

INTEGRATED REPORT 2015

Fiscal year ended March 31, 2015



DIGEST / ENGLISH

A ROAD MAP FOR SUSTAINABLE GROWTH



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

p4. Business Model
p6. Metals
p8. Global Parts & Logistics

p10. Automotive
p12. Machinery, Energy & Project
p14. Chemicals & Electronics

p16. Food & Agribusiness
p18. Consumer Products & Services

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

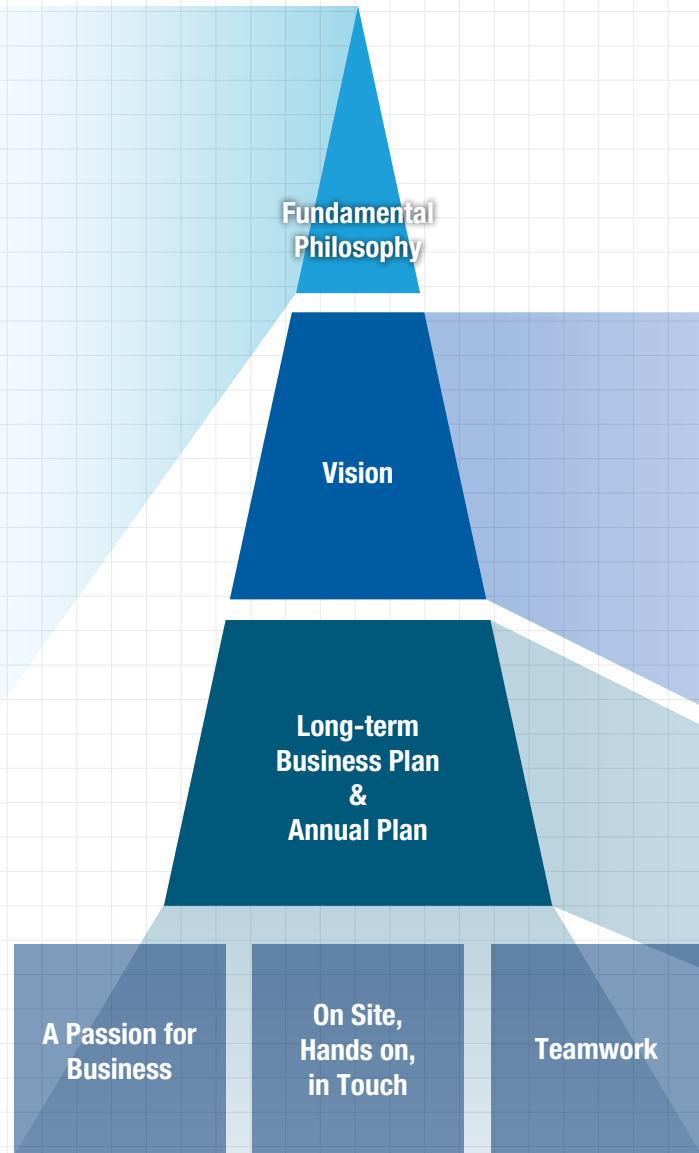
Corporate Philosophy

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



The Toyota Tsusho Group Way

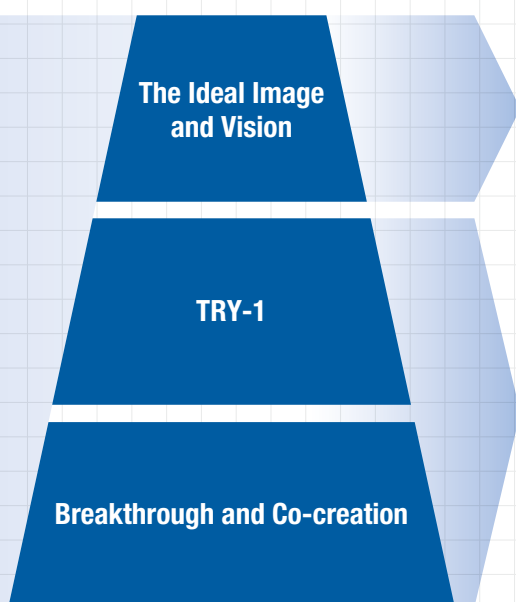
Values and principles of conduct to be shared by all Toyota Tsusho directors and employees to realize the Group's Fundamental Philosophy and Vision

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.



- 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

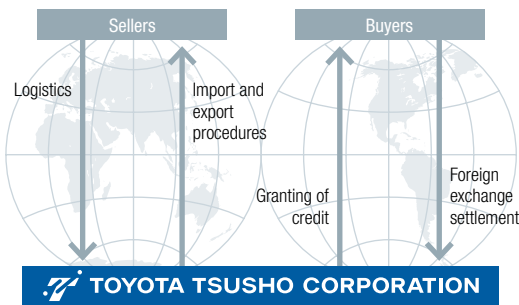
Established in 1936 as Toyoda Kinyu Kaisha to provide sales financing for Toyota vehicles. Dissolved after World War II under occupation policy to break up large industrial conglomerates. Transferred the trading division to Nisshin Tsusho Kaisha Ltd. (established in 1948 and later renamed Toyota Tsusho 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

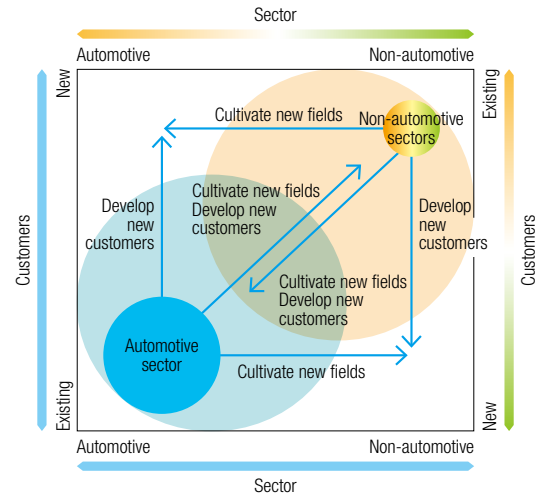
Overseas Expansion in Support of Toyota Motor Corporation's Globalization

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.

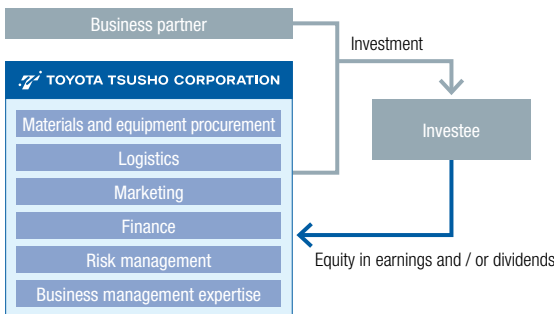
Trading



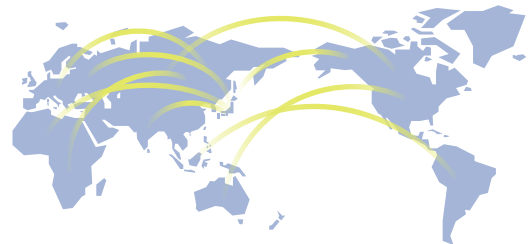
Business Strategy



Business Investment



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.

