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January 14, 2026

Company name:	Toyota Industries Corporation
Name of representative:	Koichi Ito, President, Member of the Board (Securities code: 6201; Prime Market of the Tokyo Stock Exchange and Premier Market of the Nagoya Stock Exchange)
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**Notice Concerning Expression of Opinion in Support of Tender Offer for Company Shares by Toyota Fudosan Co., Ltd. and Recommendation Opinion to Tender Share Therein**

Toyota Industries Corporation (the “**Company**”) hereby announces that, in relation to a tender offer (the “**Tender Offer**”) for common shares of the Company (the “**Company Shares**”) through Toyota Asset Preparatory Co., Ltd. (the “**Offeror**”) founded by Toyota Fudosan Co., Ltd. (“**Toyota Fudosan**”) on June 9, 2025 as announced in 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” dated June 3, 2025 (the “**June 3, 2025 Company Press Release**”), the Company received notice from the Offeror that the Offeror plans to commence the Tender Offer on January 15, 2026. Following this, at the board of directors meeting of the Company held today, the Company considered the Tender Offer again, and as a result thereof, it adopted a resolution indicating that it would express an opinion in support of the Tender Offer and that it would recommend that shareholders of the Company tender their shares in the Tender Offer.

According to the “Notice Concerning Commencement of Tender Offer for the Share Certificates, Etc. of Toyota Industries Corporation (Securities Code: 6201)” released by the Offeror as of today, the Offeror has confirmed that all the procedures and steps required under (i) domestic and foreign competition laws and regulations in Japan, the United States, Canada, Mexico, Germany, Austria, the Czech Republic, Poland, Slovakia, Turkey, Saudi Arabia, Morocco, South Africa, Spain, Israel, India, and Australia, (ii) the EU Foreign Subsidiies Regulation, (iii) foreign investment control laws and regulations in Italy, Spain, and Germany, and (iv) financial regulatory laws and regulations in the United Kingdom and Sweden are completed, and other conditions precedent set out in the Master Agreement (as defined in “A. Summary of the Tender Offer” in “(2) Basis of, and reasons for, the opinion regarding the Tender Offer” under “3. Details and Basis of, and Reasons for, the Opinion Regarding the Tender Offer” below; hereinafter the same) (for details, please refer to “A. Summary of the Tender Offer” in “(2) Basis of, and reasons for, the opinion regarding the Tender Offer” under “3. Details and Basis of, and Reasons for, the Opinion Regarding the Tender Offer” below) (those conditions precedent, the “**Tender Offer Conditions Precedent**”) are confirmed to

have been satisfied by today. Accordingly, the Offeror determined to commence the Tender Offer from January 15, 2026.

The resolutions at the aforementioned Company's board of directors meetings held on June 3, 2025 and today were made on the assumption that, through the Tender Offer and a series of subsequent procedures, the Offeror is contemplating becoming the sole shareholder of the Company and the Company Shares will be delisted.

1. Summary of the Offeror

(1)	Name	Toyota Asset Preparatory Co., Ltd.
(2)	Location	1-1-2, Yurakucho, Chiyoda-ku, Tokyo, Japan
(3)	Title and name of the representative	Yo Toda, Representative Director
(4)	Details of business	Acquisition, holding, management, and trading of securities, as well as any business incidental thereto.
(5)	Stated capital	5,000 yen
(6)	Date of incorporation	June 9, 2025
(7)	Major shareholder and shareholding percentage	Toyota Asset Co., Ltd. 100%
(8)	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.

(Note) Toyota Fudosan founded Toyota Asset Co., Ltd. (the “**Offeror’s Parent Company**”) as of June 9, 2025 and owns all issued shares therein as of today.

2. Price of the Tender Offer

18,800 yen per common share.

Note: According to the registration statements for the ADRs (as defined below) (Form F-6EF) filed with the U.S. Securities and Exchange Commission respectively by Deutsche Bank Trust Company Americas on May 12, 2008, by Citibank, N.A. on June 10, 2008 and January 19, 2012, by The Bank of New York Mellon on December 27, 2011, by Convergex Depositary, Inc. on October 16, 2014, and by JPMorgan Chase Bank, N.A on May 31, 2013 and November 22, 2019 (collectively, the “**ADR Registration Statements**”), American Depositary Receipts for the Company Shares (the “**ADRs**”) have been issued in the United States by Deutsche Bank Trust Company Americas, Citibank, N.A., The Bank of New York Mellon, Convergex Depositary, Inc., and JPMorgan Chase Bank, N.A. (collectively, the “**Depositary Banks**”), and the Company was not involved in the issuance of the ADRs. The Offeror does not include the ADRs in the types of share certificates, etc. to be purchased in the Tender Offer. The holders of the ADRs who wish to tender their ADRs in the Tender Offer are requested to deliver them to the Depositary Banks, withdraw the Company Shares

pertaining to the American Depository Shares represented by the ADRs and deposited with the Depository Banks (the “**ADSs**”) in advance, and tender those Company Shares.

3. Details and Basis of, and Reasons for, the Opinion Regarding the Tender Offer

(1) Details of the opinion regarding the Tender Offer

At its board of directors meeting held on June 3, 2025, the Company, on the basis of and for the reasons stated in “(2) Basis of, and reasons for, the opinion regarding the Tender Offer” below, adopted a resolution that the position of the Company as of the same date was that if the Tender Offer commenced, it would express an opinion in support of the Tender Offer and that it would leave the decision as to whether to tender their shares in the Tender Offer to the discretion of each shareholder of the Company.

The Company also passed a resolution at the above board of directors meeting, that before the commencement of the Tender Offer, it would consult with the Special Committee (as defined in “(i) Establishment of an examination framework” in “C. Process leading to the Company’s decision-making and the reasons therefor” in “(2) Basis of, and reasons for, the opinion regarding the Tender Offer” under “3. Details and Basis of, and Reasons for, the Opinion Regarding the Tender Offer” below; hereinafter the same ) to consider whether there is any change in the opinion expressed by the Special Committee to the board of directors of the Company as of June 3, 2025, and to provide with the board of directors of the Company a statement to that effect if there is no change, or the revised opinion if there is a change, and also that based on that opinion of the Special Committee, it would express an opinion on the Tender Offer again at the time of the commencement of the Tender Offer.

Subsequently, the Company was informed by the Offeror on December 5, 2025, that the Offeror may commence the Tender Offer from January 15, 2026, subject to the satisfaction (or waiver) of the Tender Offer Conditions Precedent, depending on the progress of the clearance procedures concerning the procedures and measures (the “**United Kingdom Financial Regulatory Measures**”) for the application concerning the approval regarding the Transactions (as defined in “A. Summary of the Tender Offer” in “(2) Basis of, and reasons for, the opinion regarding the Tender Offer” below; hereinafter the same) pursuant to the Financial Services and Markets Act 2000. The Company was also informed by the Offeror on January 13, 2026 that the Obtainment of Clearance (as defined in “A. Summary of the Tender Offer” in “(2) Basis of, and reasons for, the opinion regarding the Tender Offer” below), including the United Kingdom Financial Regulatory Measures have been completed. In response to this, in its board of directors meeting held on June 3, 2025, the Company adopted a resolution to consult with the Special Committee to consider whether there was any change in the opinion expressed by the Special Committee to the board of directors of the Company on June 3, 2025, and to state that there was no change, if applicable, or to state the changed opinion, if applicable (the “**Additional Advisory Matters**”). Then, while respecting to the utmost extent details of a report submitted by the Special Committee as of today, 2026 (the “**January 14, 2026 Report;**” for the January 14, 2026 Report, specific details of the activities of the Special Committee, and other matters, please refer to “(v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below), the Company carefully discussed and considered again details of various

conditions of the Tender Offer, taking into consideration matters including the Company's business results and market environment change after the board of directors meeting held on June 3, 2025, as well as an increase by the Offeror of the purchase price per Company Share in the Tender Offer (the "**Tender Offer Price**") to 18,800 yen from 16,300 yen (the "**Initial Tender Offer Price**"), (which was announced by Toyota Fudosan in "Notice Concerning Planned Commencement of Tender Offer for the Share Certificates, Etc. of Toyota Industries Corporation (Securities Code: 6201)" dated June 3, 2025 (the "**June 3, 2025 Offeror Press Release**") (the "**Tender Offer Price Change**"; for details of the background leading to the Tender Offer Price Change, please refer to "(ii) Process of negotiations" in "C. Process leading to the Company's decision-making and the reasons therefor" in "(2) Basis of, and reasons for, the opinion regarding the Tender Offer" below).

As a result, as stated in "(iii) Details of the decision-making by the Company" in "C. Process leading to the Company's decision-making and the reasons therefor" in "(2) Basis of, and reasons for, the opinion regarding the Tender Offer" below, at its board of directors meeting held today, the Company adopted a resolution indicating that it would express an opinion in support of the Tender Offer again and that it would change its decision as of June 3, 2025 and recommend that shareholders of the Company tender their shares in the Tender Offer.

The above resolutions of the board of directors meetings held on June 3, 2025 and today were adopted by the method as stated in "(ix) Approval of all disinterested directors of the Company and opinions from all audit and supervisory committee members of the Company that they have no objection" in "(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer" below.

## (2) Basis of, and reasons for, the opinion regarding the Tender Offer

Of the descriptions in this section, the descriptions regarding the Offeror are based on the explanation received from the Offeror.

### A. Summary of the Tender Offer

The Offeror was established on June 9, 2025 for the primary purpose of acquiring and holding the share certificates, etc. of the Company. As of today, the Offeror's Parent Company, which was established separate from the Offeror on June 9, 2025, holds all of the issued shares of the Offeror, and Toyota Fudosan holds all of the issued shares of the Offeror's Parent Company. The board of directors of Toyota Fudosan adopted a resolution on June 3, 2025 regarding the establishment of the Offeror's Parent Company and the Offeror.

In addition, during the period from the successful completion of the Tender Offer to the business day immediately prior to the commencement date of the settlement of the Tender Offer, the Offeror's Parent Company will conduct a capital increase by a third-party allotment of common shares through which shares will be allotted to Toyota Fudosan (the "**Common Shares Contribution (Toyota Fudosan)**") (Note 1) and will also conduct a capital increase by a third-party allotment of preferred shares (non-voting shares that are class shares with no conversion rights to common shares) through which shares will be allotted to TOYOTA MOTOR CORPORATION ("TMC") (the "**Preferred Shares Contribution**") (Note 2) for the purpose of appropriating funds to the contribution to be made by the Offeror's Parent

Company to the Offeror in order to procure the funds necessary for the Offeror to execute the Transactions. Furthermore, during the period from the execution of the Common Shares Contribution (Toyota Fudosan) and the Preferred Shares Contribution to the business day immediately prior to the commencement date of the settlement of the Tender Offer, the Offeror will conduct a capital increase by a third-party allotment of common shares through which shares will be allotted to the Offeror's Parent Company (the "**Common Shares Contribution (Offeror's Parent Company (First Contribution))**") (Note 3) for the purpose of providing for the funds necessary to execute the Transactions, and the Offeror's Parent Company will subscribe for the shares subject to the Common Shares Contribution (Offeror's Parent Company (First Contribution)) using the proceeds from the Common Shares Contribution (Toyota Fudosan) and the Preferred Shares Contribution.

Note 1: The amount of the Common Shares Contribution (Toyota Fudosan) is expected to be 200 billion yen.

Note 2: The amount of the Preferred Shares Contribution is expected to be 800 billion yen.

Note 3: While the amount of the Common Shares Contribution (Offeror's Parent Company (First Contribution)) is expected to be approximately 999.4 billion yen or more, but the specific amount has not yet been decided and will be decided after taking into account the operations of the Offeror's Parent Company.

In August 1953, TMC Co., Ltd. (now TMC), Toyoda Automatic Loom Works, Ltd. (now the Company), and Nisshin Tsusho Kaisha, Ltd. (now Toyota Tsusho Corporation; "**Toyota Tsusho**") invested together to establish Towa Real Estate Co., Ltd.—the previous trade name for Toyota Fudosan. The company was formed to succeed from Toyota Sangyo Kaisha, Ltd. the business of owning, using, and managing real estate, and the business of owning securities. Since then, the company has mainly focused on the development and management of office buildings in the three areas of Nagoya, Tokyo, and Osaka. In April 2022, Towa Real Estate Co., Ltd. changed its company name to "Toyota Fudosan Co., Ltd." and continues to operate under this name today. As of today, Toyota Fudosan holds 16,291,374 shares (ownership percentage (Note 4): 5.42%; the "**Company Shares Held by Toyota Fudosan**") of the Company Shares.

