



CSR Report 2010

www.toyota-tsusho.com



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, 2010)

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	3-13, Konan 2-chome, Minato-ku, Tokyo 108-8208
Branches & Sales Offices	Hokkaido, Tohoku, Niigata, Hamamatsu, Matsumoto, Mishima, Toyota, Kariya, Osaka, Hokuriku, Hiroshima, Kyushu, Fukuyama, Takamatsu
Bases	Domestic: 16 bases Overseas: 28 bases
Consolidated Companies	Domestic: 67 Overseas: 222
Number of Employees	3,081

CSR Report Editorial Policy	<p>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.</p> <ul style="list-style-type: none"> ● 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. ● The report focuses on examples of actions taken on site to facilitate understanding about the Corporate Philosophy and Vision of Toyota Tsusho serving as the basis for 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.
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Reference Guidelines	<p>GRI <i>Sustainability Reporting Guidelines 2006 (G3 Guidelines)</i> Japan's Ministry of the Environment <i>Environmental Reporting Guidelines (2007 version)</i></p>
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Scope of the Report	<p>Toyota Tsusho Corporation, Main Consolidated Subsidiaries and Affiliates This report mainly describes the activities of the Toyota Tsusho Group during fiscal 2010 (April 1, 2009 - March 31, 2010). It also includes activities conducted individually by the parent company as well as those carried out in periods other than fiscal 2009. Issued: December 2010 Representative responsible for 2010 publication: President Junzo Shimizu</p>
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Create New Value and Contribute to the Creation of a Sustainable Society Even in Times of Great Change

TOYOTA TSUSHO CORPORATION ■■■
CSR REPORT 2010 ■■■

Junzo Shimizu
President

The Toyota Tsusho Group regards corporate social responsibility (CSR) not as a special initiative, but as business management itself—that which governs the nature of all our Company's activities. We seek to build a new trading company image through a variety of business activities. This includes "developing a culture of safety," "creating value through personnel diversity," "implementing environmental initiatives" and "undertaking social contribution activities," as well as pursuing our 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."

Period of Change Viewed as Opportunity to Increase Corporate Value

The global economy and social structure are currently undergoing a profound transformation. This period of change provides many business opportunities that lead to future growth and a golden opportunity for the development of our human resources, the source of value creation for the Company. The challenging operating environment is expected to continue this fiscal year. Toyota Tsusho perceives this era of vast change as a business opportunity, however, and based on the keywords "think," "challenge" and "change," we aim to realize our corporate vision by building solid management foundations and pursuing growth.





Issues to be Tackled to Drive “Change”

One key issue that Toyota Tsusho aims to tackle is environmental preservation. The United Nations declared 2010 to be the International Year of Diversity, and in line with this, the 10th Conference of the Parties (COP10) to the Convention on Biological Diversity was held in Nagoya City recently. Now, more than ever, we must meet the “challenge” of environmental issues globally and aim to create a society that embraces the co-existence and co-prosperity of a diverse array of living creatures. Toyota Tsusho has worked over the years on various environmental projects that include vehicle recycling and new energy. Going forward, we will strive to further increase awareness of the

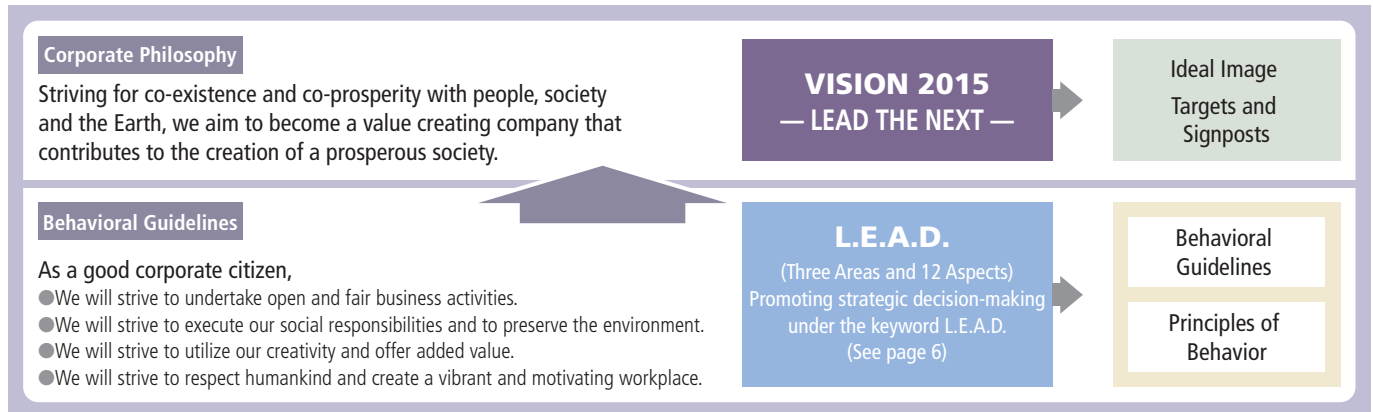
“environment” and realize a sustainable society through our business activities.

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 environmental preservation and co-existence with society. These efforts help us fulfill our responsibilities toward society and the environment on a global scale more strongly than ever before.

Toyota Tsusho Group's Approach to CSR

CSR Policy

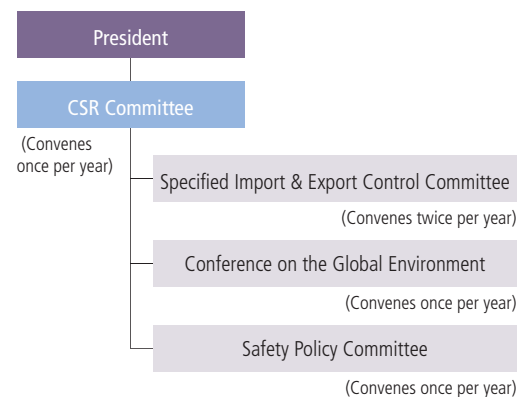
Toyota Tsusho's CSR policy realizes our Corporate Philosophy and Vision in accordance with our Behavioral Guidelines and L.E.A.D.



CSR Structure

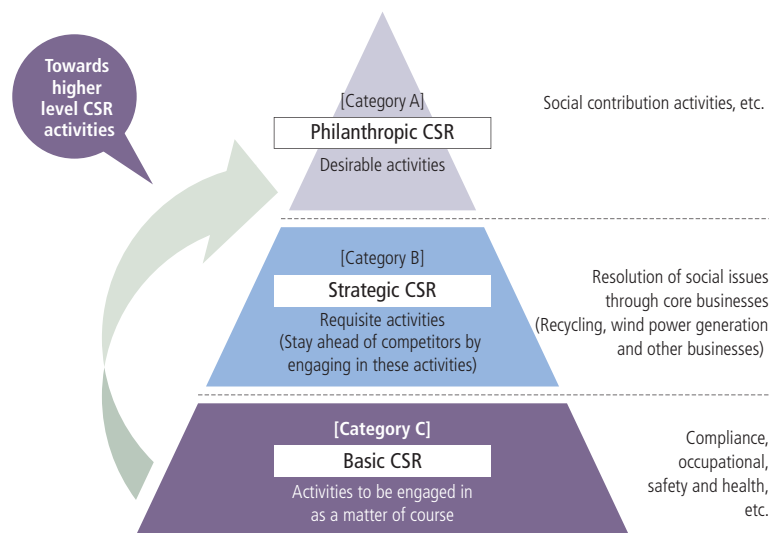
Chaired by the President, the CSR Committee was inaugurated in January 2005 as the reorganized successor to the Corporate Ethics Committee. Convening once annually, the CSR Committee is the main organization for deliberating and promoting CSR initiatives for the Toyota Tsusho Group. At the committee 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 2010, we reconfigured the organizations operating under the CSR Committee into the Specified Import & Export Control Committee, 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 at 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

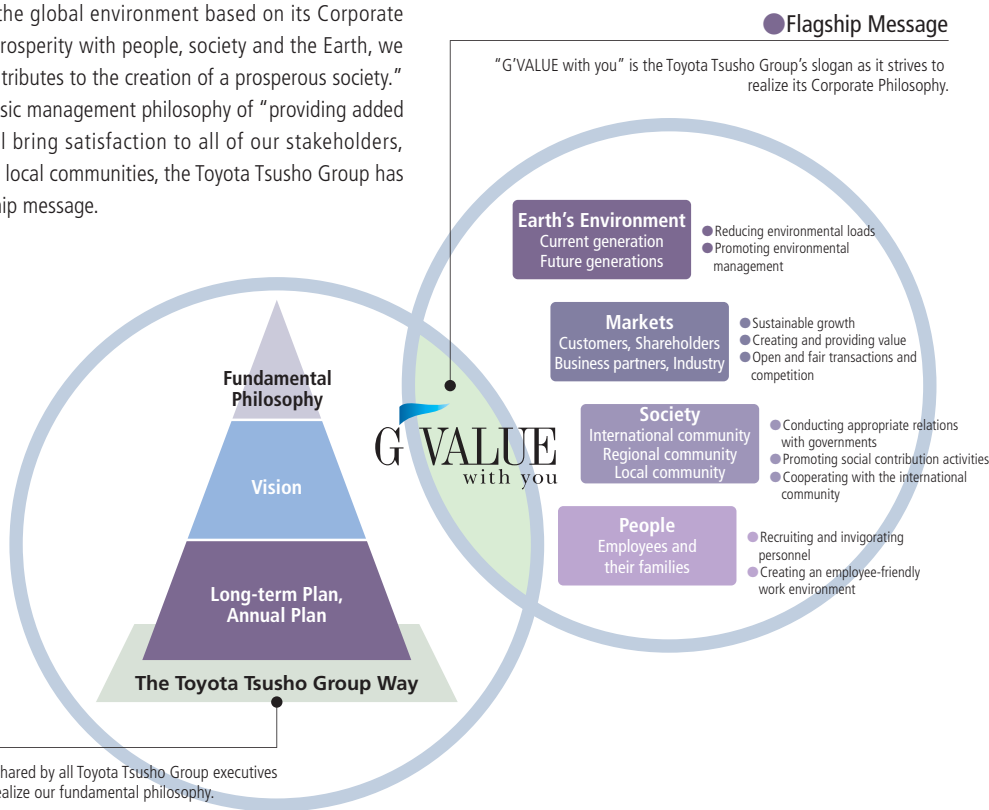
While discussion has centered on matters relating to "Basic CSR" (bottom of the diagram to the right) such as compliance and workplace safety up to this point, matters of a "strategic" or "philanthropic" nature are being discussed in recent years to address the heightened expectations of society, along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



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



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

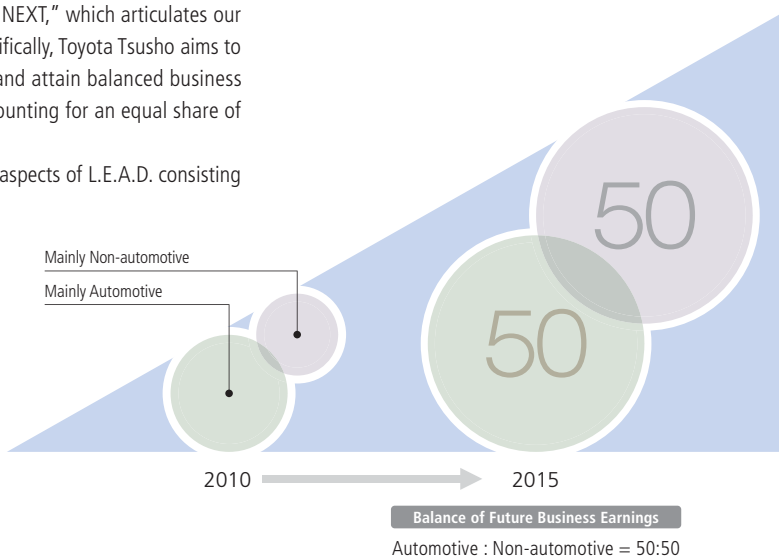
VISION 2015 — LEAD THE NEXT —

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
Functions	Linkage	Engineering	Added Value	Development
Constitution	Lean	Entrepreneurial	Agile	Dynamic
Responsibilities	Legality	Ethics	Accountability	Disclosure

Overview of Toyota Tsusho Group Business Operations

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



Wind power generation

- 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

Sales and services for the above products

Consumer Products, Services & Materials Division



Apparel

- 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

Metals Division



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

We are building a global recycling platform and aim to contribute to the realization of a recycling-oriented society.

Securing resources is vital to ensure sustainable production into the future and this has further increased the importance of creating a resource-recycling network. We are working to create a value chain for resource recycling from both structural and non-structural perspectives through recycling businesses for metal resources and end-of-life vehicles (ELVs), and a waste management business, in different parts of the world.