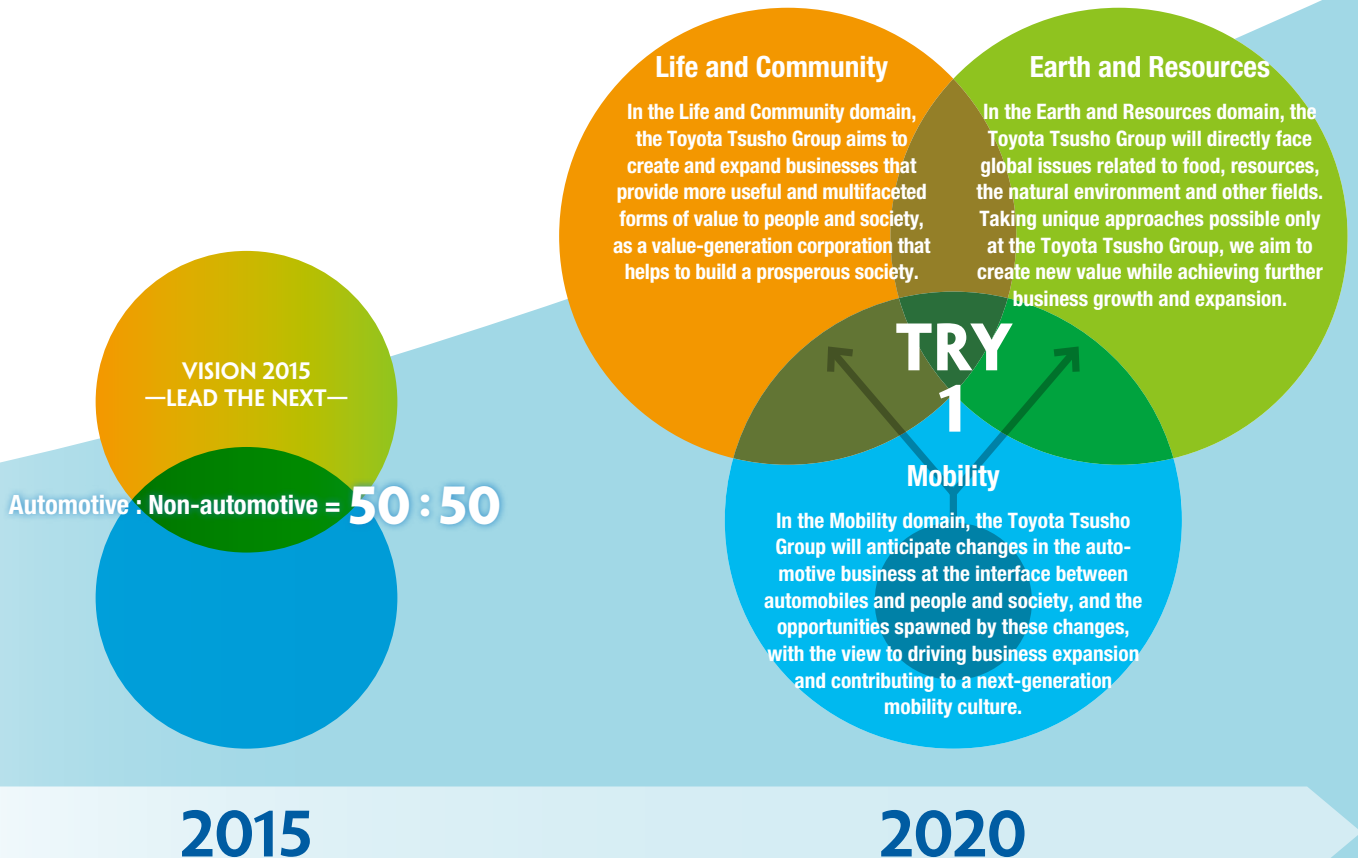
2010s

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

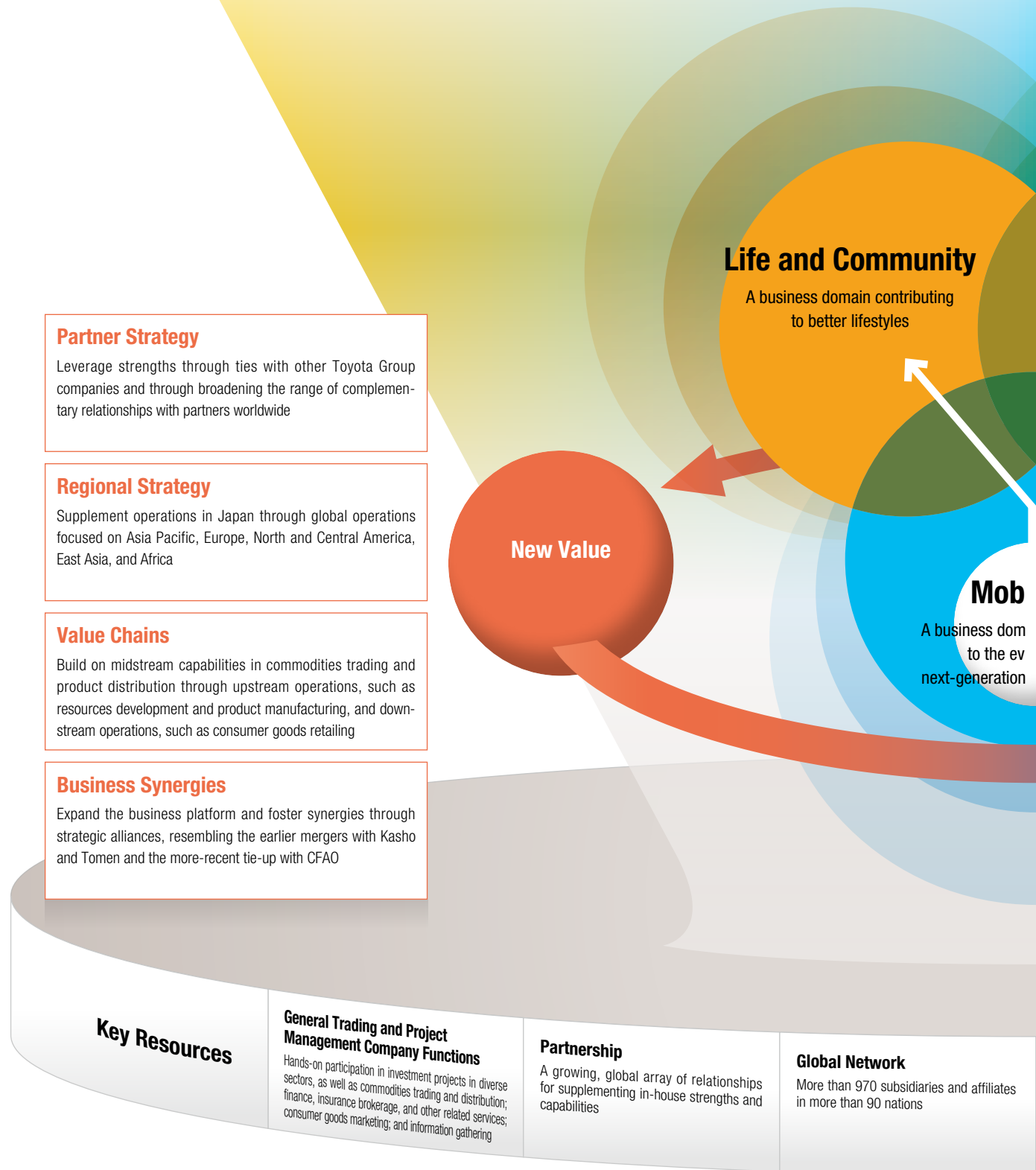
The Global 2020 Vision entails that we work to further expand upon existing strengths in automotive-sector businesses to grow operations in the Mobility domain while pursuing synergies with the Life and Community and Earth and Resources domains. In this manner, we aim to establish a business portfolio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



