

[Translation]  
March 24, 2026

Company name: Toyota Asset Preparatory Co., Ltd.  
Name of representative: Akira Toda, Representative Director

**Notice Concerning Results of Tender Offer for the Share Certificates, Etc. of Toyota Industries Corporation (Securities Code: 6201)**

Toyota Asset Preparatory Co., Ltd. (the “**Offeror**”) decided on January 14, 2026 to acquire all of the common shares of Toyota Industries Corporation (securities code: 6201 (the “**Target Company**”), listed on the Prime Market of the Tokyo Stock Exchange, Inc. (the “**Tokyo Stock Exchange**”) and the Premier Market of the Nagoya Stock Exchange, Inc. (the “**Nagoya Stock Exchange**”); the common shares, the “**Target Company Shares**”) (excluding the 74,100,604 Target Company Shares held by Toyota Motor Corporation (“**TMC**”) (ownership percentage (Note): 24.66%) and the treasury shares held by the Target Company) by means of a tender offer (the “**Tender Offer**”) under the Financial Instruments and Exchange Act (Act No. 25 of 1948, as amended; the “**Act**”), as part of a series of transactions aimed at taking the Target Company Shares private (the “**Transactions**”) and commenced the Tender Offer on January 15, 2026. The Tender Offer was completed on March 23, 2026, and as such, the Offeror hereby announces the results thereof, as described below.

Note: “Ownership percentage” means the ratio of the shares owned (rounded to two decimal places; hereinafter the same) to the number of shares (300,472,550 shares) obtained from (i) the total number of issued shares of the Target Company as of December 31, 2025 (325,840,640 shares) as stated in the “FY2026 Third Quarter Consolidated Financial Results (April 1, 2025 - December 31, 2025)” announced by the Target Company on February 3, 2026 (the “**Target Company’s Financial Results**”) minus (ii) the number of treasury shares held by the Target Company as of December 31, 2025 (25,368,090 shares).

1. Summary of the Tender Offer

(1) Name and address of the Offeror

Name: Toyota Asset Preparatory Co., Ltd.

Address: 1-2, Yurakucho 1-chome, Chiyoda-ku, Tokyo

(2) Name of the Target Company

Toyota Industries Corporation

(3) Class of share certificates, etc. for tender offer

Common stock

(4) Number of share certificates, etc. to be purchased

| Number of share certificates, | Minimum number of share | Maximum number of share |
|-------------------------------|-------------------------|-------------------------|
|-------------------------------|-------------------------|-------------------------|

| etc. to be purchased | certificates, etc. to be purchased | certificates, etc. to be purchased |
|----------------------|------------------------------------|------------------------------------|
| 226,373,268 (shares) | 126,215,300 (shares)               | - (shares)                         |

Note 1: If the total number of share certificates, etc. tendered in the Tender Offer (the “**Tendered Share Certificates, Etc.**”) is less than the minimum number of share certificates, etc. to be purchased (126,215,300 shares), the Offeror will not purchase any of the Tendered Share Certificates, Etc. If the total number of the Tendered Share Certificates, Etc. is equal to or exceeds the minimum number of share certificates, etc. to be purchased, the Offeror will purchase all the Tendered Share Certificates, Etc.

Note 2: Shares less than one unit are also subject to the Tender Offer. If a right to request a purchase of shares less than one unit is exercised by shareholders in accordance with the Companies Act (Act No. 86 of 2005, as amended), the Target Company may purchase its own shares less than one unit during the purchase period of the Tender Offer (the “**Tender Offer Period**”) in accordance with procedures required by laws and regulations.

Note 3: The Offeror does not intend to acquire the treasury shares held by the Target Company through the Tender Offer.

Note 4: In the Tender Offer, the Offeror has not set a maximum number of share certificates, etc. to be purchased, so the number of share certificates, etc. to be purchased is stated as the maximum number of share certificates, etc. that can be acquired by the Offeror through the Tender Offer (226,373,268 shares). This maximum number is equal to the number of shares obtained from (i) the total number of issued shares as of September 30, 2025 (325,840,640 shares) as stated in the “FY2026 Second Quarter (Interim Period) Consolidated Financial Results <IFRS> (April 1, 2025 - September 30, 2025)” announced by the Target Company on October 31, 2025 minus (ii) the number of shares held by TMC (74,100,604 shares) and the number of treasury shares held by the Target Company (25,366,768 shares) as of September 30, 2025.

