

# CSR Report 2009

[www.toyota-tsusho.com](http://www.toyota-tsusho.com)



## Profile

Since its establishment in 1948, the Toyota Tsusho Group has expanded its businesses from a global perspective to provide products and services under the banner of "Creation of Added Value." Group companies worldwide are currently cooperating closely in undertaking operations encompassing production, processing, retail and services that respond to the conditions and needs of each region.

The Toyota Tsusho Group will fully utilize its global networks, expertise in international collaboration and the strengths cultivated within the Toyota Group to strive toward a new image—one of a trading company capable of flexible thinking and making precise, well-tailored proposals.

### Corporate Profile (As of March 31, 2009)

Company Name	Toyota Tsusho Corporation
Establishment	July 1, 1948
Paid-in Capital	¥64,936 million
Common Stock Issued	354,056,516 shares
Head Office	Century Toyota Bldg. 9-8, Meieki 4-chome, Nakamura-ku, Nagoya 450-8575, Japan
Tokyo Head Office	8-1, Toyota Tsusho Marunouchi Building, Marunouchi 3-chome, Chiyoda-ku, Tokyo 100-8320
Branches & Sales Offices	Hokkaido, Tohoku, Niigata, Hamamatsu, Matsumoto, Mishima, Toyota, Kariya, Osaka, Hokuriku, Hiroshima, Kyushu, Fukuyama, Takamatsu
Bases	Domestic: 16 bases Overseas: 30 bases
Consolidated Companies	Domestic: 68 Overseas: 206
Number of Employees	3,081



### About the Cover of CSR Report 2009

The cover of this report expresses balanced business earnings (equal shares in automotive and non-automotive fields) as stated in the Toyota Tsusho Group's medium-term management strategy, VISION 2015.

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## CSR Report Editorial Policy

While Toyota Tsusho Corporation (hereafter, "Toyota Tsusho") had been posting environmental reports on its website since 2002, this information has been integrated into the CSR Report from 2005.

- The purpose of this report is to describe and report to our stakeholders worldwide Toyota Tsusho's activities aimed at the sustainable development of a global society.
- Toyota Tsusho is a trading company, and human resources are one of the most important assets of the Company. Accordingly, this report focuses on the activities of our employees, giving examples of actions taken on-site, to facilitate understanding that the Corporate Philosophy and Vision of Toyota Tsusho serve as a basis for its CSR activities.
- Special feature topics report on the activities in the six business domains of the Toyota Tsusho Group, which illustrate our relationships with the natural environment from a "sustainability" viewpoint.

## Reference Guidelines

GRI *Sustainability Reporting Guidelines 2006 (G3 Guidelines)*  
 Japan's Ministry of the Environment *Environmental Reporting Guidelines (2007 version)*

## Scope of the Report

Toyota Tsusho Corporation, Main Consolidated Subsidiaries and Affiliates  
 This report mainly describes the activities of the Toyota Tsusho Group during fiscal 2009 (April 1, 2008 - March 31, 2009). It also includes activities conducted individually by the parent company as well as those carried out in periods other than fiscal 2009.  
 Issued: December 2009 (Next issue planned in December 2010)  
 Representative responsible for 2009 publication: President Junzo Shimizu

# Realizing the Creation of a Sustainable Society



The Toyota Tsusho Group regards corporate social responsibility (CSR) not as a special initiative, but instead, as the essence of actual management for determining the ideal means of pursuing corporate activities.

Through its diverse business activities, the Toyota Tsusho Group plays an integral part in the lives of people throughout the world. Accordingly, we recognize that we have a large responsibility and a key role in “creating a sustainable society” for the future.

Our mission is to respond to continually evolving needs throughout the world and create new business models while consistently providing unprecedented levels of added value to the market and society. At the same time, we will move forward with efforts to build a company that is trusted by all stakeholders and work to raise our corporate value.

Keenly aware of our relationships with stakeholders throughout the world, we strictly comply with all domestic and international laws and regulations as we carry out fair and honest business activities based on the themes of strengthening of businesses and functions,

environmental preservation and co-existence with society. These efforts will not only enable us to improve our business results but will also help us to fulfill our responsibilities toward society and the environment on a global scale more strongly than ever before.

## Contributing to the “Creation of a Prosperous Society”

Through our diverse activities in countries worldwide, Toyota Tsusho strives for “harmonious co-existence and co-prosperity with people, society and the Earth” and aims to be an innovative trading company that can contribute to the realization of a prosperous society. In working toward these objectives, we have positioned people (education), society (welfare) and the Earth (environment) as key themes, and in June 2008 the Social Contribution Committee was officially established and the first meeting convened.

The basic policy of the committee is to continually achieve a good balance among its three approaches of “company, employees and



Junzo Shimizu  
President

business activities.” Each executive officer and regular employee efficiently promotes and supports social contribution activities, while the Company as a whole autonomously executes activities aimed at fulfilling our social responsibilities and realizing the creation of a prosperous society.

#### Taking On the Challenges of “Building a Value Creating Company”

In realizing our corporate vision, “VISION 2015—LEAD THE NEXT,” we are working to increase corporate value by further expanding our business domains and generating fresh new business opportunities. Under VISION 2015, we have set the target of achieving balanced business earnings, with our automotive and non-automotive businesses each accounting for an equal share. In pursuing this objective, we have set the major themes of “sustaining growth” in the automotive field and “accelerating growth” in non-automotive fields.

While making necessary investments to “quickly sow the seeds for future growth,” we are giving sufficient consideration to “defense” to prepare for risks as we implement management that maintains a balance between “offense” and “defense.”

Toyota Tsusho aims to strengthen the added value it provides as a trading company strongly grounded in the principles of manufacturing while accelerating overseas business development. Therefore, we are following a course toward becoming a manufacturing-oriented trading company that can bring satisfaction to customers in both upstream and downstream businesses. In doing so, we must strengthen our relationships with companies that share the same values as Toyota Tsusho. In the future as well, while placing importance on “real source, real things and reality,” which represent our corporate characteristics, we will strengthen our alliances with partners with which we can carry out strategic cooperation as we continue to take on the challenges of “building a value creating company.”

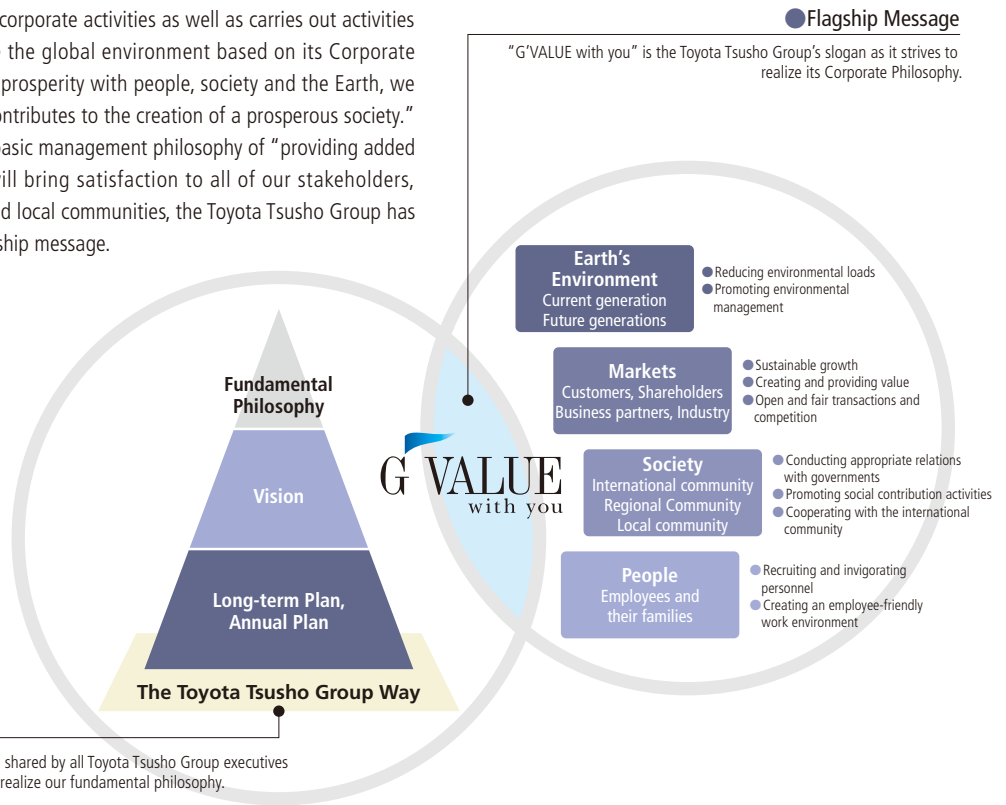
October 2009

# Toyota Tsusho Group Philosophy

## Toyota Tsusho Group Philosophy Framework

The Toyota Tsusho Group pursues open and fair corporate activities as well as carries out activities to fulfill its social responsibilities and preserve the global environment based on its Corporate Philosophy of "Striving for co-existence and co-prosperity with people, society and the Earth, we aim to become a value creating company that contributes to the creation of a prosperous society." In tandem with this, and in order to realize our basic management philosophy of "providing added value" through applying our creativity that will bring satisfaction to all of our stakeholders, including customers, shareholders, employees and local communities, the Toyota Tsusho Group has created "G'VALUE with you" as the Group's flagship message.

### Building Excellent, High-quality Relationships with Stakeholders



### The Toyota Tsusho Group Way\*

This defines the values and principles of behavior that should be shared by all Toyota Tsusho Group executives and regular employees alike in working to attain our Vision and realize our fundamental philosophy.

\*"Real source, real things and reality," "commercial spirit" and "team power"

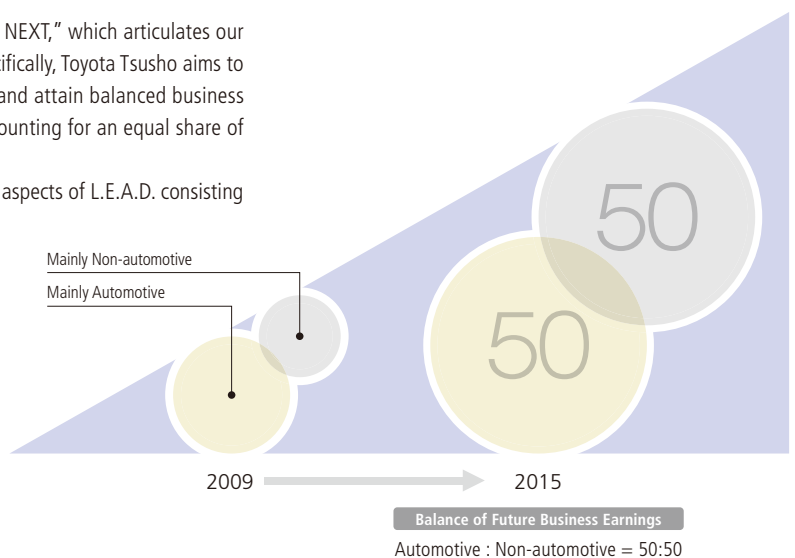
## VISION 2015 — LEAD THE NEXT —

The Toyota Tsusho Group has formulated "VISION 2015—LEAD THE NEXT," which articulates our strategic intentions for 2015 as a "company that creates value." Specifically, Toyota Tsusho aims to actively create next-generation businesses in six business domains and attain balanced business earnings, with automotive and non-automotive businesses each accounting for an equal share of earnings.

Toyota Tsusho aims to achieve its strategic goals through the 12 aspects of L.E.A.D. consisting of three areas: Functions, Constitution and Responsibilities.

### Business Domains (6 Divisions)

Mainly Automotive	Mainly Non-automotive
	Metals
	Machinery & Electronics
Automotive	
	Energy & Chemicals
	Produce & Foodstuffs
	Consumer Products, Services & Materials



### L.E.A.D. (Three Areas and 12 Aspects)

	L	E	A	D
<b>Functions</b>	Linkage	Engineering	Added Value	Development
<b>Constitution</b>	Lean	Entrepreneurial	Agile	Dynamic
<b>Responsibilities</b>	Legality	Ethics	Accountability	Disclosure

# CSR Policy

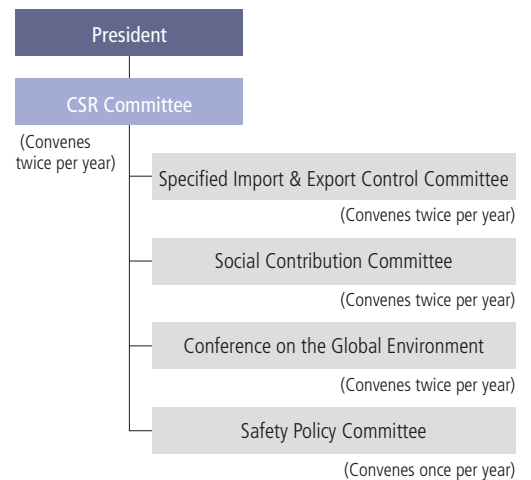
Toyota Tsusho's CSR policy realizes our Corporate Philosophy and Vision in accordance with our Behavioral Guidelines and L.E.A.D.



# CSR Structure

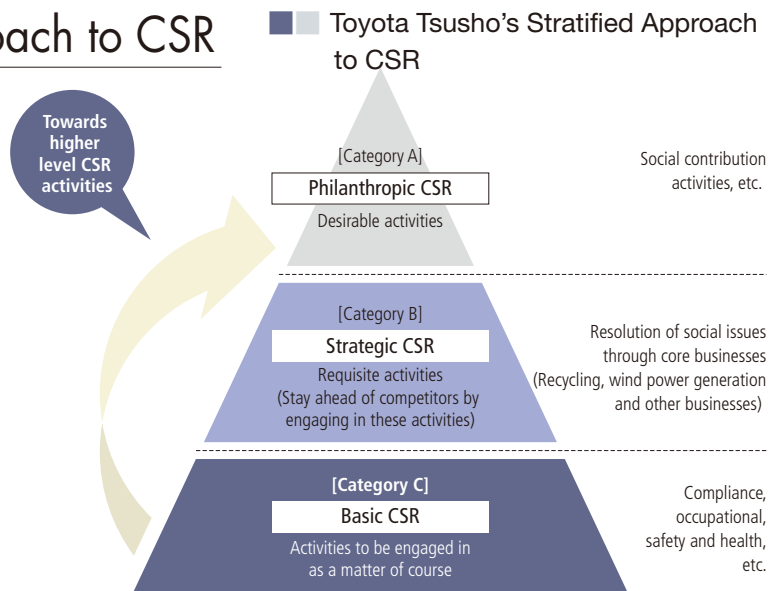
Chaired by the President, the CSR Committee was inaugurated in January 2005 as the reorganized successor to the Corporate Ethics Committee. Convening twice annually, the CSR Committee is the main organization for deliberating and promoting CSR initiatives for the Toyota Tsusho Group. At the committee meetings, based on a company-wide perspective, general managers of each product division's planning department and the Administration Division and Global Strategic Integration Division report to committee members (management) on a range of topics, including results of activities, issues and other matters, and in turn receive instructions regarding future directions and measures to be implemented.

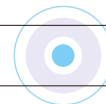
In June 2009, we reconfigured the organizations operating under the CSR Committee into the Specified Import & Export Control Committee, the Social Contribution Committee, the Conference on the Global Environment and the Safety Policy Committee, as we built a structure that will enable us to proactively undertake each CSR activity (diagram to the right). Under this new structure, we will carry out our operations globally as we work to provide added value to society.



# Toyota Tsusho's Stratified Approach to CSR

While discussion has centered on matters relating to "Basic CSR" (bottom of the diagram to the right) such as compliance and workplace safety up to this point, matters of a "strategic" or "philanthropic" nature are being discussed in recent years to address the heightened expectations of society, along with efforts geared toward maximizing corporate value.





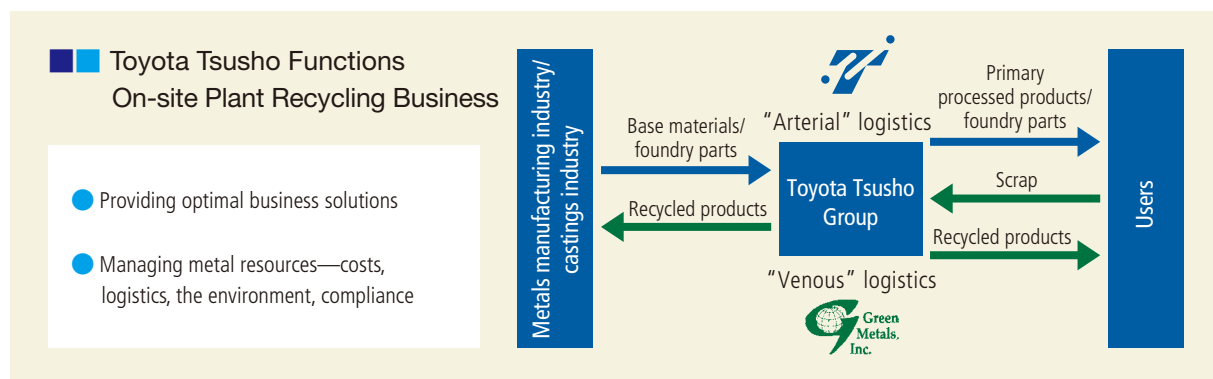
## Toward the Creation of a Sustainable Manufacturing-based Society

Since its establishment, the Metals Division has played a key role in providing stable supplies of such metal raw materials as ferrous and nonferrous metals to manufacturers in Japan and overseas. The Metals Division considers these metals not merely as materials but also as products possessing unique characteristics and functions, and strives to offer these as products optimally suited to the requirements of each user and supplier. In doing so, we have provided support for the so-called "main artery" of manufacturing.

Today, the effects of global limitations on and the depletion of resources as well as the environmental burden caused by mass production are becoming increasingly evident. Accordingly, to carry out sustainable manufacturing, it is necessary to build a recycling-oriented society with the aims of curbing consumption of natural resources and

reducing environmental loads.

In working toward the realization of a "sustainable manufacturing-based society," the Toyota Tsusho Group is raising its resource efficiency in Japan and overseas and is proactively promoting the use of recyclable resources. The Toyota Tsusho Group is building an environmental recycling platform for the recycling and proper disposal of scrap materials and byproducts generated by customers in the manufacturing industry and waste and other unneeded materials generated by society at large as part of efforts to pursue a "venous" logistics value chain business. Within this value chain business, we closely monitor such areas as the environment, compliance and costs and provide total support for customers' "sustainable manufacturing."