TOYOTA TSUSHO'S BUSINESS MODEL

—SOCIAL AND CORPORATE SUSTAINABILITY—

GENERATING VALUE AND CONTRI



Partner Strategy

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

Regional Strategy

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

Value Chains

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

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

Life and Community

A business domain contributing to better lifestyles

New Value

Mob

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

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

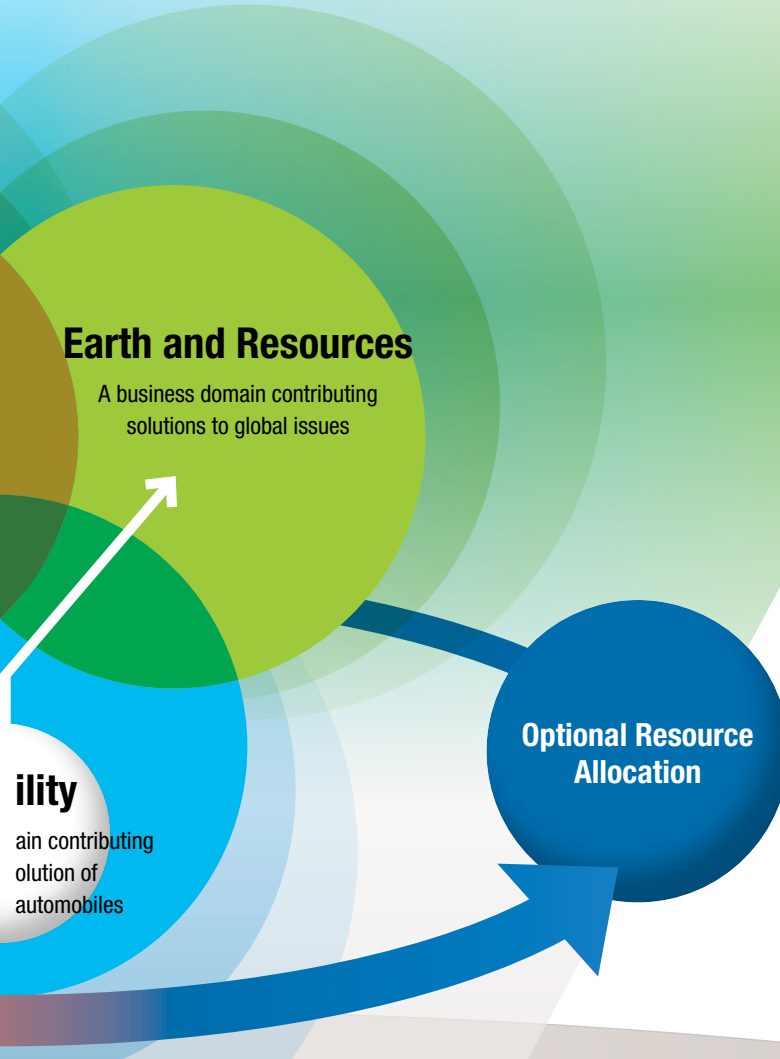
A growing, global array of relationships for supplementing in-house strengths and capabilities

Global Network

More than 970 subsidiaries and affiliates in more than 90 nations

CONTRIBUTING 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

Efficiency

Main contributing solution of 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



METALS DIVISION



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

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.

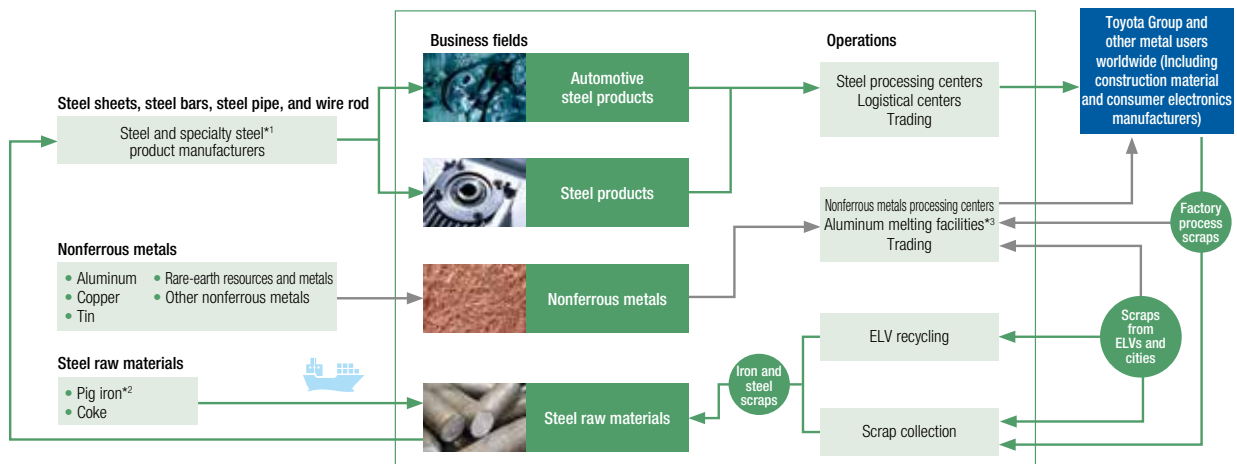
— Toyota Tsusho's Unrivaled Value Creation Businesses —

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.

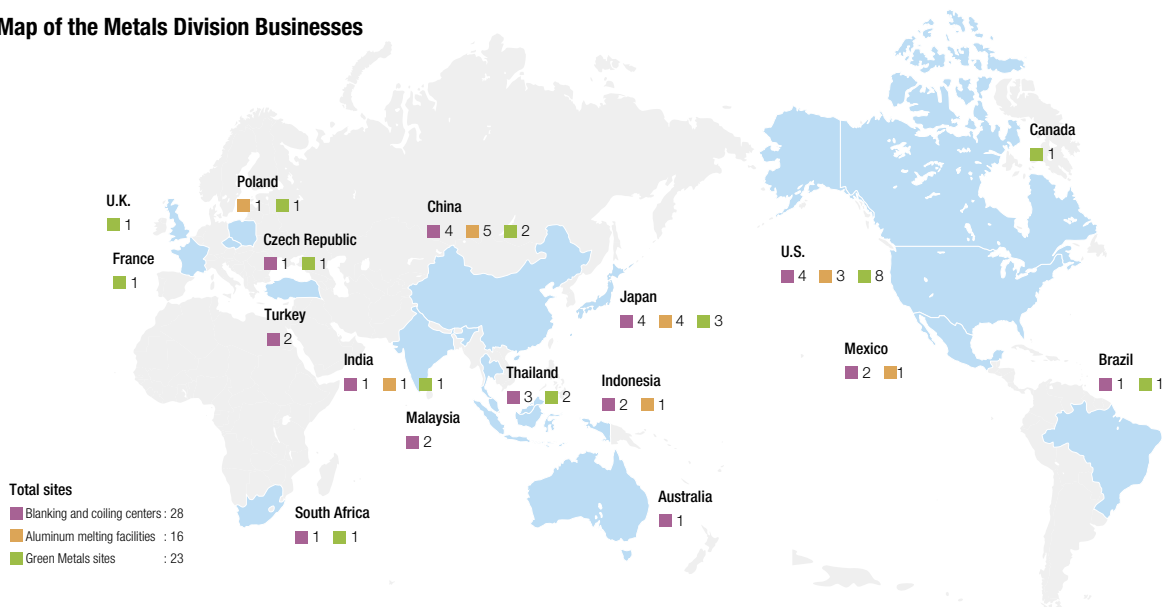


*1. Standard steel mixed with silicon, manganese, nickel, chrome, copper, or other alloying elements

*2. A product of smelting iron ore

*3. Facilities used to manufacture molten aluminum alloy

Map of the Metals Division Businesses





GLOBAL PARTS & LOGISTICS DIVISION



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.

