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June 2, 2023
Start of electronic access: May 29, 2023
Security code: 8015

Ichiro Kashitani, President & CEO
Toyota Tsusho Corporation
9-8 Meieki 4-chome, Nakamura-ku, Nagoya, Aichi, Japan

Notice of 102nd Ordinary General Meeting of Shareholders

Dear Shareholders:

Thank you very much for your continued support of Toyota Tsusho Corporation.

You are cordially invited to attend the 102nd Ordinary General Meeting of Shareholders of Toyota Tsusho Corporation (“Toyota Tsusho” or the “Company”) to be held in Nagoya on June 23, 2023.

If you are unable to attend the shareholders meeting in person, you can exercise your voting rights in writing. To vote, please examine the accompanying Reference Materials for the General Meeting of Shareholders and exercise your voting rights by 5:45 p.m. on Thursday, June 22, 2023 (Japan Time).

[Voting in Writing by Postal Mail]

Please indicate your vote for or against each of the proposals on the enclosed voting card and return it so that it arrives at the designated address by the deadline stated above.

[Voting by Electronic Means (the Internet, etc.)]

Please access the website for the exercise of voting rights designated by the Company (<https://evote.tr.mufg.jp/>) and enter your approval or disapproval in accordance with the instructions on the screen by the deadline stated above.

For information about the procedure for exercising voting rights via the Internet, please see page 17.

1. Date and Time 10 a.m., Friday, June 23, 2023 (Reception Starting 8:30 a.m.)

2. Venue Meeting Room, 13th floor (Reception, 2nd floor)
Century Toyota Building (Toyota Tsusho Head Office)
9-8 Meieki 4-chome, Nakamura-ku, Nagoya

3. Meeting Agenda

Matters to be Reported:

- (1) The business report and consolidated financial statements for the Company's 102nd fiscal year (April 1, 2022 – March 31, 2023) and reports from the Independent Auditors and the Company's Audit & Supervisory Board on the results of their audits of the consolidated financial statements for the 102nd fiscal year
- (2) Non-consolidated financial statements for the Company's 102nd fiscal year (April 1, 2022 – March 31, 2023)

Proposals to be Voted On:

Item 1: Appropriation of retained earnings

Item 2: Election of eight (8) directors

Item 3: Payment of director bonuses

1. Electronic distribution of reference materials and other information for the shareholders meeting
In accordance with the Companies Act and the Company's Articles of Incorporation, materials* concerning the shareholders meeting are distributed electronically (on the following websites). Irrespective of whether or not a request for paper documents has been submitted in accordance with the Companies Act, all shareholders will receive paper documents with these materials as in prior years.

* Materials include the business report, the consolidated and non-consolidated financial statements, audit reports, and reference materials for the shareholders meeting (excluded from paper documents)

1) Toyota Tsusho website (Investor Relations/Shareholders Meeting)

Information is posted in the "102nd Ordinary General Meeting of Shareholders (June 23, 2023)" section at the following URL.

<https://www.toyota-tsusho.com/english/ir/shareholders/meeting.html>

2) Tokyo Stock Exchange website (Listed Company Search)

After accessing the website below, enter either "Toyota Tsusho" in the company name box or "8015" in the securities code box and click search. Then select "Basic information" and then "Documents for public inspection/PR information."

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

2. Information excluded from this notice (excluded from paper documents)
Pursuant to applicable laws and regulations, and Article 14 of the Company's Articles of Incorporation, the following items are posted on the websites of the Company and the Tokyo Stock Exchange and are not included in the attached documents to this notice of convocation. Accordingly, the attached documents to this notice are part of the documents audited by the Independent Auditor and the Company's Audit & Supervisory Board at the time of preparation of the audit reports. The business report, consolidated financial statements and non-consolidated financial statements audited by the Independent Auditor and the Company's Audit & Supervisory Board are the documents included with this notice of convocation and these items are posted on the websites of the Company and the Tokyo Stock Exchange.