Note 4: "Ownership percentage" means the ratio of the shares owned (rounded to two decimal places; hereinafter the same) to the number of shares (300,473,872 shares) obtained from (i) the total number of issued shares of the Company as of September 30, 2025 (325,840,640 shares) as stated in the "Consolidated Financial Results for the Second Quarter (Interim Period) of the Fiscal Year Ending March 31, 2026 (IFRS)" (the "**Company's Financial Results**") announced by the Company on October 31, 2025 minus (ii) the number of own shares (25,366,768 shares) held by the Company as of September 30, 2025.

According to the June 3, 2025 Offeror Press Release, Toyota Fudosan resolved, by way of a written resolution in lieu of a resolution of its board of directors in accordance with Article 370 of the Companies Act (Act No. 86 of 2005, as amended; the "**Companies Act**") and the provisions of the Articles of Incorporation of Toyota Fudosan, that it plans to have the Offeror conduct the Tender Offer for the purpose of acquiring all of the Company Shares (excluding the 74,100,604 Company Shares held by TMC (ownership percentage: 24.66%; the "**Company Shares Held by TMC**") and own shares held by the Company; the "**Shares**

**Subject to the Tender Offer”**), as soon as practicably possible after the date on which the Tender Offer Conditions Precedent are satisfied or waived at the Offeror’s discretion, as part of a series of transactions (the “**Transactions**”) aimed at taking the Company Shares listed on the Prime Market of Tokyo Stock Exchange, Inc. (the “**Tokyo Stock Exchange**”) and the Premier Market of Nagoya Stock Exchange, Inc. (the “**Nagoya Stock Exchange**”) private on the condition that the Tender Offer Conditions Precedent (Note 5) are satisfied or waived at the discretion of the Offeror (Note 6).

Note 5: The Master Agreement provides the following Tender Offer Conditions Precedent:

- (i) the board of directors of the Company has, at the time of announcement of the Tender Offer, adopted a resolution to the effect that it will express an opinion in support of the Tender Offer (the “**Opinion at the Time of Announcement**”), such resolution has been published in accordance with laws and regulations, and the Opinion at the Time of Announcement has not been changed or withdrawn;
- (ii) the board of directors of the Company has, and at the time of commencement of the Tender Offer, adopted a resolution to the effect that it will express an opinion in support of the Tender Offer and that it will recommend that the Company’s shareholders tender their shares in the Tender Offer (the “**Opinion at the Time of Commencement**”), such resolution has been published in accordance with laws and regulations, and the Opinion at the Time of Commencement has not been changed or withdrawn;
- (iii) the Special Committee established by the board of directors of the Company in connection with the Tender Offer has, at the time of announcement of the Tender Offer, reported to the board of directors of the Company that it is appropriate for the board of directors of the Company to express the Opinion at the Time of Announcement and the report has not been changed or withdrawn;
- (iv) the Special Committee has, at the time of commencement of the Tender Offer, reported to the board of directors of the Company that it is appropriate for the board of directors of the Company to express the Opinion at the Time of Commencement and the report has not been changed or withdrawn;
- (v) (a) there is no judgment by any judicial or administrative agency that restricts or prohibits any or all of the Transactions and (b) no petition, action, or proceeding is pending before any judicial or administrative agency that seeks to restrict or prohibit any or all of the Transactions;
- (vi) all clearances (Note 7) have been obtained (the “**Obtainment of Clearance**”);
- (vii) TMC has performed and complied with, in all material respects, all of its obligations under the Master Agreement (Note 8) and, as of June 3, 2025 and the commencement date of the Tender Offer, all of the representations and warranties of TMC under the Master Agreement (Note 9) are true and correct in all material respects;
- (viii) the tender offer agreement dated June 3, 2025 between Toyota Fudosan and the Company (the “**Tender Offer Agreement**”) has been duly and validly executed and remains in effect, and the Company has performed and complied with, in all material respects, all of its obligations under the Tender Offer Agreement that are required to be performed and

complied with by the Company (Note 10) and, as of June 3, 2025 and the commencement date of the Tender Offer, all of the representations and warranties of the Company under the Tender Offer Agreement (Note 11) are true and correct in all material respects;

(ix) as of the business day immediately prior to the commencement date of the Tender Offer, there is no material fact regarding the business, etc. of the Company as provided for in Article 166, Paragraph 2 of the Financial Instruments and Exchange Act (Act No. 25 of 1948, as amended; the “**Act**”) (excluding those publicly announced in accordance with Article 166, Paragraph 4 of the Act) or any fact that a tender offer, etc. will be launched or any fact that a tender offer, etc. will be suspended as provided for in Article 167, Paragraph 2 of the Act (excluding the Tender Offer and any fact publicly announced in accordance with Article 166, Paragraph 4 of the Act), except for matters relating to the Transactions, including the Tender Offer, to be announced on that date by the Company, and the Company has provided a document or the like confirming this matter to the Offeror; no material adverse effect (Note 12) has been identified or has occurred at the Company;

(x) (xi) no exemption event (Note 13) has occurred;

(xii) no circumstances have arisen in the Company that, if the Tender Offer has commenced, would allow the withdrawal of the Tender Offer pursuant to the provisions of the proviso of Article 27-11, Paragraph 1 of the Act; and

(xiii) it is reasonably expected that each of the Tender Offers for Own Shares (as defined below; hereinafter the same) will commence as prescribed in the Press Releases Concerning the Tender Offers for Own Shares (as defined below; hereinafter the same) (item (xiii) of the Tender Offer Conditions Precedent has been changed by the Amendment Agreement (as defined in “(1) Master Agreement” in “4. Matters relating to material agreements regarding the Tender Offer between the Offeror and the Company’s shareholders, officers, and others” below) to the effect that it is reasonably expected that each of the Tender Offers for Own Shares will be commenced as prescribed in the Press Releases Concerning the Change of Conditions of the Tender Offers for Own Shares (as defined below; hereinafter the same)).

Please refer to “(1) Master Agreement” in “4. Matters relating to material agreements regarding the Tender Offer between the Offeror and the Company’s shareholders, officers, and others” below for details of the Master Agreement.

Note 6: The Master Agreement stipulates that any or all of the Tender Offer Conditions Precedent may be waived at the discretion of the Offeror.

Note 7: “Clearance” means, individually or collectively, with respect to filings under domestic and foreign competition laws and regulations, the EU Foreign Subsidies Regulation, investment control laws and regulations, financial regulatory laws and regulations, and other procedures with judicial or administrative agencies that Toyota Fudosan, the Offeror, or the Offeror’s Parent Company reasonably determines to be necessary or desirable for the implementation of the Transactions, (i) if there is a waiting period under those laws and regulations, the expiration of the waiting period (including any extended period if the waiting period is extended by the judicial or administrative agency having jurisdiction

over such procedures) and (ii) if it is necessary to obtain the judgment of a judicial or administrative agency, the obtainment of the judgment from such judicial or administrative agency.

Note 8: Please refer to “(1) Master Agreement” in “4. Matters relating to material agreements regarding the Tender Offer between the Offeror and the Company’s shareholders, officers, and others” below for details of TMC’s obligations under the Master Agreement.

Note 9: Please refer to “(1) Master Agreement” in “4. Matters relating to material agreements regarding the Tender Offer between the Offeror and the Company’s shareholders, officers, and others” below for details of the representations and warranties of TMC under the Master Agreement.

Note 10: Please refer to “(2) Tender Offer Agreement” in “4. Matters relating to material agreements regarding the Tender Offer between the Offeror and the Company’s shareholders, officers, and others” below for details of the Company’s obligations under the Tender Offer Agreement.

Note 11: Please refer to “(2) Tender Offer Agreement” in “4. Matters relating to material agreements regarding the Tender Offer between the Offeror and the Company’s shareholders, officers, and others” below for details of the representations and warranties of the Company under the Tender Offer Agreement.

Note 12: “Material adverse effect” means any material adverse effect on the business, assets, liabilities, financial condition, operating results, or cash flow of the Company Group (as defined in “B. Background, purpose, and decision-making process leading the Offeror to conduct the Tender Offer” below) as a whole or on the execution of the Transactions, or any specific threat thereof.

Note 13: “Exemption event” means, with regard to the financial institution that will become the lender in the borrowings by the Offeror or Toyota Fudosan for the purpose of financing the Transactions, (i) any natural disaster, war, or outbreak of terrorism, (ii) any breakdown or failure of electric, communication, or various clearing systems, (iii) any event where, in the Tokyo Interbank Market, a loan of yen funds cannot be executed, and (iv) any other event that is similar to (i) through (iii) above for any reason not attributable to the lender for which the financial institution reasonably determines that it is substantially impossible or extremely difficult to conduct the financing due to that event.

Thus, the Offeror has confirmed that, as described below, all of the Tender Offer Conditions Precedent have been completed by today; therefore, today, it decided to commence the Tender Offer from January 15, 2026.

(i) The Offeror confirmed with the Company that, as of June 3, 2025, the board of directors of the Company had adopted a resolution regarding the Opinion at the Time of Announcement with the unanimous approval of all disinterested directors, such resolution had been published in the June 3, 2025 Company Press Release, and the opinion had not been changed or withdrawn thereafter. Therefore, the Offeror confirmed that item (i) in the Tender Offer Conditions Precedent mentioned above has been satisfied.

(ii) The Offeror confirmed with the Company that, as of today, the board of directors of the Company had adopted a resolution regarding the Opinion at the Time of Commencement with the unanimous approval of all disinterested directors, such

resolution was scheduled to be published in this press release, and the opinion had not been changed or withdrawn. Thereafter, upon the announcement of the this press release, the Offeror confirmed that item (ii) in the Tender Offer Conditions Precedent mentioned above has been satisfied.

- (iii) The Offeror received a report from the Company to the effect that, as of June 3, 2025, the Special Committee had reported to the board of directors of the Company that it is appropriate for the board of directors of the Company to express the Opinion at the Time of Announcement and such report had not been changed or withdrawn. Therefore, the Offeror confirmed that item (iii) in the Tender Offer Conditions Precedent mentioned above has been satisfied.
- (iv) The Offeror received a report from the Company to the effect that, as of today, 2026, the Special Committee had reported to the board of directors of the Company that it is appropriate for the board of directors of the Company to express the Opinion at the Time of Commencement and such report had not been changed or withdrawn. Therefore, the Offeror confirmed that item (iv) in the Tender Offer Conditions Precedent mentioned above has been satisfied.
- (v) The Offeror received a report from the Company to the effect that, as of today, 2026, (a) there is no judgment by any judicial or administrative agency that restricts or prohibits any or all of the Transactions and (b) no petition, action, or proceeding is pending before any judicial or administrative agency that seeks to restrict or prohibit any or all of the Transactions. Therefore, the Offeror confirmed that item (v) in the Tender Offer Conditions Precedent mentioned above has been satisfied.
- (vi) The Offeror confirmed that the Obtainment of Clearance has been completed and that item (vi) of the Tender Offer Conditions Precedent above has been satisfied.
- (vii) The Offeror received a report from TMC to the effect that TMC has performed and complied with, in all material respects, all of its obligations under the Master Agreement, and that, as of June 3, 2025 and today, all of the representations and warranties of TMC under the Master Agreement are true and correct in all material respects. The Offeror also confirmed that TMC has performed and complied with such obligations and the Offeror is not aware of any breach by TMC of such representations or warranties. Therefore, the Offeror confirmed that item (vii) in the Tender Offer Conditions Precedent mentioned above has been satisfied.
- (viii) The Offeror received a report from the Company to the effect that the Tender Offer Agreement remains in effect, and the Company has performed and complied with, in all material respects, all of its obligations under the Tender Offer Agreement that are required to be performed and complied with by the Company, and that, as of June 3, 2025 and today, all of the representations and warranties of the Company under the Tender Offer Agreement are true and correct in all material respects. The Offeror also confirmed that the Company has performed and complied with such obligations and the Offeror is not aware of any breach by the Company of such representations or warranties. Therefore, the Offeror confirmed that item (viii) in the Tender Offer Conditions Precedent mentioned above has been satisfied.
- (ix) The Offeror received a document from the Company to the effect that, as of today, there is no material fact regarding the business, etc. of the Company as provided for in Article 166, Paragraph 2 of the Act (excluding those publicly announced in accordance with Article 166, Paragraph 4 of the Act) or any fact that a tender offer, etc. will be launched or any fact that a tender offer, etc. will be suspended as provided for in Article 167, Paragraph 2 of the Act (excluding the Tender Offer and any fact publicly announced in accordance with Article 166, Paragraph 4 of the Act), except for matters relating to the Transactions, including the Tender Offer, to be announced on that date

by the Company. Therefore, the Offeror confirmed that item (ix) in the Tender Offer Conditions Precedent mentioned above has been satisfied.

