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FY2026 Consolidated Financial Results<IFRS> (April 1, 2025 - March 31, 2026)



April 28, 2026

TOYOTA INDUSTRIES CORPORATION

Stock exchange listings: Tokyo and Nagoya (Code number: 6201) (URL: <https://www.toyota-industries.com/>)

Representative person: Koichi Ito, President, Member of the Board

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The expected date of the Ordinary General Meeting of Shareholders: TBD

The expected date of submission of the securities report (Japanese only): June 26, 2026

The expected date of dividends payment: —

Additional documents to supplement financial results: Yes

IR presentation: No

(Amounts less than one million yen are omitted)

1. Financial Highlights for FY2026 (April 1, 2025 - March 31, 2026)

(1) Consolidated Financial Results

(% : changes from the same period of the previous fiscal year)

	Net sales		Operating profit		Profit before income taxes		Profit		Profit attributable to owners of the parent		Comprehensive income	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Million yen	%
FY2026	4,369,512	7.0	137,023	(38.2)	279,193	(20.6)	227,479	(16.1)	223,785	(14.7)	1,930,654	—
FY2025	4,084,984	6.6	221,695	10.6	351,463	13.7	271,247	14.5	262,312	14.7	(938,140)	—

	Earnings per share—basic	Earnings per share—diluted	Return on equity attributable to owners of the parent	Profit before tax to total assets	Operating profit to net sales
	Yen	Yen	%	%	%
FY2026	744.75	744.75	3.8	2.7	3.1
FY2025	856.96	856.96	4.8	3.4	5.4

(Note) Share of profit (loss) of investments accounted for by the equity method

FY2026 — 2,249 million yen, FY2025 — 2,622 million yen

(2) Consolidated Financial Position

	Total assets	Total equity	Equity attributable to owners of the parent	Ratio of equity attributable to owners of the parent to total assets	Equity attributable to owners of the parent per share
	Million yen	Million yen	Million yen	%	Yen
FY2026	11,187,139	6,850,611	6,771,736	60.5	22,537.25
FY2025	9,403,481	5,015,246	4,904,686	52.2	16,273.00

(3) Consolidated Cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at the end of year
	Million yen	Million yen	Million yen	Million yen
FY2026	398,794	(197,080)	(81,503)	495,827
FY2025	171,578	(43,403)	(198,654)	378,455

2. Cash Dividends

	Annual cash dividends per share					Total amount of annual cash dividends	Dividend payout ratio	Dividend on equity attributable to owners of the parent
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY Total			
	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
FY2025	—	140.00	—	140.00	280.00	85,065	32.7	1.6
FY2026	—	0.00	—	0.00	0.00	0.00	—	—
FY2027 (Forecast)	—	—	—	—	—		—	

(Note) As announced in the news release dated March 24, 2026, titled "Notice Concerning Result of the Tender Offer for the Company Shares by Toyota Fudosan Co., Ltd. and Changes in Parent Company, Major Shareholders, and the Largest Shareholder of Major Shareholders", the Company's common shares are scheduled to be delisted on June 1, 2026, as a result of the tender offer for the Company's common shares by Toyota Asset Preparatory Co., Ltd. and a series of subsequent transactions. Accordingly, no dividend forecast for the fiscal year ending March 31, 2027 is disclosed.

3. Forecasts of Consolidated Financial Results for FY2027 (April 1, 2026 - March 31, 2027)

As announced in the news release dated March 24, 2026, titled "Notice Concerning Result of the Tender Offer for the Company Shares by Toyota Fudosan Co., Ltd. and Changes in Parent Company, Major Shareholders, and the Largest Shareholder of Major Shareholders", the Company's common shares are scheduled to be delisted on June 1, 2026, as a result of the tender offer for the Company's common shares by Toyota Asset Preparatory Co., Ltd. and a series of subsequent transactions. Accordingly, no forecast of consolidated financial results for the fiscal year ending March 31, 2027 is disclosed.

4. Others

(1) Changes in major subsidiaries (specified subsidiaries that changed the scope of consolidation) : Yes

New company : — Excluded company : 1 (Name) AICHI CORPORATION

Please see page 12 on attached documents for details in "Significant Changes in Subsidiaries".

(2) Changes in accounting policies and accounting estimates

(i) Changes in accounting policies required by IFRS : No

(ii) Changes other than (i) : No

(iii) Changes in accounting estimates : No

(3) Issued and outstanding capital stock

(i) Number of shares outstanding at end of each period (including treasury stock):

FY2026 — 325,840,640 shares, FY2025 — 325,840,640 shares

(ii) Number of treasury stock outstanding at end of each period:

FY2026 — 25,372,029 shares, FY2025 — 24,440,334 shares

(iii) Average number of shares outstanding for each period (accumulated):

FY2026 — 300,484,920 shares, FY2025 — 306,096,058 shares

* These financial results are not subject to audits by certified public accountants or auditing firms.