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

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."





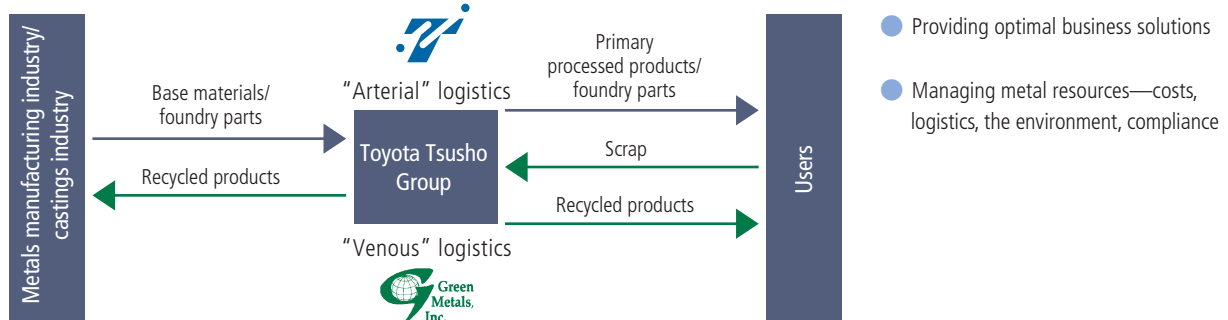
a Metals Recycling Business (Various companies of Green Metals, Inc.)

Main business: 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.

Toyota Tsusho Functions On-site Plant Recycling Business



- Providing optimal business solutions
- Managing metal resources—costs, logistics, the environment, compliance

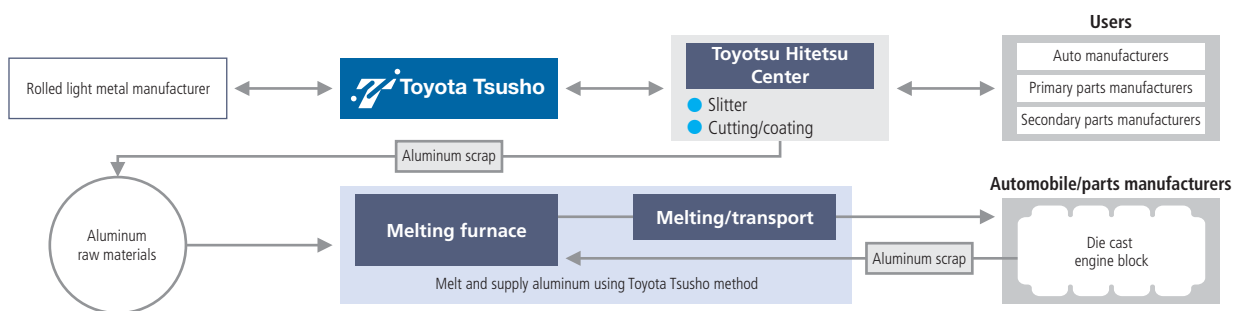
b Molten Aluminum Supply Business (Various companies of Smelting Technology Corporation)

Main business: 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 CO₂ 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.)

Main business: 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

Metals Division



d Recovery of Precious Metals (Toyotsu Recycle Corporation)

Main business: 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 Waste Management Business (Ecomanage Network Corporation)

Main business: 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.

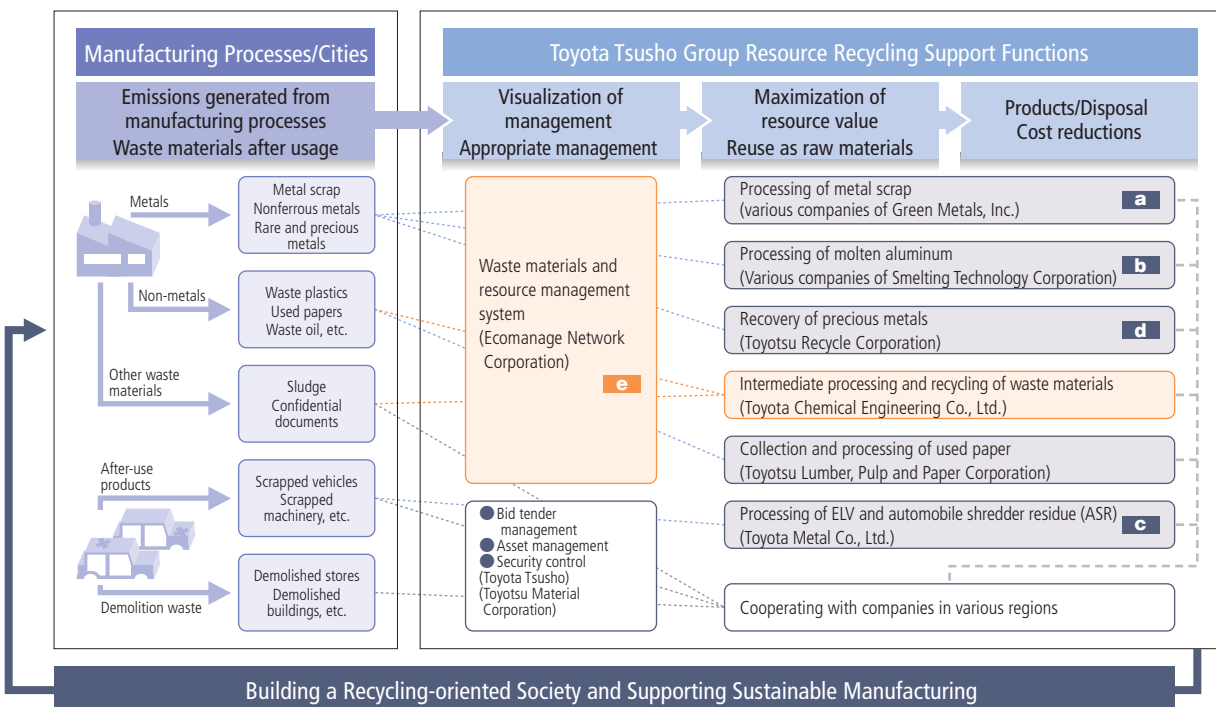


Effective Use of Scrapped Vehicles Parts Business (Ecoline Corporation)

Main business: 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.

Toyota Tsusho's Resource Recycling Support Functions



Machinery & Electronics Division



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



We have developed revolutionary applications to reduce CO₂. I am confident they will become key measures against global warming.

Toyota Tsusho is engaged in various renewable energy businesses, including solar power generation, to reduce CO₂ emissions. As part of these efforts, we are bolstering initiatives for heat pumps. Heat pumps have outstanding energy-saving and CO₂ reduction properties, and their technology has been in the spotlight recently. We are promoting the introduction of heat pumps for home use in addition to resort and bathing facilities. Toyota Tsusho aims to contribute to both industrial vitalization and the realization of a low-carbon society by proposing heat pump usage for industrial use such as production plants. It is our duty in the modern age to leave behind a beautiful environment for coming generations. We will continue striving to preserve the environment by reducing CO₂.



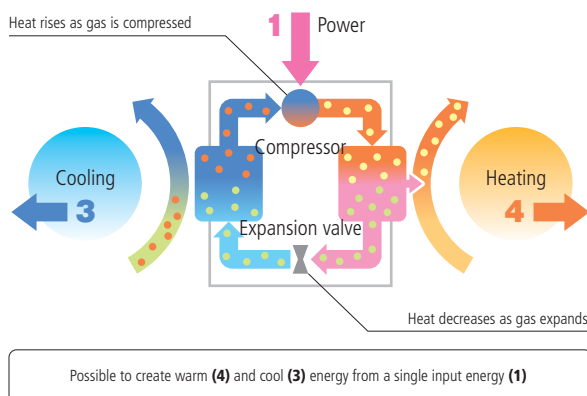
Takashi Morita, General Manager, Eco. & Plan Dept.

Promoting the Use of Heat Pumps

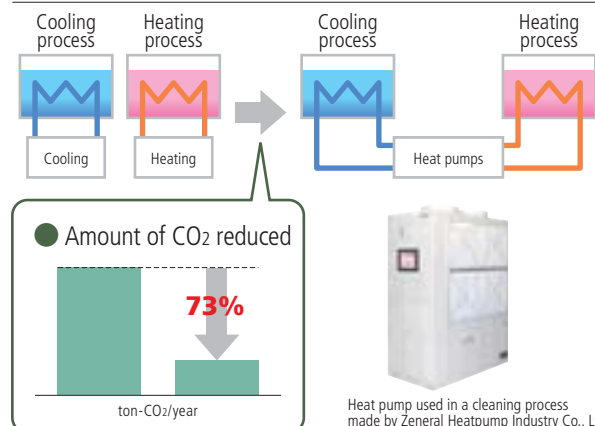
Toyota Tsusho promotes the introduction of heat pumps, which have been attracting attention in recent years, as a form of renewable energy. We are working toward the realization of a low-carbon society

as well as environmental preservation in diverse fields by actively proposing heat pumps to production plants in addition to resort and bathing facilities.

What are heat pumps?



Introduction at a Production Plant



Automotive Division



We continue to work hard on social contribution projects through business activities that are rooted in the community.

The Automotive Division has invested in and operates 177 bases throughout the world, and is working to strengthen retail business that is more rooted in the community. We sell automobiles, deliver automotive parts and provide after-sales services in each region in a tripartite system of operations. We recognize the importance of social contribution as a corporate citizen as well in each country and region. The policy of this division is to contribute to all stakeholders, including customers, employees and the local community. Toyota del Ecuador S.A. (TDE) is an important business entity for the Automotive Division, and in the future we will strengthen the social contributions made through TDE and our other bases as we promote sincere community-focused activities.

Hiroshi Kitahara, General Manager, The Americas Automotive Dept.

Official Sponsor Promoting Eco-Friendly Shopping Bags (TDE*)

Supermaxi, a supermarket chain with 29 stores in Ecuador, has started a campaign to increase the use of cloth bags in place of plastic bags. TDE is the official sponsor of these eco-friendly shopping bags. In tandem with the promotion, customers who purchase the bags were

entered into a draw to win a Toyota Prius. Over 33 million bags were sold in the two months of September and October 2009. The draw was held in January 2010, and the winner was presented with the car at an event held at a TDE outlet.

*Toyota del Ecuador S.A.



Pinezići Cleanup Campaign (TCR*)

A campaign was started in Croatia on September 19, 2009 to clean the sea and beach near Pinezići on the Island of Krk. TCR sponsored the cleanup activities in the sea and along the shore together with divers from Croatian and Slovenian diving clubs. Divers from Germany and Hungary also took part. After cleaning the sea in the harbor area, the divers teamed up with TCR employees and local citizens to clean the shore and forest. Around 150 people participated in the event, and everyone got a close-up look at the adverse effects of garbage on nature and the sea.

*Toyota Croatia d.o.o.



“Run for Children in Hanoi” (TLH*)

This event has been held jointly every year since 2000 by the Embassy of Canada and the Hanoi Union of Friendship Organization. The purpose of the event is to appeal to the community to support sick children from disadvantaged families. TLH participated in the event for the first time with over 100 people. Over 5,000 took part this year, raising the equivalent of around US\$53,000. The funds were distributed to Hanoi Heart Hospital, the National Hospital of Pediatrics in Hanoi and Heart Beat Vietnam.

*Toyota Lang Ha Company Limited



Road Safety Art Contest (IMC)*

IMC, with help from a citizen's fund, held an art contest in which school children learn about road safety in a fun way. Around 15,000 children from over 100 schools took part. IMC provided art supplies to

1,000 children. IMC selected 12 pictures for a calendar that was distributed to various companies, schools and NGOs.

*Indus Motor Co., Ltd.



Energy & Chemicals Division



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

We contribute to global peace and health by expanding business in support of infectious disease countermeasures in developing countries.

Measures against malaria, vaccines for newborns and AIDS prevention are the three Key Factors for Success (KFS) in our pharmaceuticals business. We are making ongoing efforts to commercialize businesses to ensure the initiatives being promoted in each field can benefit users and contribute to the enhancement of social welfare.

Mitsuhiro Tsubakimoto, General Manager, Fine Chemicals Dept.