- (x) The Offeror received a report from the Company to the effect that no material adverse effect has been identified or has occurred at the Company. Therefore, the Offeror confirmed that item (x) in the Tender Offer Conditions Precedent mentioned above has been satisfied.
- (xi) The Offeror has not received a report from the financial institution that will become the lender in the borrowings by the Offeror for the purpose of financing the Transactions to the effect that, as of today, any exemption event has occurred, and the Offeror is not aware that any such exemption event has occurred. Therefore, the Offeror confirmed that item (xi) in the Tender Offer Conditions Precedent mentioned above has been satisfied.
- (xii) The Offeror received a report from the Company to the effect that no circumstances have arisen in the Company that, if the Tender Offer has commenced, would allow the withdrawal of the Tender Offer pursuant to the provisions of the proviso of Article 27-11, Paragraph 1 of the Act, and the Offeror is not aware of any such circumstances having arisen that would allow for the withdrawal of the Tender Offer. Therefore, the Offeror confirmed that item (xii) in the Tender Offer Conditions Precedent mentioned above has been satisfied.
- (xiii) The Offeror received reports from TMC, Denso Corporation (“**Denso**”), Toyota Tsusho, and Aisin Corporation (“**Aisin**”; Denso, Toyota Tsusho, and Aisin are collectively referred to as the “**Three Toyota Group Companies**”) to the effect that it is reasonably expected that each of the Tender Offers for Own Shares will commence as prescribed in the Press Releases Concerning the Tender Offers for Own Shares and the Press Releases Concerning the Change of Conditions of the Tender Offers for Own Shares (as defined below). Therefore, the Offeror confirmed that item (xiii) in the Tender Offer Conditions Precedent mentioned above has been satisfied.

Except for the Tender Offer Price Change, there are no changes to the main conditions precedent announced in the June 3, 2025 Offeror Press Release. For details of the background leading to the Tender Offer Price Change, please refer to “(ii) Process of negotiations” in “C. Process leading to the Company’s decision-making and the reasons therefor” below.

The Transactions consist of the following procedures:

- (i) the Tender Offer;
- (ii)(a) the Common Shares Contribution (Toyota Fudosan), the Preferred Shares Contribution, and the Common Shares Contribution (Offeror’s Parent Company (First Contribution)), each to be conducted during the period from the successful completion of the Tender Offer to the business day immediately prior to the commencement date of the settlement of the Tender Offer;
- (b) the capital increase by a third-party allotment of common shares through which shares are allotted by the Offeror’s Parent Company to Mr. Akio Toyoda (“**Mr. Toyoda**”), who is the Chairman of the Board of Directors of TMC and Toyota Fudosan (the “**Common Shares Contribution (Mr. Toyoda)**”)(Note 14), and the capital increase by a third-party allotment of common shares through which shares are allotted by the Offeror to the Offeror’s Parent Company (the “**Common Shares Contribution (Offeror’s Parent Company (Second Contribution))**”), both to be conducted after the settlement of the Tender Offer;

- (iii) subject to the successful completion of the Tender Offer and the settlement thereof, (a) the tender offer by TMC for its own shares (the “**Tender Offer for Own Shares (TMC)**”), (b) the tender offer by Denso for its own shares (the “**Tender Offer for Own Shares (Denso)**”), (c) the tender offer by Toyota Tsusho for its own shares (the “**Tender Offer for Own Shares (Toyota Tsusho)**”), and (d) the tender offer by Aisin for its own shares (the “**Tender Offer for Own Shares (Aisin)**”) (procedures (a) through (d) are collectively referred to as the “**Tender Offers for Own Shares**” and (a), (c), and (d) are collectively referred to as the “**Tender Offers for Own Shares (TMC, Toyota Tsusho, Aisin)**”) as well as the tendering of shares by the Company in the Tender Offers for Own Shares (TMC, Toyota Tsusho, Aisin);
- (iv) in the case that the Offeror is unable to acquire all of the Shares Subject to the Tender Offer through the Tender Offer, 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 Company (the “**Share Consolidation**”; the series of procedures aimed at making the Offeror and TMC the only shareholders of the Company and taking the Company Shares private through the Share Consolidation are referred to as the “**Squeeze-Out Procedures**”);
- (v) the share repurchase of the Company Shares Held by TMC to be conducted by the Company on the condition that the Squeeze-Out Procedures have been completed (the “**Share Repurchase**”); and
- (vi) subject to the successful completion of the Tender Offer and the settlement thereof, the Tender Offer for Own Shares (Denso) as well as the tendering of shares by the Company in the Tender Offers for Own Shares (Denso).

Please refer to “(5) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two-Step Acquisition”)” below for details of the Share Consolidation.

Note 14: The amount of the Common Shares Contribution (Mr. Toyoda) is expected to be 1 billion yen. The value of the Company Shares, which serves as the basis for determining the amount to be paid in per common share of the Offeror’s Parent Company in the Common Shares Contribution (Mr. Toyoda), is expected to be set at the same price as Tender Offer Price. Furthermore, given that the Common Shares Contribution (Mr. Toyoda) is being made based on the understanding that, from the viewpoint of committing to the Transactions, Mr. Toyoda, who is the Chairman of the Board of Directors and Representative Director of TMC, becoming a shareholder who directly or indirectly holds voting rights in the Company would be the best way for the entire Toyota Group (consisting of a total of 18 companies (as of March 31, 2025), including Toyota Fudosan, TMC, and the Three Toyota Group Companies, although not necessarily parent or subsidiary companies, related companies, or jointly controlled companies; the same applies hereinafter)) to grow and that the Common Shares Contribution (Mr. Toyoda) was considered independently of whether or not Mr. Toyoda would tender his shares in the Tender Offer, the Offeror believes that the Common Shares Contribution (Mr. Toyoda) will not provide any consideration for tendering shares in the Tender Offer and that it will not conflict with the purpose of the regulation on uniformity with respect to tender offer prices (Article 27-2, Paragraph 3 of the Act).

The Offeror has set the minimum number of shares to be purchased in the Tender Offer stated in (i) above at 126,215,300 shares (ownership percentage: 42.01%). 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 shares to be purchased (126,215,300 shares), then the Offeror will not purchase any of the Tendered Share Certificates, Etc. The minimum number of shares to be purchased (126,215,300 shares) has been set to be the number of shares obtained from (a)(i) the total number of issued shares of the Company as of September 30, 2025 (325,840,640 shares) as stated in the Company’s Financial Results minus (ii) the number of own shares (25,366,768 shares) held by the Company as of September 30, 2025 (300,473,872 shares), (b) dividing that number of shares (300,473,872 shares) by one unit of the Company Shares (100 shares) (rounded down to the nearest whole number), (c) multiplying that number by two-thirds, (d) deducting from that number of voting rights (2,003,159 voting rights, rounded up to the nearest whole number) the number of voting rights (741,006 voting rights) represented by the Company Shares Held by TMC (74,100,604 shares), and then (e) multiplying that number of voting rights by one unit of the Company Shares (100 shares) (resulting in 126,215,300 shares; ownership percentage: 42.01%).

Given that, if the Offeror is unable to acquire all of the Shares Subject to the Tender Offer, as stated in “(5) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two-Step Acquisition”)” below, the Offeror will request the Company after the successful completion of the Tender Offer to carry out the Squeeze-Out Procedures prior to the Share Repurchase for the purpose of making the Offeror and TMC the only shareholders of the Company and taking the Company Shares private, and given that a special resolution in the shareholders’ meeting as provided for in Article 309, Paragraph 2 of the Companies Act is required for carrying out the procedures in the Share Consolidation for the Squeeze-Out Procedures, the abovementioned minimum number of shares to be purchased has been set so that the Offeror and TMC will collectively own two-thirds or more of the total number of voting rights of all shareholders of the Company after the successful completion of the Tender Offer in order to ensure that the Transactions will be carried out. Furthermore, because the Offeror intends to take the Company Shares private by acquiring all of the Shares Subject to the Tender Offer, the Offeror has not set a limit on the maximum number of shares to be purchased in the Tender Offer, and if the total number of Tendered Share Certificates, Etc. is equal to or greater than the minimum number of the shares to be purchased (126,215,300 shares), then the Offeror will purchase all of the Tendered Share Certificates, Etc.

The Offeror plans to procure the funds required for the settlement of the Tender Offer through the Common Shares Contribution (Offeror’s Parent Company (First Contribution)) and the loans from Sumitomo Mitsui Banking Corporation (the “**Sumitomo Mitsui Banking**”), MUFG Bank, Ltd. (the “**MUFG Bank**”), and Mizuho Bank, Ltd. (collectively, the “**Bank Loans**”) and, subject to the satisfaction of the conditions precedent required under the loan agreements for the Bank Loans, including the successful completion of the Tender Offer, the Offeror also plans to receive the Common Shares Contribution (Offeror’s Parent Company (First Contribution)) and the Bank Loans by no later than the business day immediately prior to the commencement date of the settlement of the Tender Offer. The details of the loan terms of the Bank Loans will be specified in the loan agreements for the Bank Loans upon separate consultation with each bank. The loan agreements for the Bank Loans will stipulate that all of the issued common shares of the Offeror to be held by the Offeror’s Parent Company, the Company Shares to be acquired by the Offeror through the Tender Offer, and the assets held by the Company and its major subsidiaries, will be provided as security. Of the assets to be provided as security for the Bank Loans, the assets held by the Company and its major subsidiaries will be provided as security after the Squeeze-Out Procedures are completed.

In connection with the Tender Offer, Toyota Fudosan has executed a master agreement dated June 3, 2025 with TMC (the “**Master Agreement**”) pursuant to which: (i) TMC will not tender any of the Company Shares Held by TMC in the Tender Offer; (ii) TMC will make the Preferred Shares Contribution; (iii) TMC will conduct the Tender Offer for Own Shares (TMC) on the condition that a resolution has been adopted by the board of directors of TMC to conduct the Tender Offer for Own Shares (TMC); and (iv) TMC will sell all of the Company Shares Held by TMC in accordance with the Share Repurchase after the Squeeze-Out Procedures are completed. It has been agreed in the Master Agreement that, after the establishment of the Offeror and the Offeror’s Parent Company, the Offeror and the Offeror’s Parent Company will also become parties to the Master Agreement, and the Offeror and the Offeror’s Parent Company became parties to the Master Agreement as of June 20, 2025. For details of the Master Agreement, please refer to “(1) Master Agreement” in “4. Matters relating to material agreements regarding the Tender Offer between the Offeror and the Company’s shareholders, officers, and others” below.

Toyota Fudosan intends to tender all of the Company Shares Held by Toyota Fudosan in the Tender Offer. Furthermore, Toyota Fudosan has obtained confirmation via e-mail from Denso on May 29, 2025, from Toyota Tsusho on June 3, 2025, and from Aisin on May 27, 2025, respectively, that: (i) Denso intends to tender all of the Company Shares held by Denso (14,823,500 shares (ownership percentage: 4.93%)); (ii) Toyota Tsusho intends to tender all of the Company Shares held by Toyota Tsusho (15,294,053 shares (ownership percentage: 5.09%)); and (iii) Aisin intends to tender all of the Company Shares held by Aisin (6,578,372 shares (ownership percentage: 2.19%)) in the Tender Offer. The details of the Tender Offers for Own Shares stated in (iii) and (vi) above are summarized below.

(i) The Tender Offer for Own Shares (TMC)

According to the “Notice Concerning the Planned Tender Offer for Own Shares, and Determination of Matters Relating to the Repurchase of Shares and the Retirement of Treasury Shares” announced on June 3, 2025 by TMC (the “**Press Release Concerning the Tender Offer for Own Shares (TMC)**”), TMC decided, by way of a written resolution in lieu of a resolution of its board of directors as of the same date in accordance with Article 370 of the Companies Act and the provisions of the Articles of Incorporation of TMC, that it intends to conduct a share repurchase, and the Tender Offer for Own Shares (TMC) as the specific method for such repurchase, pursuant to Article 156, Paragraph 1 of the Companies Act as applied by replacing certain terms under Article 165, Paragraph 3 of the same Act and the provisions of the Articles of Incorporation of TMC.