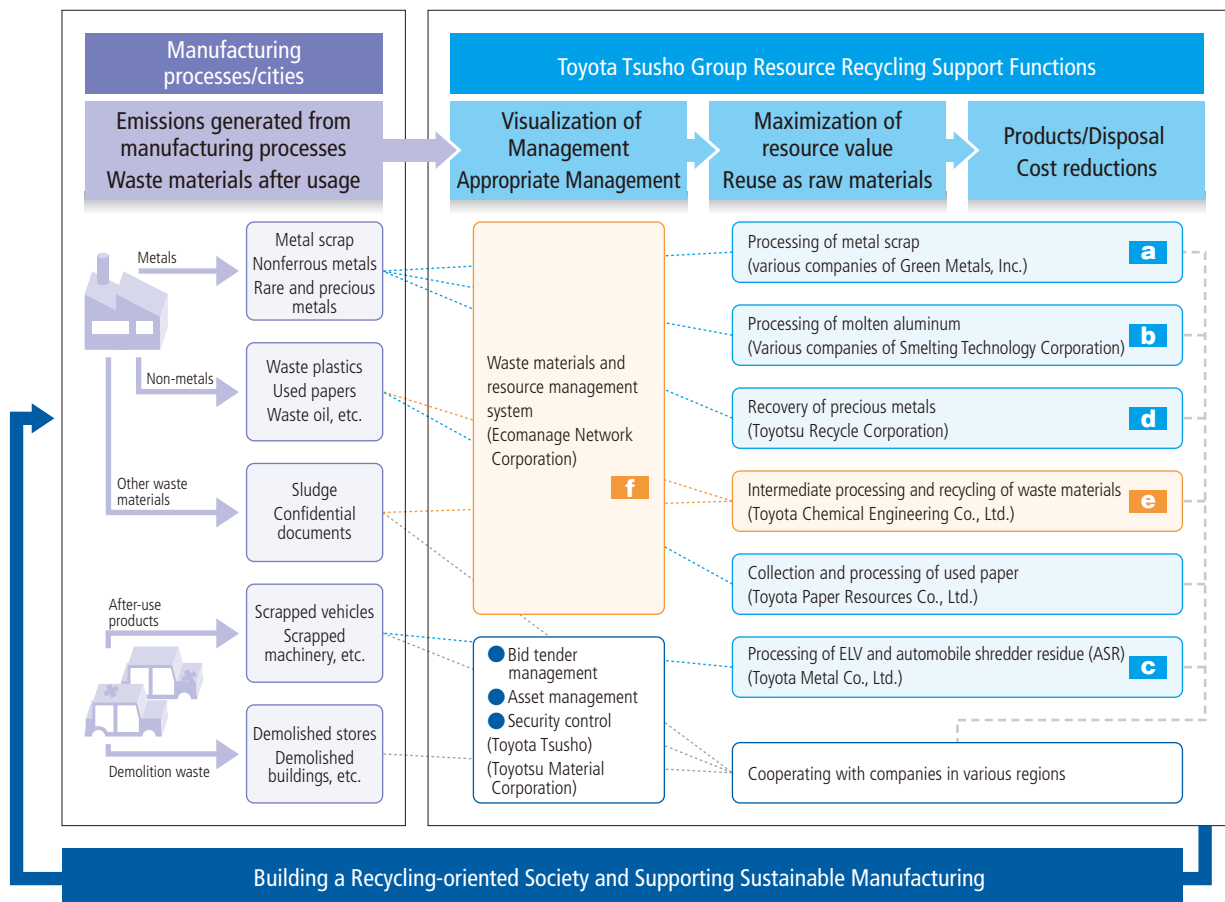


Norio Kato ● General Manager, Iron & Steel Raw Material Dept.

We are building an environmental recycling platform and aim to realize a “venous” logistics value chain business.

Today, the term “urban mines,” which refers to the valuable metals contained in discarded products, is being used along with a rising need for the creation of a recycling-oriented society that proactively promotes recycling. In our metals recycling business, which spans a broad range of fields that encompass the recycling of end-of-life vehicles (ELVs) to the management of industrial waste, we continually consider optimal measures as we carry out operations on a global scale.

■ Toyota Tsusho’s Resource Recycling Support Functions



# Initiatives by the Metals Division



## a Metals Recycling Business (Various companies of Green Metals, Inc.)

Business content: Metal scrap business, processing of nonferrous metal scrap

Green Metals, Inc. carries out a business for recovering and recycling metal scrap generated at metal processing plants, beginning with those of the Toyota Group. This business makes transparent the distribution and processing channels as well as costs after scrap is generated—which in the past were not clearly visible to plants that generated this scrap—thereby providing customers with a sense of reassurance. Additionally, this business also contributes to helping secure stable supplies of resources by returning recycled metal resources to metal processing plants.

Currently, the metals recycling business provides active support for production that includes managing not only metals but all waste materials generated at plants on a contracted basis as well as making proposals for recycling waste materials and enhancing the efficiency of logistics at the source of emissions.

## Recycling Businesses throughout the World

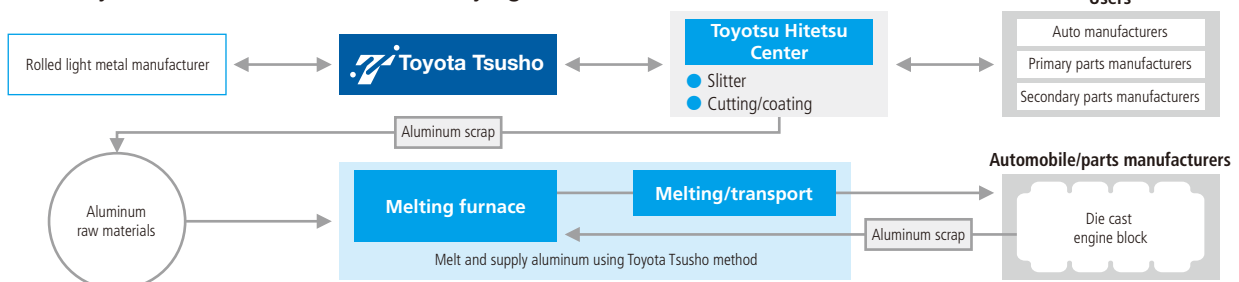


## b Molten Aluminum Supply Business (Various companies of Smelting Technology Corporation)

Business content: Recycled molten aluminum business

In nonferrous metals fields, we carry out a business for supplying customers' casting processes with waste aluminum products as well as recycled aluminum alloys produced from scrap shavings and defective products created during the aluminum product manufacturing process. Up until now, the aluminum recycling process involved collecting and melting aluminum materials and forming these into ingots. Toyota Tsusho has eliminated the ingot-forming process and supplies aluminum materials in a molten state. This obviates the need for customers to re-dissolve ingots during the casting process, thereby reducing their energy costs and contributing to reductions in CO<sub>2</sub> emissions. We will continue efforts to build an even more extensive global network to support efficient production in the future.

## Toyota Tsusho's Functions Carrying Out Our Molten Aluminum Business





**c ELV and ASR Processing Business (Toyota Metal Co., Ltd.)**

Business content: Recovery, processing and sales of various types of metals from ELVs and processing of waste consumer electronics products

As a company deeply involved in the production and sales of automobiles, Toyota Tsusho carries out a comprehensive recycling business with the aim of reducing the environmental impact of ELVs. Toyota Metal Co., Ltd. operates the largest-class shredder facilities in Japan and engages in the removal and recycling of such resources as metal scrap and nonferrous metals from ELVs. Toyota Metal and Toyota Motor Corporation have jointly established an ASR (automobile shredder residue) recycling plant and are promoting the recycling of shredder dust, which previously could only be disposed of at landfill sites, into a reusable resource and achieving improvements in recycling rates.

ELV: Scrapped vehicles  
ASR: Pulverized scrap that remains after recyclable parts are removed from ELVs



**d Recovery of Precious Metals (Toyotsu Recycle Corporation)**

Business content: Recovery and sales of precious metals from automobile catalysts and ASR recycling business

ELVs contain numerous types of precious resources. Toyotsu Recycle Corporation collaborates with 2,500 vehicle scrapping companies in Japan for recovering and recycling such precious metals as platinum, rhodium and palladium as well as for recycling used parts and recovering and properly processing unused airbag inflators.



**e Intermediate Processing and Recycling of Waste Materials Business (Toyota Chemical Engineering Co., Ltd.\*)**

Business content: Intermediate processing of industrial waste, manufacture and sale of lubricating oil, and intermediate processing of consigned recycled waste materials

We support all industrial activities as a specialist in processing and recycling industrial waste. In the resources and environmental businesses, we carry out safe and proper processing utilizing our state-of-the-art plants and top-level monitoring structure. In the recycling business, we carry out 100% material recycling that includes recovering plastic raw materials from plastic-coated components discarded by automakers in addition to recovering rare metal nickel resources. Additionally, as a comprehensive manufacturer of lubricating agents, we engage in the manufacture, sale, recovery and recycling of lubricating oils. In this manner, we are helping preserve the Earth's environment and working to build a recycling-oriented society. \*Energy and Chemicals Division



**f Waste Management Business (Ecomanage Network Corporation)**

Business content: Application service provider (ASP) business for digital manifests for industrial waste management

Illegal dumping of industrial waste continues to cause social problems, and legislation in this area is getting more stringent every year. Ecomanage Network Corporation provides an Internet-based Waste Disposal and Resource Recycling System to companies that generate industrial waste. By introducing this system, companies can strengthen compliance assurance through waste management that uses digital manifests as well as significantly enhance the efficiency of the administrative tasks of reporting to governments on amounts of waste emissions and tabulating figures used in managing internal environmental data.

In conjunction, we also provide consulting related to waste disposal management to assist in the aforementioned administrative tasks and are supporting the entire "venous logistics" of customers that generate waste.



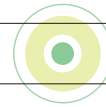
**Effective Use of Scrapped Vehicles Parts Business (Ecoline Corporation)**

Business content: Development and operation of systems for recycling of ELVs and plant waste management

To contribute to the creation of a recycling-oriented society, we promote the reuse of vehicles and vehicle components by automotive-related companies as well as provide support for enhancing the efficiency of proper processing. Using the strong customer trust in Toyota Tsusho Group companies as a foundation, we are building an extensive distribution network for recycled auto parts that has more than 250 company members and stocks over one million parts. We also operate a membership-based system for vehicle repair companies and parts vendors that enables members to easily purchase auto parts from our abundant inventories via the Internet.

# Machinery & Electronics Division

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



Takashi Morita ● General Manager, Machinery Dept.

## Striving to promote the wider use of next-generation new energy to preserve the Earth's environment and realize a recycling-oriented society

The Machinery & Electronics Division undertakes a variety of business activities in accordance with Toyota Tsusho's Corporate Philosophy of "Striving for co-existence and co-prosperity with people, society and the Earth, we aim to be a value creating company that contributes to the creation of a prosperous society." As part of these activities, we engage in the sale of solar power generation systems to promote the wider use of next-generation new energy. Solar power is a sustainable energy that also contributes to reductions in CO<sub>2</sub>. Given these beneficial features, the applications and uses of solar power as a new form of energy are expected to grow in the coming years. By promoting a conversion to clean and sustainable energy, we are striving to ensure that the Earth remains a beautiful habitat for future generations.

## Initiatives for Converting to Environment-friendly Sustainable Energy

Toyota Motor Corporation has positioned its Tsutsumi Plant, which manufactures the Prius, as a model plant for its "sustainable plant" activities and is thus promoting an array of related activities on site. Toyota Tsusho is assisting in these efforts and has delivered solar-LED lighting, which converts solar-generated power into LED lighting, for installation along the east side of the Tsutsumi Plant.

This type of lighting uses its own independent power source, thereby providing a host of advantages such as being kind to our planet as well as making expected contributions to crime prevention and evacuation efforts in the event of power blackouts from disasters. Solar-LED lighting is also expected to find applications in a variety of areas, such as lighting for facilities, sidewalks, condominiums and parking lots.

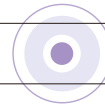


Outdoor solar lighting

Special Feature 03

# Automotive Division

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



Sachio Yotsukura ● General Manager, Africa Automotive Dept.

## Helping to "Create a Prosperous Society" through Community-focused Social Contribution Projects

The Automotive Division has invested in and operates 168 bases throughout the world. Accordingly, the division recognizes its corporate social responsibilities in each country and region, with particular awareness of the importance of making contributions to society. In keeping with Toyota Tsusho's Corporate Philosophy of contributing to the "creation of a prosperous society," our basic policy is to carry out community-focused activities. Toyota de Angola S.A.R.L. (TDA)\* is an important business entity for the Automotive Division, and in the future we will strengthen the social contributions made through TDA and our other bases as we promote sincere community-focused activities.

\* Toyota de Angola S.A.R.L. (TDA) is Toyota Tsusho's Toyota distributor in Angola.

## Initiatives for Humanitarian Support in Africa

During the civil war in Angola that lasted approximately 27 years from 1975 to 2002, between 6 million to 15 million landmines were planted, and every year numerous people become victims of these landmines.

In 2008, the nonprofit organization (NPO) Japan Mine Action Service (JMAS) began landmine removal activities in Angola subsequent to demining activities previously being carried out in Cambodia, Laos, Afghanistan and other countries. TDA recently donated three Toyota vehicles to JMAS and will also provide maintenance and repairs without charge, thereby helping to support the activities of JMAS, which aims to reduce damage from landmines and promote community development in Angola.

TDA will continue to engage in such social contribution activities to further raise its level of contributions to Angolan society.



### Republic of Angola

- Land area  
1.25 million square kilometers
- Population  
17.02 million (2007)
- Capital  
Luanda

# Produce & Foodstuffs Division

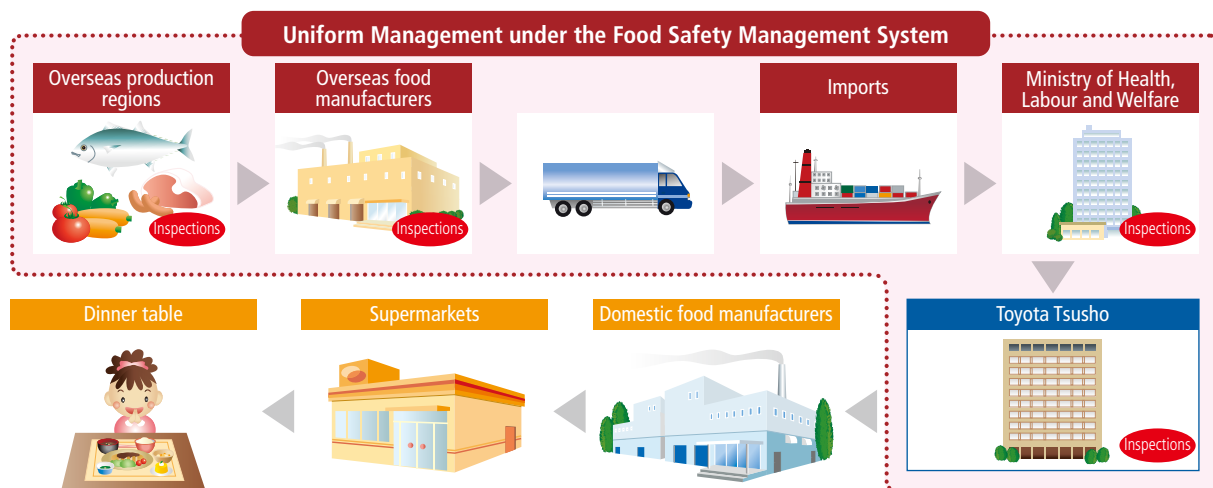
<http://www.toyota-tsusho.com/english/business/food/>



## Initiatives for Food Safety Management

The Produce and Foodstuffs Division has built a proprietary and proactive food safety management system to ensure the safety of food. Led mainly by the Food Safety Promotion Section, under this system we collaborate with external specialist organizations in

implementing "strict supplier selection," "strengthening local supplier management standards" and "fortifying port inspections." Through these initiatives, we aim to create the No. 1 food safety management system among trading companies.



**Food Safety Management System** Business alliances and joint policy formulation with external specialist organizations

**3 Objectives**

- 1) Prevention of risks
- 2) Minimize contingencies
- 3) Implement PDCA cycle

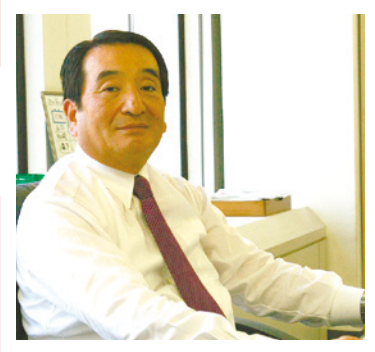
P: Plan C: Check  
D: Do A: Action

**4 Systems**

- 1) Preliminary screening system
- 2) Three-stage check system
- 3) Emergency response system
- 4) Continuous improvement system

**Basic Approach**

Move beyond strengthening conventional port inspections in Japan toward strengthening local supplier management standards and inspections and securing import safety warranties.



Seiichiro Takahashi ● Toyota Tsusho Foods Corporation

*We will expand the scale of our domestic vegetable production and carry out activities focused on “local community development and corporate citizenship.”*

Japan’s Ministry of Agriculture Forestry and Fisheries is implementing a policy for expanding vegetable production as a key issue for raising the country’s food self-sufficiency rate. In accordance with this policy, Toyota Tsusho Foods Corporation is engaging in the domestic vegetable production business with the aim of providing “fresh and tasty” produce that is “reliable and safe,” as well as promoting “local community development and corporate citizenship.” In doing so, we are taking on the challenge of ensuring that dinner tables in Japan are filled with locally produced foods.

## Initiatives in the Domestic Agricultural Production Business

So-called “local production for local consumption,” namely, producing food in Japan for consumption in Japan, is growing in importance. In addition to raising the low level of food self-sufficiency in Japan, this also has important environmental significance in terms of reducing CO<sub>2</sub> emissions during food transportation. Toyota Tsusho is participating in a production business for local vegetables at an agricultural production corporation in which an associated company, Toyota Tsusho Foods Corporation, has a stake.

Marking our entry into the domestic agricultural market, in 2008 we commenced a paprika cultivation business in Kurihara City, Miyagi Prefecture. We are now expanding the scale of this business by establishing a second paprika cultivation facility, the largest such

facility in Japan. In accordance with our policy of “aiming to be the No.1 producer of paprika in Japan,” we will strive to increase our production volume and market share as well as raise recognition of Kurihara brand paprika. With an eye to the future, we aim provide “reliable and safe” domestically produced vegetables and fruits, targeting sales of ¥10 billion annually.

We will also carry out activities focused on “local community development and corporate citizenship” that will assist in the earthquake recovery efforts of Kurihara City and that contribute to the regional development of Miyagi Prefecture, which has cooperated with Toyota Tsusho in the production of paprika.



