FY2022
Financial Results

May 10, 2022

TOYOTA INDUSTRIES CORPORATION

I. Financial Summary

1. Points of financial results

2. Financial results for FY2022

3. Financial forecast for FY2023

Points of Financial Results for FY2022

1. Net sales and profits increased from FY2021
   due to automotive and forklift trucks market recovery

2. Dividends for FY2022 is ¥170, ¥20 increase from FY2021
   Dividends plan for FY2023 is ¥180, ¥10 increase from FY2022

3. Increases in net sales and profits are expected for the
   FY2023 forecast

Performance <FY2022>

(Billion yen)

	FY2021	**FY2022**	Change	
Net sales	2,118.3	**2,705.1**	586.8	27.7%
Operating profit	118.1	**159.0**	40.9	34.6%
Profit before income taxes	184.0	**246.1**	62.1	33.8%
Profit attributable to owners of the parent	136.7	**180.3**	43.6	31.9%
Earnings per share	¥440.28	**¥580.73**	¥140.45	-
Dividends per share [Year end]	¥150 [¥80]	**¥170 [¥90]**	¥20 [¥10]	- [-]
Payout ratio	34.1%	**29.3%**	-	-

¥/US$	¥106	**¥112**	¥6	-
¥/Euro	¥124	**¥131**	¥7	-

- Net sales and profits increased due to unit sales increases in Engine/Car Air-conditioning compressor/Forklift trucks, etc. while hit by material supply delays, production cutbacks at automakers and costs increase including raw materials and logistics

Segment Information <FY2022>

Net sales [Operating profit] (Billion yen)

	FY2021	**FY2022**	Change	
Vehicle	88.3	83.4	(4.9)	(5.6%)
Engine	139.9	267.6	127.7	91.2%
Car Air-Conditioning Compressor	301.6	356.1	54.5	18.1%
Electronics Parts and others	61.6	85.5	23.9	38.6%
Automobile	591.6 [4.7]	**792.8 [33.0]**	201.2 [28.3]	34.0%
Materials Handling Equipment	1,431.4 [109.9]	**1,789.4 [113.6]**	358.0 [3.7]	25.0%
Textile Machinery	40.8 [(1.1)]	**69.2 [5.5]**	28.4 [6.6]	69.4%
Others	54.3 [4.4]	**53.7 [7.1]**	(0.6) [2.7]	(1.1%)
Total	2,118.3 [118.1]	**2,705.1 [159.0]**	586.8 [40.9]	27.7%

Unit sales (Thousand units)

	FY2021	**FY2022**	Change
Vehicle (RAV4)	323	**308**	(15)
Diesel	362	**430**	68
Gasoline	403	**374**	(29)
Engine	765	**804**	39
Car Air-Conditioning Compressor	27,510	**28,750**	1,240
Materials Handling Equipment	250	**282**	32
Air-jet loom	4.7	**7.3**	2.6

Vehicle : Net sales decreased due to unit sales decrease of RAV4 in both Japan and overseas.

Engine : Net sales increased due to unit sales increase of diesel engines such as GD-type

Car Air-Conditioning Compressor : Net sales increased due mainly to unit sales increase in North America.

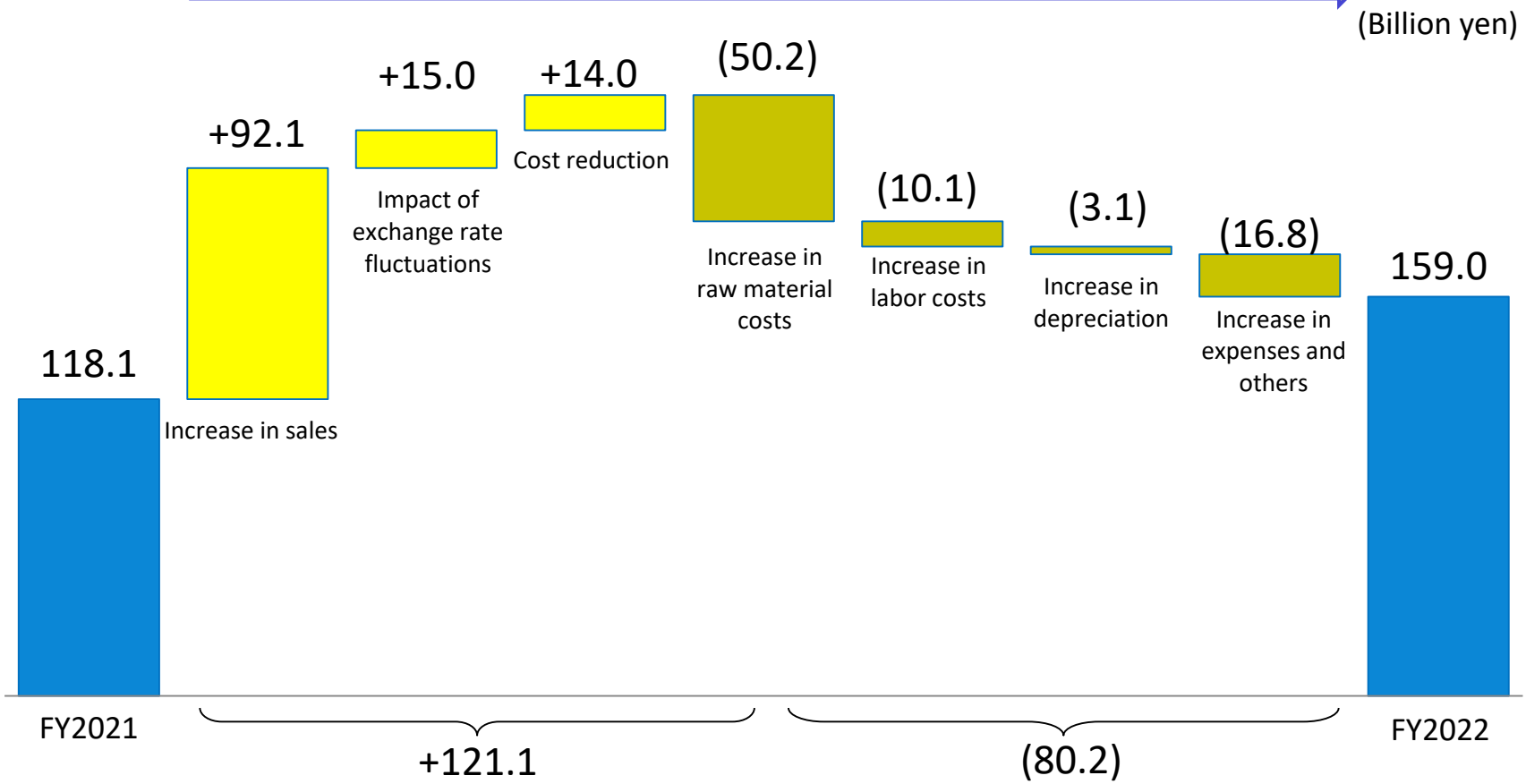
Materials Handling Equipment :

Net sales and profit increased due to increase of both forklift trucks and logistics solution business

Changes in Operating Profit

Year-on-year comparison (FY2021 and FY2022)

Operating profit ¥40.9 billion increase (¥118.1 to ¥159.0 billion)



- YoY profit increased due mainly to increase in sales despite of increase in raw material and labor costs as well as others including logistics costs

Performance <FY2022>

(Billion yen)

	FY2021	**FY2022**	Change	
Investments in tangible assets	113.3	**134.8**	21.5	19.0%
Depreciation	91.0	**94.1**	3.1	3.4%

- Investments in tangible assets increased overall due to increase in Car Air-Conditioning Compressor, Electronics Parts and others including battery and Materials Handling Equipment business segment

Performance <FY2022>

(Billion yen)

	As of March 31, 2021	**As of March 31, 2022**	Change	
Total assets	6,503.9	**7,627.1**	1,123.2	17.3%
Total equity	3,322.5	**4,021.9**	699.4	21.1%
Equity attributable to owners of the parent per share	¥10,422.64	**¥12,653.04**	¥2,230.40	-
Percentage of equity attributable to owners of the parent	49.8%	**51.5%**	-	-
Consolidated subsidiaries	256	**258**	2	-

- Total assets increased because market value of investment securities increased

Performance <FY2023 Forecast>

(Billion yen)