Business Report: Matters relating to Independent Auditors, Company's Systems and Policies
Consolidated financial statements: Consolidated Statement of Changes in Equity, Notes on the Consolidated Financial Statements

Financial Statements: Non-consolidated Statements of Changes in Net Assets, Notes on the Non-consolidated Financial Statements

3. Corrections to electronically distributed information

Corrections, if any, to the business report, consolidated financial statements, non-consolidated financial statements, or the Reference Materials for the General Meeting of Shareholders will be posted on the websites of the Company and the Tokyo Stock Exchange.

Shareholders who attend the meeting will not receive any gifts from the Company. Thank you for your understanding.

Reference Materials for the General Meeting of Shareholders

Item 1: Appropriation of retained earnings

The Board of Directors recommends a vote for appropriation of retained earnings in accordance with the following details.

Year-end dividend

The Company's policy is to endeavor to maintain a stable dividend and increase its dividend per share, with a consolidated dividend payout ratio of 25% or more.

The Company plans to pay a year-end dividend of ¥106 per share. Combined with the interim dividend of ¥96 per share, this will take the total annual dividend to ¥202 per share, up ¥42 per share versus the previous fiscal year.

1. Form of distribution: cash
2. Per-share and total payment amounts: ¥106 per share of common stock, ¥37,320,315,594 in total
3. Effective date of dividend payment: June 26, 2023

Item 2: Election of eight (8) directors

The term of office of all of the Company's eight (8) directors is to expire at the close of this General Meeting of Shareholders. Accordingly, the Company proposes the election of eight (8) directors.

The candidates' names are listed below.

No.	Name				Current position	Incumbency
1	Nobuhiko Murakami	Reappointment			Chairman of the Board	1 year
2	*Ichiro Kashitani	Reappointment			Member of the Board, President & CEO	5 years
3	*Hiroshi Tominaga	Reappointment			Member of the Board, CSO, Regional CEO	2 years
4	*Hideyuki Iwamoto	Reappointment			Member of the Board, CFO	2 years
5	Kunihito Koumoto	Reappointment	Outside	Independent	Member of the Board	5 years
6	Didier Leroy	Reappointment	Outside		Member of the Board	5years
7	Yukari Inoue	Reappointment	Outside	Independent	Member of the Board	3 years
8	Chieko Matsuda	New Appointment	Outside	Independent	-	-

Notes:

1. An asterisk designates a member who is planned to be elected as a representative director at the Board of Directors meeting following the conclusion of the General Meeting of Shareholders, subject to approval of this Proposal.
2. The listed incumbency of the directors is the most recent consecutive years of tenure.
3. CEO: Chief Executive Officer, CSO: Chief Strategy Officer, CFO: Chief Financial Officer

No.	Name (Date of birth)	Position and responsibilities	Personal history and positions at other companies	Number of shares held
1	 <p>Nobuhiko Murakami (May 9, 1959) [Number of Board meetings attended] 10/10 times [Incumbency] 1 year</p> <p>Reappointment</p>	Chairman of the Board	<p>Apr 1982 Joined Toyota Motor Corporation (TMC)</p> <p>Jan 2010 General Manager, Product Management Division, TMC</p> <p>Apr 2012 Managing Officer, Deputy Chief Officer, Customer First Promotion Group, TMC</p> <p>Apr 2014 Corporate Senior Vice President, Fuji Heavy Industries Ltd. (Current SUBARU Corporation)</p> <p>Apr 2015 Corporate Executive Vice President, Fuji Heavy Industries, Ltd.</p> <p>Apr 2017 Senior Managing Officer, Chief Officer, External Affairs & Public Affairs Group, Chief Communications Officer, TMC</p> <p>Jan 2018 Chief Officer, East Asia, Oceania & Middle East Region, TMC</p> <p>Jan 2019 Operating Officer, Chief Officer, East Asia, Oceania & Middle East Region, Deputy Chief Officer, Europe Region, TMC</p> <p>Jan 2022 Senior Project General Manager, Toyota Tsusho Corporation</p> <p>Jun 2022 Chairman of the Board, Toyota Tsusho Corporation (to date)</p> <p>[Major positions at other companies] Director, Nagoya Railroad Co., Ltd. (to be appointed on June 28, 2023)</p>	5,000 shares