* Explanation regarding the proper use of performance forecasts and other special items:

- As announced in the news release dated March 24, 2026, titled "Notice Concerning Result of the Tender Offer for the Company Shares by Toyota Fudosan Co., Ltd. and Changes in Parent Company, Major Shareholders, and the Largest Shareholder of Major Shareholders", the Company's common shares are scheduled to be delisted on June 1, 2026, as a result of the tender offer for the Company's common shares by Toyota Asset Preparatory Co., Ltd. and a series of subsequent transactions. Accordingly, no forecast of consolidated financial results for the fiscal year ending March 31, 2027 is disclosed.

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1. Business Results

(1) Overview on Consolidated Business Results

In FY2026 (ended March 31, 2026), the global economy showed resilience, particularly in the United States. However, the outlook remained uncertain as the pace of economic growth decelerated amid the continuation of high tariffs and the rising impact of geopolitical risks. Meanwhile, the Japanese economy continued to grow moderately, supported by the widespread increase in wages and a rebound in inbound demand. Nevertheless, the recovery remained modest due to sluggish real income growth caused by persistently rising prices as well as the impact of a slowdown in overseas economies.

As a result, total consolidated net sales amounted to 4,369.5 billion yen, an increase of 284.6 billion yen, or 7%, from the previous fiscal year. In terms of overall profit, despite an increase in sales and the impact of exchange rate fluctuations, owing to increases in engine certification related costs, labor costs, and an increase in expenses and others, including U.S. tariffs impact and research and development expenses, Toyota Industries posted consolidated operating profit of 137.0 billion yen, a decrease of 84.6 billion yen, or 38%, from the previous fiscal year. Profit before income taxes totaled 279.1 billion yen, a decrease of 72.3 billion yen, or 21%. Profit attributable to owners of the parent totaled 223.7 billion yen, a decrease of 38.6 billion yen, or 15%.

With respect to the FY2026 forecast, due to a weaker yen than initially anticipated, as well as the continuation of high levels of production and sales in both the Materials Handling Equipment Segment and the Automobile Segment, net sales exceeded the forecast by 369.5 billion yen, or 9% and operating profit by 37.0 billion yen, or 37%. Profit before tax exceeded the forecast by 49.1 billion yen 21%, and profit attributable to owners of the parent by 33.7 billion yen, or 18%.

Business results by business segment are as follows.

The Automobile market grew on a global basis, driven primarily by China. Amid these operating conditions, net sales of the Automobile Segment totaled 1,190.3 billion yen, an increase of 30.1 billion yen, or 3%. Operating profit amounted to 17.1 billion yen, a decrease of 27.9 billion yen, or 62%. Within this segment, net sales of the Vehicle Business amounted to 101.3 billion yen, a decrease of 1.2 billion yen, or 1%. This is attributable to an expected decrease in unit sales of Toyota RAV4 following a full-model change, which out-weighed a lump-sum compensation for a related investment.

Net sales of the Engine Business totaled 356.8 billion yen, an increase of 10.7 billion yen, or 3%, resulting from an increase in sales of diesel engines, despite a decrease in gasoline engines. Net sales of the Car Air-Conditioning Compressor Business totaled 484.5 billion yen, an increase of 3.6 billion yen, or 1%, due to the impact of exchange rate fluctuations, despite a decrease in sales volumes. Net sales of the Electronics Parts and Others Business totaled 247.5 billion yen, an increase of 17.0 billion yen, or 7%, attributable primarily to an increase in sales of on-board chargers and batteries.

The Materials Handling Equipment market grew on a global basis, driven particularly by expansion in China. Amid this operating climate, while sales of the core forklift truck business declined in Europe and China, revenue increased in the logistics solutions business. As a result, net sales of the Materials Handling Equipment Segment totaled 3,043.0 billion yen, an increase of 256.7 billion yen, or 9%. Operating profit amounted to 113.5 billion yen, a decrease of 53.2 billion yen, or 32%.

With regard to the Textile Machinery Business, the market has generally remained sluggish. Net sales of the Textile Machinery Segment totaled 74.7 billion yen, a decrease of 5.2 billion yen, or 7%, as a result of a decrease in sales of

spinning machinery. Operating loss amounted to 0.8 billion yen, compared to an operating profit of 2.5 billion in the previous fiscal year.

(2) Overview on Consolidated Financial Condition

Assets amounted to 11,187.1 billion yen, an increase of 1,783.7 billion yen from the end of the previous fiscal year, due mainly to an increase in fair value of investment securities. Liabilities amounted to 4,336.5 billion yen, a decrease of 51.7 billion yen from the end of the previous fiscal year, mainly owing to a decrease in deferred tax liabilities. Equity amounted to 6,850.6 billion yen, an increase of 1,835.4 billion yen from the end of the previous fiscal year.

As announced in the "Notice Concerning Result of the Tender Offer for the Company Shares by Toyota Fudosan Co., Ltd. and Changes in Parent Company, Major Shareholders, and the Largest Shareholder of Major Shareholders" dated March 24, 2026, the tender offer for the Company's common shares by Toyota Asset Preparatory Co., Ltd. was completed. As a result, the Company has reclassified the shares of Toyota Motor Corporation, DENSO Corporation, AISIN Corporation, and Toyota Tsusho Corporation held by the Company to assets classified as held for sale. In connection therewith, the related deferred tax liabilities have been reclassified to liabilities directly associated with assets held for sale, and net changes in revaluation of FVTOCI financial assets have been reclassified to other comprehensive income directly associated with assets held for sale.

