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To Our Cherished Shareholders

Toyota Tsusho is always obliged to all of you for your continued kindness and encouragement.

For its financial results for the year ended March 31, 2019, the Toyota Tsusho Group recorded a gross profit of 638.4 billion yen and an operating profit of 215.1 billion yen. Also, its profit attributable to owners of the parent came to 132.6 billion yen, allowing us to set an earnings record for three consecutive years.

Regarding dividends, I look forward to announcing at our Ordinary General Meeting of Shareholders in June a year-end dividend of 50 yen per share. Including the previously paid interim dividend of 50 yen per share, dividends for the fiscal year ended March 31, 2019, will total 100 yen per share, an increase of 6 yen per share from the previous fiscal year.

Currently, with technological innovations such as AI and IoT advancing in an accelerated fashion in all industries, currents around the world are greatly shifting. Our company is promoting digitalization and globalization, and we intend to continue to pursue that which makes us Toyota Tsusho, with each of our employees viewing the various changes that face them as opportunities, and in the spirit of “Do not fear change. Enjoy it. Create it.”

I would like to express my deepest appreciation to our shareholders, who offer us their understanding and support, and I would like to request your continued support going forward.

Sincerely yours,

Ichiro Kashitani
President & CEO
June 2019

-Global Vision -for the Next 10 years established in 2016-

Our Global Vision sets the direction of the Toyota Tsusho Group's continued evolution as a true global company over the next 10 years. It sets forth guidelines to which our entire global workforce should aspire.

Global Vision — Ideal Image

For the next 10 years, the TTC Group will evoke our ideal as



Be the Right ONE

The Right ONE for you

The best assurance of safety, quality, and reliability — based on your needs (Genba)

The Right ONE for us

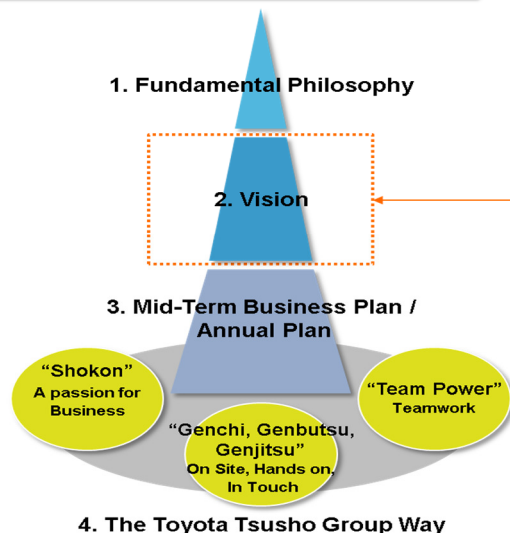
Maximization of individual capabilities, global networks and diversity to create synergistic strengths

The Right ONE for future

Unique insights and capabilities to explore new possibilities for future and sustainable society

The Toyota Tsusho Group's philosophy system

The Toyota Tsusho Group's Four-tier Conceptual Hierarchy



The Toyota Tsusho Group's philosophy system is comprised of four levels.

1. Fundamental Philosophy

Unchanging ideals that should be passed on to the future.

2. Vision

Guidelines and signposts that we should reach within 10 years as we continue pursuing and realizing our fundamental philosophy

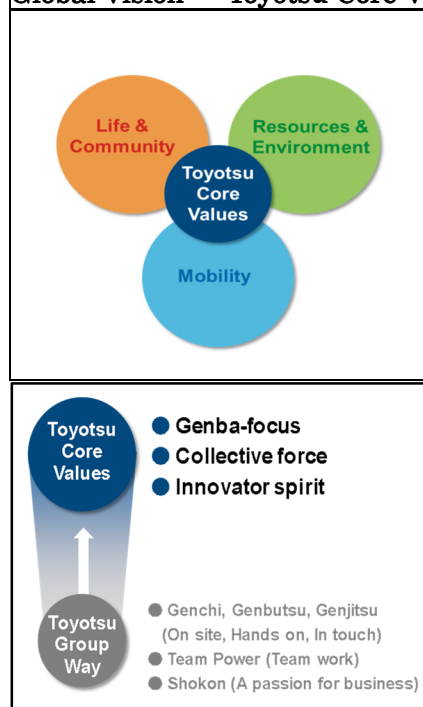
3. Mid-Term and Annual Plans

Strategies for business activities reflecting shifts in the business environment, consisting of policies, concrete action plans and numerical targets

4. The Toyota Tsusho Group Way

The bedrock principles that all Toyota Tsusho Group employees should share and the values that should be embodied in their actions to realize our fundamental philosophy and achieve our vision

Global Vision — Toyotsu Core Values



Under our Global Vision, we have made a more explicit commitment to emphasize the importance of an environmental consciousness, and our contributions to a convenient, comfortable, healthy and sustainable society.

Mobility

A focused field that contributes to future convenient society

Life & Community

A focused field that contributes to comfortable & healthy society

Resources & Environment

A focused field that contributes to sustainable society.

Update on recent initiatives embodying Toyotsu Core Values

**TTC concludes comprehensive port development contract in southern Angola
~Supporting Angolan economic revival and industrial diversification~**

In January 2019, the Company entered into a comprehensive Namibe Bay development agreement with the Republic of Angola's Ministry of Transport. The port development project will be the Company's first in Angola. The contract is valued at around 70 billion yen, a portion of which is slated to be co-financed by the Japan Bank for International Cooperation (JBIC) and private financial institutions (the private loans will be insured by Nippon Export and Investment Insurance). The project is scheduled to be completed within about three years of the contract's effective date.

Angola continues to rebuild its economy following a civil war waged from its independence in 1975 until 2002. Although economic growth has slowed in the wake of declines in crude oil prices, Angola has substantial economic potential by virtue of prolific oil production and mineable deposits of diamonds, marble and other minerals. Angola is currently Africa's second biggest oil producer after Nigeria, but it aims to diversify its industrial base to reduce its domestic economy's sensitivity to crude oil prices.

The Namibe Bay project will create jobs in Angola, contribute to economic invigoration and industrial diversification in southern Angola and increase Angola's potential to become a port of transit for inland countries' exports and imports. The Company will continue to play a proactive role in high-quality infrastructure exports promoted by the Japanese government while contributing to Angola's reconstruction and economic development and to growth in not only Angola but across Africa.

**Laos's first Toyota importer/dealer opened
~Aiming to further establish the Toyota brand in Laos~**

The Company established Toyota Laos Co., Ltd. (TLAO), the first Toyota vehicle importer/dealer in the Lao People's Democratic Republic (Laos), last year. TLAO commenced operations on September 1, 2018.

New vehicle demand in Laos has been holding steady since restrictions on used vehicle imports were imposed in 2012. With annual sales tracking in the vicinity of 10,000 vehicles, Toyota is the top-selling brand in Laos's new car market.

Toyota's sales network in Laos previously did not include a local importer/dealer. The Company launched TLAO as a Toyota importer/dealer in response to the Laotian auto market environment in recent years. TLAO will run locally rooted operations in close coordination with Toyota dealers.

Another Group subsidiary in the Laotian automotive sector is Toyota Tsusho Leasing (Lao) Co., Ltd., a sales finance company that has been in business since December 2016. It finances sales of Toyota vehicles.

Capitalizing on the Group's track record and the expertise it has amassed in automotive businesses and various businesses in Laos, TLAO will build sales and service operations befitting the Toyota brand, help to further establish the Toyota brand in Laos, and contribute to Laos's development through business.

Toward Sustainable Growth

CSR materiality (Key Issues)

The Toyota Tsusho Group has identified key CSR issues that we need to be aware of as we pursue the realization of our corporate philosophy and Global Vision to clarify those social issues that we need to focus on based on our management strategies and taking into consideration recent trends in international society.

In the process of identifying those issues, we engaged in repeated discussions while taking into consideration the opinions of management and other internal and external stakeholders.

The Group's CSR materiality are positioned as issues that demonstrate the Toyotsu Core Values in the three areas of the Global Vision and that we need to be aware of as we pursue "Be the Right ONE."

This will lead to awareness of the materialities by each employee, sustainable growth through their incorporation in business activities, and contribution to the resolution of social issues and achievement of the SDG's.

CSR Materiality for the Toyota Tsusho Group (Material Issues)



Business Report from April 1, 2018 to March 31, 2019

I. Outlook of Associated Companies

1. Progress and Achievement in Operation

In the fiscal year ended March 31, 2019, the overall global economy slowed, largely in response to European and Chinese economic slowdowns, even as the U.S. economy held firm.