	FY2022	**FY2023**	Change	
Net sales	2,705.1	**3,100.0**	394.9	14.6%
Operating profit	159.0	**170.0**	11.0	6.9%
Profit before income taxes	246.1	**250.0**	3.9	1.6%
Profit attributable to owners of the present	180.3	**185.0**	4.7	2.6%
Earnings per share	¥580.73	**¥595.85**	¥15.12	-
Dividends per share [Year-end]	¥170 [¥90]	**¥180** **[¥90]**	¥10 [-]	- -
Payout ratio	29.3%	**30.2%**	-	-
¥/US$	¥112	**¥120**	¥8	-
¥/Euro	¥131	**¥130**	(¥1)	-

Segment Information <FY2023 Forecast>

Net sales [Operating profit] (Billion yen)

	FY2022	**FY2023**	Change	
Vehicle	83.4	**90.0**	6.6	7.8%
Engine	267.6	**315.0**	47.4	17.7%
Car Air-Conditioning Compressor	356.1	**423.0**	66.9	18.8%
Electronics parts and others	85.5	**127.0**	41.5	48.5%
Automobile	**792.8 [33.0]**	**955.0**	162.2	20.5%
Materials Handling Equipment	**1,789.4 [113.6]**	**2,012.0**	222.6	12.4%
Textile Machinery	**69.2 [5.5]**	**68.0**	(1.2)	(1.8%)
Others	**53.7 [7.1]**	**65.0**	11.3	21.0%
Total	**2,705.1 [159.0]**	**3,100.0 [170.0]**	394.9 [11.0]	14.6%

Unit sales

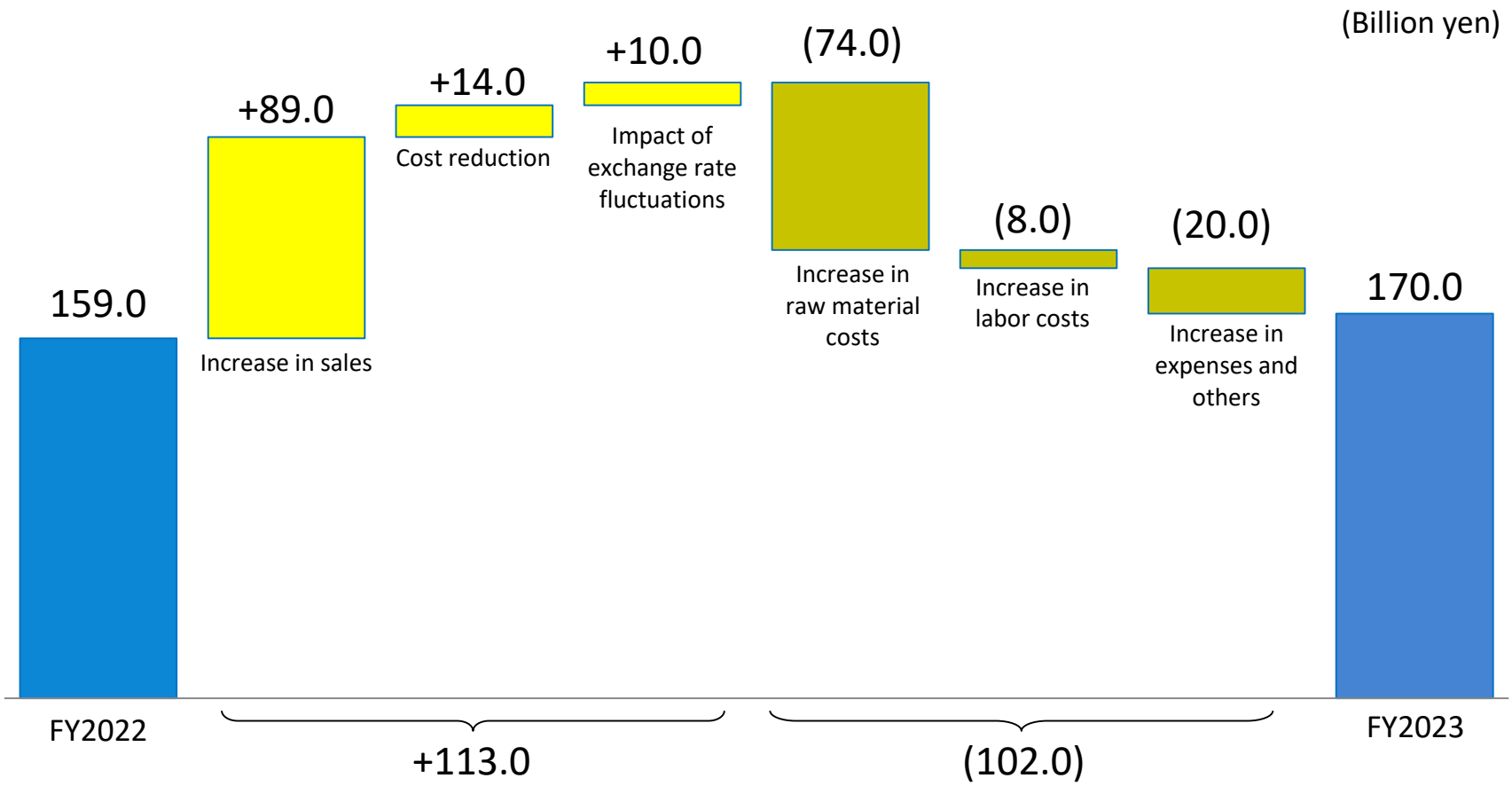
(Thousand units)

	FY2022	**FY2023**	Change
Vehicle (RAV4)	308	**320**	12
Diesel	430	**452**	22
Gasoline	374	**484**	110
Engine	804	**936**	132
Car Air-Conditioning Compressor	28,750	**31,000**	2,250
Materials Handling Equipment	282	**349**	67
Air-jet loom	7.3	**6.0**	(1.3)

Changes in Operating Profit

Year-on-year comparison (FY2022 full year and FY2023 full year forecast)

Operating profit: ¥11.0 billion increase (from ¥159.0 billion to ¥170.0 billion)



Performance <FY2023 Forecast>

(Billion yen)

	FY2022	**FY2023**	Change	
Investments in tangible assets	134.8	**150.0**	15.2	11.2%
Depreciation	94.1	**94.0**	(0.1)	(0.2%)

II. Our Business Initiatives

Materials Handling Equipment

Automobile

Materials Handling Equipment

1. Shipment suspension of some models of engine-powered lift trucks in the United States

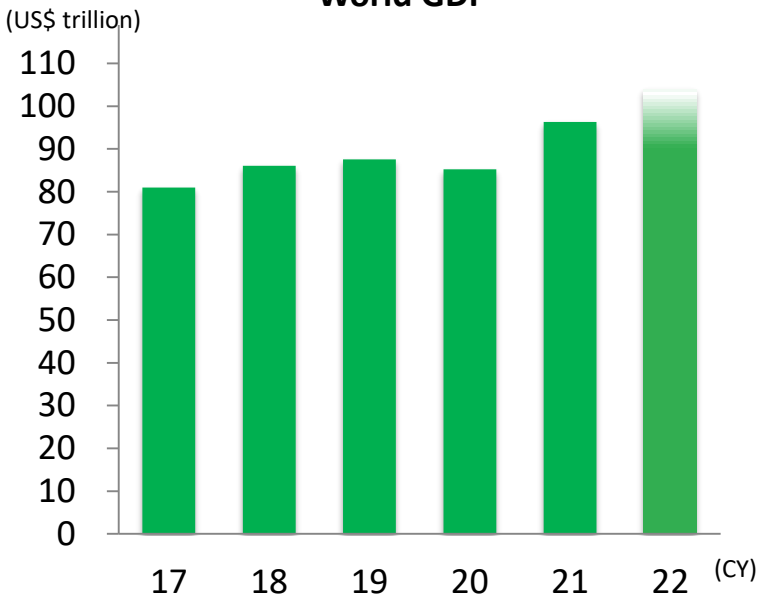
- Some models of engine-powered lift trucks manufactured at the US plant
- Suspension of the shipment from January, 2021 and suspension of the production from June, 2021 due to delays in obtaining U.S. engine emissions certification

