples of Business>

- 1** ■ Technopark business
  - Automotive businesses in new emerging nations in Africa, the South Pacific and other regions
  - Captive finance and lease business in emerging nations
- 2** ■ Full-scale sales of super large, energy efficient ceiling fans
  - Production of superabsorbent polymers in China
  - Acquisition of a grain infrastructure company in Brazil
  - Hotel residence business in Indonesia
- 3** ■ Electrical steel-sheet processing business in Turkey
  - Direct methanol fuel cell business
  - Renewable energy business
  - Electric power business in North America
  - Contract to supply gantry cranes to Kenya
- 4** ■ Iodine development and production business in Chile
  - Silica sand development and refining business in Malaysia
- 5** ■ Lithium resources mining business in Argentina
  - Metal resources recycling solution business
  - Environmentally considerate molten aluminum business
  - Carbon fiber recycling business
- 6** ■ Airport operation business in Laos

Area in which the Company's strengths will be leveraged

CSR baseline

### Life and Community

A business domain contributing to better lifestyles

2

6

Area in which basic activities, as a company, must be conducted

### Corporate Responsibility Execution Model (CSR Foundation)

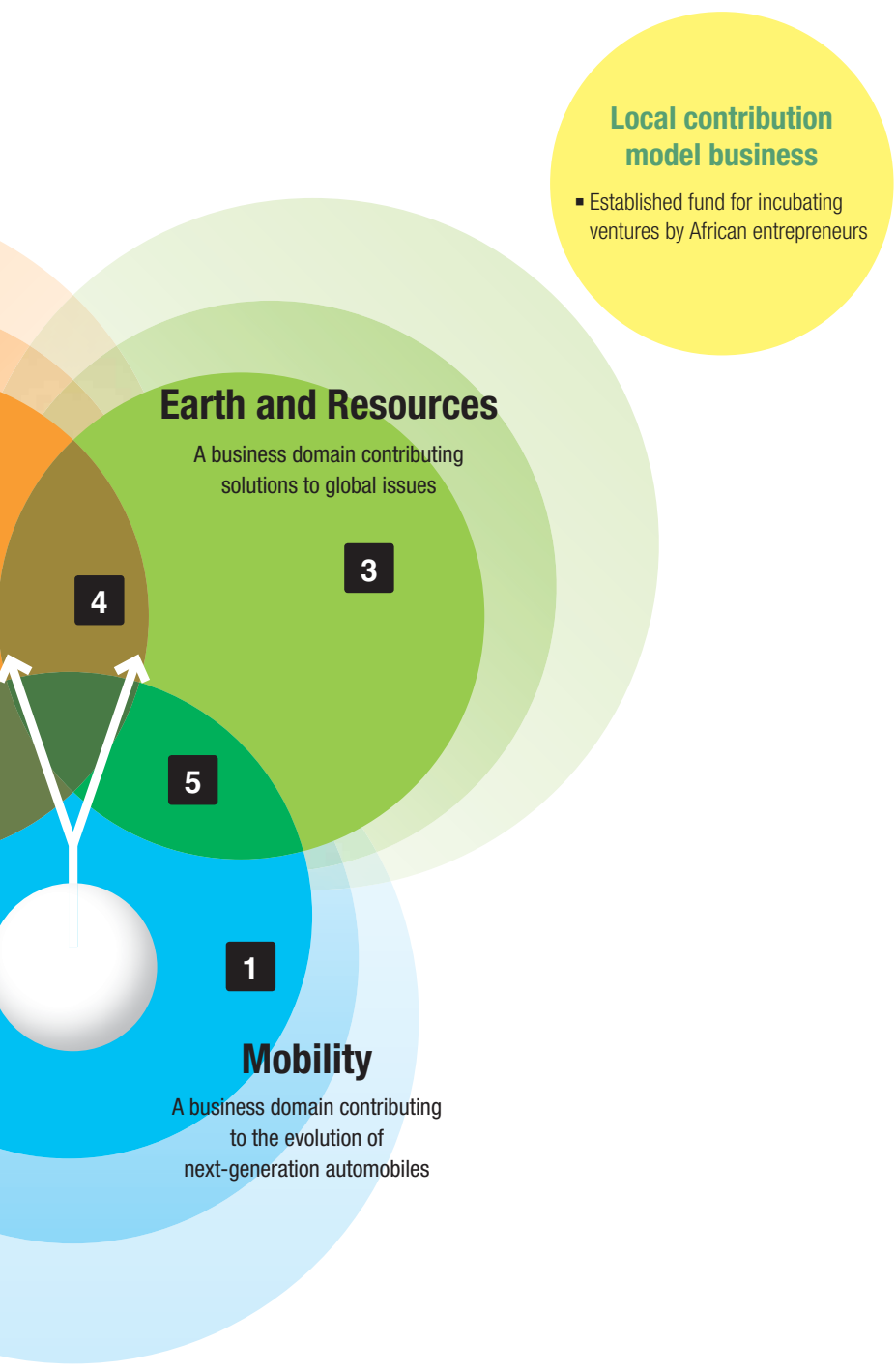
→ p62 —CSR and Corporate Governance

#### Compliance with Laws and Regulations

- Enforce systematic and rigorous internal controls
- Ensure compliance with internal rules
- Abide by principles of fair competition
- Foster employee awareness of the importance of ethical compliance
- Undertake supply chain CSR management
- Display and promote respect for human rights
- Embrace diversity in human resources management

#### Risk Management

- Undertake risk management on a consolidated basis
- Ensure information security management
- Practice rigorous environmental stewardship
- Enforce comprehensive workplace guidelines for health and safety
- Conduct business continuity management (BCM)



**Information Disclosure**

- Provide thorough disclosure on the Company website
- Make information easy to understand for all stakeholders
- Hold fiscal results briefings and individual meetings with investors
- Continue upgrading the content and quality of corporate publications, including the Integrated Report and the Business Report

**Social Contribution / Charitable Business Model**

→ p67 —Social Contribution

**Environment**

Toyota Tsusho Corporation, which aims for mutually supportive, mutually beneficial sustainability with the Earth, collaborates with the Toyota Group to participate in various environmental preservation activities and volunteer efforts on a global scale.



**Welfare**

We support sporting events for people with disabilities and programs to nurture service dogs, and also participate in a wide variety of other programs to solve social issues, contributing to the creation of a richer society through our continuous support.



**Education**

We provide scholarships for foreign exchange students, environmental education to Brazilian elementary school students, and take part in a wide variety of other education programs to help foster talented people who can succeed globally.

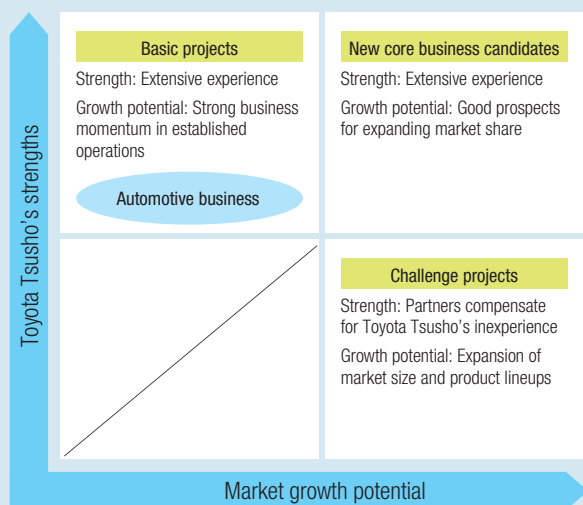




# OPTIMIZING ASSET ALLOCATION

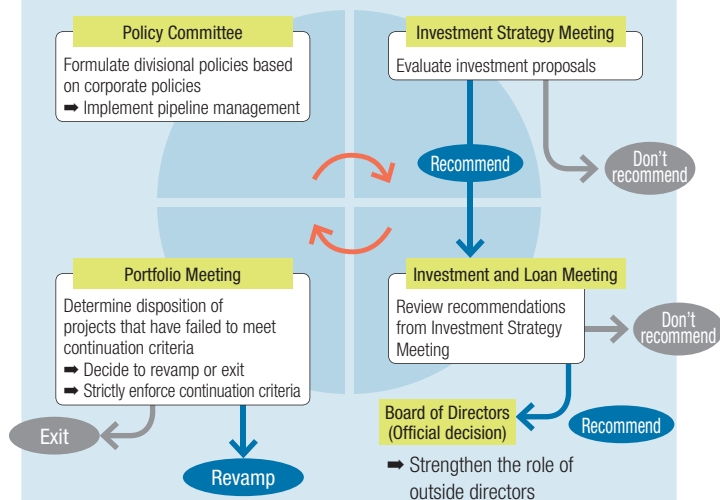
Maximize corporate value through asset allocation that evinces balanced emphasis on growth, efficiency, and soundness.

## TRY-1 Investment



Toyota Tsusho pursues TRY-1 balance in its business portfolio by undertaking investment projects that assert in-house strengths in core-business candidates and by tapping partners' strengths in "challenge" projects. That investment activity is in addition to continuing investment in the Company's established operations in the Mobility domain.

## Strict Investment Cycle Management



A continuing cycle of evaluation, monitoring, and review of investment proposals and projects helps optimize the allocation of assets at Toyota Tsusho.

## Financial Strategy

Management at Toyota Tsusho is committed to accompanying growth with a strong financial position. Its chief benchmarks in financial strategy are return on equity, the net debt/equity ratio, and cash flow.

Management indicators	FY13/3 actual	FY14/3 actual	FY15/3 actual	FY20/3 target
ROE	9.6%	8.4%	6.4%	10%–13%
Net DER	1.31	1.12	1.10	No more than 1.5

Toyota Tsusho has adopted a dividend policy that provides for a minimum payout ratio of 25% of net income before amortization of goodwill and for stable, continuing returns to shareholders.

## Risk Management

### Companywide policy for risk management

- (1) Limit total risk assets to no more than the amount of the risk buffer
- (2) Generate returns commensurate with risk

(Billions of yen)	FY13/3 actual	FY14/3 actual	FY15/3 actual
Risk assets	790.0	890.0	980.0
Risk buffer	540.0	790.0	990.0
RA : RB	1.46 : 1	1.13 : 1	0.99 : 1

Toyota Tsusho continues working to reshape its asset portfolio and to enhance risk-return profile with the aim of achieving both financial soundness and solid returns.



# GROWTH NARRATIVE

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# PRESIDENT & CEO'S MESSAGE

GENERATING NEW KINDS  
OF VALUE BY ASSERTING  
UNIQUE STRENGTHS  
WHILE REINFORCING OUR  
CORPORATE FOUNDATION

*President and CEO*

*J. Karube*



## TO ALL OUR STAKEHOLDERS

We posted record highs for net sales and operating income in the fiscal year ended March 31, 2015. Operating income increased 5.0%, to ¥169.5 billion, on an 11.9% increase in net sales, to ¥8,663.4 billion. Net income, however, declined 7.5%, to ¥67.6 billion.

The decline in net income reflected an European recycling company. It was our first

decline in after-tax earnings in five years. The reverse is frustrating, of course, and it has prompted measures for evaluating proposed investments more thoroughly and for monitoring investment projects more rigorously.

Notwithstanding the earnings setback of the past fiscal year, this is an auspicious juncture for reaffirming our immense potential: the 10th year

since our April 2006 merger with the trading company Tomen Corporation and the half-way point in our Global 2020 Vision, adopted in April 2011. We will continue working to generate new kinds of value by asserting unique strengths while reinforcing our corporate foundation. In that way, we will be striving to fulfill your highest expectations of Toyota Tsusho.

## FULFILLING OUR GLOBAL 2020 VISION



We steer the Toyota Tsusho Group in reference to a rolling long-term plan. Our long-term planning outlines management policy and goals for a five-year business horizon, and we revise the long-term plan annually in accordance with changes in the economic environment and in our corporate circumstances. We draft annual

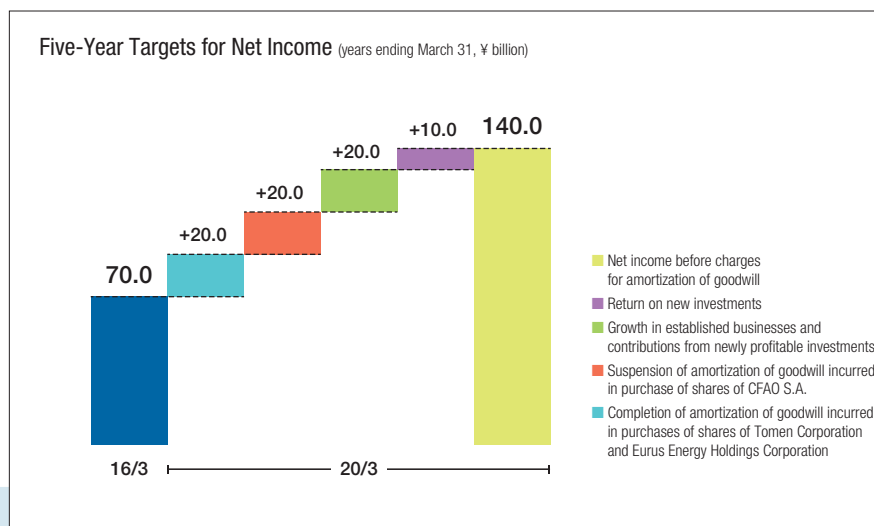
plans, meanwhile, as stepping-stones toward fulfilling the long-term plan. Each annual plan comprises a combination of measures for securing sound returns on ongoing operations and for building new operations in support of lasting growth.

Our newly updated long-term plan is especially noteworthy, since it culminates our Global 2020 Vision. We will therefore be tackling the plan's targets with redoubled energy. That will include working to achieve net income of ¥140.0 billion, net return on equity of 10% to 13%, and a debt/equity ratio to no more than 1.5 in the fiscal year ended March 31, 2020.



Our Global 2020 Vision is a blueprint for building a business portfolio balanced among the three domains of Mobility, Life and Community, and Earth and Resources. We allocated ¥208.7 billion of investment in fiscal 2015 to expanding that portfolio in line with our aims for balanced revenue. That marked a continuation of our recent pattern of vigorous capital outlays, including our largest-ever investment: the 2012 strategic alliance of a nearly 100% stake in the French trading company CFAO S.A. for ¥234.5 billion.

We continue to abide by a vigorous approach to investment, and our investment reflects our commitment to achieving three-way balance in our business portfolio. Our aggregate investment over the past four years, not including our investment in CFAO, has totaled about ¥600 billion. And investments in non-automotive sectors have accounted for more than two-thirds—¥410 billion—of that total. Strategic investment has thus broadened the range of sectors where we can assert distinctive strengths, and it has highlighted issues that we need to address to maintain our growth momentum.





## Cash flow

Fostering a positive cycle of investment, return on investment, and new investment is our central emphasis in investment policy. Our investment guidelines call for funding investment entirely with net cash provided by operating activities. Conversely, we prioritize investment with an eye to focusing resources on projects and sectors that will yield maximal return and that thereby generate cash flow for future investment. And we have upgraded our procedures for steering investment projects through a sound growth sequence.

We insist that prospective investments satisfy exacting criteria for growth potential, capital efficiency, and financial soundness. Those criteria underlie our efforts to raise our net return on equity to 10%.

## Time horizons

The need for bringing new projects online, moving them into the black, and positioning them as growth businesses is a pressing issue in our investment activity. Different projects entail, of course, different time horizons. A good example of a promising investment that is rewarding a long-term perspective is our lithium mining

project in Argentina.

We began work on the Argentine project in 2010 as the first Japanese company to participate directly in lithium mining, and the project began producing lithium commercially in December 2014. With our local partner, we are raising productivity through continuing improvements in the extraction process. That is positioning us to better serve the surging demand for lithium and to secure an increasing return on the project.

Demand for lithium is growing especially rapidly in the automotive sector. Lithium batteries are the chief source for storing electricity in hybrid vehicles and in all-electric vehicles. Our lithium production augments our value chain in the automotive sector greatly.

[See the description of our automotive value chain on page 22.](#)

## Workplace focus and business synergies

Complementing our capabilities as a general trading and project management company are capabilities rooted in manufacturing. Epitomizing the latter is a unit in our organization staffed with productivity professionals. Those professionals, steeped in the Toyota Production System, wield a wealth of experience and

expertise in identifying and resolving workflow problems in manufacturing workplaces. We deploy them as necessary to tackle issues that arise in our manufacturing and logistics work around the world, and their Toyota-rooted competence imparts a strength that is unique to Toyota Tsusho among Japan's general trading and project management companies.

Our recent history, meanwhile, is a tale of complementing our traditional capabilities with new capabilities through large mergers and acquisitions—most notably our mergers with the trading company Kasho Co., Ltd., in 2000; with Tomen in 2006; and with CFAO in 2012. Those and other mergers and acquisitions have fortified our business portfolio and expanded our clientele. They have yielded invaluable opportunities for fostering synergies between our traditional strengths in automotive business and new footholds in other sectors.

Mergers and acquisitions have also yielded important opportunities for fostering regional synergies. The best recent example is our strategic alliance with CFAO. That company possesses an extensive business network in western Africa, which complements our well-established business network in eastern and southern Africa. Our alliance thus exemplifies the potential for mutually beneficial complementation through strategic alliances.



## Future core businesses

Convincing potential to develop into core businesses is our foremost criterion in allocating investment. That can mean becoming new core businesses for us in regard to product and service sectors or in regard to geographical markets.

A product sector where we are working to foster a new core business is hydrogen distribution. We have begun building and operating hydrogen stations in Japan to serve the growth that we expect in fuel-cell vehicles. Distribution business is part of the larger growth potential that we perceive for our company in connection with hydrogen. We have already built an extensive business in wind power electrical generation, and we are exploring ways to use electricity from our wind farms during hours of off-peak demand to produce hydrogen. Our hydrogen production would use technology that avoids generating carbon dioxide, thus amplifying the environmental benefits of hydrogen power.

Geographically, a region that we are working as a future core business is Africa. We repositioned Africa in April 2015 as the sixth strategic region in our global operations, the others being Japan, Asia and Oceania, East Asia, North and Central America, and Europe.

[See the description of our African operations and strategy on page 24.](#)

## Partner strategy

Building on well-established in-house strengths is our central approach in investment, but partnering is also an increasingly important facet of our investment strategy. We are alert to opportunities for supplementing our strengths with partners' capabilities to develop business in promising sectors. And we are building a growing web of partnerships while maintaining a sound balance of ownership in our investment portfolio.

We augment our capabilities further through our continuing activity in corporate

mergers and acquisitions. I have already cited the examples of our equity investments in Kasho, Tomen, and CFAO. In May 2015, we acquired the Brazilian grain distribution company NovaAgri Infra-Estrutura de Armazenagem e Escoamento Agrícola S.A. That company possesses comprehensive infrastructure for storing and transporting grain in northern Brazil, where we anticipate continuing growth in grain production. The acquisition is thus an important upstream addition to our value chain in the grain business, which includes four silos in Japan and distribution channels elsewhere in Asia.



## Diversity

I have described our strategic aims in regard to building a balanced business portfolio, fostering synergies between automotive and non-automotive business, improving return on investment, supplementing our capabilities through partnerships and through mergers and acquisitions, and cultivating future core

businesses. Making good on those aims will hinge on asserting new kinds of competence through our human resources. That will depend in turn on achieving unprecedented diversity and inclusion in our workforce. We declared a stepped-up commitment to diversity and inclusion in 2014 and have since been working systematically to eliminate barriers of nationality or gender in our human resources management.

[See the description of our approach to diversity on page 26.](#)

## Shareholder value

Our commitment to maximizing shareholder value includes striving to employ our capital resources optimally and distributing earnings to shareholders on a continuing basis. We paid an aggregate annual dividend—comprising the interim and year-end dividends—of ¥56 per share for the fiscal year ended March 31, 2015. And our dividend payout ratio was 29%, well above our traditional ceiling of 25%. The annual aggregate dividend and the dividend payout ratio were both record highs.

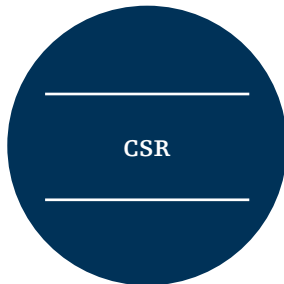
In advance of adopting the International Financial Reporting Standards, we have revised our dividend policy with an eye to increasing shareholder return. Our new policy calls for paying out as dividends 25% of net income before charges for the amortization of goodwill.

I have noted our determination to generate new kinds of value by asserting unique strengths while reinforcing our corporate foundation.

I have noted, too, our exacting criteria for growth potential, capital efficiency, and financial soundness in allocating investment funding. Those emphases underpin our continuing progress in maximizing shareholder value through a business model geared to achieving sustainable growth.

[See the description of our approach to adapting our business model to changing needs on page 8.](#)

# SUSTAINABLE GROWTH



A keen sense of the social context of business is part of our corporate DNA at Toyota Tsusho Group. We know that achieving sustainable growth depends on earning a welcome place in our host communities. And we therefore regard fulfilling corporate social responsibility as the very essence of management.

Our corporate creed espouses a commitment to generating value that enhances the quality of life and to operating in a manner that honors individuality, that resonates with the community, and that preserves environmental quality. We generate value through the products

and services that we provide in our three business domains of Mobility, Life and Community, and Earth and Resources. We accompany that value with contributions to socioeconomic vitality through generating employment, raising standards of living, earning foreign exchange, and addressing region-specific development issues.

In each of our host nations, we tailor our operations to local needs and circumstances. That includes, for example, working with partners and government authorities in emerging nations to lay a foundation for industrial and economic development. Thus do we adapt our business model to serve evolving needs in different regions and different sectors with new kinds of value.

Our Corporate Social Responsibility Activities Map, adopted in April 2013, is a strategic framework for maximizing our contribution to social sustainability worldwide. That map comprises three categories of social responsibility: one,

working through business operations to address development needs in each nation and region; two, minimizing environmental impact in our business operations, complying with rigorous standards of corporate ethics, ensuring business continuity through sound risk management, and disclosing ample information about our operations; and three, undertaking a full range of public-interest activities.

[See our Corporate Social Responsibility Activities Map on page 11.](#)

We at Toyota Tsusho are determined to earn the confidence of our customers, our shareholders, and all our stakeholders over the long term. In that spirit, we will continue building a balanced business portfolio that will support sustainable growth for our company. And we will continue working to shape our growth in ways that engender sustainability for the global community.



July 2015  
**Jun Karube**  
*President and CEO*



////// FEATURE

# ACCELERATING GROWTH

Toyota Tsusho strives for sustainable growth as a company contributing to the creation of prosperous societies.

In this feature, we present three cases of the progress we are making toward realizing the Group's Global 2020 Vision.



## CASE 1 | VALUE CHAIN

# REINFORCE THE AUTOMOTIVE BUSINESS EARNINGS PLATFORM

Toyota Tsusho is further reinforcing its earnings platform in the mainstay Mobility domain. We will present the case of the automotive business, a major earnings pillar for the Company that is essential to realizing the Global 2020 Vision.

### An Automotive Value Chain Spanning a Wide Range of Fields

The Toyota Tsusho Group does not simply trade materials and products. As a general trading and project management company that specializes in the Mobility domain, we invest in strengthening our functions, and provide new value by utilizing these functions in a wide range of fields that exceed their traditional boundaries. Through this process, we are creating a value chain that extends from resource development of rare-earth resources, lithium, and other raw materials, to planning, proposal, and construction of efficient supply systems, and then finally to reuse and recycling of waste materials.



Our molten aluminum business

We are involved in a wide range of businesses in which we work directly with customers to address on-site needs. For example, we possess our own processing plants at which we store and process steel materials and operate a molten aluminum production business in which we transport aluminum in a molten state to engine and tire wheel factories. In our tire and wheel assembly business, assembled tires and wheels are delivered to manufacturers' production lines. At the end of the value chain, we collect iron and steel scraps created during factory processing, and then reuse these materials. In these pursuits, we employ the Toyota Production System (TPS) to support efficient operation and provide greater value.

In its logistics operations, Toyota Tsusho utilizes Company-owned warehouses and trucks to provide efficient logistics and storage. This business is being continually improved through coordination with customers through such means as the planning and development of packaging materials that save space and prevent products from damage and the creation of packing techniques to complement these.

Each product division consists of a vertically integrated organization. By then forming horizontally linking functions, we are able to connect the functions of each division to solidify Toyota Tsusho's unique value chains. Taking a hands-on approach, we are committed to raising value by always focusing on the actual sites, products, and circumstances we are addressing. This stance is Toyota Tsusho's greatest strength.

This type of value chain was initially born in the automotive business. By expanding such value chains beyond the automotive sector, we aim to cultivate additional earnings pillars to stand alongside the automotive business.



Our training center for traffic safety education in Thailand

Toyota Tsusho's Business and Functions Across the Automotive Value Chain

#### DEVELOPMENT

Business proposal and development of new materials and cutting-edge technologies

#### PROCUREMENT

Optimal procurement

#### MANUFACTURING

Toyota Production System (TPS) component manufacturing and logistics

### Reinforce Functions and Services Tailored to Customer Needs

In recent years, we have been strengthening a variety of functions and services in upstream to downstream fields. In upstream fields, Toyota Tsusho was the first Japanese company to participate in a lithium resource development project, which is essential to the growth of plug-in hybrid vehicles (PHVs) and electric vehicles (EVs).

In midstream fields, Toyota Tsusho has been developing a technopark business to meet the needs of Japanese automobile and parts manufacturers looking to expand and develop markets overseas. This business provides total service to the manufacturers including hard elements, such as the rental of factory land and buildings, as well as soft elements, such as administrative and accounting services. Elsewhere, in our efforts to bring our automotive sales operations closer to the consumer, we have been involved in captive finance and lease, and used vehicle sales to make the cars we sell accessible to as many consumers as possible.



Hydrogen stations operated at two locations in Aichi Prefecture

In downstream fields, we operate hydrogen stations to promote the growth of fuel-cell vehicles. Going forward, we will expand and strengthen the Mobility domain value chain with a view to developing a hydrogen manufacturing business.

### Promote a Region-Specific Production and Sales Strategy

In our mainstay automotive business, with the advancement of lighter weight, more compact vehicles and increasing local procurement, it is imperative that Toyota Tsusho, a trailblazer in the Toyota Group, proposes business solutions and initiatives tailored to customers' needs in each region and domain.

In terms of automobile production, the North

America & Europe and Asia & Oceania regions where we operate on a large scale will continue to be our main domains. In addition to proposing and developing new technologies and materials, Innovative International Multipurpose Vehicles (IMVs), and vehicles facing model changes, we will also adapt swiftly with production increases at our new production bases in Mexico and China.

On the sales front, it is vital that we expand our sales network and enhance our after-sales service and other peripheral businesses in the emerging markets where the penetration rate of automobiles is expected to rise.

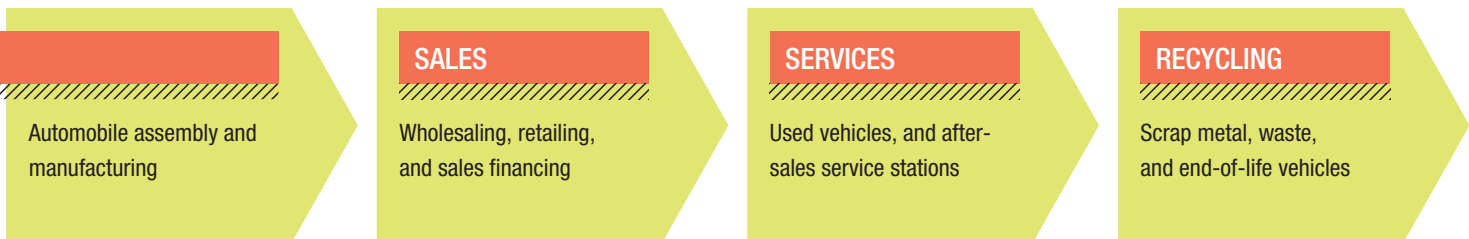
We will apply insightful proposals and solutions to enhance the scope and depth of this core business, and leverage the experience we gain to develop businesses outside of the Toyota Group, as well, to further increase earnings.

#### Promotion of a Region-Specific Production and Sales Strategy

	North America & Europe	Asia & Oceania	Emerging nations & Africa
Automobile production	<ul style="list-style-type: none"> <li>Adapt to start up in Mexico</li> <li>Adapt to model changes</li> <li>Improve processing technologies</li> <li>Adapt to new materials</li> </ul>	<ul style="list-style-type: none"> <li>Adapt to expand capacity in China</li> <li>Adapt to IMV</li> <li>Establish logistics in the Mekong region</li> <li>Technopark business</li> </ul>	<ul style="list-style-type: none"> <li>Adapt to IMV</li> <li>Adapt to low costs</li> </ul>
Automobile sales	<ul style="list-style-type: none"> <li>Improve management efficiency</li> <li>Brand penetration</li> </ul>	<ul style="list-style-type: none"> <li>Enhance sales networks in key regions</li> <li>Scrap-and-build</li> <li>Take up parts retail</li> </ul>	<ul style="list-style-type: none"> <li>Expand OEM</li> <li>Enhance sales networks</li> <li>Cultivate consumer demand</li> <li>Used vehicles, and captive finance and lease</li> </ul>

\* The size of the sphere indicates the scope of the business

Apply the Toyota Group's experience to develop business outside the Toyota Group



## CASE 2 | PARTNER STRATEGY AND REGIONAL STRATEGY

# TOWARDS A NO. 1 PRESENCE IN AFRICA

One of the themes for realizing the Global 2020 Vision is to increase the number of nations and regions in which Toyota Tsusho has a No. 1 presence. Collaborating with influential partners is essential to realizing this theme. As an example of this, here we provide an overview of our efforts in Africa.

### A Business Domain that has Expanded for 90 Years

The history of our business in Africa began with the purchase of cotton from East Africa in 1922, after which we developed a track record in infrastructure projects including the building of power plants, mainly in North Africa. With rising electric power demand, primarily in Egypt, we have been involved in electric power projects in excess of ¥200.0 billion, the largest in the region for a Japanese company.

Meanwhile, the automotive business got its start in 1964 with the export of new vehicles to Kenya. In 1991 the business invested in local distributors in four nations including Angola, and in 2001 it acquired Toyota automobile distributors in seven nations including Kenya from a British trading company. In this way, we steadily expanded our local presence, especially in southeastern Africa, at a time when other companies were withdrawing in succession over concerns of political instability. We have expanded the automotive business through the sales of new vehicles and repair parts, and after-sales service. In recent years, we have expanded the value chain by starting captive finance and lease and used automobile sales including an automotive support business in South Africa.

Since the 2010s, the business foothold and know-how we developed has begun to generate synergies, in some cases expanding the scope of our business in Africa. In 2011, our presence mainly in power plant projects in Egypt led to the establishment of a joint venture with Toyota

Motor Corporation for starting up a complete knock-down (CKD) manufacturing business. In Kenya, where our primary presence was in the automotive business, we received an order for the largest geothermal power project in the nation. The opening ceremony upon completion of this project was held in February 2015.