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.

— 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

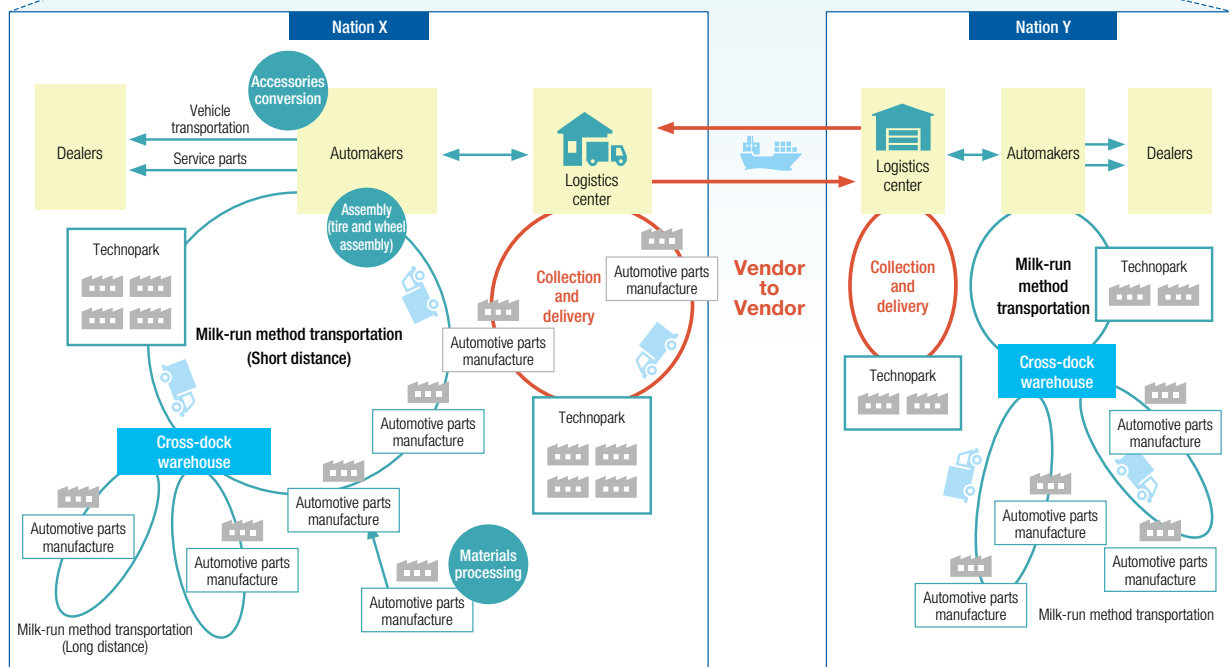
provide parts logistics services that respond to customer needs, while contributing to stable parts supply. This approach also helps customers reduce transportation costs, shorten delivery lead times and minimize inventories.

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



AUTOMOTIVE DIVISION



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.

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.

— Toyota Tsusho's Unrivaled Value Creation Businesses —

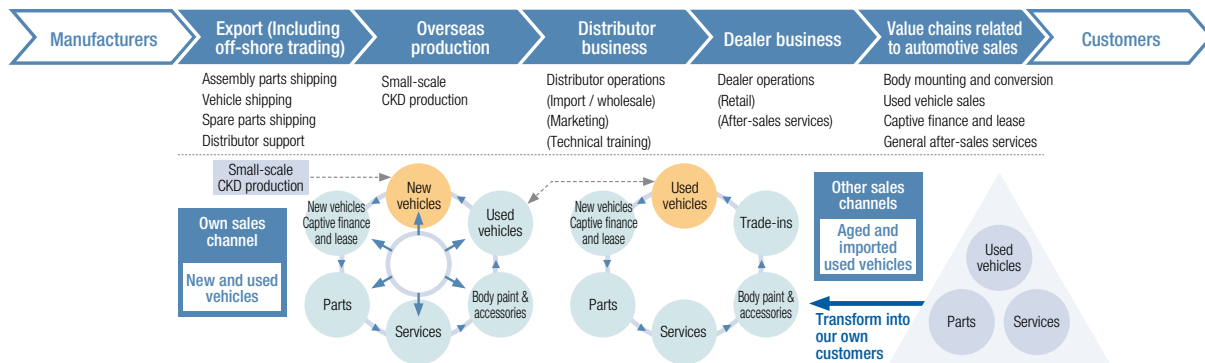
Integrated Trilateral Sales Structure and Robust Sales Value Chain

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 captive finance and lease as 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.

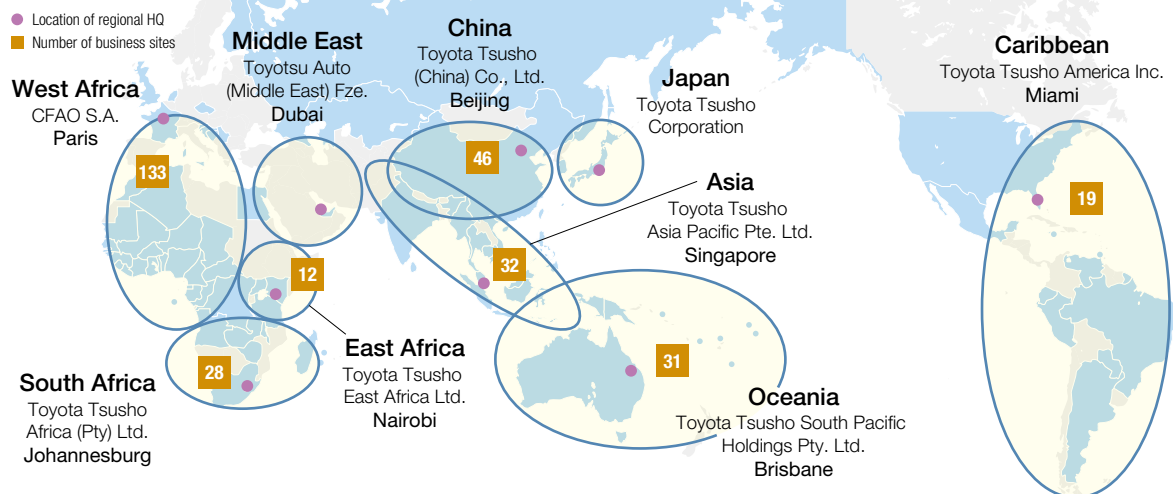


Worldwide Operations and Regional Strategies

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.





MACHINERY, ENERGY & PROJECT DIVISION



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.

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.

— 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.