Paprika

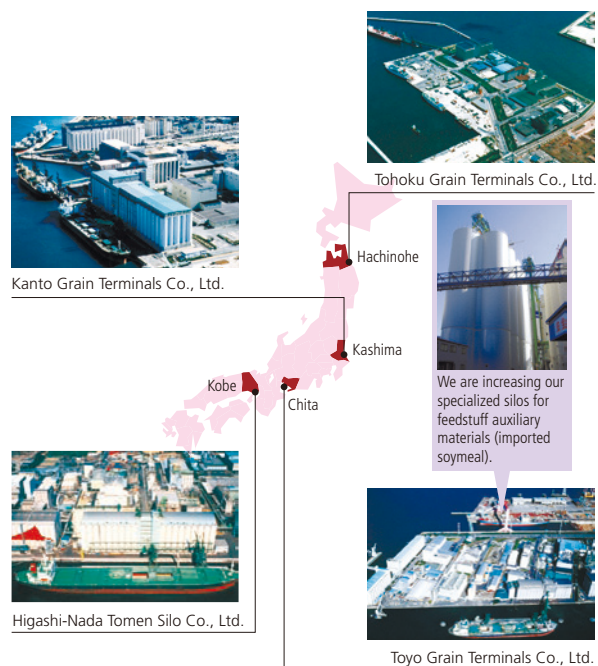


Large steel-frame greenhouse facility (commonly referred to as the “Air House”)

## Initiatives for the Stable Supply of Food Resources

Japan relies on importing almost all of its grains such as wheat, corn and soybeans, as well as oilseed crops, with suppliers such as the United States and South America beginning to command an oligopolistic hold over the market. At the same time, demand from China and Southeast Asia countries is rising in tandem with economic growth. On the other hand, higher standards in terms of food safety and reliability down to the level of ingredients means that Japan's reliance on mass imports of food is no longer acceptable.

In light of these changes in the environment, we are leveraging our global network built up over many years to create a system that enables stable supplies from the right locations at the right times. This is being achieved by deploying personnel in key areas to gather and analyze information on production locations, such as the United States, Australia and South America. Moreover, in response to demands for food safety and reliability, we are promoting a system of traceability to provide a product history for suppliers and product purchasers as well as cultivation, production and processing methods covering such processes as cultivation, production, processing, distribution and sales.



## "resQ45" Environmentally Friendly Manure Composting Process System

In the feed grain business, Toyota Tsusho works to address the problem of treating livestock waste.

As one solution to the livestock waste problem, the "resQ45" (rescue 45) manure composting process system was developed under a joint project by Menicon Co., Ltd., Toyota Motor Corporation and Toyota Tsusho. Combining a new enzymatic agent called *Tokubetsu-Kyuko* that promotes decomposition with a thermophilic bacteria called *Thermo Master*, the "resQ45" system supports the aerobic fermentation of livestock waste and lowers the burden on livestock producers by reducing the amount of time required to complete the composting process and reducing the volume of compost.



Also, thermophilic bacteria absorbs ammonia into a fungus form, thus enabling a significant reduction of ammonia odors emitted from compost and realizing reductions in nitrous oxide, one cause of greenhouse gases, and nitrate-nitrogen, a cause of soil pollution.

Through the effective use of livestock biomass, we are promoting the realization of a recycling-oriented society as well as preserving the planet's environment.

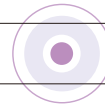




Special Feature 05

# Energy & Chemicals Division

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



Mitsuhiro Tsubakimoto ● General Manager, Fine Chemicals Dept.

## Contributing to the Health of Society by Carrying Out Value-added Businesses in Medical Product Fields

“Prevention,” “diagnosis” and “treatment” are the so-called three KFS (Key Factors for Success) in our pharmaceuticals business. We are making ongoing efforts to commercialize businesses to ensure the initiatives being promoted in the respective fields of prevention, diagnosis and treatment can benefit users and contribute to the enhancement of social welfare.

## Carrying Out Worldwide Sales of Diabetes Diagnostic Drugs

As part of efforts to curb social welfare costs, governments of advanced countries, including Japan, the United States and European nations, are focusing efforts on “prevention” and “diagnosis” with the aims of either preventing the onset of illnesses or quickly intervening when any diagnosed illness is still at a minor stage. Vaccines are used to “prevent” illnesses while diagnostic drugs are used for “diagnosis.”

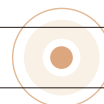
In the latter field, Toyota Tsusho’s GlycoMark®, a diagnostic drug for diabetes that is sold worldwide, is contributing to the creation of a healthy society.

Diabetes is a disease associated with people’s modern-day lifestyle habits that include the intake of rich foods and lack of exercise. It is estimated that one in five persons aged 40 and over has diabetes and the prevalence of diabetes is increasing. There is no cure once a person develops diabetes. Left untreated, diabetes becomes increasingly severe and can lead to such complications as blindness, cessation of kidney functions (requiring artificial dialysis) and nerve damage. Treating diabetes involves bringing blood sugar to near normal levels. For patients with mild diabetes, in particular, it is important to lower the high blood sugar level after eating. GlycoMark® contributes to accurate diabetes diagnosis by physicians as a diagnostic drug that allows patients to ascertain the state of their blood sugar count after eating.



End product: GlycoMark® (a diagnostic drug for diabetes)

Sold to hospitals authorized to sell in-vitro diagnostic drugs and blood testing centers



We developed a plant-derived plastic\* compound fiber, which is used in the new model Toyota Prius, that helps protect the environment by reducing CO<sub>2</sub> emissions.

\*Plant-derived plastics are a type of plastic produced from plant ingredients such as sugarcane and animal feed corn. Polylactic acid (PLA) is representative of such plastics.

**■ ■ Features of the new plant-derived plastic compound fiber**

- 1) Uses PLA and reduces the environmental load
- 2) Realizes high cost performance

Toyota Tsusho has been involved for many years in the development and sales of plant-derived plastic products. Toyota Tsusho's jointly developed compound fiber (manufactured by MRC Pylon Co., Ltd.) that contains PLA is used in the floor mats (deluxe type) of Toyota Motor Corporation's third-generation Prius.

This fiber uses Ingeo™, a PLA developed by NatureWorks LLC as a substitute for traditional petrochemical-based materials. Produced from 100% plant raw materials, Ingeo™ emits little CO<sub>2</sub> during its production, making it an environmentally sound product. Compared with traditional products, Ingeo™ achieves reductions in CO<sub>2</sub> emissions from between 35% to 65% and reduces the volume of petroleum resources used by 30% (Toyota Tsusho study). It also maintains environmental performance, is more reasonably priced than other plant-derived materials and offers the same level of abrasion resistance and quality stability as traditional products.

In the future, to further promote the use of this fiber, Toyota Tsusho will strive to expand its use to other vehicle models, including models of other automakers, while also progressing with the development of non-automotive applications.



Prius floor mats (aqua and gray)

\*Ingeo and the Ingeo logo are trademarks or registered trademarks of NatureWorks LLC in the United States and other countries.

# Division



We are providing environmentally conscious products and services in consumer products, services and materials fields, which are deeply connected to people's daily lives.

Masaki Ishihara ● General Manager, Living Materials & Products Dept.

A PLA compound fiber jointly developed by Toyota Tsusho is being used in the floor mats of the new model Toyota Prius. This thin fiber with a 50-micron circumference contributes to reductions of CO<sub>2</sub> emissions by the Prius, which is one of the world's most environmentally advanced vehicles. Ogawatec Corporation, a Toyota Tsusho subsidiary engaged in large-scale membrane construction engineering, has developed Ecotex<sup>®</sup>, the world's first recyclable membrane material used in tents and sheet shutters. In this manner, Toyota Tsusho is providing environmentally conscious products and services in consumer products, services and materials fields as part of efforts to ensure no environmental burden is passed on to future generations. Looking ahead, we plan to successively develop eco-friendly products and services as we contribute to the realization of a recycling-oriented society.

## Environment-friendly Ecotex<sup>®</sup> is the world's first recyclable membrane that is outstanding in terms of being lightweight, waterproof and cold-resistant.

Drawing on its unsurpassed skills and leading-edge technologies, Ogawatec Corporation has created recyclable products that are compatible with the Earth and people's lifestyles and engages in various businesses covering domains ranging from large-scale facilities to lifestyle products. Representative products integrating our environmentally compatible membranes include sheet shutters, electric wave covers (delivered to the National Astronomical Observatory of Japan, National Institute of Information and Communications Technology) and tent warehouses.

Ecotex<sup>®</sup> is a single-material tent sheet with a fiber structure and waterproof coating, both of which are composed of polypropylene.

Ecotex<sup>®</sup> is the world's first recyclable membrane material, and compared with existing materials is outstanding in terms of being lightweight, waterproof and cold-resistant. Used Ecotex<sup>®</sup> tent sheets are collected and palletized by a recycling machine at Ogawatec's Iwate plant for reuse as new polypropylene products.

Regarding sheet shutters in particular, we have installed more than 400 units, mainly at the plants of various manufacturers, and these play a large role at companies that have attained ISO certification. In this manner, there are expectations that Ecotex<sup>®</sup> will play a key role in the move toward a recycling-oriented society, a trend that is expected to accelerate rapidly in the years ahead.



Sheet shutter (Sanwa Shutter Corporation Ashikaga plant)



Recycling machine (Ogawatec Corporation Iwate plant)



Tent (Nuchi Masu Co., Ltd. salt production plant)

## Philosophy behind Social Contribution Activities

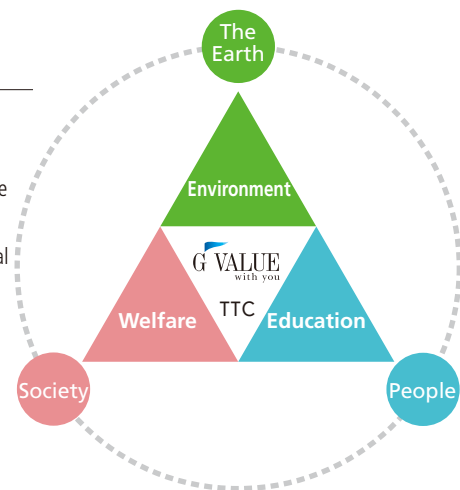
# “Education, Welfare, and Environment” is the theme of our activities.

In May 2007, Toyota Tsusho established teams to examine the direction of social contribution activities. Throughout the year, the teams reviewed our social contribution activities to identify those most befitting the Company. After continued discussions over the course of around a year, activities were placed under the key themes of people (education), society (welfare), and the Earth (environment) in light of the Toyota Tsusho Group’s Corporate Philosophy. These efforts led to investigation into the inauguration of a Social Contribution Activity Committee with the objective of further advancing the “creation of a prosperous society.” The committee was officially established in June 2008, and the first meeting convened.

In terms of policy, the committee selects those activities that are deemed to make the most valuable contribution to society and strike a balance between the following three approaches: “by company,” “by employee” and “by business activity.” Executive officers help to promote and support substantive and efficient activities while the Company as a whole executes activities in an autonomous manner aimed at realizing the “creation of a prosperous society” and fulfilling our social responsibility.

### Action Plan for the First Year of the Social Contribution Activity Committee (2008)

- 1 Sow the seeds for future endeavors by embarking upon a course of development and taking concrete action to achieve results.
- 2 Aim to discover forms of social contribution activity that remain attuned to the unique needs of each of the local communities served by our overseas bases.
- 3 On the level of the global Toyota Tsusho Group, strive for a coherent program of social contribution on a worldwide scale.



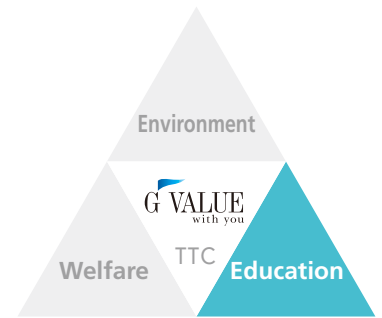
On the basis of our goals and achievements in the first year, the committee will continue its activities in fiscal 2010 in line with the following action plan.

- 1 Through alliances with each business division and overseas base, we shall carry out sustainable social contribution activities that are linked with each of our company’s enterprises
- 2 In Japan, we shall not restrict our activities to the central Chubu region, but will establish bureaus at each of the bases in Tokyo, Nagoya and Osaka to implement our programs on a nationwide scale.
- 3 We shall continue independent activities in our 5 key regions (the 4 key regions (North and Central America, China, Asian Pacific, Europe) + developing countries) while maintaining regular communication with our bases in Japan.
- 4 We shall increase our support of volunteerism on the part of our employees and carry out activities that allow them to contribute to society without incurring expenses.
- 5 We shall engage in enlightening educational activities that help foster a mindset of social contribution (introductory training programs for new employees, lecture presentations, etc.).

Project Theme [Education]

# Fostering a Spirit That Can Cultivate Others

The children who will carry the future on their shoulders are our treasure. We provide support from every possible angle, with sports, educational, and cultural activities, so that they can grow up with dreams and hopes. We pray for a tomorrow when the eyes of children throughout the world will shine.



## Campaign to Provide Picture Books

### Healing Volunteers Close at Hand "Let's give picture books to Cambodian children!"

Since 2007, Toyota Tsusho has taken part in the "Campaign to Provide Picture Books" planned by the Shanti Volunteer Association (SVA). Japanese picture books with Cambodian translation stickers were distributed to local children to help improve literacy. In 2008, a total of 137 employees and ordinary citizens from Tokyo, Nagoya and Osaka took part, and a total of 174 picture books were presented. The program was very popular with our employees, who had fun along with the children. Many commented that the volunteer experience was "enjoyable" and "heart-warming."



## Basketball Clinic



In the field of sports, our company Basketball Team "Fighting Eagles" (member of Japan Basketball League 2) held a "Basketball Clinic" for elementary and middle school students for the 16th time in 2008. A total of 785 children have received instruction under the program. While contributing to regional exchange, our volunteers are helping improve children's basketball skills. Toyota Tsusho is also actively contributing to the local community by holding the "Toyota Tsusho Cup" competition to invite teams from the Tokai Region of Japan and collaborating in the "Nagoya My Sports Festival."

## Occupational Training for Underprivileged Children

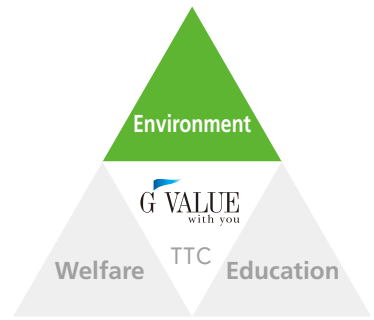
"Sponsor a Child" was established to provide occupational training to children who are disadvantaged yet show potential. At the time of its establishment in 2005, the program was aimed at orphans but has since expanded its scope of activities to include children living in poor areas. Toyota Mauritius set up the TOYOTA FUND, which has thus far provided support to 19 underprivileged children by covering the costs of tuition, textbooks, stationery supplies, etc.



Project Theme [Environment]

# The Earth Belongs to Everyone; Let's Help Keep It Cleaner

The face of the Earth is gradually being changed by the effects of environmental devastation and global warming. Vital to the protection of our beautiful Earth is awareness of each of its inhabitants as a corporate member and denizen of the planet. "It's our Earth, so we should be the ones to keep it clean." This effort starts with places close to home.



## Underbrush Clearing at the Foot of Mount Fuji

### First Step Reforestation Project; Aiming to Create a Beautiful Forest

The Mt. Fuji Forest reforestation project is scheduled to begin in 2009. By way of preparation, a total of 47 employees and family members from our bases in Tokyo, Nagoya and Osaka got together in the summer of 2008 to experience volunteer work clearing underbrush at the foot of Mount Fuji as a cooperative project with OISCA-International. The work was carried out on the lower slopes of Mount Fuji at an altitude of 1,600 meters in the village of Nurusawa, Yamanashi Prefecture. Many of the trees in this prefectural forest had withered due to insect damage. After beginning with some warm-up exercises, our company volunteers received guidance on how to hold the tools and clear the brush from local volunteers. Then, everyone combined their strength to clear away the tough, overgrown brush. By the time they were finished, the area was beautifully cleared, and everyone felt refreshed. In the questionnaire distributed after the event, many enthusiastically reported that their "awareness of environmental protection increased" and they "wanted to participate again." This was a big first step toward the reforestation project.



## Belgian Reforestation Activities

Belgium is known for its lush greenery and high degree of concern for ecology. As its effort for fiscal 2009, Toyota Tsusho Europe took part in the "Days of Nature" event held by wilderness protection non-governmental organization Natuurpunt, planting more than 1,000 trees to form a natural barrier extending for 200 meters. We also took part in volunteer PET bottle cap collection activities aiming to contribute wheelchairs to hospitals.



## Wheelchair Twin Basket Basketball

### Promoting Concern for Welfare through Sports

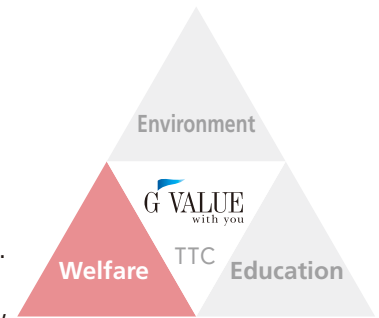
"Wheelchair Twin Basket Basketball" is a team sport for people with the severe disability of quadriplegia. These competitions are extremely useful in maintaining and improving the physical strength and mental fortitude of people who have in the past tended to remain shut inside homes and facilities, and it helps to restore them to active social participation. In order to expand the scope of this team sport, Toyota Tsusho sponsors sports meets while employee volunteers provide support in running the events by cleaning tires, providing broadcasts, etc. Toyota Tsusho also supports volunteers to hold public welfare practice workshops at elementary schools so that children can experience wheelchair basketball.

## Project Theme [Welfare]

# Building a Harmonious, Bountiful Society

All people who live on the Earth are equal, whether elderly, disabled or economically disadvantaged. We must create a world in which everyone can live in security.

Through activities like contributions and technical guidance, we aim to build a harmonious society filled with smiling faces.



Support for “Project for the End of Unelectrified Villages” (RENDEV project, PLANET FINANCE)



## Great Expectations for New Energy from Solar Panels — Indonesian “Project Supporting Independence from poverty”

Many parts of the world are still without electricity. Toyota Tsusho is the first Japanese corporation to participate in the RENDEV project (“Project for the End of Unelectrified Villages”) carried out by the NPO PLANET FINANCE. Through microfinancing provided to unelectrified regions of Indonesia and Bangladesh, this project introduces solar power generation to support families in need and small businesses that help them gain independence through new forms of energy. Toyota Tsusho supported the project by providing partial funding for PLANET FINANCE in fiscal 2009. In December, staff from Japan and a local representative office were sent to observe the installation of solar panels and training on maintenance in Indonesia. Our support consists not only of providing funding but also of continuing to carry out activities aiming to enable local impoverished people to design systems and achieve independence in the future.



## TABLE FOR TWO

### Making Children Smile and Maintaining Employee Health at the Same Time—A New Form of Social Contribution

Have you heard about “TABLE FOR TWO” (TFT), the system that makes it possible to contribute to society and maintain health at the same time through our daily lunches? “Healthy Box Lunches” with 700 calories or less and 3 grams or less of sodium are sold to employees with 10 yen from each lunch box of the cost (matched by the Company’s contribution of 10 yen, for a total of 20 yen) going toward the cost of supplying school lunches in developing countries. This program kills two birds with one stone as employees have a chance to contribute to society every day at lunch while at the same time enjoy a healthy diet. This program is only being implemented at the Nagoya Head Office at the present time, but we plan to extend it to the Tokyo office in the future.



#### TABLE FOR TWO

TFT is an NPO established to solve the dual problems of malnourishment in developing countries and dietary imbalance leading to obesity and lifestyle diseases in the developed nations. TFT promotes the distribution of school lunches in developing countries and the spread of healthy eating in the leading industrialized countries.