The CKD joint venture in Egypt with Toyota Motor for assembling the Fortuner

From the Mobility domain to the Earth & Resources

From the Earth & Resources to the Mobility domain



Kenya's largest geothermal power project



### Local Initiatives from a Long-Term Perspective

Toyota Tsusho has taken root in Africa by expanding its scope in automobile sales and other downstream businesses, endeavoring to develop markets from the long-term perspective

of growing together with the various regions and people of Africa.

In August 2012, Toyota Tsusho signed a memorandum of understanding (MOU) to provide comprehensive support towards achieving the national vision of Kenya. Together with an executive committee of the Kenyan government, we are now working on the development of the nation's electric power and energy, oil and mineral resources, environmental preservation, and agricultural industrialization sectors in addition to our endeavors in the automotive business. In November 2012, we converted our Nairobi office into a local subsidiary for strategically supervising our business interests in East Africa.

This subsidiary is now advancing a broad range of regional business initiatives, not only in the Mobility domain but also in infrastructure business and agriculture. In addition, in order to contribute to the Kenyan government's vision for nurturing global human resources through vocational training, we enhanced the functions of our training center for local automotive technicians by revamping the facilities to the Toyota Kenya Academy we opened in July 2014, with an eye to broadening the array of technical training and nurturing business persons.



At the conclusion of a MOU for realizing Kenya's national vision

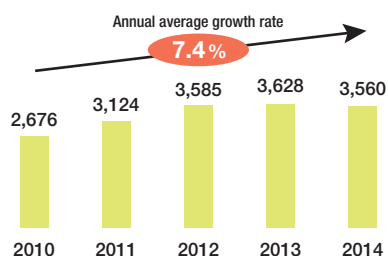
## Capital Participation in CFAO S.A. for Developing Business Multilaterally

Our business foundation in Africa was solidified even further when we acquired equity in CFAO S.A., a major French trading company, in 2012. CFAO has a diverse African business portfolio centered on automobile sales with operations in 33 African nations that also includes a pharmaceutical wholesaling business as a leading position in French-speaking Africa (including overseas French provinces), and the production and sales of soft drinks and beer. With a business network that spans all of West Africa, CFAO was an ideal partner for building a complimentary relationship with Toyota Tsusho's business foundation in southeastern Africa. In addition, the orientation of CFAO's corporate strategy was in line with our strategy of strengthening business beyond the Mobility domain. Our investment in CFAO, which came to ¥234.5 billion, is the largest we have ever undertaken as a strategic alliance. Combined with Toyota Tsusho's 2,500 employees, the allied group as a whole now has 14,500 employees in 53 African nations who are well-versed with business in Africa.

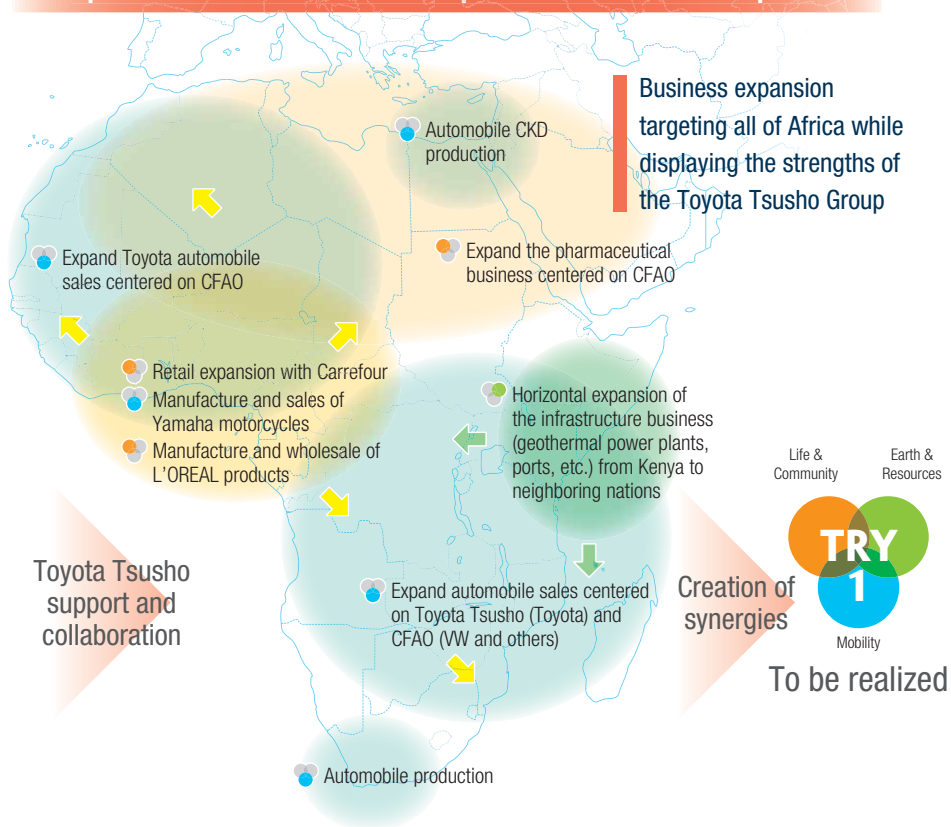
### Overview of CFAO S.A. (as of December 31, 2014)

Established	1887
Employees	12,000
Sales	€3,560 million
Capital	€10.3 million
Shares listed	NYSE Euronext Paris (since December 2009)
Investments	40 nations and seven regions (of which 34 are in Africa)
Toyota Tsusho's equity interest	97.4%

### Sales for most recent five-year period (Millions of euro)



## April 2015: Established the African pillar as our fifth business pillar



## Toward the No. 1 Allied Group in Africa

Africa is the final emerging region that holds tremendous growth potential. By collaborating with CFAO and taking full advantage of its logistics network covering 53 nations and business know-how in Africa, we will develop not only the Mobility domain, but also the retail and consumer goods business and pharmaceutical wholesaling business over the long term. Recent examples of CFAO's efforts include a retail business with Carrefour S.A. that is scheduled for roll out in eight nations, manufacturing and sales through a joint venture with Yamaha Motor Co., Ltd., and the manufacturing and wholesaling of L'OREAL products.

In April 2015, the Toyota Tsusho Group further solidified the sustainability of its No. 1 position in Africa with the launch of the "Africa pillar," its fifth business pillar. We will strategically develop our local African subsidiary, CFAO, and each product division of our African operations as ONE AFRICA.

In February 2014, we established a social venture fund in Mauritius with the aim of discovering and developing businesses that directly solve problems faced by African nations including job creation and income improvement for local people, improvement of welfare conditions, and access to foreign currency.

To expand our presence in Africa, we will contribute to the independent development of African society through our business and CSR activities.



## CASE 3 | PROMOTING DIVERSITY

# DIVERSITY & INCLUSION

Since 2006, Toyota Tsusho has promoted diversity that “aims for the creation of new value through an organization where everybody is empowered regardless of gender or age.” With fiscal 2014 designated as “The First Year for Spreading Diversity & Inclusion (D&I),” diversity is viewed as one of our management strategies for increasing our competitive advantage, and so we are promoting additional efforts.

### Toyota Tsusho’s Definition of Diversity & Inclusion

The Toyota Tsusho Group respects all manners of human diversity and seeks to actively leverage diversity to ensure that the group is able to address constantly changing business environments and diversifying customer needs in building a competitive advantage.

#### Diversity

A state in which diverse human resources with varying attributes such as nationality, race, age, gender and other factors (personality, values, etc.) exist.

#### Inclusion

A stance that enables everyone to participate equally in an organization and be empowered to use their capabilities to the fullest, regardless of those varying attributes.

### Four Themes of Diversity & Inclusion

Toyota Tsusho has expanded its business together with a variety of partners including the merged Kasho Company, Ltd. and Tomen Corporation, group companies, and CFAO S.A. This domain spans the globe and a variety of fields and has roughly 50,000 group employees working globally. It is increasingly important that we flexibly respond to a further diversifying and more complex business environment and customer needs and respect diverse cultures, corporate cultures and values as we go about leveraging diversity to achieve sustainable growth and produce a wide range of ideas and synergies. With that in mind, we are now dealing with four themes on a priority basis.

- (1) Expand opportunities for diverse human resources to thrive
- (2) Foster a corporate culture that makes the most of diversity to create value
- (3) Support achievement of both work-style improvements and a better work-life balance
- (4) Change people’s mindset

## TRANSFORM —Mindset and Corporate Culture—

In 2006, we began our efforts to address diversity. So far, we have expanded our existing child-care leave and family care leave systems in support of improving the work-life balance (finding fulfilment both at work and in home life and childcare) and introduced a work attendance management system to reduce long working hours. It is now mandatory for employees to apply in advance for approval of overtime, and those who still work long hours are called in to meet one-on-one with their supervisor and submit a countermeasure plan. In these ways, we have endeavored to create a productive work environment accommodating a diverse range of employee circumstances, mainly by upgrading our personnel management system.

On the other hand, we also had to cope with entrenched attitudes based on past ways

of working and success running the organization the old way, which posed invisible barriers to making progress with applying the upgraded personnel system.

Consequently, beginning in fiscal 2014, we established a forum for executive officers, general managers, group managers and group leaders, who are responsible for conducting the operations of our organizational units at every level, to rigorously discuss the theme of Diversity & Inclusion in detail. By doing this, we persuaded our management hierarchy to drop their entrenched attitudes standing in the way, change their mindset, learn to appreciate the true nature of diversity, and enlisted their commitment in implementing our Diversity & Inclusion initiatives in their own organization.

Furthermore, the forum also encouraged

the attendees to discuss the organizational dynamics and leadership traits required in maximizing the capability of diverse human resources successfully in an organization. We also enriched the content with case studies of actual incidents to provide them with concrete bearings for building an organization and corporate culture conducive to Diversity & Inclusion.



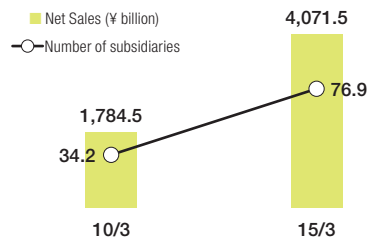
Discussion sessions on the theme of Diversity & Inclusion for general managers, group managers and group leaders

**GLOBAL** —Global Human Resource Training—

In recent years, the Toyota Tsusho Group's overseas business has expanded rapidly and, as a result, it has become increasingly important for us to share our corporate philosophy, values, long-term vision, and medium-term objectives globally.

To this end, we have provided Group employees hired overseas with training to help them understand and spread the Toyota Tsusho

**Status of Overseas Consolidated Subsidiaries**



Group Way and Global 2020 Vision. Apart from that, we also implement the Toyotsu Orientation Program and other opportunities in which staff from overseas are invited to Japan for a limited period of time to hone their working knowledge and skills and develop an optimal bird's eye perspective of the entire group.

The Global Advanced Leadership Program (GALP), whose purpose is to develop management trainees responsible for the future of the Toyota Tsusho Group, selects employees from the Toyota Tsusho parent company in Japan, as well as from overseas offices and group companies to participate. By having management trainees from each nation study and hold discussions together, not only do they acquire the knowledge, education, and skills required to become a global leader, they also embrace

diverse cultures and values, and by taking advantage of them, they are able to experience just how this leads to the success of the entire organization. At the same time, we encourage the formation of networks transcending national borders among the management trainees. The Toyota Tsusho Group will optimally assign and promote the management trainees who've gone through this program on a global basis.



Global Advanced Leadership Program (GALP)

**GENDER** —Active Participation of Women—

In international surveys, Japan is often singled out as a nation where the active participation and promotion of women in the workplace lags behind those of other developed nations.

Perhaps the same can be said for the Toyota Tsusho Group as well, as the percentage of women in management positions in the parent company in Japan, which functions as the global headquarters, ranks lowest relative to our major local subsidiaries in other nations and regions. To address this shortfall, Toyota Tsusho in fiscal 2014 began sending women in carrier-track positions to study at business schools overseas



Practical career training for women

to nurture them as candidates for executive management positions. In addition, we are beginning to develop successive management candidates and innovation leaders that promote change within the organization. For women in administrative positions (general-track positions) who provide back-office support for those in front-office positions (career-track positions), we have implemented practical career training and the TRY-1 Women's Program. Through initiatives aimed at improving the administrative productivity and quality in the departments where they work, women receiving practical career training are nurtured into human resources capable of making contributions to the entire Toyota Tsusho organization. Likewise, the TRY-1 Women's Program aims to foster panoramic perspectives among participants by assigning them to discuss a sweeping issue facing the entire Company and present their solutions to management.

Meanwhile, to create a work environment in which not only women, but also a wide range

of employees can participate and work productively, we began a Workstyle Reexamination Project for reexamining traditional ways of working on-site under the assumption of long working hours, which are a major barrier. Because our efforts in fiscal 2014, the initial fiscal year, yielded some positive results, we plan to greatly expand the number of departments to be reexamined in fiscal 2015.

As a result of these efforts, we will continue to promote change in the Diversity & Inclusion organizational culture without limiting it to the issue of women's participation.



Bringing all team members together to discuss work-style reforms



# COMPETITIVE EDGE IN BUSINESS

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32 DIVISION OVERVIEW

32 METALS DIVISION

36 GLOBAL PARTS & LOGISTICS DIVISION

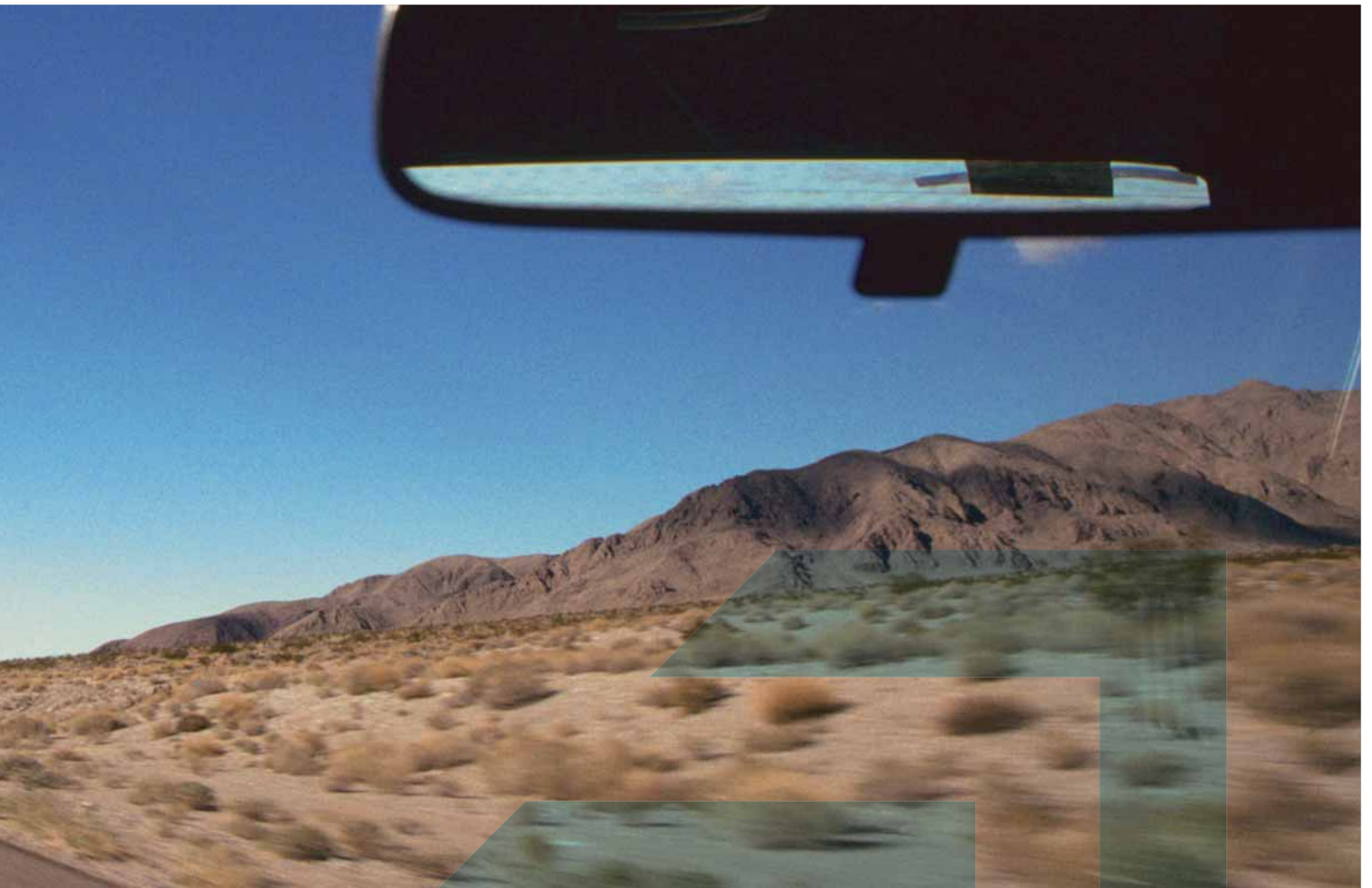
40 AUTOMOTIVE DIVISION

44 MACHINERY, ENERGY & PROJECT DIVISION

48 CHEMICALS & ELECTRONICS DIVISION

52 FOOD & AGRIBUSINESS DIVISION

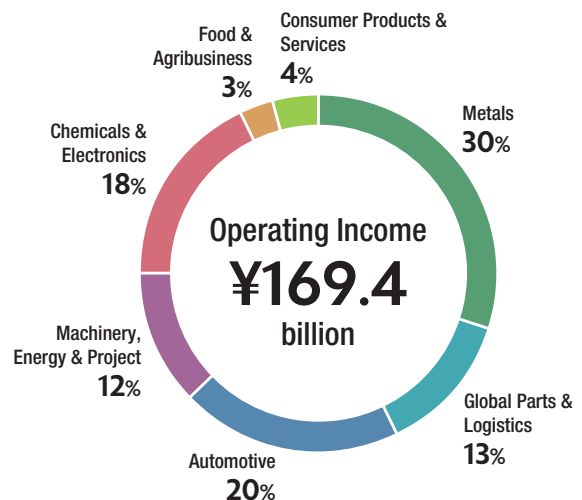
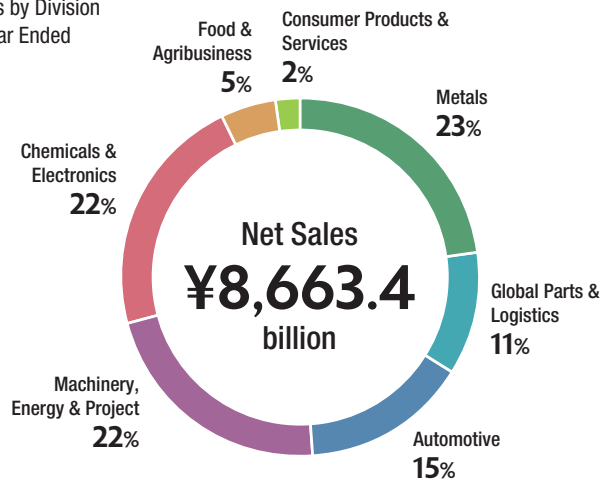
56 CONSUMER PRODUCTS & SERVICES DIVISION





# AT A GLANCE

Business Results by Division  
for the Fiscal Year Ended  
March 31, 2015



## Metals Division

The Metals division mainly handles steel products and specialty products, steel construction materials, non-ferrous metal ingots and precious metals, aluminum products, copper, and copper alloy products, iron & steel scrap and nonferrous metals scrap, ferro-alloy products, and pig iron, recycling of end-of-life vehicles (ELVs), auto parts and waste catalysts, rare earth resources and rare metals. The division manufactures, processes, sells, and disposes of the products listed above.

Net Sales (¥ billion)

12/3	1,655.3
13/3	1,694.1
14/3	1,828.2
15/3	1,961.0
16/3 (Forecast)	2,150.0

Operating Income (¥ billion)

12/3	32.3
13/3	36.2
14/3	43.6
15/3	54.3
16/3 (Forecast)	50.0

Total Assets (¥ billion) / ROA (%)

12/3	4.8	673.4
13/3	5.0	719.9
14/3	5.7	765.8
15/3	6.3	862.6

## Global Parts & Logistics Division

The Global Production Parts & Logistics division mainly handles component parts for automotive production. The division manufactures, sells and provides services for these products. It also conducts a logistics business and a tire assembly business.

Net Sales (¥ billion)

12/3	620.8
13/3	790.8
14/3	891.6
15/3	927.5
16/3 (Forecast)	1,000.0

Operating Income (¥ billion)

12/3	9.9
13/3	19.7
14/3	22.9
15/3	22.8
16/3 (Forecast)	21.0

Total Assets (¥ billion) / ROA (%)

12/3	4.5	222.7
13/3	7.2	274.3
14/3	7.3	317.1
15/3	7.0	328.0

## Automotive Division

The Automotive division mainly handles passenger vehicles, commercial vehicles, light vehicles, motorcycles, trucks and buses, and automotive parts. The division sells and provides services for the products listed above.

Net Sales (¥ billion)

12/3	668.8
13/3	781.9
14/3	1,298.0
15/3	1,306.5
16/3 (Forecast)	1,300.0

Operating Income (¥ billion)

12/3	25.4
13/3	31.2
14/3	39.6
15/3	36.4
16/3 (Forecast)	33.0

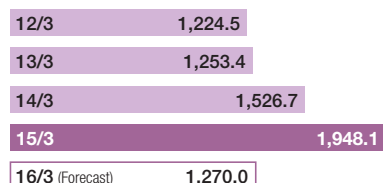
Total Assets (¥ billion) / ROA (%)

12/3	5.4	210.9
13/3	5.6	581.1
14/3	5.6	713.5
15/3	5.0	730.2

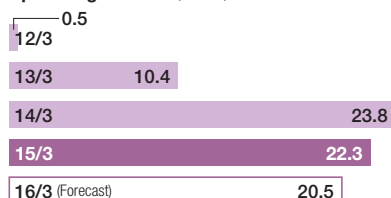
## Machinery, Energy & Project Division

The Machinery, Energy & Project division mainly handles machine tools, industrial machinery and textile machinery, testing and measuring instruments, electronic machinery, environmental equipment, and construction machinery, petroleum products and liquefied petroleum gas (LPG), coal, crude oil, petrochemical and natural gas products, and infrastructure projects. The division sells and provides services for the products listed above. The division also conducts an energy and electric power supply business.

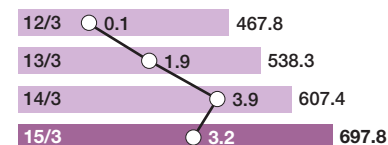
### Net Sales (¥ billion)



### Operating Income (¥ billion)



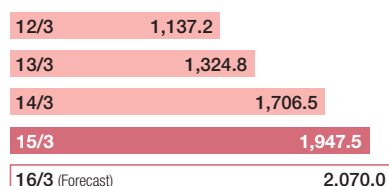
### Total Assets (¥ billion) / ROA (%)



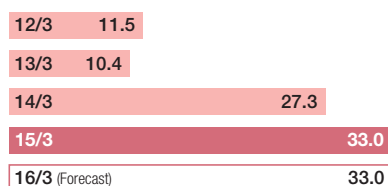
## Chemicals & Electronics Division

The Chemicals & Electronics division sells and provides services for IT devices and equipment, electronic devices and semiconductors, automotive embedded software development and electronic equipment, network integration and support, PCs, PC peripherals and software, component parts for automobile production, and ITS (Intelligent Transport Systems) equipment. The division also processes, manufactures, sells and provides services for organic chemicals, specialty and inorganic chemicals, highly functional specialty chemicals, fat and oil products, plastics and rubber, rubber, chemical additives, batteries, electronic materials, pharmaceuticals and pharmaceutical ingredients.

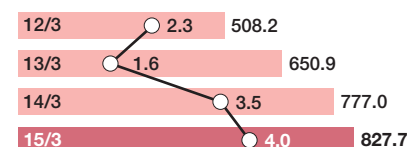
### Net Sales (¥ billion)



### Operating Income (¥ billion)



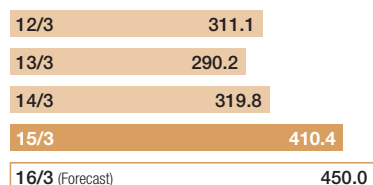
### Total Assets (¥ billion) / ROA (%)



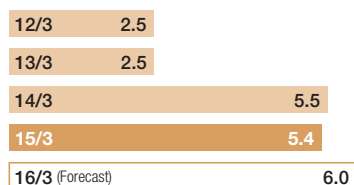
## Food & Agribusiness Division

The Food & Agribusiness division mainly handles feed and oilseeds, grains, processed foods, food ingredients, agriculture, marine and livestock products, and alcoholic beverages. The division manufactures, processes, sells, and provides services relevant to the products listed above.

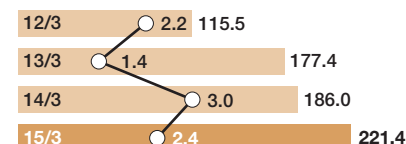
### Net Sales (¥ billion)



### Operating Income (¥ billion)



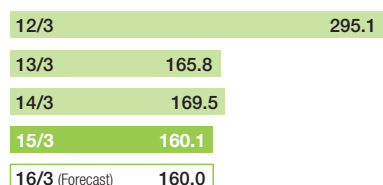
### Total Assets (¥ billion) / ROA (%)



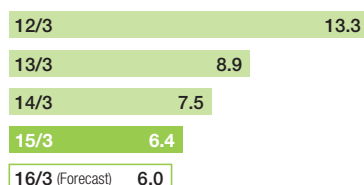
## Consumer Products & Services Division

The Consumer Products & Services division mainly handles the sales and servicing of property, casualty and life insurance, brokered securities, textile products, apparel, nursing care and medical products, construction and housing materials, and office furniture, as well as operates general hospitals and hotel residences.

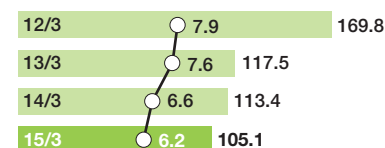
### Net Sales (¥ billion)



### Operating Income (¥ billion)



### Total Assets (¥ billion) / ROA (%)





# METALS DIVISION



**Takumi Shirai** *Senior Managing Director, Chief Division Officer of Metals Division*

“The Metals division is strengthening operations in the core domain of Mobility while also accelerating innovation in the fields of recycling and resource development.”

### Business Fields

#### 1. Automotive steel products

In automotive steel, the division is engaged in the business of processing and distributing steel sheets and specialty steel products

#### 2. Steel products

In steel products, the division manufactures and distributes steel tubes, and is involved in businesses related to steel construction material and infrastructure

#### 3. Nonferrous metals

Business in nonferrous metals extends from molten aluminum production and aluminum processing to the distribution of copper, aluminum, tin, precious metals, rare metals and rare-earth resources

#### 4. Steel raw materials

The division's steel raw materials business encompasses the compliant collection and recycling of waste metal from factories and cities, and the collection and dismantling of end-of-life vehicles (ELVs) for recycling as scrap metal

### Recent Initiatives

In the steel business, Techno Steel Processing Turkey Çelik Bükme ve İşleme San. Tic. A.Ş., a Turkish electrical steel sheet processing company in which Toyota Tsusho Group has invested, began full-scale production. In the nonferrous metals business, investee Sales de Jujuy S.A., an Argentine lithium miner, also commenced full-scale production of lithium at Salar de Olaroz, Jujuy Province. In the steel raw materials business, the group worked to expand its Chinese automobile dismantling and recycling operations by establishing new sites subsequent to investee Beijing Borui Liantong Auto Recycling Tech Co., Ltd.

### Business Strengths

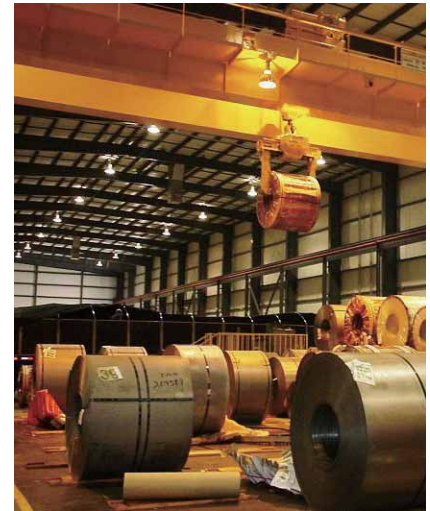
Rather than viewing steel and nonferrous metals simply as commodities, the Metals division sees them as products with unique properties and functions. This approach allows us to provide optimal products and logistics matching the needs of both suppliers and users.

In the steel sheet business, the division's processing bases in Japan and overseas are able to deliver products flexibly in response to demand. We achieved this through an IT-enabled ordering system and an efficient logistics system. In addition, our steel blanking business caters to user needs in nations worldwide.

In the steel bars and tubes business, in addition to processing and marketing specialty steel bars and tubes, we market steel construction materials.

In the nonferrous metals business, leveraging a global trading system centered on Japan, London, and Singapore, we are mitigating market volatility risk and expanding businesses. The division also operates molten aluminum production and other businesses around the world, and is engaged in the development of rare-earth resources, rare metals and other mineral resources.

In the steel raw materials business, our environment-friendly initiatives include recycling iron and steel scrap from plants, demolished buildings, and dismantled ELVs. Currently, the division is extending the scope of these activities beyond metals.



## Medium- to Long-Term Initiatives and Priority Strategies

The Metals division pursues fluid coordination between its automotive steel products, steel products, nonferrous metals, and steel raw materials businesses. The division leverages its overseas networks to provide procurement capabilities and takes advantage of its processing and logistics capabilities in Japan and overseas to cater to customer needs. With this as its base, the division is steadily growing automotive businesses and non-automotive businesses to continue creating and providing business value. Leveraging our robust on-site capabilities and safety management abilities, we will strengthen our relationships with prominent business partners around the world as we ensure the commercialization of projects in progress, seek

out promising new projects, and accelerate investments to expand business operations.

In its mainstay automotive businesses, the division gives form to new functions and businesses, promoting sales to customers that are not only limited to the Toyota Group to further improve upon operations. At the same time, synergies are being pursued between automotive businesses and non-automotive businesses. These synergies will be utilized as we continue to cater to fields related to energy and infrastructure and other comparatively large markets with high growth potential, as well as in fields our strengths can be put to use in the recycling and resource development field.

Working to secure earnings over the long

term, the division will rapidly and aggressively invest strategically in its business. At the same time, it will solidify its operating foundations by redoubling safety measures, promoting stricter compliance, reducing costs, enhancing functions, expanding sales channels, cultivating human resources, and exiting unprofitable businesses. Through these efforts, the division aims to quickly develop a business structure that strikes a balance between aggressive expansion and reinforcement of existing foundations. Furthermore, we are bolstering overseas staff to boost revenues from overseas operations in pursuit of our long-term targets.