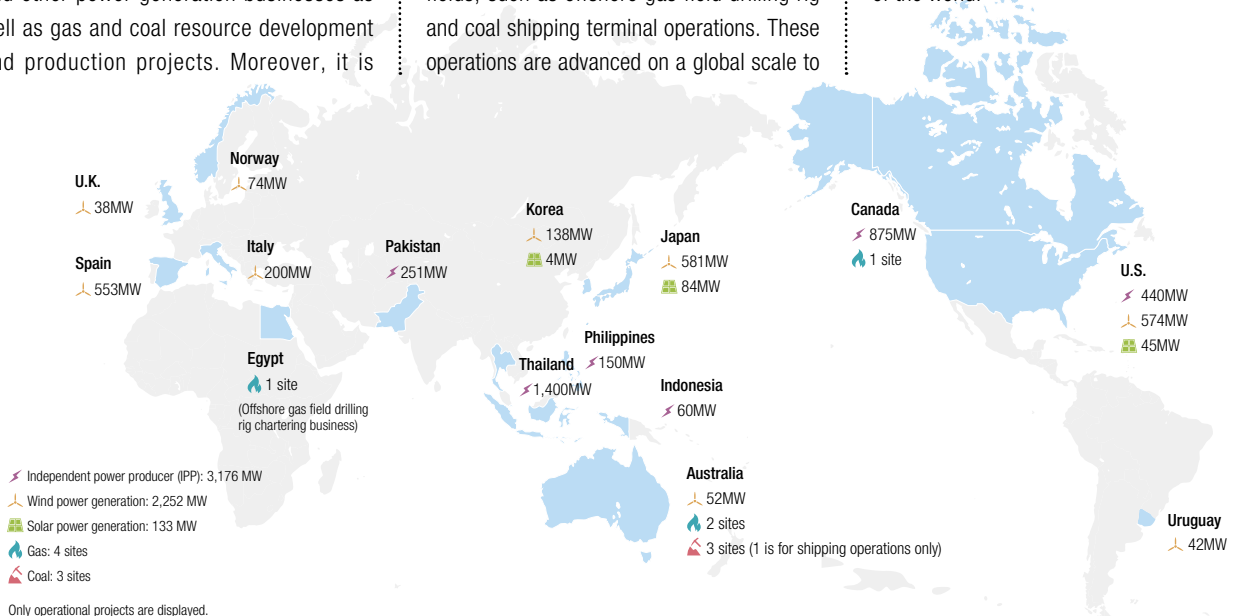


Power Generation Businesses, Gas and Coal Resource Development and Production Projects, and Peripheral Businesses Conducted on a Global Scale

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 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.





CHEMICALS & ELECTRONICS DIVISION



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.

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

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

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.

and telematics-related products and services for next generation's motorized society, while pioneering and commercializing new technologies.

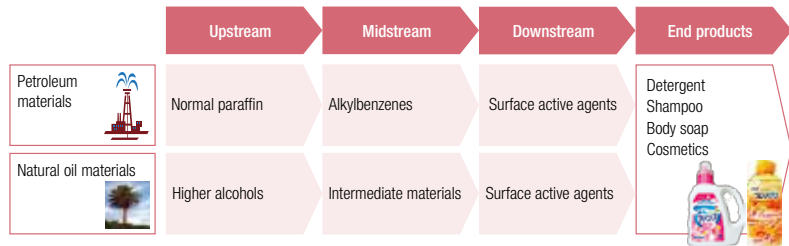
In the HEV and ITS business, the division develops technologies for eco-friendly vehicles such as plug-in hybrid vehicles (PHVs) and electric vehicles (EVs), along with procuring and supplying the related products. At the same time, the division is developing transportation infrastructure for next generation's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

— Toyota Tsusho's Unrivaled Value Creation Businesses —

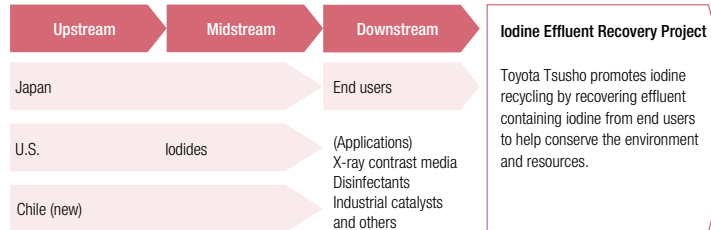
Organic, and Specialty and Inorganic Chemicals Value Chains

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)



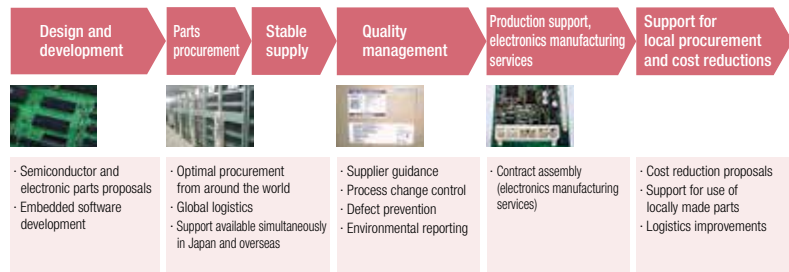
Fine and inorganic chemicals business



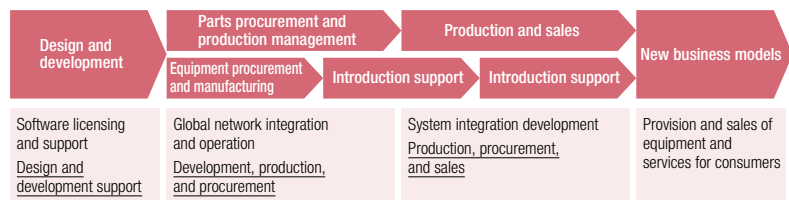
Electronic Devices and Information Technology Value Chains

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





FOOD & AGRIBUSINESS DIVISION



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.

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

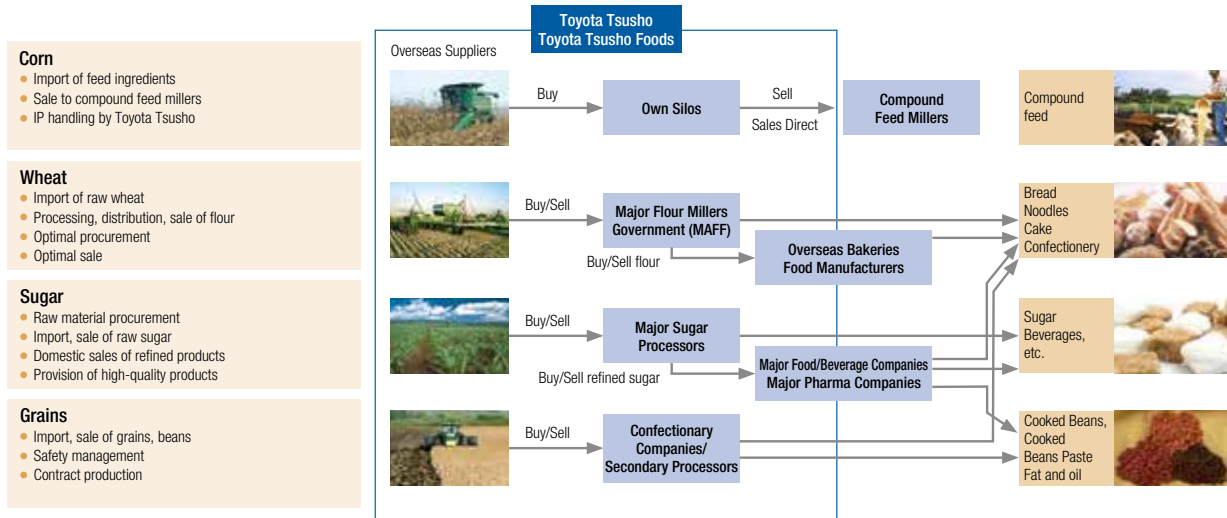
diversifying needs by capitalizing on processing sites in Japan and overseas and a catering company. Imported food products are procured from stringently selected overseas suppliers, and then sold to end consumers through the division's direct sales venues.