Worldwide Sale of Materials to Prevent Malaria

Habitats for malaria- and dengue fever-carrying mosquitoes are growing as an effect of global warming. Since conventional insecticides have limited effectiveness and impact the environment, the World Health Organization (WHO) advocates prevention at the family level by incorporating insecticide into mosquito nets or using insecticide-treated nets. No vaccine has been developed for malaria prevention yet. There are prophylactics, but they cannot be administered to pregnant women or infants, so the only alternative is to use mosquito nets to avoid being bitten at night. Toyota Tsusho is actively trying to spread the use of Olyset® mosquito nets made by Sumitomo Chemical Co., Ltd., the only Japanese product of the six certified by WHO, mainly in African countries with the guidance of the

manufacturer. UNICEF, the World Bank, the Global Fund and various developed countries distribute around ¥30.0 billion worth of mosquito nets free of charge every year to prevent malaria, with the aim of providing one net per family throughout Africa. At the same time, studies have commenced into methods of recovery and treatment after use (conversion to oil for household fuel) and Base of the Economic Pyramid (BOP) business (business for low-income brackets). Africa has the world's highest mortality rate from infectious diseases. Toyota Tsusho contributes to a reduction in malaria morbidity and better lives for many people in Africa by distributing the mosquito nets and providing guidance on how to use them.



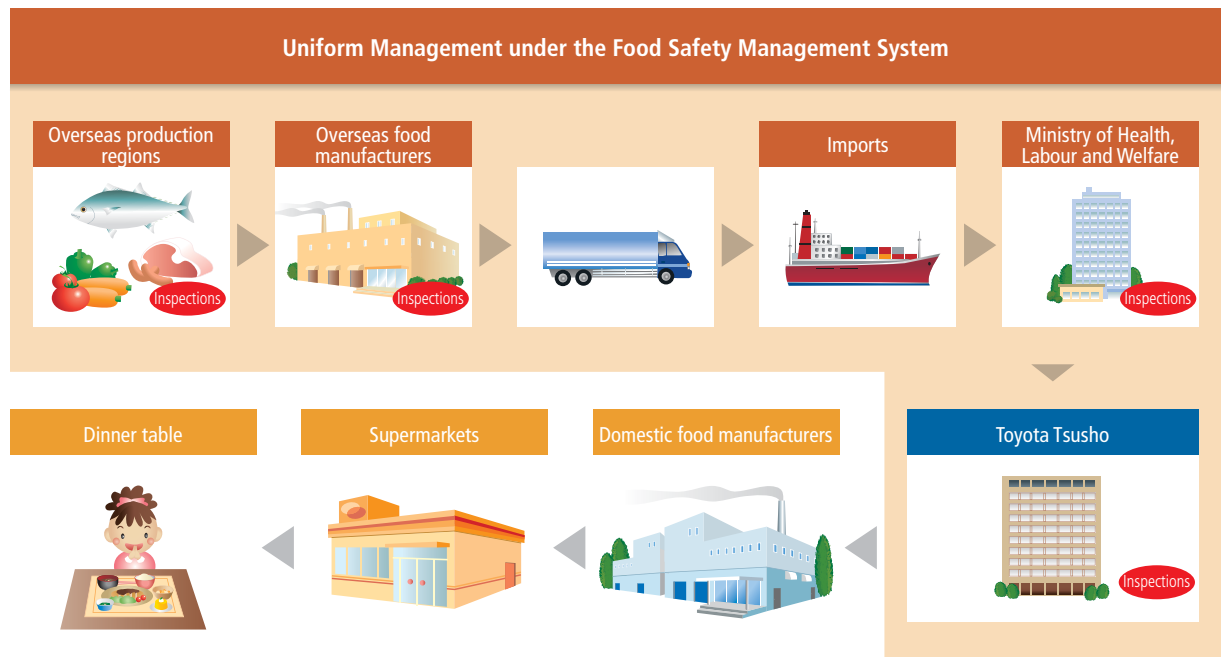
Produce & Foodstuffs Division



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 Number One 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.

Produce & Foodstuffs Division

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.

The Stable Supply of Grain Resources





Production of Frozen Processed Food

Cradle Foods Co., Ltd., established through joint investment by Toyota Tsusho and an agricultural cooperative in Hokkaido, produces and markets four types of processed food under customers' OEM brands: prepared frozen food, frozen vegetables, retort and canned food, and dried vegetables.

Efforts are being made to increase production efficiency through establishment of advanced facilities and introduction of the Toyota Production System (TPS) in order to meet customers' needs.



Launched Production Business for Frozen Food ~Aiming to be the Number One Food Processing Company in Hokkaido~

Toyota Tsusho affiliates Tokachi Reito Shokuhin and Cradle Foods are working on developing products that employ special locally produced items as a means to deepen relationships with local agricultural groups. Our aim is to deliver safe and delicious frozen food that customers can rely on.

Norihiro Hayashi, Executive Officer

Consumer Products, Services & Materials Division



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



We generated new products from the concept of *mottainai* ("no waste").

Airbags are a complex shape, which means there are always scrap materials after cutting in production. We were at a loss over what to do with the leftover materials. Our department agreed it would be a waste to throw them out, so we started looking into reuse based on the same concept as recycling plastic bottles. This resulted in a new recycled nylon carpet product. In the future, we aim to spread the idea of *mottainai* which is inherent to Japanese industry, to the rest of the world.

Hiroshi Matsumura, General Manager, Living Materials & Products Dept.

Planned and Developed Recycled Nylon Carpet by Reusing Scrap Materials from Airbag Production

Recycled nylon carpet refers to carpet tiles for the office that employ 100% recycled nylon in the pile yarn (fiber part).

This was the first time in the world for a company to successfully produce and commercialize carpet yarn from the scrap materials generated during airbag production. It is an Eco Mark* certified product that uses recycled material on the underside of the carpet as well. This type of carpet emits 33% less CO₂ than standard carpet tiles of the same specification that do not incorporate recycled materials.

Since the airbag market has expanded globally in recent years, we expect an increase in the generation of scrap materials during

production worldwide. We project a continued increase in scrap materials from airbags from end-of-life vehicles (ELVs) as well.

The enactment of the Automobile Recycling Law has heightened recycling needs. Toyota Tsusho aims to innovate recycling technology and reduce costs while working to popularize its recycled nylon carpet. At the same time, our policy is to focus on the creation of production technology and a recycling system for the post-consumption stage.

***Eco Mark certified products**

Must contain recycled material that adds up to 50% of the product (Post industrial stage: Scrap materials from production), or over 25% by weight (Post-consumption stage: Waste material in circulation).

Recycled Nylon Carpet Using Scrap Materials from Airbag Production

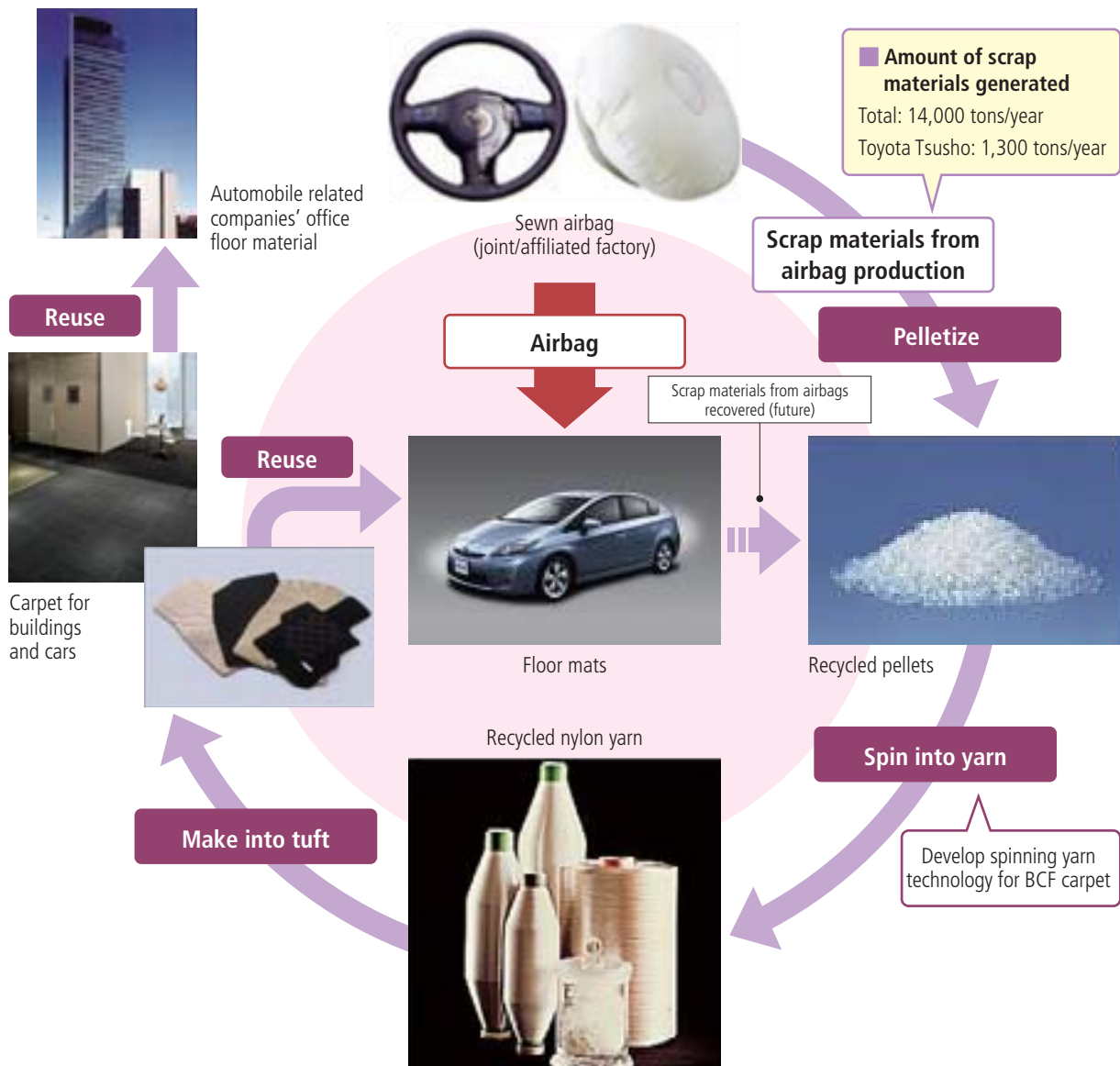
Product Features

- Carpet tiles for the office that employ 100% recycled nylon in the pile yarn
- First in the world to successfully produce and commercialize carpet yarn from the scrap materials generated during airbag production
- Eco-carpet using recycled material on the underside as well

Background to Initiative

- | | |
|--|---|
| ● Increase in scrap materials and materials for disposal due to expansion of airbag market | ➔ Increase in generation of scrap materials during production |
| ● Heightened need for recycling | ➔ Higher volume of airbags from ELVs |
| ● Efforts to promote recycling throughout automobile industry | ➔ Enactment of Automobile Recycling Law (in Japan) |
| | ➔ Actively use recycled products ourselves in addition to developing recycling technology |

Overview of Recycled Nylon Carpet Business



“Education, the Environment and Welfare” are the Key Domains of Our Activities

As part of its CSR efforts, Toyota Tsusho formulated the following policy to promote social contribution activities.

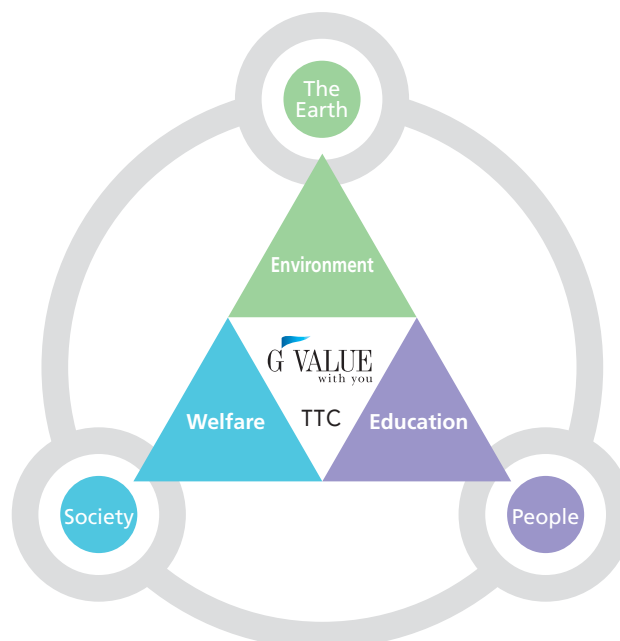
Basic Policy for Social Contribution Activities

As a good corporate citizen, Toyota Tsusho will contribute to the realization of a prosperous society by implementing social contribution activities worldwide with the aim of ensuring “harmonious co-existence and co-prosperity with people, society and the Earth.”