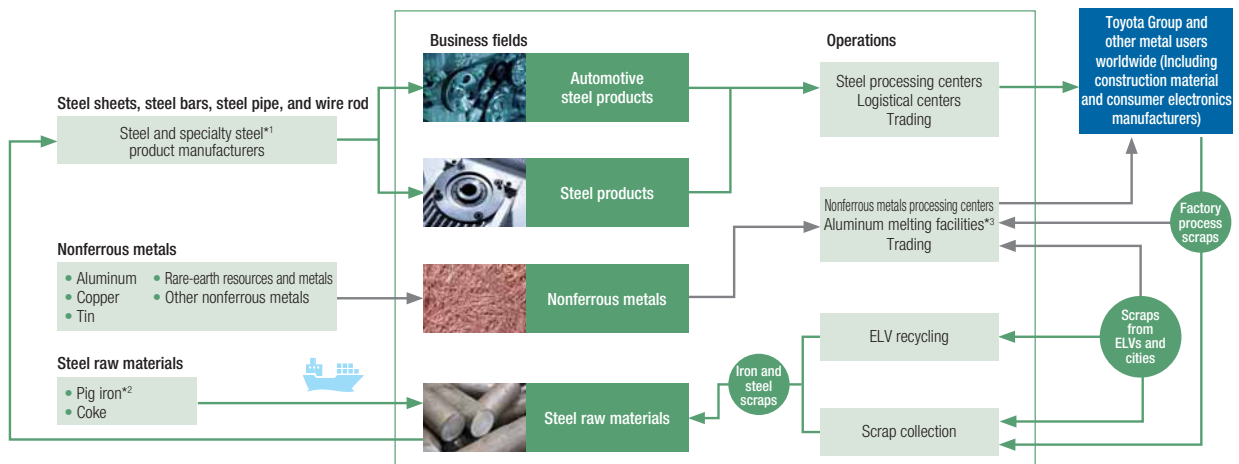
# — Toyota Tsusho's Unrivaled Value Creation Businesses —

## High-Quality Processing, Logistics, and Storage Services

The greatest differentiating feature of Toyota Tsusho's metals business is the high efficiency with which it coordinates its operations with those of processing companies and manufacturers in Japan and overseas. An example of these high-quality operations is its steel processing centers, which play a pivotal role in our steel sheet business. The

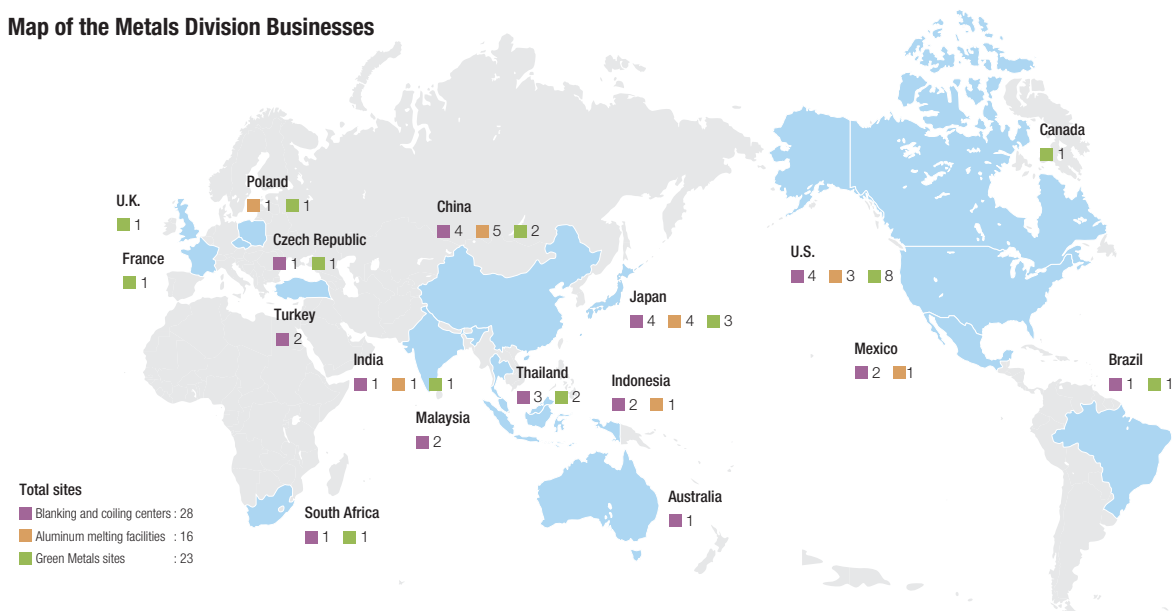
centers facilitate the sharing of information between suppliers and users and provide efficient processing, logistics, and storage optimally suited to each company's production status. Furthermore, in the nonferrous metals business, Toyota Tsusho supplies aluminum molten instead of in the conventional form of ingots as this reduces overall energy

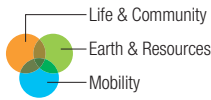
costs and environmental burden. In addition to these supply functions, the Metals division also operates a recycling business in which it collects and processes ELVs and waste metal from factories. These highly functional businesses are operated out of 67 bases in 17 nations, and we will continue to expand the scope of operations going forward.



\*1. Standard steel mixed with silicon, manganese, nickel, chrome, copper, or other alloying elements  
 \*2. A product of smelting iron ore  
 \*3. Facilities used to manufacture molten aluminum alloy

### Map of the Metals Division Businesses





## Major Investments and Projects

### Promoting a Global Trilateral Business Structure in Processing Electrical Steel Laminations

In Mexico, India and Turkey, the division is developing its business in grain-oriented electrical steel laminations, used as the iron core of transformers for power generation and transmission, with the goal of contributing to improved energy efficiency worldwide. Since its establishment in 2002, the forerunner in this effort, Techno Steel Processing de Mexico, S.A. De C.V., has contributed significantly to the supply of electrical power in North America. In 2013, Toyota Tsusho also raised its stake in India's largest electrical steel lamination processor, KRYFS Power Components Ltd., to 20%, thereby establishing a solid presence in the rapidly-growing Indian market. In February 2015, Turkish subsidiary Techno Steel Processing Turkey Çelik Bükme ve İşleme San. Tic. A.Ş. commenced full production, completing our advancement into Europe where progress raising energy efficiency is underway. These three global sites will serve as the starting point of our efforts to further expand the business.



### Lithium Resources Mining Project in Argentina

Since 2010, the division has been promoting its lithium resources mining business, part of an effort to respond to the growing demand for lithium-ion batteries as the market for hybrid and electric vehicles continues to expand. In 2012, Toyota Tsusho acquired a 25% interest in a mining project located at the Salar de Olaroz salt lake in the northwestern Argentinian province of Jujuy. With loan guarantees provided by the Japan Oil, Gas and Metals National Corporation (JOGMEC), the project began production of lithium carbonate in December 2014 as the first such lithium resources mining project by a Japanese company. As the sole sales agent of the lithium carbonate produced by the project, we will utilize our global network to contribute to meeting demand both at home and around the world.



### Enhancing the ELV Recycling Business Value Chain

With the goal of enhancing the recycled automobile parts distribution business the division began in 2001 with Ecoline Corporation, in April of 2014 Ecoline merged with SPN Co., Ltd. to form JARA Corporation. The company will push ahead to promote the further growth of automobile parts recycling in Japan, including partnering with a major property and casualty insurance company to provide parts warranties, an industry first. In China, meanwhile, the division entered an end-of-life vehicle (ELV) dismantling business in Beijing in February 2014, and plans to have a second location operating within the fiscal year ending March 31, 2016. By generating synergies between the domestic expertise accumulated through JARA's parts distribution business, and the expertise acquired through the dismantling business in China, the division will contribute to building a recycling-oriented society.





# GLOBAL PARTS & LOGISTICS DIVISION



Yuichi Oi *Senior Managing Director, Chief Division Officer of Global Parts & Logistics Division*

“The Global Parts & Logistics division utilizes the group’s global networks and logistics infrastructure and a diverse range of “multi-functions,” including supply and demand management and assembly support, to exercise the “selling power” that is characteristic of an investment and project management company.”

## Business Fields

### 1. Global parts

The division provides optimal, integrated logistics for automotive parts, utilizing a vendor-to-vendor approach that employs supply and demand management techniques such as consolidated transportation and small-lot, high-frequency deliveries.

### 2. Logistics

The division provides logistics services that are linked directly to the production activities of customers around the world. Logistics processes are designed and proposed based on customer needs and by using the Toyota Production System (TPS).

### 3. Global parts assembly

The division provides overseas tire and wheel assembly and other assembly services for automotive parts.

### 4. Automotive parts and accessories

Leveraging the Company’s unique development functions related to automobile interior and exterior materials and accessories, the division supports users around the world with product provision functions spanning from planning to sales, production preparation, and quality assurance.

### 5. Industrial materials

The division’s global industrial material operations encompass provision and processing functions as well as new material development and proposals for interior materials and parts primarily for automobiles.

### 6. Aftermarket auto parts

The division has also built a value chain for aftermarket auto parts, from development and procurement to marketing.

## Recent Initiatives

As aircraft parts manufacturers move toward local production in Asia, Toyota Tsusho established Asahi Aero Malaysia Sdn Bhd., a joint venture engaged in the surface treatment of aircraft parts, with the goal of building a value chain in Asian aircraft manufacturing.

Meanwhile, Toyota Tsusho has also set up a technopark in Cambodia for supporting the expansion of automobile parts production and other manufacturing by Japanese companies in the Mekong region.

## Business Strength

The Global Parts & Logistics division utilizes its worldwide logistics and supply and demand management functions to develop a global logistics business centered on automotive parts.

The division’s network currently spans 29 nations with 159 bases operated by 83 overseas subsidiaries. This optimal, integrated logistics system is supported by a total of 12,000 people, when the staff of domestic and overseas affiliates are included. The division thus leverages its unique capabilities to link automakers and parts manufacturers worldwide, and build a global supply chain.

The division strives to maintain a deep understanding of customer needs and provide services of the highest caliber. To facilitate this endeavor, we offer manufacturing functions, such as material and product development, raw material processing, and assembly.





## Medium- to Long-Term Initiatives and Priority Strategies

The Global Parts & Logistics division provides a variety of functions focused on the core Mobility domain, including product development, raw material processing, supply and demand management, logistics, and assembly. By fusing and further developing these functions, the division will spearhead the Company's advancement into emerging nations and new markets such as Mexico, India and the Mekong region.

In the technopark business, the division helps automotive parts manufacturers move overseas and provides them with services for subcontracting parts processing. These operations are being expanded primarily in regions among emerging nations where the automotive industry is concentrated. In these regions, we are constructing

systems to allow for parts that have been made to Japanese quality standards to be supplied stably even overseas, thereby helping Japanese automakers shift production to emerging nations.

In addition, the division is combining trading functions with manufacturing functions to further expand its overseas operations. This includes a module business combining trading functions leveraging centralized logistics for managing the supply and demand of parts procured from various manufacturers with processing and assembly functions to deliver parts assembled as modules to customers. Another is the accessories conversion business in which we carry out a service from in-house designed and developed automobile accessories

to mounting the accessories on the vehicles customers bring in for conversion.

Among efforts aimed at value chain expansion, in downstream fields the division is looking at the aftermarket business, which is growing as global automobile sales increase and the period which vehicle are owned lengthens. The division also expanded into fields such as aviation, agricultural and construction machinery, railway cars, and home appliances.

Through these initiatives, the division is utilizing its multi-functional capabilities and global network, working with partners to create optimal, manufacturing-based value chains, and aiming to more fully exercise its selling power.



## — Toyota Tsusho's Unrivaled Value Creation Businesses —

### Creating an Optimal Value Chain for Customers

With the division's own logistics bases located around the world, the division is able to perform mixed loading and consolidated transportation ("milk-run") and relay station logistics ("cross-dock"). We have utilized IT to construct a worldwide logistics network that allows high-frequency deliveries in small lots to be filled by multiple manufacturers and suppliers.

Combining these functions with order and inventory management and other supply and demand functions, the division

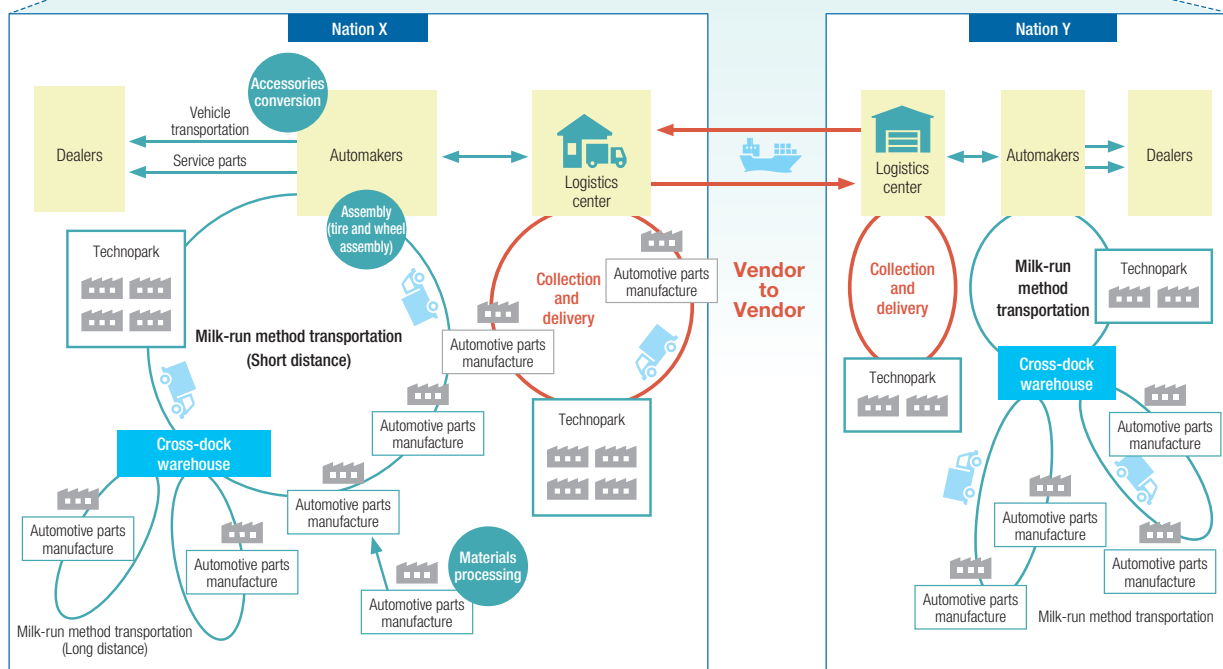
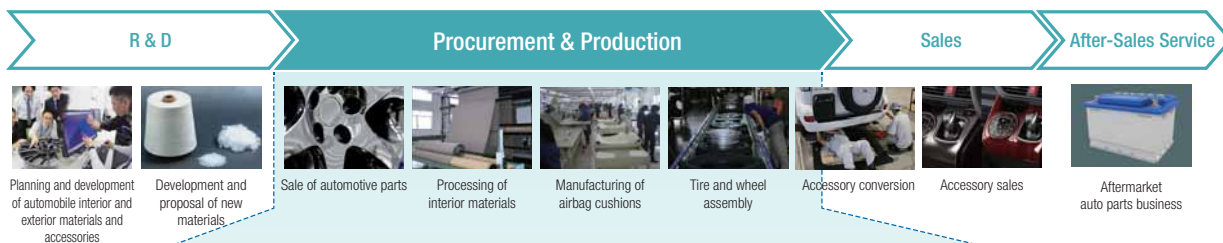
is able to provide parts logistics services that respond to customer needs, while contributing to stable parts supply. This approach also helps customers reduce transportation costs, shorten delivery lead times and minimize inventories.

In accessories and materials, the division provides processing and provision functions such as product planning, design and development, parts supply, production preparation and quality assurance that form an essential part of each product's supply chain.

The division has built a system that contributes to optimizing the value chains of our customers in the manufacturing industry with other businesses including the technopark business, as well as parts assembly, vehicle transportation and accessories conversion.

As market needs change, we work to create new value by multiplying combinations of these various functions for customers.

### Business Lines of the Global Parts & Logistics Division





## Major Investments and Projects

### Technopark Business Supporting the Shift of Japanese Manufacturers to Emerging Nations

In addition to operating rental factories, the division's technopark business offers a package that includes contracted administrative and accounting functions to shuttle buses and meal services. The business now operates in Indonesia, Thailand and India, and contributes significantly to enhancing the competitiveness of client companies now doing business in those nations. Furthermore, we have set up a new technopark in Poipet, Cambodia to stay in step with the dispersal of productions sites to the Mekong region under the so-called Thailand-Plus One strategy. In addition to providing foregoing support functions, the technoparks also arrange parts processing subcontractors in collaboration with the client companies and furnish temporary staffing services. Together, these functions will provide an environment in which client companies can focus entirely on manufacturing.



### Taking on New Fields (Aviation)

Utilizing the strengths we have built in the automotive field, the division is now looking to create new value and new business structures to contribute to the development of the aviation industry. In aircraft parts manufacturing, we are working to provide just-in-time material and parts supply functions to aircraft body and equipment manufacturers as we partner with technologically advanced aviation companies to manufacture aircraft parts. Most recently, Toyota Tsusho established a joint venture in Malaysia, partnering with a Japanese manufacturer to engage in providing surface treatment of aircraft parts. In the airport terminal management business, we are leveraging our experience operating the international terminal at Wattay International Airport in Laos to aggressively expand our airport operation services to other emerging nations.



### Strengthening the Automotive Battery Sales Business in Malaysia

Through the M&A of both Borneo Technical Co. (Malaysia) Sdn. Bhd. and Borneo Technical (Thailand) Ltd., major Asian wholesalers of aftermarket auto parts, Toyota Tsusho has acquired a sales network spanning Malaysia and Thailand. Since then, BTM has concluded an agreement with the Hitachi Chemical Group as the exclusive agent for expanding aftermarket sales of car batteries in Malaysia.





# AUTOMOTIVE DIVISION



**Takashi Hattori** *Senior Managing Director, Chief Division Officer of Automotive Division*

**“ The Automotive division aims to become the most reliable automobile sales group in the world, possessing the strategies, the expertise, and the human resources necessary to respond to the diverse range of markets seen across the globe. By working toward this goal, the division will remain an integral proponent in leading Toyota Tsusho’s “TRY-1” strategy toward realizing the Global 2020 Vision. ”**

## Business Fields

### 1. Automotive distributors

On a global scale, the division operates an automotive distributor business, taking responsibility for all aspects of advancing an automotive brand in the nations in charge of.

### 2. Automotive dealers

On a global scale, the division operates an automotive dealer business that serves distributors in specific nations, providing comprehensive retail services, including after-sales services.

### 3. Value chains related to automotive sales

In nations where we operate our automotive distributor business, the division is constructing comprehensive automotive value chains that include spare parts supply and after-sales services as well as small-scale CKD production, body mounting and conversion, used vehicle sales, and captive finance and lease.

## Recent Initiatives

In Kenya, Toyota Kenya Ltd. established the Toyota Kenya Business Park, consolidating its logistics center for new vehicles, parts warehouses and the used vehicle business at the new site. A new, enhanced human resource development center was also opened to replace the previous training facility. In Cambodia, the group launched Toyota Tsusho Finance (Cambodia) Plc marking its entry into the captive finance and lease business in that nation.

In Nigeria, CFAO S.A., in which Toyota Tsusho has invested, entered into an agreement to form a joint venture with Yamaha Motor Co., Ltd. to manufacture and distribute motorcycles. It also signed a distributorship agreement with

Volkswagen AG to launch automobile distributor businesses in six southeastern African nations.

## Business Strengths

The Automotive division exports passenger cars, trucks, buses, industrial vehicles, motorcycles, and spare parts that the Toyota Group and other companies manufacture in Japan and overseas to users all over the world. The division’s global network covers 175 nations and regions (85 nations with business operations) and encompasses distributor, dealer, and other businesses.

The division is actively developing automotive import and sales operations centered on new emerging nations and other regions where a full-fledged motorization trend can be expected in the future. This entails branching out from export-centric businesses to create more locally rooted operations, while simultaneously expanding into value chains related to automotive import and sales operations.

Through its business activities, the division contributes to social development, the creation of employment opportunities, and the cultivation of capable human resources in nations and regions of operation. As one of the unique capabilities of an investment and project management company, we also monitor market information, such as local political and economic circumstances, market trends, and user preferences, in a timely manner. This information is then applied to marketing strategies and communicated to manufacturers for incorporation into product development and production plans.

Moreover, with its expansive global network, the division aims to pioneer new business opportunities outside of the automotive sector to play a leading role in advancing Toyota Tsusho’s “TRY-1” strategy, to create a foundation for growth in new emerging nations.





Providing cutting-edge facility services in emerging nations.



## Medium- to Long-Term Initiatives and Priority Strategies

The division aims to maximize sales and boost product strength and brand value by pursuing stronger foundations for our own distributors and dealers through a trilateral sales structure that integrates vehicle sales, spare parts supply, and after-sales services.

In addition, the division tries to construct and expand value chains related to automotive sales and draw out its unique strengths by developing and fusing various businesses and functions, such as small-scale CKD production, body mounting and conversion, used vehicle sales, and captive finance and lease, centered on new emerging nations where a full-fledged motorization trend can be expected in the

future. The division further aims to contribute to the development of a sound and comprehensive automotive industry in new emerging nations by making the most of our extensive contacts to provide governments with policy recommendations. In nations where aged and imported used vehicles account for a large share of the market, we will make an extra effort to develop general after-sales repair services open to all customers in general, extending beyond our own sales channels. This will be done to improve vehicle safety, product reliability and consumer confidence of the automobile brands we distribute.

Capital participation in CFAO S.A. in 2012 has enabled the division to establish a network

that spreads across nearly all of the African continent. Going forward, we are fully leveraging the strengths of both Toyota Tsusho and CFAO to formulate and advance optimal business expansion measures while creating synergies.

The division aims to continue growing its business around the world. To facilitate this endeavor, it has positioned regional headquarters in various locations to guide the development of an optimal organizational structure, cultivate and strengthen necessary functions and businesses, and enhance corporate governance systems.



## — Toyota Tsusho's Unrivaled Value Creation Businesses —

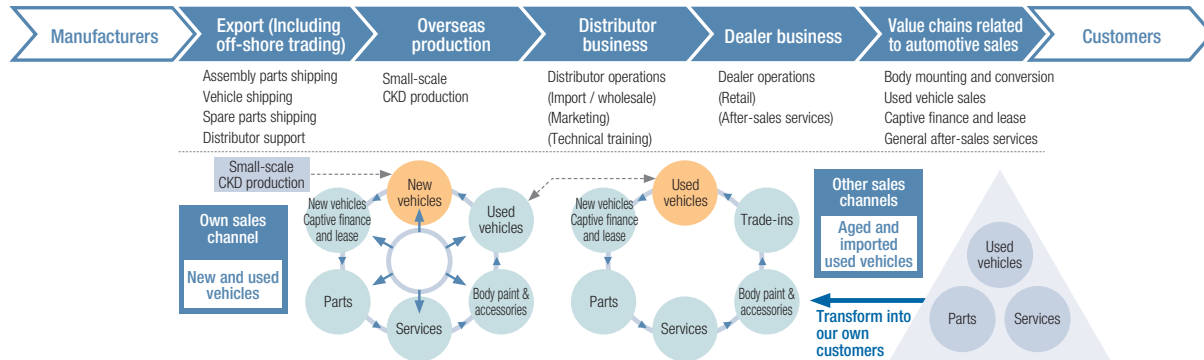
### Integrated Trilateral Sales Structure and Robust Sales Value Chain

The division's core distributor and dealer businesses form an integrated trilateral sales structure, which is composed of vehicle sales that involve introducing specifications that are suitable to the conditions of each nation, spare parts supply, and after-sales services, which include providing

technical training for staff members.

At the same time, we are working to construct and expand automotive sales value chains. To this end, we are expanding into small-scale CKD production, body mounting and conversion, used vehicle sales, and general after-sales service open to all customers in general, including for vehicles sold through other channels.

peripheral businesses tied in with our own sales channels. In addition, we have taken an active role in developing a used vehicle distribution business, as well as general after-sales service open to all customers in general, including for vehicles sold through other channels.



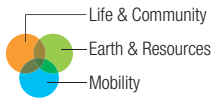
### Worldwide Operations and Regional Strategies

The division is currently operating distributor and dealer businesses in 85 nations, mainly new emerging nations, and other regions where a full-fledged motorization trend can be expected in the future. We develop our operations by examining the needs of individual nations groups, which are formed based on

region, and by adopting optimal policies that meet the specific needs of each region. The division has established regional headquarters in Africa, Asia, Oceania, the Caribbean Sea, and other regions. Out of these regional headquarters, the division will explore new markets and expand sales networks based on

all-encompassing regional strategies. These strategies incorporate product and branding strategies, including sales and marketing strategies, and the strategies for strengthening necessary functions and developing new businesses in order to construct and expand automotive sales value chains.





## Major Investments and Projects

### Opening of Toyota Kenya Academy as a Human Resources Training Center in Kenya

In July 2014, Toyota Kenya Academy was established as Toyota Kenya Ltd.'s human resources training center in Kenya. This is not only for nurturing its own technical staff in the automotive field, but also for nationwide talent in response to Kenya's long-term strategy "VISION 2030" which calls for developing the skills required of a global workforce. The academy will collaborate with the Japan International Cooperation Agency and Kenyan universities and government agencies to provide courses for entrepreneurs and other businesspeople, as part of the goal of improving the global competitiveness of human resources in Kenya. By building an educational system that meets a diverse range of needs, we will continue to support developing the human resources Africa needs for its future.



### Captive Finance and Lease Company Established in Cambodia

In July 2014, Toyota Tsusho established a sales finance company in Cambodia, Toyota Tsusho Finance (Cambodia) Plc marking the first entry by an investment and project management company into Cambodia's captive finance and lease market. The company, set up as part of an effort to strengthen our value chain, will coordinate with dealerships to provide direct captive finance and lease services for multiple products including automobiles, motorcycles, and agricultural and construction machinery. Through this venture, Toyota Tsusho will contribute to raising the quality of life in Cambodia and supporting the nation's economic development.



### New Vehicle and Spare Parts Logistics Center Opened in Papua New Guinea

In December 2014, Toyota Tsusho (PNG) Ltd. established a new logistics center in Papua New Guinea to handle new vehicles and spare parts. The center enables a more efficient operation by consolidating distributor functions including inventory management, pre-delivery vehicle inspection and installation of accessories. With demand for new vehicles and parts in Papua New Guinea expected to grow, the new center aims to provide an even higher level of customer satisfaction.





# MACHINERY, ENERGY & PROJECT DIVISION



**Nobuyuki Minowa** *Senior Managing Director, Chief Division Officer of Machinery, Energy & Project Division*

**“Spreading across the three domains of Mobility, Life and Community, and Earth and Resources, the Machinery, Energy & Project division is pursuing synergies and working to establish a position as No. 1 in the regions in which it specializes.”**

## Business Fields

### 1. Automotive machinery

The division trades automotive manufacturing and distribution equipment, parts, and tools both domestically and internationally, and also designs, repairs, and installs the related machinery.

### 2. Energy

The division develops and operates electricity, gas, coal, and oil businesses, and trades the related products both domestically and internationally.

### 3. Plant, industrial and construction machinery

The division supplies and constructs plants related to electricity, oil, water, and offshore projects, trades industrial machinery and construction machinery both domestically and internationally, and develops and operates related businesses.

## Recent Initiatives

The Machinery, Energy & Project division considers North America to be an important market for its business with electric power. In the U.S., the group is involved in a project to construct and operate a natural gas-fired thermal power plant in St. Charles, Maryland, and a repowering project that will improve the Salem Harbor natural gas-fired thermal power plant in Massachusetts. Elsewhere, in Kenya, the company completed construction and operations began at the two largest geothermal power plants in Africa, Olkaria 1 and 4.

## Business Strengths

The Machinery, Energy & Project division is developing its operations in three business fields. The automotive machinery business encompasses automotive production machinery and equipment. Meanwhile, the energy business includes electricity, gas, oil, and coal projects. The plant, industrial and construction machinery business involves various types of plants as well as construction machinery, and textile machinery.

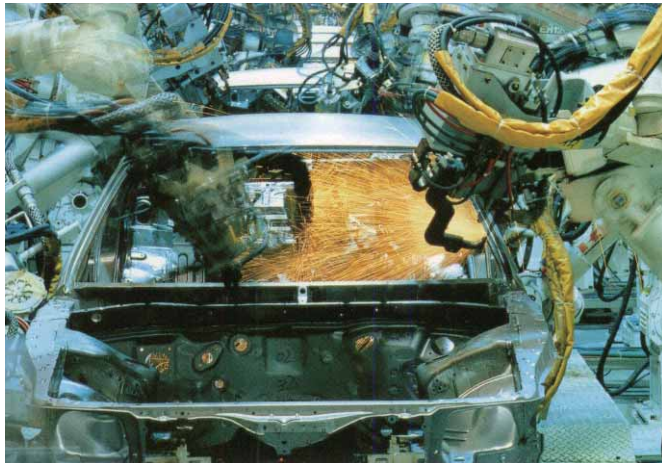
In the automotive machinery business, the division provides integrated support capabilities for production equipment to a wide range of automotive industries.

In the energy business, the division's goal is to secure stable energy supplies over the long term. With this in mind, we procure crude oil from the Middle East and heavy oil from Southeast Asia and operate gas production businesses in Australia and North America and coal production businesses in Australia.

In the power generation business, on a global scale we develop and operate renewable power generation businesses, including wind and solar power projects, as well as conventional thermal power generation businesses.

In the plant, industrial and construction machinery business, the division's operations encompass business proposals, fund raising, engineering, procurement, and construction. Moreover, the division is focusing efforts on helping develop infrastructure in emerging nations while also promoting sales of construction machinery, and textile machinery in these nations.





## Medium- to Long-Term Initiatives and Priority Strategies

The operating environment is always changing, as seen in the migration overseas of Japanese automakers, the structural shifts in energy demand following the shale gas revolution and the rise in environment consciousness, and political unrest in the Middle East and Africa. Accordingly, the Machinery, Energy & Project division is faced with the constant need to respond to changes in the operating environment through business initiatives.

To be more specific, we are helping China meet its growing need for robotic automation in

the automotive industry, as well as other sectors of manufacturing. As a business contributing solutions for improving the global environment, we are expanding our involvement in the creation of clean energy by concentrating on renewable energy (wind, solar, geothermal, biomass, etc.), including the infrastructure projects we have initiated in Africa as a priority region. In this way, we are helping to ensure the stable supply of electricity in nations throughout the world.