- **The application process required for the certification is well underway. Keep the negotiation with EPA to obtain the certification**
- **Aim to resume shipping through a sincere response to the authorities**
- **Disclose relevant information promptly if any matters requiring disclosure arise**

2. Business Environment

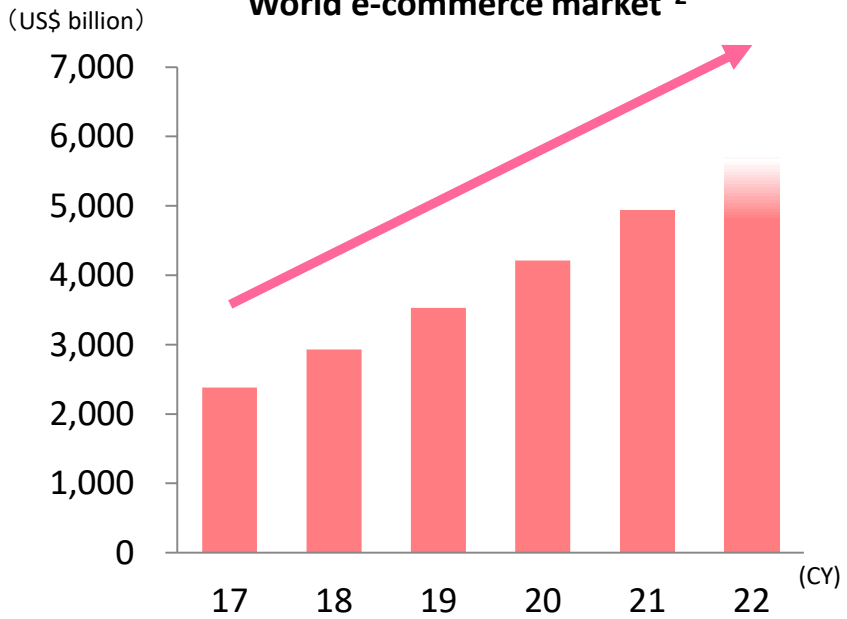
- **Demand recovery** from the global COVID-19 pandemic recession
- Although **e-commerce market growth drives increase of new demand**, **the future is uncertain** along with growing concerns of **geopolitical risks and inflation.**
- Increasing needs for **Mechanization** and **Automation** due mainly to labor shortages in developed countries, labor cost increasing in emerging countries and the establishment of social distancing

World GDP*1



*1: IMF, World Economic Outlook, April 2022

World e-commerce market*2

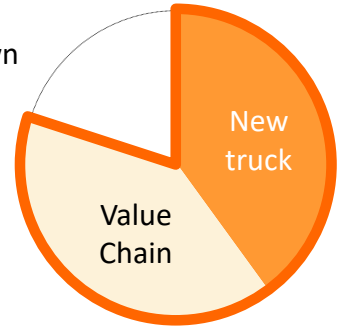


*2: Produced by Toyota Industries based on "International Economic Research Project (Market Research on Electronic Commerce) Report on Construction of Integrated Economic Growth Strategy Inside and Outside in the first year of Reiwa", Japan's Ministry of Economy, Trade and Industry (2020)

3. Sales and Forecast (1/2)

Lift trucks

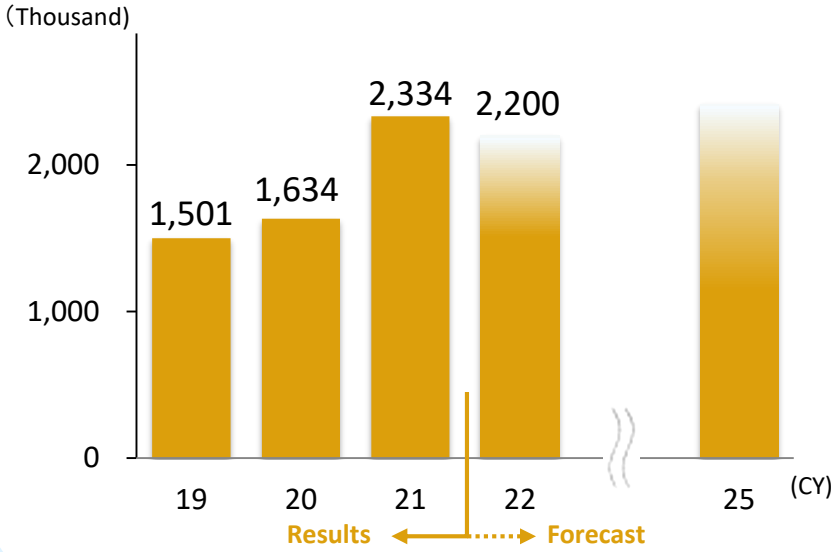
Net sales breakdown



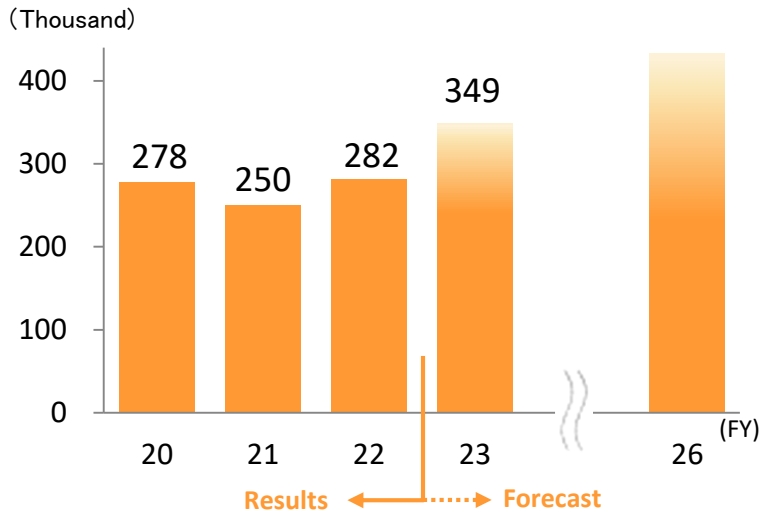
Approx. 80%

- **Order market in 2021 exceeded two million for the first time** including pent-up demand from the pandemic
- **Moderate market growth** is expected in 2022 against drastically increased 2021
- **Steady increase for our sales units** along with strong demand