Reasons for Selection as a Candidate for Director

Mr. Nobuhiko Murakami has served as an officer for Toyota Motor Corporation and SUBARU Corporation, and was mainly engaged in global management and marketing. He has expertise in the automobile industry, with a wealth of experience in global management. The Company has re-nominated Mr. Murakami as a candidate for director based on the belief that he can provide advice about the Company's businesses and supervise the execution of duties by directors by using a viewpoint separate from that of managers of business operations after he became Chairman of the Board in June 2022.

No.	Name (Date of birth)	Position and responsibilities	Personal history and positions at other companies	Number of shares held
2	 Ichiro Kashitani (April 25, 1959) [Number of Board meetings attended] 13/13 times [Incumbency] 5 years Reappointment	President & CEO (Chief Executive Officer)	Apr 1983 Joined Toyota Tsusho Corporation Apr 2005 General Manager, Automotive Department, Toyota Tsusho Corporation Jun 2011 Executive Officer, Toyota Tsusho Corporation Apr 2015 Managing Executive Officer, Toyota Tsusho Corporation Jun 2016 Managing Director, Toyota Tsusho Corporation Apr 2017 Member of the Board, Senior Managing Executive Officer, Toyota Tsusho Corporation Jun 2017 Senior Managing Executive Officer, Toyota Tsusho Corporation Apr 2018 President & CEO, Toyota Tsusho Corporation Jun 2018 Member of the Board, President & CEO, Toyota Tsusho Corporation (to date)	24,327 shares

Reasons for Selection as a Candidate for Director

Mr. Ichiro Kashitani previously worked in the Automotive Division and assumed office as President & CEO in April 2018. The Company has re-nominated Mr. Kashitani as a candidate for director because he has a wealth of experience in global management and has advanced knowledge of overall management to be able to demonstrate leadership as President & CEO to contribute to the enhancement of the company's corporate value.

No.	Name (Date of birth)	Position and responsibilities	Personal history and positions at other companies	Number of shares held
3	 Hiroshi Tominaga (February 18, 1963) [Number of Board meetings attended] 13/13 times [Incumbency] 2 years Reappointment	Member of the Board, CSO (Chief Strategy Officer), Regional CEO Chief Officer Responsible for Emerging Regions and Corporate Communications Department	Apr 1985 Joined Toyota Tsusho Corporation Apr 2007 General Manager, Accounting Planning Department, Toyota Tsusho Corporation Apr 2013 Executive Officer, Toyota Tsusho Corporation Apr 2017 Managing Executive Officer, Toyota Tsusho Corporation Jun 2017 Member of the Board, Managing Executive Officer, Toyota Tsusho Corporation Apr 2019 Member of the Board, CSO, CIO, and Assistant to CTO, Toyota Tsusho Corporation Apr 2020 Member of the Board, CSO and CDTO, Toyota Tsusho Corporation Jun 2020 CSO and CDTO, Toyota Tsusho Corporation Apr 2021 CSO and Regional CEO, Toyota Tsusho Corporation Jun 2021 Member of the Board, CSO and Regional CEO, Toyota Tsusho Corporation (to date)	13,729 shares

Reasons for Selection as a Candidate for Director

Mainly engaged in accounting, finance and corporate planning fields at the Company, Mr. Hiroshi Tominaga currently serves as CSO. He is being considered as a candidate for the position of director because he has a wealth of experience in global management and has advanced knowledge of overall management, particularly in the fields of management strategy, and is able to contribute to the enhancement of the company's corporate value.