The U.S. economy encountered headwinds, including a partial government shutdown and transient deterioration in consumer sentiment, but nonetheless continued to recover, buoyed by a Federal Reserve pivot to interest rate increases in addition to robust employment and income environments and growth in capital investment. The European economy slowed mildly, largely in response to a downshift in exports, softness in domestic demand and a UK economic slowdown. Additionally, the European economic outlook turned murkier, clouded in part by fraught Brexit negotiations between the UK and EU. The Chinese economy continued to slow in the wake of deterioration in consumer sentiment and stagnant infrastructure investment despite government efforts to bolster the economy with stimulus measures, including tax cuts and subsidies. China is in the midst of rebalancing its economy from investment-led to consumption-led growth while shifting its growth strategy from a quantitative to a qualitative focus. It also faces an uncertain economic outlook due to escalation of trade tensions between itself and the U.S. Emerging market economies underwent a mild slowdown, largely as a result of declines in exports and resource prices in response to China's economic slowdown.

Against such a backdrop, the Japanese economy continued to gradually recover, buoyed by improvement in the employment and income environments and various policy measures' stimulus effects, although exports and production exhibited weakness in certain sectors due largely to reduced Asian demand for Japanese exports amid the Chinese economic slowdown. Meanwhile, recession concerns intensified in response to an economic downshift triggered by trade tensions and sluggishness in the European, Chinese and other overseas economies.

The Toyota Tsusho Group's consolidated revenue for the fiscal year ended March 31, 2019, increased 271.7 billion yen (4.2%) year on year to 6,762.7 billion yen, largely as a result of growth in trading volumes related to auto production.

Amid such an environment, consolidated operating profit increased 32.5 billion yen (17.8%) year on year to 215.1 billion yen, boosted by gross profit growth and improvement in other income (expenses), which offset increases in selling, general and administrative expenses. Consolidated profit for the year (attributable to owners of the parent) increased 2.4 billion yen (1.8%) year on year to 132.6 billion yen, largely as a result of operating profit growth, which offset the effects of one-time gains/losses in the Chemicals & Electronics Division and the Machinery, Energy & Project Division.

Segment Information

Profit (loss) attributable to owners of the parent by Segment

(Unit: Billions of yen)

(Rounded down to the nearest billion yen)

	FY2018		FY2017		Year-on-year change	
	Amount	Composition Ratio (%)	Amount	Composition Ratio (%)	Amount	Composition Ratio (%)
Metals	35.3	26.6	27.8	21.4	7.5	26.6
Global Parts & Logistics	23.7	17.9	22.8	17.6	0.9	4.0
Automotive	22.7	17.2	18.3	14.1	4.4	24.2
Machinery, Energy & Project	18.7	14.2	32.0	24.6	(13.3)	(41.4)
Chemicals & Electronics	18.4	13.9	29.0	22.3	(10.6)	(36.6)

Food & Consumer Products	1.7	1.3	2.3	1.8	(0.6)	(26.4)
Africa	10.1	7.6	(3.2)	(2.5)	13.3	-
Others	1.6	1.3	0.9	0.7	0.7	77.7
Total	132.6	100.0	130.2	100.0	2.4	1.8

Note: 1. Effective from its FY2017, the Company is preparing its consolidated financial statements in conformity with International Financial Reporting Standards (IFRS) pursuant to Article 120(1) of the Companies Act's Regulations for Corporate Accounting.

Metals

The Group acquired an equity stake in FUKUTA ELEC. & MACH. CO., LTD., a Taiwanese automotive motor manufacturer, in March 2019 to gain entry into the EV motor manufacturing business.

Profit for the year (attributable to owners of the parent) increased 7.5 billion yen (26.6%) year on year to 35.3 billion yen, largely as a result of higher metal prices, demand growth, and non-recurrence of a year-earlier one-time loss.

Global Parts & Logistics

The Group acquired an equity stake in Kyusyu Nanotec Optics Co., Ltd., through a February 2019 third-party share allotment with the aim of utilizing high-performance liquid crystal light control film for next-generation mobility applications.

Profit for the year (attributable to owners of the parent) increased 0.9 billion yen (4.0%) year on year to 23.7 billion yen, driven largely by growth in auto parts trading volumes.

Automotive

The Group established Toyota Laos Co., Ltd., the first Toyota importer/distributor in Laos, to further establish the Toyota brand in Laos and contribute to Laotian economic development. Toyota Laos began importing and wholesaling Toyota vehicles from January 2019.

Profit for the year (attributable to owners of the parent) increased 4.4 billion yen (24.2%) year on year to 22.7 billion yen, boosted mainly by growth in overseas auto dealerships' sales volumes.

Machinery, Energy & Projects

The Machinery, Energy & Projects Division, together with the Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development etc., agreed in January 2019 to jointly acquire an equity stake in THILAWA MULTIPURPOSE INTERNATIONAL TERMINAL CO., LTD., a port terminal operator in Myanmar, to enter the port terminal operation business in the country.

Profit for the year (attributable to owners of the parent) decreased 13.3 billion yen (41.4%) year on year to 18.7 billion yen, largely as a result of accrual of an allowance for doubtful accounts in the energy business, deterioration in returns from investments accounted for using the equity method in the electric power business, and nonrecurrence of a year-earlier one-time gain.

Chemicals & Electronics

The Group, Toyota Motor Corporation, and Denso Corporation jointly acquired an equity stake in Airbiquity Inc., a U.S. developer of OTA (over the air) reprogramming systems, through a February 2019 third-party share allotment with the aim of collaborating with Airbiquity in developing and commercializing OTA reprogramming systems for control software installed in next-generation connected vehicles.

Profit for the year (attributable to owners of the parent) decreased 10.6 billion yen (36.6%) year on year to 18.4 billion yen, largely as a result of non-recurrence of a year-earlier gain on partial divestment of equity holdings in a subsidiary.

Food & Consumer Services

Toyota Tsusho All Life Corporation opened its second AViC THE PHYSIO STUDIO location, in Nihonbashi, Tokyo, in February 2019. AViC THE PHYSIO STUDIO is a rehabilitation facility that provides customized treatment programs for privately paying patients.

Profit for the year (attributable to owners of the parent) decreased 0.6 billion yen (26.4%) year on year to 1.7 billion yen, largely as a result of deterioration in returns from investments accounted for using the equity method in the food business.

Africa

The Group entered into a comprehensive Namibe Bay development agreement with the Angolan Ministry of Transport in January 2019 to support economic revitalization and industrial diversification in the Republic of Angola.

Profit for the year (attributable to owners of the parent) was 10.1 billion yen, a 13.3 billion yen year-on-year improvement due largely to non-recurrence of a year-earlier one-time loss.

(2) Financing

The Company raises debt financing from various sources including loans from financial institutions and issuance of both commercial paper and bonds in accord with a basic policy of tailoring financing to assets' attributes. In doing so, the Company takes into account interest rate risk and refinancing risk while endeavoring to maintain adequate liquidity and financial stability.

In the fiscal year ended March 31, 2019, the Company issued 10 billion yen of bonds in the form of its 27th issues of unsecured domestic straight bonds, and 500 million US dollar of bonds in the form of its 1st issues of denominated in foreign currencies .

To ensure access to funding even in the event of financial market turmoil or other unforeseen circumstances, the Company has arranged multiple credit facilities with major domestic and foreign banks such as 50 billion yen equivalent multicurrency revolving credit facility as of March 31, 2019. None of those facilities were drawn at March 31, 2019.

Some consolidated subsidiaries have arranged committed lines of credit with financial institutions to ensure immediate availability and stability of funding. The subsidiaries' undrawn credit lines at March 31, 2019 were as follows.

Total committed credit lines: 250 million euro

Drawn balances: 180 million euro

Undrawn balances: 70 million euro

(3) Capital investment

The Company and its consolidated subsidiaries invested a total of 88,737 million yen in property plant and equipment, mainly wind power generation facilities, and in car sales facilities in the fiscal year ended March 2019.

2. Management Priorities

The Toyota Tsusho Group will pursue the following priorities with the aim of realizing its Global Vision.

In the Mobility field, the Group will expand transactions with both external and intra-Toyota Group customers along multiple axes, including region, partner, and function (e.g., logistics, assembly) axes. The Group will also focus on building businesses that will help realize a highly convenient society in the future, including the Next Mobility business as exemplified by autonomous driving technologies.

In the Life & Community field, the Group will focus on businesses that contribute to realizing a comfortable and healthy society, including medical and consumer goods businesses. In the Resources & Environment field, the Group will place priority on businesses that contribute to realization of a sustainable society, including renewable energy and lithium resources mining project.