Order market units



Our sales units

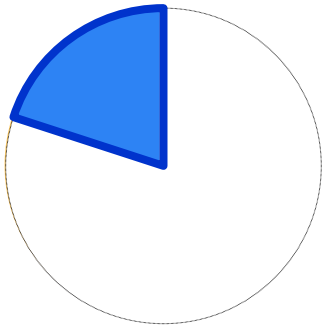


3. Sales and Forecast (2/2)

Logistics solutions

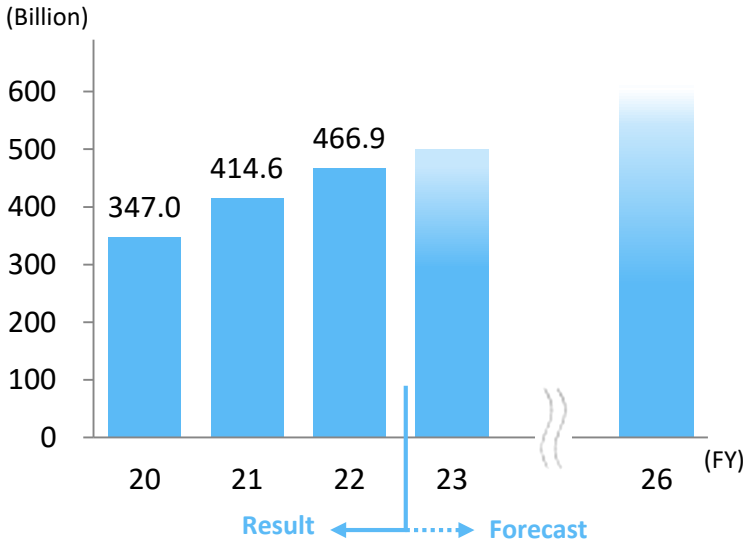
Net sales breakdown

Approx. 20%

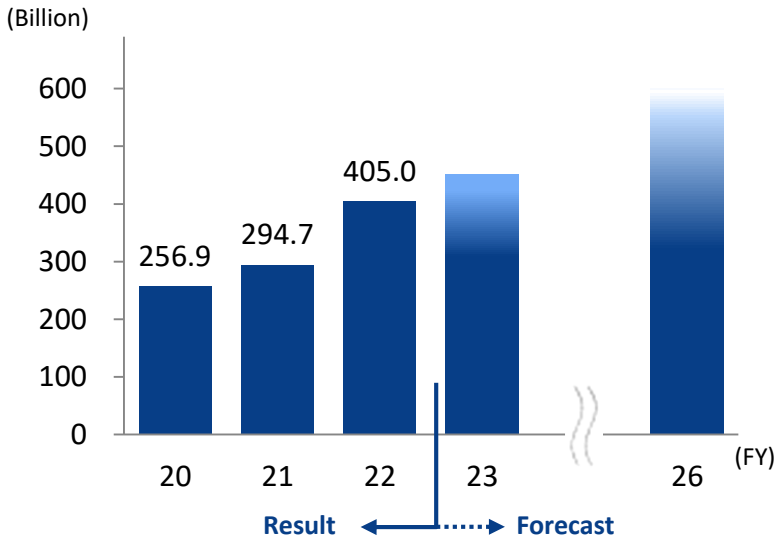


- **Stable order intake** with increasing needs for **automation** and **manpower saving**
- **Strong order increase** especially in **retail, distribution, e-commerce and food industries**

Our order intake amount



Our Sales amount



4. Major Activities for Electrification (1/3)

- Composition of **Electric lift trucks are increasing** globally
- **The ratio of global electric truck lifts in 2021 : approx. 70%**

4. Major Activities for Electrification (2/3)

■Expansion of electric trucks lineup for Carbon Neutrality

- Further expand lineups of Li-ion battery lift trucks with such advantages as **shorter charging time, maintenance-free battery**, etc.
- Develop the **high power electric system** which is applicable to quick charging system
- Develop/Launch **large-sized electric and FC lift trucks**

4. Major Activities for Electrification (3/3)

■ New electric tow tractor

- Actualize the **same performance as engine** types like towing capacity, speed and gradability by loading **high-efficient motor** and **drive unit**
- **High-capacity battery** contributes to **longer continuous operation**

Electric tow tractor (3TE25)

■ New FC lift trucks

- Installed 2nd generation **MIRAI FCEV cell**
- **Halve the FC system cost** by simplifying
- **Double fuel cell life expectancy**

Under developing to **launch in FY2023**

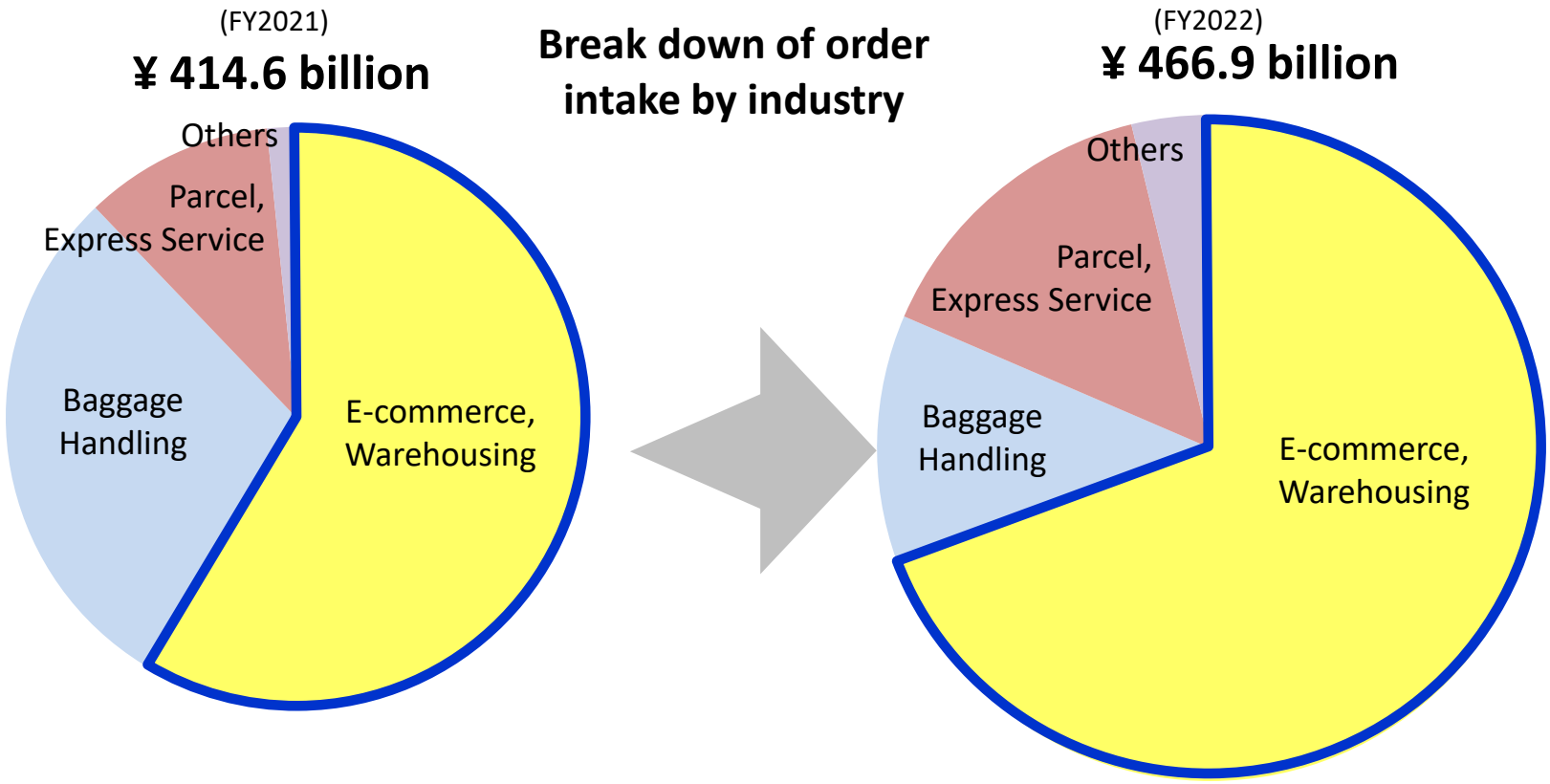
New FC lift truck

Contribute to Carbon Neutrality through replacing ICE types for electric types and popularizing hydrogen

5. Major Activities for Logistics Solution Business (1/2)

■ Industry composition of order intake

- **Increase in e-commerce and warehousing** including apparel and food
- Baggage Handling decline by small population flow due to the pandemic

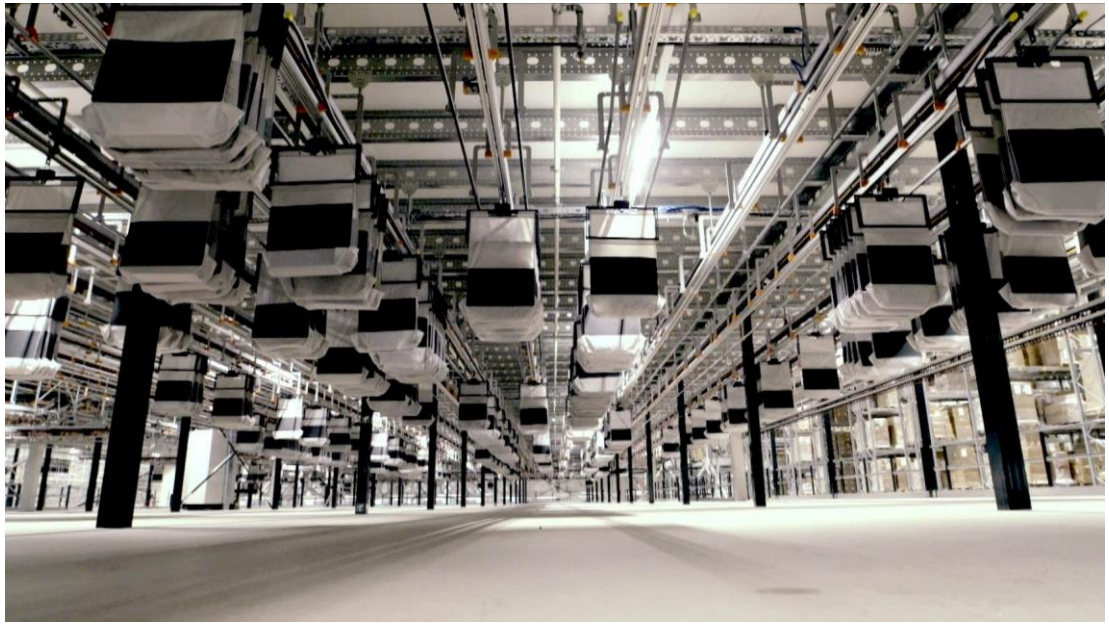


TOYOTA L&F VANDERLANDE

5. Major Activities for Logistics Solution Business (2/2)

■ Collaboration between Vanderlande and TICO

- ZOZO, Inc., an operator of the fashion shopping site “ZOZOTOWN” ordered **“Pocket Sorter”™** , a hanging high-speed sorting system.
- **Developed by Vanderlande** and highly regarded as **the latest logistics automation system.** ZOZO is **the first customers in Japan** for this system.