— 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:

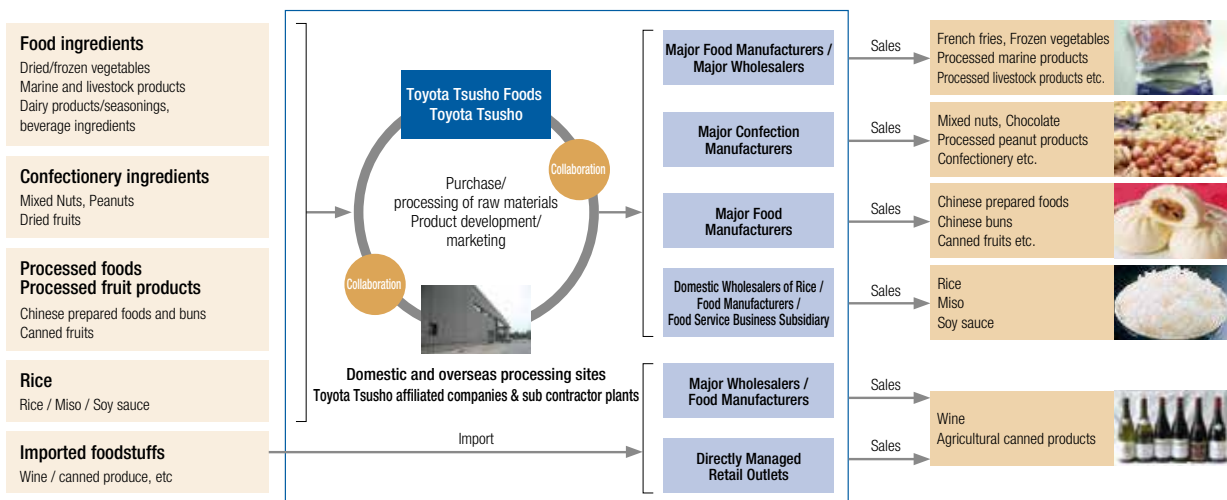
Corn, soybeans, soybean meal, grass hay, fish meal, other livestock feed, wheat, flour, raw sugar, refined sugar, starch, and other grains



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





CONSUMER PRODUCTS & SERVICES DIVISION



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.

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

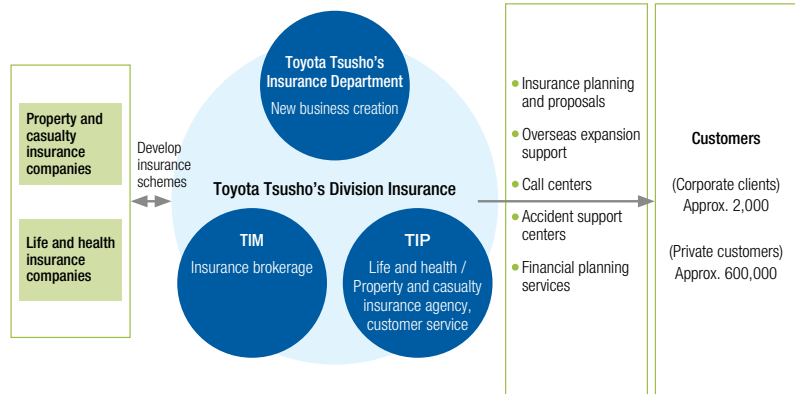
facilities and related services business, and a housing materials and office furniture sales business, as well as a hotel residence business that supports companies in expanding their operations overseas.

These businesses help people live healthier and more satisfying lives.

— 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.



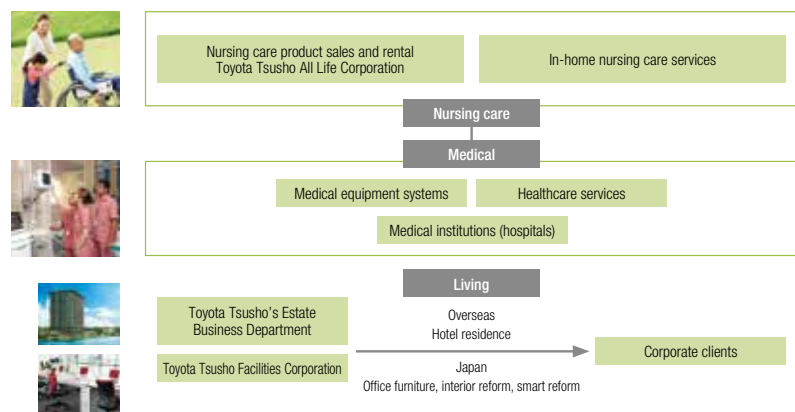
Leveraging Lifestyle Businesses to Create Happiness and Satisfaction

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.



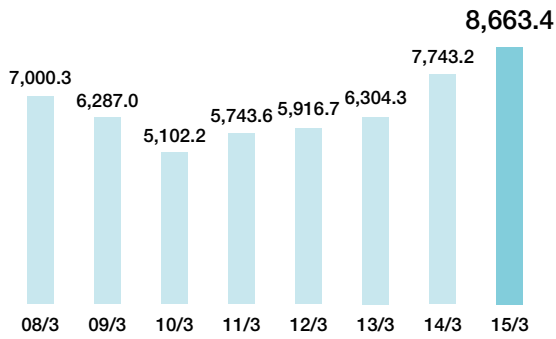
FINANCIAL HIGHLIGHTS

TOYOTA TSUSHO CORPORATION and its consolidated subsidiaries
Years ended March 31

Net Sales

(¥ billion)

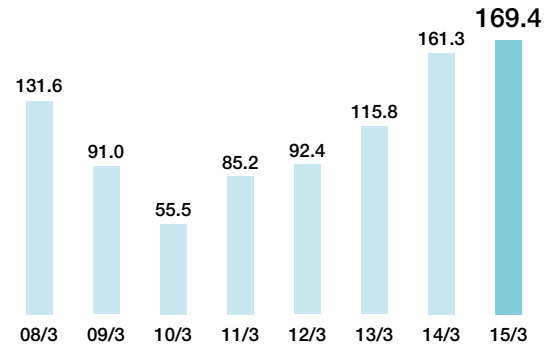
+920.2 billion yen



Operating Income

(¥ billion)

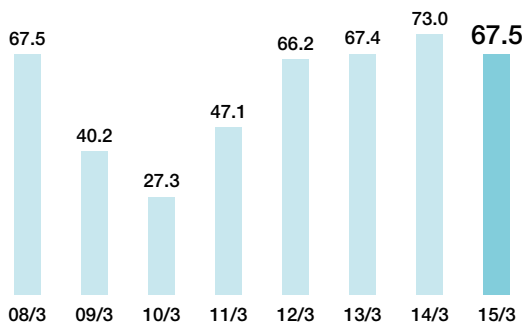
+8.1 billion yen



Net Income

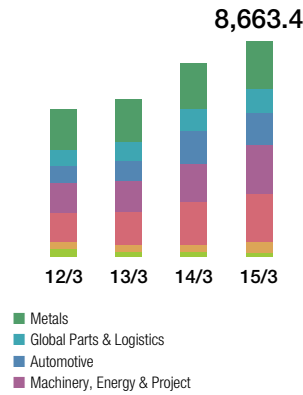
(¥ billion)

-5.5 billion yen



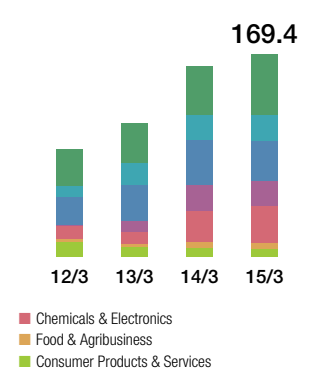
Segment Sales*

(¥ billion)