Under its Africa Strategy, a particularly key priority in terms of attaining its Mid-term Business Plan's targets, the Group will expand automotive, pharmaceutical, retail, and other businesses throughout Africa, with

CFAO SAS functioning as a regional headquarters. Additionally, having been transferred all Toyota Motor Corporation's sales and marketing operations for Africa in January 2019, the Group aims to provide better products and services to customers in Africa through further expansion of its market share. Meanwhile, the Group will expedite implementation of its Next Mobility Strategy, mainly in Japan, North America, Europe and China, while building alliances and augmenting its functions in CASE* domains. Under its Renewable Energy Strategy, the Group will further contribute to realization of a low-carbon society by stably supplying low-cost renewable power such as wind, solar and hydroelectric through expanding its business mainly led by Eurus Energy Holdings Corporation, Japan's largest wind power producer.

In doing all of the above, the Group will accelerate its growth by committing itself to digitalization and globalization. It will also endeavor to strengthen its management systems to appropriately allocate management resources and reliably capture investment returns. To remain financially sound, the Group intends to continue to manage its operations with a focus on its ROE, which is highly correlated with cost of shareholders' equity; net debt/equity ratio, a measure of financial stability; and cash flows.

We sincerely hope that our shareholders will continue to extend their patronage and support to us.

*An acronym for Connected, Autonomous, Shared&Services, Electric

3. Consolidated Financial Summary

(1) Japanese Accounting Standards(JGAAP)

(Yen in millions unless otherwise stated)

	FY 2015	FY 2016	FY2017	FY2018
Net Sales	8,170,237	7,919,663	-	-
Ordinary income	128,095	158,279	-	-
Profit(loss) attributable to owners of the parent	(43,714)	102,597	-	-
Earnings per share attributable to owners of the parent(yen)	(124.26)	291.56	-	-
Total Assets	3,952,100	4,096,843	-	-
Total Net assets	1,055,777	1,151,969	-	-

(2) International Financial Reporting Standards (IFRS)

(Yen in millions unless otherwise stated)

	FY 2015	FY 2016	FY2017	FY2018
Total Revenue	6,246,103	5,797,362	6,491,035	6,762,702
Profit before income taxes	76,769	140,895	209,749	229,193
Profit for the year attributable to Owners of the parent	(19,280)	107,903	130,228	132,622
Earnings per share attributable to owners of the parent(yen)	(54.80)	306.64	370.08	376.89
Total Assets	4,053,391	4,212,064	4,310,043	4,441,464
Total equity attributable to owners of the parent	946,658	1,050,619	1,174,718	1,195,826

Note: Effective from its FY2017, the Company is preparing its consolidated financial statements in conformity with International Financial Reporting Standards (IFRS) pursuant to Article 120(1) of the Companies Act's Regulations for Corporate Accounting. For reference, financial data for the 96th fiscal years are likewise presented on an IFRS basis.

4. Major Subsidiaries and Affiliated Companies

(1) Major consolidated subsidiaries

Company Name	Capital stock	Voting Rights	Main Business
Toyota Steel Center Co., Ltd.	1,500 Million Yen	90.0%	Processing and warehousing of steel sheets
Toyotsu Material Incorporated	500 Million Yen	100.0	Sales of nonferrous metal products, nonferrous scrap and iron scrap
Toyotsu Tekkou Hanbai Corporation	310 Million Yen	100.0	Import and export of steel products and Sales
Eurus Energy Holdings Corporation	18,199 Million Yen	60.0	Operation and management of wind /solar power generation projects worldwide
Toyotsu Machinery Corporation	325 Million Yen	100.0	Manufacture, sales, and maintenance of mechanical equipment
Toyotsu Energy Corporation	310 Million Yen	100.0	Sales of liquefied petroleum gas (LPG) and other substances
NEXTY Electronics Corporation	5,284 Million Yen	100.0	Marketing and sales of semiconductors, integrated circuits, electronic components, and computer-related equipment
Elematec Corporation	2,142 Million Yen	58.6	Sales, import / export, and processing of electrical materials, electronic components, optical parts, and materials
Tomen Devices Corporation	2,054 Million Yen	50.1 ※	Sales of semiconductors and electronic components
Toyotsu Chemiplas Corporation	670 Million Yen	100.0	Domestic sales, import / export, and third-company transactions involving chemicals, compound resins, and other items
Toyota Tsusho Foods Corporation	370 Million Yen	100.0	Export and import of agricultural and food products and sales
Toyota Tsusho Insurance Partners Corporation	10 Million Yen	100.0	Insurance agencies and insurance services
TT AUTOMOTIVE STEEL(THAILAND)CO.,LTD.	700,000 Thousand THB	100.0 ※	Processing and warehousing of steel sheets
Toyota Tsusho South Pacific Holdings Pty. Ltd.	74,865 Thousand AUD	100.0	Holding company
Business Car Co., Ltd.	700,826 Thousand RUB	92.0	Retail of vehicles and spare parts and after-sales service
Toyota Tsusho Petroleum Pte.	2,000	100.0	Sales of bunker oil and

Ltd.	Thousand SGD		petroleum products
CFAO SAS	12,198 Thousand EUR	100.0	Retail of vehicle and pharmaceutical Wholesale
Toyota Tsusho America, Inc.	90,000 Thousand USD	100.0	Trade business and wholesale trade
Toyota Tsusho Europe S.A.	19,657 Thousand EUR	100.0	//
Toyota Tsusho(Thailand) Co., Ltd.	60,000 Thousand THB	49.0	//
Toyota Tsusho Asia Pacific Pte. Ltd.	2,000 Thousand SGD	100.0	//
PT Toyota Tsusho Indonesia	3,350 Thousand USD	100.0	//
Toyota Tsusho(Shanghai) Co., Ltd.	33,178 Thousand RMB	100.0※	//
Toyota Tsusho(Guangzhou) Co., Ltd.	9,934 Thousand RMB	100.0※	//
Toyota Tsusho(Tianjin) Co., Ltd.	16,557 Thousand RMB	100.0※	//

Note: ※Indicates that the ownership interest includes such ratio of the subsidiaries.

(2) Other material matters

Toyota Motor Corporation (capital stock: 635,401 million yen) owns 21.8% of the Company's voting stock. Toyota Motor Corporation's consolidated subsidiaries own an additional 0.3% of the Company's voting stock. Sales to Toyota Motor Corporation account for 7.9% of the Company's total net sales.

5. Major Businesses

The Toyota Tsusho Group comprises 968 subsidiaries and affiliates in addition to the Company, a trading company. With the Company as its nucleus, the Group engages in a wide range of domestic and overseas trading businesses, including Metals; Global Parts & Logistics; Automotive; Machinery, Energy & Projects; Chemicals & Electronics; Food & Consumer Services. Additionally, the Group also operates a broad range of businesses that manufacture, assemble and/or sell products, business investments and/or provide services. The Group's main products and businesses are listed above under.

1. Progress and Achievement in Operation (1) Overview of Operations

6. Office Network of the Toyota Tsusho Corporation Group

(1) Toyota Tsusho Corporation

Domestic	Head Office	9-8, Meieki 4-chome, Nakamura-ku, Nagoya 450-8575, Japan
	Tokyo Head Office	3-13, Konan 2-chome, Minato-ku, Tokyo 108-8208, Japan
Overseas	Branches	Osaka, Hamamatsu, Toyota, Hokkaido, Tohoku, Niigata, Hokuriku, Hiroshima, Kyushu
		Notes: In addition to above, there are one sub-branch, three offices.
	Branches Representative Office	Manila(Philippines), Baghdad(Iraq) 19 Offices, including Yangon (Myanmar), Cairo(Egypt)

(2) Consolidated Subsidiaries

Domestic	118 Companies, including Toyota Steel Center Co., Ltd. (Aichi), NEXTY Electronics Corporation (Tokyo), Elematec Corporation (Tokyo), Tomen Devices Corporation (Tokyo)
Overseas	619 Companies, including Toyota Tsusho America, Inc. (U.S.A.), Toyota Tsusho Europe

7. Number of Employees

58,565 (Increase from end of FY 2017 1,738)

Notes: Number of employees is the number of persons in employment (excludes individuals seconded from the Toyota Tsusho Group to outside the Group, but includes individuals seconded to the Toyota Tsusho Group from outside the Group.)