# Spreading Throughout the World

Republic of Poland



- Education on the proper treatment of waste materials

Kingdom of Belgium



- Reforestation efforts through NGO activities for wilderness protection

Republic of South Africa



- Movement to eradicate HIV/AIDS (Employee volunteers/Employee education)

Republic of Mauritius



- Educational support for underprivileged children through TOYOTA FUND

Union of Myanmar



- Scholarship grants to children of workers at bean sorting factories

Malaysia



- Support of 2008 Japan Charity Festival & Bazaar (Japanese Association)

Republic of Singapore



- Contribution of proceeds of charity ice cream sale to hospital

People's (Beijing)



- Home visits and I

## Other Social Contribution Activities

1 Belgium	● Collecting PET bottle caps to donate wheelchairs to hospitals
2 Czech Republic	● Collecting PET bottle caps to donate to nursery schools ● Contribution to Japanese Embassy Wives Circle Bazaar
3 Bangladesh	● Exhibit at Japanese Association "Autumn Festival" ● Exhibit, prize donation at Japanese Association "Spring Festival" ● Japan CUP Golf Tournament (Provided polo shirts and caps)
4 Thailand	● Construction of a library ● Donation of sporting goods, PCs, and books
5 Malaysia	● Trip to a resort in Malaysia with children and staff from orphanage
6 Singapore	● Community chest (From employee salaries, matching corporate contributions) ● Fund-raising for Japanese Association, Japanese Chamber of Commerce ● Fund-raising for Myanmar Cyclone Relief
7 Indonesia	● Activities celebrating 50th anniversary of establishment of diplomatic relations between Japan and Indonesia ● Jakarta Japan Club Scholarship endowment activities
8 Vietnam	● Donation of stationery supplies to elementary schools in impoverished areas ● Provision of goods for Society of Commerce and Industry Bazaar
9 Hong Kong	● Donation of relief money for victims of Great Sichuan Province Earthquake
10 Guangzhou (China)	● Donation of relief money for victims of Great Sichuan Province Earthquake
11 Tianjin (China)	● Donation of relief money for victims of Great Sichuan Province Earthquake ● Tianjin Japanese Association (operational support for Japanese school)
12 Dalian (China)	● Soccer training for Japanese children ● Operational support for supplementary study school for Japanese stationed in Shenyang
13 Philippines	● Contribution to Nanzan University's school construction activities ● Participation in activities for protection of global environment ● Supporting independence for persons with disabilities



Republic of China



stay in Japan for Chinese students, support for company project (sponsored by The Japanese Chamber of Commerce and Industry in Beijing, China)



Japan



- Donation of chocolate by Grand Place Corporation
- Donation of solar-powered lighting to elementary schools by Toyotsu Energy Corporation

Kingdom of Thailand



- Educational support, school lunch donations, cleaning of temples
- Providing lunches, donation of education equipment and toys
- Reforestation

Argentine Republic



- Donation of stationery supplies and educational materials to welfare institutions

14	Princeton (U.S.A.)	● Contributions to County Chamber of Commerce
15	Lafayette (U.S.A.)	● Contributions to Japanese school
16	Los Angeles (U.S.A.)	● Support for abused and battered wives
17	Maryville (U.S.A.)	● Sponsorship for soccer and baseball teams
18	Chicago (U.S.A.)	● Child abuse care and prevention
19	Battle Creek (U.S.A.)	● Employee volunteer activities
20	Georgetown (U.S.A.)	● Purchase of Christmas presents for families in need ● Scholarships ● Contributions to city, high schools, basketball team, YMCA, American Cancer Society, etc.
21	Memphis (U.S.A.)	● Donation of bicycles for Christmas
22	Arkansas (U.S.A.)	● Support for breast cancer treatment research
23	Miami & Dania Beach (U.S.A.)	● Japanese cultural activities
24	Brazil	● Coordination of contributions (contributions toward facilities for preservation of materials in Japanese Immigration Museum)
25	Chile	● Collection of contributions supporting fund for handi-capable persons ● Contributions and gifts to low-income families

# Approach to Safety

## Message

### Aiming to Establish a Culture of Safety

Safety assurance is fundamental to a company's continued existence. The Toyota Tsusho Group is undertaking efforts regarding safety management aimed at establishing a culture of safety at workplaces as well as at operational companies and suppliers by "conscientiously focusing on work sites."

A series of major accidents from the beginning of 2008 led to the issuance of safety and emergency declarations in August, whereby we have renewed and reaffirmed safety awareness among all personnel and rebuilt the framework for safety management. Specifically, we are working to share information and have made efforts to reduce risk by conducting risk assessments at each work site in Japan and overseas. In addition, we have boosted safety awareness among all personnel, including suppliers, through safety patrols and Safety Conventions. We are also steadily raising the level of safety management practiced by employees by conscientiously continuing with various basic activities in this regard.

The Safety Management Improvement Committee, which extends across the entire Company, endeavors to prevent risk in the Toyota Tsusho Group via the lateral deployment of Action Plans for safety activities within each product division.

Since 2008, "Zero Accident" Team members have played the main role in sharing accident related information quickly, including "Hiyari-Hatto" (risk incidents), by holding Weekly Safety Meetings.

Sharing information laterally throughout the Company has enabled us to prevent accidents from recurring and make similar improvements in workplace environments across the board. We also have been able to enlist the assistance of suppliers and cooperating companies in tackling safety procedures for construction at client sites as well as in logistics and delivery.

Based on the understanding of the essential nature of "zero danger" in the businesses run by the Toyota Tsusho Group, we promote various programs related to safety management that include human resources development with the aim of creating a corporate culture in which employees act voluntarily to prevent danger.

We ask for your guidance and support in these efforts.



Yasuhiko Yokoi  
Senior Managing Director  
Safety and Health  
Management General  
Supervisor

#### Principle

The Toyota Tsusho Group recognizes that from the perspective of corporate ethics, the safety and health of employees represents the foundation of all its business activities as a company. With this in mind, we undertake safety- and health-related activities that are intricately woven into our business activities to ensure a safe and comfortable working environment for our employees.

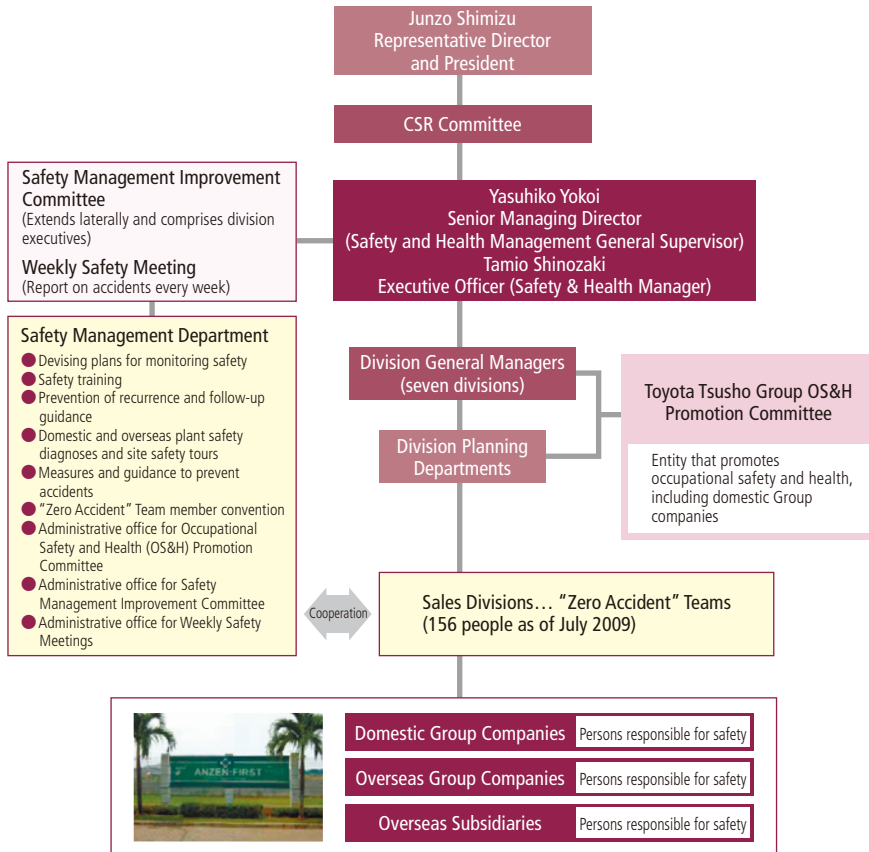
## Toyota Tsusho Group's Policies on Safety and Health

- 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 essential autonomous standards, as we work to raise the level of our safety and health management.
- 3 We utilize occupational safety and health management systems and work to continually improve and maintain these systems as we aim to 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.



# Initiatives Overseen by Top Management

"Zero Accident" Team members play the main role in conducting safety management for Group companies and the business operations for which they are responsible in each product division. Each division holds a Safety Convention overseen by top management and implements the PDCA cycle for safety declarations by Group company representatives and accident prevention.



## "Zero Accident" Room

We have established a "Zero Accident" Room to display activities undertaken to monitor safety for accident prevention, with the goal of ensuring safety awareness throughout Toyota Tsusho.



## OSH-NET

Sharing of information on accidents, etc., via an electronic bulletin board



# Initiatives Undertaken by the Toyota Tsusho Group Occupational Safety and Health (OS&H) Promotion Committee

### Activity Policies

- Create a culture of safety
- Conduct risk assessments
- Give appropriate directives regarding work operations and conduct timely meetings to raise risk awareness

#### Toyota Tsusho

- Person responsible for overall safety and health (Senior Managing Director)
- Person managing overall safety and health (officer in charge of the Safety Management Department)

#### Toyota Tsusho

- Division general managers
- General managers of planning departments of each division
- General manager of Human Resources Department
- General Manager of Enterprise Risk Management (ERM) Department
- General managers of the related businesses
- General manager of Safety Management Department (Secretariat)

#### Toyota Tsusho Group OS&H Promotion Committee

- Persons managing safety and health (representative directors of Group companies)
- Target companies: 59

### Activities Undertaken during Fiscal 2009

- Created a culture of safety
  - Displayed and declared "safety policies" issued by top management.
  - Top management practiced inspirational leadership and all employees participated in safety activities.
  - Strengthened governance: Installed safety gates and full-length mirrors.
  - Increased awareness of safety measures and ability to predict danger.
- Conducted risk assessments
  - The method for assessing risks was standardized and risk assessments were conducted for domestic and overseas manufacturing companies. Essential safety measures were implemented.
- Ensured appropriate directives regarding work operations and conducted meetings to raise risk awareness
  - Clearly determined who was responsible for work operations and for supervising operations as well as implemented procedures for reporting, use of signals and confirming safety during work.

### Work Stoppage Rate

The number of accidents occurring when people are walking on site has increased; therefore, attention has been drawn toward the potential walking hazards of stairs.

Year	Domestic Group companies	Domestic manufacturing industry	Toyota Tsusho
2003	1.03	0.98	0.23
2004	1.17	0.98	0.00
2005	0.99	0.17	0.00
2006	1.01	0.48	0.00
2007	1.04	1.04	0.00
2008	1.01	0.99	0.17
2009	1.12	0.45	0.26

\*Work stoppage rate = number of work stoppage incidents/total working hours × million working hours



# Activities for Safety Management

## Safety and Health Cooperation Council Activities

- We have established safety and health cooperation councils with the support of our suppliers and subcontractors for construction performed at client sites and delivery, and are working to prevent accidents and disasters.
- The safety and health cooperation councils from the regions of Toyota, Kariya, Tokyo, Osaka and Hamamatsu hold Safety Conventions in spring, summer and winter, contributing to a greater awareness of accident prevention. The safety and health cooperation councils conduct safety patrols at construction sites during spring, summer and winter holidays, and offer guidance on safety.
- The delivery cooperation council works on safe driving and accident prevention via three seminars held each year.
- Executive Education is held once a year in an effort to improve safety awareness among top-level management.



## Guidance on Safety Management at Overseas Business Bases

Overseas businesses are broadly divided into 10 business categories. Top management conducted site tours during the year together with staff from operational headquarters in each of these categories. The Safety Management Department also carried out plant safety diagnoses and safety education for local staff. The results of the safety diagnoses have gotten better every year, showing definite improvement in safety management.



## Safety Management Initiatives at Domestic Group Companies

Plant safety diagnoses are held every year at domestic Group companies. We have clarified issues and measures based on the results of these diagnoses and are promoting the shift to the basic principle of ensuring safety in advance.



## Approach to Safety Management in Business Investments

As the ordering party of construction of new facilities and expansion of existing facilities in Japan and overseas for which we bear managerial responsibility, we fulfill our duty to take safety into consideration and conduct pre-investigations at the planning stage. The aims are to create a safety management system and to ascertain whether measures to ensure safety have been taken, with the goal of promoting zero accidents and zero disasters during construction at sites.



# Safety Education

The management of on-site safety starts with "human resources development." We train instructors for safety education internally and implement regular safety training not only for the Toyota Tsusho Group but for cooperating companies as well.

We are specifically working to improve knowledge of safety as a prerequisite for "Zero Accident" Team members of the respective product divisions to take "training upon appointment as a safety manager."

Safety education is also being conducted by the type of work operations\* to make it relevant to different types of work environments. In fiscal 2009, we

created a safety education DVD using the actual site of a Group company as an example. We have distributed this DVD to business units overseas to expand safety assurance activities on a global scale.

\*Safety management for construction, manufacturing and delivery

## Educational and Training Content and Targets

	New Employees	Mid-level Employees	Managers	Executives
Education and training content	Education and training for new employees	Training upon appointment as a safety manager		Training for top-level executives
		Education for persons responsible for safety and health		
		Supervisory foreman education		
		Training for personnel posted overseas		
		Education for persons responsible for construction		
		Education for persons responsible for work operations		
		Education for persons responsible for work operations at high elevations		
Education on prevention of electrical shock				



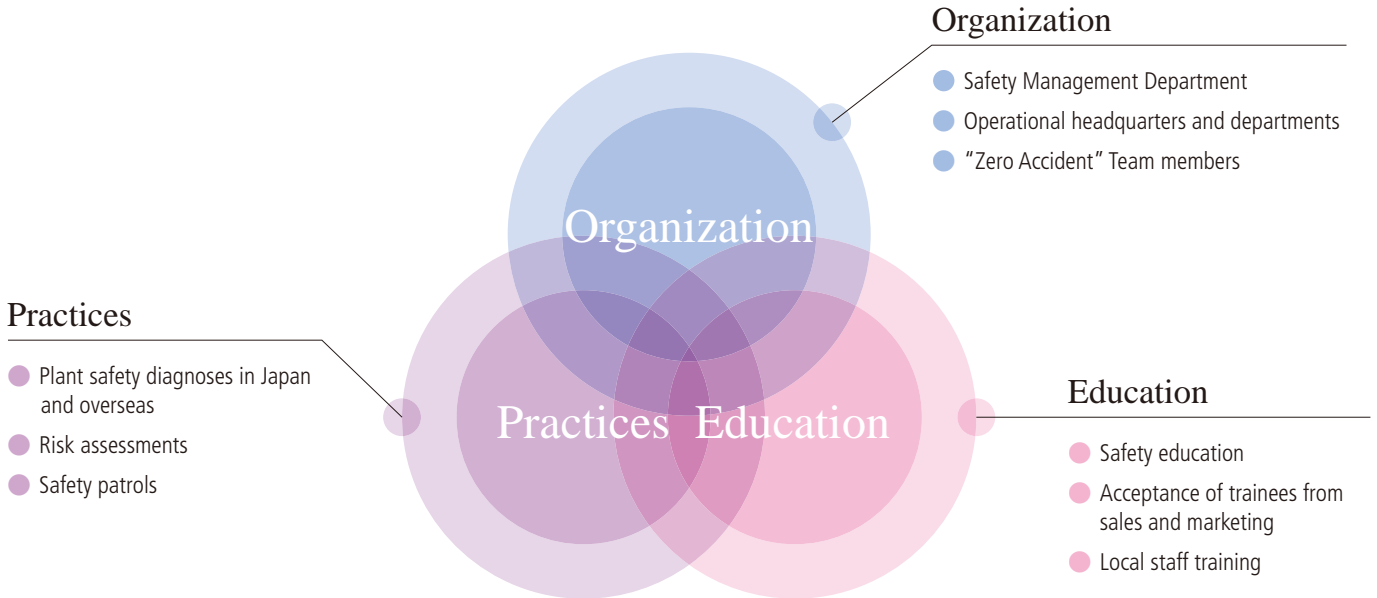
## Securing certified instructors

Instructors for "Training upon appointment as a safety manager"	3
RST trainers	9
Specialist instructors for all Toyota Tsusho personnel responsible for work operations	12



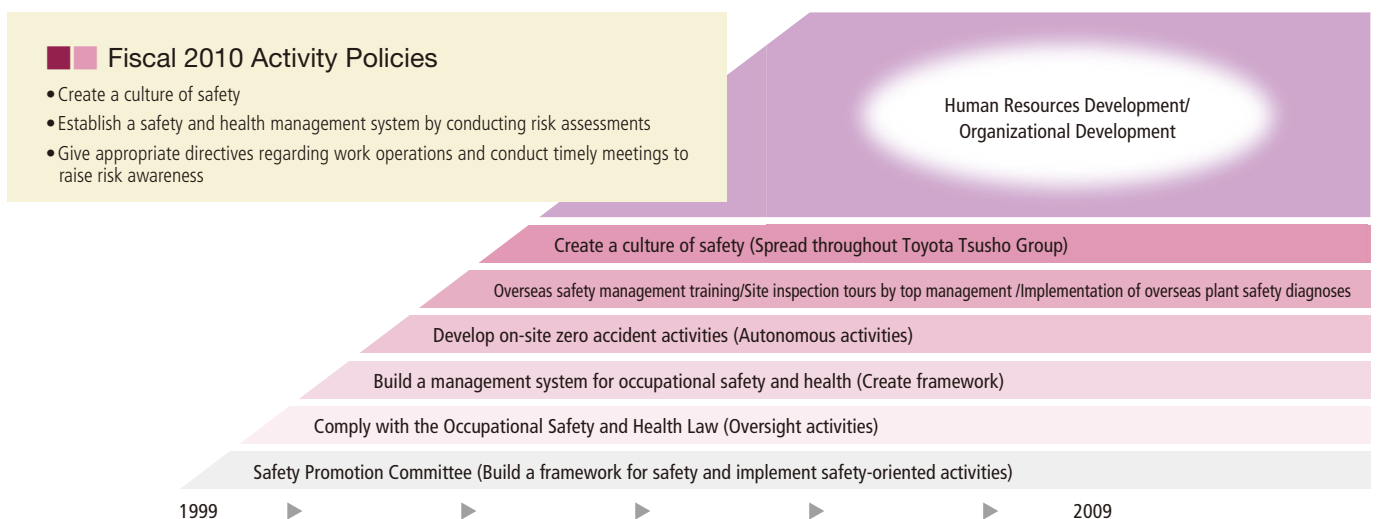
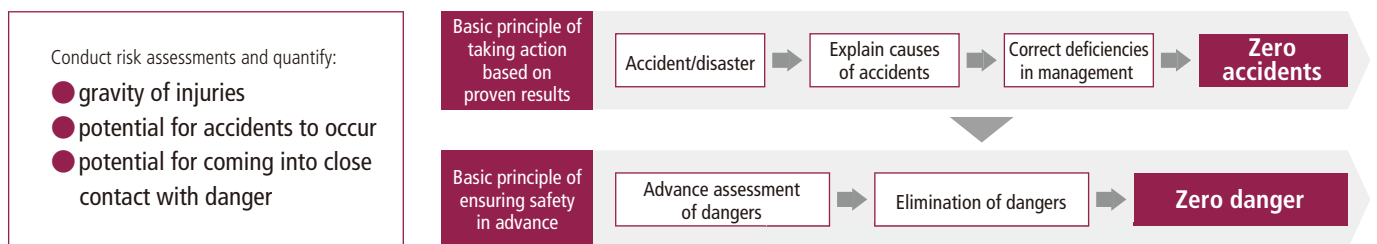
# Human Resources Development

In order to create a culture of safety, we have positioned the education of human resources who can promote safety related activities at sites in Japan and overseas as a priority challenge. Efforts concerning human resources development are being undertaken from the perspectives of organization, education and practices.