Subsequently, according to the “Notice Concerning Changes to Terms and Conditions of the Tender Offer for Own Shares and Changes to Matters Relating to the Repurchase of Shares” announced today by TMC (the “**Press Release Concerning Amendment to Conditions of the Tender Offer for Own Shares (TMC)**”), TMC, at the board of directors meeting held today, resolved to change the purchase price of the Tender Offer for Own Shares (TMC) (the “**Tender Offer Price for Own Shares (TMC)**”) from (a) the price discounted 10% from the lower of: (i) the closing price of TMC’s common shares on the Prime Market of the Tokyo Stock Exchange on the Business Day immediately preceding the date of resolution at the board of directors meeting that finally determines the Tender Offer Price for Own Shares (TMC); or (ii) the simple average closing price of TMC’s common shares on the Prime Market of the Tokyo Stock Exchange for the past one month up to the same day (rounded to the nearest yen;

provided, however, that if such price exceeds 2,691 yen (rounded to the nearest yen), which is the closing price of TMC's common shares on the Prime Market of the Tokyo Stock Exchange on June 2, 2025, the Business Day immediately preceding the date of resolution concerning the planned Tender Offer for Own Shares (TMC) at TMC's board of directors meeting, 2,691 yen shall be used) to (b) the price discounted 10% from the lower of: (i) the closing price of TMC's common shares on the Prime Market of the Tokyo Stock Exchange on the Business Day immediately preceding the date of resolution at the board of directors meeting that finally determines the Tender Offer Price for Own Shares (TMC); or (ii) the simple average closing price of TMC's common shares on the Prime Market of the Tokyo Stock Exchange for the past one month up to the same day (rounded to the nearest yen; provided, however, that if such price exceeds 3,641 yen, which is the closing price of TMC's common shares on the Prime Market of the Tokyo Stock Exchange on January 13, 2026, the Business Day immediately preceding the date of resolution concerning the planned Tender Offer for Own Shares (TMC) at TMC's board of directors meeting, 3,641 yen shall be used) and accordingly to change the total purchase price for the share repurchase to up to 4,341,277,243,820 yen.

In the Tender Offer Agreement, subject to the successful completion of the Tender Offer, the settlement thereof, and TMC's commencement of the Tender Offer for Own Shares (TMC) thereafter, the Company has agreed to tender all of the common shares of TMC held by the Company (1,192,330,920 shares; ownership percentage of TMC shares (Note 15): 9.15%) in the Tender Offer for Own Shares (TMC). For details of the Tender Offer for Own Shares (TMC), please refer to the Press Release Concerning the Tender Offer for Own Shares (TMC) and the Press Release Concerning Amendment to Conditions of the Tender Offer for Own Shares (TMC).

Note 15: **“Ownership percentage of TMC shares”** means the ratio of the shares owned (rounded to two decimal places) to the number of shares (13,033,389,219 shares) obtained from (i) the total number of issued shares of TMC as of September 30, 2025 (15,794,987,460 shares) as stated in the “Consolidated Financial Results for the Second Quarter (Interim Period) of the Fiscal Year Ending March 31, 2026 (IFRS)” announced by TMC on November 5, 2025 minus (ii) the number of own shares (2,761,598,241 shares) held by TMC as of September 30, 2025.

(ii) The Tender Offer for Own Shares (Denso)

According to the “Notice Regarding Share Repurchase and Expected Commencement of Tender Offer for Own Shares” announced on June 3, 2025 by Denso (the **“Press Release Concerning the Tender Offer for Own Shares (Denso)”**), Denso decided, by way of a written resolution in lieu of a resolution of its board of directors as of the same date in accordance with Article 370 of the Companies Act and the provisions of the Articles of Incorporation of Denso, that it intends to conduct a share repurchase, and the Tender Offer for Own Shares (Denso) as the specific method for such repurchase, pursuant to Article 156, Paragraph 1 of the Companies Act as applied by replacing certain terms under Article 165, Paragraph 3 of the same Act and the provisions of the Articles of Incorporation of Denso.

Subsequently, according to the “Notice Regarding Change of Conditions of Purchase at the Tender Offer for Own Shares” announced today by Denso on January 14, 2026 (the “**Press Release Concerning Amendment to Conditions of the Tender Offer for Own Shares (Denso)**”), Denso, by way of a written resolution dated today in lieu of a resolution of its board of directors in accordance with Article 370 of the Companies Act and the provisions of the Articles of Incorporation of Denso, resolved to change the purchase price of the Tender Offer for Own Shares (Denso) (the “**Tender Offer Price for Own Shares (Denso)**”) from (a) the price discounted 10% from the lower of: (i) the closing price of Denso’s common shares on the Prime Market of the Tokyo Stock Exchange on the business day immediately preceding the date of resolution at the board of directors meeting that finally determines the Tender Offer Price for Own Shares (Denso); or (ii) the simple average closing price of Denso’s common shares on the Prime Market of the Tokyo Stock Exchange for the past one month up to the same day (rounded to the nearest yen; provided, however, that if such price exceeds 1,935 yen, which is the closing price of Denso’s common shares on the Prime Market of the Tokyo Stock Exchange on June 2, 2025, the business day immediately preceding the date of resolution at its board of directors meeting concerning the planned implementation of the Tender Offer for Own Shares (Denso), 1,935 (rounded to the nearest yen) yen shall be used) to (b) the price discounted 10% from the lower of: (i) the closing price of Denso’s common shares on the Prime Market of the Tokyo Stock Exchange on the business day immediately preceding the date of resolution at the board of directors meeting that finally determines the Tender Offer Price for Own Shares (Denso); or (ii) the simple average closing price of Denso’s common shares on the Prime Market of the Tokyo Stock Exchange for the past one month up to the same day (rounded to the nearest yen; provided, however, that if such price exceeds 2,209 yen (rounded to the nearest yen), which is the closing price of Denso’s common shares on the Prime Market of the Tokyo Stock Exchange on January 13, 2026, the business day immediately preceding the date of resolution at its board of directors meeting concerning the changes in the terms and conditions of the Tender Offer for Own Shares (Denso), 2,209 yen shall be used). According to the Press Release Concerning Amendment to Conditions of the Tender Offer for Own Shares (Denso), since Denso plans to announce its medium-term management plan (until the fiscal year ending March 31, 2030) by March 2026, Denso plans to commence the Tender Offer for Own Shares (Denso) after the announcement of the financial results for the fourth quarter of the fiscal year ending March 31, 2026, which is scheduled for April 28, 2026.

In the Tender Offer Agreement, subject to Denso’s commencement of the Tender Offer for Own Shares (Denso) after successful completion of the Tender Offer and the settlement thereof, the Company has agreed to tender all of the common shares of Denso held by the Company (157,705,656 shares; ownership percentage of Denso shares (Note 16): 5.86%) and all of the common shares of Denso entrusted to Sumitomo Mitsui Trust Bank, Limited (re-entrusted to Custody Bank of Japan, Ltd.) as trust assets in a retirement benefit trust (27,192,000 shares; ownership percentage of Denso shares: 1.01%) (184,897,656 shares in total; ownership percentage of Denso shares: 6.87%) in the Tender Offer for Own Shares (Denso). For details of the Tender Offer for Own Shares (Denso), please refer to the Press Release Concerning the Tender Offer for Own Shares (Denso) and the Press Release Concerning Amendment to Conditions of the Tender Offer for Own Shares (Denso).

Note 16: “**Ownership percentage of Denso shares**” means the ratio of the shares owned (rounded to two decimal places; hereinafter the same) to the number of shares (2,689,424,448 shares) obtained from (i) the total number of issued shares of Denso as of September 30, 2025 (2,910,979,691 shares) as stated in the “Consolidated Financial Results for the Second Quarter (Interim Period) of the Fiscal Year Ending March 31, 2026 (IFRS)” announced by Denso on October 31, 2025 minus (ii) the number of own shares (221,555,243 shares) obtained from the number of own shares held by Denso as of the same date (206,952,043 shares) plus the number of own shares acquired through the share repurchase conducted by Denso during the period from October 1, 2025 to October 27, 2025 (14,603,200 shares) as stated in the “Notice Concerning the Status and Completion of Share Repurchases” announced by Denso on October 28, 2025.

(iii) The Tender Offer for Own Shares (Toyota Tsusho)

According to the “Notice Concerning the Planned Share Repurchase and the Tender Offer for Own Shares” announced on June 3, 2025 by Toyota Tsusho (the “**Press Release Concerning the Tender Offer for Own Shares (Toyota Tsusho)**”), Toyota Tsusho decided, by way of a written resolution in lieu of a resolution of its board of directors as of the same date in accordance with Article 370 of the Companies Act and the provisions of the Articles of Incorporation of Toyota Tsusho, that it intends to conduct a share repurchase, and the Tender Offer for Own Shares (Toyota Tsusho) as the specific method for such repurchase, in accordance with the provisions of the Articles of Incorporation of Toyota Tsusho pursuant to Article 459, Paragraph 1 of the Companies Act and the provisions of Article 156, Paragraph 1 of the same Act.

Subsequently, according to the “Notice Concerning Amendment of Terms of Repurchase, etc. of the Tender Offer for Own Shares” announced today by Toyota Tsusho (the “**Press Release Concerning Amendment to Conditions of the Tender Offer for Own Shares (Toyota Tsusho)**”), Toyota Tsusho resolved, by written resolution dated January 14, 2026 in lieu of a resolution at a board of directors meeting pursuant to the provisions of Article 370 of the Companies Act and the provisions of its articles of incorporation, to amend the purchase price in the Tender Offer for Own Shares (Toyota Tsusho) (the “**Tender Offer Price for Own Shares (Toyota Tsusho)**”) from the lower of the closing price of Toyota Tsusho’s common shares on the Prime Market of the Tokyo Stock Exchange on the business day preceding the date of the resolution of the board of directors to finally determine the Tender Offer Price for Own Shares (Toyota Tsusho) or the simple average of the closing prices of Toyota Tsusho’s common shares on the Prime Market of the Tokyo Stock Exchange for the past one month up to that date, with a 10% discount applied (rounded to the nearest yen; however, 3,054 yen in case that the amount exceeds the closing price of 3,054 yen on the Prime Market of the Tokyo Stock Exchange on June 2, 2025, which is the Business Day preceding the date of the resolution of the board of directors regarding the planned implementation of the Tender Offer for Own Shares (Toyota Tsusho), to the lower of the closing price of the Toyota Tsusho’s common shares on the Prime Market of the Tokyo Stock Exchange on the Business Day preceding the date of the resolution of the board of directors to finally determine the Tender Offer Price for Own Shares (Toyota Tsusho) or the simple average of the closing prices of the Toyota Tsusho’s common shares on the Prime Market of the Tokyo Stock Exchange for the past one month up to that date, with

a 10% discount applied (rounded to the nearest yen; however, 5,862 yen in case that the amount exceeds the closing price of 5,862 yen of the Toyota Tsusho's common shares on the Prime Market of the Tokyo Stock Exchange on January 13, 2026, which is the Business Day preceding the date of the resolution of the board of directors regarding the amendment of conditions of the planned Tender Offer for Own Shares (Toyota Tsusho)).

In the Tender Offer Agreement, subject to Toyota Tsusho's commencement of the Tender Offer for Own Shares (Toyota Tsusho) after successful completion of the Tender Offer and the settlement thereof, the Company has agreed to tender all of the common shares of Toyota Tsusho held by the Company (118,095,402 shares; ownership percentage of Toyota Tsusho shares (Note 17): 11.19%) in the Tender Offer for Own Shares (Toyota Tsusho). For details of the Tender Offer for Own Shares (Toyota Tsusho), please refer to the Press Release Concerning the Tender Offer for Own Shares (Toyota Tsusho) and the Press Release Concerning Amendment to Conditions of the Tender Offer for Own Shares (Toyota Tsusho).