8. Major Lenders

Name of lenders	Outstanding Loans (Million yen)
MUFG Bank, Ltd.	424,225
Sumitomo Mitsui Banking Corporation	130,489
Mizuho Bank, Ltd.	87,400

II Status of Company

1. Status of Shares (As of March 31,2019)

- (1)Number of shares authorized for issuance 1,000,000,000 shares
 (2)Shares of common stock issued 352,100,797 shares (Except treasury stocks 1,955,719 shares)
 (3)Numbers of shareholders 39,006
 (4)Principal Shareholders(TOP10)

Name of Shareholders	Number of shares (Thousands shares)	Percentage of Shareholding(%)
TOYOTA MOTOR CORPORATION	76,368	21.69
TOYOTA INDUSTRIES CORPORATION	39,365	11.18
The Master Trust Bank of Japan, Ltd. (Trust Account)	32,955	9.36
Japan Trustee Services Bank, Ltd. (Trust Account)	15,156	4.30
MUFG Bank, Ltd.	8,098	2.30
Japan Trustee Services Bank,Ltd. (Trust Account 5)	4,311	1.22
Sumitomo Mitsui Banking Corporation	4,249	1.21
Mitsui Sumitomo Insurance Company, Limited	4,200	1.19
Nippon Life Insurance Company	3,522	1.00
JPMorgan Chase Bank(385151)	3,476	0.99

Note: The percentage of shareholding is computed excluding 1,955,719 shares of treasury stock

2. Matters relating to company officers

(1) Status of directors and Audit & Supervisory Board members

Name	Position in the company
Jun Karube	* Chairman of the Board
Ichiro Kashitani	*Member of the Board, President & Chief Executive Officer
Kuniaki Yamagiwa	*Member of the Board, Executive Vice President
Soichiro Matsudaira	*Member of the Board, Executive Vice President
Yuichi Oi	*Member of the Board, Executive Vice President
Yasuhiro Nagai	Member of the Board, Managing Executive Officer
Hiroshi Tominaga	Member of the Board, Managing Executive Officer
Hideyuki Iwamoto	Member of the Board, Managing Executive Officer
Yoriko Kawaguchi	Member of the Board
Kumi Fujisawa	Member of the Board
Kunihito Koumoto	Member of the Board
Didier Leroy	Member of the Board
Yasushi Shiozaki	Audit & Supervisory Board member (Full-Time)
Kazuo Yuhara	Audit & Supervisory Board member (Full-Time)
Shuhei Toyoda	Audit & Supervisory Board member
Kazunori Tajima	Audit & Supervisory Board member

Yuichiro Kuwano	Audit & Supervisory Board member
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Notes:

1. An asterisk designates a representative director.
2. Members of the board Messrs. Yoriko Kawaguchi, Kumi Fujisawa, Kunihiro Koumoto, and Didier Leroy are outside directors as stipulated in Article 2, Paragraph 15 of the Companies Act. Further, the Company has designated Yoriko Kawaguchi, Kumi Fujisawa, and Kunihiro Koumoto as independent officers in accordance with the rules of the Tokyo Stock Exchange.
3. Audit & Supervisory Board member Messrs. Shuhei Toyoda, Kazunori Tajima and Yuichiro Kuwano are outside Audit & Supervisory Board member as stipulated in Article 2, Item 16 of the Companies Act. Further, the Company has designated Kazunori Tajima and Yuichiro Kuwano as an independent officer in accordance with the rules of the Tokyo Stock Exchange.
4. Audit & Supervisory Board member Kazunori Tajima has qualifications as a certified public accountant and certified tax accountant, and has considerable knowledge of finance and accounting.
5. Audit & Supervisory Board member Yuichiro Kuwano has qualification as Lawyer, and has considerable knowledge of corporate law and compliance.
6. Audit & Supervisory Board member Tetsuro Toyoda retired from his position as of the closing of the 97th Ordinary General Meeting of Shareholders held on June 21, 2018.
7. As of April 1, 2019, the positions and responsibilities of directors in the Company have been changed as follows

Name	Position in the company	Field in Charge
Kuniaki Yamagiwa	*Member of the Board	
Soichiro Matsudaira	*Member of the Board	
Yuichi Oi	*Member of the Board	
Yasuhiro Nagai	Member of the Board CCO, CAO	Legal Department, Secretarial Department, Global Human Resources Department, General Affairs Department, Enterprise Risk Management Department
Hiroshi Tominaga	Member of the Board CSO, CIO, Assistant to CTO	Chief Officer Responsible for Public Affairs, Corporate Planning Department, IT Strategy Department
Hideyuki Iwamoto	Member of the Board CFO	Accounting Department, Business Accounting Department, Finance Department, Investment and Credit Department

Notes: An asterisk designates a representative director.

(2) Outline of contracts for limitation of liability

Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company and the outside directors and outside Audit & Supervisory Board members have entered into contracts to limit the liability for damages under Article 423, Paragraph 1 of said Act. The maximum amount of liability under said contracts is the amount set forth in Article 425, Paragraph 1 of said Act.

(3) Total amount of remuneration, etc. of directors and Audit & Supervisory Board members

Classification	Number of personnel	Amount of remuneration, etc.
Members of the board (of which, outside directors)	15 persons (5)	753 million yen (54)
Audit & Supervisory Board members (of which, outside Audit & Supervisory Board members)	7 (4)	126 (43)
Total	22	879

Notes:

1. There are no employees serving concurrently as Directors.
2. The above includes 3 Directors and 2 Audit & Supervisory Board members who retired at the 97th Ordinary General Meeting of Shareholders held on June 21, 2018.
3. The remuneration limit for Directors was resolved at the 96th Ordinary General Meeting of Shareholders on June 23, 2017 to be 70 million yen a month.
4. The remuneration limit for a member of Audit & Supervisory Board was resolved at the 93rd Ordinary General Meeting of Shareholders held on June 20, 2014 to be 16 million yen a month.
5. Total remuneration includes director bonuses in the following amount, subject to shareholder approval at the 98th Ordinary General Meeting of Shareholders on June 25, 2019.
333 million yen to be paid to 8 directors