Promotion of Activities

Toyota Tsusho positions people (education), the Earth (environment) and society (welfare) as key themes in light of its Corporate Philosophy, and vigorously promotes social contribution activities around the world that contribute to the realization of a prosperous society. In terms of specific activities, we select and implement substantive and effective programs that strike a balance among the following three approaches

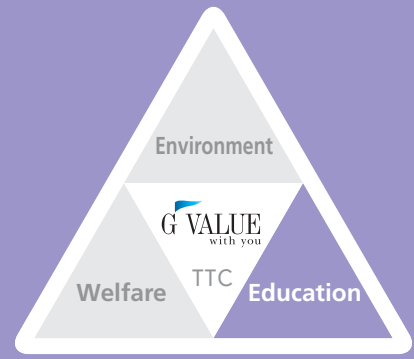
of “by company,” “by employee” and “by business activity.” Executive officers promote and support these programs, while the Company as a whole voluntarily executes activities in an autonomous manner aimed at realizing the creation of a prosperous society and fulfilling our social responsibilities.



Project Theme [Education]

Fostering a Spirit That Can Nurture Others

The children who will carry the future on their shoulders are our treasure. We provide support from every possible angle, through 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 Deliver Picture Books

Healing Volunteers Close at Hand Donating Picture Books to Children in Asia

Since 2007, Toyota Tsusho has taken part in the "Campaign to Deliver Picture Books" planned by the Shanti Volunteer Association (SVA). The campaign aims to improve the literacy rate among children by delivering Japanese picture books to children in Asian countries that come with stickers with translations printed in local languages. In fiscal 2010, 190 employees from Tokyo, Nagoya and Hiroshima took part in the campaign and donated 271 picture books to children in Cambodia and Afghanistan. The program was very popular with employees, who had fun along with the children. Many commented that the volunteer experience was "enjoyable" and "heart-warming."



Basketball Clinic



The Fighting Eagles, Toyota Tsusho's basketball team (member of Japan Basketball League 2), holds basketball clinics for elementary and junior high school students. In fiscal 2010, they coached a total of 1,030 children on 19 occasions. 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 (four times to date) that invites teams from the Tokai Region of Japan and collaborating in the annual "Nagoya, My Sports Festival."

International Exchange of Kazakhstani and Japanese Culture

Toyota Tsusho's Almaty Representative Office aims to promote the Japanese way of life to the people of Kazakhstan by visiting schools and fostering dialogue with young people (from junior high school to university students, etc.), who support the future of the country, and various academic professors.

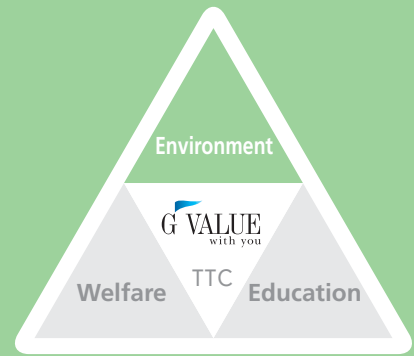
The idea of exchange extends beyond the people of Kazakhstan to include people from other parts of the world working there and their families with the aim of promoting Japanese culture. Japanese tend to socialize with each other, but since there are few in Almaty, it is a good opportunity to promote Japanese life and customs to people from different countries in addition to Kazakhstan, and for adults and children alike to gain an insight into the culture of Kazakhstan and other countries.



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.



Volunteer Activities in Support of the Mt. Fuji Reforestation Project

Reforestation Project Finally Underway Aiming to Create a Beautiful Forest



Since fiscal 2008, Toyota Tsusho has been taking part in the Mt. Fuji Forest reforestation project devised by OISCA-International in collaboration with Yamanashi Prefecture. We helped to plant trees for the first time in May 2009 following efforts to clear underbrush in fiscal 2009.

Around 100 employees and their families from Toyota Tsusho and affiliated companies in Tokyo, Nagoya, Osaka, Kariya and Toyota helped plant 1,000 saplings on the day. The work was carried out at the comfortable altitude of 1,600 meters in fine weather and provided a chance for participants to interact not only with each other but also with the local community.

Many reported they were glad to know the company they worked for was engaged in such activities and they thought it important to continue with programs such as these despite harsh global economic conditions. Toyota Tsusho will continue to take part in reforestation activities on Mt. Fuji.



Release of Sea Turtles in Thailand

Toyota Tsusho (Thailand) Co., Ltd. (TTTC) is committed to social contribution activities that mainly center on the environment and education. In fiscal 2010, TTTC donated to the Sea Turtle Conservation Center, which aims to protect the dwindling number of marine turtles. The company also provided support for the release of the turtles.

TTTC also continues to practice a wide range of activities related to the environment, such as coral reef conservation and mangrove tree planting, and to education, such as scholarships and donating supplies for children.



Wheelchair Twin Basketball

Promoting Concern for Welfare through Sports

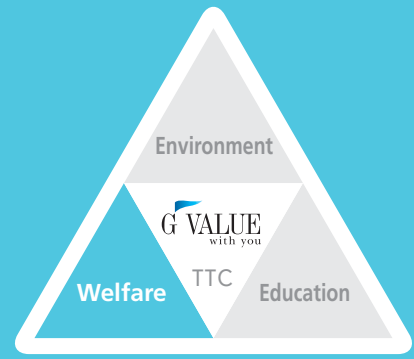
"Wheelchair Twin Basketball" is a team sport for people with the severe disability of quadriplegia. These competitions are extremely useful in maintaining and improving the physical strength and mental fortitude of people who have in the past tended to remain shut inside homes and facilities, and it 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 and other assistance. 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, with disabilities or economically disadvantaged. We must create a world in which everyone can live a comfortable life.

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



Support for Project to Supply Energy to Non-Electrified Regions

Supplying Electricity Using Biodiesel Fuel Project Backing Self-Reliance in Poor Areas of Benin, Africa

Since fiscal 2009, Toyota Tsusho has supported a project encouraging self-reliance in poor areas through micro-finance provided by the PlaNet Finance Japan's NPO. In fiscal 2010, we helped with a project to supply electricity to non-electrified areas of Benin in Africa. With this project, jatropha is cultivated and used as a biofuel to generate electricity in these areas. The project also provides a framework for micro-finance so that electricity users can launch small businesses and become financially independent. The aim is to have 200 small businesses established in the region in order to particularly improve the lives of women and children. Toyota Tsusho contributes part of the funds in order to provide training and technical guidance for the project.



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 of the cost of each lunch box (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.

TOYOTA TSUSHO CORPORATION CSR REPORT 2010

www.toyota-tsusho.com



Social Responsibility Report

Page 26 ■ Approach to Safety

Page 31 ■ Approach to Human Resources

Environmental Report

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Corporate Governance

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Approach to Safety



Message

Aiming to Establish a Culture of Safety

Safety assurance is fundamental to a company’s continued existence. Toyota Tsusho is undertaking efforts regarding safety management at workplaces as well as at operational companies and suppliers.

Although there were no major accidents in fiscal 2010, we renewed and reaffirmed safety awareness among all personnel and rebuilt the framework for safety management based on safety and emergency declarations issued in August 2008.

We work to boost safety awareness among all Toyota Tsusho Group employees. Measures include sharing information on accidents and disasters through the Safety Committee, holding Safety Conventions for “Zero Accident” Team members in each product division and convening occupational health and safety committee meetings with Group companies. At the same time, Toyota Tsusho is actively engaged in human resources development using Practical Safety Workshops and a safety education DVD, with the aim of training personnel to anticipate potential hazards.

In addition, Toyota Tsusho is building a safety management system by changing the mindset of management and developing facilities that exclude potential hazards based on plant safety diagnoses and risk assessments at production sites in Japan and overseas.

Further, we are working to guarantee safety when developing businesses by verifying safety management systems and methods for construction work and facilities when preparing new business project proposals.

Through these safety activities, we intend to create a corporate culture in which employees act voluntarily to ensure “Zero Workplace Accidents” and accident prevention in all Toyota Tsusho Group business operations.

We ask for your guidance and support in these efforts.



Takumi Shirai
 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

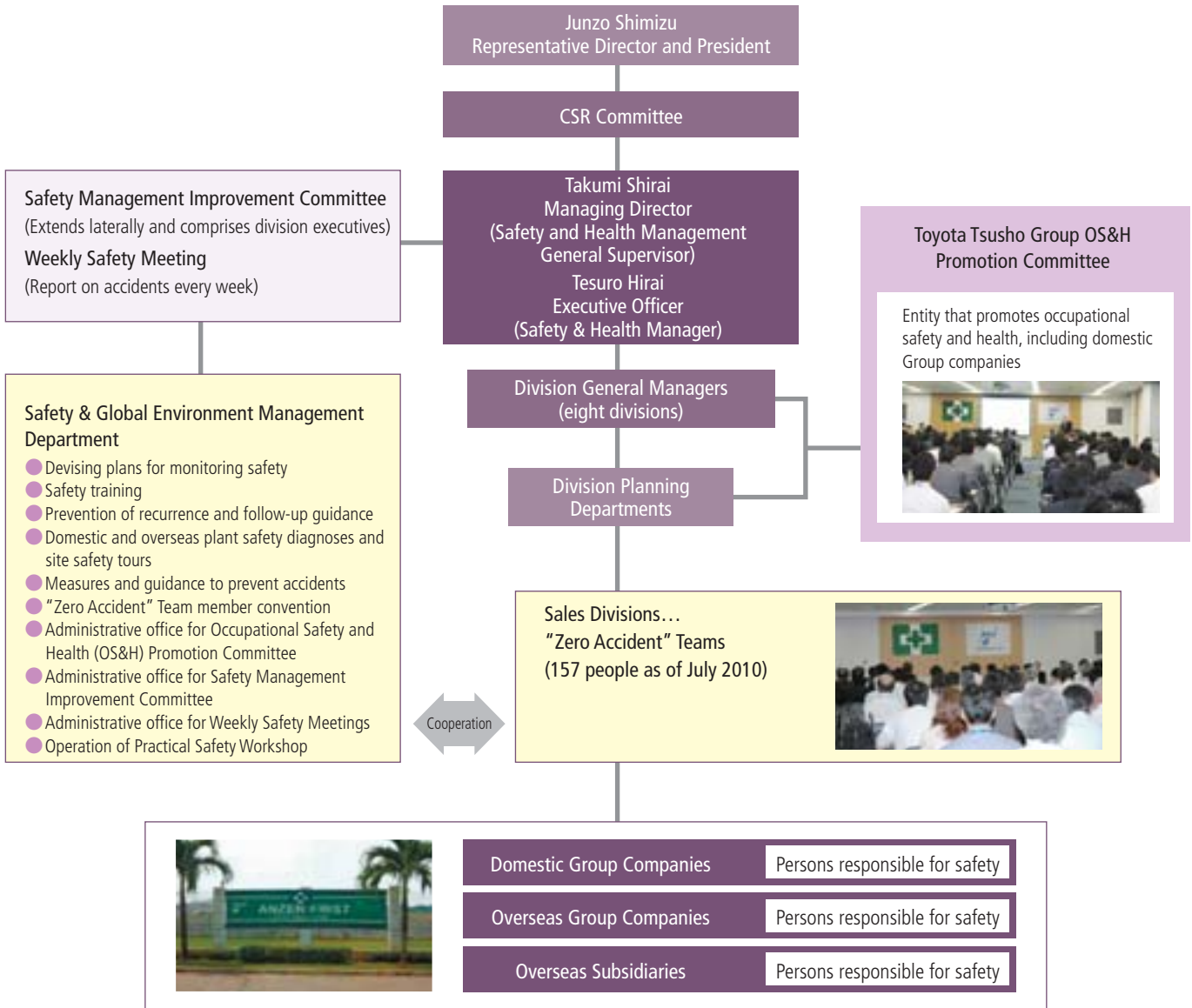
- 1 Recognizing that good communications are paramount for ensuring safety and health, top management places a high premium on dialogue with employees.
- 2 While strictly adhering to relevant safety and health laws and the internal workplace business rules and procedures of our customers, we have established 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.

July 1, 2005
 Junzo Shimizu, President



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 with oversight by top management from each business division.



"Zero Accident" Room

Displays activities related to safety management and educational content



Practical Safety Workshop

Experiencing hazardous situations firsthand



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 (Managing Director)
- Person managing overall safety and health (officer in charge of the Safety & Global Environment 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 Department
- General Managers of the related businesses
- General Manager of Safety & Global Environment 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 2010

① 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.

