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June 19, 2025

Toyota Industries Corporation

Matters Concerning Controlling Shareholders, etc.

1. Name of the Parent Company, Controlling Shareholder (Excluding Parent Company) and Other Affiliated Companies

(As of March 31, 2025)

Name	Relationship	Percentage of voting rights held (%)			Financial instruments exchanges where issued share certificates are publicly listed
		Directly held	Aggregate portion	Total	
Toyota Motor Corporation	Other affiliated company	24.60	0.01	24.61	Prime Market of the Tokyo Stock Exchange Premier Market of the Nagoya Stock Exchange New York Stock Exchange (U.S.A.) London Stock Exchange (U.K.)

2. Position of Toyota Industries Corporation (the Company) in the Corporate Group of Other Affiliated Companies and Other Relationships Between the Company and Other Affiliated Companies

(1) Position of the Company in the Corporate Group of Other Affiliated Companies

Toyota Motor Corporation (TMC) held 24.61% of the Company's total voting rights. The Company is a TMC affiliate accounted for by the equity method.

The company assembles certain cars and produces automobile engines under the consignment from TMC and our sales to TMC accounted for 41.1% of our net sales.

(2) Limitations, Risks and Benefits from an Operational Standpoint of Belonging to the Corporate Group of Other Affiliated Companies

TMC held 24.61% of the Company's total voting rights. The Company maintains close relationship with TMC in terms of capital and business dealings. Under the consignment from TMC, the Company has no negative conditions and limitations from TMC. The sales to TMC accounted for 41.1% of our net sales, so TMC's vehicle sales could have an impact on the Company's business results.

(3) Policy and Measures to Achieve a Certain Degree of Independence from Other Affiliated Companies

For the conditions of transactions and determination policies with TMC, the Company offers prices on such products based on their overall costs, considering conditions on arm's-length transactions, and negotiates prices for each fiscal year as for the sales of automobiles and engines among other things.

As for the purchase of parts of automobiles and engines among other things, the Company negotiates prices for each fiscal year, considering offered prices on such products and conditions on arm's-length transactions. Conditions other than the prices are determined based on arm's-length transactions.

(4) Status of Securing a Certain Degree of Independence from Other Affiliated Companies

The Company keeps the independency on business without any limitations from TMC.

3. Transactions with the Controlling Shareholder, etc.

(As of March 31, 2025)

Category	Name	Address	Capital or treasury (Millions of yen)	Business or trade	Percentage of voting rights held (%)	Relationship	Transaction contents	Transaction amount (Millions of yen)	Item	Balance as of the end of the fiscal year (Millions of yen)
Other affiliate	Toyota Motor Corporation	Toyota-shi, Aichi	635,401	Manufacturing and Sales of automobiles and their parts	24.60 (Directly held)	Sales of the Company's products and purchases of automobile parts	Sales of automobiles and engines among other things	521,030	Trade notes	18,096
					0.01 (Aggregate portion)				Accounts receivable	52,602
							Purchase of parts of automobiles and engines among other things	43,718	Accounts payable	77,136