“Pocket Sorter” ™ , a hanging high-speed sorting system

6. Acquires “viastore”, a Germany-Based Logistics System Integrator (1/4)

■ viastore Overview

1. Establishment : 1889
2. Head Office : Stuttgart, Germany
3. Number of employees : 602 (as of Dec. 31, 2021)
4. Shareholder : Cetus GmbH (holding company)
5. Business activities : Integration of logistic systems
6. Solution Lineups

in-house products　purchased products

Process	Transport	Storage	Picking	Software
Solution	Conveyor, AGV*1	Logistics automation	Robots	WCS *2, Warehouse system

*1: Automated Guided Vehicle　*2: Warehouse Control System

＜Bases＞

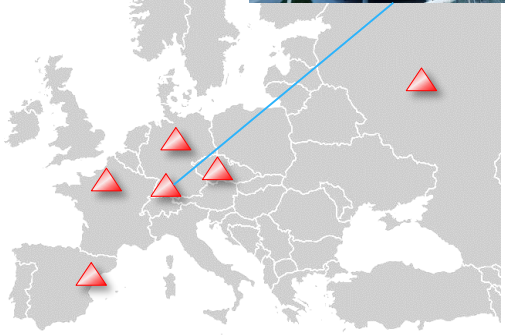
■ Europe : 6 bases in 5 countries

Germany (2 bases), Spain, France, Russia, Czech Republic

■ Americas : 3 bases in 3 countries

U.S.A., Mexico, Brazil

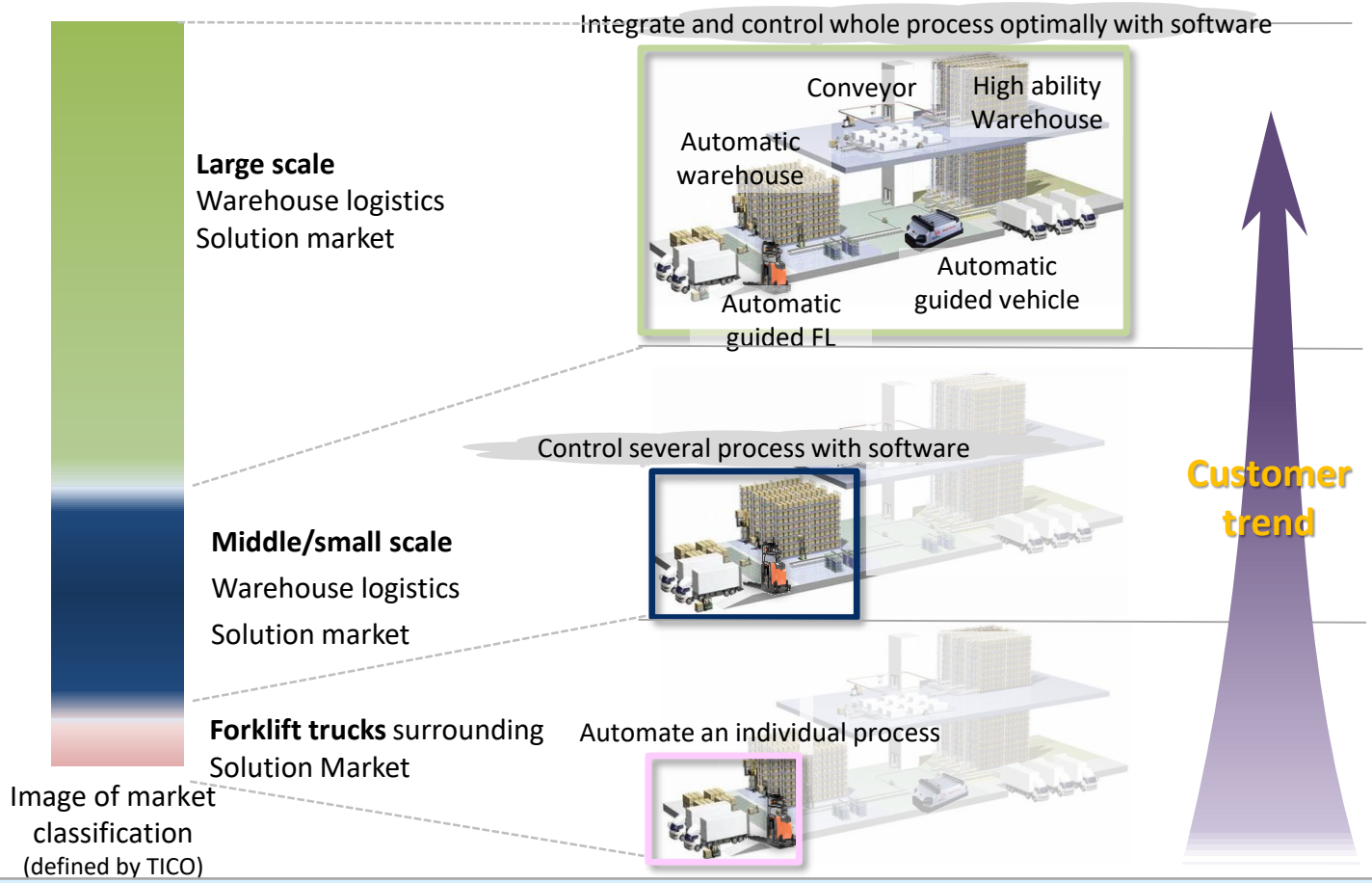
viastore head office



Highly regarded especially in Europe
for its **world-wide costumer base** and **ability to provide solutions**

6. Acquires “viastore”, a Germany-Based Logistics System Integrator (2/4)

■ Classification of the warehouse logistics



Establish the structure to provide solution to meet forklift trucks customer’s automation needs

6. Acquires “viastore”, a Germany-Based Logistics System Integrator (3/4)

■ Solution provision structure in each market

Market \ Country/Area	Japan	North America	Europe
Large scale Warehouse logistics Solution market	TOYOTA L&F	VANDERLANDE	
Middle/small scale Warehouse logistics Solution market	(VANDERLANDE + Bastian SOLUTIONS)	Bastian SOLUTIONS a TOYOTA ADVANCED LOGISTICS company	viastore
Forklift trucks surrounding Solution Market	TOYOTA L&F	TOYOTA MATERIAL HANDLING	TOYOTA MATERIAL HANDLING

Establish a solution provision structure in major markets by the acquisition of viastore