## Changes in Safety Promotional Activities and Future Initiatives

Toyota Tsusho has consistently engaged in accident and disaster prevention activities since the Safety Management Office was established in April 1980. We have been active in creating a culture of safety through the Environment & Safety Management Department, which was reorganized into the Safety Management Department in July 2007. We will continue to conduct risk assessments and take action to prevent accidents to build a workplace with "zero accidents" and "zero danger" in the future as well.



# Approach to Human Resources

Human resources related initiatives have always formed an integral part of our CSR activities. We believe we must further develop these initiatives in connection with the realization of our Corporate Philosophy. Anticipating the ongoing diversification in the composition of our employees, we will continue to strive for greater dissemination and improvement of the frameworks, systems and environments presently utilized.

## Fulfilling Our Social Responsibilities to Employees

Toyota Tsusho believes that the essence of its social responsibility is the attainment of its Corporate Philosophy and its principles concerning employees. Taking an employee perspective, we are implementing various measures to create dynamic and rewarding work environments that allow each employee to work with vitality.

### Principles concerning Employees

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

### Key Points for Promoting CSR from an Employee Perspective

#### Point.1 Build environments that allow employees to work with vitality.

To enable a company and its employees to realize continuous growth, it is essential to create workplace environments and systems that make employees' work rewarding and fulfilling. With this in mind, we are devising a number of measures to build such environments and systems.

#### Point.2 Create frameworks for promoting constant and autonomous reforms and improvements.

We regard a company's responsibility as enabling employees to act voluntarily with an unceasing desire for pursuing reforms and improvements and self-initiative. Toyota Tsusho is building systems and frameworks that promote such actions.

#### Point.3 Cultivate human resources capable of responding flexibly, quickly and sincerely to changes in the environment.

The management environment is evolving at a breathtaking pace. We will work to strengthen our business functions and cultivate human resources capable of continually undertaking sincere business activities within this management environment.

#### Point.4 Promote teamwork with an eye toward overall optimization as an organization.

While maintaining respect for individuals, we also recognize the limitations of acting individually and are thus determined to create an organization that enables overall optimization. To do so, we believe it is essential to have a corporate culture that fosters mutual respect and ensures sufficient vertical, horizontal and diagonal communication. We are currently creating a framework for nurturing such a corporate culture.

## Human Rights

In implementing various personnel measures, Toyota Tsusho places emphasis on incorporating the perspective of human rights and thus focuses closely on preventing hiring and evaluation discrimination based on nationality, gender, age, disability and religion. Also, to prevent sexual harassment and harassment due to the abuse of power, we implement thorough employee education and have established necessary systems and frameworks.

In April 2006, we established the Diversity Promotion Office within the Human Resources Department as we strive to establish an organization that allows everybody to fully utilize their capabilities while also carrying out a

variety of activities to raise employee awareness of human rights.

As we undertake our business activities globally, we are expanding our operational bases in various regions worldwide, thus making it ever more essential to carry out our business activities that respect the cultures and lifestyles of people from different countries.

### Sexual Harassment and Human Rights Seminars

We provide employee training not only to maintain working environments where sexual harassment and power harassment are not tolerated but also to reconfirm an awareness of the importance of mutual respect and to avoid discrimination based on nationality, gender, age, disability and religion. In fiscal 2008, we expanded the scope of this training to include affiliated companies.



## Personnel Systems

### Overall Optimization

We emphasize "overall optimization" in all personnel-related systems from hiring to staff rotation and assignment, employee performance evaluation and education systems, and as a result, the concept of "overall optimization" is spreading throughout the Company as part of our corporate culture. Since Toyota Tsusho exists as an organization, rather than focusing on individual performance, "overall optimization" is thus based on empirical rules such as the ability to effectively make steady achievements via mutual cooperation among multiple organizations and individuals to offer stakeholders even higher added value. We believe this stance emphasizing "overall optimization" will continue to be shared as one of Toyota Tsusho's basic values in the future as well.

### Features of Our Personnel Systems

Toyota Tsusho compensates employees based on their performance without bias to gender, age and nationality. From April 2006, we introduced new personnel systems, centering on our highly transparent and well-received Evaluation System, our skills-based Classification System suited to flexible job transfer assignments and human resources development, and our Compensation System that recognizes the level of employee contributions. These new types of systems play a key role in helping us realize our management philosophy and Vision and raise employee motivation.

### Challenge Rotation/Open Entry System

Toyota Tsusho has introduced job rotation under the Challenge Rotation/Open Entry System. Challenge Rotation is a job-posting system covering employees who have been handling the same job for five years or longer. Challenge Rotation involves the presentation of a specific plan for an employee's desired job posting, and these employees are given preference for desired job rotations. Open Entry is a so-called internal open recruitment scheme whereby applications for desired positions are maintained with strict confidentiality until a job rotation is confirmed. This system enables departments to meet their personnel needs, while employees can find a position of their choice. Both the Challenge Rotation and Open Entry systems are implemented from the perspective of utilizing and cultivating human resources within the framework of overall optimization.

### Commendation System

Every year we present commendations to organizations and individuals in Japan and overseas in recognition of their efforts to realize our corporate vision. At the presentation ceremony, the award recipients are honored for their achievements on behalf of all executives and employees. These commendations are presented for achievements covering a wide range of areas not only for executing business duties but also for obtaining various qualifications and for social contributions.

### Hiring

Toyota Tsusho's hiring activities avoid discrimination based on gender, age, nationality or disability, along with focusing on fairly determining whether or not an individual's abilities, skills, motivation and aptitude are consistent with the position Toyota Tsusho seeks to fill. We strive to conduct hiring activities that avoid discrimination and prejudice and conduct human rights training for those in charge of hiring.

## Human Resources Development

### Basic Stance on Human Resources Development

Toyota Tsusho implements a diverse range of training programs with the aim of cultivating human resources capable of exemplifying the keywords of The Toyota Tsusho Group Way: "real source, real things, reality," "commercial spirit" and "team power." Through these training programs, we raise the skill levels of individual employees and simultaneously focus on cultivating personnel who can share information and cooperate from the perspective of overall optimization.

Main training programs include the Innovation Leader Cultivation School, which nurtures an entrepreneurial spirit for the creation of new businesses and a mindset for strategic business and management, as well as our rank-based group training that strives to foster a shared awareness of problems from the perspective of overall optimization.

For younger employees, we have established Practical Knowledge Courses and implemented an array of training programs for studying business skills and various frameworks. At the same time, to further support employee self-education, we implement a host of other measures in response to employee needs, including providing subsidies to cover course fees for correspondence courses and for outside schools.

Additionally, we provide this training and self-education support to employees at Toyota Tsusho's affiliated companies as part of efforts to raise the quality of human resources training throughout the entire Toyota Tsusho Group.

### Overseas Foreign Language Study

Toyota Tsusho provides education to cultivate employees capable of anticipating needs arising from businesses activities. A prime example of such education is the Overseas Foreign Language Study System. Following one year of language study at an overseas university or language education institution, participating employees undergo approximately three months of practical training under the guidance of a representative stationed at the local overseas office or subsidiary. Thus, this system functions as a program that not only offers language study opportunities but also enables participants to experience local customs and cultures. It serves as a highly effective system for cultivating staff who will be posted overseas and also plays an important part in promoting career development and rotations for individual employees.

#### Cities where employees were sent for training in fiscal 2009

Moscow, Port Alegre (Brazil), Beijing, Tours (France)

## Creating Value through Diverse Human Resources

### Promotion of Diversity

Established in April 2006, the Diversity Promotion Office operates according to the concept of promoting diversity that "aims for the creation of new value through an organization where everybody is empowered regardless of gender or age." The office's activities center around providing support for promoting increased roles for women, supporting greater participation in the workplace by people with disabilities and assisting employees in achieving a balance between the demands of work and home.

As part of efforts to raise awareness of the need for a good work-life balance in fiscal 2009, we invited Yoshie Komuro, CEO of Work Life Balance Co., Ltd., to give a lecture on the subject and Tetsuya Ando, head of the NPO Fathering Japan, to participate in a discussion on fathering **a**.

Based on these activities and the points listed below, we were selected as a recipient of the excellence award accrediting enterprises that provide support for child rearing in Nagoya City **b**.



**a** Discussion on fathering

#### ■ Areas evaluated highly in receiving the excellence award

- (1) Well-established child-care leave and work-life support systems used by a high number of employees (In fiscal 2009, 29 employees took child-care leave)
- (2) Permitting child-care leave for males (In fiscal 2009, 2 males took child-care leave)
- (3) Actively conducting child-rearing activities such as events and volunteer programs involving children

In supporting increased roles for women, we continue to conduct rank-based training for administrative staff **c**. We plan to maintain activities every year to assist in developing career paths for female employees.

We are also participating in the Chubu Diversity Net\* seminar held for various industries and are working to create a network of female professionals that extends beyond our industry.

#### \*Chubu Diversity Net

A volunteer organization established to encourage corporate cultures that recognize and respect diversity among human resources by sharing best practices and information relating to the promotion of diversity through an alliance of companies in the Chubu region. Currently 45 companies and groups are taking part. This began in 2007 and joint seminars for various industries are being held. Toyota Tsusho is an active participant as one of the lead companies.



**b** Certification mark for companies supporting child rearing in Nagoya City



**c** Rank-based training for administrative staff

## Health Management

### Time Management

To ensure that employees can work with a sense of well-being, Toyota Tsusho makes efforts to promote the health management of its employees. In keeping with these efforts, we introduced a work monitoring system for ascertaining the working hours of all employees. Under this system, we require employees working overly long hours to meet with an industrial physician and also provide these employees with information and advice on health management and maintenance.

We are also promoting flexible work hours through the introduction of a flex-time system company-wide.

### Regular Health Examinations and Mental Health Measures

We provide annual health examinations for all employees, check-ups for adult diseases for employees aged 30 and above, and health checks for employees posted overseas prior to their departure and upon their return. Toyota Tsusho also actively collaborates and interacts with employee labor unions for this type of employee health management. To help combat the recent uptrend in incidences of mental illness, we utilize IT in implementing stress checks of all employees to ascertain the degree of their workplace stress. We also offer employees information such as mental health improvement measures and have set up consultation counters.



## Global Human Resources

The percentage of overseas business is increasing annually for Toyota Tsusho with the number of overseas employees now surpassing 20,000 on a consolidated basis. We are currently working to devise a global human resources strategy and to develop personnel tasked with the management of overseas business entities in response to this environment.

As a first step, we are working to share VISION 2015 and The Toyota Tsusho Group Way, the values of our company, based on a fundamental stance of respecting a diverse sense of values among our employees around the world, along with cultivating the awareness that each employee is a member of the Toyota Tsusho Group. We are working on unifying the components of key overseas businesses that form the base of the personnel system and are engaged in selective training of human resources and other tasks. Specifically, we conducted a selective training program entitled the Global Leadership Program from 2007 for executive-level personnel, beginning the process of developing excellent management personnel, and are working to cultivate and secure top-notch human resources on a global basis. Seminars have also been conducted for headquarters employees on management development for doing business in different cultures, business management training, compliance and other topics prior to being assigned overseas in an effort to better address the increasing management of businesses overseas.

In order to cultivate global human resources, the Human Resources Department is working on a framework that will enable response in English and Chinese at the headquarters, and has also stationed seven employees overseas to develop global human resources in cooperation with local persons in charge of human resources in 24 principle countries.



GLP (Global Leadership Program) Seminar

### Cooperation among Global Human Resources



Thailand

**I want to focus on guiding team members.**

Toyota Tsusho  
(Thailand) Co., Ltd.  
Chemical Department

**Mr. Pairoj Siripornpiriya**



I have always enjoyed working and am happy to study new things and undertake new and challenging jobs. My position forces me to improve in time management, customer satisfaction and patience. Last year I was promoted to Assistant Manager, the first rung of the ladder to management. My challenge shall be to concentrate on human resources development, one of the most important factors for teamwork and everyone's future growth, by means of coaching techniques.



Europe

**I want to create a corporate culture that fuses the good points of Japanese and European cultures.**

Toyota Tsusho Europe S.A.  
Brussels Headquarter  
Human Resources Department

**Ms. Christine Lonneux**



The most challenging and enriching aspect about working in a Japanese overseas company is the mix of two major cultures. A major thing I have learned is to keep on trying to understand each other. It is my challenge to function as a bridge between the Japanese side of our company and the European side. I would like to contribute to creating a blended business culture that combines the best of European and Japanese identities.

## Crisis Management

Toyota Tsusho undertakes various initiatives aimed at protecting the health and safety of employees and their families in Japan and overseas.

Of particular note, prior to their departure we hold seminars for employees and family members who will be dispatched overseas where living environments differ from country to country. Through such seminars, we strive to foster a deeper employee awareness of the importance of health management that encompasses mental health and their own personal safety.

Following the departure of employees to overseas destinations, we work to promote mutual information exchange and ascertain local circumstances by providing information on safety and health and medical care.

Moreover, Toyota Tsusho has established a structure enabling rapid response to emergency situations by setting up a crisis management headquarters to respond to contingencies as well as by forming affiliations with emergency medical service companies.

# Approach to the Environment

The Toyota Tsusho Group recognizes the utmost importance of implementing environmental activities in order to help realize harmonious co-existence and co-prosperity with people, society and the Earth. Based on this recognition, each employee is proactively working to preserve the natural environment in line with our Environmental Policy.

## Toyota Tsusho Group's Environmental Policy

- 1** As good corporate citizens, we will carry out our business activities in consideration of the Earth's environment, constantly aiming to preserve our natural surroundings, conserve energy, and recycle resources. In addition, we will take every step to ensure that our activities do not pollute the environment.
- 2** In collaboration with our customers and associated companies, we will seek to make practical use of industrial waste, actively promoting environmental-related businesses, such as resource conservation. Through these efforts, we aim to contribute to the realization of a recycling-based economy.
- 3** In our business activities, we will observe all environmental-related laws and regulations and industry standards with which we fully concur, and any other requirements.
- 4** We will establish an environmental management system to implement and constantly evaluate our environmental protection activities, and will demonstrate creativity in targeting continuous improvement in all environmental endeavors.
- 5** Through internal education programmes, we will promote a thorough understanding of our environmental policy, thereby raising the environmental awareness of our entire staff.

### Message

## Contributing to Environmental Preservation

Each member of Toyota Tsusho strives to exist in harmony with local communities and the different countries in which we operate through an awareness of environmental conservation based on the Toyota Tsusho Group's Environmental Policy. We work enthusiastically to preserve the environment and prevent damage over the course of our business activities, and aim to create a recycling-oriented society where people are conscious of the environmental impact of their actions. An apt example concerns our efforts worldwide to promote recycling of items such as metals, automobiles, home appliances and paper. In addition to acquiring emission rights, Group companies all over the world are engaged in businesses that involve offering equipment and products that preserve the environment, developing clean energy, promoting biomass business and working to build clean development mechanisms (CDM) and other frameworks as global warming countermeasures.

Also, from the perspective of global consolidated environmental management, we are working to acquire ISO 14001 certification based on Toyota Tsusho's Environmental Policy. As of the end of March 2009, a total of 202 Toyota Tsusho Group companies, including 69 in Japan and 133 overseas—predominantly companies involved in manufacturing around the world and overseas automobile dealers—had obtained this certification. We will ensure the utilization of environmental management systems in our business

operations through ISO 14001 activities and continue working to make improvements not only to the environment but also in our corporate management.

In the future as well, we will undertake concerted efforts as a Group directed toward the realization of a recycling-oriented, low-carbon society and preservation of biodiversity. We will strive to nurture personnel who can act autonomously and creatively to undertake businesses that will conserve the environment and prevent its destruction. We will also cooperate with customers, suppliers, subcontractors and members of local communities as a good and trusted partner on a daily basis to maintain a healthy environment for our irreplaceable planet.



みんなで止めよう温暖化

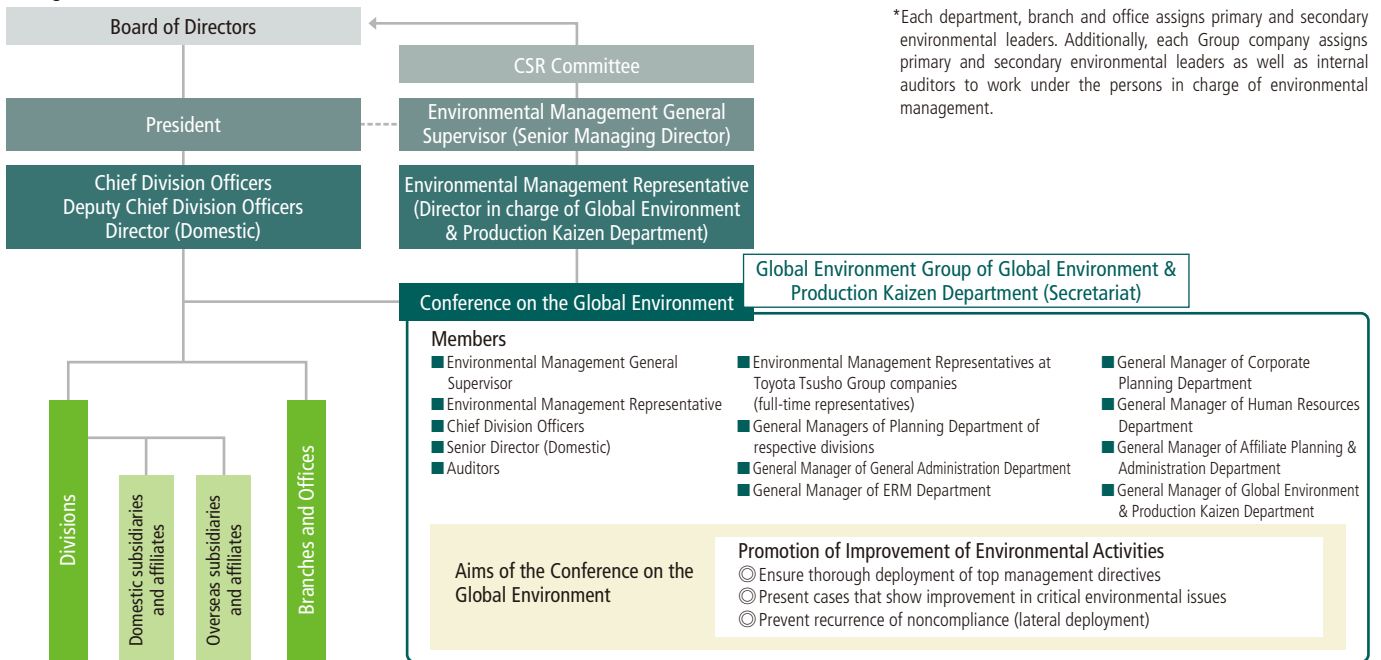
チーム・マイナス6%

Yasuhiko Yokoi  
Senior Managing Director  
Environmental Management  
General Supervisor



# Environmental Management Promotion Structure

We have created an environmental management system with the Conference on the Global Environment as the chief medium promoting environmental management.