Segment Operating Income*

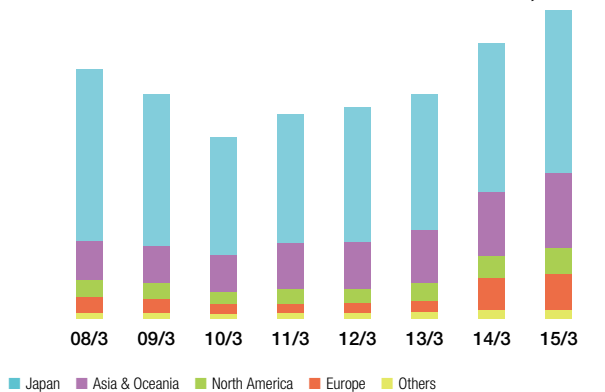
(¥ billion)



Regional Sales

(¥ billion)

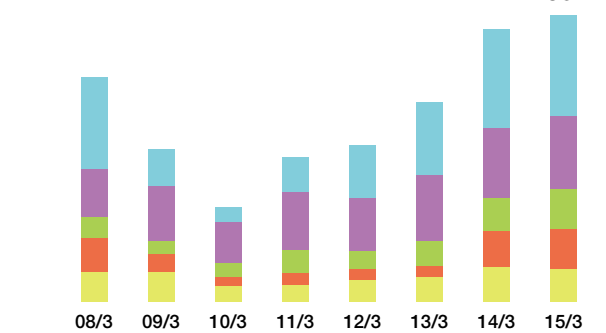
8,663.4



Regional Operating Income

(¥ billion)

169.4



* In April 2011, the Company reorganized.

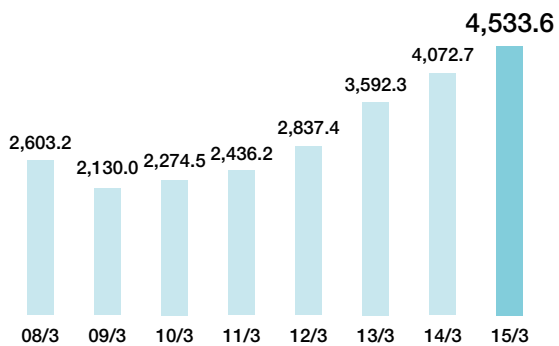
* Effective April 1, 2013, the name of the Consumer Products, Services & Materials Division was changed to the Consumer Products & Services Division.

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

Total Assets

(¥ billion)

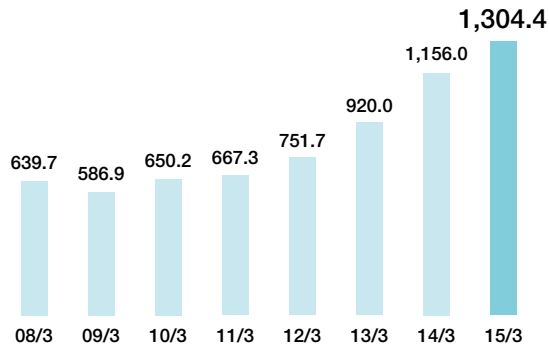
+460.9 billion yen



Total Net Assets

(¥ billion)

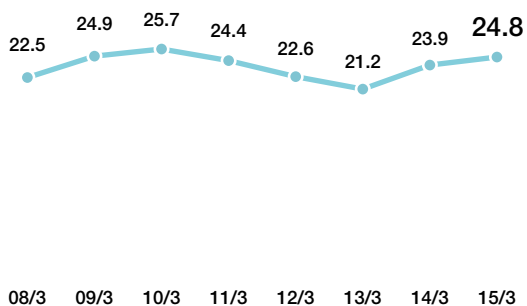
+148.4 billion yen



Shareholders' Equity Ratio

(%)

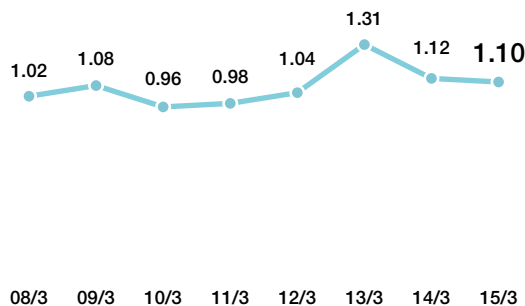
+0.9 points



Net Debt Equity Ratio

(Times)

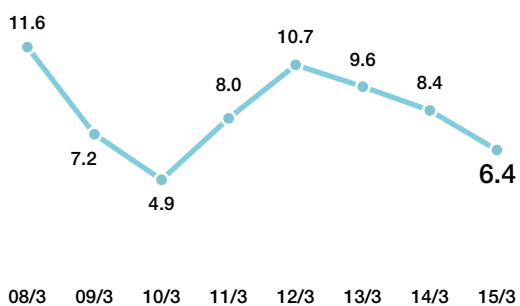
-0.02 points



ROE

(%)

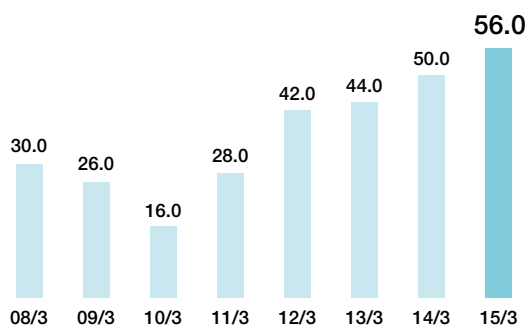
-2.0 points



Cash Dividends per Share

(¥)

+6.0 yen



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)

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)

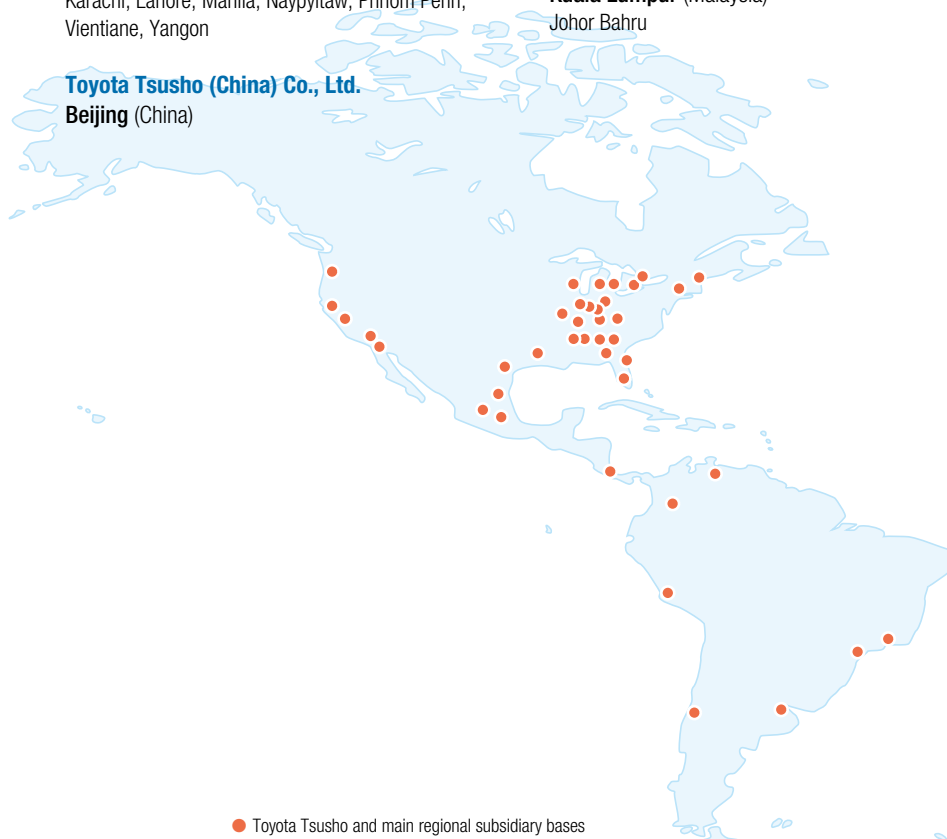
Toyota Tsusho (Thailand) Co., Ltd.
Bangkok (Thailand)
Amata City, Amata Nakorn