(3) Overview on Cash Flows

Net cash provided by operating activities was 398.7 billion yen, due to posting profit before income taxes of 279.1 billion yen. Net cash provided by operating activities increased by 227.2 billion yen compared to that of 171.5 billion yen in the same period of the previous fiscal year.

Net cash used in investing activities was 197.0 billion yen, attributable primarily to payments for purchases of property, plant and equipment of 204.9 billion yen. Net cash used in investing activities increased by 153.6 billion yen compared to that of 43.4 billion yen in the same period of the previous fiscal year.

Net cash used in financing activities was 81.5 billion yen, due mainly to repayments of long-term loans payable of 242.3 billion yen, which outweighed proceeds from short-term borrowings of 192.9 billion yen. Net cash used in financing activities decreased by 117.1 billion yen compared to that of 198.6 billion yen in the same period of the previous fiscal year.

After adding translation adjustments and cash and cash equivalents at the beginning of the period, cash and cash equivalents as of March 31, 2026 stood at 495.8 billion yen, an increase of 117.4 billion yen, or 31%, from the end of the previous fiscal year.

(4) Future Outlook

With regard to the outlook for the fiscal year ending March 31, 2027, as announced in the news release dated March 24, 2026, titled "Notice Concerning Result of the Tender Offer for the Company Shares by Toyota Fudosan Co., Ltd. and Changes in Parent Company, Major Shareholders, and the Largest Shareholder of Major Shareholders", the Company's common shares are scheduled to be delisted on June 1, 2026 as a result of the tender offer for the Company's common shares by Toyota Asset Preparatory Co., Ltd. and a series of subsequent transactions. Accordingly, no forecast of consolidated financial results for the fiscal year ending March 31, 2027 is disclosed.

2. Basic Rationale for Selection of Accounting Standards

Toyota Industries adopted International Financial Reporting Standards ("IFRS") for its consolidated financial statements, in order to enhance the accounting analytical capacity in its group management, as well as to improve the international comparability of its financial information in capital market.

3. Consolidated Financial Statements and main notes

(1) Consolidated Statement of Financial Position

(Millions of yen)

	FY2025 (As of March 31, 2025)	FY2026 (As of March 31, 2026)
Assets		
Current assets		
Cash and cash equivalents	378,455	495,827
Time deposits with deposit terms of over three months	89,747	22,912
Trade receivables and other receivables	1,720,610	2,013,929
Other financial assets	12,185	7,663
Inventories	619,804	663,784
Income tax receivables	63,844	53,858
Other current assets	122,514	129,143
Subtotal	3,007,163	3,387,119
Assets held for sale	102,263	4,830,332
Total current assets	3,109,426	8,217,451
Non-current assets		
Property, plant and equipment	1,537,333	1,729,336
Goodwill and intangible assets	551,840	673,663
Trade receivables and other receivables	1,982	1,586
Investments accounted for by the equity method	23,797	55,790
Other financial assets	4,081,905	408,397
Net defined benefit assets	32,702	31,153
Deferred tax assets	57,315	62,786
Other non-current assets	7,177	6,973
Total non-current assets	6,294,055	2,969,688
Total assets	9,403,481	11,187,139

(Millions of yen)

	FY2025 (As of March 31, 2025)	FY2026 (As of March 31, 2026)
Liabilities and Equity		
Liabilities		
Current liabilities		
Trade payables and other payables	878,848	1,042,715
Corporate bonds and loans	497,293	705,932
Other financial liabilities	87,850	100,714
Accrued income taxes	32,197	38,089
Provisions	59,506	51,840
Other current liabilities	48,586	53,782
Subtotal	1,604,283	1,993,075
Liabilities directly associated with assets held for sale	18,001	669,887
Total current liabilities	1,622,284	2,662,963
Non-current liabilities		
Corporate bonds and loans	1,232,789	1,125,178
Other financial liabilities	157,033	187,357
Net defined benefit liabilities	74,080	72,176
Provisions	18,267	42,552
Deferred tax liabilities	1,235,275	196,971
Other non-current liabilities	48,504	49,329
Total non-current liabilities	2,765,950	1,673,565
Total liabilities	4,388,235	4,336,528
Equity		
Share of equity attributable to owners of the parent		
Capital stock	80,462	80,462
Capital surplus	99,464	99,230
Retained earnings	2,194,100	2,376,921
Treasury stock	(168,444)	(180,401)
Other components of shareholders' equity	2,699,103	578,445
Other comprehensive income associated with assets held for sale	-	3,817,077
Total share of equity attributable to owners of the parent	4,904,686	6,771,736
Non-controlling interests	110,560	78,874
Total equity	5,015,246	6,850,611
Total liabilities and equity	9,403,481	11,187,139