6. Acquires “viastore”, a Germany-Based Logistics System Integrator (4/4)

■ Expected synergies with our group companies

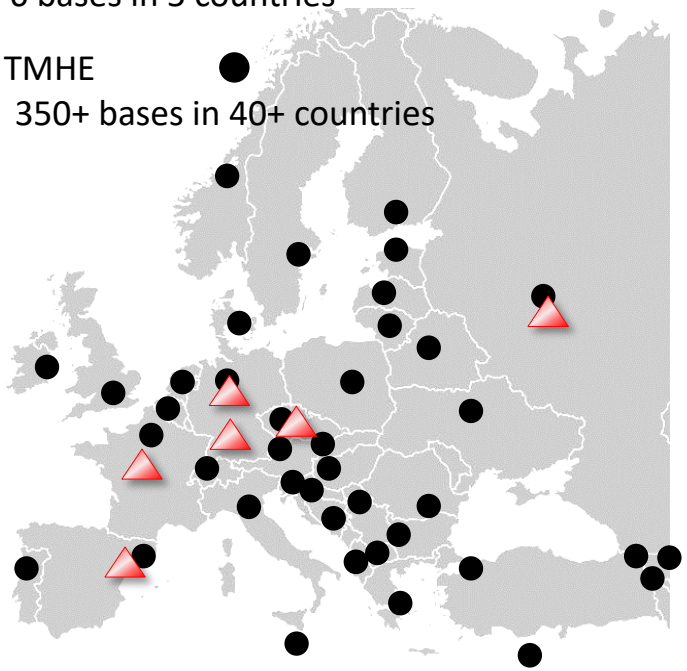
1. Collaboration with TMHE(*)

*: Toyota Material Handling Europe
European headquarters for materials handling equipment business

Utilize wide TMHE sales and service networks

1) viastore
6 bases in 5 countries

2) TMHE
350+ bases in 40+ countries



2. Mutual product provision with Vanderlande

viastore

Bucket type
Automatic warehouse

Shuttle type
Automatic warehouse

Pallet type
Automatic warehouse

Picking Robots

VANDERLANDE

Ⅱ. Our Business Initiatives

Materials Handling Equipment

Automobile

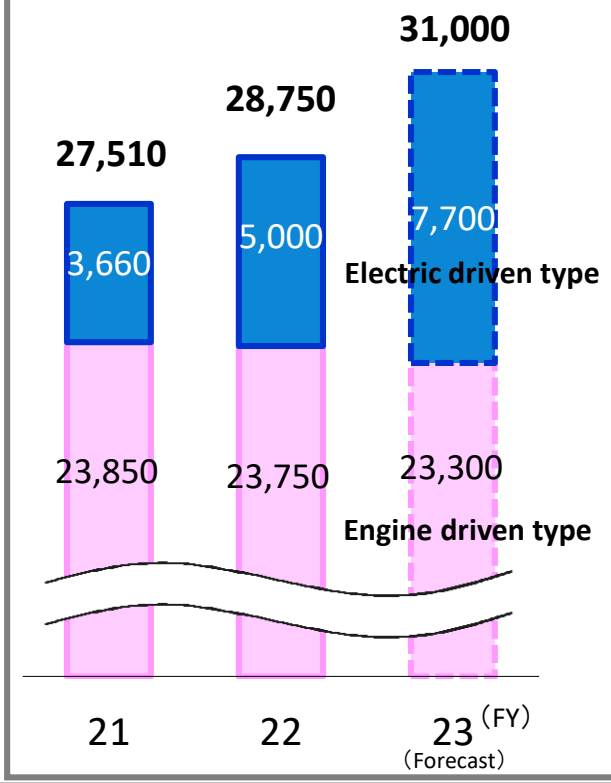
Car Air-Conditioning Compressor

1. Our Compressor Sales and Forecast

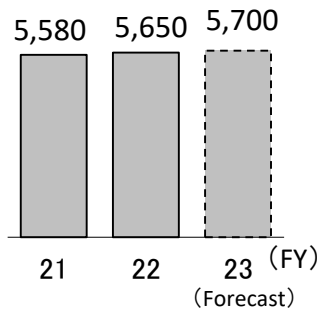
- Despite growing **uncertainty** due to **geopolitical risks** and **inflation concerns**, sales units **increased** in FY2022, mainly for **electric driven type**

(Thousand units)