(4) Matters relating to outside directors and Audit & Supervisory Board member

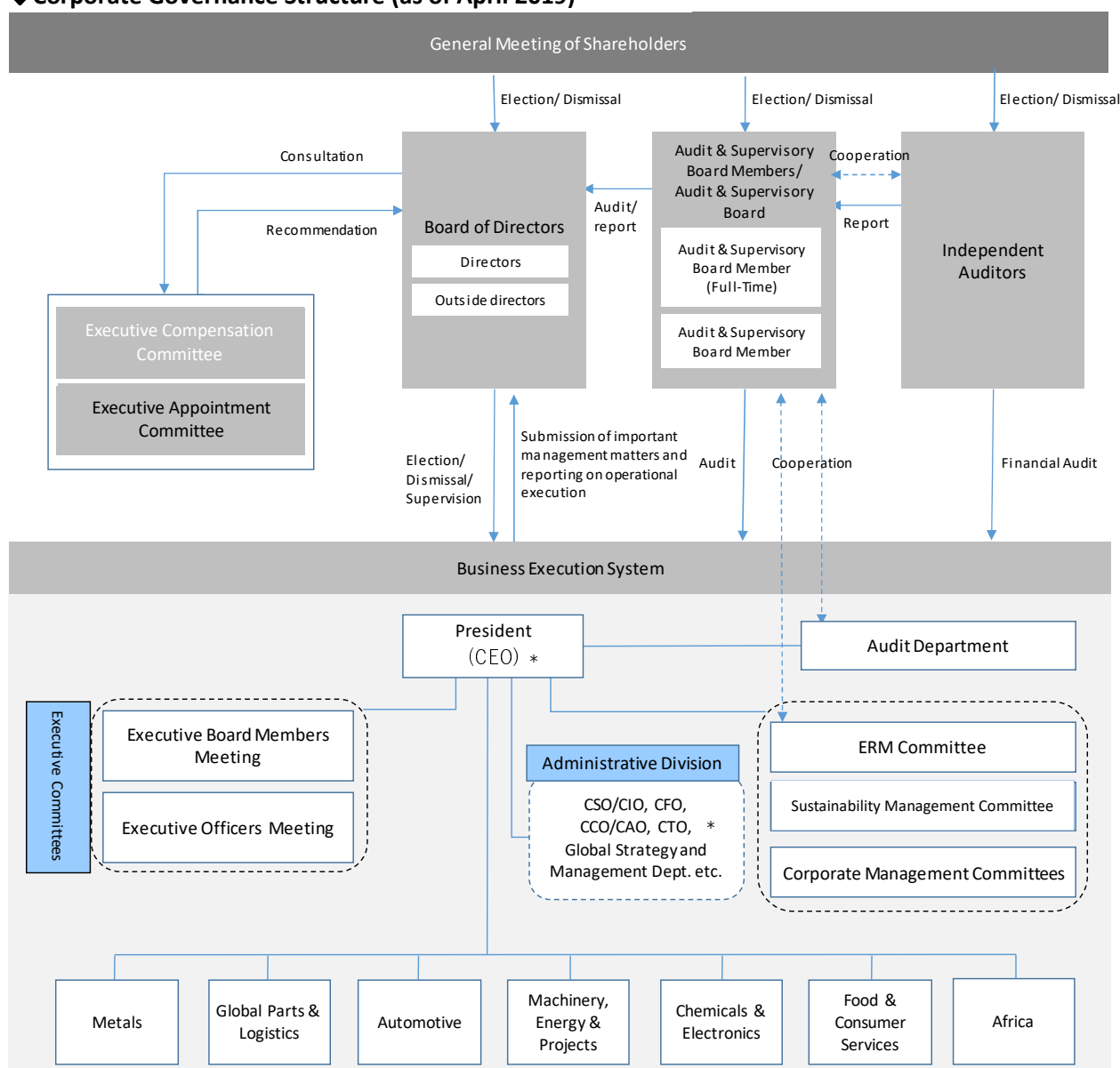
- ① Relationship between important entities that outside directors concurrently serve at and the Company
- Member of the board Kumi Fujisawa is Representative Director at Sophia Bank Ltd. , and outside director at The Shizuoka Bank and at CREEK & RIVER Co., Ltd.. There is a business relationship of borrowing between The Shizuoka Bank and the Company. There is no special relationship between Sophia Bank Ltd. , CREEK & RIVER Co., Ltd. and the Company.
 - Director Didier Leroy is an Executive Vice President of Toyota Motor Corporation. Toyota Motor Corporation owns 76,368,000 shares of the Company's stock, making it a principal shareholder of the Company. Toyota Motor Corporation engages in transactions, including finished product and raw material purchases and sales, with the Company.
 - Audit & Supervisory Board Member Shuhei Toyoda is Chairman of Toyota Boshoku Corporation. Toyota Boshoku Corporation owns 114,000 shares of the Company's stock. Toyota Boshoku Corporation engages in transactions, including finished product and raw material purchases and sales, with the Company.
 - Audit & Supervisory Board member Kazunori Tajima is Head of Kazunori Tajima Certified Public Accounting Office, outside director at Nihon Decoluxe Co., Ltd., and outside corporate auditor at SHINWA Co., Ltd., Daikoku Denki Co. Ltd. There is a business relationship between SHINWA Co., Ltd. and the Company regarding the purchase and sale of products and raw materials. There is no special relationship between Kazunori Tajima Certified Public Accounting Office, Daikoku Denki Co. Ltd., Nihon Decoluxe Co., Ltd., and the Company.
 - Audit & Supervisory Board member Yuichiro Kuwano is Representative Lawyer at Takagicho Law office, outside director at Shobunsha Publications, Inc. . There is no special relationship between Takagicho Law Office, Shobunsha Publications, Inc. and the Company.

② Status of major activities during the fiscal year under review

Classification	Name	Main activities
Member of the board	Yoriko Kawaguchi	She attended 12 out of 13 meetings of the Board of Directors held during the fiscal year under review, and made positive remarks using her advanced professional insight on environmental issues and international trends of a political and economic nature.
Member of the Board	Kumi Fujisawa	She attended 13 out of 13 meetings of the Board of Directors held during the fiscal year under review, and made positive remarks using her wealth of experience and broad-based knowledge in the fields such as investment, international finance, and diversity etc.
Member of the Board	Kunihito Koumoto	He attended all 10 Board of Directors meetings held in the fiscal year ended March 31, 2019, after his appointment on June 21, 2018. He actively participated in Board discussions from a highly advanced academic standpoint as a researcher.
Member of the Board	Didier Leroy	He attended 8 of 10 Board of Directors meetings held in the fiscal year ended March 31, 2019, after his appointment on June 21, 2018. He actively participated in Board discussions based on his wealth of management experience and global expertise.
Audit & Supervisory Board member	Shuhei Toyoda	He attended 10 out of 10 meetings of the Board of Directors and 10 out of 10 Audit & Supervisory Board meetings held during the fiscal year under review after his appointment on June 21, 2018, and made appropriate remarks using his wealth of experience and broad-based knowledge as a manager.
Audit & Supervisory Board member	Kazunori Tajima	He attended 13 out of 13 meetings of the Board of Directors and 12 out of 14 Audit & Supervisory Board meetings held during the fiscal year under review, and made appropriate remarks using his expertise and experience as a certified public accountant and tax accountant.
Audit & Supervisory Board member	Yuichiro Kuwano	He attended 10 out of 13 meetings of the Board of Directors and 13 out of 14 Audit & Supervisory Board meetings held during the fiscal year under review, and made appropriate remarks using his expertise and experience as a certified public accountant and tax accountant.

III. Company's Systems and Policies

◆Corporate Governance Structure (as of April 2019)



※ CEO : Chief Executive Officer CSO : Chief Strategy Officer CIO : Chief Information Officer CFO : Chief Financial Officer
CCO : Chief Compliance Officer CAO : Chief Administrative Officer CTO : Chief Technology Officer

Corporate Governance Structure (as of April 2019)

1. Systems to ensure the propriety of business operations

(1) System to ensure that Members of the Board of Directors execute their responsibilities in compliance with relevant laws and regulations and the Articles of Incorporation.

- Directors ensure that compliance with laws, regulations and social ethics is the basis for business activities by repeatedly communicating to officers and employees the spirit of the Toyota Tsusho Group's Fundamental Philosophy through documents and through their words and actions.
- The Company appoints multiple outside directors with objective, expert perspectives and appropriately makes decisions through its Board of Directors.
- The Company appoints a Chief Strategy Officer/Chief Information Officer, Chief Financial Officer, Chief Compliance Officer/Chief Administrative Officer and Chief Technology Officer, all of whom appropriately participate in the Board of Director's decision-making and perform subsequent operation as directors with expert perspectives.
- For its company-wide sustainability management issues, the Company forms a Sustainability Management Committee chaired by the President and CEO, established a company-wide CSR activities policy and inculcate it among all officers and employees, and establish a CSR promotion structure.
- The Company promotes information sharing and mutual checks and balances among officers and established a structure

that enables decision-making that exercises company-wide control by means of various committees and other cross-organizational deliberative bodies in addition to the executive deliberative bodies consisting of the Board of Directors, Executive Board Members Meeting, and Executive Officers Meeting.

- By practicing their segregated duties, involved departments evaluate, control, check, and monitor business execution in business processes and endeavor to improve management systems by means such as collecting and enlightening the latest information on compliance and identifying and rectifying problems.
- The company is upgrading its systems to ensure the reliability of financial reporting under the direction of the Chief Financial Officer.
- The Enterprise Risk Management (ERM) Department, which engages in company-wide integrated risk management, is responsible for establishing compliance systems under the direction of the Chief Compliance Officer.
- The Executive Vice President in charge of the Audit Department evaluates of and reports on the effectiveness of internal controls over financial reporting.
- The Audit Department regularly conducts internal audits of departments and business sites and advised officers in charge of the audit results at audit review meetings, submitting recommendations for improvement and correction of problems, after reporting to the Executive Vice President in charge of the Audit Department. The Audit Department has persons in charge at audited departments report on the status of improvement in response to audit findings and confirm in follow-up audits the status of improvement of any matters the general manager of the Audit Department considers necessary.
- While maintaining a framework for smooth reporting, communication, and consultation through the corporate organization, the Company sets up the anonymous internal reporting system separate from and complementary to corporate organization reporting channels to handle reports from both domestic and foreign parties and endeavors to gather information through the ERM Department or an external professional. The ERM Department or involved departments formulate recurrence prevention measures as warranted by the importance of reported information.
- To support these measures, the Company conducts awareness activities and training as needed from the perspectives of compliance assurance and motivation and is further cultivating an environment in which employees are able to self-check their personal conduct at any time in their day-to-day activities by posting on an electromagnetic medium or distributing the Global Code of Conduct & Ethics and a portable version thereof.

(2) System to retain and manage information relating to the execution of the duties of Members of the Board of Directors

- The Company has retained and managed in documents or electromagnetic media information concerning the execution of duties by directors in accordance with laws, regulations, and the Document Regulations. The department responsible for retention period, etc. for each document shall comply with the Handling Protocols for Management and Storage of Documents.
- The Company has established Regulations for Confidential Information and Personal Information, Regulations for Management of Personal Identification Numbers and Specific Personal Information with respect to the management of confidential information and ensured the appropriate and effective use of confidential information and personal information.