No.	Name (Date of birth)	Position and responsibilities	Personal history and positions at other companies	Number of shares held
4	 Hideyuki Iwamoto (February 20,1963) [Number of Board meetings attended] 13/13 times [Incumbency] 2 years <div style="background-color: #92d050; padding: 2px; display: inline-block;">Reappointment</div>	Member of the Board , CFO (Chief Financial Officer)	Apr 1985 Joined Tomen Corporation (Current Toyota Tsusho Corporation) Apr 2009 General Manager, Corporate Planning Department, Toyota Tsusho Corporation Apr 2013 Executive Officer, Toyota Tsusho Corporation Apr 2017 Managing Executive Officer, Toyota Tsusho Corporation Jun 2017 Member of the Board, Managing Executive Officer, Toyota Tsusho Corporation Apr 2019 Member of the Board, CFO, Toyota Tsusho Corporation Jun 2020 CFO, Toyota Tsusho Corporation Jun 2021 Member of the Board, CFO, Toyota Tsusho Corporation (to date)	14,729 shares

Reasons for Selection as a Candidate for Director

Mainly engaged in accounting, finance and corporate planning fields at the Company, Mr. Hideyuki Iwamoto currently serves as CFO. He is being considered as a candidate for the position of director because he has a wealth of experience in global management and has advanced knowledge of overall management, particularly in the fields of finance, accounting, and risk management, and is able to contribute to the enhancement of the company's corporate value.

No.	Name (Date of birth)	Position and responsibilities	Personal history and positions at other companies	Number of shares held
5	 <p>Kunihito Koumoto (November 12, 1949) [Number of Board meetings attended] 13/13 times [Incumbency] 5 years</p> <p>Outside</p> <p>Independent</p> <p>Reappointment</p>	Member of the Board	<p>Mar 1979 Completed doctoral program in industrial chemistry, School of Engineering, The University of Tokyo</p> <p>Sep 1986 Doctor of Engineering (The University of Tokyo) Assistant Professor, Faculty of Engineering, The University of Tokyo</p> <p>Apr 1992 Professor, School of Engineering, Nagoya University</p> <p>Apr 1997 Professor, Graduate School of Engineering, Nagoya University</p> <p>Apr 2002 Professor, Faculty of Engineering and Resource Science, Akita University (concurrent post)</p> <p>Apr 2011 Director, Research Center for Materials Backcasting Technology, Nagoya University</p> <p>Apr 2015 Fellow, Toyota Physical and Chemical Research Institute</p> <p>Oct 2017 Part-time Distinguished Professor, King Abdulaziz University (to date)</p> <p>Apr 2018 Senior Fellow, Nagoya Industrial Science Research Institute (to date)</p> <p>Jun 2018 Member of the Board, Toyota Tsusho Corporation (to date)</p>	1,000 shares

Reasons for Selection as a Candidate for Outside Director and Summary of Expected Roles

Mr. Kunihito Koumoto has a high level of academic knowledge cultivated as a researcher at universities and research institutes for many years. The Company has re-nominated Mr. Koumoto as a candidate for outside director because it believes that he is capable of providing advice on the Company's management from a sophisticated academic perspective as the Company responds to advanced technological innovation in the future and to supervise the execution of duties by directors.

Although Mr. Koumoto has no experience of being involved in the management of the company in any way other than becoming an outside officer, the Company believes that he is capable of properly performing his duties as an outside director for the above reasons.