# Environmental Risk Management in Toyota Tsusho Group Companies

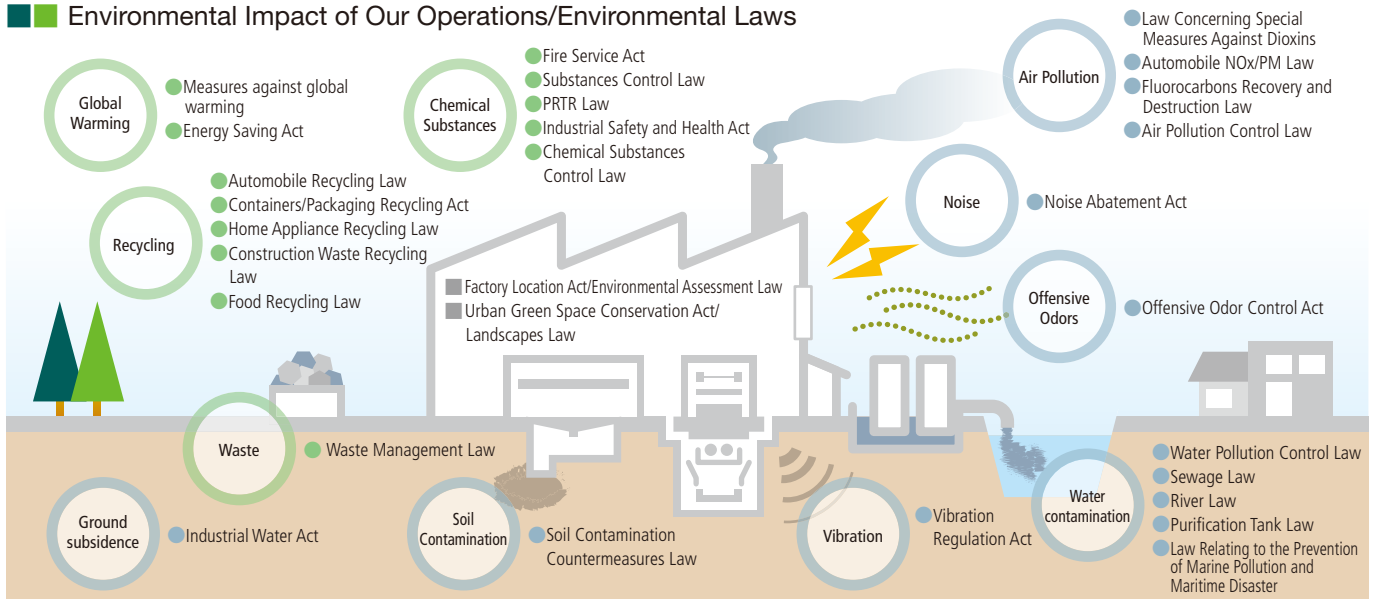
## [1] Environmental Management Pursuant to Investment and Leasing Guidelines

Toyota Tsusho has established a system to thoroughly check policies concerning environmental considerations, reduction of environmental load and pollution prevention for the investment/leasing projects that it manages (including land purchase and lease). This will enable us to keep track of environmental performance from the planning stage through to the start of operations, comply with all environmental laws and regulations, and realize zero environment-related complaints.

## [2] Emergency Response Plan

Toyota Tsusho aims to eliminate environmental accidents, abnormalities, complaints and "Hiyari-Hatto" (risk incidents). In the event of an environmental accident, we have established a system to report the emergency within 24 hours. Even for minor environmental incidents, we refrain from making judgment at the departmental or Group company level and first contact the Global Environment Group of Global Environment & Production Kaizen Department, which works to identify the cause, prevent recurrence, formulate preventative measures and implement these measures across the organization.

## Environmental Impact of Our Operations/Environmental Laws



# Environmental Preservation Activities

## [1] Creation of Businesses that Reduce Environmental Loads

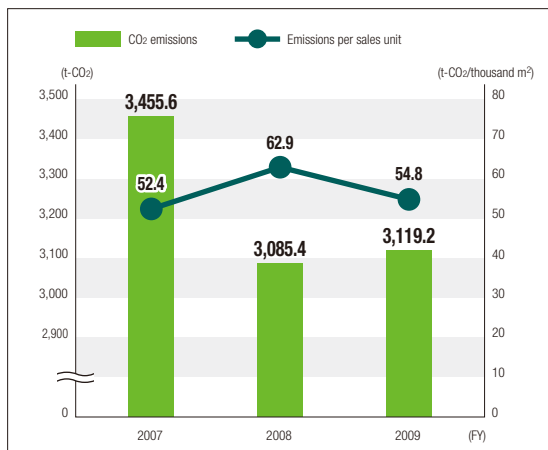
Resource recycling	Recycling of iron, aluminum, precious metals, used paper, wood
Renewable energy	Sales of wind power and solar power generation systems
New energy	Biodiesel fuel business
New materials	Sales of plant-derived polyethylene
Animal waste treatment	Sales of composting system for animal waste

## [2] Activities to Reduce Environmental Loads in the Office

Toyota Tsusho declared its participation in the "Team Minus 6%" campaign to help Japan reach its Kyoto Protocol objectives. Efforts include encouraging summer and winter business attire, environmentally friendly driving and a program for every employee to reduce 1kg worth of household CO<sub>2</sub> emissions every day.

Also, as a member of the Japan Foreign Trade Council, Inc. (JFTC), we take part in a voluntary action plan to help achieve Kyoto Protocol objectives by reducing greenhouse gases.

### ■ ■ Toyota Tsusho (by floor area)



[Energy] Electricity, gas  
 [Scope] Nagoya Head Office, Tokyo Head Office, Osaka branch and 23 other sites



Installation of solar power generation system



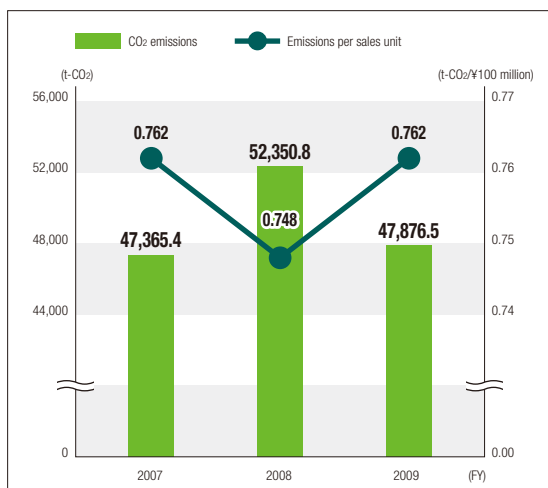
Installation of louvers

### ■ ■ Examples of Key Toyota Tsusho Initiatives

Use of renewable energy	Installation of solar power generation system
Shift to low-energy building	Installation of louver
Use of rainwater	Use for toilet drainage
Air conditioning management	Implement system of summer and winter business attire

## [3] Activities to Reduce Environmental Loads in Manufacturing Processes

### ■ ■ Toyota Tsusho Group Consolidated Basis (by sales)



Skylights



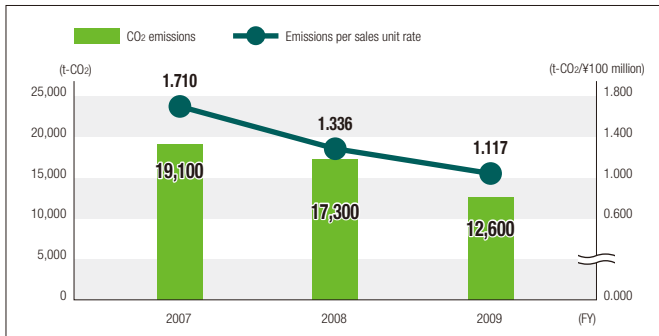
Urethane topcoat

### ■ ■ Examples of Key Toyota Tsusho Initiatives

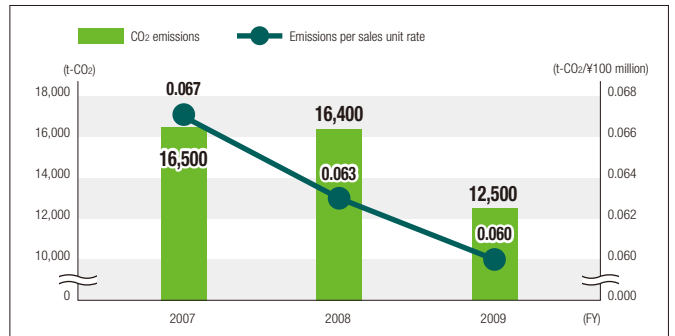
Reducing use of lighting	Installation of skylights
Reducing use of air conditioning	Urethane foam thermal insulation topcoat on roof
Stopping machines during non-operating times	Reduction of power consumption during non-operating times
Streamlining production	Integration of production

#### [4] Activities to Reduce Environmental Loads in Logistics

##### ■ ■ Toyota Tsusho



##### ■ ■ Toyota Steel Center

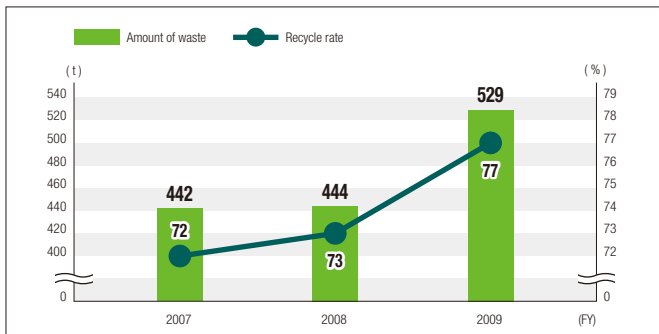


##### ■ ■ Examples of Key Toyota Tsusho Initiatives

Modal shift	Shift from truck to rail transportation
Reduce number of truck services	Deliver parts and assemble near customer to make finished product
Use more direct routes and shared transportation	Set up drop-off points near customer, use more direct routes with shorter distance and use shared transportation
Increase loading ratio	Improve from conventional 12.4t/container to 27.45t/container for loads of steel coils

#### [5] Activities to Reduce Waste Generation

##### ■ ■ Toyota Tsusho



[Scope] Nagoya Head Office, Tokyo Head Office



##### ■ ■ Examples of Key Toyota Tsusho Initiatives

Treat raw waste	Break down raw waste into water and CO <sub>2</sub> , etc.
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## Global Environmental Management

The Toyota Tsusho Group views tackling environmental issues as one of its critical management objectives. Based on the perspective that sustainable development cannot be expected by companies that do not consider the environmental impact of their actions, the Group is pushing ahead as a whole with a plan to both drive economic advancement and ensure environmental preservation through its business activities.

### Activities as a Member of Toyota's Production Environment Committees

As a member of the All-Toyota Production Environment Conference and the All-Toyota Production Environment Meeting, which promote environmental activities for the Toyota Group, Toyota Tsusho implements policies and tackles challenges outlined by these committees concerning key items of environmental preservation.

## Environmental Awareness Month Activities

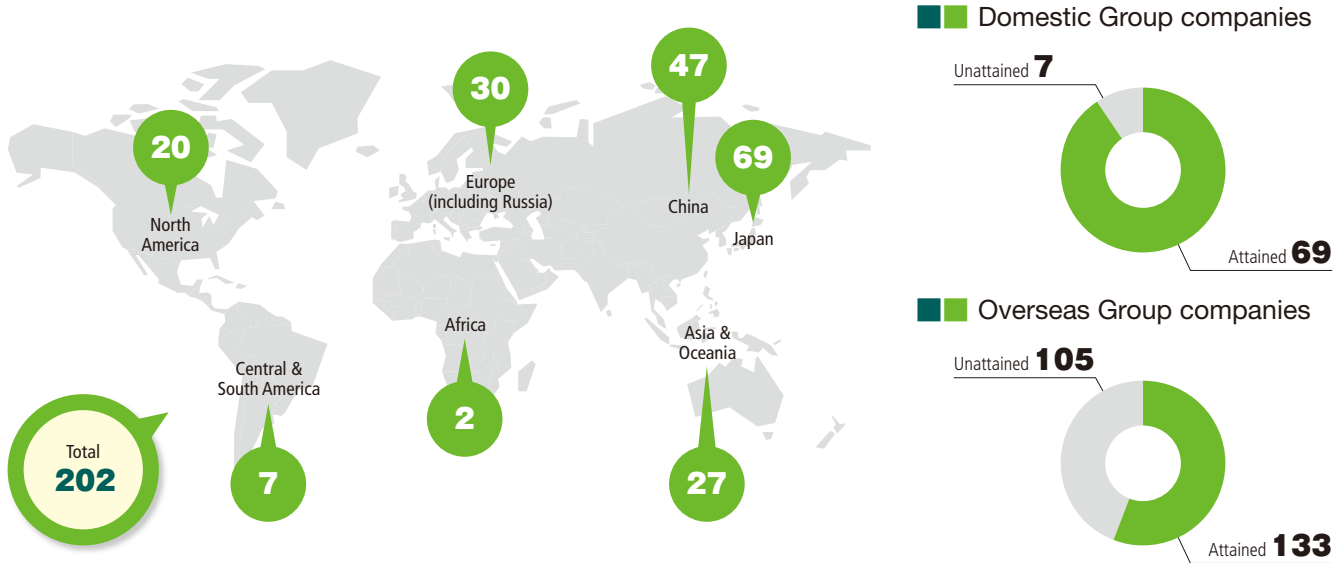
The Toyota Tsusho Group conducted the following activities to increase environmental awareness in June, which has been designated as the month to promote environmental activities, based on the slogan "Think & Act."

- Distributed posters related to environmental awareness month throughout Toyota Tsusho and every Group company
- Developed a list of initiatives for the month and promoted their execution across the board
- Encouraged summer and winter business attire



Poster promoting environmental awareness month

# ISO 14001 Certification at Toyota Tsusho Group Companies



## Flow of ISO 14001 Activities in Toyota Tsusho Group

<p>1. ISO seminars</p>	<p>[1] Held: Nagoya, Tokyo and Osaka between April 8~14 and September 16~26 in 2008</p> <p>[2] Content: 1) April (1) Fundamentals of ISO 14001 for beginners (2) Effective use of PDCA cycle (Case studies) (3) Initiatives to reduce CO<sub>2</sub> emissions (4) Advance environmental response in investment/leasing projects 2) September (1) Determine cause of noncompliance and implement corrective action (Case studies) (2) Minimize abnormalities, complaints and risks (3) Improve environmental performance (Boost environmental awareness and reduce CO<sub>2</sub> emissions and waste, etc.)</p> <p>[3] Number of participants</p> <table border="1"> <thead> <tr> <th></th> <th>Toyota Tsusho</th> <th>Group companies</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td>196</td> <td>605</td> <td>801</td> </tr> </tbody> </table>		Toyota Tsusho	Group companies	Total		196	605	801	
	Toyota Tsusho	Group companies	Total							
	196	605	801							
<p>2. Internal audits</p>	<p>[1] Conducted: May 7~June 6 and October 16~November 14 in 2008</p> <p>[2] Key content: 1) May~June (1) Developed legal compliance framework (2) Initiatives to reduce CO<sub>2</sub> (3) Promoted acquisition of ISO 14001 certification at overseas Group companies 2) October~November (1) Priority audit of equipment and facilities, etc., with high environmental burden (2) Confirmation of effectiveness of corrective measures for noncompliance</p> <p>[3] Scope of internal audit conducted</p> <table border="1"> <thead> <tr> <th>Conducted</th> <th>Toyota Tsusho</th> <th>Group companies</th> </tr> </thead> <tbody> <tr> <td>May~June</td> <td>60 departments</td> <td>40 companies</td> </tr> <tr> <td>October~November</td> <td>95 departments</td> <td>62 companies</td> </tr> </tbody> </table>	Conducted	Toyota Tsusho	Group companies	May~June	60 departments	40 companies	October~November	95 departments	62 companies
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<p>3. Third-party audits</p>	<p>[1] Conducted: July 7~11 and December 1~12 in 2008</p> <p>[2] Key content: 1) Legal compliance framework 2) Corrective measures</p> <p>[3] Scope</p> <table border="1"> <thead> <tr> <th>Conducted</th> <th>Toyota Tsusho</th> <th>Group companies</th> </tr> </thead> <tbody> <tr> <td>July</td> <td>26 departments</td> <td>25 companies</td> </tr> <tr> <td>December</td> <td>15 departments</td> <td>42 companies</td> </tr> </tbody> </table>	Conducted	Toyota Tsusho	Group companies	July	26 departments	25 companies	December	15 departments	42 companies
Conducted	Toyota Tsusho	Group companies								
July	26 departments	25 companies								
December	15 departments	42 companies								
<p>4. Conference on the Global Environment</p>	<p>[1] Held: September 5, 2008 and January 30, 2009</p> <p>[2] Content: 1) Report on results of internal audits 2) Report on results of third-party audits 3) Announcement of cases of improvement in Group companies and special lectures</p> <table border="1"> <thead> <tr> <th></th> <th>September 2008</th> <th>January 2009</th> </tr> </thead> <tbody> <tr> <td>Cases of Improvement at Group Company</td> <td>(1) Toyota Steel Center Co., Ltd.: Reduced CO<sub>2</sub> by streamlining logistics (2) Toyotsu Syscom Corporation: Introduced internal audit system</td> <td></td> </tr> <tr> <td>Special Lectures</td> <td>Toyota Motor Corporation: "Environmental Preservation Initiatives at Hirose Plant"</td> <td>Toyota Motor Corporation: "Pursue Three Areas of Sustainability"</td> </tr> </tbody> </table>		September 2008	January 2009	Cases of Improvement at Group Company	(1) Toyota Steel Center Co., Ltd.: Reduced CO <sub>2</sub> by streamlining logistics (2) Toyotsu Syscom Corporation: Introduced internal audit system		Special Lectures	Toyota Motor Corporation: "Environmental Preservation Initiatives at Hirose Plant"	Toyota Motor Corporation: "Pursue Three Areas of Sustainability"
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# Environmental Topics

## ■ Topics.01

### Sale of Plant-Derived Polyethylene



Toyota Tsusho entered into a business alliance with Braskem S.A., a leading petrochemical firm in South America, related to the sale of plant-derived polyethylene in Asia, including Japan. It will be the first time in the world for polyethylene of plant origin to be produced on an industrial scale.