② Conducted risk assessments

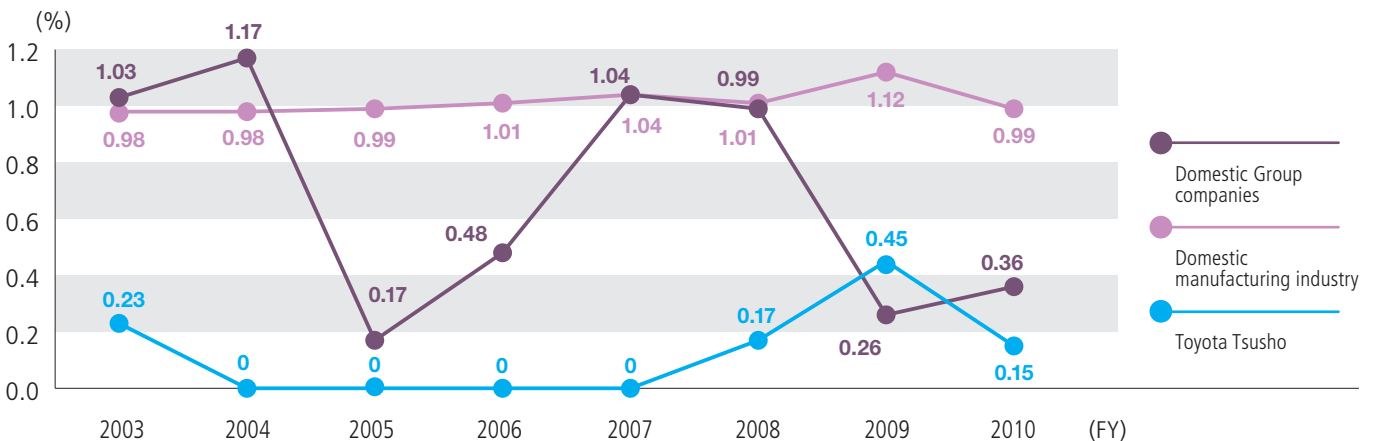
- Standardized risk assessment method
- Expanded standardized risk assessment method to domestic and overseas production sites.
- Implemented essential safety measures formulated based on the results of risk assessments.

③ Ensured appropriate directives regarding work operations and conducted meetings to raise risk awareness

- Ensured close liaison and coordination between relevant parties.
- Enhanced the capabilities of site management supervisors.
- Prepared a *Work Operations Procedures Manual* detailing the essential points of safety for foreseeable instances where it is necessary to take extraordinary measures.

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.



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



Activities for Safety Management

● Safety Management Initiatives at Group Companies Worldwide

Plant inspections, diagnoses and risk assessments are performed at Toyota Tsusho business sites around the world. Issues are identified and countermeasures implemented based on the results, thereby being proactive in ensuring safety.



● 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 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. Safety Conventions and workshops are held to encourage safety management practices and boost safety awareness.



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 Toyota Tsusho and its Group company employees but also for suppliers as well. We are working to improve knowledge of safety as a prerequisite for training upon appointment as a safety manager for "Zero Accident" Team members of respective product divisions. We are also continuing to train staff around the world on safety management during construction, manufacturing and delivery to make it relevant to different types of work environments.

In fiscal 2010, 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 in Japan and overseas to expand safety assurance activities on a global scale.

Practical Safety Workshops aim to deepen understanding of safety through experiencing hazardous situations in the workplace for employees of Toyota Tsusho and its Group companies.

■ 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	10
Specialist instructors for all Toyota Tsusho personnel responsible for work operations	12





Human Resources Development

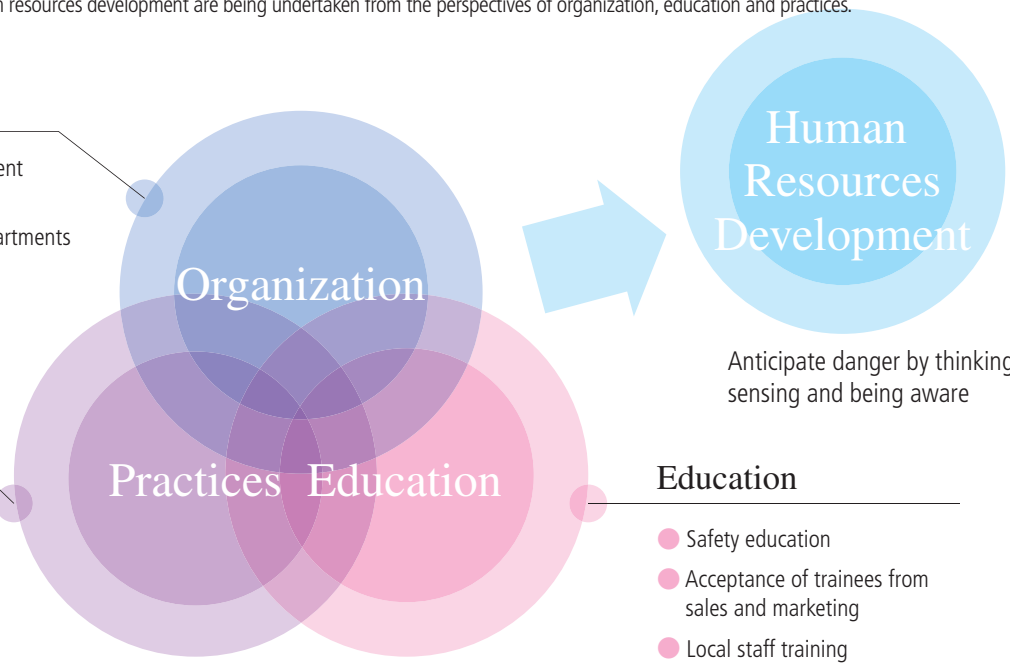
In order to create a culture of safety, we have positioned the education of human resources who can promote safety related activities at sites in Japan and overseas as a priority challenge. Efforts concerning human resources development are being undertaken from the perspectives of organization, education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

Organization

- Safety and Environment Management Department
- Operational headquarters and departments
- "Zero Accident" Team members

Practices

- Risk assessments
- Safety diagnoses in Japan and overseas
- Safety patrols

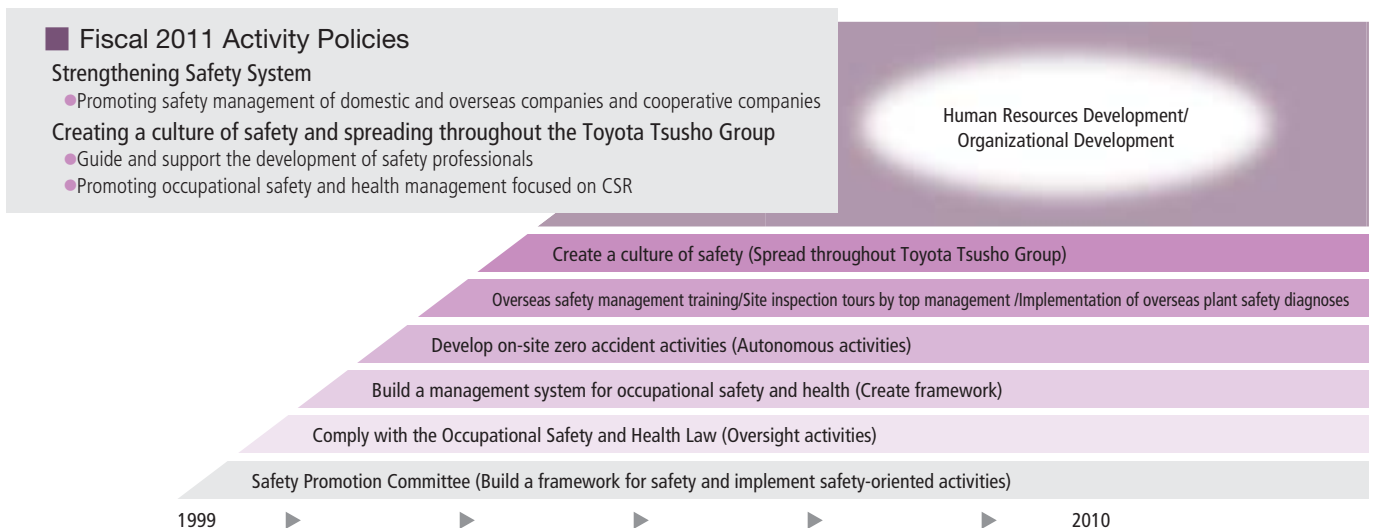
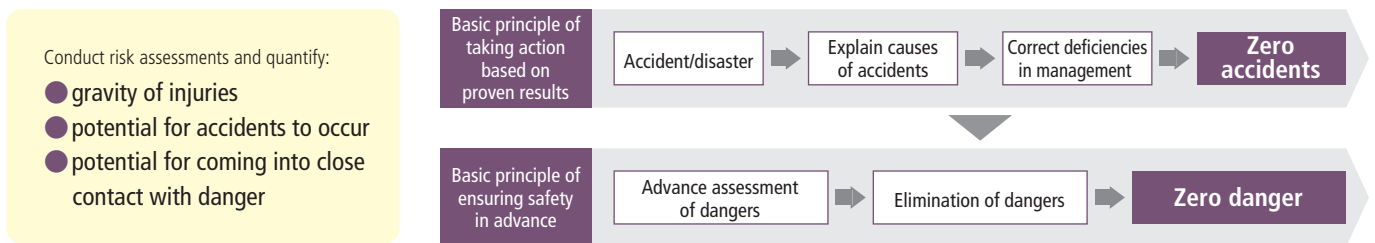


Education

- Safety education
- Acceptance of trainees from sales and marketing
- Local staff training

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 addition to training for new employees every year, we are expanding the scope to include affiliated companies as well.



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 2010

- Buenos Aires (Argentina)
- Saint Petersburg (Russia)
- Port Alegre (Brazil)
- Beijing (China)

Creating Value through Diverse Human Resources

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.

● Promoting Increased Roles for Women

In fiscal 2010, we continued to conduct integrated training across different ranks for administrative staff to promote increased roles for women as well as long-term practical career training spanning nine months. We are also participating in the Chubu Diversity Net* seminar held for various industries and working to create a network of female professionals that extends beyond our industry through activities that include cross-industry interchanges in Tokyo. Toyota Tsusho also encourages female employees to think about their own career path through training and various other means. These activities were honored this fiscal year with the excellence award accrediting enterprises that promote increased roles for women in Nagoya City.



*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 51 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.

● Measures to Support a Good Work-Life Balance

The number of people taking child-care leave is increasing due to enhancements to these as well as work-life support systems such as reduced work hours for employees with child-care responsibilities (total of 109 people up until fiscal 2010). Toyota Tsusho has also permitted males to take child-care leave since fiscal 2008 (total of four males up until fiscal 2010). We will continue encouraging men to take this leave. An event introducing the Company to employees' families entitled "Welcome to Toyota Tsusho" has been held since 2004. The fifth such event is planned for 2010. In this way, we will continue actively supporting such child-care initiatives.



The next generation accreditation mark "Kurumin" from the Ministry of Health, Labour and Welfare



Certification mark for companies supporting child rearing in Nagoya City



Certification mark for "Family Friendly Company" in Aichi Prefecture

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. In response to these circumstances, we are sharing our Corporate Philosophy, values and objectives on a global scale, developing personnel who can manage overseas business entities and establishing a personnel system that aims to create a motivating workplace for everyone.

As a first step, we are working to share VISION 2015 and The Toyota Tsusho Group Way, which outlines the values of the company, based on a fundamental stance of respecting diverse values among our employees around the world. We are also cultivating the awareness that each employee is a member of the Toyota Tsusho Group. We are working on unifying the components that make up our personnel system at key overseas business entities and are engaged in selective training of human resources. Specifically, we have conducted a selective training program called the Leadership Development Program (LDP) since 2007 for executive-level personnel, and are



Training of people in charge of Human Resources

working to secure and cultivate outstanding human resources worldwide, beginning with the development of personnel with superior management capabilities. Seminars have also been held for personnel at headquarters concerning different cultures, business management, compliance and other topics in an effort to better address the management of a growing number of overseas business entities.

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 stationed seven employees overseas to reinforce its network of people in charge of human resources in 24 main countries. Since 2005, six human resources managers from overseas subsidiaries have been sent to the main headquarters for a period of six months to a year to deepen mutual understanding.



LDP (Leadership Development Program) Seminar

Cooperation among Global Human Resources



China

We advance the creation of a better work environment through teamwork.

Yonghua Ling, Human Resources Supervisor,
Administrative Department,
Toyota Tsusho (Guangzhou) Co., Ltd.



Stepping outside of my normal work routine, I received training at the main headquarters in Japan for six months to learn about globally oriented personnel practices. The training helped me understand the importance of a personnel system that can be shared globally based on The Toyota Tsusho Group Way. I will do my best to reflect what I learned at my place of work. Each team in the Human Resources Department in

Japan shared a large volume of information and experiences with me that I can add to what I gained from my internship as part of the international human resources team. I am sure this experience and knowledge has given me the ability to identify potential challenges at work and formulate ways to make improvements.