(5) Tender offer period

(i) Tender offer period

From January 15, 2026 (Thursday) to March 23, 2026 (Monday) (45 business days)

(ii) Possibility of extension of tender offer period upon request of the Target Company

N/A

(6) Price of tender offer

20,600 yen per share of common stock

2. Result of tender offer

(1) Outcome of the Tender Offer

In the Tender Offer, the condition was that if the total number of Tendered Share Certificates, Etc. were less than the minimum number of share certificates, etc. to be purchased (126,215,300 shares), the Offeror would not purchase any of the Tendered Share Certificates, Etc. Because the total number of Tendered Share Certificates, Etc. (191,087,116 shares) is equal to or exceeds the minimum number of the share certificates,

etc. to be purchased (126,215,300 shares), the Offeror will purchase all of the Tendered Share Certificates, Etc. as described in the public notice of the commencement of the Tender Offer and the tender offer registration statement (including matters amended by the public notices of changes to the conditions of the tender offer and the amendment statements to the tender offer registration statement, each dated February 12, 2026, March 2, 2026, and March 6, 2026, respectively).

- (2) Date of public notice of result of the Tender Offer, and name of newspaper in which public notices are to appear

Pursuant to the provisions of Article 27-13, Paragraph 1 of the Act, on March 24, 2026, at the Tokyo Stock Exchange, the Offeror announced to the press the results of the Tender Offer in the manner set out in Article 9-4 of the Order for Enforcement of the Financial Instruments and Exchange Act (Cabinet Order No. 321 of 1965, as amended) and Article 30-2 of the Cabinet Office Order on Disclosure Required for Tender Offer for Share Certificates by Persons Other Than Issuers (Ministry of Finance Order No. 38 of 1990, as amended; the “**Cabinet Ordinance**”).

- (3) Number of share certificates, etc. purchased

| Class of share certificates, etc.                              | Number of tendered shares on a number-of-shares basis | Number of purchased shares on a number-of-shares basis |
|----------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------|
| Share certificate                                              | 191,087,116 shares                                    | 191,087,116 shares                                     |
| Certificate of stock acquisition rights                        | -                                                     | -                                                      |
| Certificate of bond with stock acquisition rights              | -                                                     | -                                                      |
| Trust beneficiary certificate for share certificates, etc. ( ) | -                                                     | -                                                      |
| Depository receipt for share certificates, etc. ( )            | -                                                     | -                                                      |
| Total                                                          | 191,087,116 shares                                    | 191,087,116 shares                                     |
| (Total number of potential share certificates, etc.)           | (-)                                                   | (-)                                                    |

- (4) Ownership percentages of share certificates, etc. after the tender offer

|                                                                                                               |   |                                                                                |
|---------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------|
| Number of voting rights represented by share certificates, etc. held by the Offeror prior to the tender offer | - | Ownership percentage of share certificates, etc. prior to the tender offer: -% |
|---------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------|

|                                                                                                                           |           |                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------------------------------------------------------------|
| Number of voting rights represented by share certificates, etc. held by special related parties prior to the tender offer | 903,919   | Ownership percentage of share certificates, etc. prior to the tender offer: 30.08% |
| Number of voting rights represented by share certificates, etc. held by the Offeror after the tender offer                | 1,910,871 | Ownership percentage of share certificates, etc. after the tender offer: 63.60%    |
| Number of voting rights represented by share certificates, etc. held by special related parties after the tender offer    | 741,006   | Ownership percentage of share certificates, etc. after the tender offer: 24.66%    |
| Total number of voting rights of all shareholders of the Target Company                                                   | 3,003,013 |                                                                                    |

Note 1: The “Number of voting rights represented by share certificates, etc. held by special related parties prior to the tender offer” is the aggregate number of voting rights represented by share certificates, etc. owned by each special related party (excluding persons who are excluded from special related parties pursuant to Article 3, Paragraph 2, Item (i) of the Cabinet Ordinance for the purpose of calculating the ownership percentage of share certificates, etc. under each item of Article 27-2, Paragraph 1 of the Act).

Note 2: The “Total number of voting rights of all shareholders of the Target Company” is the number of voting rights of all shareholders as of September 30, 2025 as stated in the semi-annual securities report for the 148th fiscal year submitted by the Target Company on November 11, 2025 (based on the number of shares per unit being 100 shares). However, since shares less than one unit are also subject to the Tender Offer, when calculating the “Ownership percentage of share certificates, etc. prior to the tender offer” and the “Ownership percentage of share certificates, etc. after the tender offer,” 3,004,725 voting rights represented by 300,472,550 shares (which is the total number of issued shares of the Target Company as of December 31, 2025 (325,840,640 shares) as stated in the Target Company’s Financial Results minus the number of treasury shares held by the Target Company as of December 31, 2025 (25,368,090 shares)) is used as the denominator.

Note 3: The “Ownership percentage of share certificates, etc. prior to the tender offer” and the “Ownership percentage of share certificates, etc. after the tender offer” have been rounded to the second decimal place.