(3) Rules and systems related to the management of risk of loss

- The Company has formulated a Risk Management Policy and related regulations with respect to risks surrounding the Company. Departments responsible for risks conduct risk assessments and monitoring, striving for early detection and prevention of risks.
- In light of the importance of risk identification, assessment, monitoring, and management, the Company is upgrading its framework for identification and management in business processes of the following risks requiring particular diligence in the Company's business execution.
 - 1) The Company has assessed in the Investment and Loan Committee risks relating to investments and loans from perspectives such as profitability, strategic value, safety, and viability in accordance with the investment guidelines and endeavors to appropriately respond to risks and reduce risk.
 - 2) For credit risks, the Company has established Transaction Management Regulations and endeavor to prevent the occurrence of bad debt and other unforeseen losses. For market risks, the Company has established necessary regulations for each type of risk in accordance with the Basic Policies on Market Risk Management and identifying and managing risks appropriately.
 - 3) For risks relating to occupational safety and environmental conservation, the Global Safety and Environmental Promotion Department provides guidance and education for the entire Group and strives to prevent disasters, accidents, and pollution.
 - 4) For risks related to occupational health, the Global Human Resources Department endeavors to maintain and improve employees' health through Group-wide guidance and education.
- In addition, the Company appropriately manages prevention of operational risks in areas such as information security and the management system in emergency situations on a department-by-department basis.
- The Company has formed an ERM Committee as a cross-organizational management body and established a structure that contributes to enhancement of corporate value by endeavoring to identify risks and discover problems on a companywide basis and implementing necessary countermeasures.

(4) System to ensure that members of Board of Directors exercise their duties efficiently

- In accordance with the Regulations of Board of Directors, the Board of Directors meeting is held once a month, in principle, and also held extraordinary meetings as necessary. The Board of Directors confers in advance with appropriate separately established institutions about important management policies, business plans, etc.
- The Company has introduced an Executive Officer System for executing the directors duties. The executive officers are appointed by the Board of Directors.
- The Board of Directors assigns responsibilities to executive officers based on Board-authorized institutional design and segregation of duties and monitors operational execution status.
- For every matter for which operational executive-making authority has been delegated to executive officers, the Company ensures appropriate and efficient operational execution by explicitly delineating operational authority, designating a party responsible for the matter, defining the party's responsibilities through the Administrative Authority Regulations, the Regulations for Approval of Important Matters and other internal regulations, and establishing clearly defined decision-making processes, including deliberative bodies.
- The Company shares with outside directors the details of deliberations in meeting and committees to enable outside directors to engage in appropriate decision-making at meetings of the Board of Directors.
- The Company organizes its business under operating divisions based on products or geographic regions. Each division is headed by an executive officer. The Division CEO practice expeditious management in close contact with frontline personnel.
- The Board of Directors approves the Global Vision, which sets the Group's long-term direction, and is sharing it throughout the Group.
- The Board of Directors approves mid-term business plan with a frontline-centric orientation and shares it throughout the Group.
- The Board of Directors approves effective annual policies and plans that include specific targets, resource allocations and risk factor analyses in the aim of achieving medium-term business plan targets.
- The Board of Directors receives monthly reports in the form of timely accounting data on progress toward attainment of annual plan targets.
- Annual plan progress is reviewed quarterly in addition to monthly. In the event of a major deviation from a target, the cause of the deviation is analyzed, remedial measures are devised and the outlook is revised if necessary. Revised outlook are approved by the Board of Directors.

(5) System to ensure the propriety of business operations of the corporate group consisting of the Company and its subsidiaries

- In the Toyota Tsusho Group, in accordance with policies on divisional consolidated management, a consolidated business plan including subsidiaries has been formulated, and the Board of Directors supervises the information ascertained and managed about the financial details and important matters of business execution in accordance with management policies aligned with the systems and other characteristics of each subsidiary.
- Each subsidiary establishes Board of Directors Regulations and determined the execution of duties of each director and key employee.
- Each subsidiary establishes regulations for approval of important matters, administrative authority, etc., clearly define responsibilities and the decision-making process, established a structure in which duties are executed properly and efficiently.
- The Company clearly defines approval authority in subsidiaries in the regulations of each subsidiary, exercised shareholder rights at the General Meeting of Shareholders of each subsidiary while placing importance on the autonomy and independence of subsidiaries, and required advance consultation or reporting on important matters pertaining to the Toyota Tsusho Group.
- The divisions responsible in cooperation with involved departments, provides necessary support for the development and operation of systems to ensure the propriety of business operations of subsidiaries. If necessary depending on the systems and other characteristics of subsidiaries, the Company dispatches directors and corporate auditor to oversee and audit business operations and conducts internal audits at the Company's Audit Department.
- In accordance with the Basic Policy for Risk Management, the Company engages in necessary examination and monitoring of business processes of subsidiaries and strives for early detection and prevention of risks.
- The Company and Group companies share the spirit of the Toyota Tsusho Group's Fundamental Philosophy and ensure compliance with laws, regulations, and social ethics. The Company sets up and operates group wide management committees for mutually sharing information among subsidiaries.

(6) Matters relating to employees requested by Audit & Supervisory Board members to assist in their duties and matters relating to ensuring the independence of such employees from Members of the Board and the effectiveness of instructions given to such employees

- The Company assigns one or more employees to assist in the duties of Audit & Supervisory Board members(assistants).

- Transfers and disciplinary actions relating to assistants require the advance consent of Audit & Supervisory Board members.
- Audit & Supervisory Board members perform job performance evaluation of assistants in order to ensure the effectiveness of instructions given to assistants by Audit & Supervisory Board members.
- In addition to the above, the Company respects the opinions of Audit & Supervisory Board members with respect to the number, rank, and other matters relating to assistants and determined these matters through sufficient consultation with Audit & Supervisory Board members.

(7) System for Members of the Board and employees of the Company and directors, corporate auditors, and employees of subsidiaries to report to the Company's Audit & Supervisory Board members, other system for reporting to the Company's Audit & Supervisory Board members, and system to ensure that persons who make reports are not treated disadvantageously because of such reporting.

- Members of the Board and employees of the Company promptly report to Audit & Supervisory Board members matters prescribed by law, matters with material implications for the Company or the Toyota Tsusho Group, the implementation status of internal audits, and information reported or notified via the internal reporting system.
- Members of the Board and employees of subsidiaries promptly report to Audit & Supervisory Board members of the Company matters prescribed by law, matters with material implications for the Company or the Toyota Tsusho Group, including important matters of subsidiaries, and the implementation status of internal audits. Audit & Supervisory Board members of subsidiaries promptly report to Audit & Supervisory Board members of the Company the details of audits they have performed in accordance with the prescribed audit purview.
- Members of the Board and employees of the Company and directors, cooperate auditors, and employees of subsidiaries report to Audit & Supervisory Board members of the Company prescribed matters relating to business operations periodically, as needed, or at the request of Audit & Supervisory Board members.
- Members of the Board of the Company and directors of subsidiaries put in place a framework to ensure that persons reporting to Audit & Supervisory Board members are not treated disadvantageously because of such reporting.

(8) Matters relating to procedures for prepayment or reimbursement of expenses incurred in the performance of duties by Audit & Supervisory Board members and policies pertaining to processing of other expenses or debts incurred in the performance of said duties

- If an Audit & Supervisory Board member has incurred expenses in the execution of duties or requests prepayment of such expenses, the Company promptly processes such expenses or debts.

(9) Other systems to ensure that auditing by Audit & Supervisory Board members is conducted effectively

- Representative director periodically and as needed endeavors to communicate with Audit & Supervisory Board members by holding meetings to exchange opinions about company management.
- The Company puts in place a framework to enable the Audit & Supervisory Board members to attend important meetings of executive deliberative bodies, examine important documents, and conduct research at departments, business sites, and subsidiaries in order to audit the status of business execution by directors and the status of development and operation of the internal control system.
- The Company puts in place a framework to ensure appropriate cooperation between the Audit & Supervisory Board members, independent auditors and Administrative supporting division departments, including the Audit and ERM Departments.
- The Company puts in place a framework to enable Audit & Supervisory Board members to expeditiously engage external professionals through prescribed procedures when deemed necessary in the course of conducting audits.

2. Overview of the status of operation of the internal control system

The Company confirms the efficiency and effectiveness of business operations through implementation of the aforementioned internal control system.

(1) The Board of Directors periodically monitors the system, reviews regulations and business operations as necessary, and strives to increase its effectiveness.