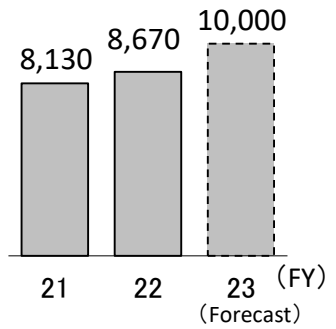
Global



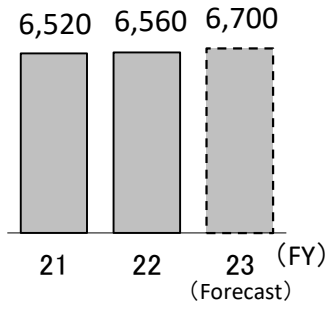
Japan



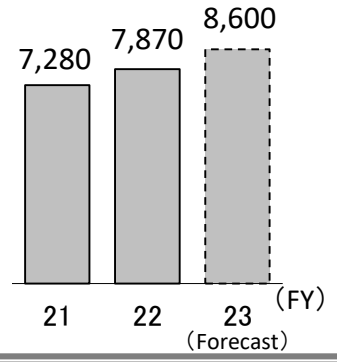
North America



Europe



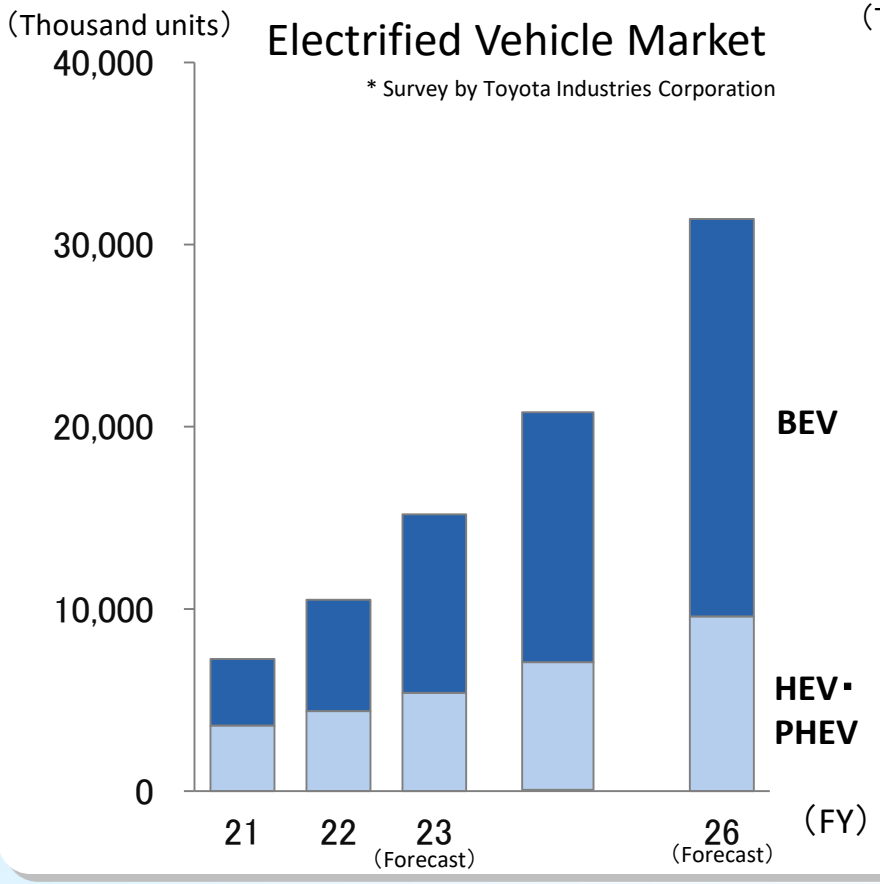
China and Others

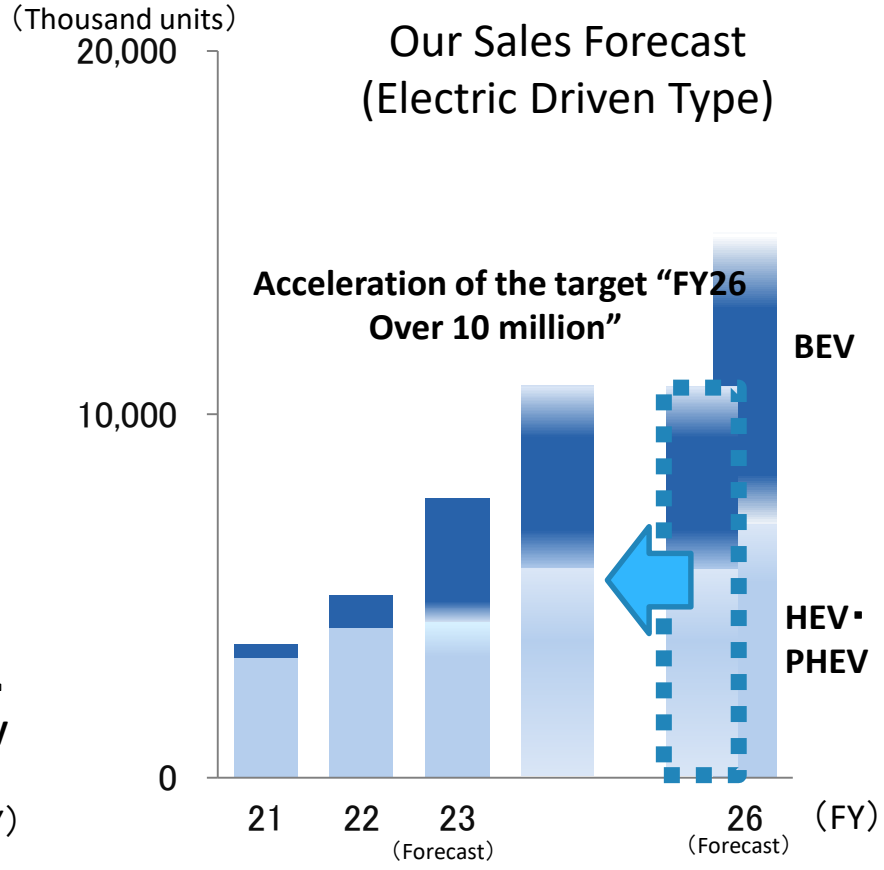


Car Air-Conditioning Compressor

2. Expansion of Electric Driven Type

- Automakers are **accelerating the shift to electrification** in response to rising **carbon-neutral momentum** and **tightening environmental regulations** in each country
- **Expand sales of electric driven type**, mainly for **high-end vehicles**

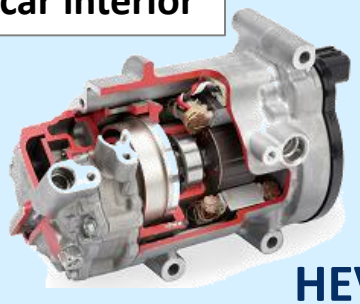




Car Air-Conditioning Compressor

3. Diversified Needs of Automakers and Our Initiatives (1/3)

■Initiatives for higher voltage and larger capacity of electric driven type

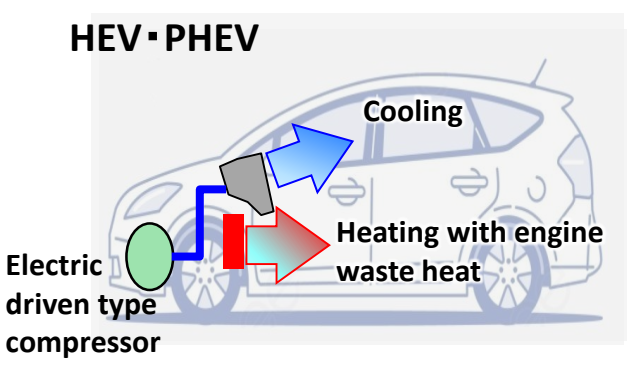
Capacity \ Voltage	Low voltage → High voltage	
	240V-470V	800V
～34 CC	Cooling of car interior  HEV・PHEV	Higher voltage → Quick charge
41 CC～	Larger capacity	BEV

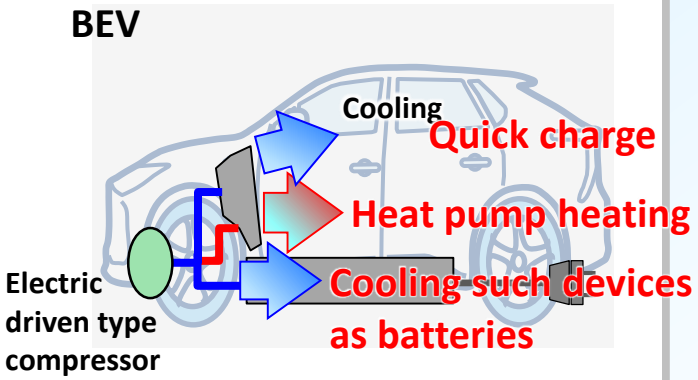
Cooling and heating of car interior
& Cooling such devices as batteries

Car Air-Conditioning Compressor

3. Diversified Needs of Automakers and Our Initiatives (2/3)

■ Expanding role of electric driven type compressors





Needs of automakers

- Heating solutions (Longer operating hours)
- Cooling such devices as batteries

The roles of compressors expanded to include heating function and equipment cooling

Required technologies

- Durability for long-time operation
- Technology which realizes batteries/components cooling as well as air conditioning of car interior
- Low electromagnetic noise during quick charging

Car Air-Conditioning Compressor

3. Diversified Needs of Automakers and Our Initiatives (3/3)

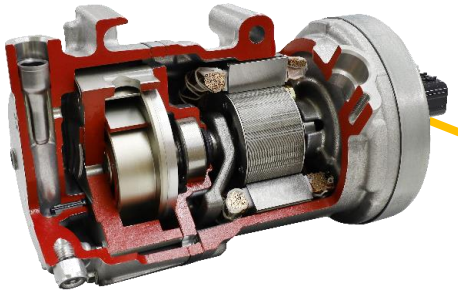
■Our initiatives

Technologies required for BEVs	Our initiatives with leveraging strengths
Durability for long-time operation	**Improve product competitiveness by leveraging experience gained from mounting electric compressors on BEVs ahead of competitors** ・Rapid structural optimization by simulation ・Unique material evaluation technology to improve component strength
Technology which realizes batteries/components cooling as well as air conditioning of car interior	**Developed large capacity type** ・40% better in cooling capability due to increased capacity and higher speed
Low electromagnetic noise during quick charging	**Lower electromagnetic noise by improving the inverter performance** ・Low electromagnetic noise achieved by patented technology in cooperation with the Electronics Division, which possesses a wide range of elemental technologies

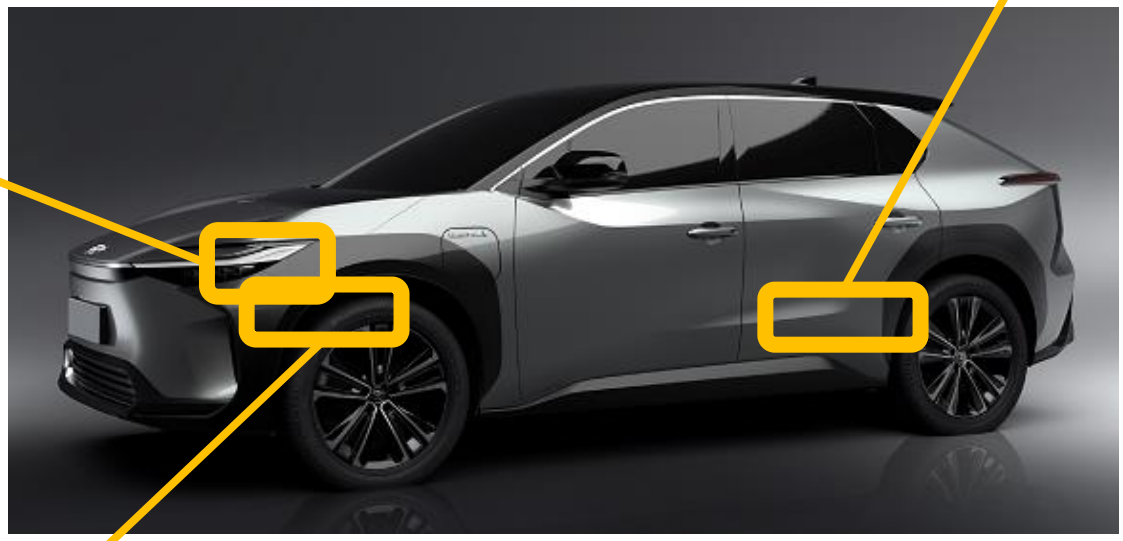
Our products supporting Toyota's new BEV "bZ4X"