After studying the personnel system of the main headquarters, I understand human resources better and realize how important it is to create an environment in which each person can fully exert their strengths and to place the right people in the right jobs. I am eager to continue undertaking a key role to fulfill this mission as a human resources supervisor. I was also fortunate enough to take part in the Christmas party and various company-wide events and group activities aside from work. I am extremely grateful to my colleagues for voluntarily planning and running these events, and to everyone for the support I received throughout the workplace.

Although I was only there for a few months, it gave me a profound insight into the value of teamwork at work and in life.

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

Message

Contribution to the Global Environment

The Toyota Tsusho Group consists of trading companies led by Toyota Tsusho. The driving force for growth as a production group is the spirit of manufacturing inherited from the Toyota Group, notably Toyota Motor Corporation. We have developed a unique business that understands manufacturing and that is differentiated from the competition. The environment is an essential component of manufacturing foundations. Our environmental initiatives help us fulfill our social responsibility by realizing (1) a recycling-oriented society, (2) a low-carbon society and (3) a society in harmony with nature while also contributing to growth for the Toyota Tsusho Group. Corporate efforts focus not only on minimizing environmental burden, such as reducing CO₂ and waste, but also cultivating business activities around the world that achieve the kind of society outlined above. We recognize this as the mission of the Toyota Tsusho Group.

Looking at simple examples of Group initiatives, first, to realize a recycling-oriented society, we have recycled metals (steel, aluminum, precious metals, etc.), automobiles, home appliances and different types of paper for many years. We are working to alleviate this social issue through recycling business in emerging countries such as China and recycling batteries from HV vehicles, a scarce resource, and mobile phones.

To realize a low-carbon society, we promote wind power generation business as a form of renewable energy around the world while marketing wind and solar power generation systems and solar thermal electric generation plants. We are also engaged in renewable energy independent power producer (IPP) business, recover biogas from wastewater treatment operations at starch factories and develop emission rights projects that include Clean Development Mechanisms (CDMs) in different parts of the world.

In efforts to achieve a society in harmony with nature, we work to prevent contamination and pollution by complying with all environmental laws and regulations, and conducting environmental risk management. In addition, we have just started participation in reforestation activities in Japan and overseas as well as in-house education through e-learning. The 10th Conference of the Parties (COP10) to the Convention on Biological Diversity was held in Nagoya City in October of this year. We viewed this as an opportunity to demonstrate our capabilities as a manufacturing enterprise to realize a society in harmony with nature.

One of my biggest jobs going forward is to continue with balanced efforts concerning these three initiatives. This entails further developing each concept and repeatedly communicating our stance to all Toyota Tsusho Group employees.

Takumi Shirai
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 the Toyota Tsusho Group

[1] Application of ISO 14001 Environmental Management System

Toyota Tsusho promotes the acquisition of ISO 14001 certification at its domestic and overseas Group companies from the perspective of global consolidated environmental management. We have created a framework for compliance with all environmental laws and regulations, and to realize zero environment-related complaints.

As of March 31, 2010, 220 Group companies, including 69 in Japan and 151 overseas, had attained ISO 14001 certification.

[2] Global Environmental Management

All Group companies in Japan and overseas use the same environmental management manual to ensure a uniform level of management across the board and realize the environmental policies of the Toyota Tsusho Group.

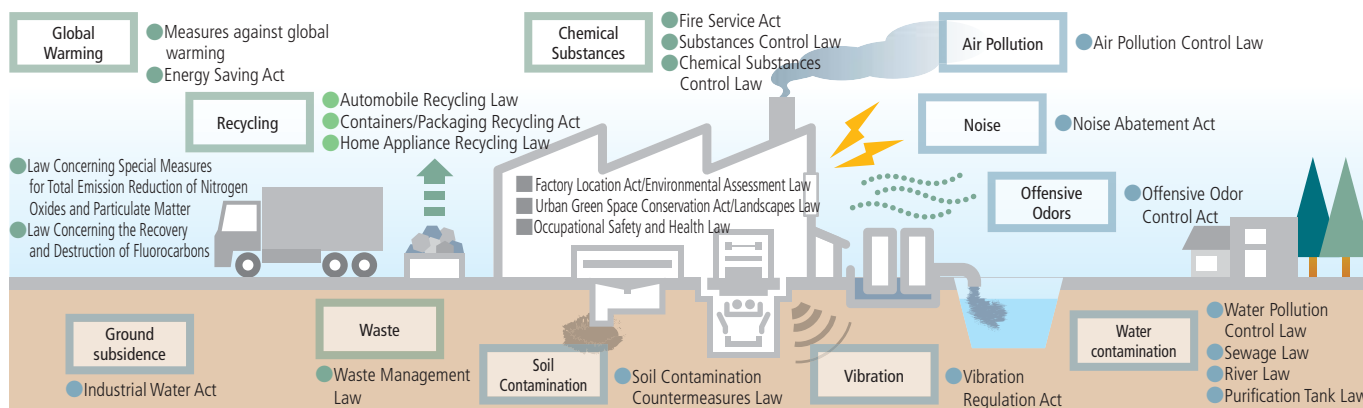
[3] Advance Environmental Evaluation of New Businesses

Toyota Tsusho evaluates environmental impact from the planning stage for new businesses for which it has management responsibility and implements necessary environmental measures. This helps ensure compliance with environmental laws and regulations and prevent environmental contamination.

[4] Emergency Response

In the event of an environmental emergency, Toyota Tsusho has established a system of swift initial response based on set procedures that include reporting the incident within 24 hours to the Global Environment Management Group of the Safety & Global Environment Management Department. Even for minor environmental accidents and "Hiyari-Hatto" (risk incidents), we 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

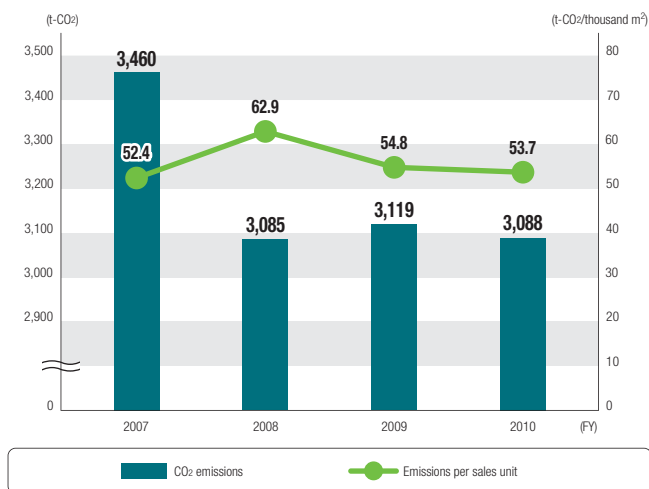
[2] Activities to Reduce Environmental Loads in the Office

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 CO₂ emissions every day.

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

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

Toyota Tsusho (by floor area)



Examples of Key Toyota Tsusho Initiatives

Energy	Electric power, Gas
Scope	Nagoya Head Office, Tokyo headquarters, Osaka headquarters and other 23 offices



Installation of louvers

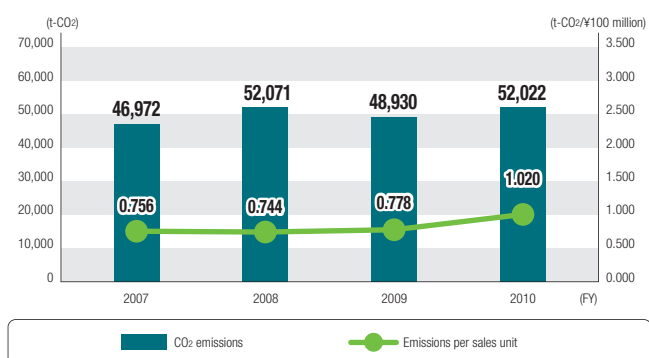


Installation of solar power generation system



[3] Activities to Reduce Environmental Loads in Manufacturing Process in the Toyota Tsusho Group

Toyota Tsusho Group Consolidated Basis (by sales)



Examples of Key Toyota Tsusho Initiatives

Reducing use of lighting	Installation of skylights
Stopping machines during non-operating times	Reduction of power consumption during non-operating times
Streamlining production	Integration of production

Number of Group Companies	
FY2007	70
FY2008	69
FY2009	66
FY2010	72



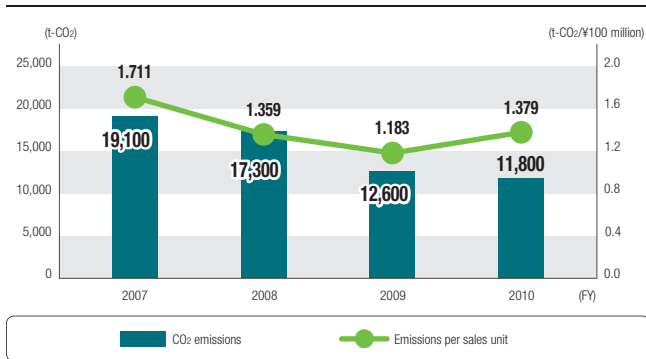
Skylights

[4] Activities to Reduce Environmental Loads in Logistics (Law concerning the Rational Use of Energy/Specified Consigners)

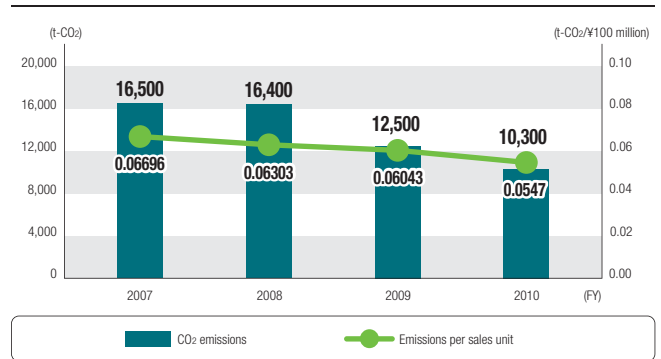
Examples of Key Toyota Tsusho Initiatives

Modal shift	Shift from truck to rail transportation
Reduce number of truck services	Deliver parts and assemble near customer to make finished product
Efficiency of "arterial" and "venous" logistics via shared transportation	Set up drop-off points near customers, 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

Toyota Tsusho

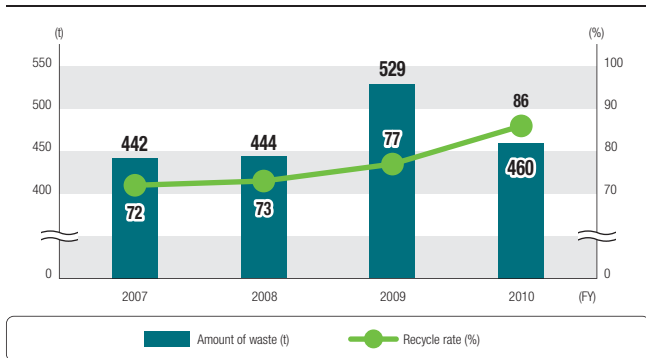


Toyota Steel Center



[5] Activities to Reduce Waste Generation and Recycle Resources

Toyota Tsusho



Compost raw waste processing machine (Nagoya headquarters)

[Scope] Nagoya Head Office, Tokyo Head Office

Note) Actual status of waste disposal and recycling was clarified and research on recycling rates was intensively carried out in fiscal 2010.

Activities as a Member of Toyota's Production Environment Committees

Toyota Tsusho plays a part in environmental preservation 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.