(2) With regard to risk management, each department periodically measures risks and assesses the response, and the ERM Committee ascertains and assesses cross-organizational risks.

(3) The status of the Company and the Toyota Tsusho Group is periodically reported to the Board of Directors, and the Company's Board of Directors makes decisions about events that have a significant impact on the Group as a whole. Internal audit of the effectiveness of internal controls is conducted based on an annual plan.

(4) In addition to conducting statutory audits of the Company and Group companies, the Audit & Supervisory Board members attend important internal meetings, including meetings of the Board of Directors, and monitor and supervise business execution and legal compliance.

Followings are the efforts and actions taken by the Company in the fiscal year ended March 31, 2019.

- The Group internally and externally disclosed its key CSR issues (CSR materiality) via its website and other media and engaged in activities to increase awareness of these issues.
- The Company proactively practices health management to maintain and enhance employees' health. It was continuously named a White 500 Certified Health and Productivity Management Outstanding Organization.
- The Company surveyed all members of its Board of Directors regarding the Board's effectiveness, analyzed and evaluated the survey responses and confirmed that the Board's effectiveness is securing

3. Policy on deciding dividend payments

The Company's dividend policy is to endeavor to pay stable dividends on an ongoing basis and increase its dividend per share, targeting a consolidated dividend payout ratio of 25% or more.

For the fiscal year ended March 31, 2019, the Company plans to pay a year-end dividend of 50 yen per share in addition to its previously paid interim dividend (50 yen per share) to bring its annual dividends to 100 yen per share (a year-on-year increase of 6 yen).

To meet shareholders' expectations with respect to dividends, the Company will endeavor continue to pay stable dividends and increase its dividend per share in the fiscal year ending March 31, 2020, and beyond, maintaining a basic policy of paying dividends equivalent to a consolidated dividend payout ratio of at least 25%.

The Company intends to use internally retained earnings to further enhance and strengthen its operational foundation and invest in business expansion to ensure future shareholder returns.

To enable the Company to flexibly distribute earnings to shareholders in the future, its Articles of Incorporation authorize it to distribute retained earnings and/or additional paid-in capital to shareholders pursuant to a Board of Directors' resolution in accordance with Article 459(1) of the Companies Act. For the time being, however, the Company plans to continue paying dividends twice a year as usual.

Consolidated Statements of Financial Position (IFRS) (As of March 31, 2019)

[Rounded down to the nearest million yen]

	As of March 31, 2019	(Reference) As of March 31, 2018
Assets		
Current assets		
Cash and cash equivalents	465,861	423,426
Trade and other receivables	1,397,937	1,342,038
Other financial assets	60,525	67,919
Inventories	745,157	656,149
Other current assets	133,764	115,010
Subtotal	2,803,246	2,604,545
Assets held for sale	-	12,440
Total current assets	2,803,246	2,616,986
Non-current assets		
Investments accounted for using the equity method	285,074	278,597
Other investments	454,647	529,739
Trade and other receivables	27,264	31,848
Other financial assets	40,796	27,561
Property, plant and equipment	612,587	590,324
Intangible assets	157,278	166,694
Investment property	18,628	18,782
Deferred tax assets	15,973	24,559
Other non-current assets	25,967	24,949
Total non-current assets	1,638,217	1,693,057
Total assets	4,441,464	4,310,043

[Rounded down to the nearest million yen]

	As of March 31, 2019	(Reference) As of March 31, 2018
Liabilities and Equity		
Liabilities		
Current liabilities:		
Trade and other payables	1,199,839	1,098,589
Bonds and borrowings	509,924	543,406
Other financial liabilities	15,679	15,729
Income taxes payable	24,627	30,102
Provisions	6,224	5,141
Other current liabilities	133,762	128,816
Subtotal	1,890,057	1,821,786
Liabilities directly associated with assets held for sale	-	3,004
Total current liabilities	1,890,057	1,824,790
Non-current liabilities:		
Bonds and borrowings	993,122	927,373
Trade and other payables	2,302	3,700
Other financial liabilities	20,964	21,566
Retirement benefits liabilities	41,752	40,628
Provisions	26,208	22,960
Deferred tax liabilities	63,661	92,846
Other non-current liabilities	13,779	13,989
Total non-current liabilities	1,161,790	1,123,065
Total liabilities	3,051,847	2,947,856
Equity		
Share capital	64,936	64,936
Capital surplus	150,933	150,921
Treasury shares	(3,596)	(3,578)
Other components of equity	50,394	129,943
Retained earnings	933,159	832,495
Total equity attributable to owners of the parent	1,195,826	1,174,718
Non-controlling interests	193,789	187,468
Total equity	1,389,616	1,362,187
Total liabilities and equity	4,441,464	4,310,043

Consolidated Statements of Profit or Loss (IFRS) (April 1, 2018 – March 31, 2019)

[Rounded down to the nearest million yen]

	Year ended March 31, 2019	(Reference) Year ended March 31, 2018
Revenue		
Sale of goods	6,668,113	6,388,901
Sales of services and others	94,588	102,134
Total revenue	6,762,702	6,491,035
Cost of sales	(6,124,273)	(5,884,753)
Gross profit	638,428	606,282
Selling, general and administrative expenses	(420,657)	(414,042)
Other income (expenses)		
Gain (loss) on sale and disposals of non-current assets, net	401	8,107
Impairment losses on non-current assets	(4,521)	(23,427)
Other, net	1,546	5,777
Total other income (expenses)	(2,573)	(9,543)
Operating profit	215,197	182,696
Finance income (costs)		
Interest income	10,943	8,494
Interest expenses	(27,033)	(26,709)
Dividend income	24,024	20,790
Other, net	1,724	13,109
Total finance income (costs)	9,658	15,684
Share of profit (loss) of investments accounted for using the equity method	4,336	11,368
Profit before income taxes	229,193	209,749
Income tax expense	(74,440)	(59,359)
Profit for the year	154,753	150,390
Profit for the year attributable to:		
Owners of the parent	132,622	130,228
Non-controlling interests	22,130	20,162

Non-consolidated Balance Sheet (As of March 31, 2019)

[Rounded down to the nearest million yen]

	As of March 31, 2019	(Reference) As of March 31, 2018
Assets	Millions of yen	Millions of yen
Current assets	1,113,024	1,030,303
Cash and deposits	204,109	179,759
Notes receivable - trade	58,825	57,872
Accounts receivable - trade	525,801	483,476
Merchandise and finished goods	138,827	121,181
Goods in transit	27,570	29,179
Prepaid expenses	4,760	4,193
Deferred tax assets	-	9,581
Account receivable - other	40,927	52,687
Short-term loans receivable	106,018	88,667
Other	26,145	24,704
Allowance for doubtful accounts	(19,962)	(20,999)
Non-current assets	1,073,959	1,108,330
Property, plant and equipment	37,814	37,143
Buildings	17,539	17,082
Structures	617	445
Machinery and equipment	184	104
Vehicles	229	259
Tools, furniture and fixtures	1,931	1,934
Land	16,832	16,829
Leased assets	209	346
Construction in progress	269	141
Intangible assets	20,012	15,795
Goodwill	-	-
Software	6,762	8,489
Leased assets	-	-
Software in progress	13,145	7,167
Other	104	138
Investments and other assets	1,016,131	1,055,391
Investment securities	237,326	263,193
Shares of subsidiaries and associates	684,023	702,463
Other investments	14,888	14,448
Investments in capital of subsidiaries and associates	39,343	40,237
Long-term loans receivable	3,099	2,833
Prepaid pension cost	12,590	13,307
Other	30,185	24,400
Allowance for doubtful accounts	(5,326)	(5,493)
Total assets	2,186,983	2,138,634

	As of March 31, 2019	(Reference) As of March 31, 2018
Liabilities	Millions of yen	Millions of yen
Current liabilities	840,172	864,888
Notes payable-trade	97,688	90,457
Accounts payable-trade	337,503	314,599
Short-term loans payable	119,914	126,367
Commercial papers	85,000	138,000
Lease obligations	129	198
Accounts payable-other	76,146	58,237
Accrued expenses	11,816	10,763
Advances received	12,456	15,995
Deposits received	90,813	99,442
Unearned revenue	189	130
Reserve for directors' bonuses	333	366
Business withdrawal loss reserves	52	-
Other	8,128	10,329
Non-current liabilities	787,356	728,328
Bonds payable	235,298	170,000
Long-term loans payable	501,890	476,559
Lease obligations	96	185
Deferred tax liabilities	18,436	49,296
Provision of retirement benefits	13,200	13,006
Provision for loss on guarantees	3,750	2,995
Provision for loss on allowance for liquidation of affiliated companies	-	514
Provision for contract loss	250	485
Provision for loss on litigation	210	210
Other	14,224	15,074
Total liabilities	1,627,529	1,593,217
Net assets		
Shareholders' equity	448,509	411,228
Capital stock	64,936	64,936
Capital surplus	155,060	155,059
Legal capital surplus	154,367	154,367
Other capital surplus	692	692
Retained earnings	231,879	194,572
Legal retained earnings	6,699	6,699
Other retained earnings	225,179	187,872
General reserve	100,000	100,000
Retained earnings brought forward	125,179	87,872
Treasury shares	(3,366)	(3,340)
Valuation and translation adjustments	110,944	134,189
Valuation difference on available-for-sale securities	114,438	138,465
Deferred gains or losses on hedges	(3,494)	(4,276)
Total net assets	559,453	545,417
Total liabilities and net assets	2,186,983	2,138,634