No.	Name (Date of birth)	Position and responsibilities	Personal history and positions at other companies	Number of shares held
6	 <p>Didier Leroy (December 26, 1957) [Number of Board meetings attended] 13/13 times [Incumbency] 5 years</p> <p>Outside</p> <p>Reappointment</p>	Member of the Board	<p>Apr 1982 Joined Renault S.A.</p> <p>Sep 1998 Vice President, Toyota Motor Manufacturing France S.A.S.</p> <p>Jan 2005 President, Toyota Motor Manufacturing France S.A.S.</p> <p>Jun 2007 Managing Officer, Toyota Motor Corporation</p> <p>Jul 2007 Executive Vice President, Toyota Motor Europe NV/SA</p> <p>Jun 2010 President, Toyota Motor Europe NV/SA</p> <p>Apr 2011 President and CEO, Toyota Motor Europe NV/SA</p> <p>Apr 2012 Senior Managing Officer, Toyota Motor Corporation</p> <p>Apr 2015 Chairman, Toyota Motor Europe NV/SA (to date)</p> <p>Jun 2015 Executive Vice President, Member of the Board of Directors, Toyota Motor Corporation</p> <p>Jun 2018 Member of the Board, Toyota Tsusho Corporation (to date)</p> <p>Apr 2020 Director, Toyota Motor Corporation</p> <p>[Major positions at other companies] Chairman, Toyota Motor Europe NV/SA</p>	— shares

Reasons for Selection as a Candidate for Outside Director and Summary of Expected Roles

Mr. Didier Leroy has held abundant management experience and advanced expertise in the global and automobile industry which he has cultivated through various posts at Toyota Motor Corporation and its affiliate. The Company has re-nominated Mr. Leroy as a candidate for outside director because it believes that he is capable of providing advice from a professional perspective on the mobility field that the Company is promoting and the overall business of our company and to supervise the execution of duties by directors.

No.	Name (Date of birth)	Position and responsibilities	Personal history and positions at other companies	Number of shares held
7	 Yukari Inoue (April 4, 1962) [Number of Board meetings attended] 12/13 times [Incumbency] 3 years <div style="background-color: #e67e22; color: white; padding: 2px; text-align: center;">Outside</div> <div style="background-color: #95a5a6; color: white; padding: 2px; text-align: center;">Independent</div> <div style="background-color: #27ae60; color: white; padding: 2px; text-align: center;">Reappointment</div>	Member of the Board	Apr 1985 Joined Proctor & Gamble Far East Inc. Oct 1995 Marketing Director, P&G North America Oct 1998 Feminine Care Marketing Director, P&G Northeast Asia Mar 2000 Feminine Care General Manager, P&G Northeast Asia Mar 2003 Managing Director, Jardine Wines & Spirits K.K. (current Môt Hennessy Diageo (MHD) K.K.) Nov 2005 President and Representative Director, Cadbury Japan Ltd. (current Mondelez Japan Ltd.) Jul 2013 President and CEO, Kellogg Japan G.K. (to date) Mar 2015 Director, Suntory Beverage & Food Limited (to date) Jun 2020 Member of the Board, Toyota Tsusho Corporation (to date) [Major positions at other companies] President & CEO, Kellogg Japan G.K. Director, Suntory Beverage & Food Limited	2,000 shares

Reasons for Selection as a Candidate for Outside Director and Summary of Expected Roles

Ms. Yukari Inoue has held abundant management experience and advanced expertise in a global company in the consumer business. The Company has re-nominated Ms. Inoue as a candidate for outside director because it believes that she is capable of providing advice on the Company's management from a professional perspective in the Life & Community field promoted by the Company, the Company business in general, diversity management, as well as globalization, and supervise the execution of duties by directors.