(5) Calculation in the case of tender offer on a pro rata basis

N/A

(6) Method of settlement

(i) Name and location of head office of financial instruments business operator or bank, etc. in charge of settlement of the tender offer

Nomura Securities Co., Ltd., 13-1, Nihonbashi 1-chome, Chuo-ku, Tokyo

(ii) Commencement date of settlement

March 30, 2026 (Monday)

(iii) Method of settlement

A written notice of the purchase through the Tender Offer is to be sent by post to the address of each person who accepts an offer to purchase the share certificates, etc. pertaining to the Tender Offer, or who is tendering share certificates, etc. in response to such offer (“**Tendering Shareholder, Etc.**”) (in the case of a shareholder, etc. residing in a country other than Japan who does not have an account with the tender offer agent that is available for use in trading (including corporate shareholders, etc.), to the address of its standing proxy), without delay after the end of the Tender Offer Period.

The purchases are to be made in cash. The Tendering Shareholder, Etc. is entitled to receive the sales proceeds from the tender offer in the manner that it specifies, including by way of remittance, without delay after the commencement date of the settlement (a remittance fee may be charged).

3. Post-tender offer policy, etc. and future outlook

With respect to the policies after the Tender Offer, there is no change from those described in the press release titled “Notice Concerning Commencement of Tender Offer for the Share Certificates, Etc. of Toyota Industries Corporation (Securities Code: 6201)” released by the Offeror on January 14, 2026 (including matters changed by the press releases titled “Notice Concerning Changes to the Conditions of the Tender Offer for the Share Certificates, Etc. of Toyota Industries Corporation (Securities Code: 6201)” dated February 12, 2026, March 2, 2026, and March 6, 2026, respectively).

Based on the results of the Tender Offer, the Offeror plans to carry out a share consolidation to be conducted in accordance with Article 180 of the Companies Act for the purpose of making the Offeror and TMC the only shareholders of the Target Company (the “**Share Consolidation**”; the series of procedures aimed at making the Offeror and TMC the only shareholders of the Target Company and taking the Target Company Shares private through the Share Consolidation are referred to as the “**Squeeze-Out Procedures**”). If the Squeeze-Out Procedures are carried out, then the Target Company Shares will be delisted through the prescribed procedures in accordance with the stock delisting criteria of the Tokyo Stock Exchange and the Nagoya Stock Exchange.

The procedures to be taken will be promptly announced by the Target Company once decided.

4. Place where a copy of the tender offer report is available for public inspection

Toyota Asset Preparatory Co., Ltd.

(1-2, Yurakucho 1-chome, Chiyoda-ku, Tokyo)

Tokyo Stock Exchange, Inc.

(2-1, Nihonbashi Kabuto-cho, Chuo-ku, Tokyo)

Nagoya Stock Exchange, Inc.

(8-20, Sakae 3-chome, Naka-ku, Nagoya)

End

The Tender Offer will be conducted in accordance with the procedures and information disclosure standards prescribed in the Financial Instruments and Exchange Act of Japan, which may differ from the procedures and information disclosure standards in the U.S. In particular, Section 13(e) and Section 14(d) of the U.S. Securities Exchange Act of 1934 (as amended; hereinafter the same) and the rules prescribed thereunder do not apply to the Tender Offer, and the Tender Offer does not conform to those procedures or standards. Financial information contained in this press release has been prepared in accordance with international accounting standards (IFRS), which may be materially different from the generally accepted accounting standards in the U.S. or other countries. In addition, as the Offeror is a legal entity established outside the U.S. and all or some of its officers are non-U.S. residents, it may become difficult to exercise rights or claims which could be asserted under U.S. securities laws. Furthermore, it may not be possible to commence legal proceedings against the legal entity established outside the U.S. and its officers in a non-U.S. court for violations of U.S. securities laws. Furthermore, U.S. courts may not necessarily have jurisdiction over legal entities and their respective subsidiaries and affiliates outside the U.S.

Unless otherwise specified, all procedures relating to the Tender Offer are to be conducted entirely in the Japanese language. If all or some of documents relating to the Tender Offer are prepared in the English language and there is any inconsistency between the English-language documentation and the Japanese-language documentation, the Japanese-language documentation will prevail.

This press release includes statements that fall under a “forward-looking statement” defined in Section 27A of the U.S. Securities Act of 1933 (as amended) and Section 21E of the U.S. Securities Exchange Act of 1934. Due to the known and unknown risks, uncertainties and other factors, the actual results might differ significantly from the events portrayed implicitly or explicitly in such forward-looking statements. Neither the Offeror nor its affiliates guarantee that the predictions portrayed implicitly or explicitly in such “forward-looking statements” will ultimately materialize. The “forward-looking statements” in this press release were prepared based on the information obtained by Toyota Fudosan Co., Ltd. as of today, and unless required by law, Toyota Fudosan Co., Ltd., the Offeror, and their respective affiliates are not obligated to amend or revise such forward-looking statements to reflect future matters and situations.