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

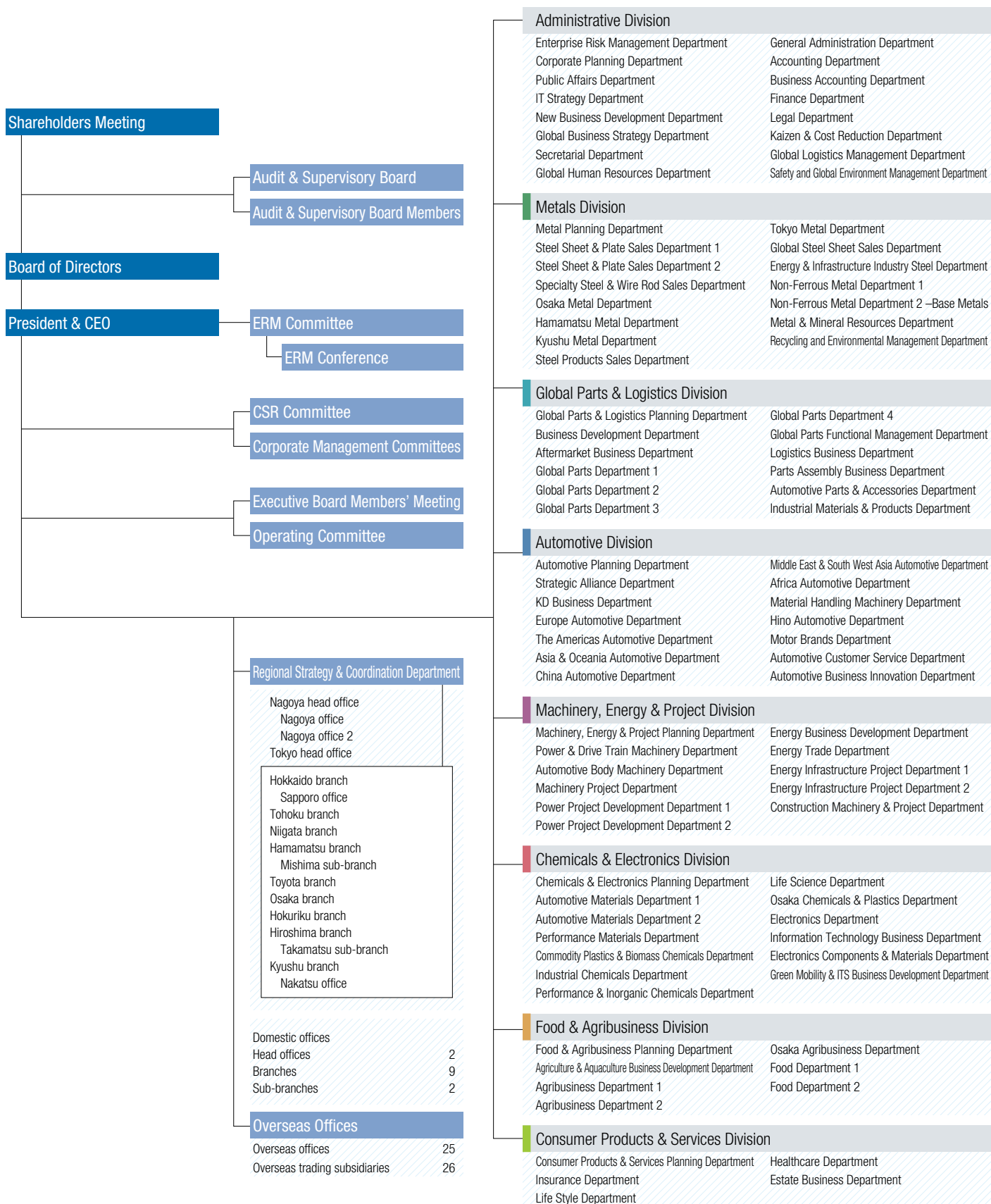


Number of Consolidated Subsidiaries and Equity-Method Affiliates by Product Division

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
Total	973

ORGANIZATIONAL CHART

(As of July 1, 2015)



CORPORATE DATA

(As of March 31, 2015)

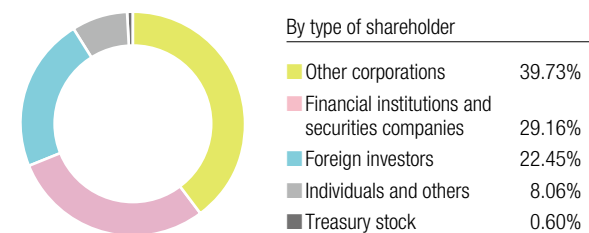
Name	TOYOTA TSUSHO CORPORATION
Head Office	9-8, Meieki 4-chome, Nakamura-ku, Nagoya 450-8575, Japan
Established	July 1, 1948
President	Jun Karube
Number of Employees	Parent company: 2,853 Consolidated: 53,241
Paid-in Capital	¥64,936,432,888
Common Stock	Authorized: 1,000,000,000 Issued: 351,917,653 (excluding 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	http://www.tr.mufg.jp/daikou/

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

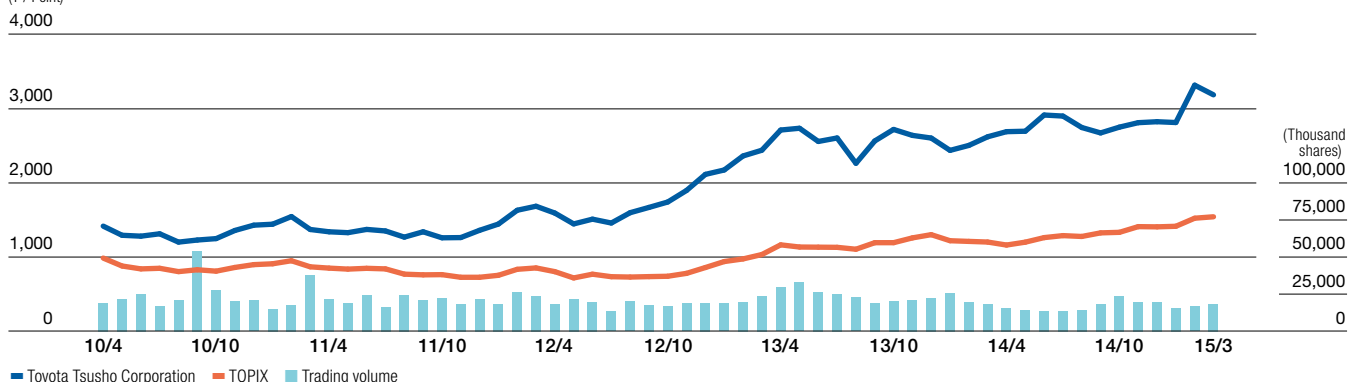


Credit Ratings (as of July 31, 2015)

	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)





TOYOTA TSUSHO CORPORATION

9-8, Meieki 4-chome, Nakamura-ku, Nagoya 450-8575, Japan

TEL +81-52-584-5000

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



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Printed in Japan