Furthermore, the division is strengthening coordination between its main business fields: the

vehicle equipment business, where automobile production equipment is the main revenue source; the energy business, which is mainly focused on securing stable energy supplies; and the plant and industrial machinery business, which primarily deals in plants, construction machinery, and textile machinery. While reinforcing each business field's current earnings platform, the division will apply the expertise it has accumulated in the automotive production equipment sector to energy and infrastructure projects, and otherwise work to create new synergies.



## — Toyota Tsusho's Unrivaled Value Creation Businesses —

### Integrated Support Capabilities for Machinery and Equipment and a Value Chain that Extends from Development of Resources to Stable Supply

The division not only procures and markets various types of machinery and equipment but also provides comprehensive support services covering planning and solutions as well as technological development,

quality control, logistics, installation, and after-sales services that make important contributions to the building of customers' production systems. Aiming to ensure stable supplies of energy resources, on a global

scale, the division develops, procures, and supplies such resources as oil, natural gas, and coal and develops and operates power generation and water treatment businesses.

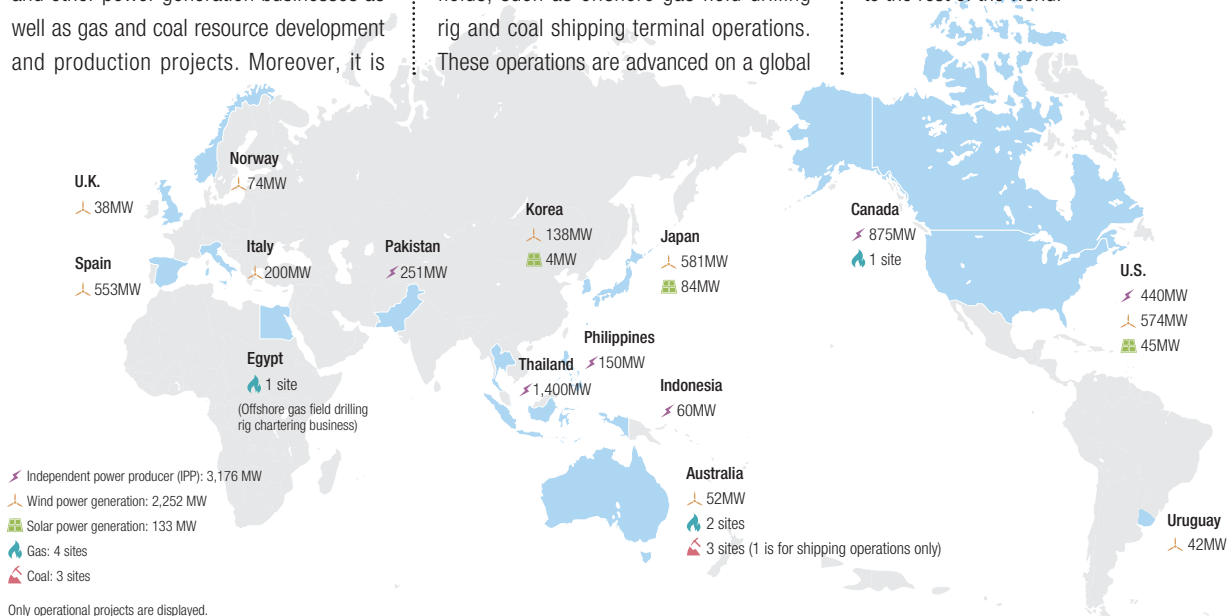


### Power Generation Businesses, Gas and Coal Resource Development and Production Projects, and Peripheral Businesses Conducted on a Global Scale

The division conducts renewable energy and other power generation businesses as well as gas and coal resource development and production projects. Moreover, it is

expanding into businesses in peripheral fields, such as offshore gas field drilling rig and coal shipping terminal operations. These operations are advanced on a global

scale to supply energy to Japan as well as to the rest of the world.





## Major Investments and Projects

### Global Development of Wind and Solar Power Businesses

Converted into a subsidiary in January 2012, Eurus Energy Holdings Corporation conducts wind and solar power businesses around the world. In its participation in these energy businesses, the company leverages its global network as well as the sophisticated knowhow and technologies of business partner Tokyo Electric Power Company, Incorporated. Energy projects are currently being developed and advanced primarily in the Asia-Pacific region, the United States, and Europe. Going forward, energy businesses will be expanded through Eurus Energy Holdings to help contribute to the realization of a sustainable society.



### Conversion to Subsidiary of Automotive Die Manufacturer

Gifu Seiki Kogyo Co., Ltd. was converted into a subsidiary after the company acquired a 90% stake in this company. Established in 1957, this die manufacturer primarily centers its business on large-scale dies for automotive applications. Strengths of this company include its unique 3D design systems and computer-aided engineering analytical technologies. Going forward, Toyota Tsusho will fuse the technologies Gifu Seiki has refined over its long history with other cutting-edge manufacturing technologies to pursue continual improvements in quality, costs, and delivery capabilities. In this manner, we aim to grow Gifu Seiki into a world-leading die manufacturer.



### Crane Order for East Africa's Largest Trade Port

Together with Mitsui Engineering & Shipbuilding Co., Ltd., the division received a contract to supply gantry cranes to Kenya's Mombasa Port, the largest trade port in East Africa. The gantry cranes to be supplied employ eco-friendly hybrid technologies to realize greatly reduced CO<sub>2</sub> emissions in comparison to similar cranes. The Mombasa Port is not only Kenya's only international trade port but also serves as the entry point for East Africa. As such, the further development of this port is anticipated to contribute to economic growth throughout all of East Africa.





# CHEMICALS & ELECTRONICS DIVISION



**Soichiro Matsudaira** *Senior Managing Director, Chief Division Officer of Chemicals & Electronics Division*

**“We will clarify our target fields and provide added value originated from Toyota Tsusho’s Group by accelerating integration of our consolidated group companies and enhancing our functions reviewing from customer’s perspective.”**

## Business Fields

### 1. Chemicals

In the fields such as automobiles, consumer goods and pharmaceuticals, the organic, and specialty and inorganic chemicals business is being developed on a global scale while leveraging integrated functions that span from production and procurement of raw materials to processing, storage, sales, and logistics.

### 2. Electronics

The division handles electronics components and software that are incorporated into automobiles, consumer electronics, information technology devices and equipment, and industrial devices, and provides IT services that link various industries. In the HEV and ITS business, the division provides ITS and telematics-related products and services for next generation’s motorized society, while pioneering and commercializing new technologies.

## Recent Initiatives

In the chemicals business, in Kenya, the group signed a memorandum of understanding with Kenya’s Ministry of Agriculture, Livestock and Fisheries as a precursor to launching fertilizer manufacturing operations in Kenya. In Malaysia, the division increased its investment in a silica sand mining and refining project to expand the project’s production capacity. In the electronics business, Tomen Electronics Corporation was converted into a wholly owned subsidiary to step up expansion into new businesses and improve customer satisfaction.

## Business Strengths

The Chemicals & Electronics division expands its business while creating new synergies by combining the organic, specialty and inorganic chemicals business, the electronics business, and the HEV (Green Mobility) business.

In the organic, specialty and inorganic chemicals business, the division handles chemical products for a wide range of fields, including automotive-use plastics, packaging materials, detergent raw materials, and hygiene materials. The division also boasts strong sales capabilities and networks in Asia, which it is leveraging to improve earnings while aggressively expanding into new fields such as pharmaceuticals and fertilizers.

In the electronics business, we are Japan’s largest trader of electronic components. The division handles electronics components and software that are incorporated into automobiles, consumer electronics, and industrial devices and operates, on a global basis, a network business that links these products.

In the HEV and ITS business, the division develops technologies for eco-friendly vehicles such as plug-in hybrid vehicles (PHVs) and electric vehicles (EVs), along with procuring and supplying the related products. At the same time, the division is developing transportation infrastructure for next generation’s motorized society in tandem with efforts to develop, establish and commercialize new services.





## Medium- to Long-Term Initiatives and Priority Strategies

The Chemicals & Electronics division is involved in all three domains of the TRY-1 strategy in the group's Global 2020 Vision. To address a confluence of diverse needs in developed and emerging nations, the division is spread across organizational and national boundaries to better unite our headquarters, overseas operating sites, and group companies and to utilize the collective strengths and synergies this creates to expand its business.

In the organic, specialty and inorganic

chemicals business, the division will both expand its core business and achieve efficient management. At the same time, it will create synergies by bringing together business units that have a competitive edge in global markets. It will also rise to the challenge of creating next-generation businesses that intelligently capture changes in society while nurturing future core earnings drivers.

In the electronics business, we anticipate the emergence of a society based on ever

more high-speed and high-capacity information and communications technology (ICT) and will enhance businesses worldwide by upgrading, expanding and concentrating the expertise and functions of its major affiliates with this in mind.

In the HEV and ITS business, the group will address the progressive shift toward EVs and the growing sophistication of transportation infrastructure by accumulating superior technologies and harnessing new functions to develop its business.

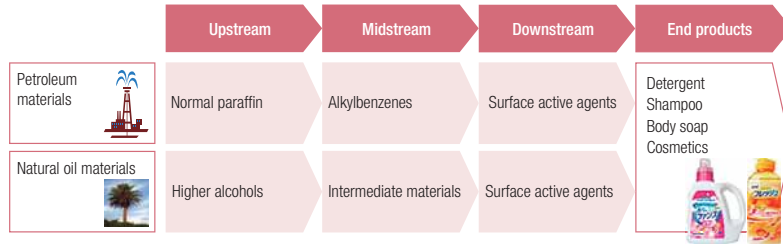


# — Toyota Tsusho's Unrivaled Value Creation Businesses —

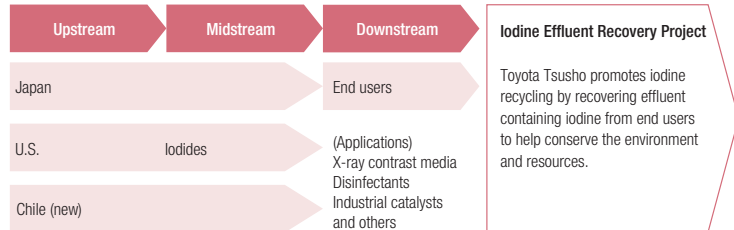
## Organic, and Specialty and Inorganic Chemicals Value Chains

In the organic chemicals business, we deal with a wide range of products and have constructed value chains that span from upstream to mid- and downstream fields. Meanwhile, the specialty and inorganic chemicals business is being developed globally while leveraging integrated functions that span from procurement of raw materials to preparation for production, processing and materials testing, local sales, storage, and logistics.

### Organic chemicals business (Detergent value chain)



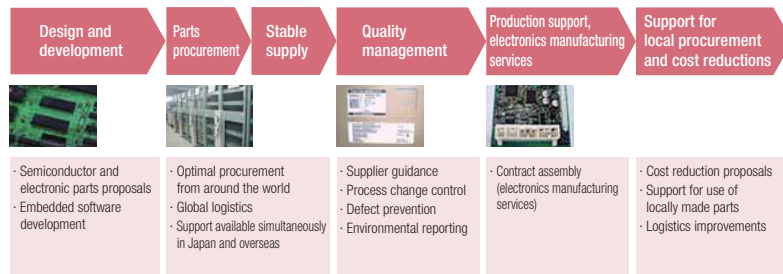
### Fine and inorganic chemicals business



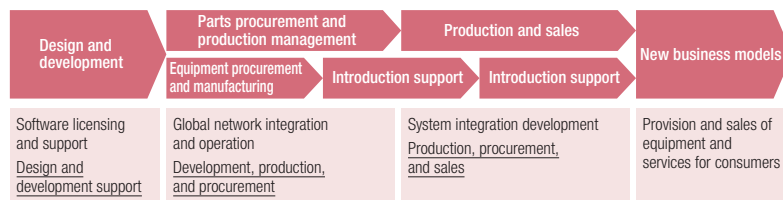
## Electronic Devices and Information Technology Value Chains

In the electronic devices business, we stably supply electronic devices through domestic and overseas operating sites while making new technical proposals and carefully managing factors relating to quality, costs, delivery, and after-sales services (QCDS). In the information technology business, we provide IT solutions services around the world and throughout various value chains.

### Electronic devices business



### Information technology business





## Major Investments and Projects

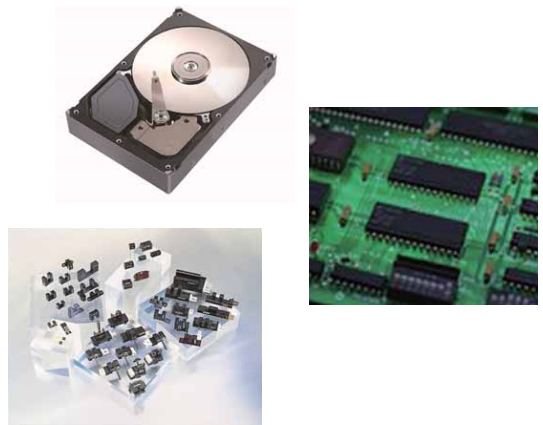
### Chilean Iodine Development and Production Company

In 2010, Toyota Tsusho partnered with Chilean iodine manufacturer ACF Minera S.A. in investing in Algorta Norte S.A., an iodine development and production company also located in Chile. The plant constructed in the Chilean state of Antofagasta commenced production in 2011. The first shipments left this plant in March 2012, and since then the plant has seen a smooth rise in production volumes as it exports products to China, India, Europe, North America, and other areas. We will construct a comprehensive iodine value chain that spans from upstream raw material supply to downstream product businesses.



### Conversion of Tomen Electronics Corporation Into a Wholly Owned Subsidiary

In December 2014, Toyota Tsusho converted Tomen Electronics Corporation into a wholly owned subsidiary by increasing its shareholding in the company from 40% to 100% through the purchase of additional Tomen Electronics shares. Tomen Electronics supplies semiconductors, electronic parts, and modular products to a wide range of business fields globally. Having positioned Tomen Electronics as a core company in the electronics field, Toyota Tsusho will strive to speed up decision-making as it prioritizes the allocation of human and financial resources to growing fields.



### SAP Production Capacity Increase in China

SDP Global Co., Ltd., in which the company owns a 30% stake with the remaining 70% being held by Sanyo Chemical Industries, Ltd., recently boosted the disposable diaper-use SAP production capacity of its Chinese subsidiary San-Dia Polymers (Nantong) Co., Ltd. This company's production capacity was increased by 80,000 tons per year, to 230,000 tons per year, a move designed to help it respond to the rapid growth in demand for SAP used in disposable diapers in China and other emerging businesses. Toyota Tsusho will support the development of SDP Global and San-Dia Polymers (Nantong) with its sales and distribution networks as well as its raw material and fund procurement capabilities.





# FOOD & AGRIBUSINESS DIVISION



**Yoshiki Miura** *Senior Managing Director, Chief Division Officer of Food & Agribusiness Division*

**“ The Food & Agribusiness division views providing a stable supply of safe and secure food as its mission. To fulfill this mission, it is accelerating efforts to globally procure food and explore new markets together with strategic partners. The division is also actively investing in the establishment of optimal, global value chains, and thereby driving the advancement of the “TRY-1” strategy. ”**

## Business Strengths

The Food & Agribusiness division is developing grain, food, and agriculture and aquaculture businesses around the world as its three main domains.

In the grain business, one of our strengths lies in our feed processing complexes, centered on four grain silos in Japan. These silos have piers that enable large vessels to dock alongside them. From the silos, we supply grains via a dedicated pipeline to compound feed millers further inland. In terms of volume, we are one of the leading handlers of feed grain in Japan. Moreover, we have established a comprehensive value chain in which we import wheat from North America, Australia, and other regions and export flour to Asia through our proprietary sales network.

In the food business, we are catering to diversifying needs by capitalizing on processing sites in Japan and overseas and a catering company. Imported food products are procured from stringently selected overseas suppliers, and then sold to end consumers through the division's direct sales venues.

## Business Fields

### 1. Grain

The division boasts a leading share for grain import volumes in the domestic market. Through its four grain silos, the division provides a stable supply of grain.

### 2. Food

Leveraging a global network of manufacturing and processing sites, as well as catering companies, the division supplies safe and secure food while catering to diversifying needs.

### 3. Agriculture and aquaculture

The division is developing an advanced recycling-oriented agriculture and aquaculture industry businesses.

## Recent Initiatives

In the agriculture and aquaculture business, Toyota Tsusho concluded a memorandum of understanding with Kinki University to strengthen cooperation further in the promotion of aquaculture. Subsequently, we established Tuna Dream Goto Fish Nursery Center in Goto City, Nagasaki Prefecture with an aim to achieve the stable production and supply of bluefin tuna hatchlings. Meanwhile, in the grain business, we concluded an agreement to acquire all shares of NovaAgri Infra-Estrutura de Armazenagem e Escoamento Agrícola S.A., a grain infrastructure company in central and northeastern Brazil, as a subsidiary.



## Medium- to Long-Term Initiatives and Priority Strategies

In contrast to the Japanese market, which is shrinking as the birth rate and aging population declines, the global market and domestic demand in emerging nations are expanding as economies and populations grow. Against this background, the Food & Agribusiness division is developing a presence in both the Japanese and overseas markets by allocating its management resources in the grain business, food business, and agriculture and aquaculture business as three priority scopes.

In the grain business, the division is aiming to build a value chain that extends from grain accumulation and shipment overseas to sales in Japan and around the world. To this end,

the division is expanding operations and market share in emerging nations on the consumption side, and strengthening alliances with strategic partners to bolster capacity and synergies among grain-producing nations on the procurement side.

In the food business, the division will invest to acquire manufacturing and sales capabilities by forging alliances and implementing mergers and acquisitions (M&As) targeting domestic and overseas food manufacturers. In this manner, the division will develop businesses overseas and expand food distribution operations focused on food services. Furthermore, in the agriculture and aquaculture business, plans call

for developing recycling-oriented agricultural systems while helping preserve biodiversity. With this in mind, the division will focus on agricultural produce cultivation, the aquaculture business, and compost and fertilizer manufacturing.

The division has also created a food safety management system of its own to rigorously ensure food reliability and safety as it strives to stabilize food supply. Going forward, the Food & Agribusiness division will respond to the diversifying needs of markets and consumers through its ongoing construction of a comprehensive value chain from food production to end consumer.

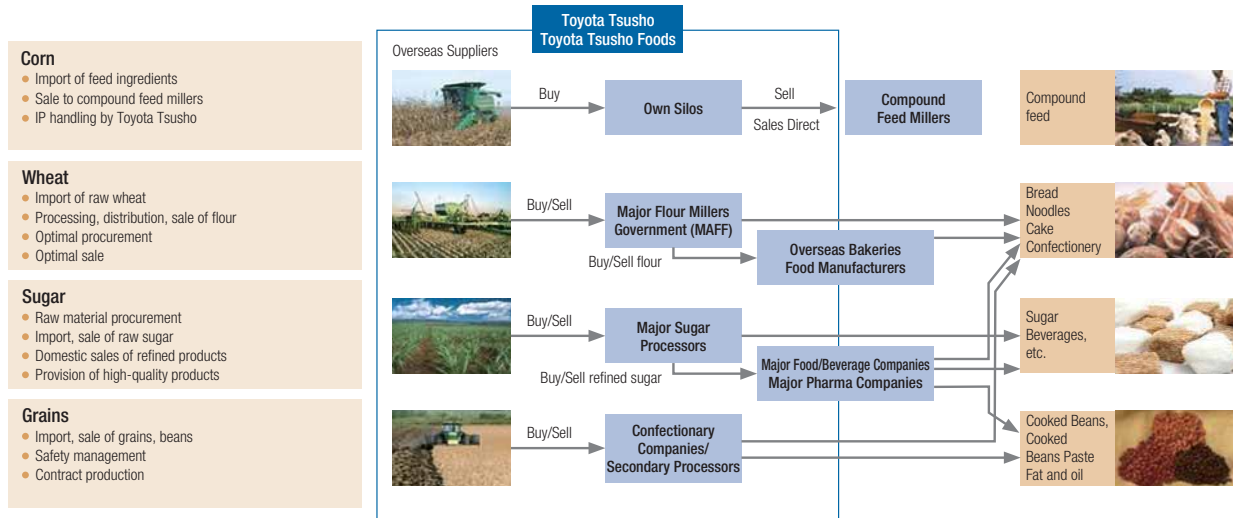


## — Toyota Tsusho's Unrivaled Value Creation Businesses —

### Grain Business: Top Class Among Trading Companies in Terms of Import Volumes and Range of Grains Imported

Products handled:

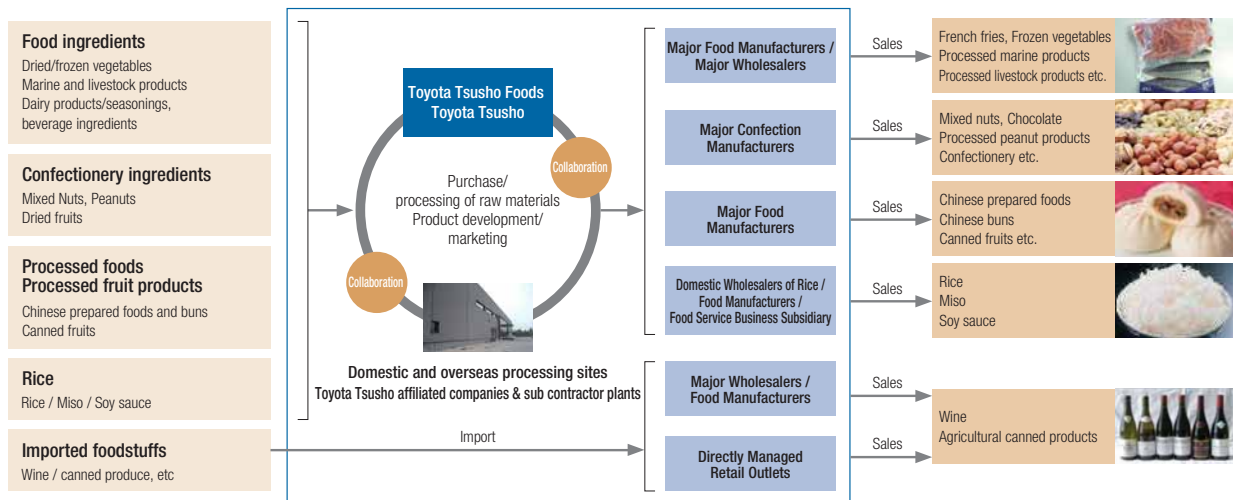
Corn, soybeans, soybean meal, grass hay, fish meal, other livestock feed, wheat, flour, raw sugar, refined sugar, starch, and other grains



### Food Business: Reliable Supplier of Safe and Secure Foods

Products handled:

Nuts, dried fruits, confectionary ingredients, beverages, seasonings, frozen and dehydrated vegetables, marine products, livestock products, processed foods, and other food





## Major Investments and Projects

### Acquisition of a Grain Infrastructure Company in Brazil

Toyota Tsusho recently acquired all shares of Brazilian grain infrastructure company NovaAgri Infra-Estrutura de Armazenagem e Escoamento Agrícola S.A. for conversion as a subsidiary. NovaAgri operates grain warehouses, railway shipment facilities, and export terminals in central and northeastern Brazil. With this acquisition, the Company has entered into not only grain infrastructure but also the grain accumulation and export business in Brazil.



### Entry into Domestic Food Service Business

Toyota Tsusho recently acquired 72.6% of the outstanding stock of Fuji Sangyo Co., Ltd. Since its founding in 1968, Fuji Sangyo has steadily grown operations in the food service market while acting in accordance with its management philosophy that emphasizes service from the heart. This company has earned strong trust from customers with regard to the meal services it provides for industrial customers as well as preschools and other educational institutions and social welfare organizations such as hospitals. This trust lives on today. Toyota Tsusho will use this acquisition to propel its entry into the food service business and fuel the expansion of domestic food distribution operations.



### Expansion in Aquaculture

In the intermediate breeding of bluefin tuna, Toyota Tsusho and Kinki University have maintained a business alliance since 2010 in which they have sought to strengthen a partnership in technical instruction for promoting the world's first technology for raising bluefin tuna. Recently, the two concluded a MOU to fully commercialize a startup venture overseas for the production of bluefin tuna hatchlings. With technology developed by Kinki University as a linchpin, this venture will be leveraged to expand Toyota Tsusho's business in sustainable aquaculture.





# CONSUMER PRODUCTS & SERVICES DIVISION



**Yoshiki Miura** Senior Managing Director, Chief Division Officer of Consumer Products & Services Division

**“ Aiming to lead the initiatives that the group has set out for the Life and Community domain, the Consumer Products & Services division pursues high ideals as it establishes new business models and works to create more satisfying lifestyles. ”**

## Business Fields

### 1. Insurance

The division operates property and casualty insurance and life and health insurance agencies in Japan and overseas that provide services ranging from consulting to policy issuing, and is expanding overseas operations by establishing and acquiring insurance brokerages.

### 2. Lifestyle

The division conducts planning, procurement, and production of lifestyle items ranging from cotton, textile, and apparel products, and also plans and operates related retail businesses. These operations are being expanded overseas as well as in Japan.

### 3. Living and healthcare

The division is developing operations in the medical and housing fields in addition to selling and renting nursing care products and planning and producing housing materials and interior items.

## Recent Initiatives

In the living and healthcare business, construction was completed on the AXIA SOUTH CIKARANG, a hotel residence geared toward long-term guests and business travelers, and developed together with the local Indonesian firm Lippo Group, PT and others. The hotel residence is now open for business. In Nagoya, work began on construction of Global Gate, a mixed-use development encompassing offices, a hotel, a conference center and commercial facilities located in the Sasashima Live 24 district. To acquire new customers in the insurance business, Toyota Tsusho Insurance Partners Corporation teamed up with Lifenet Insurance Company to begin offering insurance for freelancers via a members-only intranet site.

## Business Strengths

The Consumer Products & Services division provides various products and services that support people's daily lives in many different business fields.

In the insurance business, we operate insurance sales agencies in Japan that provide various insurance plans. Overseas, we are expanding into new fields, such as offering project insurance, contents insurance, and other new insurance services.

In the lifestyle business, the division's apparel business takes advantage of strengths in functional materials and an extensive production network to act as a comprehensive supplier covering fields ranging from development through to delivery and sales.

In the living and healthcare business, we are developing a nursing care business, a medical facilities and related services business, and a housing materials and office furniture sales business, as well as a hotel residence business that supports companies in expanding their operations overseas.

These businesses help people live healthier and more satisfying lives.





## Medium- to Long-Term Initiatives and Priority Strategies

In the insurance business, the division will focus on strengthening agency and brokerage operations centered on the growing senior and overseas markets. At the same time, we will roll out comprehensive medical insurance services, primarily in emerging nations, provide competitive insurance products that utilize our IT expertise, and aim for further expansion of our business domains through development of unique insurance products and services in response to increasingly diversified risks.

In the lifestyle business, we will further strengthen planning and proposal functions for products utilizing our proprietary fiber materials in original equipment manufacturer

(OEM) operations. We will also develop logistics services that meet the needs of retailers by putting in place logistics and manufacturing sites, with the goal of expanding our business in the Japanese market and growing in overseas markets as well.

We will also bolster the profitability of our lineup of finely-crafted, high-quality brands such as Fukuske by acquiring and cultivating new brands.

In the living and healthcare business, we plan to contribute to the advancement of health-care, primarily in emerging nations, by promoting the use of Japanese medical technologies and services, while aiming to introduce and develop

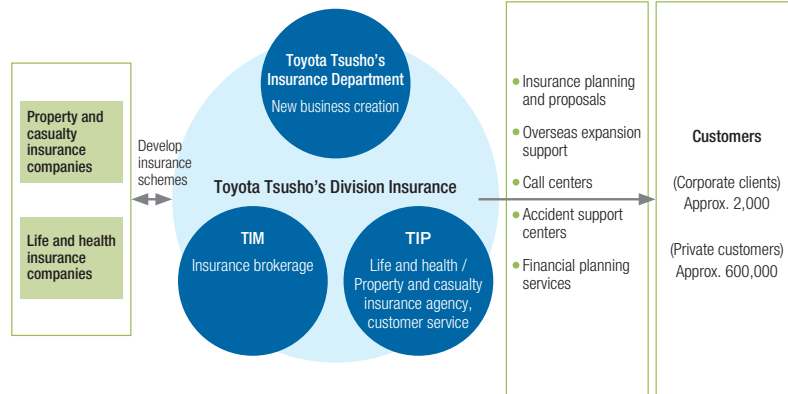
medical facilities, equipment and related services in local hospitals. In the nursing care business, we are putting in place a domestic network of nursing care stations and boosting planning and development of nursing care products tailored to user needs, as we work to expand our range of nursing care services. In the housing-related business, we are aiming to expand revenue by replacing assets in Japan as appropriate and working overseas to provide infrastructure services in support of Japanese companies developing business, particularly in those regions with a growing automotive industry.



## — Toyota Tsusho's Unrivaled Value Creation Businesses —

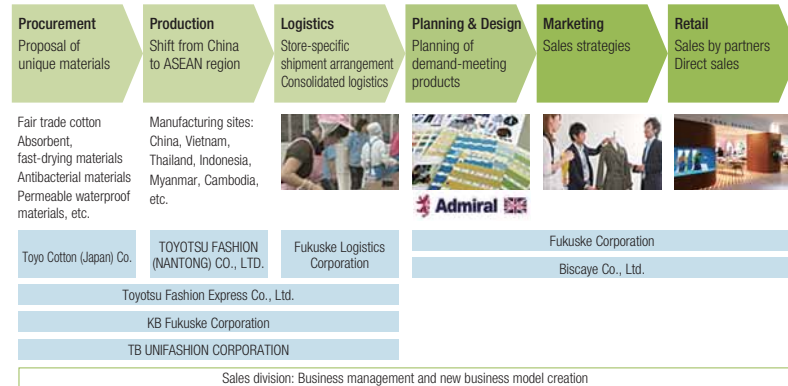
### Insurance Services Featuring Safety, Security, and Reliability

Toyota Tsusho operates a multifaceted insurance business. Group company Toyota Tsusho Insurance Partners Corporation (TIP) is one of Japan's leading insurance sales agency companies. Equipped with call centers and accident support centers, TIP provides high-quality service as a comprehensive venue for insurance consultation that caters to private and corporate customers. Overseas, insurance broker Toyota Tsusho Insurance Management Cooperation (TIM) is expanding project insurance and reinsurance operations. In addition, Toyota Tsusho's Insurance Department is undertaking a new business in Thailand that entails providing comprehensive insurance services centered on medical clinics for company employees.