Note 17: **“Ownership percentage of Toyota Tsusho shares”** means the ratio of the shares owned (rounded to two decimal places) to the number of shares (1,055,776,624 shares) obtained by deducting the own shares held by Toyota Tsusho as of September 30, 2025 (6,392,924 shares) from the total number of issued shares of Toyota Tsusho as of September 30, 2025 (1,062,169,548 shares) as stated in the “Consolidated Financial Results for the Second Quarter (Interim Period) of the Fiscal Year Ending March 31, 2026 (IFRS)” announced by Toyota Tsusho on October 31, 2025.

(iv) The Tender Offer for Own Shares (Aisin)

According to the “Notice Concerning Changes in Matters Concerning the Share Repurchase and Planned Commencement of Tender Offer for Own Shares” announced on June 3, 2025 by Aisin (the **“Press Release Concerning the Tender Offer for Own Shares (Aisin)”**); together with the Press Release Concerning the Tender Offer for Own Shares (TMC), the Press Release Concerning the Tender Offer for Own Shares (Denso), and the Press Release Concerning the Tender Offer for Own Shares (Toyota Tsusho), the **“Press Releases Concerning the Tender Offers for Own Shares”**), Aisin resolved at the meeting of its board of directors held as of the same date, that it intends to conduct a share repurchase, and the Tender Offer for Own Shares (Aisin) as the specific method for such repurchase, pursuant to Article 156, Paragraph 1 of the Companies Act as applied by replacing certain terms under Article 165, Paragraph 3 of the same Act and the provisions of the Articles of Incorporation of Aisin.

Subsequently, according to the “Notice Concerning Changes to the Tender Offer Conditions for Own Share Tender Offer and Changes in Matters Concerning Share Repurchase” announced today by Aisin on January 14, 2026 (the **“Press Release Concerning Amendment to Conditions of the Tender Offer for Own Shares (Aisin)”**); together with the Press Release Concerning Amendment to Conditions of the Tender Offer for Own Shares (TMC), the Press Release Concerning Amendment to Conditions of the Tender Offer for Own Shares (Denso), and the Press Release Concerning Amendment to Conditions of the Tender Offer for Own Shares (Toyota Tsusho), the **“Press Releases Concerning Amendment to Conditions of the Tender**

**Offers for Own Shares”**), Aisin, at the board of directors meeting held today, resolved to change the purchase price of the Tender Offer for Own Shares (Aisin) (the “**Tender Offer Price for Own Shares (Aisin)**”) from (a) the price discounted 10% from the lower of: (i) the closing price of Aisin’s common shares on the Prime Market of the Tokyo Stock Exchange on the business day immediately preceding the date of resolution at the board of directors meeting that finally determines the Tender Offer Price for Own Shares (Aisin); or (ii) the simple average closing price of Aisin’s common shares on the Prime Market of the Tokyo Stock Exchange for the past one month up to the same day (rounded to the nearest yen; provided, however, that if such price exceeds 1,791 yen (rounded to the nearest yen), which is the closing price of Aisin’s common shares on the Prime Market of the Tokyo Stock Exchange on June 2, 2025, the business day immediately preceding the date of holding its board of directors meeting concerning the resolution for the planned implementation of the Tender Offer for Own Shares (Aisin), 1,791 yen shall be used) to (b) the price discounted 10% from the lower of: (i) the closing price of Aisin’s common shares on the Prime Market of the Tokyo Stock Exchange on the business day immediately preceding the date of resolution at the board of directors meeting that finally determines the Tender Offer Price for Own Shares (Aisin); or (ii) the simple average closing price of Aisin’s common shares on the Prime Market of the Tokyo Stock Exchange for the past one month up to the same day (rounded to the nearest yen; provided, however, that if such price exceeds 3,078 yen (rounded to the nearest yen), which is the closing price of Aisin’s common shares on the Prime Market of the Tokyo Stock Exchange on January 13, 2026, the business day immediately preceding the date of holding its board of directors meeting concerning the resolution for the changes in the terms and conditions of purchase at the Tender Offer for Own Shares (Aisin), 3,078 yen shall be used).

In the Tender Offer Agreement, subject to Aisin’s commencement of the Tender Offer for Own Shares (Aisin) after successful completion of the Tender Offer and the settlement thereof, the Company has agreed to tender all of the common shares of Aisin held by the Company (23,239,227 shares; ownership percentage of Aisin shares (Note 18): 3.20%) in the Tender Offer for Own Shares (Aisin). For details of the Tender Offer for Own Shares (Aisin), please refer to the Press Release Concerning the Tender Offer for Own Shares (Aisin) and the Press Release Concerning Amendment to Conditions of the Tender Offer for Own Shares (Aisin).

Note 18: **“Ownership percentage of Aisin shares”** means the ratio of the shares owned (rounded to two decimal places) to the number of shares (725,364,635 shares) obtained from (i) the total number of issued shares of Aisin as of September 30, 2025 (759,023,902 shares) as stated in the “Consolidated Financial Results for the Second Quarter (Interim Period) of the Fiscal Year Ended March 31, 2026 (IFRS)” announced by Aisin on October 31, 2025 minus (ii) the number of treasury shares (33,659,267 shares) obtained from the number of treasury shares held by Aisin as of September 30, 2025 (21,272,967 shares) plus the number of own shares acquired through the share repurchase conducted by Aisin during the period from October 1, 2025 to October 31, 2025 (5,034,100 shares) as stated in the “Notice Concerning Status of Share Repurchases” announced by Aisin on November 6, 2025, the number of own shares acquired through the share repurchase conducted by Aisin during the period from November 1, 2025 to November 30, 2025

(3,877,300 shares) as stated in the “Notice Concerning Status of Share Repurchases” announced by Aisin on December 4, 2025, and the number of own shares acquired through the share repurchase conducted by Aisin during the period from December 1, 2025 to December 31, 2025 (3,474,900 shares) as stated in the “Notice Concerning Status of Share Repurchases” announced by Aisin on January 9, 2026.

In addition, Toyota Fudosan did not provide any explanations on matters regarding the Tender Offer to the Company’s shareholders (excluding TMC, the Three Toyota Group Companies, and Mr. Toyoda) prior to the announcement of the planned commencement of the Tender Offer from the perspective of the confidentiality of the Transactions under consideration, and none of those shareholders informed the Offeror of any intention to tender the Company Shares they hold in the Tender Offer. However, from early December 2025, the Offeror requested multiple shareholders of the Company to tender their shares in the Tender Offer from the perspective of increasing the likelihood of the successful completion of the Tender Offer, taking into consideration the number of shares held, the expected number of shares to be tendered, and other factors. Subsequently, by January 14, 2026, each of (a) JTEKT Corporation (2,002,625 shares; ownership percentage: 0.67%), (b) Aichi Steel Corporation (478,305 shares; ownership percentage: 0.16%), (c) Toyota Physical and Chemical Research Institute (119,000 shares; ownership percentage: 0.04%), (d) Aisan Industry Co., Ltd. (113,557 shares; ownership percentage: 0.04%), (e) Toyota L&F Hiroshima Co., Ltd. (100,494 shares; ownership percentage: 0.03%), (f) Toyota Mizunami Development Co., Ltd. (99,300 shares; ownership percentage: 0.03%), (g) Taiho Kogyo Co., Ltd. (81,500 shares; ownership percentage: 0.03%), (h) Toyota Boshoku Corporation (33,985 shares; ownership percentage: 0.01%), (i) Kowa Company, Ltd. (565,050 shares; ownership percentage: 0.19%), (j) Asai Sangyo Co., Ltd. (292,500 shares; ownership percentage: 0.10%), (k) Aioi Nissay Dowa Insurance Co., Ltd. (3,922,472 shares; ownership percentage: 1.31%), or (l) Mitsui Sumitomo Insurance Company, Limited (2,619,400 shares; ownership percentage: 0.87%), and (m) Tokyo Marine & Nichido Fire Insurance Co., Ltd. (2,019,550 shares; ownership percentage: 0.67%) (shareholders (a) through (m) are collectively referred to as the **“Shareholders Expressing Intent to Tender Shares”**) had informed the Offeror that it intended to tender all of the Company Shares that it holds (total number of shares held: 12,447,738 shares; total ownership percentage: 4.14%) in the Tender Offer. The Offeror has only received notice from each of the Shareholders Expressing Intent to Tender Shares of its intent to tender its shares and has not executed any tender agreements with any of such shareholders. Accordingly, each of the Shareholders Expressing Intent to Tender Shares are not restricted from changing its intent to tender its shares in the Tender Offer.

Furthermore, in the Share Repurchase stated in (v) above, the Company plans to acquire the Company Shares Held by TMC at a total of approximately 1.1479 trillion yen (if any fractions less than one share arise in the Company Shares Held by TMC as a result of the Squeeze-Out Procedures, the amount shall be the amount that remains after deducting the amount to be paid to TMC as consideration for the fractions). While the Share Repurchase will be conducted within the limit of the distributable amount of the Company, the Company plans to obtain the funds necessary for the Share Repurchase using deposits held by the Company and the consideration received by the Company from tendering the shares of TMC and the Three Toyota Group Companies held by the Company in the Tender Offers for Own Shares. If it is necessary to secure the distributable amount for the purpose of lawfully implementing the Share Repurchase, the Company will reduce its stated capital and reserves in accordance with

Article 447, Paragraph 1 and Article 448, Paragraph 1 of the Companies Act and conduct a provisional settlement of accounts by preparing provisional financial statements as provided for in Article 441, Paragraph 1 of the same Act.

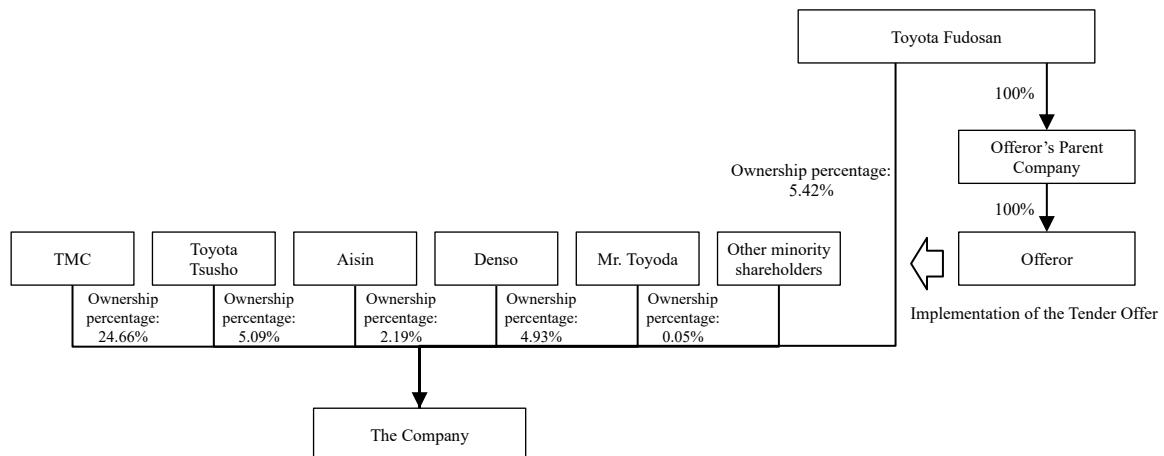
The acquisition price of the Company Shares Held by TMC in the Share Repurchase (the price per share prior to the implementation of the Squeeze-Out Procedures; the “**Repurchase Price**”) is expected to be 15,491 yen per Company Share prior to the Share Consolidation, which has been set with respect to TMC, a corporation subject to the provisions for exclusion of deemed dividends from taxable income under the Corporation Tax Act (Act No. 34 of 1965, as amended; hereinafter the same) so that (i) the amount calculated as the proceeds after tax if the Share Repurchase were to be conducted at the Repurchase Price is equivalent to (ii) the proceeds after tax to be received if TMC were to tender its shares in the Tender Offer at the Tender Offer Price. In addition to the fact that the Share Repurchase and the Tender Offer are independent transactions, given that the acquisition price per Company Share in the Share Repurchase (based on the price prior to the implementation of the Share Consolidation) has not been set at the level by which TMC would gain interest more than the Company’s minority shareholders, the Offeror believes that it will not conflict with the purpose of the regulation on uniformity with respect to tender offer prices (Article 27-2, Paragraph 3 of the Act).