Non-consolidated Statement of Income (April 1, 2018 - March 31, 2019)

[Rounded down to the nearest million yen]

	Year ended March 31, 2019	(Reference) Year ended March 31, 2018
	Millions of yen	Millions of yen
Net sales	3,535,670	3,818,390
Cost of sales	3,456,941	3,743,912
Gross profit	78,729	74,477
Selling, general and administrative expenses	86,716	82,605
(Operating loss)	(7,986)	(8,128)
Other income	111,526	103,495
Interest income	3,547	1,795
Dividend income	106,140	96,406
Foreign exchange gain	-	2,327
Other income	1,838	2,967
Other expenses	17,304	11,725
Interest expense	8,337	8,218
Foreign exchange loss	5,394	-
Other expenses	3,572	3,507
Ordinary income	86,235	83,641
Extraordinary income	4,973	8,399
Gain on sales of non-current assets	54	120
Gain on sales of investment securities and investments in capital	691	3,270
Gain on sales of shares of subsidiaries and associates and investments in capital of subsidiaries and associates	519	4,140
Gain on liquidation of subsidiaries and associates	560	226
Gain on reversal of allowance for doubtful accounts	2,958	-
Gain on reversal of provision for loss on guarantees	-	642
Gain on reversal of provision for loss on contract	188	-
Extraordinary losses	34,792	26,077
Loss on disposal of non-current assets	84	246

Impairment of property and intangible assets	-	3,980
Loss on sales of investment securities and investments in capital	29	37
Loss on valuation of investment securities and investments in capital	7,390	609
Loss on sales of shares of subsidiaries and associates and investments in capital of subsidiaries and associates	418	6,052
Loss on valuation of shares of subsidiaries and associates and investments in capital of subsidiaries and associates	26,114	4,738
Loss on valuation of membership	0	7
Provision of allowance for doubtful accounts	-	9,671
Loss on provision for guarantee	755	-
Loss on provision for liquidation of affiliated companies	-	459
Provision for loss on contracts	-	274
Profit (loss) before income taxes	56,415	65,963
Income taxes - current	(5,600)	(5,904)
Income taxes - deferred	3,331	840
Profit (loss)	58,684	71,027

Independent Auditor's Report
(English Translation*)

May 13, 2019

To the Board of Directors of
Toyota Tsusho Corporation.

PricewaterhouseCoopers Aarata LLC
Tsuyoshi Saito, CPA
Designated and Engagement Partner

Masato Yamagami, CPA
Designated and Engagement Partner

Shubun Ogasawara, CPA
Designated and Engagement Partner

We have audited, pursuant to Article 444 (4) of the Companies Act of Japan, the consolidated financial statements, which consist of the consolidated statement of financial position, consolidated profit and loss statement, consolidated statement of change in equity and consolidated notes to the financial statements of Toyota Tsusho Corporation (hereinafter referred to as the "Company") for the consolidated fiscal year from April 1, 2018 to March 31, 2019.

Management's Responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements pursuant to the provisions of the second sentence of the first paragraph of Article 120 of the Ordinance on Company Accounting which allows companies to prepare consolidated financial statements with the omission of a part of the disclosures required under International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in Japan. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the

auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, while the purpose of the financial statements audit is not to express an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as examining the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above, prepared with the omission of a part of disclosures required under International Financial Reporting Standards pursuant to the provisions of the second sentence of the first paragraph of Article 120 of the Ordinance on Company Accounting, present fairly, in all material respects, the financial position of the Company and its consolidated subsidiaries as of March 31, 2018, and the results of their operations for the year then ended.

Conflict of Interest

We have no interest in or relationship with the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

* The original audit report is in Japanese. This English translation is for readers' convenience and reading this translation is not a substitute for reading the original audit report in Japanese.

Auditing Report of Audit & Supervisory Board

Auditing Report

The Audit & Supervisory Board have prepared this audit report after deliberations, and report as follows regarding the performance of duties of the Directors of Toyota Tsusho Corporation in the 98th fiscal year, from April 1, 2018 to March 31, 2019, based on the auditing report created by each Audit & Supervisory Board member.

1. Method and contents of the audit by the Audit & Supervisory Board member and Audit & Supervisory Board
The Audit & Supervisory Board has stipulated this period's audit policy and audit plan and received reports from each members of the Audit & Supervisory Board on the status and results of the audit. In addition, the Audit & Supervisory Board has received reports from the Directors and Independent Auditor on the performance of their duties and sought explanations as necessary.

Each Audit & Supervisory Board member has acted in accordance with the standards of the audit stipulated by the Audit & Supervisory Board, and in accordance with the policies and audit plan for the audit of this period has communicated with the Directors, the Internal Audit division and other employees, etc. and made efforts to collect information and improve the audit environment. At the same time, they have attended the Board of Directors meetings and other important meetings, received reports from the Directors and employees, etc. on the performance of their duties, sought explanations as necessary, inspected important decision documents, etc. and examined the status of operations and assets at the Head Office and principal places of business. In addition, for the subsidiaries, each Audit & Supervisory Board member has communicated and exchanged information with the subsidiaries' directors and corporate auditors, etc. and received business reports from subsidiaries as necessary. We have monitored and verified the situation regarding a system to ensure that Directors comply with laws and regulations and the Articles of Incorporation during the performance of their duties, and examined things that are needed in order to ensure the appropriateness of business of a corporate group consisting of corporations and subsidiaries, as stipulated in Item 1 and 3 of Article 100 of the Order for Enforcement of the Companies Act, while examining the contents of the resolution of the Board of Directors concerning the development of the system and maintenance of the system (internal control system) on the basis of the resolution.

In addition, we have carried out monitoring and verification to examine whether the Independent Auditor maintained their independent position and implemented appropriate audits, and received reports on the performance of their duties from the Independent Auditor, and sought explanations as necessary. Furthermore, we have received a notice from the Independent Auditor saying that systems for ensuring the appropriate performance of duties by the Independent Auditor (listed in each item of Article 131 of the Corporate Accounting Rules) have been developed in accordance with the quality control standards concerning audit, and we sought explanations as necessary.

Based on the above methods, we examined the business reports, supplementary statements, and financial statements (balance sheet, income statement, statement of changes in net assets, and notes to individual financial statements) and their supplementary statements, along with consolidated financial statements (consolidated

statement of financial position, consolidated profit and loss statement, consolidated statement of change in equity, and consolidated notes to the financial statements) for the fiscal year under review.

2. Result of audit

(1) Result of audit on the business report, etc.

- i) The business report and its supplementary statements present fairly the status of the Company in conformity with the relevant laws and regulations or the Articles of Incorporation.
- ii) We have found no serious violation of any applicable laws and regulations or the Articles of Incorporation regarding the performance of duties by Directors.
- iii) The resolution of the Board of Directors regarding the internal control system is fair and reasonable. In addition, there are no matters to be pointed out with respect to the performance of duties by the Directors regarding the internal control system.

(2) Result of audit on the financial statements and the supplementary statements

The methods and results of Independent Auditor PricewaterhouseCoopers Aarata LLC are fair and reasonable.

(3) Results of audit on the consolidated financial statements

The methods and results of Independent Auditor PricewaterhouseCoopers Aarata LLC are fair and reasonable.

May 14, 2019

Toyota Tsusho Corporation Audit & Supervisory Board

Full-time Audit & Supervisory Board member

Yasushi Shiozaki (seal)

Full-time Audit & Supervisory Board member

Kazuo Yuhara (seal)

Outside Audit & Supervisory Board member

Shuhei Toyoda (seal)

Outside Audit & Supervisory Board member

Kazunori Tajima (seal)

Outside Audit & Supervisory Board member

Yuichiro Kuwano (seal)