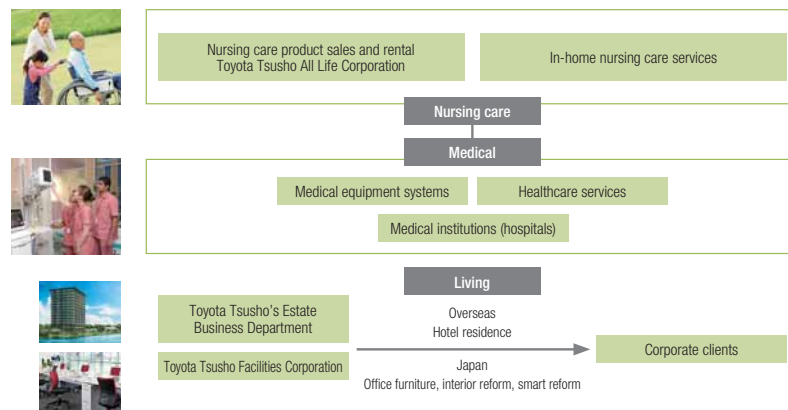
### Leveraging Lifestyle Businesses to Create Happiness and Satisfaction

Toyota Tsusho creates value across the expansive apparel value chain, which spans from material proposals and product planning and design on through to manufacturing, logistics, and sales. In creating this value, the company calls upon its ability to obtain unique cotton from around the world and procure other materials such as permeable waterproof materials (GELANOTS). We also take advantage of our robust brand lineup, which includes such brands as Fukuske and Admiral, and our production network in Asia.



### Contributions to Healthy and Satisfying Lifestyles

Toyota Tsusho is developing a number of businesses that contribute to healthier and more satisfying lifestyles. Through its medical businesses centered on general hospital operation in India, the company is helping improve local healthcare services by providing state-of-the-art medical equipment and Japanese-style services. In the nursing care business, we provide nursing care products and services to help senior citizens live safer lives. Our living business provides infrastructure support for companies in Japan while also supporting overseas expansion efforts through such ventures as the hotel residence business in Indonesia.





## Major Investments and Projects

### **Grand Opening of the AXIA SOUTH CIKARANG, a Hotel Residence for Business Travelers to Indonesia**

In September 2014, the AXIA SOUTH CIKARANG, a hotel and residence in the Lippo Cikarang district of Indonesia, opened for business. The facility provides lodging and residential facilities and services geared toward long-term guests and business travelers from Japanese companies.

Recent years have seen a shortage of such lodging and residential facilities as the number of Japanese companies doing business in Indonesia has rapidly grown. Commuting times have also gotten longer as chronic traffic jams grow worse.

This facility aims to solve these problems, providing support for a comfortable, secure lifestyle for our guests, offering a sparkling clean environment and a full range of services. Our motto is “Indonesian-style relaxation with Japanese-quality hospitality.”



### **Construction Begins on the Global Gate Mixed-Use Development in Nagoya’s Sasashima Live 24 District**

In October 2014, construction began on Global Gate (planned for completion in March 2017). This facility is being positioned as a core development within Nagoya’s Sasashima Live 24 district, a joint public-private project.

The concept behind the district’s development is to create a base for international hospitality and exchange while building a lively community. To achieve this, we are proposing a new kind of commercial space that offers high-quality hotel and office facilities with conference capabilities, commercial facilities designed around a “Green Style” concept, and an integration of the urban with the natural.



### **JBIC Invests in the First Indian General Hospital Operated Jointly by a Japanese and Local Company**

The Japan Bank for International Cooperation (JBIC) made an equity investment in a general hospital Toyota Tsusho operates with two other business partners in Bangalore, India. This marks the first time for JBIC to take up equity in the medical service business. Toyota Tsusho’s partners are the Kirloskar Group of India and Secom Medical System Co., Ltd., a Japanese company with expertise in the hospital operation support and medical service business in Japan.

Sakra World Hospital has approximately 300 beds and 17 departments, including its flagship neurosurgery and orthopedic surgery departments. Moreover, it is equipped with state-of-the-art equipment and technologies and offers Japanese-style hospitality to provide locals with safe medical services and peace of mind while contributing to quality improvements in India’s medical field.





# STAKEHOLDER DIALOGUE

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# TOYOTA TSUSHO'S APPROACH TO CSR

## Our CSR Philosophy

Toyota Tsusho Corporation's Corporate Philosophy sets forth the company's raison d' être and the resolve with which it manages its operations. Our Behavioral Guidelines define a code of action for all executives and employees. Toyota Tsusho's basic management philosophy is based on a Fundamental Philosophy of unchanging ideals that should be passed on to future generations. Our Behavioral Guidelines describe how we will conduct CSR activities to realize our Corporate Philosophy.

**Fundamental Philosophy**

**Corporate Philosophy**  
Living and prospering together with people, society, and the Earth, we aim to be a value-generating corporation that contributes to the creation of a prosperous society.

**Behavioral Guidelines**  
As a good corporate citizen, we will:

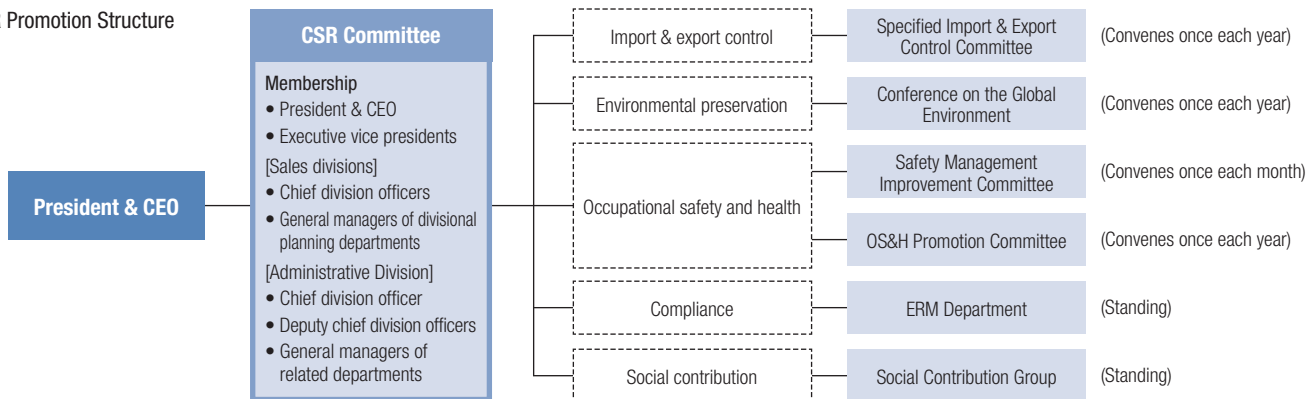
- Implement open and fair corporate activities
- Fulfill our social responsibilities and conserve the global environment
- Offer creativity and provide added value
- Respect people and create a responsive workplace striving to achieve job satisfaction

## CSR Promotion Structure

We have established the CSR Committee (chaired by the president & CEO) to serve as the central organization for promoting CSR throughout the group. This committee meets once each year. Organizations operating under the CSR Committee are the Specified Import & Export Control Committee, the Conference on the Global Environment, the Safety Management Improvement Committee, and the OS&H Promotion

Committee, with each committee discussing and deliberating the various CSR themes. Also, the ERM (Enterprise Risk Management) Department, which is responsible for Companywide integrated risk management, covers compliance, while the Social Contribution group is a specialized organization that actively drives our social contribution efforts. Each organization strives to bolster its CSR activities under this structure.

CSR Promotion Structure

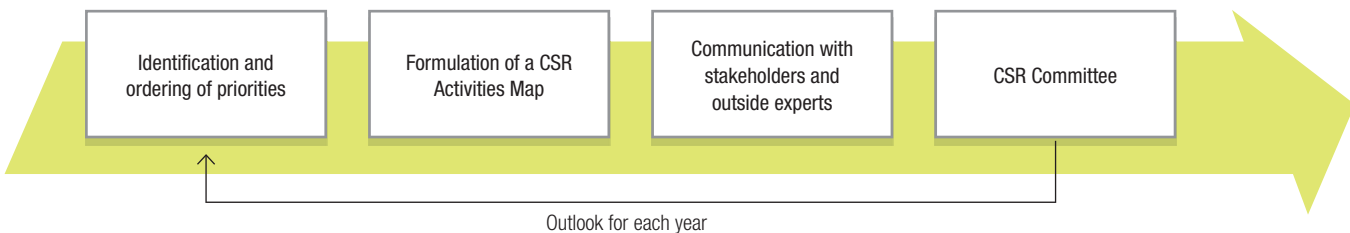


## CSR Priorities

In consideration of stakeholder expectations and interests, and the group's potential economic, environmental and social impact, Toyota Tsusho sub-categorizes its CSR initiatives into four fields and identifies the priorities it must uphold in conducting sustainable business activities.

**Four Fields of CSR Initiatives**  
The priorities under each field are listed on the following pages.

1. Safety	➔ p64	3. Human Resources	➔ p66
2. Environment	➔ p65	4. Social Contribution	➔ p67



## Supply Chain CSR

The Company established the Toyota Tsusho Supply Chain CSR Behavioral Guidelines in 2012. Under these guidelines, we aim to coordinate CSR initiatives and foster mutual support for sustainable growth throughout our supply chain by having our suppliers and other business partners share a common understanding of CSR.

### Toyota Tsusho Supply Chain CSR Behavioral Guidelines

- Respect the human rights of employees and refrain from inhumane treatment of others.
- Prohibit forced labor, child labor, and insufficiently compensated labor.
- Strive to furnish a safe, hygienic, and healthy work environment.
- Refrain from discrimination in hiring.
- Comply with all related laws and international rules, conduct fair trading and thoroughly prevent corruption.
- Ensure the quality and safety of goods and services.
- Strive to maintain a sound global environment.
- Promptly and appropriately disclose information concerning the above.

### Supply Chain CSR Survey

The Toyota Tsusho Group is building a global supply chain, and to promote business conduct that reflects concern for human rights, occupational safety and health (OS&H), the environment and other fields of risk across our entire supply chain, we have established the Toyota Tsusho Supply Chain CSR Behavioral Guidelines. We share the guidelines with our suppliers and other business partners, and conduct questionnaires and onsite surveys as part of our supply chain management activities.



### Supply Chain CSR Survey Report

In the fiscal year ended March 31, 2015, our questionnaire and onsite surveys targeted suppliers in the apparel and food products industries, both of which are often located in nations with human rights concerns, where the rights of laborers are often said to be at significant risk. The results uncovered no problems.

In a January 2015 onsite survey of Nantong Shipu Garment Co., Ltd.'s textile plant in China, we verified that, in the process of producing blouses, pants, coats, jackets and other garments, the supplier demonstrates adequate concern for personnel, OS&H, quality assurance, and environmental issues.

#### <Human rights>

When hiring, personnel managers work to comply with laws and regulations by, for example, checking IDs to ensure everyone hired is at least 18 years old. The plant offers programs for maternity leave and reduced work hours and we confirmed that the company shows concern for employee work-life balance.

#### <Safety>

The plant pays attention to worker safety, requiring, for example, that workers operating cutting machines wear metal safety gloves to prevent accidents. In quality assurance, defective products result in a recall, followed by a meeting of the plant's quality committee to determine the cause. Customers are then provided with a report.

#### <Environment>

Offices and plant premises were clean, and even warehouse space was well-organized. Paper and fabric scraps leftover from cutting patterns and cloth are recycled as part of the plant's environmental initiatives.



## The Toyota Tsusho Group's Policies on Safety and Health

1. Recognizing that good communications are paramount for ensuring safety and health, top management places a high premium on dialogue with employees.
2. While strictly adhering to relevant safety and health laws and the internal workplace business rules and procedures of our customers, we have established our own standards, as we work to raise the level of our safety and health management.
3. We utilize occupational safety and health management systems and implement *kaizen* (continuous improvement) as we aim to continually raise safety and health levels.
4. To promote safety and health activities at all companies throughout the Toyota Tsusho Group, we will establish the necessary organizations and structures and clarify the locations of responsibilities.
5. To progress with the creation of comfortable and healthy workplaces, we will provide all employees with sufficient and necessary education for ensuring their safety and health.

### Structure for Promoting Occupational Safety and Health

Toyota Tsusho promotes occupational safety and health (OS&H) as an important CSR priority.

We hold Weekly Safety Meetings to stop accidents from recurring and share information on safety and health, attended by "zero accident" promoters selected to be in charge of OS&H at each operating division. Also, the Safety Management Improvement Committee, which extends laterally across the entire company and is attended by divisional executives (chief division officers and directors in charge of "zero accident" promotion), meets monthly. Furthermore, top executives from 54 group companies in Japan convene once a year to hold a Toyota Tsusho Group OS&H Promotion Committee meeting to ensure information is shared as a group and to boost safety consciousness among top management.

### Number of Work-Related Accidents

Lost time injury declined to 27 incidents in fiscal 2014 from 43 incidents in fiscal 2013 as a result of activities

including "plant safety diagnoses" and OS&H education to strengthen OS&H further, carried out at group companies throughout the world. Moving forward, Toyota Tsusho will continue to strive for "zero accidents" by making certain its "Anzen First (Safety First)" philosophy is shared globally throughout the group.

Number of work-related accidents (lost time injuries)

	Fiscal 2014	Fiscal 2013
Japan	26 accidents (5 lost time injuries)	16 accidents (2 lost time injuries)
Overseas	50 accidents (22 lost time injuries)	76 accidents (41 lost time injuries)

### OS&H Education

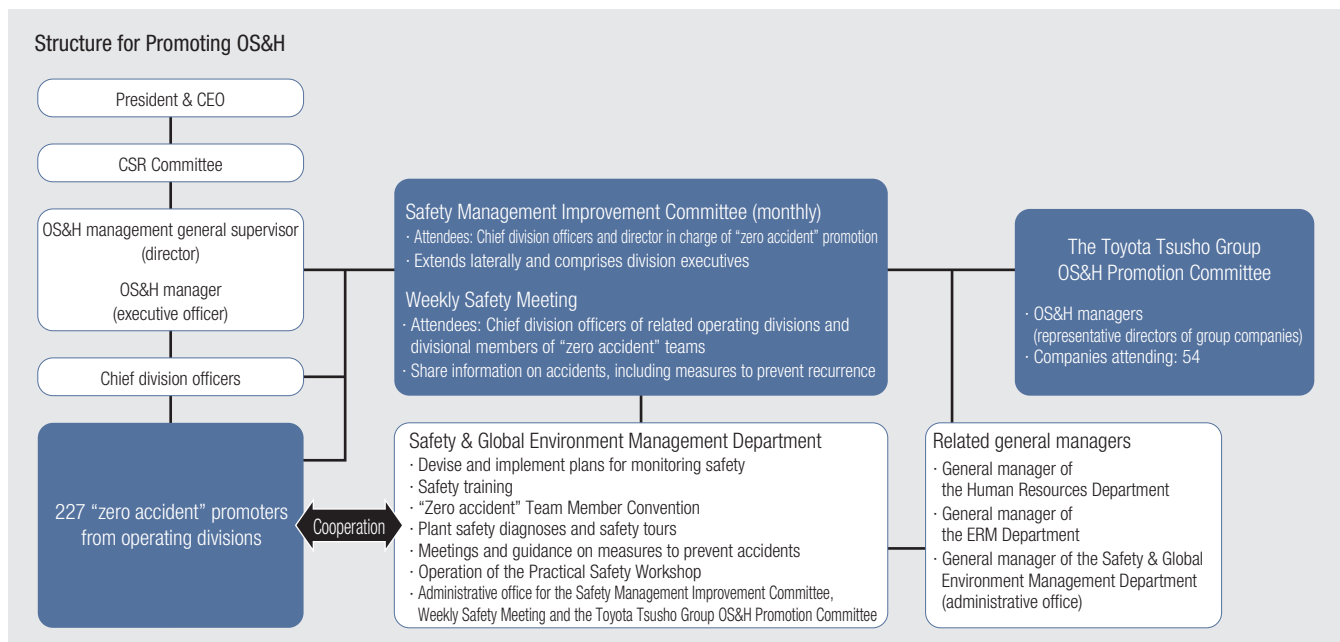
We believe that human resource cultivation is where safety management truly begins, so in addition to group employees, we also conduct safety training for suppliers upon their request.

Rank-based safety training is also provided to new employees, mid-level employees, managers and executives, and we are expanding the scope of safety training, such as the education we provide work supervisors, to include suppliers.

To heighten employee sensitivity to danger by having them experience a taste of perilous work, in fiscal 2009 we established a Practical Safety Workshop at the Toyota Steel Center. The workshop offers simulation of some 50 different types of danger, including being squeezed and danger involving heavy items. Workshop attendance is open to all group employees as well as the personnel of business partners who take part in Toyota Tsusho's Safety and Health Cooperation Council.



Learning "Anzen First" from the bottom up



# Environment

## Toyota Tsusho Group's Environmental Policy

1. As a responsible corporate citizen, we strive to reduce impact on the environment, conserve energy, recycle resources and eliminate environmental pollution, while placing a high priority on not disturbing the global environment in conducting business.
2. We promote environment-related businesses, such as the efficient use of waste and the preservation of natural resources, and contribute to the realization of a recycling-oriented economy and society in collaboration with our affiliates and business partners.
3. We comply with all environmental requirements, including environmental laws and regulations and industry guidelines.
4. We participate in activities to reduce impact on the environment by establishing an environmental management system and implement *kaizen* (continuous improvement) of these activities through periodic review and the application of creative ideas.
5. We enhance environmental awareness among employees by providing environmental training and promoting a thorough understanding of our environmental policy.

### Structure for Promoting Environmental Management

The Company strives to realize the Toyota Tsusho Group's Environmental Policy through a Conference on the Global Environment that was established as an organization under the group's CSR Committee.

The conference functions to rigorously enforce guidance on environmental matters and ensure that examples of environmental improvement and measures preventing environmental accidents from recurring are shared throughout the group.

Representatives from 62 group companies attended Toyota Tsusho's Conference on the Global Environment in August 2014. In addition to the functions mentioned above, the conference went over the proposed revisions of the ISO 14001\*1 international standard for environmental management systems and introduced the environmental activities of overseas group companies.

\*1 The Toyota Tsusho Group's environmental management system conforms to ISO 14001.

### Environmental Compliance

To ensure that our environmental management system is operating effectively, we conduct internal audits as well as third-party ISO 14001 audits through external auditing organizations.

These audits pay particular attention to the standard of environmental risk management, status of compliance with environmental laws and regulations, and readiness for responding to environmental emergencies to ensure rigorous environmental compliance. Furthermore, in the event of an environmental

accident, Toyota Tsusho has a strict reporting structure in place whereby the business unit on hand takes immediate action to reduce the impact and report the accident within an hour to all relevant departments. The reporting structure then proceeds up the ladder to investigate and analyze the cause and take corrective action to prevent the accident from recurring.

### [Preliminary Environmental Assessment of Investment Projects]

Toyota Tsusho conducts preliminary environmental assessments before proceeding with investment projects under its management.

Assessment of the property, plant and equipment involved in an investment project is carried out in strict accordance with a checklist of 10 important environmental concerns comprising seven types of pollution\*2, industrial waste, harmful chemical substances, and flammable substances.

\*2 Seven types of pollution: Air contamination, water contamination, soil contamination, noise, vibration, offensive ground subsidence, and odors.

### Environmental Performance (1)

#### Saving Energy

Toyota Tsusho has established an Energy-Saving Promotion Council in striving to reduce CO<sub>2</sub> emissions. This council is responsible for setting and implementing energy management standards for reducing CO<sub>2</sub> emitted from Toyota Tsusho's offices and conducting energy-efficiency audits to ensure that energy consumption is being managed on an ongoing basis. Apart from that, Toyota Tsusho is also endeavoring to reduce CO<sub>2</sub> emissions during transport

with means that include modal shift\*3 from trucks to rail or ship transport, higher container loading ratios, and enhanced distribution efficiency.

\*3 Modal shift: A change in the mode of transportation aimed at reducing CO<sub>2</sub> emissions and other environmental burdens.

### Environmental Performance (2)

#### Increasing Waste Recycling and Lowering the Landfill Waste Ratio

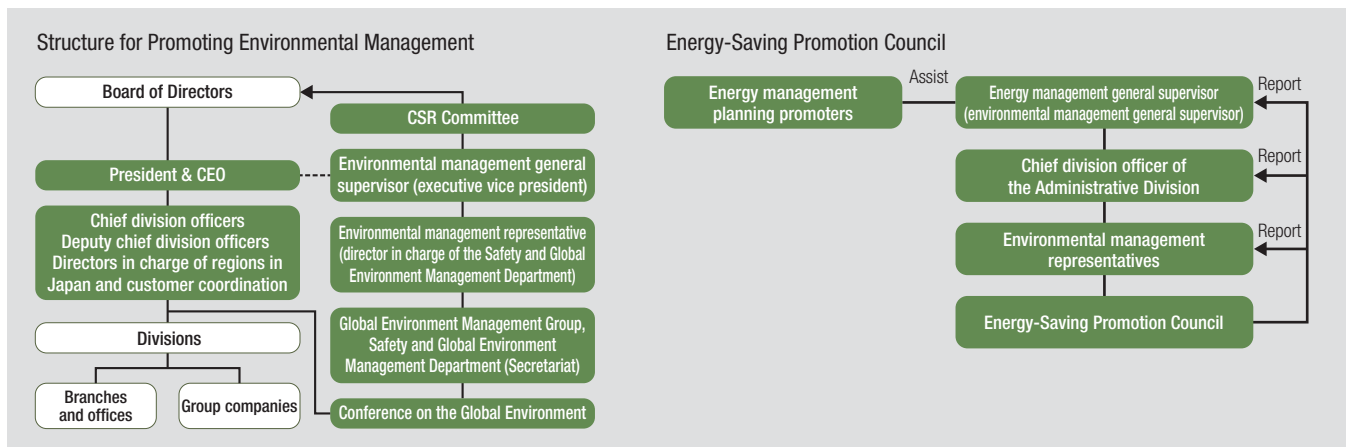
The Company also has a 3Rs\*4 program in place to promote waste reduction. Under this program, the group strives to recycle resources through *kaizen* programs for improving waste separation and recycling, and by maximizing the amount of reusable resources that can be sold for recycling. The Company also follows guidelines set by Japan's Ministry of the Environment for thermal recycling\*5 in striving to reduce the group's landfill waste ratio, or the final amount of waste that cannot be safely recycled or incinerated as energy. Going forward, the Toyota Tsusho Group will strive to maintain and improve its 3Rs waste reduction and zero emissions program.

\*4 3Rs: reduce waste, reuse products and recycle resources

\*5 Guidelines for thermal recycling: Guidelines set to recover and reuse energy generated by waste incineration.

### [Prompt Disposal of PCB Waste]

The Toyota Tsusho Group strives for the prompt and safe disposal of PCB waste in order to reduce environmental pollution risk. The group finished the disposal of its low density PCB waste for the most part in fiscal 2014, and is working toward completing the disposal of its high density PCB waste in fiscal 2015.





## Principles Concerning Employees

We aim to realize our management strategies without being constrained by past experiences or preconceptions and based on the watchwords "On site, Hands on, In touch." Accordingly, from the perspective of overall optimization, the Toyota Tsusho Group will employ, develop and advance employees who can cooperate and lead the way to an even better future.

## Key Points for Promoting CSR from an Employee Perspective

1. Build an environment that allows employees to work with vitality.
2. Create frameworks for promoting constant and autonomous reforms and *kaizen*.
3. Develop human resources capable of responding flexibly, quickly and sincerely to changes in the global business environment.
4. Promote teamwork with an eye toward overall optimization as an organization.

### Human Resource Development

#### [Basic stance]

Toyota Tsusho Corporation implements a diverse range of educational and training programs to develop personnel capable of exemplifying the keywords of the Toyota Tsusho Group Way: "A passion for business," "On site, Hands on, In touch" and "Teamwork" and to raise employee skill levels. With our global partners, we are also striving to foster a corporate culture that encourages co-creation through the activities of a diverse workforce. Within this culture, we are prioritizing the development of employees capable of launching global businesses and management talent capable of building relations with counterparts at global leading companies.

#### [Education and training]

Toyota Tsusho has a three-part education system and program consisting of on-the-job-training, off-the-job-training (seminars), and self-improvement. Each year, every employee creates and submits a long-term career plan, and they are encouraged to take full advantage of these types of educational programs to help them achieve their plan.

### Respect for Human Rights

#### [Basic stance]

Toyota Tsusho Corporation's Behavioral Guidelines state that we will "respect people, and create an active workplace worth working in." In keeping with this principal, we require all stakeholders involved in our corporate activities to prohibit discrimination on the basis of gender, age, nationality or disability and encourage respect for human rights.

#### [Consultation office]

Toyota Tsusho Corporation has set up a contact point for consultation on and reporting of sexual harassment, power harassment, and other human rights matters. The consultation contact point is available

to all Toyota Tsusho Group employees irrespective of terms of employment. To raise employee awareness, we have introduced harassment training and engage not only our employees but also those of our affiliates in human rights enlightenment activities.

#### [Fair hiring]

Toyota Tsusho Corporation's hiring activities focus on fairly determining whether an individual's abilities, skills, motivation and aptitude are consistent with the position Toyota Tsusho seeks to fill. To build awareness, those in charge of hiring are required to undergo education in human rights, and guidance including human rights enlightenment training has been introduced for new employees.

### Promoting Diversity (Diversity & Inclusion)

In an ever-changing business environment, amid diversifying customer needs, the Toyota Tsusho Group believes that respect for and acceptance of diversity, including gender, age and nationality, and the ability to proactively take advantage of diversity, can help the group build an advantageous position. Diversity & Inclusion is thus being promoted as a part of our corporate strategy. We provide our diverse employees with opportunities for growth and a place to exercise their capabilities, and promote measures to support flexible, highly productive ways of working that enrich



General managers, group managers and group leaders discussing the promotion of diversity

both their work and personal lives. At the same time, we are implementing a number of measures to nurture a corporate culture that welcomes and takes advantage of diversity, as we also work to raise employee awareness.

[Diversity & Inclusion feature → p26](#)

### Overseas Crisis Management (Security Measures)

To enhance collection and sharing of information on overseas crisis management, the Toyota Tsusho Group has set up an Overseas Crisis Management website, and has begun offering new training programs.

Following a terrorist incident in Algeria in January 2013, we established the Security Management group as a specialized organization within the Human Resources Department in April 2013 in order to reinforce the Toyota Tsusho Group's overseas crisis management. We also provide pre-assignment seminars to ensure that employees and their families understand the importance of maintaining personal safety and health management while living overseas. In May 2014, we strengthened our system for collecting and sharing information with the opening of a new Overseas Crisis Management website. New educational programs began in October of that year.

- (1) For those traveling overseas on business, a course to review "Basic Precautions During Overseas Business Trips."
- (2) For those stationed as managers of operating bases in high-risk nations, a program providing "Terrorism Precaution Training."

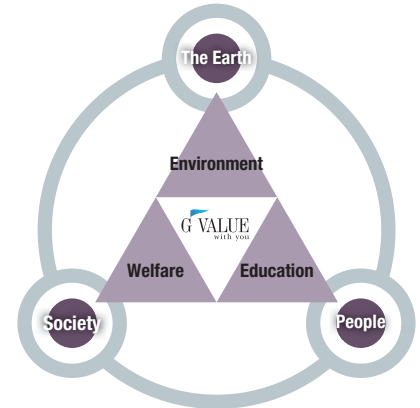
We will continue to accurately gauge changes in the international situation and further strengthen our ability to respond quickly and precisely in the event of an emergency.

## Basic Policy for Social Contribution Activities

As a good corporate citizen, Toyota Tsusho Corporation aims to “live and prosper together with people, society and the Earth,” and to contribute to the creation of a prosperous society.

## Promotion of Activities

Toyota Tsusho positions people (education), the Earth (environment) and society (welfare) as key themes in light of its Corporate Philosophy, and vigorously promotes social contribution activities around the world to help realize a more prosperous society. In terms of specific activities, we select and implement substantive and effective programs that strike a balance among the following three approaches of “by company,” “by officer and employee” and “by business activity.” Furthermore, to realize the creation of a prosperous society and fulfill its social responsibilities, Toyota Tsusho encourages and supports the participation of officers and employees in these activities while, at the same time, it engages in voluntary activities it can more effectively promote as a corporate entity.



Three key themes

### Environment

We believe that the preservation of the Earth’s environment is essential to creating prosperous communities. Based on this principle, we are contributing to the realization of a low-carbon and recycling-oriented society through our business activities, while striving to maintain and preserve biodiversity and ecosystems through social contribution activities. As part of encouraging our employees to be more environmentally aware, our training program for new employees includes conservation activities. In the fiscal year ended March 31, 2015, 67 new employees visited and helped remove trash from the Fujimae Tidal Flat (Nagoya City and Tobishima Village, Aichi Prefecture), one of Japan’s most notable stopovers for migratory birds and a registered site under the Ramsar Convention.



New employees removing trash from the Fujimae Tidal Flat

### Education

We are involved in various education-related activities including a scholarship program to provide a better educational environment for overseas exchange students, and support to improve the educational environments in regions where there is little access to education. Our scholarship program provides scholarships to distinguished, self-supporting exchange students enrolled at Japanese universities. This is not only intended to ease some of the economic concerns for the exchange student and improve learning effectiveness, but is also meant to encourage international

exchange and contribute to developing human resources. To date, more than 300 exchange students have been the recipients of this support. We hope to expand our support for students from Africa, where the Company is strategically developing business. This will not only lead to fostering future business partners, but will contribute to the growth of the communities in which we do business.



At a mixer we hold for exchange students periodically

### Welfare

We are supporting various welfare programs around the world, including programs for people with disabilities, poverty countermeasures in developing nations, and efforts to improve diets, as well as activities contributing to the advancement of para-sports. Wheelchair twin basketball is a sport first developed in Japan, a team competition designed for quadriplegics with severe disabilities. The sport has proven effective in encouraging those cooped up at home or in care facilities to maintain and enhance their mental and physical health, and is greatly beneficial in improving



Wiping the wheels for athletes entering the tournament venue

the motivation of those individuals to participate in society. Toyota Tsusho Group co-sponsored the Tokai Wheelchair Twin Basketball Kariya Tournament, and employee volunteers contributed to running the tournament.

### Great East Japan Earthquake Recovery Support

We continue to respond to the recovery needs of the disaster region through support including adaption guidance classrooms for children living in temporary housing and disaster region towns and employee participation in Disaster Area Recovery Support by the Toyota Group. The Company also supports recovery efforts by continuing to hold in-house sales of food products from the disaster region. In the fiscal year ended March 31, 2015, these “markets” were held once each at the Nagoya and Tokyo Head Offices, and generated a total of ¥700,000 in sales.\* The Toyota Tsusho Group will continue its support of those in the disaster region through these ongoing efforts.

\* For Nagoya, this includes sales of products intended to support the disabled.