### Structure of the Transactions

#### (i) As of today

As of today, TMC holds 74,100,604 shares (ownership percentage: 24.66%), Toyota Tsusho holds 15,294,053 shares (ownership percentage: 5.09%), Aisin holds 6,578,372 shares (ownership percentage: 2.19%), Denso holds 14,823,500 shares (ownership percentage: 4.93%), Mr. Toyoda holds 141,600 shares (ownership percentage: 0.05%), and Toyota Fudosan holds 16,291,374 shares (ownership percentage: 5.42%) of the Company Shares and the remaining Company Shares are held by other minority shareholders. In addition, Toyota Fudosan established the Offeror’s Parent Company and the Offeror on June 9, 2025. The Offeror will conduct the Tender Offer for all of the Shares Subject to the Tender Offer.

Toyota Fudosan, the Three Toyota Group Companies, and the Shareholders Expressing Intent to Tender Shares intend to tender all of the Company Shares they hold in the Tender Offer.

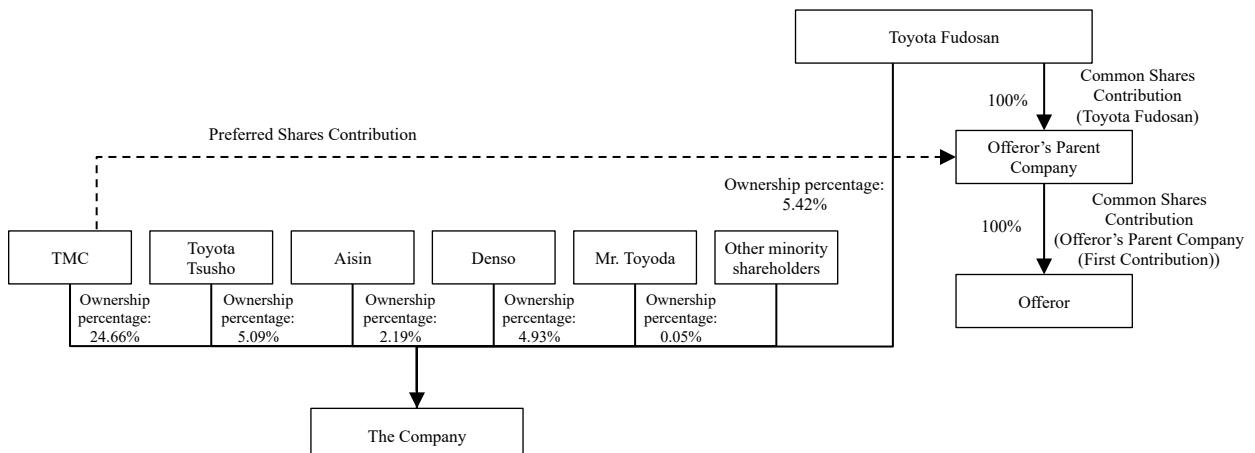


(ii) Successful completion and settlement of the Tender Offer

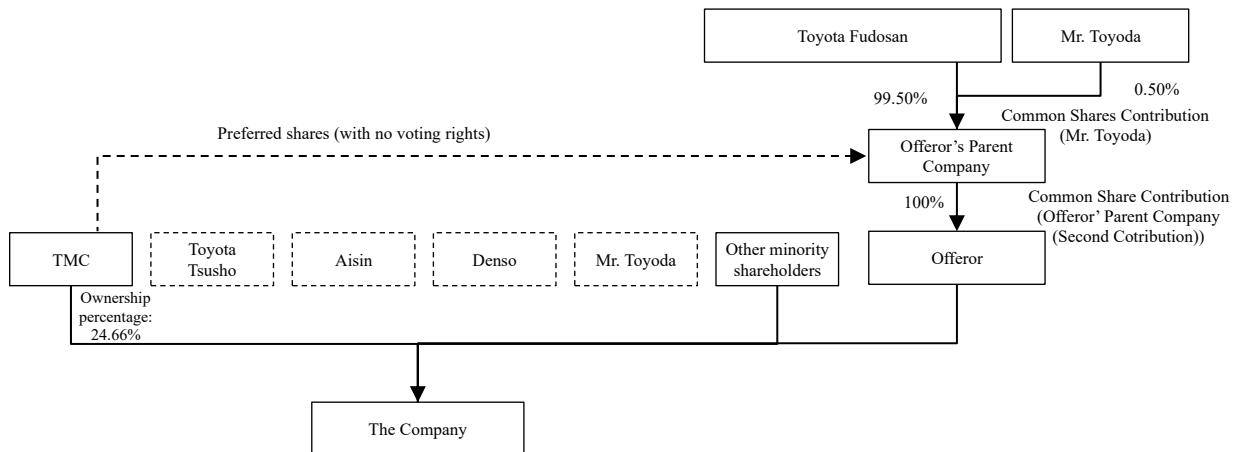
If the Tender Offer is successfully completed, the Offeror will conduct the settlement of the Tender Offer. By no later than the Business Day immediately prior to the commencement date of the settlement of the Tender Offer, Toyota Fudosan will make the Common Shares Contribution (Toyota Fudosan), and TMC will make the Preferred Shares Contribution. In addition, the Offeror's Parent Company will make the Common Shares Contribution (Offeror's Parent Company (First Contribution)) after the Common Shares Contribution (Toyota Fudosan) and the Preferred Shares Contribution.

After the settlement of the Tender Offer, Mr. Toyoda will make the Common Shares Contribution (Mr. Toyoda). In addition, the Offeror's Parent Company will make the Common Shares Contribution (Offeror's Parent Company (Second Contribution)) after the Common Shares Contribution (Mr. Toyoda).

Before the settlement of the Tender Offer



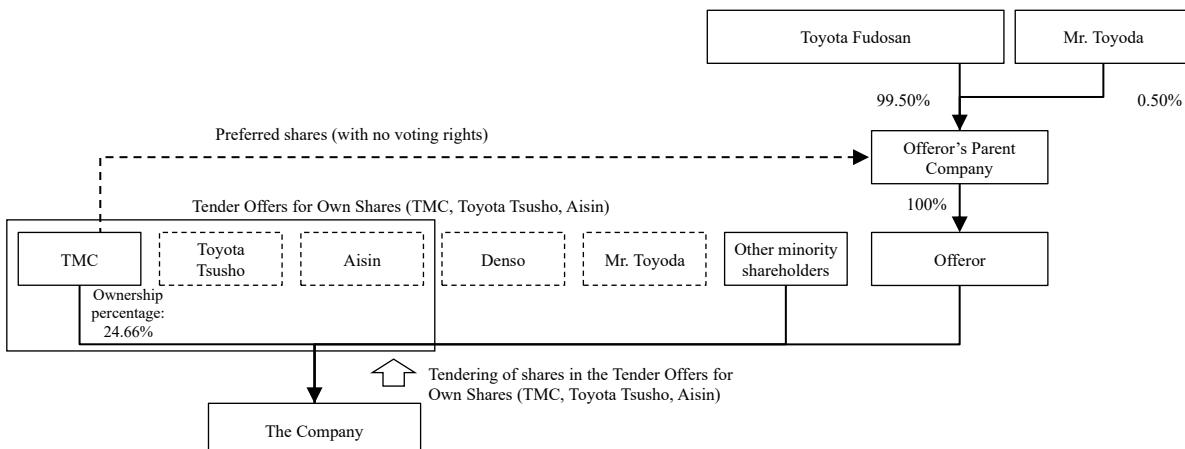
After the settlement of the Tender Offer, the Common Shares Contribution (Mr. Toyoda), and the Common Shares Contribution (Offeror's Parent Company (Second Contribution))



(iii) The Tender Offers for Own Shares (TMC, Toyota Tsusho, and Aisin) (by mid or late April 2026)

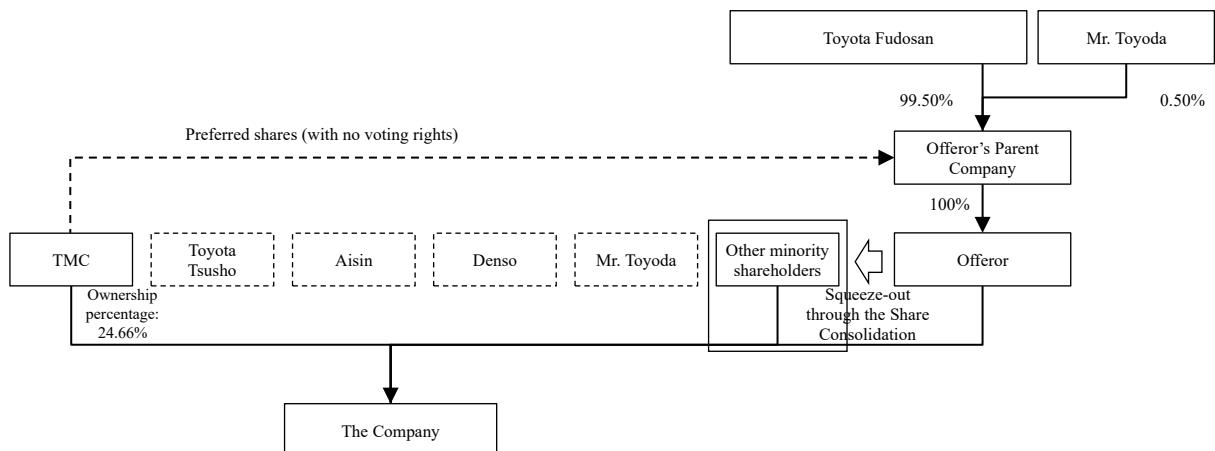
Subject to the successful completion of the Tender Offer and the settlement thereof, TMC, Toyota Tsusho, and Aisin will conduct the Tender Offers for Own Shares (TMC, Toyota Tsusho, and Aisin), and the Company will tender the shares of TMC, Toyota Tsusho, and Aisin held by the Company in the Tender Offers for Own Shares (TMC, Toyota Tsusho, and Aisin).

Please refer to (vi) below for details of the Tender Offer for Own Shares (Denso).



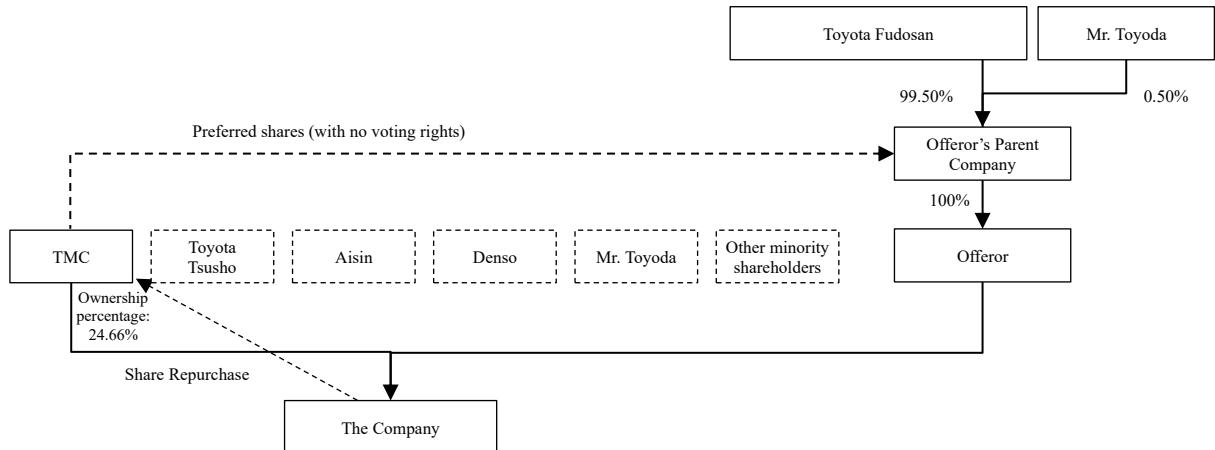
(iv) The Squeeze-Out Procedures (by mid May 2026)

After the successful completion of the Tender Offer, the Offeror will request the Company to implement the Squeeze-Out Procedures, and the Company will make the Offeror and TMC the only shareholders of the Company by implementing the Squeeze-Out Procedures.