**(2) Consolidated Statement of Profit or Loss and
Consolidated Statement of Comprehensive Income**

Consolidated Statement of Profit or Loss

(Millions of yen)

	FY2025 (April 1, 2024 - March 31, 2025)	FY2026 (April 1, 2025 - March 31, 2026)
Net sales	4,084,984	4,369,512
Cost of sales	(3,133,410)	(3,390,896)
Gross profit	951,573	978,616
Selling, general and administrative expenses	(723,853)	(785,598)
Other income	22,025	33,315
Other expenses	(28,050)	(89,308)
Operating profit	221,695	137,023
Financial income	143,014	153,301
Financial expenses	(15,869)	(13,381)
Share of profit (loss) of investments accounted for by the equity method	2,622	2,249
Profit before income taxes	351,463	279,193
Income taxes	(80,215)	(51,713)
Profit	271,247	227,479
Profit attributable to:		
Owners of the parent	262,312	223,785
Non-controlling interests	8,934	3,694
<hr/>		
Earnings per share		
Earnings per share — basic (yen)	856.96	744.75
Earnings per share — diluted (yen)	856.96	744.75

Consolidated Statement of Comprehensive Income

(Millions of yen)

	FY2025 (April 1, 2024 - March 31, 2025)	FY2026 (April 1, 2025 - March 31, 2026)
Profit	271,247	227,479
Other comprehensive income:		
Items not to be reclassified into profit or loss		
Net changes in revaluation of FVTOCI financial assets	(1,178,610)	1,541,623
Remeasurements of defined benefit plans	(12,754)	2,061
Other comprehensive income of affiliates accounted for by the equity method	(67)	433
Total items not to be reclassified into profit or loss	(1,191,432)	1,544,117
Items that can be reclassified into profit or loss		
Translation adjustments of foreign operations	(15,134)	159,145
Cash flow hedges	(2,383)	(3,047)
Other comprehensive income of affiliates accounted for by the equity method	(437)	2,958
Total items that can be reclassified into profit or loss	(17,955)	159,056
Total other comprehensive income	(1,209,387)	1,703,174
Comprehensive income	(938,140)	1,930,654
Total comprehensive income attributable to:		
Owners of the parent	(945,543)	1,921,437
Non-controlling interests	7,403	9,217

(3) Consolidated Statement of Changes in Equity

(Millions of yen)

	Share of equity attributable to owners of the parent					
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Other components of shareholders' equity	
					Net changes in revaluation of FVTOCI financial assets	Remeasurements of defined benefit plans
Balance as of April 1, 2024	80,462	99,581	1,990,203	(59,369)	3,689,589	—
Profit	—	—	262,312	—	—	—
Other comprehensive income	—	—	—	—	(1,178,553)	(12,531)
Total comprehensive income	—	—	262,312	—	(1,178,553)	(12,531)
Repurchase of treasury stock	—	(115)	—	(109,074)	—	—
Disposal of treasury stock	—	—	—	—	—	—
Dividends	—	—	(86,336)	—	—	—
Changes in ownership interest of subsidiaries	—	354	—	—	—	—
Changes in non-controlling interests as a result of change in scope of consolidation	—	—	—	—	—	—
Reclassified into retained earnings	—	—	27,919	—	(40,451)	12,531
Reclassified into other comprehensive income directly associated with assets held for sale	—	—	—	—	—	—
Other increases (decreases)	—	(356)	—	—	—	—
Total transactions with owners	—	(117)	(58,416)	(109,074)	(40,451)	12,531
Balance as of March 31, 2025	80,462	99,464	2,194,100	(168,444)	2,470,583	—
Profit	—	—	223,785	—	—	—
Other comprehensive income	—	—	—	—	1,541,934	2,113
Total comprehensive income	—	—	223,785	—	1,541,934	2,113
Repurchase of treasury stock	—	(19)	—	(11,957)	—	—
Disposal of treasury stock	—	—	—	—	—	—
Dividends	—	—	(42,196)	—	—	—
Changes in ownership interest of subsidiaries	—	(0)	—	—	—	—
Changes in non-controlling interests as a result of change in scope of consolidation	—	—	—	—	—	—
Reclassified into retained earnings	—	—	1,232	—	881	(2,113)
Reclassified into other comprehensive income directly associated with assets held for sale	—	—	—	—	(3,817,077)	—
Other increases (decreases)	—	(214)	—	—	—	—
Total transactions with owners	—	(233)	(40,963)	(11,957)	(3,816,196)	(2,113)
Balance as of March 31, 2026	80,462	99,230	2,376,921	(180,401)	196,322	—

(Millions of yen)