Polyethylene is the most commonly used plastic in the world due to its exceptional workability, physicality and recyclability. It is currently made from fossil resources such as oil, however, raising concerns over depletion of finite resources as well as exacerbating global warming due to the CO<sub>2</sub> emitted during incineration.

Plant-derived polyethylene is made from sugarcane in Brazil where production is possible year after year, and it has exactly the same physical properties as conventional polyethylene. Since plants absorb CO<sub>2</sub> from the atmosphere when they grow, only that amount of CO<sub>2</sub> will be emitted into the atmosphere when the plant-derived polyethylene is incinerated. As a result, the total amount of CO<sub>2</sub> in the atmosphere does not increase. Plant-derived polyethylene therefore actually significantly reduces CO<sub>2</sub>.

In addition, plant-derived polyethylene is produced using the residual liquid extracted when sugar is refined from sugarcane, which means it is not in competition with the food supply. These properties promise application in diverse fields. Plant-derived polyethylene not only contributes to a reduction in CO<sub>2</sub> but also enables moving away from a dependence on oil.



Polyethylene using sugarcane-based ethanol as the raw material

## ■ Topics.02

### Business Using Jatropha Seedlings to Produce Biodiesel Fuel (BDF)

Toyota Tsusho has made a capital investment in JOIL (S) Pte. Ltd. (hereinafter "JOIL"; Headquarters: Singapore), a company involved in the research and sale of plant materials used to produce biofuels. In the future, Toyota Tsusho will continue to expand its jatropha biofuel business in the Asian, African and Central and South American regions.

Toyota Tsusho has been proactive to date in the BDF industry by participating in the development of more efficient and high quality BDF production processes. In the BDF industry, over half of the costs incurred are from raw materials, and it is often said that a stable, low-cost supply of non-food raw materials is crucial for the long-term survival of the industry. For this reason, in the advancement of its BDF business Toyota Tsusho has been trying to secure a biofuel that would achieve such a goal.

Jatropha is attracting attention as a non-food plant with seeds that produce high quality oil. The tree is easy to manage even outside a plantation environment, and as such, it has high potential as a low-cost, environmentally friendly biofuel of the future. To this end, Temasek Life Sciences Laboratory Ltd. (TLL), a research laboratory affiliated with the Singapore Government, has been working to improve jatropha and has developed the tissue culture to mass produce an improved variety.

Toyota Tsusho aims to efficiently manage, expand and develop the business so that one day the plantations become the equivalent of an

oil field (i.e., a "bio-oil field" \*). Further, with the aim of establishing a stable supply of environmentally friendly next-generation BDF, Toyota Tsusho will further its development efforts to construct a value chain running from the procurement of raw materials right through to the final supply of biofuel.

\*"Bio-oil field" is a registered trademark of Toyota Tsusho Corporation.



Jatropha, a biofuel plant material

# Corporate Governance and Compliance

## Corporate Governance Structure

### Basic Stance on Corporate Governance

We endeavor to uphold the Toyota Tsusho Group's Corporate Philosophy, "Striving for co-existence and co-prosperity with people, society and the Earth, we aim to become a value creating company that contributes to the creation of a prosperous society." To realize this fundamental goal, the Company is actively pursuing increased management efficiency, transparency,

through compliance and a healthy financial position.

In addition, we are considering ways to further enhance public relations and investor relations activities in order to promote a broader understanding of the Toyota Tsusho Group.

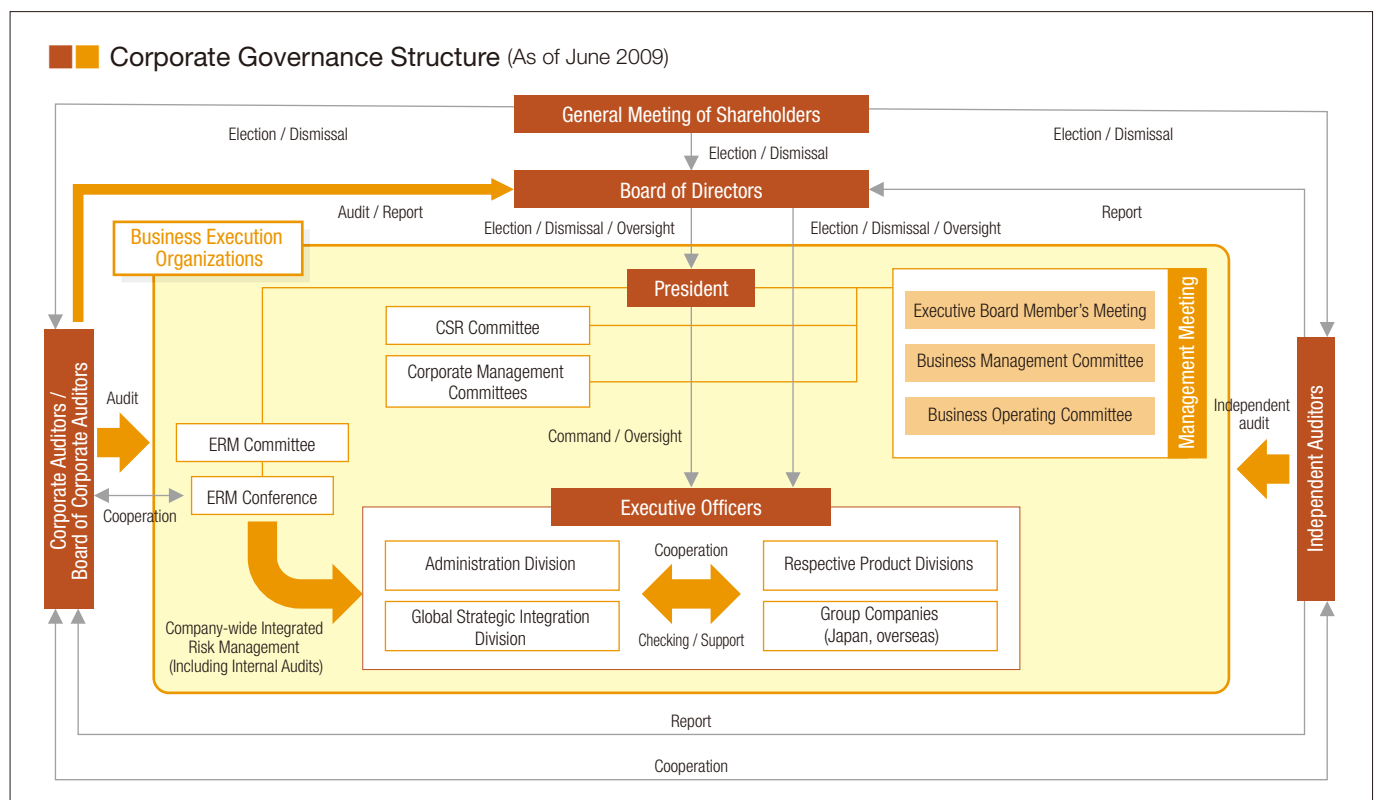
### Corporate Governance Structure

Toyota Tsusho has adopted a Corporate Auditor System for its corporate governance system. The auditing of the execution of duties of directors is carried out by five corporate auditors. Three outside auditors are employed to perform audits from a third-party perspective. The corporate auditors are responsible for monitoring the fairness of accounting methods and results of audits by an independent auditor, exchanging information and ideas regarding crucial accounting topics, improving quality and efficiency in auditing by promoting cooperation with an independent auditing firm, as well as enhancing corporate governance.

Toyota Tsusho promotes consolidated management through a divisional framework comprising a total of eight divisions, including six sales divisions, the Administration Division and the Global Strategic Integration Division. The Chief Division Officers are elected by the Board of Directors and are responsible for keeping abreast of both overall company management as well as the execution of duties associated with their divisions, along with promptly

communicating and sharing pertinent information through such forums as the Business Management Committee. From April 2006, Toyota Tsusho has introduced an Executive Officer System and streamlined its Board of Directors in order to raise management efficiency and strengthen internal controls, as well as accelerate decision-making by putting the Board of Directors in charge of overall company management and executive officers in charge of division management, respectively, with the latter serving as Deputy Chief Division Officers. By separating overall company management (directors) from the execution of duties (executive officers), Toyota Tsusho is aiming to clarify authority and responsibilities and strengthen supervisory functions.

In addition, Toyota Tsusho has established a company-wide lateral meeting structure wherein directors and executive officers examine measures for addressing management issues, consulting with the Board of Directors as necessary.





## Internal Control System

Based on its fundamental philosophy, the Toyota Tsusho Group passed the Basic Policies on Establishing Internal Control Systems at the General Meeting of Shareholders in May 2006. In doing so, we have clarified duties of the directors and established a structure that enables us to confirm the status of our systems for ensuring the Company conducts appropriate business operations in a timely and proper manner. At the same time, we revise these basic policies in accordance with changes in the management environment.

In tandem with developing a structure that ensures the Group's business operations are carried out in an appropriate manner, this policy aims to develop a structure that passes on and further strengthens The Toyota Tsusho Group Way, which represents daily principles of behavior, values and beliefs unique to the Toyota Tsusho Group, along with promoting value creation from the customer's point of view and fulfilling the Group's social mission.

### Compliance System

A variety of measures are implemented to ensure that directors and employees carry out their duties in accordance with laws and regulations and the articles of incorporation. For example, Toyota Tsusho distributes both a full and portable version of *Code of Ethics Guidelines* to all management-level employees; has established the CSR Committee, which is chaired by the President (see page 6); as well as promotes information sharing and checks and balances among the divisions through such forums as the Business Management Committee and Business Operating Committee. Additionally, the ERM Department, which is responsible for company-wide integrated risk management, carries out the evaluation, management, checking and monitoring of business execution in business processes. Other duties of the ERM Department include creating systems for ensuring the reliability of financial reporting, establishing internal reporting systems and conducting internal audits.

### Risk Management System

In order to manage exposure to loss, measures include establishing administrative rules for managing various risks and conducting training and distributing manuals. In terms of Toyota Tsusho's business activities, the Company develops guidelines and maintains administrative rules as well as works to understand and manage risks that require special caution such as investment and financing, credit, market, occupational safety and health and environmental risks. In other areas, Toyota Tsusho is building a suitable management structure within relevant departments to deal with information security, crisis management and other issues. The Company also works to identify and understand company-wide issues related to risk via the ERM Committee.

### Information Management System

Regarding information storage and management, Toyota Tsusho has drafted the "Document Regulations" and "Handling Protocols for Management and Storage of Documents" along with other measures such as designating departments in charge of storage and the storage period.

### System for Ensuring the Propriety of Group Company Business Operations

In order to ensure operations within the Toyota Tsusho Group are conducted appropriately, measures are undertaken to fully disseminate Group policies and mutually share information via a group-wide lateral meeting structure. Additionally, while avoiding undue interference with the execution of operations of subsidiaries, Toyota Tsusho follows and maintains control over important matters pertaining to the financial status and essential operational issues of its subsidiaries. In accordance with the systems of subsidiaries, we also dispatch directors and corporate auditors as necessary to conduct oversight and auditing of business operations. Furthermore, internal audits are conducted by Toyota Tsusho's ERM Department.

### System Targeting the Elimination of Antisocial Forces

We are putting in place a system for opposing antisocial forces through collaboration with the National Center for the Elimination of Boryokudan and the Organized Crime Countermeasures Bureau of Police Headquarters. The Nagoya headquarters of Toyota Tsusho is also a member of the Aichi Corporate Defense Countermeasures Association, while the Tokyo headquarters belongs to the Special Anti-Violence Countermeasures Federation of the Metropolitan Police Department and the Osaka headquarters is a member of the Osaka Corporate Defense Countermeasures Federation. Through these channels, we are working to share information in addition to receiving guidance. The General Administration Department will assume the responsibility of responding resolutely to unlawful demands from antisocial forces via collaboration with the police, other relevant institutions and legal counsel.

# Communication with Stakeholders

## Information Disclosure on Toyota Tsusho Website

A wide range of information including Toyota Tsusho's basic corporate information, business activities, financial information and employment opportunities are available on its website. In addition to the disclosure of information from the Company, we are also establishing a point of contact via the website as a communication tool for requesting materials or receiving inquiries from all of our stakeholders.

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

Toyota Tsusho



website

## Communication with Shareholders

We consider the General Meeting of Shareholders as an important venue to communicate with our shareholders. To allow as many shareholders as possible to attend the meeting, we make a concerted effort to avoid holding this meeting on days when there is a large concentration of other shareholder meetings.

In the general meeting, we are also conscious of providing easy-to-understand explanations by presenting business reports using on-screen presentations. For those shareholders and general stakeholders who are unable to attend the meeting, we provide live and on-demand viewing of the meetings through our website. Additionally, we are making efforts to communicate with as many shareholders as possible using various tools such as publishing Shareholder Reports.



Shareholder Reports

## Press Conferences

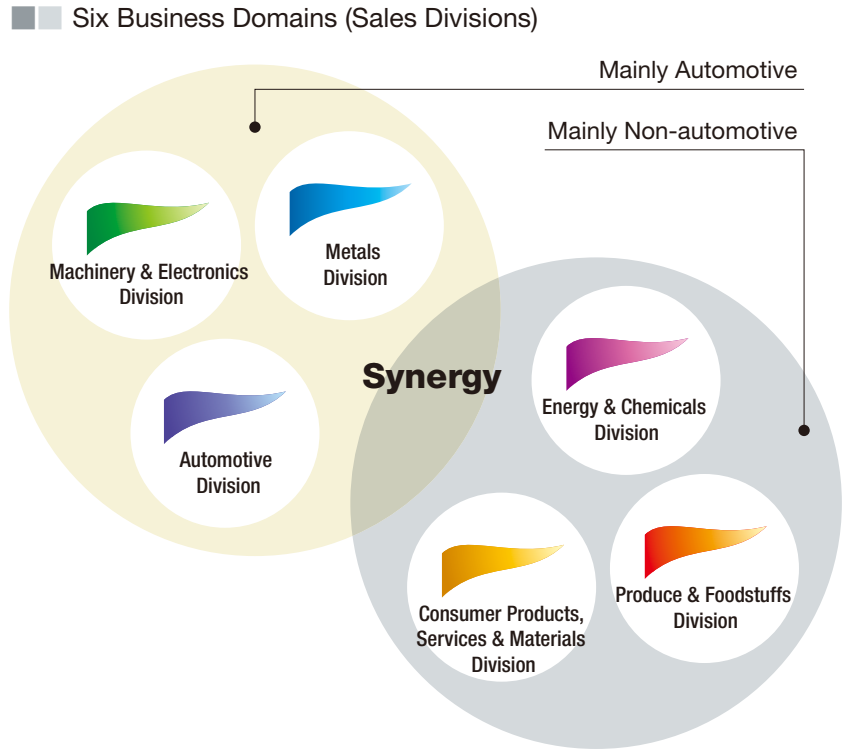
Once a year, a regularly scheduled press conference is held so that the President can brief members of the press on the Company's management plans and other issues. Additionally, we hold informal get-togethers to achieve two-way communications and deepen mutual understanding between the mass media and management.



# Toyota Tsusho Group Business Characteristics

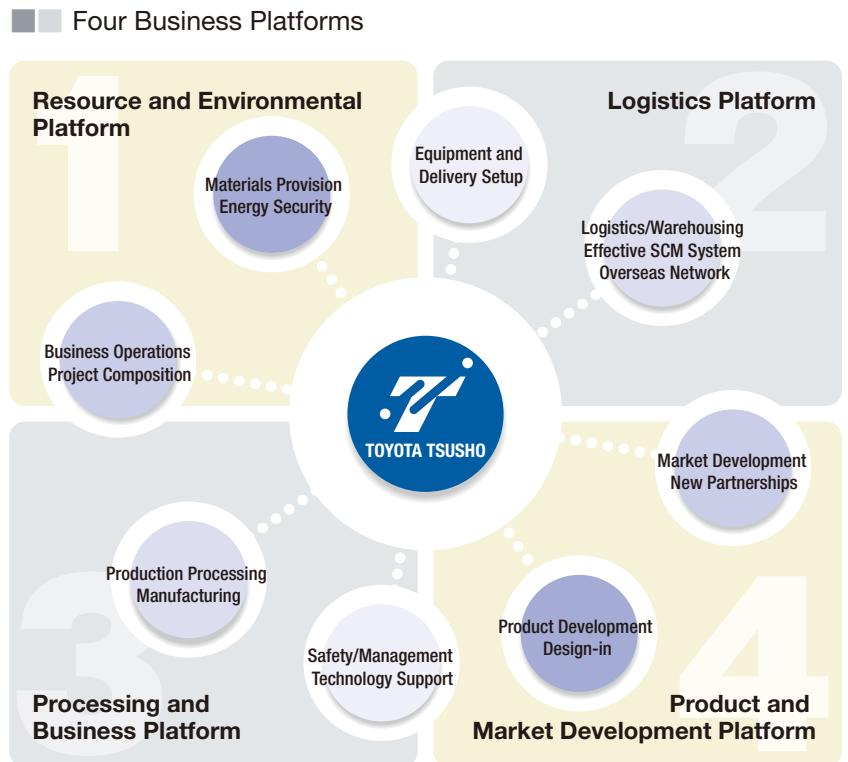
## Six Business Domains of the Toyota Tsusho Group

As a member of the Toyota Group, the Toyota Tsusho Group has positioned automotive-related businesses, which also encompass Metals and Machinery & Electronics and automobiles, as its core businesses. These businesses are part of a balanced business portfolio that spans a wide range of sectors such as Energy & Chemicals, Produce & Foodstuffs and Consumer Products, Services & Materials. This breadth and scope of operations allows Toyota Tsusho to combine a lineup of products and services essential to achieving an affluent and comfortable society with functions that create unique value. Toyota Tsusho fully leverages the Group's expertise and strengths accumulated over many years in each of these fields and generates synergies through close collaboration with other divisions to create new value.



## Value Creation Business of the Toyota Tsusho Group

The trading company functions of the Toyota Tsusho Group involve more than moving products from one location to another. We have also organically united our four operational platforms to give our products functions and added value that meet customer needs while concurrently creating new value. Toyota Tsusho has built a value-added chain by linking together all business segments.