Employees crowd a sales area

# MANAGEMENT STRUCTURE



## Board of Directors

① Chairman of the Board\*  
**Satoshi Ozawa**

② President & CEO\*  
**Jun Karube**

③ Executive Vice President\*  
**Mikio Asano**

④ Executive Vice President\*  
**Yasuhiko Yokoi**

⑤ Executive Vice President\*  
**Kuniaki Yamagiwa**

\* Representative Director

⑥ Senior Managing Director  
**Takumi Shirai**  
Chief Division Officer of Metals Division

⑦ Senior Managing Director  
**Soichiro Matsudaira**  
Chief Division Officer of Chemicals & Electronics Division

⑧ Senior Managing Director  
**Nobuyuki Minowa**  
Chief Division Officer of Machinery,  
Energy & Project Division

⑨ Senior Managing Director  
**Takashi Hattori**  
Chief Division Officer of Automotive Division

⑩ Senior Managing Director  
**Yuichi Oi**  
Chief Division Officer of Global Parts & Logistics Division

⑪ Senior Managing Director  
**Yoshiki Miura**  
Chief Division Officer of Food & Agribusiness Division  
and Chief Division Officer of Consumer Products &  
Services Division

⑫ Managing Director  
**Hideki Yanase**  
Chief Division Officer of Administrative Division

⑬ Managing Director  
**Toshiro Hidaka**  
Executive Deputy Chief Division Officer of  
Administrative Division

⑭ Outside Director (Member of the Board)  
**Jiro Takahashi**

⑮ Outside Director (Member of the Board)  
**Yoriko Kawaguchi**

⑯ Outside Director (Member of the Board)  
**Kumi Fujisawa**

## Audit & Supervisory Board Members

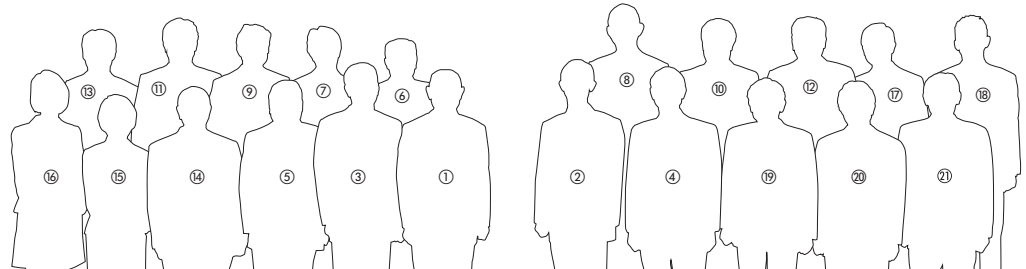
⑰ Audit & Supervisory Board Member (full-time)  
**Yoshihiro Shiji**

⑱ Audit & Supervisory Board Member (full-time)  
**Yasushi Shiozaki**

⑲ Audit & Supervisory Board Member  
**Tetsuro Toyoda**

⑳ Audit & Supervisory Board Member  
**Kyoji Sasazu**

㉑ Audit & Supervisory Board Member  
**Kazunori Tajima**







## Executive Officers

### [Managing Executive Officers]

#### Tetsuro Hirai

Deputy Chief Division Officer of Administrative Division and Deputy Chief Division Officer of Automotive Division

#### Minoru Murata

President of Toyota Tsusho America, Inc.

#### Yoshifumi Araki

President of S.C. Toyota Tsusho do Brasil Ltda.

#### Hirofumi Sato

President of Toyota Tsusho (Thailand) Co., Ltd.

#### Hiroyuki Niwa

Deputy Chief Division Officer of Automotive Division

#### Shizuka Hayashi

President of Toyota Tsusho India Private Ltd. and General Manager of Colombo Office

#### Takeshi Matsushita

Executive Deputy Chief Division Officer of Consumer Products & Services Division

#### Takahiro Kondo

Regional Chief Operating Officer for East Asia and Chairman of Toyota Tsusho (China) Co., Ltd., and General Manager of Beijing Office

#### Hideki Kondo

Deputy Chief Division Officer of Metals Division

#### Hideki Kanatani

Deputy Chief Division Officer of Chemicals & Electronics Division and President of Toiytsu Chemiplas Corporation

#### Shigeki Tani

Deputy Chief Division Officer of Chemicals & Electronics Division and President of Tomen Electronics Corporation

#### Ichiro Kashitani

Vice Chairman of the Management Board of CFAO S.A.

#### Hajime Sakaguchi

Deputy Chief Division Officer of Administrative Division

### [Executive Officers]

#### Kiyoyoshi Oba

Deputy Chief Division Officer of Global Parts & Logistics Division

#### Yuji Hamamoto

Deputy Chief Division Officer of Machinery, Energy & Project Division

#### Yoshihiro Inoue

Deputy Chief Division Officer of Machinery, Energy & Project Division

#### Mitsuhiro Tsubakimoto

Executive Deputy Chief Division Officer of Chemicals & Electronics Division

#### Jun Eyama

Deputy Chief Division Officer of Global Parts & Logistics Division

#### Naoki Takeuchi

Deputy Chief Division Officer of Automotive Division

#### Yasuhiro Nagai

Deputy Chief Division Officer of Administrative Division and Toyota Branch Manager

#### Hiroshi Tasaka

Deputy Chief Division Officer of Consumer Products & Services Division and President of Fukuske Corporation

#### Masanori Kondo

Deputy Chief Division Officer of Machinery, Energy & Project Division and Deputy Chief Division Officer of Automotive Division

#### Satoshi Suzuki

Deputy Chief Division Officer of Global Parts & Logistics Division

#### Motoya Hayata

Deputy Chief Division Officer of Food & Agribusiness Division  
Chairman of NovaAgri

#### Naoji Saito

Deputy Chief Division Officer of Metals Division

#### Hiroshi Tominaga

Deputy Chief Division Officer of Administrative Division and President of Toiytsu Syscom Corporation

#### Hideyuki Iwamoto

Deputy Chief Division Officer of Administrative Division

#### Tsutomu Suzuki

President of Toyota Tsusho Europe S.A. and President of Toyota Tsusho U.K. Ltd.

#### Kazuo Yuhara

Deputy Chief Division Officer of Administrative Division, Deputy Chief Division Officer of Metals Division and Deputy Chief Division Officer of Machinery, Energy & Project Division

#### Naoyuki Hata

Deputy Chief Division Officer of Metals Division and Osaka Branch Manager

#### Masato Yamanami

Deputy Chief Division Officer of Automotive Division

#### Hideyuki Inazumi

Deputy Chief Division Officer of Machinery, Energy & Project Division and President of Eurus Energy Holdings Corporation

#### Atsushi Aoki

Deputy Chief Division Officer of Chemicals & Electronics Division

#### Haruyuki Hattori

Deputy Chief Division Officer of Food & Agribusiness Division

#### Tetsuya Kamiya

Deputy Chief Division Officer of Chemicals & Electronics Division

Note: Company names and titles are as of July 1, 2015.



# CORPORATE GOVERNANCE

Toyota Tsusho Corporation is actively pursuing increased management efficiency, transparency, thorough compliance and a healthy financial position on a base composed of our audit & supervisory board member system and the executive officer system.

## Basic Approach

The Company has established the following Corporate Philosophy: "Living and prospering together with people, society, and the Earth, we aim to be a value-generating corporation that contributes to creation of a prosperous society." The group has established Behavioral Guidelines as a fundamental code of conduct for realizing this philosophy in a legally compliant and appropriate manner as a good corporate citizen.

In accordance with the Corporate

Philosophy, we established the Basic Policies on Establishing Internal Control Systems. By putting in place systems for ensuring proper operations throughout the Company, we seek to pass on to younger employees a deeper understanding of the Toyota Tsusho Group Way, which sets forth the group's unique values, beliefs, and daily principles of conduct. The overriding goal is to fulfill the group's mission by creating value from the customer's perspective.

Guided by these Basic Policies, we are actively working to further raise management efficiency, enhance transparency, enforce rigorous compliance, and establish a more sound financial position. We are also working to enhance our public relations (PR) and investor relations (IR) activities to foster a broader understanding of the group.

## Promotion Structure

Toyota Tsusho has adopted the system of a company with a board of auditors to ensure management transparency and soundness. In addition, the company has streamlined the Board of Directors and introduced an executive officer system with the aim of improving managerial efficiency and strengthening internal control.

The Board of Directors comprises 16 directors, three of whom are outside directors, who make important management decisions and supervise the execution of business by directors. Directors are appointed for a one-year term, and the Board of Directors meets once each month, in principle.

The Audit & Supervisory Board is made up of five Audit & Supervisory Board members, three of whom are outside Audit & Supervisory Board members, who perform a checking function from an external viewpoint. Audit &

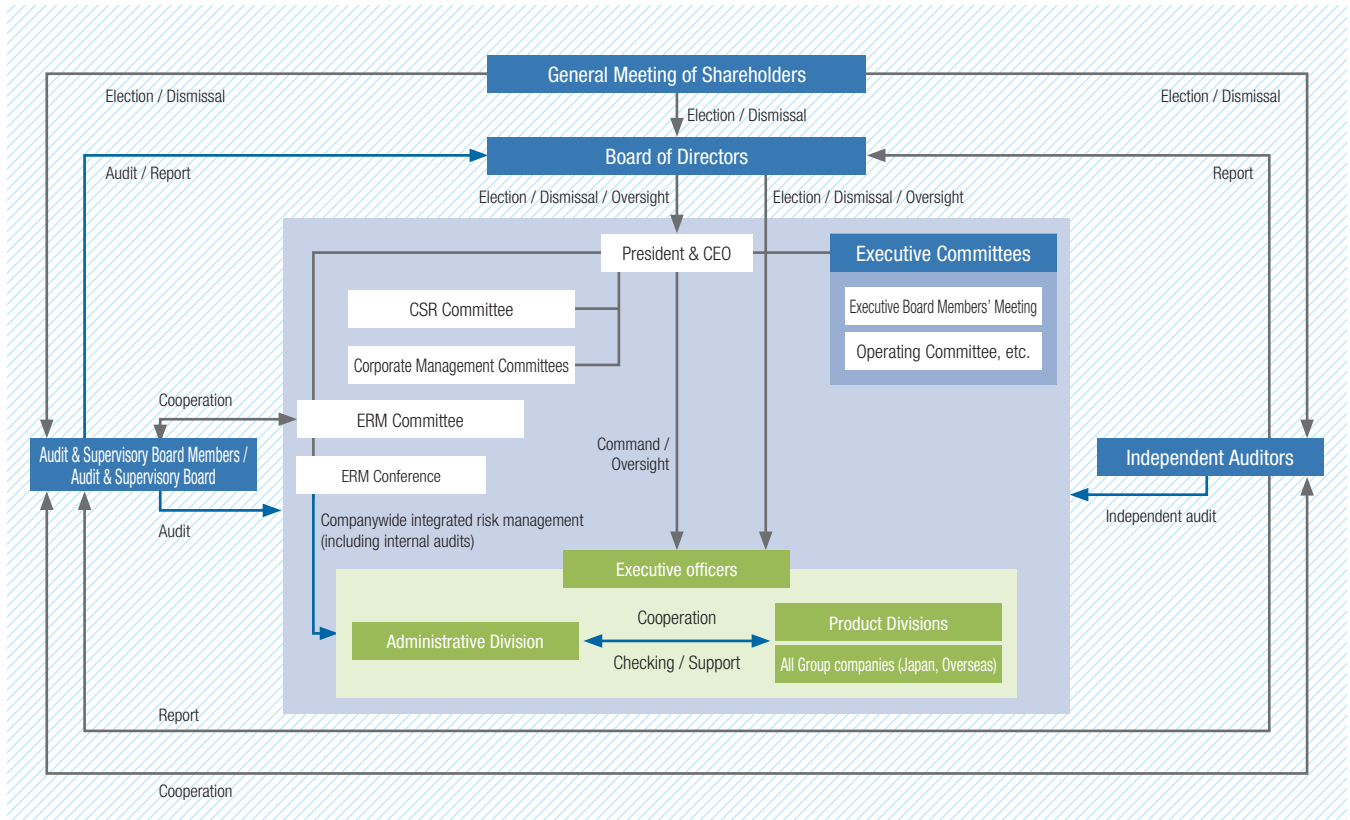
Supervisory Board members regularly exchange ideas with the directors, executive officers, and independent auditors, as well as the Internal Audit division and other organizations. Through these actions, Audit & Supervisory Board members strive to ensure the legality, appropriateness, and efficiency of business execution.

Toyota Tsusho conducts groupwide management based on the divisional system. Currently, the Company has a total of eight divisions: seven product divisions and the Administrative division. Each division is led by a director appointed as chief division officer. The duties of these directors encompass conducting management at both the corporate level and maintaining an understanding of business execution at divisional levels. Executive officers exclusively focus on the management of their respective product division. By separating

overall Company management (directors) and the execution of duties (executive officers) in this manner, Toyota Tsusho aims to strengthen supervision of the execution of operations by the Board of Directors, clarify authority and responsibilities, and strengthen internal control.

To ensure appropriate operations throughout the group, Toyota Tsusho holds meetings of groupwide management committees to share group policies and exchange information. Toyota Tsusho strives to ascertain and manage the financial condition and important matters relating to business execution. Depending on the status of subsidiaries' systems, Toyota Tsusho will dispatch directors and Audit & Supervisory Board members to supervise and audit operations as necessary. Furthermore, internal audits are conducted by Toyota Tsusho's ERM Department.

Corporate Governance Structure (As of July 2015)



**Committee and Meeting Functions and Roles**

The Company has established various committees and meetings to reinforce its corporate governance. Toyota Tsusho has established a Companywide lateral meeting structure wherein directors and executive officers examine measures for addressing management issues, consulting with the Board of Directors as necessary.

○ **Executive Committees**

Executive Committees comprise councils for deliberation on business execution, and include the Executive Board Members' Meeting, Operating Committee, Policy Committee, Investment and Loan Committee, and Investment and Loan Meeting.

○ **ERM Committee and ERM Conference**

While ensuring the independence of internal

audits, the ERM Committee audits the process of managing individual risks, discerns risks for the Toyota Tsusho Group, and sets risk buffer limitations. The ERM Conference conducts screening of the above-mentioned items for the ERM Committee.

○ **CSR Committee**

This committee discusses and drafts plans related to the building blocks of CSR, including safety, the environment, compliance, and corporate contribution activities.

○ **Corporate Management Committees**

Corporate management committees provide opportunities for discussion among executives in charge of multiple divisions throughout the Company and are designed to discuss and determine policies on themes of important management strategy that span the entire Company.

<Description and Objectives of the Corporate Management Committees>

- **Human Resources Enhancement Committee:** Discuss various themes related to human resource training to reinforce human resources.
- **Corporate Business Promotion Committee:** Discuss policies and budgets for specific new business involving the entire Company.
- **Overseas Regional Strategy Committee:** Planning and promotion of strategies for key overseas markets, as well as for emerging nations and resource-rich nations.
- **Cost Reduction and Kaizen Promotion Committee:** Promote reductions in costs throughout the Company, and share and develop improvement case studies throughout the Company.
- **IT Strategy Committee:** Discuss Companywide policies on IT strategies.

## Appointed Outside Directors

Major concurrent positions (as of July 1, 2015)		Reason for selection
Jiro Takahashi	Representative Director and Chairman, MEIKO TRANS Co., Ltd.	Mr. Takahashi has served as a manager at MEIKO TRANS Co., Ltd., for several years and has also accumulated experience in his position as Chairman of the Chamber of Commerce & Industry. He was selected as an outside director with the aim of incorporating his wealth of general management experience and broad range of expertise into the Company's management.
Yoriko Kawaguchi	Director, Japan Petroleum Exploration Co., Ltd.	Ms. Kawaguchi has work experience in several important government offices, such as, Minister for the Environment, and Minister for Foreign Affairs, and was also Managing Director of Suntory Holdings Ltd. (in charge of the Lifestyle and Environment Department). She was selected as an outside director with the aim of incorporating her wealth of specialized insight regarding environmental issues and international political and economic trends into the Company's management.
Kumi Fujisawa	Director, The Shizuoka Bank, Ltd. Director, SCINEX CORPORATION	In addition to having founded and served as representative director of an investment trust evaluation company, Ms. Fujisawa participated in establishing SophiaBank, and serves as its representative director. She has worked in the Ministry of Economy, Trade and Industry, the Finance Services Agency and has held many other government-related positions. Ms. Fujisawa was selected with the hope that her wealth of experience and wide-ranging insights can be incorporated in the Company's management.

## Appointed Outside Audit & Supervisory Board Members

Reason for selection	
Tetsuro Toyoda	Mr. Toyoda also serves as an executive with one of the Company's important business partners. He was selected for his broad insights into and deep understanding of the Company's business, and his ability to bring a shareholder's perspective to providing appropriate oversight and control over the Board's performance of its duties.
Kyoji Sasazu	Having served as an executive with one of the Company's important business partners, Mr. Sasazu was selected for his broad insights into and deep understanding of the Company's business, and his ability to bring a shareholder's perspective to appropriate oversight and control over the Board's performance of its duties.
Kazunori Tajima	As a certified public accountant, Mr. Tajima is well-versed in accounting and auditing, and was selected to bring his wealth of experience and expertise to providing a neutral, objective perspective to appropriate oversight and control over the Board's performance of its duties.

## Executive Compensation

Director compensation is determined by allocating a total amount that is within the limit set by the general meeting of shareholders. The president appointed by the Board of Directors determines compensation for individual directors by taking into overall account such factors as differences in posts, changes in profit within the Company during the fiscal year, and the business environment in which the Company operates.

Compensation for Audit & Supervisory Board members is discussed and determined at meetings of the Audit & Supervisory Board, and set within the overall limit set by the general meeting of shareholders, taking into consideration general conditions, responsibilities, and other factors.

Executive category	Total amount of compensation and other remuneration (Millions of yen)	Total amount of compensation by executive category (Millions of yen)			Number of executives (People)
		Basic remuneration	Stock options	Bonuses	
Directors (excluding outside directors)	908	548	—	359	14
Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)	86	86	—	—	3
Outside Audit & Supervisory Board members	63	63	—	—	6

1. Amounts of compensation above include compensation for one director and one Audit & Supervisory Board member who resigned following the general meeting of shareholders held in 2014

2. At the general meeting of shareholders held in 2007, the upper limit for compensation of directors was set at ¥90 million.

3. At the general meeting of shareholders held in 2014, the upper limit for compensation of Audit & Supervisory Board members was set at ¥16 million.

## Messages from Outside Directors

Toyota Tsusho has adopted the system of a Company with a Board of Auditors to ensure management transparency and streamlined the Board of Directors and introduced an executive officer system with the aim of strengthening internal control.



**Jiro Takahashi**  
Outside Director  
(Member of the Board)

### “I focus on providing management with advice based on my experience in corporate management.”

Toyota Tsusho works with business partners around the world and is developing business in new sectors. Given the rising level of investment involved, I believe the company needs to broaden its perspective, gather information carefully, and upgrade its risk management, even if doing so entails expenditures.

Employees at Toyota Tsusho, as at other general trading and project management companies, tend to be quick on their feet and to have a talent for foreign languages. These are skills I hope they will use to go out into the front lines, see things for themselves, and build personal relationships that they can leverage in business.

Although Toyota Tsusho is broadening its business

scope as a general trading and project management company, its roots are in the automotive business. Toyota Tsusho is unique among general trading and project management companies in engaging in value-added business across the entire life cycle of automobiles, from the production of new vehicles to their eventual recycling.

I am counting on Toyota Tsusho to leverage its competence in the automotive sector in developing business in other sectors. I am also counting on the company to blaze new horizons for the Toyota Group by tapping its abundance of information resources and by sharing its perspective as a general trading and project management company.



**Yoriko Kawaguchi**  
Outside Director  
(Member of the Board)

### “An outside director’s job is to represent the interests of the shareholders.”

At meetings of the Board, I bring a shareholder’s perspective to verifying whether Toyota Tsusho is acting appropriately in terms of corporate management and efforts to address pertinent issues and whether it is structured for maximal profitability. I am straightforward in calling management’s attention to the issues that I perceive.

Based on my experience as Japan’s Minister of the Environment and Minister for Foreign Affairs, I speak out from the perspective of whether Toyota Tsusho, as a general trading and project management company whose business spans the globe, is devoting appropriate concern to geopolitical and economic risks. Environmental initiatives are also of

great importance in regard to corporate sustainability.

I give Toyota Tsusho high marks for incorporating an emphasis on maintaining environmental quality in its corporate philosophy and for undertaking extensive business in environmental fields. Attaining short-term profitability can be difficult in businesses focused on safeguarding the environment, but I hope that the company will continue to press ahead with environmentally oriented business initiatives while working to minimize risk. Risk is part of business, of course, and I am counting on Toyota Tsusho’s Administrative division to support the sales divisions with effective mechanisms for managing risk.



**Kumi Fujisawa**  
Outside Director  
(Member of the Board)

### “When speaking out at Board meetings, I emphasize fairness.”

I pay particular attention to the investment projects proposed by the sales divisions and to whether they are being screened fairly in accordance with rigorous standards. As a representative of the company’s shareholders, I also concern myself with whether the proposed investments will generate long-term profits and growth. We need to allocate the company’s finite human resources carefully.

With three outside directors present, meetings of Toyota Tsusho’s Board tend to be lively. Management responds in good faith to the diverse viewpoints expressed and imparts a reassuring tone to the proceedings. The open atmosphere encourages people to speak up, and the company moves swiftly in carrying out measures decided

at the Board meetings. Issues raised at a Board meeting are often resolved by the next. That responsiveness has accelerated as our discussions have grown more focused.

Toyota Tsusho’s roots in manufacturing make the company unique among Japan’s general trading and project management companies. Its comprehensive and long-standing commitment to Africa also sets it apart from other general trading and project management companies. I hope to see Toyota Tsusho leverage those strengths in developing a new business model for global growth. And I will continue to learn more about each division’s business so that I might be of greater service in fulfilling the goals of the divisions and the company.



## Compliance System

Toyota Tsusho endeavors to ensure that executives and employees perform their duties in accordance with laws, regulations, and the Company's Articles of Incorporation. We have formed the CSR Committee, which is chaired by the president and CEO, to focus on approaches and activities addressing such priorities as environmental issues and social contribution activities. The committee also addresses business ethics and legal issues across all corporate activities. In addition, the Company has distributed to employees publications such as its Code of Ethics, including digests, which clearly state the Behavioral Guidelines that employees must observe based on Toyota Tsusho's Corporate Philosophy. This is one way the Company is making its Code of Ethics known to all employees.

### ○ Internal Reporting

All employees, including temporary staff members and contract employees, have access to internal (ERM department) and external (law offices) reporting lines for reporting and consultation on items concerning business ethics. In accordance with the Whistleblower Protection Act, we take sufficient care to protect people who file such reports. The names of filers and other details are kept strictly confidential, and we prohibit any disadvantage accruing to filers in terms of position, rank, compensation, or other concerns. Moreover, the general manager of the ERM Department provides feedback on progress after a filing has been made.

### ○ Raising Awareness of Compliance

Toyota Tsusho offers various types of training and seminars in an effort to ensure compliance with laws and regulations and the internalization of specific codes of conduct in the day-to-day work of its executive and employees. In the fiscal year ended March 31, 2015, we held training for various levels of the organization, including new employees, managers, and executives, as well

as for specific groups such as newly-appointed executives at domestic group companies and employees about to be stationed overseas.

### ○ Preventing Corruption

With the strengthening of global regulations against bribery, including the U.S. Foreign Corrupt Practices Act (FCPA) and the U.K. Bribery Act 2010, Toyota Tsusho is active in assessing corruption related-risks. Based on those assessments, we have formulated our own rules for preventing bribery and instituted a variety of other measures, including pre-screening of transactions involving governments, etc., reporting of entertainment and gifts provided to public employees, etc., as well as pre-screening of invitations to public officials, etc. We further work to prevent bribery by thoroughly familiarizing all of our executives and employees with these rules and other measures through orientation meetings.

## Risk Management System

With respect to risk management, Toyota Tsusho established the ERM department and works to develop and enhance its risk management system on a consolidated basis in collaboration with various departments and group companies, with emphasis on the overall risk faced by the entire Toyota Tsusho Group. Specifically, the ERM Department centralizes the monitoring of various risk information, and formulates management rules for various risks, conducts training programs, distributes manuals, and takes other actions through departments responsible for each type of risk. The Company appropriately recognizes and manages risks by formulating management rules and guidelines for risks requiring particular caution with respect to its business execution, namely investment and financing, credit, market, nation, occupational safety and health, and environmental risks.

Additionally, Toyota Tsusho conducts financial risk management by measuring the amount of risk assets, and striving to balance the total amount of risk assets with a suitable risk buffer on a consolidated basis.

Furthermore, the ERM Committee seeks to maintain an understanding of the above risks on a Companywide basis, identify issues, and take necessary countermeasures.

## Information Disclosure

Toyota Tsusho promotes disclosure and dialogue by holding financial results briefings as well as individual meetings with domestic and overseas institutional investors.

We will continue to emphasize the value of this dialogue with investors, promptly communicating investor opinions to upper management and working to utilize that feedback in the operating the company.

To enable as many shareholders as possible to attend the shareholders meeting, we avoid holding this meeting on days when there is a large concentration of other shareholder meetings. For shareholders and other stakeholders who are unable to attend the meeting, we provide on-demand viewing through our website following the meeting. In addition, we send out our shareholder meeting convocation notice three weeks prior to the meeting to facilitate the exercise of voting rights by shareholders. We also participate in platforms for the exercise of voting rights to enable institutional investors both in and outside Japan to smoothly exercise their rights.



# DATA SECTION

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# MESSAGE FROM THE CHIEF DIVISION OFFICER OF THE ADMINISTRATIVE DIVISION



## Toyota Tsusho's Approach to Financial Administration and Investment

Hideki Yanase  
Managing Director, Chief Division Officer of Administrative Division

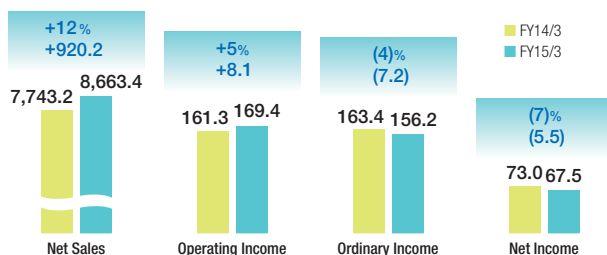
### Q Please summarize the company's performance in the year ended March 31, 2015.

In the fiscal year ended March 31, 2015, the global economy as a whole continued to grow gradually. Economies in the industrialized world performed solidly, though economic growth slowed in the world's emerging nations. The U.S. economy benefited from robust personal consumption, and the European economy showed signs of stabilizing, though the outlook remained murky, clouded by economic challenges in Greece and elsewhere.

Among the emerging nations, economies in some resource-producing nations suffered from the sharp decline in crude oil prices. The Japanese economy slowed in the first half of the fiscal year, affected adversely by the hike in the national sales tax on April 1, 2014. It regained growth momentum in the fiscal second half, however, in what appeared to be a self-sustaining recovery. Driving the recovery were growing capital spending and declining costs for imported energy.

Our net sales increased ¥920.2 billion year on year to ¥8,663.4 billion and operating income increased ¥8.1 billion to ¥169.4 billion. Both of those figures were record highs. Net income declined ¥5.5 billion year on year to ¥67.5 billion, reflecting a decline in investment return on equity-method affiliates.

Consolidated Financial Results (Billions of yen)



### Q How would you characterize Toyota Tsusho's financial strategy?

We strive to maintain a robust financial position that features a good balance between earnings and capital deployment. Our principal benchmarks are return on equity (ROE), the net debt/equity ratio (DER), and cash flow. Our long-term targets include keeping net DER to no more than 1.5 and to achieving ROE of 10% to 13%.

#### Quantitative Targets of the Long-Term Business Plan

(Billions of yen)		FY14/3	FY15/3	FY16/3 (plan)	FY20/3 (target) (Net income before amortization of goodwill)
PL	Net Sales	7,743.2	8,663.4	8,400.0	9,500.0
	Operating Income	161.3	169.4	158.0	270.0
	Net Income	73.0	67.5	70.0	140.0
BS	Total Assets	4,072.7	4,533.6	4,900.0	6,500.0
	Shareholders' equity	799.8	844.4	900.0	1,200.0
	Comprehensive income	172.9	281.0	—	—
	Net assets	1,156.0	1,304.4	1,370.0	1,900.0
Financial Indicators	Net interest-bearing debt	1,088.9	1,233.5	1,300.0	1,600.0
	Net DER	1.1	1.1	1.1	No more than 1.5
Investment	New investments	146.0	208.7	Invest within the scope of operating cash flows	

Emphasis on fiscal soundness

## How would you characterize the company's investment approach?

Our Global 2020 Vision calls for investing in reinforcing our established operations and in building new core business candidates. In the fiscal year ended March 31, 2015, our investment totaled ¥208.7 billion—¥61.9 billion in automotive operations and ¥146.8 billion in non-automotive operations.

We have abided for several years by two-year earmarks of ¥250.0 billion for investment. Our future investment, however, will feature a more rigorously targeted approach to allocating investment. We will sharpen our focus on potential for growth and for profitability, and we will insist on funding investment with operating cash flows. Investment projects will be subject to stringent operational guidelines based on quantitative evaluation criteria. We will review every investment project annually and will withdraw unhesitatingly from businesses that fail to meet our criteria for continuation. Our emphasis will consistently be on optimizing asset allocation.

### Progress with Investment Plan

		FY14 investment results (Billions of yen)	
		Details	Amount
Automotive	<ul style="list-style-type: none"> <li>Enhancement and expansion of automobile production facilities</li> <li>Capital investment and network expansion of dealerships</li> <li>Investment in an automobile parts wholesaler in Malaysia and Thailand</li> </ul>		
			Total 61.9
Non-automotive	<ul style="list-style-type: none"> <li>Solar and wind power generation projects (Eurus Energy Holdings Corporation)</li> <li>Gas development projects in Australia and Canada</li> <li>Tender offer of Tomen Electronics Corporation</li> </ul>		
			Total 146.8
			Total 208.7

### Approach to New Investments

Sharpen the focus on potential for growth and profitability.

- Keep investments within the scope of operating cash flow.
- Apply strict quantitative evaluation criteria for investment return.
- Prioritize investment projects at the division and companywide levels, allocating and reallocating resources in accordance with our specified priorities.