	Share of equity attributable to owners of the parent					Non-controlling interests	Total equity
	Other components of shareholders' equity			Other comprehensive income directly associated with assets held for sale	Total		
	Translation adjustments of foreign operations	Cash flow hedges	Total				
Balance as of April 1, 2024	239,439	5,851	3,934,880	—	6,045,759	107,599	6,153,359
Profit	—	—	—	—	262,312	8,934	271,247
Other comprehensive income	(14,387)	(2,383)	(1,207,856)	—	(1,207,856)	(1,531)	(1,209,387)
Total comprehensive income	(14,387)	(2,383)	(1,207,856)	—	(945,543)	7,403	(938,140)
Repurchase of treasury stock	—	—	—	—	(109,190)	—	(109,190)
Disposal of treasury stock	—	—	—	—	—	—	—
Dividends	—	—	—	—	(86,336)	(4,145)	(90,482)
Changes in ownership interest of subsidiaries	—	—	—	—	354	(296)	57
Changes in non-controlling interests as a result of change in scope of consolidation	—	—	—	—	—	—	—
Reclassified into retained earnings	—	—	(27,919)	—	—	—	—
Reclassified into other comprehensive income directly associated with assets held for sale	—	—	—	—	—	—	—
Other increases (decreases)	—	—	—	—	(356)	—	(356)
Total transactions with owners	—	—	(27,919)	—	(195,528)	(4,442)	(199,971)
Balance as of March 31, 2025	225,051	3,468	2,699,103	—	4,904,686	110,560	5,015,246
Profit	—	—	—	—	223,785	3,694	227,479
Other comprehensive income	156,650	(3,047)	1,697,651	—	1,697,651	5,522	1,703,174
Total comprehensive income	156,650	(3,047)	1,697,651	—	1,921,437	9,217	1,930,654
Repurchase of treasury stock	—	—	—	—	(11,977)	—	(11,977)
Disposal of treasury stock	—	—	—	—	—	—	—
Dividends	—	—	—	—	(42,196)	(2,229)	(44,425)
Changes in ownership interest of subsidiaries	—	—	—	—	(0)	76	76
Changes in non-controlling interests as a result of change in scope of consolidation	—	—	—	—	—	(38,749)	(38,749)
Reclassified into retained earnings	—	—	(1,232)	—	—	—	—
Reclassified into other comprehensive income directly associated with assets held for sale	—	—	(3,817,077)	3,817,077	—	—	—
Other increases (decreases)	—	—	—	—	(214)	—	(214)
Total transactions with owners	—	—	(3,818,309)	3,817,077	(54,387)	(40,902)	(95,290)
Balance as of March 31, 2026	381,702	420	578,445	3,817,077	6,771,736	78,874	6,850,611

(4) Consolidated Statement of Cash Flows

(Millions of yen)

	FY2025 (April 1, 2024 - March 31, 2025)	FY2026 (April 1, 2025 - March 31, 2026)
Cash flows from operating activities:		
Profit before income taxes	351,463	279,193
Depreciation and amortization	324,055	353,053
Impairment losses	1,147	7,097
Interest and dividends income	(141,635)	(149,955)
Interest expenses	11,172	7,523
Share of (profit) loss of investments accounted for by the equity method	(2,622)	(2,249)
(Increase) decrease in inventories	(4,840)	5,205
(Increase) decrease in trade receivables and other receivables	(91,207)	(117,212)
Increase (decrease) in trade payables and other payables	13,070	59,198
(Increase) decrease in operating lease assets (excluding depreciation expense)	(145,718)	(157,691)
Others	(60,970)	10,809
Subtotal	253,914	294,971
Interest and dividends income received	142,631	152,262
Interest expenses paid	(11,107)	(7,482)
Income taxes paid	(213,860)	(40,956)
Net cash provided by (used in) operating activities	171,578	398,794
Cash flows from investing activities:		
Payments for purchases of property, plant and equipment	(211,032)	(204,923)
Proceeds from sales of property, plant and equipment	5,419	9,055
Payments for purchases of investment securities	(4,614)	(11,264)
Proceeds from sales of investment securities	76,698	42
Payments for acquisition of subsidiaries' stock resulting in change in scope of consolidation	(7,756)	(45,861)
Proceeds from the sale of subsidiaries' stock resulting in change in the scope of consolidation	—	36,043
Payments into time deposits	(348,584)	(35,105)
Proceeds from withdrawal of time deposits	508,697	101,578
Payments for transfer of businesses	(1,184)	—
Others	(61,046)	(46,644)
Net cash provided by (used in) investing activities	(43,403)	(197,080)
Cash flows from financing activities:		
Net Increase (decrease) in short-term loans payable (within three months)	(12,570)	192,920
Proceeds from short-term loans payable (over three months)	67,433	145,609
Repayments of short-term loans payable (over three months)	(71,651)	(111,952)
Net Increase (decrease) in commercial paper	34,410	(21,774)
Proceeds from long-term loans payable	93,662	70,620
Repayments of long-term loans payable	(133,744)	(242,365)
Proceeds from issuance of corporate bonds	137,618	—
Repayments of corporate bonds	(76,428)	(30,004)
Repayments of lease obligations	(55,495)	(57,027)
Payments for repurchase of treasury stock	(109,190)	(11,977)
Cash dividends paid	(86,336)	(42,196)
Cash dividends paid to non-controlling interests	(4,145)	(2,229)
Others	17,783	28,872
Net cash provided by (used in) financing activities	(198,654)	(81,503)
Translation adjustments of cash and cash equivalents	(1,042)	(2,837)
Increase (decrease) in cash and cash equivalents due to reclassification as assets held for sale	(46,871)	—
Net increase (decrease) in cash and cash equivalents	(118,394)	117,372
Cash and cash equivalents at beginning of period	496,849	378,455
Cash and cash equivalents at end of period	378,455	495,827