# Main Products and Services

## Metals Division

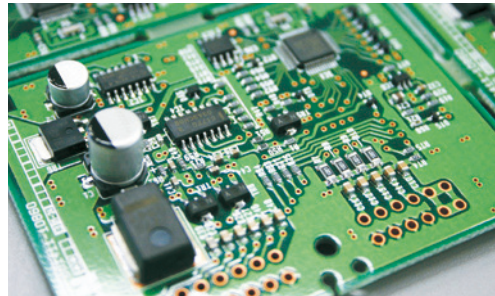


Special steel

- Ordinary and special steel products and steel construction materials
- Unwrought nonferrous and precious metals
- Rolled light metal products, copper and copper alloy products
- Scrap iron and scrap nonferrous metals
- Ferro-alloy products
- End-of-life vehicle (ELV) recycling and disposable catalyst

Manufacturing, processing, disposal and sales of the above products

## Machinery & Electronics Division



Semiconductor products

- Machine tools, industrial machinery and textile machinery
- Testing and measuring instruments
- Environmental equipment
- Information and telecommunication equipment
- Electronic devices and semiconductors
- Embedded software development for automobiles
- Electronic equipment
- Network construction and operation
- PCs, PC peripheral products and various software
- Automotive parts for automobile production
- Industrial vehicle and construction machinery
- Intelligence Transport System (ITS) equipment

Sales and services for the above products

## Automotive Division



Vehicles ready to be loaded onto a ship

- Passenger vehicles
- Commercial vehicles
- Light vehicles
- Two-wheeled vehicles
- Trucks and buses
- Automotive parts

Sales and services for the above products

## Energy & Chemicals Division



Gasoline station

- Petroleum products and LPG (liquefied petroleum gas)
- Coal
- Crude oil
- Petroleum and natural gas products
- Energy and electric power supply business
- Plants
- Petroleum chemicals
- Organic chemicals
- Fine and inorganic chemicals
- Highly functional specialty chemicals
- Fat and oil products, synthetic resins and chemical additives
- Natural and synthetic rubbers

Processing, manufacturing and sales, and services for the above products

## Produce & Foodstuffs Division



Wheat and flour business

- Livestock feed
- Grains
- Processed foods
- Food ingredients
- Agriculture and livestock products
- Alcoholic beverages

Others

## Consumer Products, Services & Materials Division



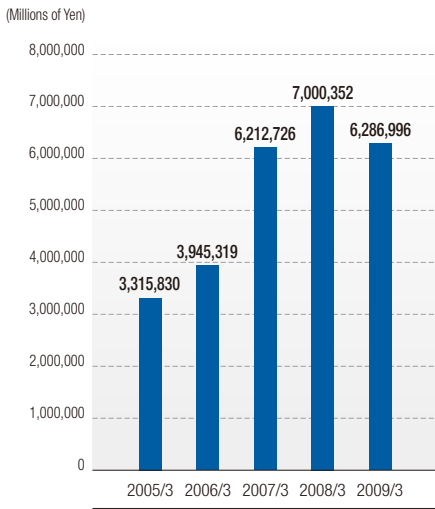
Condominium business

- Condominiums and commercial buildings
- Construction materials, housing materials and furniture
- Textile raw materials
- Apparel
- Interior goods
- Sleepwear products
- Textile products, textile materials and jewelry
- Automotive interior parts and materials
- Packaging materials
- Paper and pulp
- Life and health insurance and property and casualty insurance
- Visible-light responsive photocatalysts
- Seniors related business products

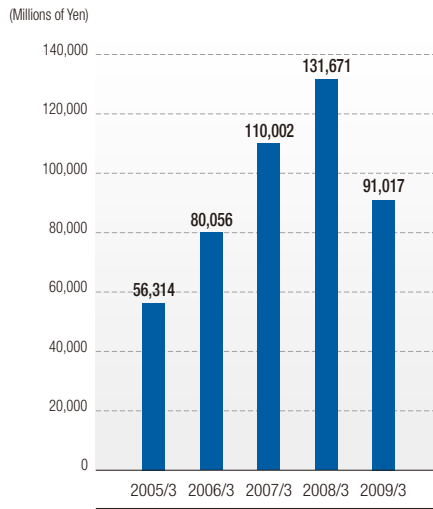
Sales and services for the above products

# Financial Highlights (Years Ended March 31, 2009, 2008, 2007, 2006, 2005)

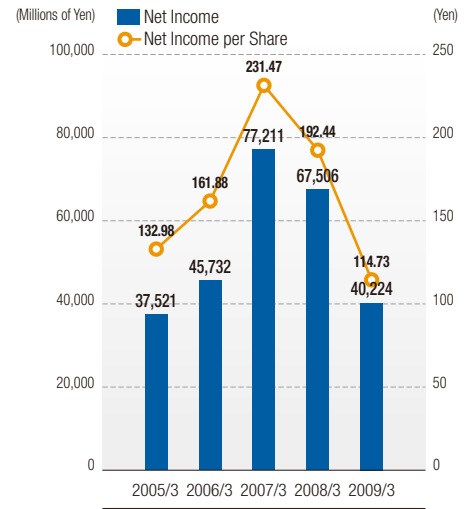
## Net Sales



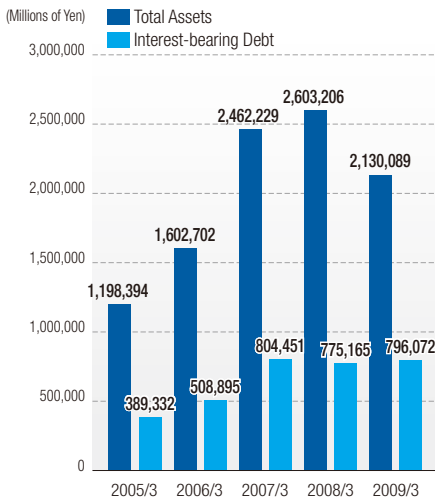
## Operating Income



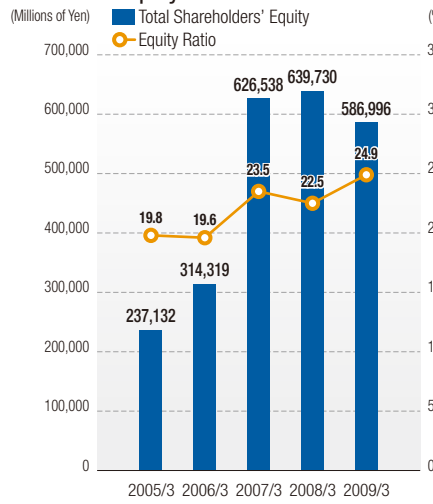
## Net Income / Net Income per Share



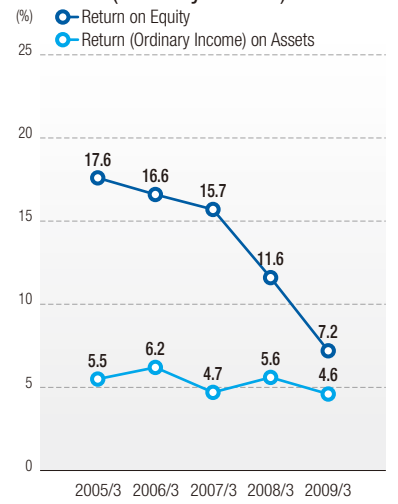
## Total Assets / Interest-bearing Debt



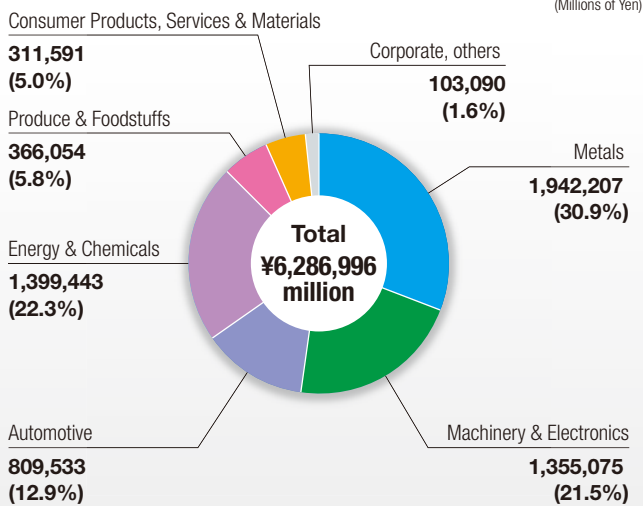
## Total Shareholders' Equity / Equity Ratio



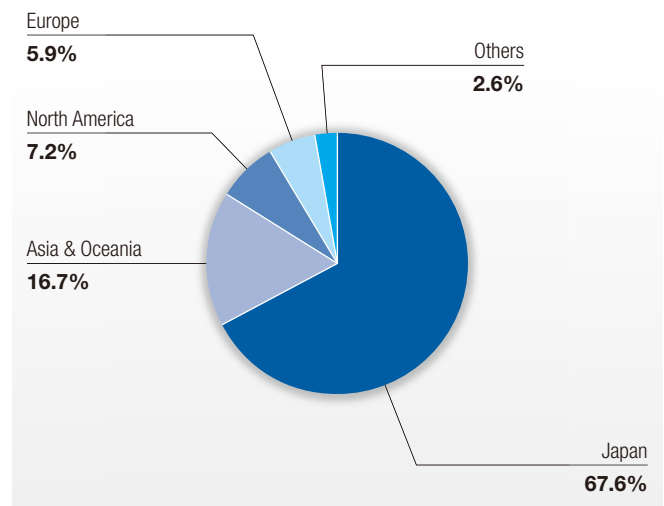
## Return on Equity / Return (Ordinary Income) on Assets



## Segment Sales (Years Ended March 31, 2009)



## Regional Sales (Years Ended March 31, 2009)



# Chronology of Toyota Tsusho Group's Activities

## Environment-Related Activities

1970	July	Toyota Metal Scrap Co., Ltd. (presently Toyota Metal Co., Ltd.) established.	October	Toyota Tsusho, together with Futaba Industrial Co., Ltd. and TYK Corporation commenced development and sales of a DPF for purifying diesel engine exhaust emissions.	
1973	May	Toyota Chemical Engineering Co., Ltd. established.		Company for engaging in aluminum melting and ingot recycling business established in Indonesia.	
1980	April	Safety Management Office set up in Toyoda Branch.		Second Environmental Report posted on website.	
1985	November	First Toyotsu Safety and Health Cooperation Council convened.		Toyota Tsusho commissioned by NEDO to engage in solar energy surveys in Tonga.	
1992	October	Toyota Metal Co., Ltd. receives Minister of International Trade and Industry Award as a meritorious company in recycling.	November	Toyota Tsusho commissioned by GEC to engage in gas recovery and power generation surveys at landfill sites in Brazil.	
1994	March	Toyotsu Recycle Corporation established.		MOU for emissions rights trading concluded with Russia's unified power company (Unified Energy System).	
	April	Companywide activities to reduce paper copies implemented.	December	Company established in Poland to engage in aluminum melting and ingot recycling business.	
1999	July	Environmental Policy formulated.		J-Wind TAHARA established jointly with J-POWER / Electric Power Development Co., Ltd.	
	October	Environmental Team set up within the Corporate Planning Department.		Investigation completed for renewal of ISO 14001 certification.	
	December	First Conference on the Global Environment convened.			
2000	June	Vestech Japan Co., Ltd. established as a joint venture sales agent in the wind power business.	2004	January	Toyotsu Recycle becomes wholly owned subsidiary.
	October	Toyota Tsusho commissioned by NEDO to carry out energy reduction survey business targeting two steel companies in Liaoning Province, China.		April	Toyota Tsusho and Toyotsu Recycle advance into the ASR business along with the implementation of the Automobile Recycling Law.
	December	ISO 14001 certification obtained.		June	Toyota Chemical Engineering's Environmental Report 2003 earned an award for environmental reports for small and medium-sized companies at the Seventh Environmental Reports Awards co-sponsored by Toyo Keizai Inc. and Green Reporting Forum.
2001	March	Global Environmental Team transferred within General Affairs Department.		October	Toyota Tsusho commissioned by GEC to engage in surveys on modifications at the Khabarovsk power plant in Russia.
	June	Safety Management Office is reorganized and becomes the Environmental Safety Promotion Office. Entered the emissions rights trading business by participating in the business of Natsource Japan Co., Ltd., a CO <sub>2</sub> emissions rights trading company.		October	Green Metals Hokuriku Co., Ltd. established.
	September	Wind Tech Minami Towada Corporation established to engage in the wind power business.		November	Development and sales of visible-light responsive photocatalyst for textiles commenced.
	October	Wind Tech Yokohama Corporation established to engage in the wind power business.	2005	March	Supply of wind power electricity to 2005 World Exposition, Aichi, Japan commenced.
	November	Name of Environmental Safety Promotion Office changed to Environmental Safety Promotion Department.		April	Kyushu Smelting Technology, Co., Ltd. established.
		Toyota Tsusho and Toyota Automatic Loomworks, Ltd. jointly establish Eco Technology Inc. (U.S.) to manufacture and sell recycled soundproofing materials.		June	Participated in "Team Minus 6%."
2002	March	Ecoline Corporation established. Ene Vision Corporation established to engage in the sale and maintenance of cogeneration systems.		July	Supply of GTL fuel to shuttle buses at Aichi Exposition, an international exposition, commenced.
	April	Participation in cost-sharing for demonstration testing and development of a 100 ton/day plant for DME fuel, a new type of energy (by 2006); participation as a trader in an emission rights market in the United Kingdom, the world's first such market.		November	T-ST Corporation established.
	May	Wind Alpha Co., Ltd. established to engage in the maintenance of wind power facilities.	2006	February	Investment made to carry out the biogas generation business (CDM) with Tokyo Electric Power Company, Inc. in Thailand.
	October	Toyota Tsusho commissioned by NEDO to engage in cogeneration surveys in China; EC trading site for cogeneration facilities launched as the industry's first such EC site.		June	New system for biomass developed together with Toyota Motor Corporation and Menicon Co., Ltd.
	November	Wind Tech Bonotsu Corporation established to engage in wind power business.		October	Toyotsu Paper Resource established as a comprehensive paper recycling business.
	December	First Environmental Report posted on website.	2007	February	Joint venture production company established to promote the widespread use of DME fuel as a next-generation clean energy.
		Sales of minus ion production device Ionvale (developed by Toyota Central R&D Labs, Inc.) commenced.		October	Greenhouse gas emission rights acquired from China.
		Involved in CDM project in Brazil, the first such Japanese government-certified CDM project.	2008	January	New manufacturing process developed for bio biodiesel fuel.
2003	January	Nagoya head office moved to current location (environmentally conscious building).		February	New recycling system created for the uniform industry.
	June	Participation in wind power pilot business in Tokyo; J-Wind TOKYO established jointly with J-POWER / Electric Power Development Co., Ltd.		April	Hokkaido Smelting Technology Co., Ltd. established.
		Toyota Tsusho and Maruo Paper Co., Ltd. established Fuji Environmental Materials Co., Ltd., a company to prepare for engaging in the recycling of paper sludge, which is wasted material generated by paper manufacturers, as well as for the sale of used and processed heat from waste materials.		June	Eurus Energy Holdings Corporation completed the construction of its first solar power plant.
				September	Business alliance formed for sales of plant-derived polyethylene.
				December	MOU concluded with The Ministry of Electricity and Water of Kuwait regarding a feasibility study for the development of an integrated solar combined cycle power station.
					Fuel DME production and shipping system established and the first shipment made.
			2009	February	Thai Biogas CDM project registered by the UN.

Social Contribution Activities

1973~	Christmas tree presented to Seien Tenshi En in Midori-ku, Nagoya. Presently donating shortcakes.	November	Staff of Toyota Tsusho provides lectures on "Trends in the Wind Power Business" at a seminar held by the Graduate School of Engineering at Nagoya University.
1979~	Co-sponsoring of the Nagoya Philharmonic Orchestra	2005 January	Funds donated for victims of the Indian Ocean Tsunami/Sumatra Earthquake.
1988~	Establishment and support for Toyota Tsusho International Scholarship Foundation Commencement of traffic safety promotion activities around area of Toyota Tsusho head office	July	Co-sponsored Children's Environmental Summit 2005.
1993~	Support for the Nagoya Grampus Eight soccer team	September	Contributed relief funds for damage from Hurricane Katrina in the United States.
1997~	Donation made to Foundation for the Arts, Nagoya (Nagoya/Boston Museum of Fine Arts)	November	Contributed relief funds for damage from the northern Pakistan Earthquake. Participated in cleanup activities for Clean Osaka 2005.
2002~	Staff of Toyoda and Kariya branches engage in cleanup activities of surrounding area of these branches.	2006 March	Contributed relief funds for damage from a large-scale landslide on the Philippine island of Leyte.
2003~	Provide support for 2005 World Exposition (Aichi Exposition).	June	Contributed relief funds for damage from the Java Indonesia Earthquake.
2004 August	Employees donate uniforms to Mongolia. P.T. Toyota Tsusho Indonesia provided scholarships to elementary school students from impoverished families.	2007 April	Supported Japan Wheelchair Twin Basketball Federation Tournament.
October	Funds donated to the Niigata-Chuetsu Earthquake. "In-house Business Startups" lecture given by Chairman Eizo Takeyama (then chairman) at course on business startups at Meijo University.	July	Conducted volunteer activity for delivery of picture books.
		2008 May	Cleanup event held to commemorate the 70th anniversary of the completion of Midosuji. Contributed relief funds for damage from the Great Sichuan Earthquake in China.
		June	Contributed relief funds for damage from Iwate-Miyagi Inland Earthquake.
		August	Conducted clearing of undergrowth under Mt. Fuji (Toyotsu's forest) reforestation project.
		October	Conducted volunteer activity for delivery of picture books.

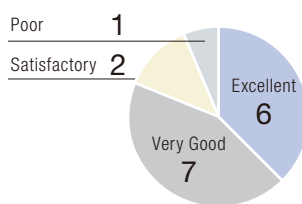
Opinions on and Impressions of CSR Report 2008 Based on Questionnaire

(16 Respondents)

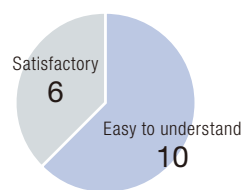
Respondent Perspectives (Multiple Responses Possible)

Customer	5
Shareholder/investor	2
CSR manager of company/organization	5
NPO/NGO	1
Student	1
Government and administrative bodies	1
Other	2

Assessment of Toyota Tsusho's CSR Activities



Content of Report



Structure and Composition of Report



Items of Interest in Report (Multiple Responses Possible)

• Corporate Profile/Editorial Policy	5	• Special Feature (4) Automotive Division	5	• Approach to Human Resources	4
• Message from Management	7	• Special Feature (5) Machinery & Electronics Division	4	• Toyota Tsusho Group's Social Contributions Activities	4
• Toyota Tsusho Group Overview	6	• Special Feature (6) Energy & Chemicals Division	6	• Approach to the Environment	7
• Special Feature (1) Metals Division	6	• Financial Highlights	4	• Environmental Topics	4
• Special Feature (2) Produce & Foodstuffs Division	8	• Corporate Governance and Compliance	4	• Establishment of Social Contribution Committee	3
• Special Feature (3)		• Communication with Stakeholders	3	• Reported Results of Questionnaire	2
Consumer Products, Services & Materials Division	7	• Approach to Safety	6		

(Total: 16 respondents)

Main Opinions and Suggestions

[Content that Should be Improved or Enhanced]


- Font size should be slightly larger
- Consider sending the reports using eco-mail

[Ideas and Expectations for Toyota Tsusho's Activities]

- High expectations for production and expansion of domestic vegetables
- Obviously companies that do not carry out CSR activities will not be able to survive in the future
- Amid globalization, need to closely monitor unforeseeable material trends



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 みんなで止めよう温暖化  
チーム・マイナス6%