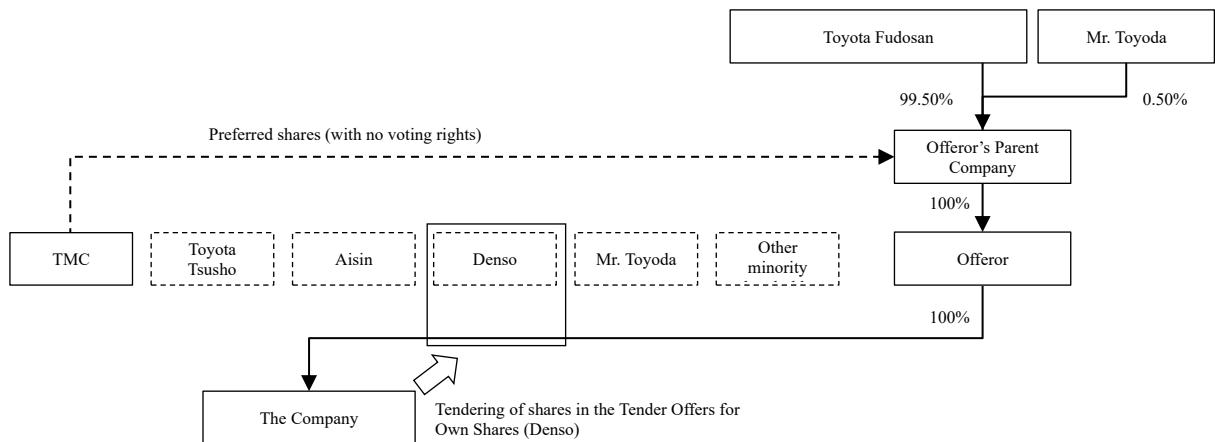
(v) The Share Repurchase (by mid or late May 2026)

After completing the Squeeze-Out Procedures, the Company will acquire all of the Company Shares Held by TMC through the Share Repurchase. The Share Repurchase is in any event intended to be conducted after the delisting of the Company Shares. As the delisted shares will not constitute “listed share certificates, etc.” (Article 24-6, Paragraph 1 of the Act and Article 4-3 of the Order for Enforcement of the Financial Instruments and Exchange Act (Cabinet Order No. 321 of 1965, as amended)), which would be subject to a tender offer for own shares (Article 27-22-2 of the Act), a tender offer for own shares is not planned to be conducted for the Share Repurchase.



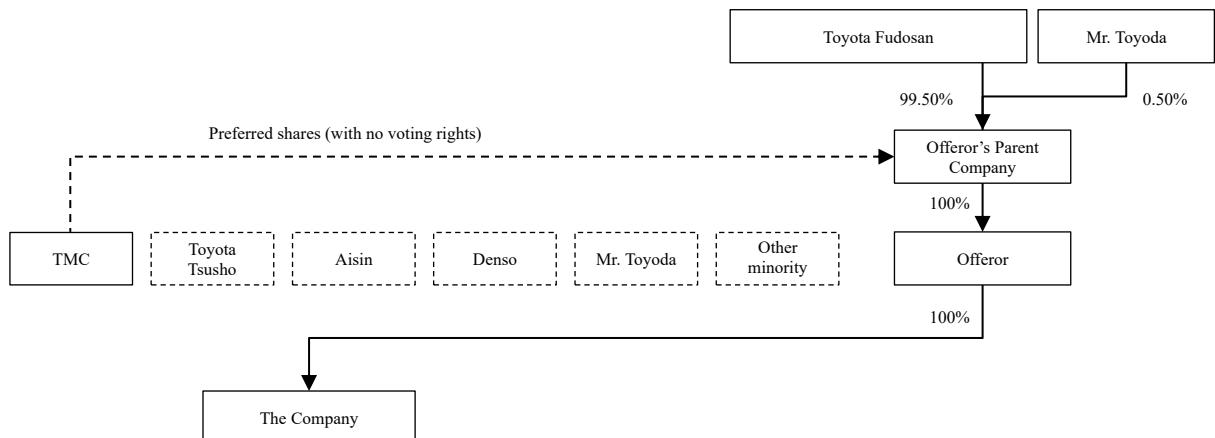
(vi) The Tender Offer for Own Shares (Denso) (by late June 2026)

Subject to the successful completion of the Tender Offer and the settlement thereof, Denso will conduct the Tender Offer for Own Shares (Denso), and the Company will tender the shares of Denso held by the Company in the Tender Offer for Own Shares (Denso).



(vii) After the implementation of the Transactions

After the completion of the Share Repurchase, the Offeror is planned to hold all of the issued shares of the Company (excluding own shares), and after the completion of the Tender Offers for Own Shares, the Company is planned not to hold any shares in TMC or the Three Toyota Group Companies.



Toyota Fudosan is considering implementing an absorption-type merger in which the Company will be the surviving company and the Offeror will be the dissolved company following the completion of the Transactions. However, the implementation of the absorption-type merger, including details such as the timing and specific terms and conditions thereof, has not yet been decided as of today.

At the board of directors meeting of the Company held on June 3, 2025, a resolution was adopted that the position of the Company as of the same date is that if the Tender Offer commences, it will express an opinion in support of the Tender Offer and that it will leave the decision as to whether to tender their shares in the Tender Offer to the discretion of each shareholder of the Company.

Subsequently, the Company was informed by the Offeror on December 5, 2025, that the Offeror may commence the Tender Offer from January 15, 2026, subject to the satisfaction (or

waiver) of the Tender Offer Conditions Precedent, depending on the progress of the clearance procedures regarding the United Kingdom Financial Regulatory Measures. The Company was also informed by the Offeror on January 13, 2026 that the Obtainment of Clearance, including the United Kingdom Financial Regulatory Measures, have been completed. In response to this, at its board of directors meeting held on June 3, 2025, the Company adopted a resolution to consult with the Special Committee to consider the Additional Advisory Matters. Then, the Company received the January 14, 2026 Report submitted by the Special Committee (for the January 14, 2026 Report, specific details of the activities of the Special Committee, and other matters, please refer to “(v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below). While respecting to the utmost extent the details of the January 14, 2026 Report, the Company carefully discussed and considered again details of various conditions of the Tender Offer, taking into consideration matters including the Company’s business results and market environment change after the board of directors meeting held on June 3, 2025, as well as the Tender Offer Price Change (for details of the background leading to the Tender Offer Price Change, please refer to “(ii) Process of negotiations” in “C. Process leading to the Company’s decision-making and the reasons therefor” below).

As a result, as stated in “(iii) Details of the decision-making by the Company” in “C. Process leading to the Company’s decision-making and the reasons therefor” below, at its board of directors meeting held today, the Company adopted a resolution indicating that it would express an opinion in support of the Tender Offer again and that it would change its decision as of June 3, 2025 and recommend that shareholders of the Company tender their shares in the Tender Offer.

For details of the resolutions of the Company’s board of directors meetings held on June 3, 2025 and today, please refer to “(ix) Approval of all disinterested directors of the Company and opinions from all audit and supervisory committee members of the Company that they have no objection” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below.

**B. Background, purpose, and decision-making process leading the Offeror to conduct the Tender Offer**

The Company received the following explanation from the Offeror regarding the background, purpose, and decision-making process leading to the Offeror’s decision to conduct the Tender Offer.

As described in “A. Summary of the Tender Offer” above, Toyota Fudosan was established in August 1953 under the trade name of “Towa Fudosan Co., Ltd.” as a member of the Toyota Group, with all of its shareholders being companies belonging to the Toyota Group up until the present. Since its establishment, Toyota Fudosan has developed its business mainly in the development and operation of office buildings in the three areas of Nagoya, Tokyo, and Osaka. In recent years, Toyota Fudosan has been strengthening and expanding its business in the Tokyo area, by actively expanding the breadth of its business and the areas in which it operates, including an arena development project in Tokyo’s Odaiba and Aomi areas and a redevelopment project in the area surrounding Fuji Speedway. Furthermore, Toyota Fudosan

engages in the planning, development, and operation of various types of assets, including offices, commercial facilities, arenas, hotels and resorts, incubation spaces, event spaces and meeting rooms. As it looks to the future and embraces new challenges, Toyota Fudosan changed its trade name from “Towa Fudosan” to “Toyota Fudosan” in April 2022, and in January 2024 established a dual head office system with head offices in Tokyo and Nagoya while promoting further urban development to expand its business breadth and areas in which it operates and take on the challenge of connecting urban development with mobility as a comprehensive developer in the Toyota Group. In addition, while having Toyota Group companies as shareholders, Toyota Fudosan aims to maintain a certain degree of independence in terms of capital and business operations while serving as an intermediary to facilitate smooth collaboration in business operations among Toyota Group companies, each of which are independent corporate entities, including listed companies, and also further promote the mid- to long-term growth of the Toyota Group as a whole.

On the other hand, the Company was founded in November 1926 in Kariya-shi, Aichi, as Toyoda Automatic Loom Works, Ltd. to manufacture “Type G Automatic Looms” invented by Sakichi Toyoda (the Company changed its trade name to the current Toyota Industries Corporation in August 2001). In August 1937, it separated its Automobile Manufacturing Department and founded Toyota Motor Co., Ltd. (now TMC); as such, since its establishment, the Company has diversified its business and expanded its business domains to include textile machinery, automobiles (vehicles, engines, car air-conditioning compressors, car electronics components and devices, etc.), and materials handling equipment. In May 1949, the Company was listed on the First Section of the Tokyo Stock Exchange, the Nagoya Stock Exchange, and the Osaka Stock Exchange, and is currently listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange.

The Company and its 281 subsidiaries and 19 affiliated companies (collectively, the **“Company Group”**) are mainly engaged in manufacturing and sale of materials handling equipment such as automobiles and lift trucks, as well as textile machinery, and developing its business activities.

“Vision 2030,” established by the Company in April 2019, shows the direction for the Company Group to achieve sustainable growth based on its founding spirit, “Toyoda Precepts,” while it continues to develop the “automobile” and “materials handling equipment and logistics solutions” businesses with the “textile machinery” business as the starting point, which has been its business since its founding, in harmony with society. The Company Group is sincerely confronting the changes and issues in society, and is working to improve the value of each business of the Company Group.

Specifically, first of all, in the mobility field centered on automobiles, regarding units and components essential for mobility, such as car air-conditioning compressors and car electronics, the Company aims to contribute to the growth of automakers not just for the superb quality and performance of the products but also for its stable and flexible supply structure and support capabilities. In particular, to contribute to the electrification of vehicles, the Company is securing supply capacity for electric compressors and power electronics products (Note 1), which are in growing demand, and actively promoting R&D in next-generation models, and is working to advance into new fields, including bipolar nickel-metal hydride batteries for HEVs, which utilize its proprietary material and production technologies, and participate in development of lithium-ion batteries and solid-state batteries utilizing such knowledge.

Note 1: Power electronics products refer to electronic components and devices such as DC-DC converters and on-board chargers for electrified vehicles, as well as on-board AC inverters that make household electric appliances available in vehicles.

In addition, in the field of logistics solutions, the Company is aiming at supporting logistics operations of a wide variety of industries in all corners of the world by mainly offering lift trucks but also materials handling equipment and storage systems. It aims at further strengthening its competitiveness by leveraging its expanding value chain that encompasses sales and services based on its manufacturing capabilities and human resources cultivated in the mobility field and its experiences in pursuing highly reliable mass-produced products. In particular, the Company is accelerating initiatives to resolve social issues they face, including work style reforms and decrease in the workforce. Also, to meet increasingly diverse and complex needs in countries and regions around the world, the Company improves industry-leading automation technologies and cutting-edge environmental technologies at various-sized logistics sites, and through M&As and technical cooperation, is working to further enhance the comprehensive strengths of its products, fortify its business capabilities and increase its corporate value.

Further, by possessing both mobility-related business and logistics solutions business, it aims for such possession to mutually enhance the respective strengths, and is working to advance into new fields.

As stated in “A. Summary of the Tender Offer” above, the capital relationship between Toyota Fudosan and the Company began in August 1953, when Toyota Fudosan was founded, as a result of the Company investing in Towa Real Estate Co., Ltd., the predecessor of Toyota Fudosan. As of today, the Company holds 4,742,000 common shares of Toyota Fudosan (ownership percentage of Toyota Fudosan shares (Note 2): 19.43%). In addition, as of today, Toyota Fudosan holds 16,291,374 Company Shares (ownership percentage: 5.42%).

Note 2: “Ownership percentage of Toyota Fudosan shares” means the ratio of the shares owned (rounded to two decimal places) to the total number of issued shares (24,400,000 shares) of Toyota Fudosan as of today.