No.	Name (Date of birth)	Position and responsibilities	Personal history and positions at other companies	Number of shares held
8	 Chieko Matsuda (November 18, 1964) <div style="background-color: #e67e22; color: white; padding: 2px; text-align: center;">Outside</div> <div style="background-color: #95a5a6; color: white; padding: 2px; text-align: center;">Independent</div> <div style="background-color: #3498db; color: white; padding: 2px; text-align: center;">New appointment</div>	—	Apr 1987 Joined The Long-Term Credit Bank of Japan, Limited Oct 1998 Joined Moody's Japan K.K. Sep 2001 Partner, Corporate Directions, Inc. May 2006 Representative Director, Matrix, Inc. Oct 2006 Vice President (Partner), Booz and Company Apr 2011 Professor, Faculty of Urban Liberal Arts, Tokyo Metropolitan University (Current Faculty of Economics and Business Administration, Tokyo Metropolitan University) (to date) Professor, Graduate School of Social Sciences, Tokyo Metropolitan University (Current Graduate School of Management, Tokyo Metropolitan University) (to date) Mar 2016 Audit & Supervisory Board Member, Kirin Holdings Company, Limited Mar 2020 Director, Kirin Holdings Company, Limited (to date) Jun 2020 Director, IHI Corporation (to date) [Major positions at other companies] Professor, Faculty of Economics and Business Administration, Tokyo Metropolitan University Professor, Graduate School of Management, Tokyo Metropolitan University Director, Kirin Holdings Company, Limited Director, IHI Corporation	— shares

Reasons for Selection as a Candidate for Outside Director and Summary of Expected Roles

Ms. Chieko Matsuda has experience at a bank and credit rating agency as well as in the field of research and as an outside director of an operating company. She has many years of experience and extensive professional knowledge about corporate management, finance and corporate governance. The Company has nominated Ms. Matsuda as a candidate for outside director based on the belief that she can use this experience and knowledge to provide advice about management and corporate governance by using her expertise in these areas and to supervise the execution of duties by directors.

Notes:

1. Mr. Nobuhiko Murakami assumed office on June 24, 2022 (the date of the 101st Ordinary General Meeting of Shareholders). For this reason, the number of Board meetings attended differs from that for the other candidates for director.
2. Candidate Didier Leroy is Chairman of Toyota Motor Europe NV/SA. The Company has a business relationship with Toyota Motor Europe NV/SA in the areas of purchase and sale of products and raw materials. There are no special interests between Mr. Leroy and the other candidates and the Company.
3. Matters concerning the outside directors are as follows.
 - (1) Mr. Kunihito Koumoto, Mr. Didier Leroy, Ms. Yukari Inoue and Ms. Chieko Matsuda are candidates for outside director. The Company has designated Mr. Kunihito Koumoto, Ms. Yukari Inoue and Ms. Chieko Matsuda as independent directors in accordance with the rules of the Tokyo Stock Exchange and Nagoya Stock Exchange.
 - (2) Outline of contracts for limitation of liability
Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into contracts with Mr. Kunihito Koumoto, Mr. Didier Leroy and Ms. Yukari Inoue to limit the liability for damages under Article 423, Paragraph 1 of said Act to the amount set forth in Article 425, Paragraph 1 of said Act. If the reelection of Mr. Koumoto, Mr. Leroy and Ms. Inoue is approved, the Company plans to continue said contracts. The Company will also enter into the same contracts with Ms. Chieko Matsuda if she is elected.
4. Overview of liability insurance contracts for directors
The Company has entered into liability insurance contracts for directors with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contracts cover legal damages and litigation expenses that the insured directors may incur. If Ms. Chieko Matsuda's election as director is approved, she will become an insured person under the relevant insurance contracts. Each of the other candidates is already insured under the relevant insurance contracts and will continue to be insured after their appointment. The applicable insurance contracts (the insurance term is April 1, 2023 to April 1, 2024) are expected to be renewed under the same conditions during the directors' terms of office (scheduled for renewal on April 1, 2024).

(For reference)

The Audit & Supervisory Board of the Company shall comprise the following members.