(5) Note on Consolidated Financial Statements

(Note on Premise of Going Concern) : No

(Note on Significant Changes in the Amount of Shareholders' Equity)

In FY2026 (ended March 31, 2026), Toyota Industries (the "Company") paid dividends of 42,196 million yen from retained earnings.

(Significant Changes in Subsidiaries)

AICHI CORPORATION ("AICHI"), a consolidated subsidiary of the Company, became an affiliate accounted for by the equity method as of May 14, 2025, following the Company's acceptance of its tender offer for AICHI's treasury stock. As a result, AICHI no longer constitutes a consolidated subsidiary of the Company and is excluded from the scope of consolidation for FY2026.

(Segment Information)

FY2025 (April 1, 2024 - March 31, 2025)

(Millions of yen)

	Automobile	Materials Handling Equipment	Textile Machinery	Others	Total	Adjustments	Consolidated
Sales							
Outside customer sales	1,160,238	2,786,321	79,994	58,428	4,084,984	—	4,084,984
Inter-segment sales and transfers	19,562	3,162	161	35,435	58,322	(58,322)	—
Total	1,179,801	2,789,484	80,156	93,864	4,143,306	(58,322)	4,084,984
Segment profit	45,057	166,729	2,513	7,657	221,958	(262)	221,695
Segment assets	941,687	3,752,654	112,748	342,454	5,149,543	4,253,938	9,403,481
Financial income							143,014
Financial expenses							(15,869)
Share of profit (loss) of investments accounted for by the equity method							2,622
Profit before income taxes							351,463

- (Notes)
- Main products and services of each segment
 - Automobile..... Vehicles, diesel and gasoline engines, foundry parts for engines, car air-conditioning compressors, electronics components, battery
 - Materials handling equipment... Lift trucks, warehouse trucks, automated storage and retrieval systems, aerial work platforms, logistics solutions, sales financing business
 - Textile machinery..... Weaving machinery, spinning machinery, instruments for yarn testing and cotton classing
 - "Others" represents businesses not included in the reporting segments, and its primary service is the land transportation.
 - (262) million yen included in "Adjustments" for "Segment profit" is mainly inter-segment transactions. "Adjustments" for "Segment assets" includes corporate assets. Corporate assets mainly consist of the Company's cash and deposits as well as marketable securities and investment securities.
 - "Segment profit" reconciles to operating profit disclosed in the consolidated statement of profit or loss.

FY2026 (April 1, 2025 - March 31, 2026)

(Millions of yen)

	Automobile	Materials Handling Equipment	Textile Machinery	Others	Total	Adjustments	Consolidated	
Sales								
Outside customer sales	1,190,313	3,043,058	74,723	61,417	4,369,512	—	4,369,512	
Inter-segment sales and transfers	22,178	2,179	205	38,014	62,578	(62,578)	—	
Total	1,212,491	3,045,238	74,928	99,431	4,432,090	(62,578)	4,369,512	
Segment profit	17,144	113,507	(878)	7,522	137,295	(271)	137,023	
Segment assets	1,018,817	4,325,805	117,155	404,214	5,865,992	5,321,147	11,187,139	
Financial income								153,301
Financial expenses								(13,381)
Share of profit (loss) of investments accounted for by the equity method								2,249
Profit before income taxes								279,193

- (Notes)
1. Main products and services of each segment
 - Automobile..... Vehicles, diesel and gasoline engines, foundry parts for engines, car air-conditioning compressors, electronics components, battery
 - Materials handling equipment... Lift trucks, warehouse trucks, automated storage and retrieval systems, logistics solutions, sales financing business
 - Textile machinery..... Weaving machinery, spinning machinery, instruments for yarn testing and cotton classing
 2. "Others" represents businesses not included in the reporting segments, and its primary service is the land transportation.
 3. (271) million yen included in "Adjustments" for "Segment profit" is mainly inter-segment transactions. "Adjustments" for "Segment assets" includes corporate assets. Corporate assets mainly consist of the Company's cash and deposits as well as marketable securities and investment securities.
 4. "Segment profit" reconciles to operating profit disclosed in the consolidated statement of profit or loss.

(Earnings per Share)

(1) Basis of calculation for basic earnings per share

(i) Profit attributable to owners of the parent

(Millions of yen)

	FY2025 (April 1, 2024 - March 31, 2025)	FY2026 (April 1, 2025 - March 31, 2026)
Profit attributable to owners of common stock of the parent	262,312	223,785

(ii) Weighted-average shares of common stock

(Thousands)

	FY2025 (April 1, 2024 - March 31, 2025)	FY2026 (April 1, 2025 - March 31, 2026)
Weighted-average number of common stock	306,096	300,484

(2) Basis of calculation for diluted earnings per share

Diluted earnings per share is the same amount with basic earnings per share because there are no dilutive shares.