Installed in Toyota's New "bZ4X" Battery Electric Vehicle

DC-AC inverter



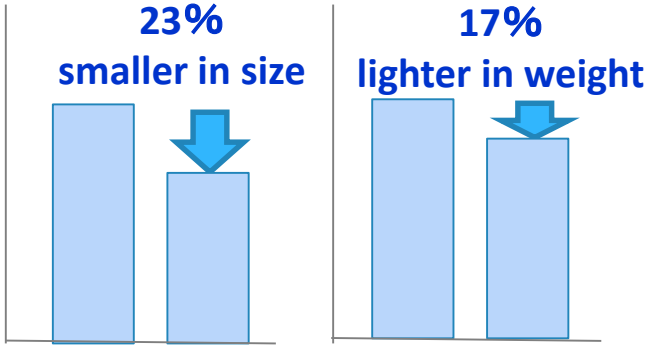
Electric compressor



Newly developed

Newly developed unit that integrates on-board charger and DC-DC converter

Compact size and light weight achieved by integration



Battery

New production line to be launched at Ishihama Plant

- **Started production** of Bipolar Nickel-Metal Hydride Battery for the new Aqua (Prius C), at Kyowa Plant
- **New production line** to be launched at the Ishihama Plant in FY2023 to accommodate an expand the number of car models equipped with our batteries

Ishihama Plant（Aichi prefecture）

Topic

Technology of the Year 2022
1st and 2nd place (Motor Fan illustrated vol.186)

TECHNOLOGY OF THE YEAR AWARD 2022
Presented by Motor Fan illustrated

1st PRIZE

Bipolar Nickel-Metal Hydride Battery for the new Aqua (Prius C), Toyota Motor Corporation

● **Expert comments**

「I was honestly impressed that there was still a way to advance the nickel-metal hydride battery, which was thought to be an old technology.」

「The company was highly evaluated for its commercialization of the bipolar type, which has long been considered for practical use, and its potential for development into lithium-ion batteries.」

2nd PRIZE

New V6 Diesel Turbo Engine for the new Land Cruiser 300, Toyota Motor Corporation

● **Expert comments**

「The V-bank exhaust system, 2-way twin turbo, PCCI, and other new technologies were comprehensively introduced and integrated into the engine for the Land Cruiser 300.」

「While many automakers around the world are accelerating the shift to electrification, Toyota's strength in still investing development resources in ICEs.」

III. Carbon Neutrality Initiatives

1. Initiatives to reduce CO2 emissions (Production)

Basic concepts

Steady CO2 reduction activities

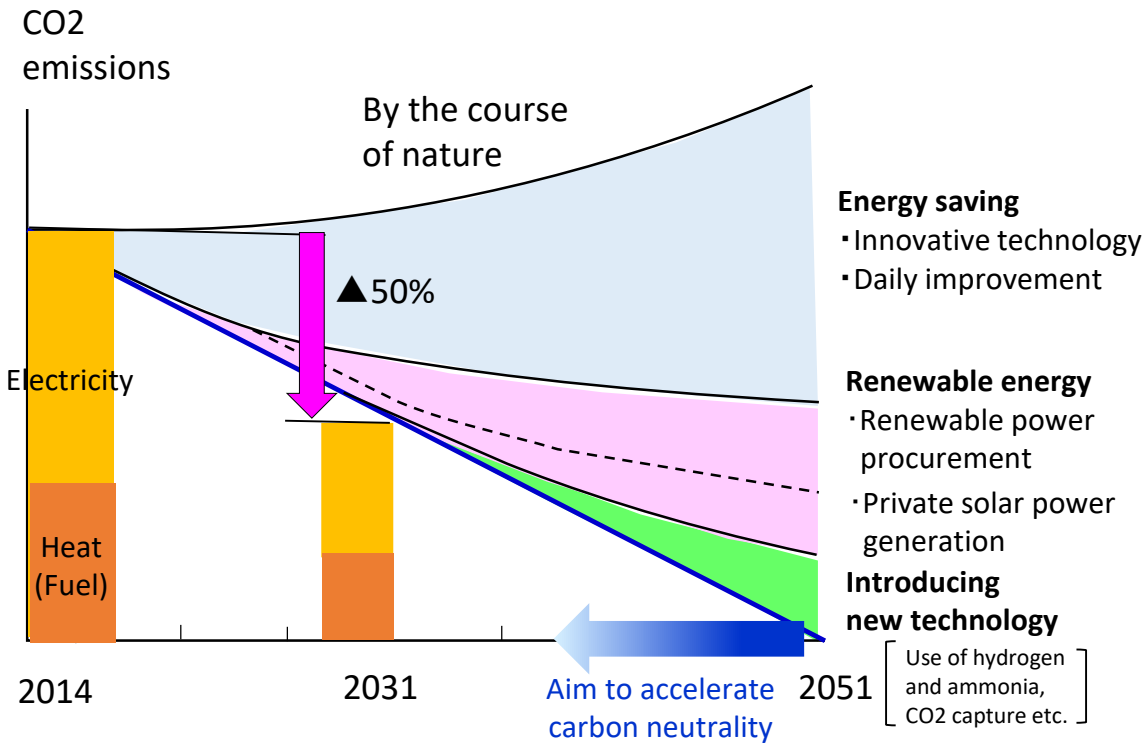
- Energy saving
- Private solar power generation
- Introducing new technology

＋

Complementary activities

- Renewable power procurement
- Purchase of energy conservation certificates

【Reduction of CO2 Emissions (Production)】



CO2 emissions on track to be halved by 2031
by thorough energy saving, use of renewable energy, etc.

1. Initiatives to reduce CO2 emissions (Production)

【Renewable power】 Example of activities

The plant of the car air-conditioning compressor

"Air conditioning system using renewable energy heat" demonstration test

(A part of the NEDO-subsidized project)

Geothermal heat that provides stable heat all year round

Solar thermal with high energy conversion efficiency

} **First system in Japan to utilize both** to reduce CO2 emissions from air conditioning

Air conditioning system using renewable energy heat

Solar heat collector

CO2 emissions are expected to be reduced by approximately 40% compared to conventional models

Expand the use of renewable energy based on the knowledge accumulated through the demonstration

1. Initiatives to reduce CO2 emissions (Products)

Net sales target for electrification-related products set at 70%+ in FY2031

Materials Handling Equipment

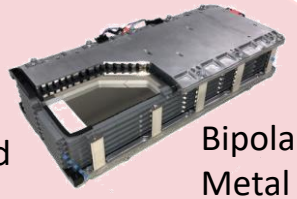
Automobile

"Contribution to electrification"

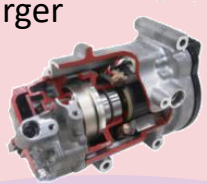
Electric tow tractor

Electric lift truck

On-board charger



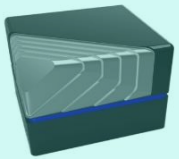
Bipolar Nickel-Metal Hydride Battery



Electric compressor

"Contribution to the construction of a hydrogen society"

FC lift truck



FC module

Oxygen-supplying air compressor for FCEVs

Hydrogen circulation pump for FCEVs

Reduce CO2 emissions throughout the lifecycle of products by leveraging the strengths of both businesses

2. Biodiversity Conservation Initiatives

Aggressive activities centered on the neighborhoods of our company's bases

Japan

Habitat creation
Biotope

Fox habitat expansion
Animal path

Conservation of rare bird species
Birdpia

Overseas

Participation in tree-planting events
（China）

Mangrove planting
（Indonesia）

Distribution of seedlings at environmental awareness activities
（Brazil）

Restore ecological impact through collaborative efforts with local communities

Cautionary Statement with Respect to Forward-Looking Statements

This presentation contains projections of business results as well as statements regarding business plans, forecasts, strategies, and other forward-looking statements that are not to be taken as historical fact. Projections and forward-looking statements are based on the current expectations and estimates of Toyota Industries and its Group companies. All such projections and forward-looking statements are based on management's assumptions and beliefs derived from the information available to it at the time of producing this report and are not guarantees of future performance. You should also be aware that certain risks and uncertainties could cause the actual results of Toyota Industries and its Group companies to differ materially from any projections or forward-looking statements appearing in this report. These risks and uncertainties include, but are not limited to, the following: 1) economic trends, 2) various competitive pressures, 3) changes in relevant laws and regulations, and 4) fluctuations in exchange rates.