Name				Position	Incumbency	Terms of office
Kazumasa Miyazaki	Reappointment			Audit & Supervisory Board member (full-time)	3 years	4 years starting from June 2022
Kentaro Hayashi	Reappointment			Audit & Supervisory Board member (full-time)	1 year	4 years starting from June 2022
Yuichiro Kuwano	Reappointment	Outside	Independent	Audit & Supervisory Board member	7 years	4 years starting from June 2020
Tsutomu Takahashi	Reappointment	Outside	Independent	Audit & Supervisory Board member	4 years	4 years starting from June 2022
Seishi Tanoue	Reappointment	Outside	Independent	Audit & Supervisory Board member	1 year	2 years starting from June 2022

Notes:

1. Matters concerning the outside Audit & Supervisory Board members are as follows.
 - (1) The Company has designated Mr. Yuichiro Kuwano, Mr. Tsutomu Takahashi and Mr. Seishi Tanoue as independent officers in accordance with the rules of the Tokyo Stock Exchange and Nagoya Stock Exchange.
 - (2) Outline of contracts for limitation of liability
Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into contracts with Mr. Yuichiro Kuwano, Mr. Tsutomu Takahashi and Mr. Seishi Tanoue to limit the liability for damages under Article 423, Paragraph 1 of said Act to the amount set forth in Article 425, Paragraph 1 of said Act.
2. Outline of liability insurance contracts for officers
The Company has entered into liability insurance contracts for officers with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance contracts cover legal damages and litigation expenses that the insured officers may incur. Each of the Audit & Supervisory Board members is already insured under said insurance contract, and the said insurance contracts (the insurance term is April 1, 2023 to April 1, 2024) are expected to be renewed under the same conditions during the members' terms of office (scheduled for renewal on April 1, 2024).

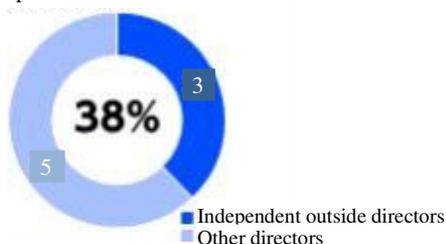
(For reference)

Skill matrix of the Board of Directors after the shareholders meeting (Planned)

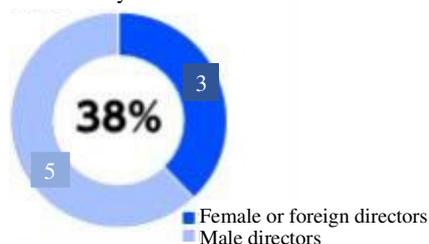
The Company is dedicated to the vision of “Be the Right ONE” for the purpose of advancing to a new stage based on a vision for the future. The aims are the creation of distinctive forms of value that contribute to society and protecting the environment and the establishment of business domains linked to the unique strengths of Toyota Tsusho. To accomplish these goals, the Board of Directors has established a skill matrix covering the expertise required of directors and members of the Audit & Supervisory Board in order to enable the Board of Directors to properly make decisions and supervise management.

Required skills	Reasons for the selection of these skills
Business management	Experience involving corporate management is required in order to make proper management decisions for the consistent growth of corporate value as the business climate changes rapidly.
Global	The Toyota Tsusho Group operates in more than 130 countries. Consequently, extensive knowledge and experience involving job postings in other countries and life styles, culture, business climates and other aspects of other countries are required.
Sales/Marketing	The Toyota Tsusho Group must accurately identify and meet a broad range of customer needs as a trading company handling many types of products. This requires sales and marketing expertise along with a thorough understanding of numerous markets.
Finance/Accounting	Knowledge and experience involving finance and accounting are required in order to make strategic investments for sustained growth and other goals while using capital more efficiently and preserving financial soundness.
Legal/Risk management	Expertise and experience involving legal affairs and risk management are required for the purposes of maintaining corporate governance for sustained growth and the long-term growth of corporate value and of establishing a risk management framework for supporting business operations, including activities in emerging countries in Africa and other regions.
Technology/Digital	Knowledge and experience involving new technologies and services, including information technology and the digital transformation, are required in order to benefit from advances in technologies, especially in the field of mobility.
ESG	Sustainability is an integral component of management at the Toyota Tsusho Group. Knowledge and experience are required concerning ESG issues and for achieving the sustained growth of corporate value from a long-term perspective.