(Subsequent Events)

(Tender offer for the Company's shares)

The press release "Notice Concerning Expression of Opinion in Support of Planned Commencement of Tender Offer for Company Shares by Toyota Fudosan Co., Ltd. and Neutral Opinion to Tender Share Therein," which was released on June 3, 2025, announced that a tender offer (the "Tender Offer") for common shares of the Company (the "Company Shares") would be conducted by Toyota Asset Preparatory Co., Ltd. (the "Offeror") founded by Toyota Fudosan Co., Ltd. ("Toyota Fudosan") on June 9, 2025. The Offeror carried out the Tender Offer from January 15, 2026, to March 23, 2026.

As a result of the Tender Offer, the ratio of the voting rights held by the Offeror to the total voting rights of all shareholders of the Company exceeded 50%. Accordingly, effective March 30, 2026, which is the commencement date of settlement of the Tender Offer, changes occurred in the Company's parent company, major shareholders, and the largest shareholder among major shareholders.

1. Result of the Tender Offer

On March 24, 2026, the Company received a report from the Offeror of the result of the Tender Offer, as stated in the "Notice Concerning Results of Tender Offer for the Share Certificates, Etc. of Toyota Industries Corporation (Securities Code: 6201)."

The total number of share certificates, etc., tendered in the Tender Offer amounted to 191,087,116 shares, exceeding the minimum number of shares to be purchased (126,215,300 shares); accordingly, the Tender Offer was successfully completed.

2. Changes in Parent Company, Major Shareholders, and the Largest Shareholder among Major Shareholders

(1) Date of Change

March 30, 2026

(2) Overview of Shareholders subject to the Change (as of date of change)

(i) Overview of the Shareholder that will Newly Become a Parent Company, Major Shareholder, and the Largest Shareholder of Major Shareholders

Name	Toyota Asset Preparatory Co., Ltd.
Location	1-1-2, Yurakucho, Chiyoda-ku, Tokyo, Japan
Title and name of the representative	Akira Toda, Representative Director
Details of business	Acquisition, holding, management, and trading of securities, as well as any business incidental thereto.
Stated capital	5,000 yen
Date of incorporation	June 9, 2025
Major shareholder and shareholding percentage	Toyota Asset Co., Ltd. (100%)
Relationship between the Company and the Offeror	
Capital relation	Not applicable.
Personnel relation	Not applicable.
Business relation	Not applicable.
Applicability to a related party	Not applicable.

(ii) Overview of the Shareholder that will Newly Become a Parent Company

Name	Toyota Asset Co., Ltd.
Location	1-1-2, Yurakucho, Chiyoda-ku, Tokyo, Japan
Title and name of the representative	Akira Toda, Representative Director
Details of business	Acquisition, holding, management, and trading of securities, as well as any business incidental thereto.
Stated capital	5,000 yen
Date of incorporation	June 9, 2025
Major shareholder and shareholding percentage	Toyota Fudosan Co., Ltd. (100%)
Relationship between the Company and the Offeror	
Capital relation	Not applicable.
Personnel relation	Not applicable.
Business relation	Not applicable.
Applicability to a related party	Not applicable.

(iii) Overview of the Shareholder that will Newly Become a Parent Company

Name	Toyota Fudosan Co., Ltd.
Location	4-7-1, Meieki, Nakamura-ku, Nagoya City, Aichi, Japan
Title and name of the representative	Tomohide Yamamura, Representative Director and President
Details of business	Development, leasing, and operational management of real estate; securities and other investments
Stated capital	59.45 billion yen
Date of incorporation	August 17, 1953
Major shareholder and shareholding percentage	Toyota Motor Corporation (19.46%)
	Toyota Industries Corporation (19.43%)
	DENSO Corporation (19.00%)
	AISIN Corporation (11.00%)
Relationship between the Company and the Offeror	
Capital relation	The shareholder directly holds 16,291,374 shares of the Company Shares, and the Company directly holds 4,742,000 shares of the shareholder's shares.
Personnel relation	Not applicable.
Business relation	Not applicable.
Applicability to a related party	Not applicable.