## What about the dividend policy?

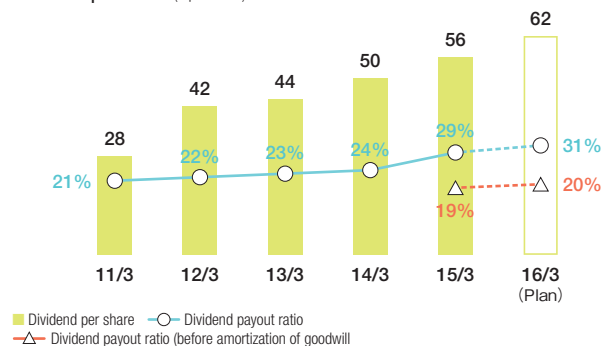
Toyota Tsusho has abided by a flexible dividend policy. That policy has provided for paying dividends equivalent to 20% to 25% of net income while adjusting dividend distributions in accordance with changes in the economic environment, progress in investment plans, and other factors. Our annual dividend for the fiscal year ended March 31, 2015 increased ¥6 to ¥56 per share, for a dividend payout ratio of 29%.

We are preparing to adopt the International Financial Reporting Standards, and that will mean complying with more demanding expectations of the dividend payout ratio. Our dividend policy will therefore target a minimum payout ratio of 25% of net income before amortization of goodwill and provide stable, continuing returns to shareholders. For the fiscal year ending March 31, 2016, we plan to raise the annual dividend ¥6 to ¥62 per share.

### New Dividend Policy

- Target a minimum dividend payout ratio of 25% of net income before amortization of goodwill.
- Provide stable, continuing returns to shareholders.

### Dividend per share (¥ per share)





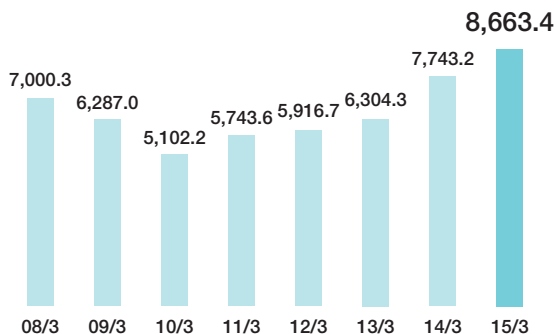
# FINANCIAL HIGHLIGHTS

TOYOTA TSUSHO CORPORATION and its consolidated subsidiaries  
Years ended March 31

## Net Sales

(¥ billion)

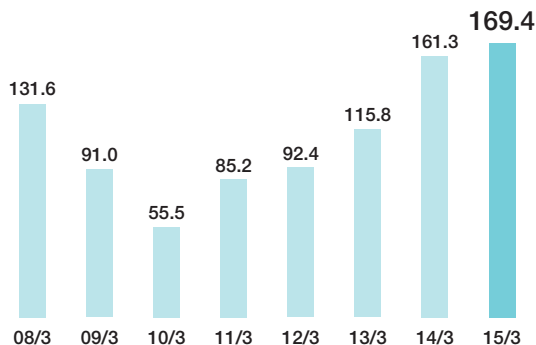
**+920.2 billion yen**



## Operating Income

(¥ billion)

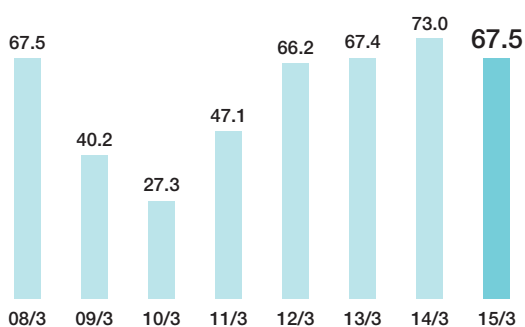
**+8.1 billion yen**



## Net Income

(¥ billion)

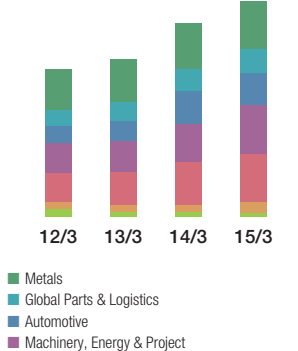
**-5.5 billion yen**



## Segment Sales\*

(¥ billion)

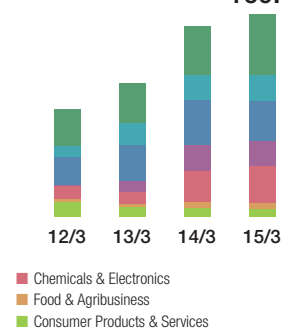
**8,663.4**



## Segment Operating Income\*

(¥ billion)

**169.4**



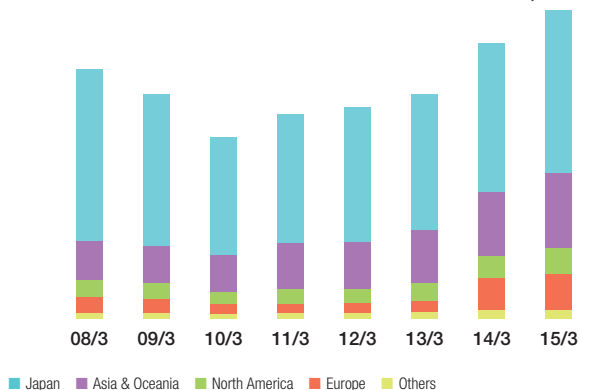
Metals  
Global Parts & Logistics  
Automotive  
Machinery, Energy & Project

Chemicals & Electronics  
Food & Agribusiness  
Consumer Products & Services

## Regional Sales

(¥ billion)

**8,663.4**

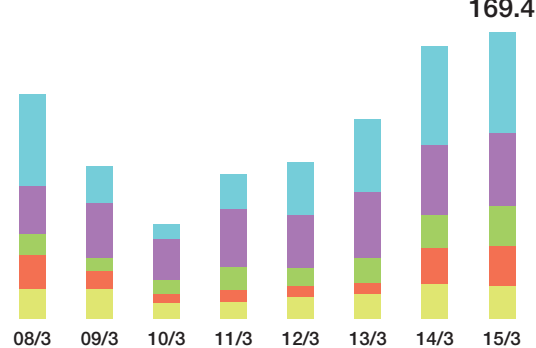


Japan Asia & Oceania North America Europe Others

## Regional Operating Income

(¥ billion)

**169.4**



\* In April 2011, the Company reorganized.

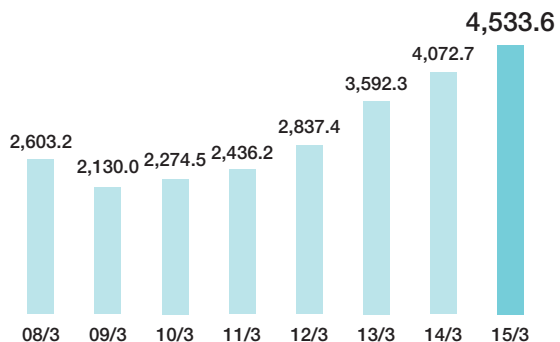
\* Effective April 1, 2013, the name of the Consumer Products, Services & Materials Division was changed to the Consumer Products & Services Division.

\* Effective April 1, 2014, the name of the Global Production Parts & Logistics Division was changed to the Global Parts & Logistics Division.

### Total Assets

(¥ billion)

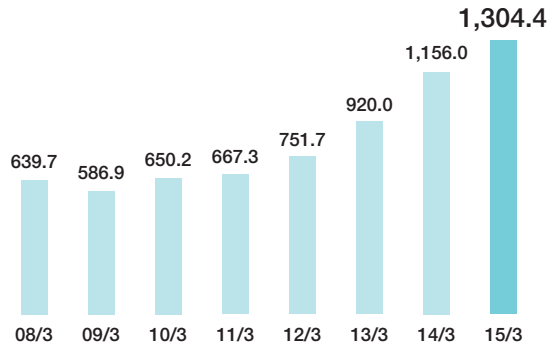
**+460.9 billion yen**



### Total Net Assets

(¥ billion)

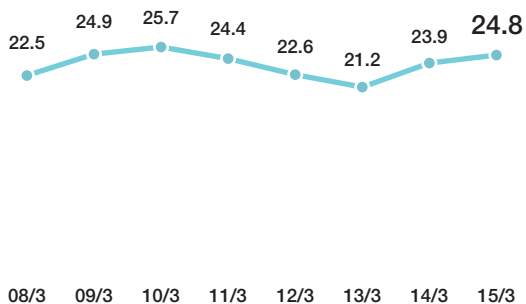
**+148.4 billion yen**



### Shareholders' Equity Ratio

(%)

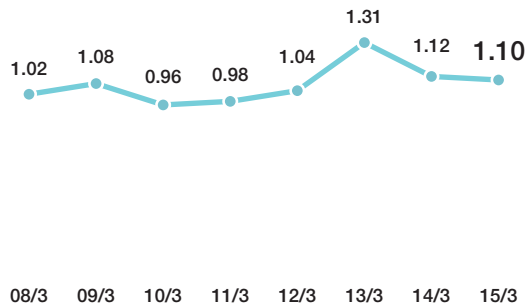
**+0.9 points**



### Net Debt Equity Ratio

(Times)

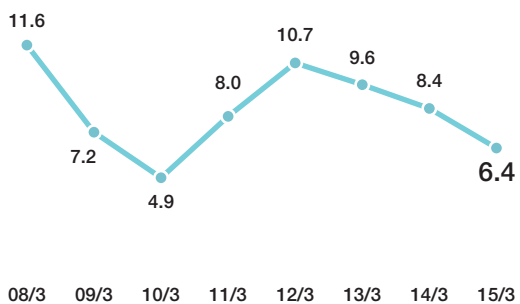
**-0.02 points**



### ROE

(%)

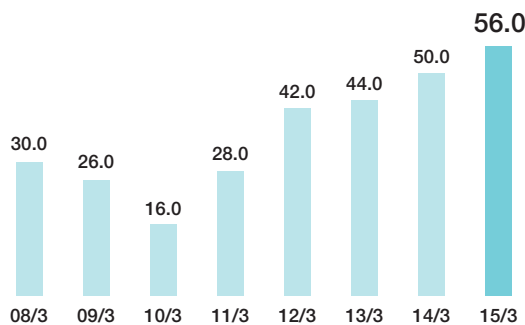
**-2.0 points**



### Cash Dividends per Share

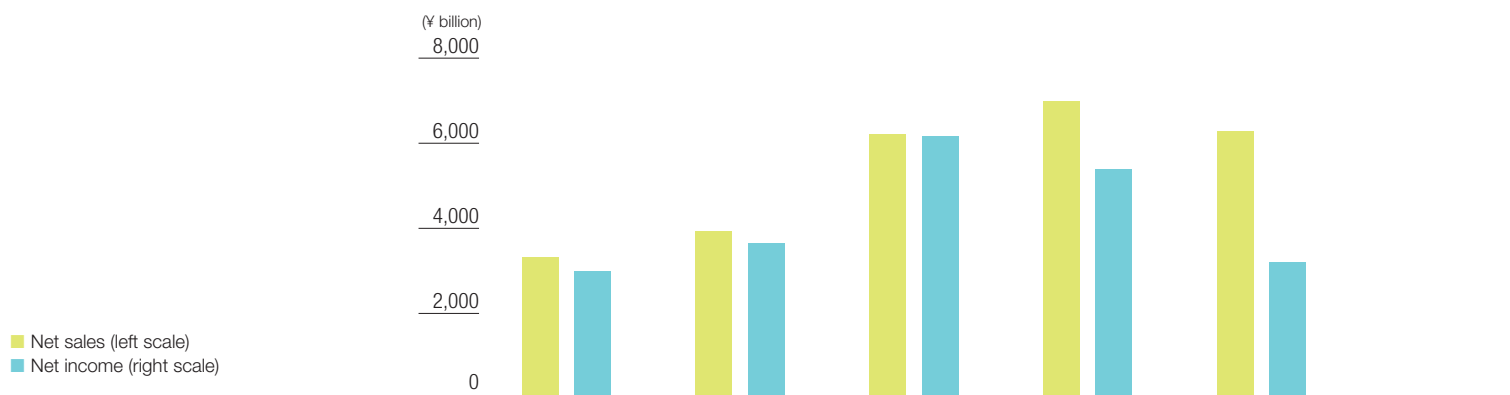
(¥)

**+6.0 yen**



# ELEVEN-YEAR FINANCIAL SUMMARY

TOYOTA TSUSHO CORPORATION and its consolidated subsidiaries  
Years ended March 31



	(Note 1)				
	2005/3	2006/3	2007/3	2008/3	2009/3
<b>Results of Operations:</b>					
Net Sales <sup>(Note 3)</sup>	¥3,315,831	¥3,945,319	¥6,212,726	¥7,000,353	¥6,286,996
Gross Profit	175,683	221,593	328,459	369,524	326,679
SG&A Expenses	119,368	141,536	218,456	237,853	235,661
Operating Income	56,315	80,057	110,003	131,671	91,017
Share of Profit of Entities Accounted for Using Equity Method	2,602	1,180	7,342	11,065	6,610
Net Income	37,522	45,733	77,212	67,506	40,224

<b>Financial Position at Year-End:</b>					
Total Assets	¥1,198,394	¥1,602,702	¥2,462,229	¥2,603,207	¥2,130,089
Total Net Assets <sup>(Note 4)</sup>	237,132	314,319	626,539	639,731	586,996
Net Interest-Bearing Debt	319,785	431,844	677,580	600,250	573,920

<b>Cash Flows:</b>					
Net Cash Provided by Operating Activities	¥ 17,836	¥ 33,089	¥ 44,599	¥ 104,728	¥ 123,760
Net Cash Used in Investing Activities	(29,410)	(119,379)	(31,159)	(36,717)	(54,827)
Net Cash Provided by (Used in) Financing Activities	12,027	90,453	(46,555)	(23,058)	4,614
Cash and Cash Equivalents at End of Period	69,548	75,032	125,603	174,197	242,530

<b>Per Share:</b>					
<b>Net Income:</b>					
Basic	¥132.98	¥161.88	¥231.47	¥192.44	¥114.73
Diluted <sup>(Note 5)</sup>	132.11	160.75	230.30	192.08	114.72
Cash Dividends for the Year	12.00	18.00	26.00	30.00	26.00
Dividend Payout Ratio	9.0%	11.1%	11.2%	15.6%	22.7%

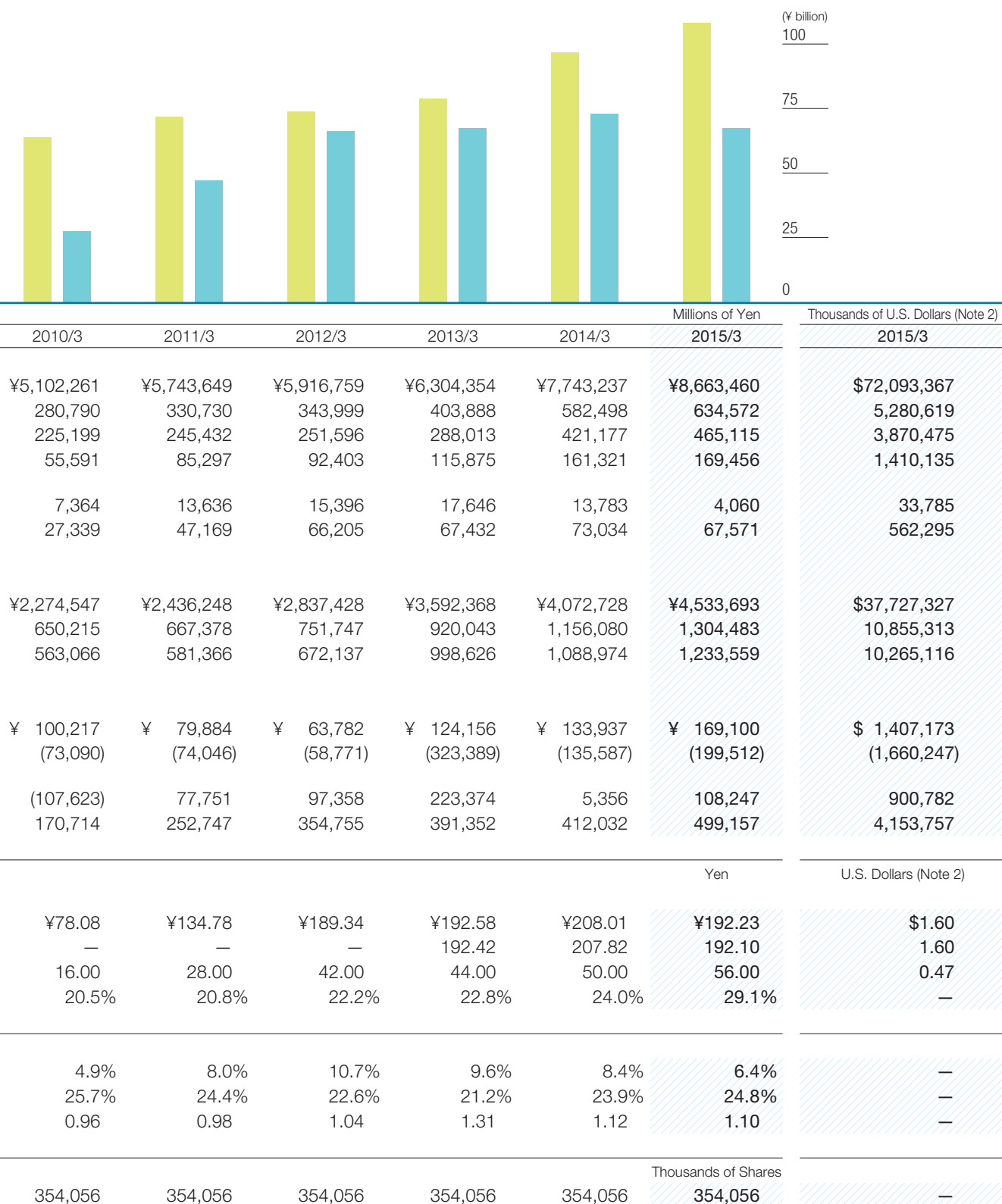
<b>Financial Measures:</b>					
ROE	17.6%	16.6%	15.7%	11.6%	7.2%
Shareholders' Equity Ratio	19.8%	19.6%	23.5%	22.5%	24.9%
Net Debt Equity Ratio (times)	1.35	1.37	1.17	1.02	1.08

<b>Common Stock:</b>					
Number of Shares Outstanding at Year-End	282,867	282,867	354,056	354,056	354,056

Notes: 1. Toyota Tsusho Corporation merged with Tomen Corporation on April 1, 2006. The figures for the fiscal year ended March 31, 2006, and before were based on the former Toyota Tsusho Corporation.

2. The U.S. dollar amounts have been translated from the amounts stated in yen, solely for the convenience of the readers, at the rate of ¥120.17 = U.S.\$1, the approximate exchange rate prevailing on March 31, 2015, which was the final business day of financial institutions in the fiscal year ended March 31, 2015.

3. Commission income was included in net sales from the fiscal year ended March 31, 2007, as a result of the reconsideration of the presentation of consolidated financial statements.



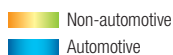
4. Effective from the fiscal year ended March 31, 2007, the Company and its consolidated subsidiaries adopted the "Accounting Standard for Presentation of Net Assets in the Balance Sheet."

5. Figures for diluted net income per share are not shown for the fiscal years ended March 31, 2010, 2011, and 2012, as there were no potential stocks with dilution effect during these years.

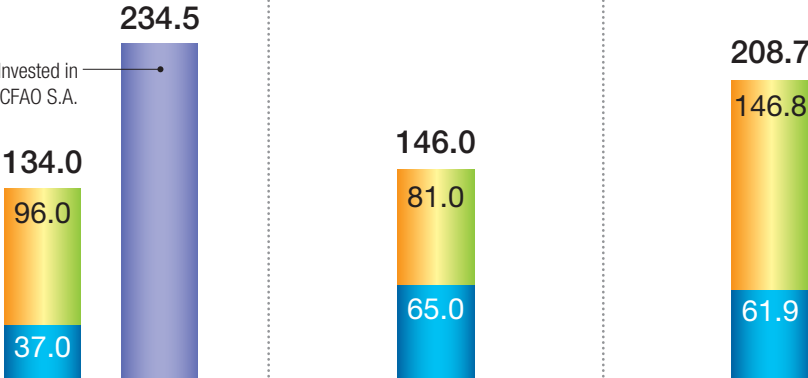



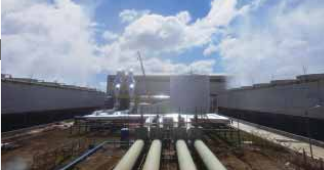






# OUR INVESTMENTS IN BUSINESSES

(¥ billion)



	10/3	11/3	12/3
<b>Metals Division</b>	<p>83.0 61.0 22.0</p>	<p>78.0 57.5 20.5</p>	<p>115.0 88.0 27.0</p> <ul style="list-style-type: none"> <li>Established an automobile salvaging and recycling plant in China</li> <li>Established a manufacturing base for steel piping for automobiles in Mexico</li> </ul>
<b>Global Parts &amp; Logistics Division</b>		<ul style="list-style-type: none"> <li>Entered vehicle logistics business in India, following on from China and Thailand</li> </ul>	<ul style="list-style-type: none"> <li>Established an industrial park management company in Indonesia</li> </ul>
<b>Automotive Division</b>		<ul style="list-style-type: none"> <li>Made Subaru distributor in South Africa a wholly owned subsidiary</li> </ul>	<ul style="list-style-type: none"> <li>Entered business for wholesale of wheels for imported vehicles</li> <li>Entered automobile assembly business in Egypt</li> </ul>
<b>Machinery, Energy &amp; Project Division</b>	<ul style="list-style-type: none"> <li>Participated in the Goreway power generation project in Canada</li> </ul>	<ul style="list-style-type: none"> <li>Entered the U.S. gas-fired power generation business</li> <li>Participated in natural gas production project in Australia</li> </ul>	<ul style="list-style-type: none"> <li>Won a contract for Kenya's largest geothermal power plant project</li> </ul>
<b>Chemicals &amp; Electronics Division</b>	<ul style="list-style-type: none"> <li>Concluded agreement for exclusive agency in Japan with ChemRoutes Corporation of Canada (entered pharmaceutical development support business)</li> </ul>	<ul style="list-style-type: none"> <li>Invested in iodine development and production operating company in Chile</li> <li>Established Bio-PET (polyethylene terephthalate) joint venture in Taiwan</li> </ul>	<ul style="list-style-type: none"> <li>Concluded agreement with Elematec Corporation on capital and operational tie-up</li> </ul>
<b>Food &amp; Agribusiness Division</b>	<ul style="list-style-type: none"> <li>Established a company to sell raw materials for feed and oilseeds in Malaysia</li> </ul>	<ul style="list-style-type: none"> <li>Began technical collaboration with Kinki University to develop a complete bluefin tuna culture business (established world's first commercial operations for intermediate breeding)</li> </ul>	<ul style="list-style-type: none"> <li>Invested in flour mill in Indonesia</li> <li>Entered frozen vegetable manufacturing business in Vietnam</li> </ul>
<b>Consumer Products &amp; Services Division</b>	<ul style="list-style-type: none"> <li>Acquired additional shares of Fukuske Corporation to make it a subsidiary</li> </ul>	<ul style="list-style-type: none"> <li>Concluded agreement for exclusive import and sales rights in Japan for Italian competition swimming apparel brand "Jaked"</li> </ul>	<ul style="list-style-type: none"> <li>Developed retail business in China</li> <li>Entered insurance brokerage business in Vietnam</li> </ul>

			Invest within the scope of operating cash flows
13/3	14/3	15/3	16/3 – 20/3 (Plan)
<ul style="list-style-type: none"> <li>Acquired stock in lithium resources development company at Argentina's Salar de Olaroz salt lake</li> <li>Entered the aluminum alloy production business in India</li> </ul>	<ul style="list-style-type: none"> <li>Established steel tube production site in Indonesia</li> <li>Entered into automobile recycling business in China</li> </ul>	<ul style="list-style-type: none"> <li>Full production started at the first lithium development business by a Japanese company</li> <li>Established and started operations at an electrical steel sheet processing company in Turkey</li> </ul>	
<ul style="list-style-type: none"> <li>Established logistics joint venture in Thailand with Senko Co., Ltd.</li> </ul>	<ul style="list-style-type: none"> <li>Invested in PT. Astra Otoparts Tbk.</li> </ul>	<ul style="list-style-type: none"> <li>Entered the aftermarket auto-parts business overseas</li> </ul>	
<ul style="list-style-type: none"> <li>Held line-off ceremony for Toyota SUVs assembled in Egypt</li> <li>Established used vehicle sales company in Kenya</li> </ul>	<ul style="list-style-type: none"> <li>Established directly operated total car service store in Cambodia with two other Toyota Group companies</li> </ul>	<ul style="list-style-type: none"> <li>Entered the Cambodian sales finance business</li> <li>Opened the Toyota Kenya Academy</li> </ul>	
<ul style="list-style-type: none"> <li>Participated in coalbed methane (CBM) gas development and production project in Canada</li> <li>Participated in construction machinery rental and sales project in Asia</li> </ul>	<ul style="list-style-type: none"> <li>Participated in a wood biomass power generation project via Ene Vision Corporation</li> <li>Made first foray in North America's largest electricity wholesale market</li> </ul>	<ul style="list-style-type: none"> <li>Completed construction of Africa's largest geothermal power plant</li> <li>Participated in second project targeting North America's largest electricity wholesale market</li> </ul>	
<ul style="list-style-type: none"> <li>Invested in fertilizer company in India</li> </ul>	<ul style="list-style-type: none"> <li>Invested in SDP Global Co., Ltd., and expanded its production capacity at the subsidiary factory in China</li> </ul>	<ul style="list-style-type: none"> <li>Increased investment in Malaysian silica sand mining and refinement company</li> </ul>	
<ul style="list-style-type: none"> <li>Entered into mushroom production business in China</li> <li>Entered into grain accumulation business in Australia</li> </ul>	<ul style="list-style-type: none"> <li>Constructed second production line at PT. Hokkan Indonesia</li> <li>Entered into domestic food service business</li> </ul>	<ul style="list-style-type: none"> <li>Invested in Koktem EA, an agricultural corporation in the Republic of Kazakhstan</li> <li>Sapporo International Inc. acquired the shares of a major U.S. private-label beverage manufacturer</li> </ul>	
<ul style="list-style-type: none"> <li>Established general hospital operation joint venture in India with SECOM Group and a local company</li> <li>Opened clinic inside of a production plant in Thailand</li> </ul>	<ul style="list-style-type: none"> <li>Entered into hotel residence business in Indonesia</li> <li>Converted Fukuske Corporation into a wholly owned subsidiary</li> </ul>		

# GLOBAL NETWORK

(As of July 1, 2015)

## Japan

### Toyota Tsusho Corporation

Nagoya Head Office  
Tokyo Head Office

Hokkaido, Tohoku, Niigata, Hokuriku, Hamamatsu, Mishima, Toyota, Osaka, Hiroshima, Takamatsu, Kyushu

## North America

### Toyota Tsusho Canada, Inc.

Ontario (Canada)  
Woodstock

### Toyota Tsusho Mexico, S.A. de C.V.

Monterrey (Mexico)  
Irapuato, Mexico City

### Toyota Tsusho America, Inc.

Georgetown (U.S.)

Battle Creek, Boston, Chicago, Cincinnati, Columbus, Dania Beach, Detroit, Franklin, Fremont, Houston, Huntsville, Jackson, Lafayette, Los Angeles, Memphis, Miami, Missouri, New York, Portland, Princeton, San Antonio, San Diego, San Francisco, Tennessee, Tupelo, West Virginia

## Central & South America

### Toyota Tsusho Corporation

Lima, Santiago

### Toyota Tsusho Argentina S.A.

Buenos Aires (Argentina)

### S.C. Toyota Tsusho do Brasil Ltda.

Sao Paulo (Brazil)  
Rio de Janeiro

### C.I. Toyota Tsusho de Colombia S.A.

Bogota (Colombia)

### Toyota Tsusho America, Inc.

San Jose

### Toyota Tsusho de Venezuela, C.A.

Caracas (Venezuela)

## Europe (including CIS nations)

### Toyota Tsusho Corporation

Almaty, Astana, Tashkent

### Toyota Tsusho Europe S.A.

Brussels (Belgium)

Budapest, Cayiroba, Düsseldorf, Milan, Paris, Prague, Valenciennes, Walbrzych

### CFAO S.A.

Paris (France)

### Toyota Tsusho RUS LLC

Moscow (Russia)

St. Petersburg, Togliatti

### Toyota Tsusho U.K. Ltd.

London (U.K.)

Derby



## Africa

**Toyota Tsusho Corporation**  
Alexandria, Alger, Cairo, Tunis

**Toyota Tsusho Africa (Pty) Ltd.**  
Durban (South Africa)  
Johannesburg  
Lusaka

**Toyota Tsusho East Africa Ltd.**  
Nairobi (Kenya)  
Juba

**Toyota Tsusho Nigeria Limited**  
Lagos (Nigeria)

## Middle East

**Toyota Tsusho Corporation**  
Amman, Baghdad, Dubai, Jeddah, Tehran

## Asia

**Toyota Tsusho Corporation**  
Beijing, Colombo, Dhaka, Islamabad, Jakarta, Karachi, Lahore, Manila, Naypyitaw, Phnom Penh, Vientiane, Yangon

**Toyota Tsusho (China) Co., Ltd.**  
Beijing (China)

**Toyota Tsusho (Guangzhou) Co., Ltd.**  
Guangzhou (China)  
Nansha, Wuhan, Xiamen

**Toyota Tsusho (H.K.) Co., Ltd.**  
Hong Kong (China)  
DongGuan

**Toyota Tsusho (Shanghai) Co., Ltd.**  
Shanghai (China)  
Changshu, Chengdu, Chongqing, Nanjing, Qingdao, Wuxi, Yantai

**Toyota Tsusho (Tianjin) Co., Ltd.**  
Tianjin (China)  
Beijing, Changchun, Dalian, Harbin

**Toyota Tsusho India Pvt. Limited**  
Bidadi (India)  
Ahmedabad, Bangalore, Chennai, New Delhi, Manesar, Mumbai

**PT. Toyota Tsusho Indonesia**  
Jakarta (Indonesia)  
Bandung, Cibitung, Surabaya

**Toyota Tsusho Korea Corporation**  
Seoul (Korea)

**Toyota Tsusho (Malaysia) Sdn. Bhd.**  
Kuala Lumpur (Malaysia)  
Johor Bahru

**Toyota Tsusho Philippines Corporation**  
Laguna (Philippines)  
Taguig

**Toyota Tsusho Asia Pacific Pte. Ltd.**  
Singapore (Singapore)

**Toyota Tsusho (Taiwan) Co., Ltd.**  
Taipei (Taiwan)

**Toyota Tsusho (Thailand) Co., Ltd.**  
Bangkok (Thailand)  
Amata City, Amata Nakorn

**Toyota Tsusho Asia Pacific (Thailand) Co., Ltd.**  
Bangkok (Thailand)

**Toyota Tsusho Vietnam Co., Ltd**  
Hanoi (Vietnam)  
Ho Chi Minh City

## Oceania

**Toyota Tsusho (Australasia) Pty. Ltd.**  
Melbourne (Australia)  
Perth, Sydney



Number of Consolidated Subsidiaries and Equity-Method Affiliates by Product Division

Metals Division	99
Global Parts & Logistics Division	73
Automotive Division	253
Machinery, Energy & Project Division	224
Chemicals & Electronics Division	172
Food & Agribusiness Division	41
Consumer Products & Services Division	47
Administrative Division and Regional Subsidiaries	64
<b>Total</b>	<b>973</b>



# PRINCIPAL CONSOLIDATED SUBSIDIARIES AND AFFILIATES BY EQUITY METHOD

(The list is based on data current as of March 31, 2015 with recent data reflected.)