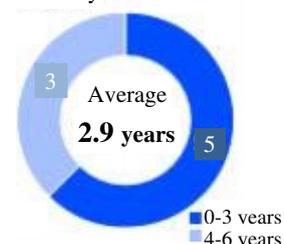
Independent Outside Directors



Diversity



Incumbency



The capabilities and experience of the directors and Audit & Supervisory Board members of the Company are as below. Concerning the outside officers, the © mark designates an area of special expertise or insight that each officer has, and the Company expects that this expertise and insight will be demonstrated in their roles in the management of the Company. In addition to their expertise and wealth of experience, the Board of Directors comprises a diverse group of members in terms of gender, nationality, and so on, and the Company has a structure that can flexibly adapt to various changes in the business environment.

		Business management	Global	Sales/ Marketing	Finance/ Accounting	Legal/Risk management	Technology/ Digital	ESG
Members of the Board	Internal	Nobuhiko Murakami	○	○	○			○
		Ichiro Kashitani	○	○	○			○
		Hiroshi Tominaga	○	○		○	○	○
	Outside	Hideyuki Iwamoto	○	○		○	○	○
		Kunihito Koumoto		○			©	○
		Didier Leroy	○	©	○			○
		Yukari Inoue	○	○	©			○
		Chieko Matsuda	○	○		○	○	©
Audit & Supervisory Board members	Internal	Kazumasa Miyazaki	○		○			○
		Kentaro Hayashi	○		○	○		○
	Outside	Yuichiro Kuwano					©	○
		Tsutomu Takahashi		○		©		○
		Seishi Tanoue		○				©

Item 3: Payment of director bonuses

Taking into consideration earnings for the fiscal year ended March 31, 2023, the Company proposes to pay a total of ¥172,700,000 in bonuses for four of the eight directors, excluding four outside directors.

At the Board of Directors meeting held on March 5, 2021, the Company established a decision policy regarding the content of individual remuneration for directors. Since it is in line with this policy, the Company judge this proposal is appropriate.

Procedure for Exercising Voting Rights via the Internet

Please exercise voting rights via the Internet by accessing the website for the exercise of voting rights designated by the Company (<https://www.evotet.tr.mufg.jp/>) from a personal computer or smartphone.

Exercise of voting rights via the Internet

Until 5:45 p.m. on
Thursday, June 22, 2023
(Japan Time)

Notes

- You may not be able to exercise voting rights via a personal computer or smartphone depending on your Internet settings.
- All costs incurred when accessing the website for exercising voting rights (Internet connection charges, call charges, etc.) are borne by the shareholder.
- Treatment of Multiple Exercise of Voting Rights
 - (1) If voting rights are exercised in duplicate by postal mail and via the Internet, the exercise of voting rights via the Internet will be treated as valid.
 - (2) If voting rights are exercised multiple times via the Internet, the last exercise of voting rights will be treated as valid. If voting rights are exercised multiple times via personal computer, smartphone, and mobile phone, the last exercise of voting rights will be treated as valid.
 - (3) If no voting instructions are submitted, the voting rights will be counted as approval of the corresponding proposals.

Contact for Technical Inquiries

Corporate Agency Division (Help Desk)

Mitsubishi UFJ Trust and Banking Corporation

Phone: +81-120-173-027 (9:00 a.m. to 9:00 p.m.; toll-free within Japan)

Information on the Electronic Voting Platform

Nominal shareholders (including standing proxies) such as master trust banks and other companies that have applied in advance to use the electronic voting platform operated by ICJ, Inc., a joint venture company established by Tokyo Stock Exchange, Inc., etc., may use the platform as a method of exercising voting rights by electromagnetic means other than the abovementioned exercise of voting rights via the Internet.