Poster promoting environmental awareness month

Key Environmental Initiatives of Toyota Tsusho

- Encourage cool business attire in summer (June to September): Set room temperature to 28°C
- Encourage warm business attire in winter (December to March): Set room temperature to 22°C
- Participate in "Light-Down Campaign" (June 21 and July 7 in 2009)
- Hold e-learning courses on "eco-verification," etc. (April~)
- Environmental awareness month (June) (1): Distribute and display posters related to environmental awareness month throughout Toyota Tsusho and every Group company (June)
- Environmental awareness month (June) (2): Run sustainable plant tours at the Tsutsumi Plant of Toyota Motor Corporation (June 30 in 2009)
- Hold first Toyota Tsusho Group "Environmental Awards" (five companies awarded) (November 27 in 2009)

e-learning

- [1] ISO 14001 (basic/regulations): Started April 2009
- [2] Eco-verification (Parts 1~17): Started June 2009
- [3] Biodiversity (Parts 1~5): Started December 2009
- [4] Number of persons taking courses

ISO 14001 (basic/regulations)	Eco-verification/Biodiversity
2,050	6,490



Sustainable plant tour at the Tsutsumi Plant of Toyota Motor Corporation



Notice encouraging employees to wear cool business attire in summer inside the elevator at the Nagoya headquarters



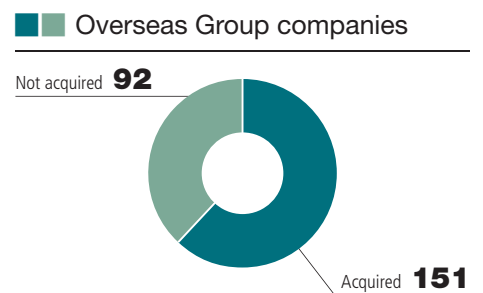
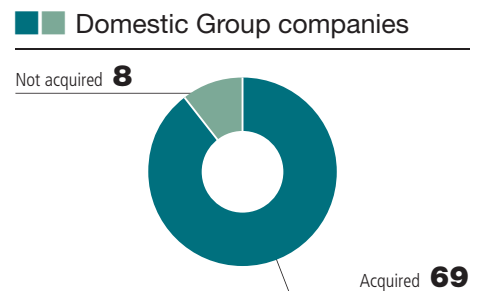
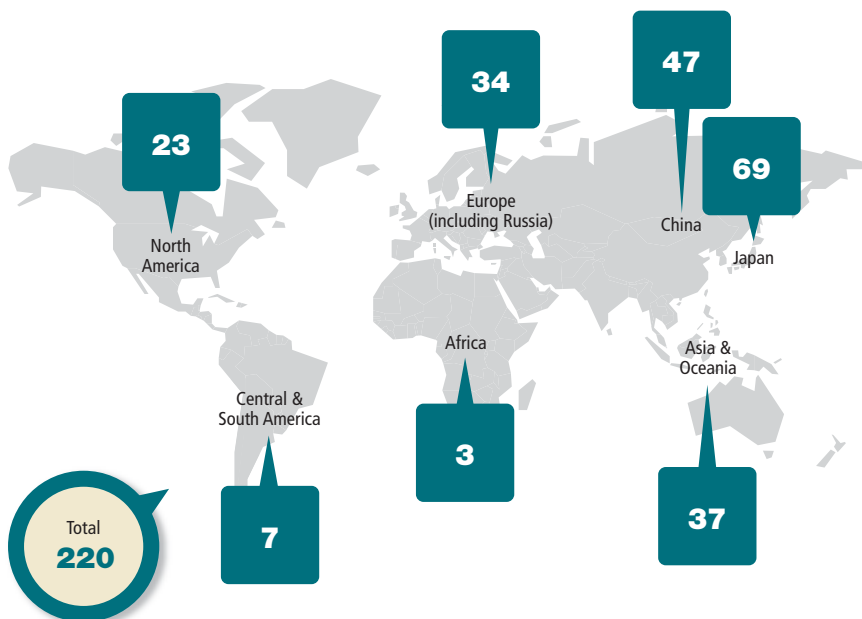
Notice encouraging employees to wear warm business attire in winter inside the elevator at the Nagoya headquarters



First Environmental Awards ceremony (five companies awarded)

ISO 14001 Certification at Toyota Tsusho Group Companies

As of March 31, 2010



Flow of ISO 14001 Activities in Toyota Tsusho Group

1 ISO seminars



- [1] Location/Period: Nagoya, Tokyo and Osaka between May 11~21 in 2009
- [2] Details:
1. Understanding important points of planning
 2. Introduction of examples of items pointed out previously
 3. Awareness of internal auditors
 4. Preparation of internal audit plans and check lists
 5. Internal audit simulation

[3] Number of participants:

Toyota Tsusho	Group Companies	Total
234	415	649

2 Internal auditors seminars



- [1] Location/Period: Nagoya, Tokyo between May 25~June 10 in 2009
- [2] Details:
1. Requirements of ISO 14001 internal audits
 2. Audit structure and roles and responsibilities of auditors
 3. Audit planning
 4. Identification of noncompliance and improvement items and reporting
 5. Audit simulation
 6. Modification, corrective measures, follow-up and evaluation of corrective measures

[3] Number of participants:

Nagoya	Tokyo	Total
40	20	60

3 Internal audits



- [1] Period: June 15~July 31 in 2009
- [2] Key details:
- 1) Progress of initiatives directed through management review
 1. CO₂ reduction plan, progress management, status of target achievement, etc.
 2. Comprehensive management systems of risks and laws and regulations
 3. Progress of initiatives for environmental business
 - 2) Confirmation of horizontal development of items pointed out in previous audits

[3] Scope of internal audits conducted:

Toyota Tsusho	Group Companies
90 departments	64

4 Third-party audits



- [1] Period: September 7~18 in 2009
- [2] Key details:
1. Unification of management system
 2. Target management
 3. Compliance, etc.

[3] Scope:

Toyota Tsusho	Group Companies
90 departments	64

5 Conference on the Global Environment



- [1] Date: Held in Nagoya on November 27, 2009 (Tokyo, Osaka and Hokkaido connected via video conference)
- [2] Details:
1. Activity report
 2. Audit summary update
 3. First Environmental Awards presentation ceremony (introduction of case examples of award-recipient companies)

[3] Number of participants:

Toyota Tsusho	Group Companies
24	76



- Toyota Tsusho supported the 10th Conference of the Parties (COP10) to the Convention on Biological Diversity held in Nagoya City, Aichi Prefecture, in October 2010 in its capacity as a local corporation.

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.

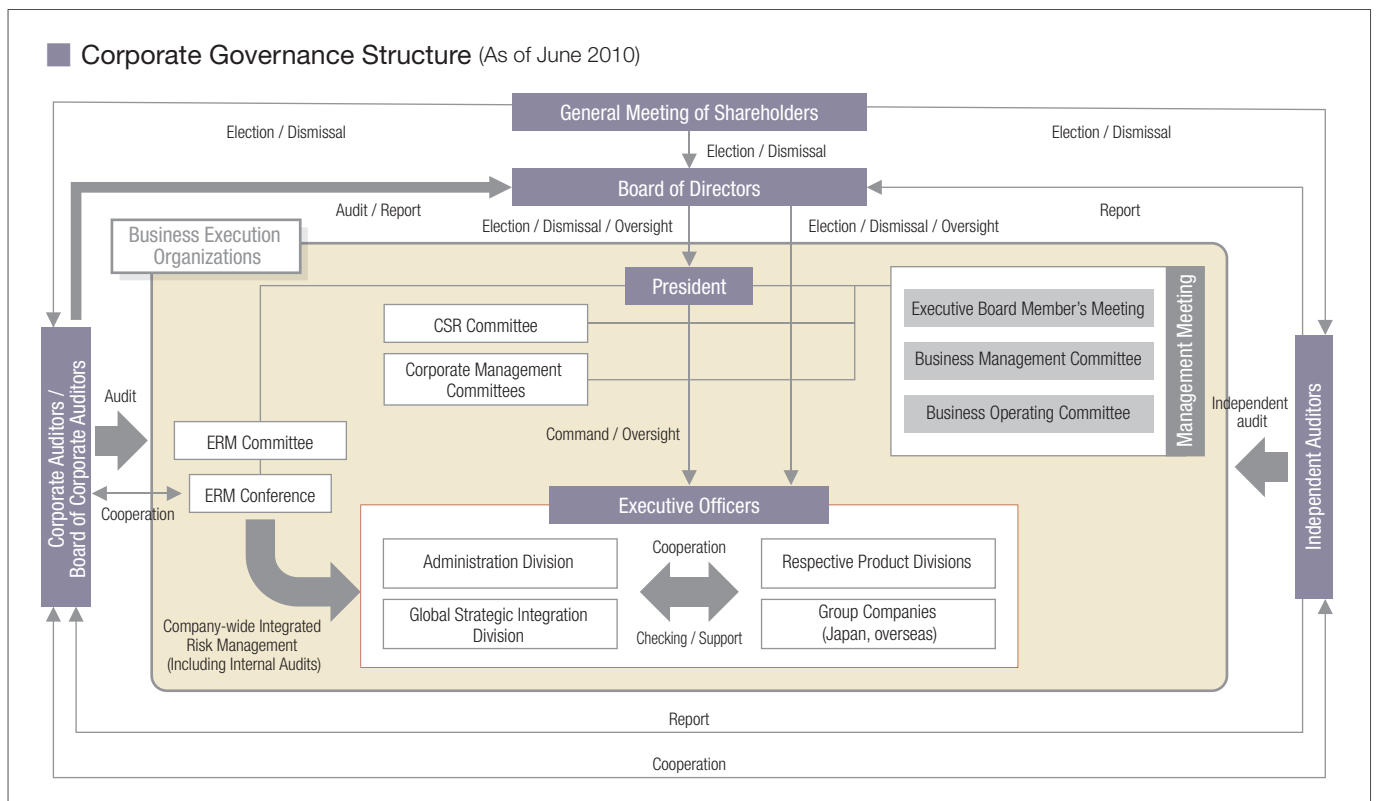
Corporate Governance Structure

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 5); 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

Toyota Tsusho has drafted "Document Regulations" and "Handling Protocols for Management and Storage of Documents" and implements other measures such as designating departments in charge of storage and the storage period. We are also dedicated to proper management of confidential information and have formulated "Regulations for Confidential Information and Personal Information."

● 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>

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.



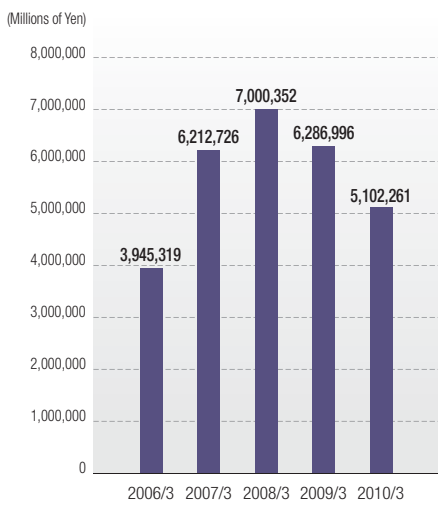
IR Presentations for Individual Investors

Toyota Tsusho is committed to disclosing information aimed at heightening the interest of investors in the organization. We participated in an institutional research seminar this fiscal year as well to provide individual investors an opportunity to learn more about our recent activities. On this occasion, after explaining such aspects as our management vision and long-term management plan, we were able to receive valuable opinions from a number of persons. We will continue to strive to improve briefing sessions based on such feedback.

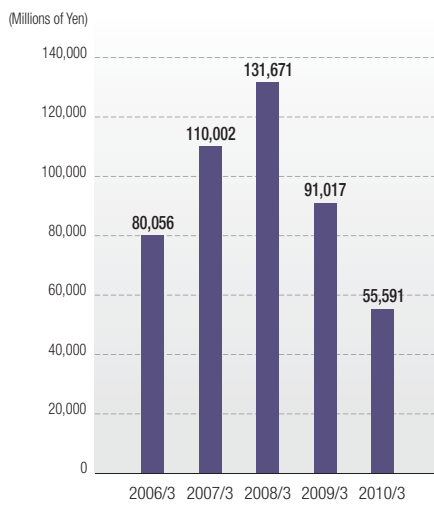


Financial Highlights (Years Ended March 31, 2010, 2009, 2008, 2007, 2006)

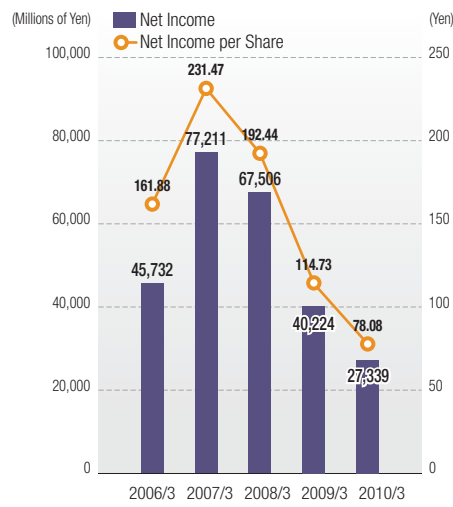
Net Sales



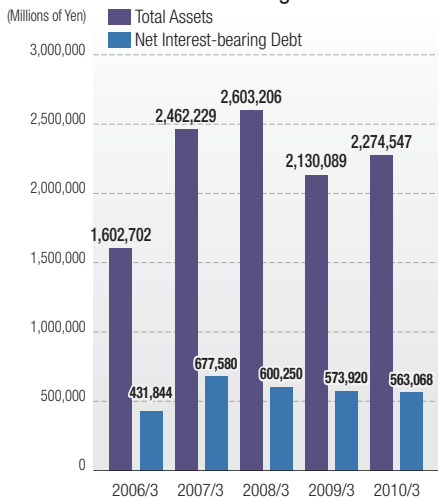
Operating Income



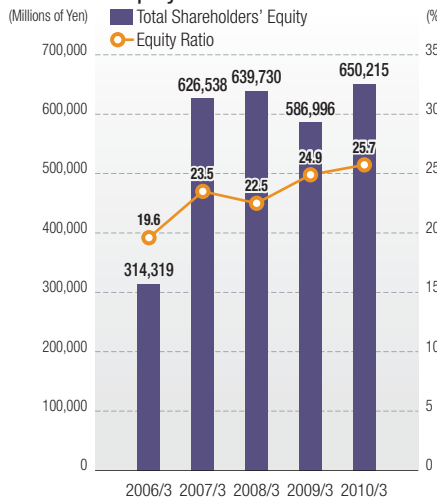
Net Income / Net Income per Share



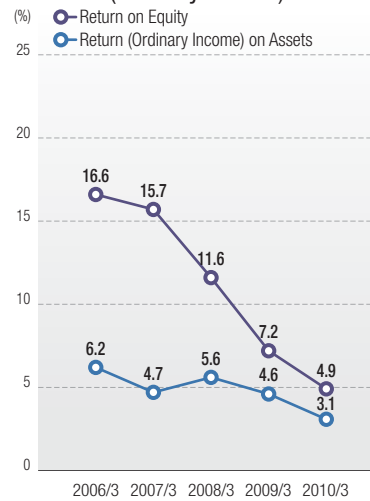
Total Assets / Net Interest-bearing Debt