## Metals Division

	Company Name	Nation	Voting Rights	Main Business	
Consolidated Subsidiaries	Domestic	Toyotsu Steel Center Co., Ltd	Japan	90.0	Processing and warehousing of steel sheets
		Toyotsu Tekkou Hanbai Corporation	Japan	100.0	Wholesale marketing of steel sheets
		Toyotsu Recycle Corporation	Japan	97.0	Collection and sales of metals
		Toyota Metal Co., Ltd.	Japan	50.0	Collection, processing, and sales of metal scrap
		Toyotsukokan KK	Japan	100.0	Cutting of steel pipes and parts processing
		Oriental Kogyo Ltd.	Japan	100.0	Processing and sales of thin steel sheets
		Toyotsu Material Incorporated	Japan	100.0	Sales of nonferrous metal products, nonferrous scrap and iron scrap
		Green Metals Japan, Inc.	Japan	100.0	Scrap metal and scrap nonferrous metal recycling
		Green Metals Hokkaido, Inc.	Japan	80.0	Smash, yellowtail blanket processing and sale of Hokkaido area factory occurrence scrap iron Handling of waste of nonferrous metals
		Prosteel Co., Ltd.	Japan	61.3	Processing and sales of special steel sheets
		Toyotsu Smelting Technology Corporation	Japan	99.8	Manufacture and sales of molten aluminum and ingots
		Toyotsu Rare Earths Corporation	Japan	100.0	Wholesale marketing of nonferrous metals
		Toyota Chemical Engineering Co.,Ltd.	Japan	100.0	Industrial waste intermediate process, recycling business, lubricant making and selling business and environment analysis business
		Toyotsu Hitetsu Center Corporation	Japan	65.0	Slit processing and safekeeping of aluminum items
		Nippon APT Co.,Ltd.	Japan	100.0	Safekeeping and transportation of processing and material of the aluminum material
Overseas		Poland Smelting Technologies 'Polst' Sp. Zo.O.	Poland	85.1	Manufacture and sales of molten aluminum and recycled ingots
		PT. Indonesia Smelting Technology	Indonesia	100.0	Manufacture and sales of molten aluminum and recycled ingots
		Tianjin Fengtian Steel Process Co., Ltd.	China	70.0	Processing of steel sheets
		Guangzhou Guanqi Toyotsu Resource Management Co., Ltd.	China	60.0	Recycling of iron scrap, used paper, and other waste materials
		TT Steel Processing (Thailand) Co., Ltd.	Thailand	100.0	Blanking of steel sheets
		Tianjin Toyotsu Aluminium Smelting Technology Co., Ltd.	China	100.0	Manufacture and sales of molten aluminum and ingots
		Toyota Tsusho Metals Ltd.	U.K.	100.0	Commissioned handling of futures transactions involving nonferrous metals
		Toyota Tsusho South Africa Processing (Pty) Ltd.	South Africa	80.0	Blanking of steel sheets
		PT. TT Metals Indonesia	Indonesia	100.0	Blanking of steel sheets
		Tianjin Toyota Tsusho Steel Co., Ltd.	China	100.0	Blanking of steel sheets
		Guangqi Toyotsu Steel Processing Co., Ltd.	China	70.0	Blanking of steel sheets
		Tianjin Toyotsu Resource Management Co., Ltd.	China	100.0	Recycling of iron scrap and other waste materials
		Guangzhou Aluminium Smelting Technology Co., Ltd.	China	66.7	Manufacture and sales of molten aluminum and recycled ingots
		Changchun Tong-Li Aluminium Smelting Technology Co., Ltd.	China	70.0	Manufacture and sales of molten aluminum and recycled ingots
		Techno Steel Processing De Mexico, S.A. De C.V.	Mexico	95.7	Processing and sales of steel sheets
		Tianjin Toyotsu Aluminium Processing Technology Co., Ltd.	China	100.0	Operation of logistics centers, cutting of formed aluminum products
		Guangzhou Fengzhong Aluminium Smelting Technology Co., Ltd.	China	100.0	Manufacture and sales of molten aluminum and ingots
		Toyota Tsusho (Taicang) Special Steel Processing Co., Ltd.	China	100.0	Logistics, cutting and processing and sales of the special steel round bar
		Changahu Toyotsu Alloy Metal Co.,Ltd.	China	100.0	Aluminum alloy manufacturing and sales and database service
		Toyota Tsusho Non Ferrous, Inc.	U.S.	100.0	Manufacturing AL forged suspension arms for vehicles

## ■ Global Parts & Logistics Division

	Company Name	Nation	Voting Rights	Main Business		
Consolidated Subsidiaries	Domestic	Toyotsu Logistics Service Co. Ltd.	Japan	100.0	Warehousing and logistics services	
		Topix Corporation	Japan	95.0	Sales, leasing, and maintenance of computer equipment and software	
		Toyotsu Vehitecs Co., Ltd.	Japan	100.0	Manufacture of textile goods	
		Toyota Tsusho Matex Corporation	Japan	100.0	Procurement, development, and sales of industrial materials and housing materials	
		Toyotsu Automotive Creation Corporation	Japan	100.0	Development, manufacture, and sales of automotive accessories	
Overseas		Cactus Automotive Service De Mexico, S. De R.L. De C.V.	U.S.	100.0	Warehousing and logistics services	
		Hero Logistics, Lp.	U.S.	49.0	Warehousing and logistics services	
		TLD Logistics Services, Inc.	U.S.	90.0	Logistics services	
		TTK Logistics (Thailand) Co., Ltd.	Thailand	77.0	Warehousing and logistics services	
		Toyota Transport (Thailand) Co., Ltd.	Thailand	66.6	Logistics services	
		TT Marunouchi (Thailand) Co., Ltd.	Thailand	51.0	Logistics services	
		TT Logistics (Australasia) Pty. Ltd.	Australia	100.0	Warehousing and logistics services	
		Shanghai Toyota Tsusho Hot-Line Logistics Co., Ltd.	China	100.0	Warehousing and logistics services	
		P.T. Toyota Tsusho Logistic Center	Indonesia	97.9	Warehousing and logistics services	
		Hot-Line International Transport (H.K.) Limited	Hong Kong	100.0	Warehousing and logistics services	
		Toyotsu Kamigumi Logistics (Changshu) Co., Ltd.	China	51.0	Warehousing and logistics services	
		Wingard Quality Supply, Llc.	U.S.	49.0	Assembly of tires and wheels	
		Hero Assemblers, Lp.	U.S.	44.0	Assembly of tires and wheels	
		Wingard Wheel Works, Llc.	U.S.	49.0	Assembly of tires and wheels	
		Magnolia Automotive Services, Llc.	U.S.	49.0	Assembly of tires and wheels	
		Maple Automotive Corporation	Canada	100.0	Assembly of tires and wheels	
		TT Assembly Systems (UK) Ltd.	U.K.	95.6	Assembly of tires and wheels	
		TT Assembly (Thailand) Co., Ltd.	Thailand	100.0	Assembly of tires and wheels	
		TT Assembly East Co., Ltd.	Thailand	100.0	Assembly of tires and wheels	
		TT Assembly (Australia) Pty. Ltd.	Australia	100.0	Assembly of tires and wheels	
		Tianjin Toyotsu Automotive Parts Assembly Co., Ltd.	China	100.0	Assembly of tires and wheels	
		TT Assembly Mexico, S.A. de C.V.	Mexico	100.0	Assembly of tires and wheels	
		TT Techno-Park Co., Ltd.	Thailand	79.0	Provision of administrative, accounting, and other support services for industrial parts	
		TTK Asia Transport (Thailand) Co., Ltd.	Thailand	77.0	Logistics services	
		PT. TT Techno Park Indonesia	Indonesia	100.0	Operation of industrial parks	
		TT Techno Park Management Services India Pvt. Ltd.	India	100.0	Provision of administrative, accounting, and other support services for industrial parts	
		Borneo Technical (Thailand) Ltd.	Thailand	66.0	Sales of aftermarket auto parts	
		Borneo Technical Co. (M) Sdn. Bhd.	Malaysia	100.0	Sales of aftermarket auto parts	
	Equity-Method Affiliates	Overseas	TK Logistica Do Brazil Ltda.	Brazil	51.0	Warehousing and logistics services
			TK Logistica De Mexico S. De R.L. De C.V.	Mexico	51.0	Warehousing and logistics services
		GAC Toyota Tsusho Logistics., Ltd.	China	45.0	Logistics services	
		Tianjin Fengtian International Logistics Co., Ltd.	China	36.2	Warehousing and logistics services	
		Total Logistic Services (M) Sdn. Bhd.	Malaysia	27.0	Warehousing and logistics services	
		Toyota Techno Park India Pvt. Ltd.	India	30.0	Operation of industrial parks	
	Chongqing CTG Co., Ltd.	China	40.0	Development, manufacture, and sales of automotive accessories		

## Automotive Division

		Company Name	Nation	Voting Rights	Main Business
Consolidated Subsidiaries	Domestic	T.A.S Co., Ltd.	Japan	100.0	Sales of automobile parts and equipment after-sales service, export of used vehicles and forklifts as well as parts
		O-Rush International Co., Ltd.	Japan	100.0	Procurement and sales of used imported vehicles and spare parts and after-sales service
	Overseas	Comercio de Veiculos Toyota Tsusho Ltda.	Brazil	100.0	Retail of vehicles and spare parts and after-sales service
		Toyota Trinidad & Tobago Ltd.	Trinidad & Tobago	100.0	Import, distribution and retail of vehicles and spare parts and after-sales service
		Toyota Lanka (Private) Limited	Sri Lanka	100.0	Import, distribution and retail of vehicles and spare parts and after-sales service
		Toyota (Cambodia) Co., Ltd.	Cambodia	80.0	Import, distribution and retail of vehicles and spare parts and after-sales service
		Toyota Tsusho South Pacific Holdings Pty. Ltd.	Australia	100.0	Holding company
		Toyota Caucasus & Central Asia Lic. Business Car	Georgia	100.0	Import and wholesale of vehicles and spare parts
		T.T.A.S. Co., Ltd.	Russia	92.1	Retail of vehicles and spare parts and after-sales service
		TTC Auto Argentina S.A.	Myanmar	75.0	Retail of vehicles and spare parts and after-sales service
		Toyota Kenya Ltd.	Argentina	100.0	Retail of vehicles and spare parts and after-sales service
		Toyota Malawi Ltd.	Kenya	100.0	Import, distribution and retail of vehicles and spare parts and after-sales service
		Toyota Zimbabwe (Private) Ltd.	Malawi	100.0	Import, distribution and retail of vehicles and spare parts and after-sales service
		Toyota Zambia Ltd.	Zimbabwe	100.0	Import, distribution and retail of vehicles and spare parts and after-sales service
		Toyota De Angola, S.A.	Zambia	100.0	Import, distribution and retail of vehicles and spare parts and after-sales service
		Toyota Lakozy Auto Private Ltd.	Angola	100.0	Import, distribution and retail of vehicles and spare parts and after-sales service
		TOO Toyota Tsusho Kazakhstan Auto	India	93.2	Retail of vehicles and spare parts and after-sales service
		Toyota Adria, D.o.o.	Kazakhstan	100.0	Retail of vehicles and spare parts and after-sales service
		Toyota Jamaica Ltd.	Slovenia	100.0	Import and wholesale of vehicles and spare parts
		Thai Hino (Nakhonsawan) Co., Ltd.	Jamaica	80.0	Import, distribution and retail of vehicles and spare parts and after-sales service
		Toyotsu Auto (Middle East) Fze.	Thailand	100.0	Sales of trucks and spare parts and after-sales service
		Toyota Tsusho Automobile London Holdings Ltd.	Arab Emirates	100.0	Export of automobile parts
		Toyota Uganda Ltd.	U.K.	100.0	Holding company
		Subaru Southern Africa (Pty.) Ltd.	Uganda	100.0	Import, distribution and retail of vehicles and spare parts and after-sales service
		UMW Toyotsu Motors Sdn. Bhd.	South Africa	100.0	Import, distribution and retail of vehicles and spare parts and after-sales service
		TTLA Limited Liability Partnership	Malaysia	70.0	Retail of vehicles and spare parts and after-sales service
		Toyota Tsusho Saigon Motor Service Co.	Kazakhstan	100.0	Retail of vehicles and spare parts and after-sales service
		Tsusho Capital Kenya Ltd.	Vietnam	62.4	Retail of vehicles and spare parts and after-sales service
		Tsusho Capital Mauritius Ltd.	Kenya	100.0	Automobile sales finance
		Toyotsu Auto Mart Kenya Ltd.	Mauritius	100.0	Automobile sales finance
		Toyota Tsusho Forklift (Thailand) Co., Ltd.	Kenya	97.3	Retail of used vehicles and spare parts and after-sales service
		Toyota Tsusho Corporation De Mexico S.A. De C.V.	Thailand	90.0	Import, distribution and retail of forklifts and spare parts and after-sales service
	Equity-Method Affiliates	Overseas	PT. Astra Auto Finance	Indonesia	30.0
Jiangmen Huatong Toyota Motor Sales & Service Co., Ltd.			China	40.0	Retail of vehicles and spare parts and after-sales service
Hinopak Motors Ltd.			Pakistan	29.7	Assembly of trucks, buses, and other commercial vehicles, and wholesales
Urmqi Huatong Toyota Service Co., Ltd.			China	40.0	Retail of vehicles and spare parts and after-sales service
Valor Motriz, S. De R.L. De C.V.			Mexico	49.0	Retail of vehicles and spare parts and after-sales service
TRD Asia Co., Ltd.			Thailand	20.0	Design, development and sales of automotive accessories
Toyota (Mauritius) Ltd.			Mauritius	50.0	Import and sales Import, distribution and retail of vehicles and spare parts and after-sales service
Nanjing Jiatong Hino Sale Service Co., Ltd.			China	50.0	Sales Retail of trucks and spare parts and after-sales service
Toyota del Ecuador, S.A.			Ecuador	33.3	Import and wholesale of vehicles and spare parts
Toyota Motor Engineering Egypt S.A.E.			Egypt	40.0	Automobile assembly

## ■ Machinery, Energy & Project Division

		Company Name	Nation	Voting Rights	Main Business
Consolidated Subsidiaries	Domestic	Toyotsu Machinery Corporation	Japan	100.0	Manufacture, sales, and maintenance of mechanical equipment
		Toyotsu Techno Corporation	Japan	100.0	Parts engineering company for technological development
		Ene Vision Corporation	Japan	65.2	Sales and maintenance of cogeneration systems
		Tokiwa Engineering Co.,Ltd.	Japan	100.0	Design, manufacture, sales of plastic products and mechanical equipment
		Gifu Seiki Kogyo Co., Ltd.	Japan	90.0	Design, manufacture, sales of dies and molds
		Eurus Energy Holdings Corporation	Japan	60.0	Operation and management of wind power generation projects worldwide
		Toyotsu Energy Corporation	Japan	100.0	Sales of liquefied petroleum gas (LPG) and other substances
		Overseas	Industrial Tech Services, Inc.	U.S.	65.0
	PT. Toyota Tsusho Mechanical & Engineering Service Indonesia		Indonesia	90.0	Sales and maintenance of machinery and equipment
	Toyota Tsusho M&E (Thailand) Co., Ltd		Thailand	100.0	Sales and maintenance of machinery and equipment
	Tomen Power (Singapore) Pte. Ltd.		Singapore	100.0	Operation and management of power generation projects
	Toyota Tsusho Energy Europe Cooperatief U.A.		Netherlands	100.0	Combined power generation fired by Canadian gas
	Toyota Tsusho Power USA, Inc.		U.S.	100.0	U.S. gas-fired power generation business
	Toyota Tsusho CBM Queensland Pty. Ltd.		Australia	100.0	Exploration, development, and production of coalbed methane (CBM) gas
	Toyota Tsusho Gas E&P Otway Ltd.		Australia	100.0	Gas production, refining, and sales business
	Equity-Method Affiliates	Domestic	Toyota Tsusho Gas E&P Trefoil Pty. Ltd.	Australia	100.0
Toyota Tsusho Wheatland Inc.			Canada	100.0	Development, production, and sales of CBM gas in Canada (special purpose company)
Overseas		Toyota Tsusho Mining (Australia) Pty. Ltd.	Australia	100.0	Investment and management for Camberwell coal project
		Tomen Panama Asset Management S.A.	Panama	100.0	Investment and management for Camberwell coal project
		Kobelco Toyota Tsusho Construction Machinery Holding Asia Co., Ltd.	Japan	19.8	Sales and rental of construction machinery and investment in local companies
		Hangzhou Kobelco Construction Machinery Co., Ltd.	China	27.3	Manufacture and sales of construction machinery
		Sin Heng Heavy Machinery Limited	Singapore	27.0	Sales and rental of cranes and aerial work platforms



## ■ Chemicals & Electronics Division

		Company Name	Nation	Voting Rights	Main Business
Consolidated Subsidiaries	Domestic	Toyotsu Syscom Corporation	Japan	100.0	Mobile communications services and handsets, other communications services and equipment
		TD Mobile Corporation	Japan	51.0	Sales agent for mobile phone, fixed-line telephone, and other services, as well as content development and distribution for mobile phones
		ISAO Corporation	Japan	100.0	Provision of services and planning of consumer service sites
		Toyota Tsusho Electronics Corporation	Japan	100.0	Sales of semiconductors and development of software
		Tomen Devices Corporation	Japan	50.1	Sales of semiconductors and electronic components
		Tomen Electronics Corporation	Japan	100.0	Marketing and sales of semiconductors, integrated circuits, electronic components, and computer-related equipment
		Elematec Corporation	Japan	51.0	Sales, import / export, and processing of electrical materials, electronic components, optical parts, and materials
		Daiichi Sekken Co., Ltd.	Japan	100.0	Manufacture and sales of detergent, soap, toiletries, and quasi-drug pharmaceuticals
	Toyotsu Chemiplas Corporation	Japan	100.0	Domestic sales, import / export, and third-company transactions involving chemicals, compound resins, and other items	
	Overseas	TT Network Integration Asia Pte. Ltd.	Singapore	56.0	Network integration and system introduction support, operation, and maintenance of systems in China and other parts of Asia
		Toyota Tsusho ID Systems GmbH	Germany	100.0	Sales of barcode handheld terminals and scanners, system integration, and IT support
		Toyota Tsusho Electronics (Thailand) Co., Ltd.	Thailand	100.0	Development of embedded software, sales of semiconductors and electronic components in Thailand, and provision of telematics services
		Toyota Tsusho Electronics (Dalian) Co., Ltd.	China	100.0	Development of embedded software
		Deepwater Chemicals, Inc.	U.S.	100.0	Manufacture and sales of iodine derivatives and other items
		Iochem Corp.	U.S.	100.0	Holding company involved in the U.S. iodine manufacture and sales business
		Thai Chemical Terminal Co., Ltd.	Thailand	95.0	Sales of solvents
		Soft Industry Corporation	Vietnam	50.0	Manufacture and sales of detergent raw materials (LAS / alkylbenzene sulfonic acid)
Equity-Method Affiliates		Domestic	Nihon Tennen Gas Co., Ltd.	Japan	39.0
	Sanyo Chemical Industries, Ltd.		Japan	19.6	Manufacture and sales of chemicals, primarily surface active agents for textile and industrial use
	SDP Global Co., Ltd.		Japan	43.7	Manufacture and sales of superabsorbent polymers
	Overseas	China Navi System Co., Ltd.	China	49.0	Sales of digital map content, and planning and operation of locational information service
		Admatechs (Shanghai) Co., Ltd.	China	30.0	Sales of Spherical silica, produced by Admatechs
		Soft Chemical Corporation	Vietnam	42.0	Manufacture and sales of detergent raw materials (LAS / alkylbenzene sulfonic acid)
		Philippine Prosperity Chemicals, Inc.	Philippines	45.0	Sales of solvents
		Greencol Taiwan Corporation	Taiwan	50.0	Manufacture of polyester raw materials
		Algorta Norte S.A.	Chile	25.5	Development and production of iodine
		Atsumitec Toyota Tsusho Rus LLC.	Russia	35.0	Manufacture and sales of an auto AT/MT shifter system for vehicle

## Food & Agribusiness Division

		Company Name	Nation	Voting Rights	Main Business
Consolidated Subsidiaries	Domestic	Toyota Tsusho Foods Corporation	Japan	100.0	Import and domestic sales of marine products, and processing and sales of institutional food products
		Fuji Sangyo Co., Ltd.	Japan	88.5	Business pining services
		Toyotsu Grain Holdings Co., Ltd.	Japan	100.0	Holding company
		Kanto Grain Terminals Co., Ltd.	Japan	60.0	Warehousing business
		Tohoku Grain Terminals Co., Ltd.	Japan	90.0	Warehousing business
		Tohoku Godo Warehouse Co., Ltd.	Japan	70.0	Warehousing business
		Toyo Grain Terminals Co., Ltd.	Japan	100.0	Warehousing business
		Higashi-Nada Tomen Grain Silo Co., Ltd.	Japan	100.0	Warehousing business
		Tuna Dream Goto Corporation	Japan	100.0	Tuna farming
	Overseas	Oleos Menu Industria E Comercio Ltda.	Brazil	99.9	Manufacture and sales of edible oils
		Toyota Tsusho Sugar Trading Limited	U.K.	100.0	International trading in sugar commodity
Equity-Method Affiliates	Domestic	First Baking Co., Ltd.	Japan	33.5	Production and sales of breads
	Overseas	PT. Hokkan Indonesia	Indonesia	30.0	Filling of beverages
		PT. Bungasari Flour Mills Indonesia	Indonesia	30.0	Milling

## Consumer Products & Services Division

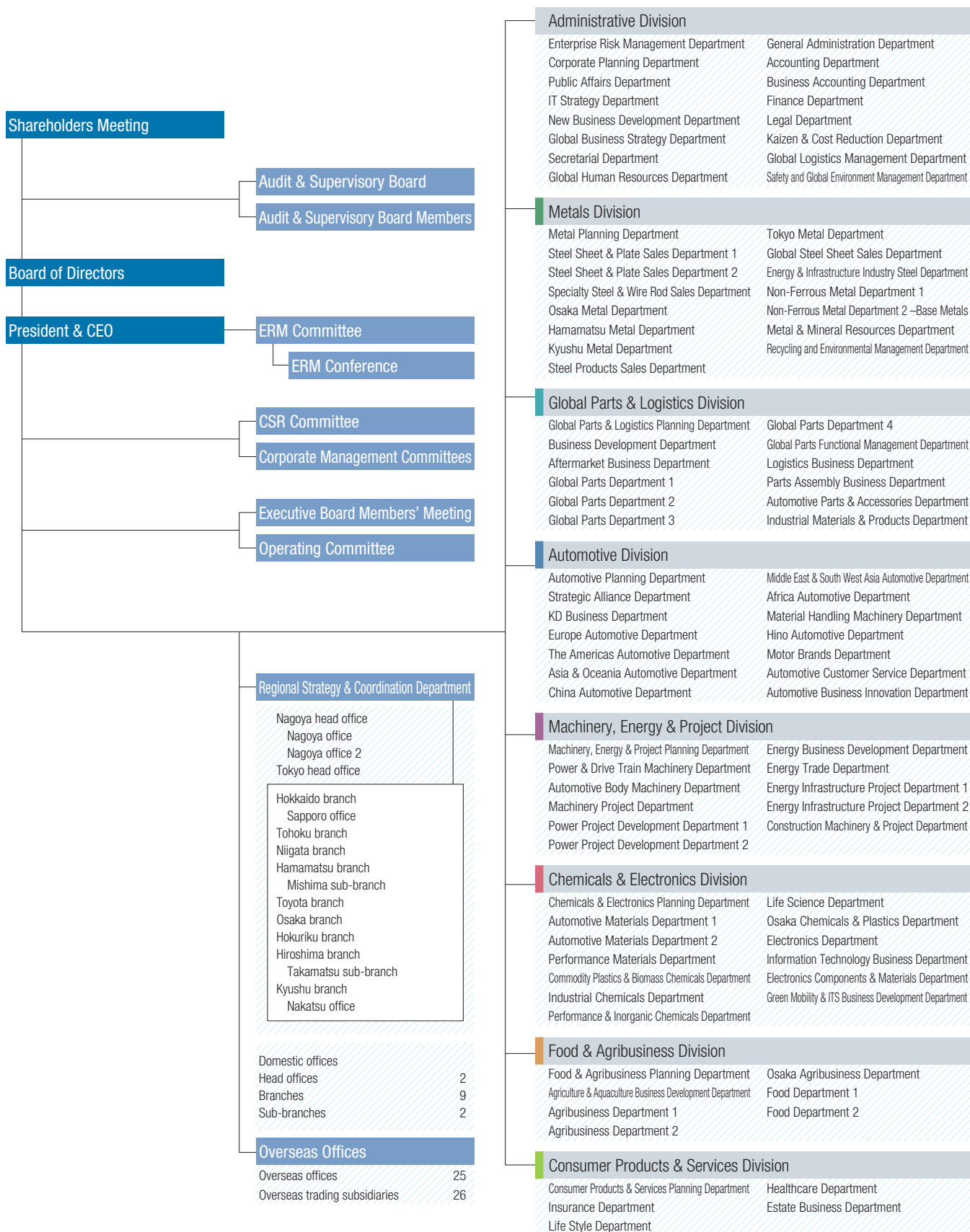
		Company Name	Nation	Voting Rights	Main Business
Consolidated Subsidiaries	Domestic	Toyota Tsusho Insurance Partners Corporation	Japan	100.0	Insurance agencies and insurance services
		Toyota Tsusho Insurance Management Corporation	Japan	100.0	Insurance broker
		Toyotsu Fashion Express Co., Ltd.	Japan	100.0	Planning, manufacture, and sales of apparel
		Fukuske Corporation	Japan	100.0	Planning, manufacture, and sales of legwear and innerwear
		Biscaye Co., Ltd.	Japan	100.0	Planning and sales of women's apparel
		Toyo Cotton (Japan) Co.	Japan	100.0	Purchasing, sales, import, and export of raw cotton
		Toyota Tsusho All Life Corporation	Japan	100.0	Wholesale of nursing care products, nursing care service provider
		Toyota Tsusho Facilities Corporation	Japan	100.0	Office Interior and Exterior Furnishing
Equity-Method Affiliates	Overseas	Takshasila Hospitals Operating Pvt. Ltd.	India	25.4	Operation of general hospitals in India
		PT. TTL Residences	Indonesia	63.2	Operation of Hotel Residence in Indonesia

## Administrative Division

		Company Name	Nation	Voting Rights	Main Business
Consolidated Subsidiaries	Domestic	Toyotsu Human Resources Corporation	Japan	100.0	Temporary staffing company
		Toyotsu Office Service Corporation	Japan	100.0	Shared service provider

# ORGANIZATIONAL CHART

(As of July 1, 2015)



(As of March 31, 2015)

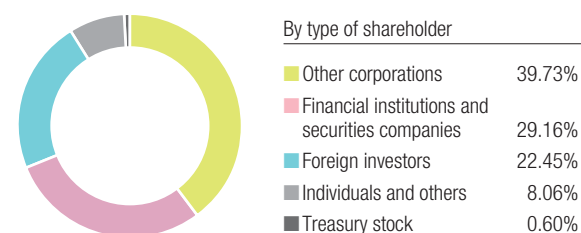
Name	TOYOTA TSUSHO CORPORATION
Head Office	9-8, Meieki 4-chome, Nakamura-ku, Nagoya 450-8575, Japan
Established	July 1, 1948
Number of Employees	Parent company: 2,853 Consolidated: 53,241
Paid-in Capital	¥64,936,432,888
Common Stock	Authorized: 1,000,000,000 Issued: 351,917,653 (excluding 2,138,863 treasury stock)
Number of Shareholders	47,939
Stock Listings	Tokyo, Nagoya (Ticker code 8015)
Independent Auditors	PricewaterhouseCoopers Aarata
Transfer Agent for Shares Special Management of Accounts	Mitsubishi UFJ Trust and Banking Corporation
Address of Office	Stock Transfer Agency Department Mitsubishi UFJ Trust and Banking Corporation 1-4-5, Marunouchi, Chiyoda-ku, Tokyo 100-8212
Mailing Address	Stock Transfer Agency Department Mitsubishi UFJ Trust and Banking Corporation 7-10-11, Higashisuna, Koto-ku, Tokyo 137-8081 Phone (free dial within Japan): 0120-232-711 (Tokyo) 0120-094-777 (Osaka)
Handling Offices	All branches nationwide of Mitsubishi UFJ Trust and Banking Corporation All branches nationwide of Nomura Securities Co., Ltd.
Website	<a href="http://www.tr.mufg.jp/daikou/">http://www.tr.mufg.jp/daikou/</a>

## Major Shareholders

Name	Number of shares (Thousands)	Shareholding (%)
Toyota Motor Corporation	76,368	21.70
Toyota Industries Corporation	39,365	11.19
The Master Trust Bank of Japan, Ltd.	18,484	5.25
Japan Trustee Services Bank, Ltd.	14,178	4.03
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	8,098	2.30
Mitsui Sumitomo Insurance Co., Ltd.	6,000	1.70
Sumitomo Mitsui Banking Corporation	4,249	1.21
Aioi Nissay Dowa Insurance Co., Ltd.	4,087	1.16
Tokio Marine & Nichido Fire Insurance Co., Ltd.	4,049	1.15
State Street Bank and Trust Company 505223	3,688	1.05

\* The calculation of shareholding ratios excludes treasury stock (2,138,863 shares).

## Breakdown of Issued Shares



## Credit Ratings (as of July 1, 2015)

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

## Stock Price Range and Trading Volume

(¥ / Point)

4,000

3,000

2,000

1,000

0

■ Toyota Tsusho Corporation ■ TOPIX ■ Trading volume

10/4 10/10 11/4 11/10 12/4 12/10 13/4 13/10 14/4 14/10 15/3

(Thousand shares)  
100,000  
75,000  
50,000  
25,000  
0



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