(iv) Overview of the Shareholder that will Cease to be the Largest Shareholder of Major Shareholders

Name	Toyota Motor Corporation
Location	1 Toyota-Cho, Toyota City, Aichi, Japan
Title and name of the representative	Koji Sato, President, Member of the Board of Directors
Details of business	Motor vehicle production and sales
Stated capital	635,401,669,385 yen
Date of incorporation	August 27, 1937
Major shareholder and shareholding percentage	The Master Trust Bank of Japan, Ltd. (13.35%)
	Toyota Industries Corporation (9.15%)
	Custody Bank of Japan, Ltd. (6.26%)
	Nippon Life Insurance Company (4.86%)
	State Street Bank and Trust Company (Standing Proxy: Settlement & Clearing Services Division, Mizuho Bank, Ltd.) (4.30%)
	JPMorgan Chase Bank, N.A. (Standing Proxy: Settlement & Clearing Services Division, Mizuho Bank, Ltd.) (4.22%)
	DENSO Corporation (3.45%)
	The Bank of New York Mellon as Depository Bank for Depository Receipt Holders (Standing Proxy: Sumitomo Mitsui Banking Corporation) (2.64%)
	Toyota Fudosan Co., Ltd. (1.92%)
	State Street Bank West Client Treaty (Standing Proxy: Settlement & Clearing Services Division, Mizuho Bank, Ltd.) (1.59%)
Relationship between the Company and the Offeror	
Capital relation	The shareholder directly holds 74,100,604 shares of the Company Shares, and the Company directly holds 1,192,330,920 shares of the shareholder's shares.
Personnel relation	Mr. Kazunari Kumakura, Chief Officer, Purchasing Group of TMC, serving concurrently as Director of the Company
Business relation	The shareholder has transactions with the Company for the purchase and sale of products and parts.
Applicability to a related party	The shareholder is a related party, as major shareholder, and the largest shareholder of major shareholders and other affiliated company of the Company.

3. Future Outlook

Although 191,087,116 shares of the Company Shares were tendered in the Tender Offer, the Offeror was unable to acquire all of the Company Shares through the Tender Offer (excluding the treasury shares owned by the Company and shares held by Toyota Motor Corporation ("TMC")). Accordingly, the Offeror intends to implement a series of procedures aimed at making the Offeror and TMC the only shareholders of the Company.

As described in the Company's press release "Notice Concerning Share Consolidation, Abolition of Provision on Number of Shares Constituting One Unit, and Partial Amendment to Articles of Incorporation" released on April 17, 2026, the Company decided, at its Board of Directors' meeting held on April 17, 2026, to call an extraordinary shareholders meeting (the "Extraordinary Meeting") to be held on May 12, 2026 and submit at the Extraordinary Meeting a proposal regarding a share consolidation and a proposal to abolish the provision on the number of shares constituting one unit and partially amend the articles of incorporation.

In addition, the Company resolved, at its Board of Directors' meeting held on April 17, 2026, to cancel treasury shares it owns pursuant to Article 178 of the Companies Act. The cancellation of the treasury shares is subject to the condition that

the proposal regarding a share consolidation as stated in the Company's press release of April 17, 2026, entitled "Notice Concerning Share Consolidation, Abolition of Provision on Number of Shares Constituting One Unit, and Partial Amendment to Articles of Incorporation", with June 3, 2026, as the effective date, will be approved and adopted as originally proposed at the Extraordinary Meeting to be held on May 12, 2026.

In the course of the procedures above, the Company Shares will satisfy the stock delisting criteria of Tokyo Stock Exchange, Inc. and Nagoya Stock Exchange, Inc. As a result, the Company Shares will be designated as securities to be delisted during the period from May 12, 2026, to May 31, 2026, and then will be delisted on June 1, 2026.

After the share consolidation becomes effective, a share repurchase of the Company's stock held by TMC will be implemented, and the Offeror will ultimately become the only shareholder of the Company.

Furthermore, at the Board of Directors' meeting held on April 17, 2026, the Company resolved the matters outlined in items (i) through (iv) below:

- (i) The Company will tender all common shares of TMC owned by the Company in a tender offer for own shares by TMC.
- (ii) The Company will tender all common shares of Denso Corporation ("Denso") owned by the Company in a tender offer for own shares if Denso commences a tender offer for own shares.
- (iii) The Company will tender all common shares of Toyota Tsusho Corporation ("Toyota Tsusho") owned by the Company in a tender offer for own shares if Toyota Tsusho commences a tender offer for own shares.
- (iv) The Company will tender all common shares of Aisin Corporation ("Aisin") owned by the Company in a tender offer for own shares if Aisin commences a tender offer for own shares.

As a result of these transactions, if all of the tendered shares are purchased at the purchase prices set forth in: TMC's "Notice Concerning Tender Offer for Own Shares and Repurchase of Shares" dated March 30, 2026; Denso's "Notice Regarding Change of Conditions of Purchase of Tender Offer for Own Shares" dated January 14, 2026 (upper limit of the purchase price); Toyota Tsusho's "Notice Concerning Amendment of Terms of Repurchase, etc. of the Tender Offer for Own Shares" dated January 14, 2026 (upper limit of the purchase price); and Aisin's "Notice Concerning Changes to the Tender Offer Conditions for Own Share Tender Offer and Changes in Matters Concerning Share Repurchase" dated January 14, 2026 (upper limit of the purchase price), the Company expects to record 4,425,689 million yen as the profit on sale of investment securities in the Company's non-consolidated financial results for the fiscal year ending March 2027. The Company has adopted International Financial Reporting Standards (IFRS), and there will be no impact on the Company's consolidated financial results for the fiscal year ending March 2027 as a result of tendering shares in the Tender Offer for Own Shares.