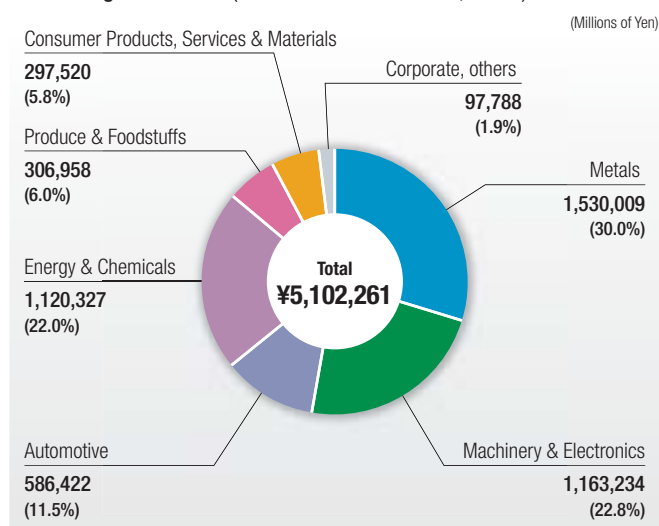
Total Shareholders' Equity / Equity Ratio



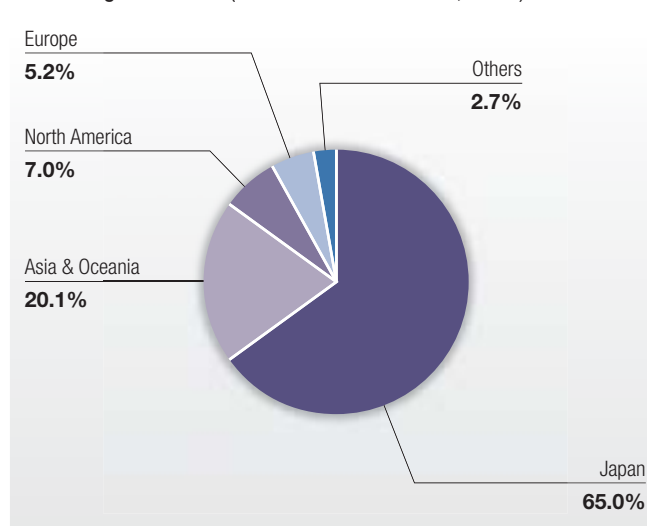
Return on Equity / Return (Ordinary Income) on Assets



Segment Sales (Years Ended March 31, 2010)



Regional Sales (Years Ended March 31, 2010)



Chronology of Toyota Tsusho Group's Activities

Environment-Related Activities

1970	July	Toyota Metal Scrap Co., Ltd. (presently Toyota Metal Co., Ltd.) established.			
1973	May	Toyota Chemical Engineering Co., Ltd. established.			
1980	April	Safety Management Office set up in Toyoda Branch.			
1985	November	First Toyotsu Safety and Health Cooperation Council convened.			
1992	October	Toyota Metal Co., Ltd. receives Minister of International Trade and Industry Award as a meritorious company in recycling.			
1994	March	Toyotsu Recycle Corporation established.			
	April	Company-wide activities to reduce paper copies implemented.			
1999	July	Environmental Policy formulated.			
	October	Environmental Team set up within the Corporate Planning Department.			
	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.			
	October	Toyota Tsusho commissioned by NEDO to carry out energy reduction survey business targeting two steel companies in Liaoning Province, China.			
	December	ISO 14001 certification obtained.			
2001	March	Global Environmental Team transferred within General Affairs Department.			
	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 ₂ emissions rights trading company.			
	September	Wind Tech Minami Towada Corporation established to engage in the wind power business.			
	October	Wind Tech Yokohama Corporation established to engage in the wind power business.			
		Name of Environmental Safety Promotion Office changed to Environmental Safety Promotion Department.			
	November	Toyota Tsusho and Toyota Automatic Loomworks, Ltd. jointly establish Eco Technology Inc. (U.S.) to manufacture and sell recycled soundproofing materials.			
2002	March	Ecoline Corporation established. Ene Vision Corporation established to engage in the sale and maintenance of cogeneration systems.			
	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.			
	May	Wind Alpha Co., Ltd. established to engage in the maintenance of wind power facilities.			
	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.			
	November	Wind Tech Bonotsu Corporation established to engage in wind power business.			
	December	First Environmental Report posted on website.			
		Sales of minus ion production device Ionvale (developed by Toyota Central R&D Labs, Inc.) commenced.			
		Involved in CDM project in Brazil, the first such Japanese government-certified CDM project.			
2003	January	Nagoya head office moved to current location (environmentally conscious building).			
	June	Participation in wind power pilot business in Tokyo; J-Wind TOKYO established jointly with J-POWER / Electric Power Development Co., Ltd. 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.			
	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.			
		Company for engaging in aluminum melting and ingot recycling business established in Indonesia.			
		Second Environmental Report posted on website.			
		Toyota Tsusho commissioned by NEDO to engage in solar energy surveys in Tonga.			
		Toyota Tsusho commissioned by GEC to engage in gas recovery and power generation surveys at landfill sites in Brazil.			
	November	MOU for emissions rights trading concluded with Russia's unified power company (Unified Energy System).			
		Company established in Poland to engage in aluminum melting and ingot recycling business.			
	December	J-Wind TAHARA established jointly with J-POWER / Electric Power Development Co., Ltd.			
		Investigation completed for renewal of ISO 14001 certification.			
2004	January	Toyotsu Recycle becomes wholly owned subsidiary.			
		Toyota Tsusho and Toyotsu Recycle advance into the ASR business along with the implementation of the Automobile Recycling Law.			
	April	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.			
	June	Toyota Tsusho commissioned by GEC to engage in surveys on modifications at the Khabarovsk power plant in Russia.			
	October	Green Metals Hokuriku Co., Ltd. established.			
		Development and sales of visible-light responsive photocatalyst for textiles commenced.			
2005	March	Supply of wind power electricity to 2005 World Exposition, Aichi, Japan commenced.			
	April	Kyushu Smelting Technology, Co., Ltd. established.			
	June	Participated in "Team Minus 6%."			
	July	Supply of GTL fuel to shuttle buses at Aichi Exposition, an international exposition, commenced.			
	November	T-ST Corporation established.			
2006	February	Investment made to carry out the biogas generation business (CDM) with Tokyo Electric Power Company, Inc. in Thailand.			
	June	New system for biomass developed together with Toyota Motor Corporation and Menicon Co., Ltd.			
	October	Toyotsu Paper Resource established as a comprehensive paper recycling business.			
2007	February	Joint venture production company established to promote the widespread use of DME fuel as a next-generation clean energy.			
	October	Greenhouse gas emission rights acquired from China.			
2008	January	New manufacturing process developed for bio biodiesel fuel.			
	February	New recycling system created for the uniform industry.			
	April	Hokkaido Smelting Technology Co., Ltd. established.			
	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	Registered Thai Biogas CDM Project as a UN registered project.			
	June	Invested in a company involved in research and sale of biofuel plant materials (jatropha).			
	July	Participated in core lithium ion battery project to promote solar power.			
2010	January	Participated in the Lithium Resource Development Project of Salar de Olaroz, Argentina.			
		Implemented capital increase in Eurus Energy Holdings.			

Social Contribution Activities

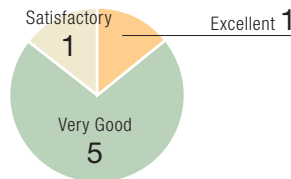
1973~	Christmas tree presented to Seien Tenshi En in Midori-ku, Nagoya. Presently donating shortcakes.	November	Contributed relief funds for damage from the northern Pakistan Earthquake. Participated in cleanup activities for Clean Osaka 2005.
1979~	Co-sponsoring of the Nagoya Philharmonic Orchestra	2006 March	Contributed relief funds for damage from a large-scale landslide on the Philippine island of Leyte.
1988~	Establishment and support for Toyota Tsusho International Scholarship Foundation Commencement of traffic safety promotion activities around area of Toyota Tsusho headquarters	June	Contributed relief funds for damage from the Java Indonesia Earthquake.
1993~	Support for the Nagoya Grampus Eight soccer team	2007 April July	Supported Japan Wheelchair Twin Basketball Federation Tournament. Conducted volunteer activity for delivery of picture books.
1997~	Donation made to Foundation for the Arts, Nagoya (Nagoya/Boston Museum of Fine Arts)	2008 May	Cleanup event held to commemorate the 70th anniversary of the completion of Midosuji. Contributed relief funds for damage from Great Sichuan Earthquake in China.
2002~	Staff of Toyoda and Kariya branches engage in cleanup activities of surrounding area of these branches.	June August	Contributed relief funds for damage from Iwate-Miyagi Inland Earthquake. Conducted clearing of undergrowth under Mt. Fuji (Toyotsu's forest) reforestation project.
2003~	Provide support for 2005 World Exposition (Aichi Exposition).	October	Conducted volunteer activity for delivery of picture books.
2004 August	Employees donate uniforms to Mongolia. P.T. Toyota Tsusho Indonesia provided scholarships to elementary school students from impoverished families.	2009 April	Supported Tokai Twin Basketball competitions. Held Toyota Tsusho and Aioi Insurance Cup.
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.	May September November	Conducted tree-planting activity for Mt. Fuji Forest reforestation project. Conducted the third voluntary activity for the delivery of picture books. Contributed relief funds for damage from Typhoon Ketsana in the Philippines. Contributed relief funds for damage from Sumatra earthquake in Indonesia.
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.	December	Contributed relief funds for damage from Samoa earthquake.
2005 January July September	Funds donated for victims of Indian Ocean Tsunami/Sumatra Earthquake. Co-sponsored Children's Environmental Summit 2005. Contributed relief funds for damage from Hurricane Katrina in the United States.	2010 January March	Contributed relief funds for damage from Haiti earthquake. Contributed relief funds for damage from Chili earthquake. Conducted the fourth voluntary activity for the delivery of picture books.

Opinions on and Impressions of CSR Report 2009 Based on Questionnaire (7 Respondents)

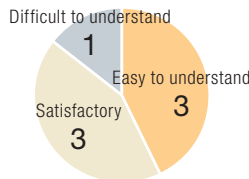
Respondent Perspectives (Multiple Response Possible)

Client	3
Consumer	2
Research and Analysis	1
Other	1

Assessment of Toyota Tsusho's CSR Activities



Content of Report



Structure and Composition of Report



Items of Interest in Report (Multiple Responses Possible)

• Message from President	1	• Special Feature (6) Consumer Products, Services & Materials Division	1	• Environmental Topics	1
• Toyota Tsusho Group Philosophy	3	• Social Contribution Activities	5	• Corporate Governance and Compliance	1
• Special Feature (3) Automotive Division	1	• Approach to Safety	1	• Chronology of Toyota Tsusho Group's Activities	1
• Special Feature (4) Produce & Foodstuffs Division	2	• Approach to the Environment	1		

(Total: 18 respondents)

Main Opinions and Suggestions

[Content that Should be Improved or Enhanced]

- Consider including external evaluation on CSR and opinion on activities.
- It would be convenient to be able to answer the questionnaire online.

[Ideas and Expectations for Toyota Tsusho's Activities]

- Strike a good balance between education, welfare and environmental activities, and enhance CSR section on the website.
- There are high expectations for initiatives in non-automotive divisions such as in the foodstuffs and medical fields.
- Continue supporting developing countries since Toyota Tsusho operates worldwide.