TMC, which is a major, and is the largest, shareholder of the Company, originated from the Automobile Department, which was established in 1933 within Toyoda Automatic Loom Works, Ltd. (now the Company), which was founded in November 1926 in Kariya-shi, Aichi to manufacture “Type G Automatic Looms” invented by Sakichi Toyoda. Ever since its founding, TMC has sought to contribute to “a more prosperous society through the manufacture of automobiles,” operating its business with a focus on vehicle production and sales. Currently, the automotive industry is in a once-in-a-century period of change, and with its mission of “producing happiness for all,” as a Toyota Group member, it is taking on challenges to “transform into a mobility company” and aiming to contribute to the development of the mobility industry in Japan and the world through these challenges.

According to TMC, mobility involves four perspectives (specifically, the movement of people, goods, information, and energy); among these, TMC is working on the evolution of cars from the perspective of movement of people and is aiming to contribute to the realization of a “mobility society” full of smiles. On the other hand, TMC believes that in order for the

Toyota Group to “transform into a mobility company,” it is necessary to focus not only on movement of people but also on movement of goods. Under these circumstances, TMC believes that the Company, which engages in materials handling equipment business within the Toyota Group for development, manufacture, and sale of products and services of wide-ranging domains, from lift trucks to logistics equipment and systems, and which is a globally remarkable leading company regarding movement of goods, is indispensable for these transformations, and that it is important to further strengthen its competitiveness.

On the other hand, since fiscal year 2023, TMC has continuously been considering various options, including reviewing its capital relationship with the Company, as part of Toyota Group companies’ efforts to improve capital efficiency by effectively utilizing the funds obtained by selling shares mutually owned by them, while maintaining a capital relationship that allows them to maintain a good relationship to date, for the purpose of realizing further growth for the Toyota Group.

As a result, TMC has come to consider that the Company achieving growth as a leading company regarding movement of goods from a long-term perspective by utilizing the Toyota Group’s platforms (network, business, technology, human resources, etc.) to the utmost extent, deepening business collaboration and cooperation with Toyota Group companies, and pioneering new sales channels and businesses, while maintaining and strengthening its current business base, without preconceiving concerns over short-term deterioration of business performance, will contribute to improvement of the corporate value of the Company and the entire Toyota Group, which is taking on challenges to “transform into a mobility company”; thus, in the process of reviewing the capital relationship of Toyota Group companies, TMC has come to determine that the Company should consider going private.

Based on the above background, TMC believed that the Company should consider taking drastic measures, including going private, in order for the Company to lead within the Toyota Group the business domain centered on movement of goods, such as materials handling equipment and logistics solutions, while the Toyota Group transforms into a corporate group which leads the mobility industry supporting the movement of people, goods, information, and energy, and to strengthen the competitiveness of the Company’s automotive business through further deepening of collaboration with the Toyota Group. Thus, on December 16, 2024, TMC submitted an initial letter of intent to the Company (the “**Initial Proposal**”) concerning the consideration of the privatization of the Company, including a tender offer.

TMC then considered that, in taking the Company private, because if TMC or its subsidiaries, which engage in automotive business, becomes an offeror of the transaction for taking the Company private, they are likely to get caught up in the perspective of automotive OEMs, which conduct business with a focus on responding to technological innovation in the automotive industry and market changes, in order for the Company, which has been operating materials handling equipment business, a non-automotive business, to realize growth in the new mobility domain, the Company should pursue an approach to achieve growth in the mobility field of the next generation by making those other than TMC and its subsidiaries an offeror, and actively incorporating innovative ideas and diverse perspectives, beyond the boundaries of industries. In addition, based on the background that the Company, where the Toyota Group originated from, has been promoting collaboration among Toyota Group companies historically, TMC became convinced that instead of TMC or its subsidiaries becoming the acquirer in the transaction for taking the Company private, (a) from the viewpoint of deepening business collaboration and cooperation with Toyota Group

companies, Toyota Fudosan, whose shares are held by Toyota Group companies, and (b) from the viewpoint of committing to the Transactions, Mr. Toyoda becoming shareholders that directly or indirectly hold voting rights in the Company would be the best way for the entire Toyota Group to grow.

Toyota Fudosan also began considering the possibility of taking the Company private, with Toyota Fudosan taking the lead, taking into account the fact that the Company responded positively to TMC's Initial Proposal in early February 2025, and after receiving an explanation of TMC's position and taking into account the Company's intentions. At that time, Toyota Fudosan confirmed that the relationship between TMC and the Company, as well as that the structure of the Company's business operations, customer and business partner relationships, etc., are expected to be maintained, and that TMC has no intention of making the Company a subsidiary of TMC. Based on this, in mid-February Toyota Fudosan appointed Nomura Securities Co., Ltd. ("Nomura Securities") as the Offeror's financial advisor and third-party appraiser and appointed Mori Hamada & Matsumoto as the Offeror's legal advisor after confirming their respective independence from Toyota Fudosan, the Offeror, the Company, and TMC, and upon establishing a framework to conduct negotiations and discussions regarding taking the Company private, Toyota Fudosan commenced full-fledged consideration of the proposal.

As described above, as a member of the Toyota Group, Toyota Fudosan has primarily engaged in the development and operation of office buildings, as well as securities holding business, and as a company with Toyota Group companies as its shareholders, Toyota Fudosan maintains a certain degree of independence in terms of capital and business operations by not having a parent company, and while serving as an intermediary to facilitate smooth collaboration in business operations among Toyota Group companies, each of which are independent corporate entities, including listed companies, it will also promote the mid- to long-term growth of the Toyota Group as a whole. Toyota Fudosan believes that advancing these efforts will also contribute to the mid- to long-term enhancement of the corporate value of Toyota Fudosan, which holds shares in Toyota Group companies as part of its securities holding business.

Furthermore, based on the explanation provided by TMC regarding the background of the consideration of taking the Company private, Toyota Fudosan has determined that, in order for the Toyota Group to achieve its "transformation into a mobility company," it is essential for the Company to realize growth in new mobility areas, and given that a paradigm shift is required, rather than being bound by the perspective of an automotive OEM, which conducts business with an eye toward technological innovation and market changes in the automotive industry, Toyota Fudosan has determined that, it is not desirable for TMC or its subsidiaries, which operate automotive businesses, to be the acquirer in the transaction to take the Company private, and determined that it is desirable for Toyota Fudosan, whose shareholders are Toyota Group companies, to be the acquirer in the transaction to take the Company private from the perspective of deepening business cooperation and collaboration with the Toyota Group companies, since the Company, which is one of the original companies in the Toyota Group, has historically promoted cooperation with the Toyota Group companies.

Furthermore, Toyota Fudosan, having deepened its understanding that taking the Company private will contribute to the growth of the Toyota Group as a whole, and at the same time contribute to the enhancement of Toyota Fudosan's corporate value, has come to determine that it is optimal for Toyota Fudosan, which maintains capital and operational independence while broadly having Toyota Group companies as shareholders, to serve as an intermediary

for business collaboration and cooperation with Toyota Group companies and proceed with taking the Company private.

Toyota Fudosan believes that the following initiatives and synergies can be expected for the Toyota Group, including the Company, as a whole as a result of taking the Company private through the Transactions. Toyota Fudosan recognizes that the expected general disadvantages of delisting include (a) difficulty in obtaining equity financing through public offerings, (b) possible decrease in the motivation of the Company's employees and loss of employees, (c) possible negative effects on the Company's recruitment of employees, (d) possible negative effects on transactions with existing customers and the acquisition of new customers, (e) impact on compliance systems, and (f) a possible loss of trust of other stakeholders, including business partners. With regard to (a), for the time being Toyota Fudosan does not anticipate a situation after the Transactions in which it will need to raise funds from capital markets, and believes that if significant funds are required for future advancement of business (logistics solutions, batteries, etc.), it can leverage the creditworthiness of the Toyota Group and establish a financial structure and support systems that can meet significant capital needs, including equity finance. Furthermore, with regard to (b) through (f), while Toyota Fudosan's position as a member of the Toyota Group will not change even if the Company is delisted, there may be certain adverse effects, but Toyota Fudosan will be able to respond to and overcome such adverse effects to minimize them while strengthening unity within the Toyota Group through discussions with the Company.

(A) Automobile Business and Textile Machinery Business

While maintaining the Company's current business operation structure in the Automobile Business and Textile Machinery Business after the Transactions, Toyota Fudosan believes it will be more important than ever, particularly in the Automobile Business, to align the overall strategy of the Toyota Group and the business direction of the Company to develop the Company's strengths in the automobile area.

Toyota Fudosan does not plan at this time to carry out business restructuring in an effort to increase the value of the Company's Automobile Business, and Toyota Fudosan expects to continue to expand sales outside of the Toyota Group by securing the same degree of freedom in business operations that the Company has enjoyed up until now.

(B) Materials Handling Equipment Business

Toyota Fudosan, with Toyota Group companies as its shareholders, believes that taking the Company private through the Offeror will promote collaboration between the Company and Toyota Group companies, and further promote cooperation concerning Toyota Group companies' superior technologies and resources. Through such collaboration, the Company will be able to, while utilizing the Company's independent research and development, to incorporate Toyota Group companies' research results in the automobile field into the Company's Materials Equipment Handling Business, thereby enabling expansion of the scope for growth in growth areas such as the use of data in the movement of goods, electrification, and automated driving. Furthermore, Toyota Fudosan believes that if the Company can effectively utilize the multi-pathway (Note 3) technologies and strategies that the Toyota Group is pursuing in the automotive field, it will not only enhance the competitiveness of the Company's business, but by proactively and boldly applying its accumulated experience and know-how in automation and increasing efficiencies and the like in the

movement of goods related to logistics solutions to solve operational logistics issues faced by Toyota Group companies, this will not only benefit the Company but also improve the logistics and manufacturing efficiency of Toyota Group companies, thereby contributing to improving the corporate value of the Toyota Group as a whole.

Note 3: “Multi-pathway” refers to the preparation of a various options to address varying energy situations and ways of using vehicles in various markets.

Toyota Fudosan believes that the Company is globally active as a leading company in the movement of goods in the Toyota Group, however, given that the Company is a listed company, and in light of the need to consider matters from the perspective of the independence of the Company and the interests of minority shareholders, exchanges with Toyota Group companies in terms of business, technology, and human resources have been conducted within a narrow scope, however, after the Transactions, such barriers will be removed, and by Toyota Fudosan serving as an intermediary, collaboration between the Company and other Toyota Group companies will be strengthened. Therefore, as described above, Toyota Fudosan expects the Company to further grow and increase its presence in the Toyota Group, thereby accelerating new value creation and the transformation of business structures enabling said value creation in other Toyota Group companies and prompting the allocation of businesses, technologies, and resources related to the movement of goods that are inefficiently dispersed throughout the Toyota Group, and as a result the Company can be expected to play a central role within the Toyota Group in the mobility area that supports the movement of goods.

Furthermore, in order to carefully examine the feasibility of the Transactions, including the Tender Offer, Toyota Fudosan conducted due diligence on the Company from late February 2025 to mid-May 2025, and in parallel, held repeated discussions with the Company and the Special Committee regarding the significance, purpose and structure of the Transactions, and business operations after the Transactions. Specifically, on February 17, 2025, Toyota Fudosan received questions from the Special Committee regarding the significance and purpose of the Transactions, and at the Special Committee meeting held on March 18, 2025, Toyota Fudosan answered those questions and explained the significance and purpose of the Transactions, which was followed by a question and answer session. Subsequently, Toyota Fudosan received questions from the Company on March 24, 2025 regarding matters such as the management policy of the Company after the Transactions, concerns regarding the Transactions, and the structure, and Toyota Fudosan responded to those questions, excluding those under consideration, in writing on April 4, 2025. Furthermore, Toyota Fudosan received additional written questions from the Special Committee on April 9 regarding that response, and on April 15, Toyota Fudosan provided a written response to those questions. Subsequently, Toyota Fudosan has provided written responses to some of the questions of March 24, 2025 that were under consideration.

Subsequently, after comprehensively considering the publicly available information regarding the Company, information obtained through the due diligence conducted by Toyota Fudosan with regard to the Company, the Company’s business plan prepared by Toyota Fudosan based on such information for the purpose of calculating the Company’s share value, and the details of the initial share value analysis of the Company conducted by Nomura Securities based on such information, the Offeror’s financial advisor, which was based on such information, on April 30, 2025, Toyota Fudosan made a proposal regarding the terms and conditions of the Transactions, including setting the Tender Offer Price at 14,646 yen (a 10.74% premium

(rounded to two decimal places; hereinafter the same shall apply to the figures of premiums and discounts (%)) on the 13,225 yen closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of April 25, 2025, before the announcement, in light of speculative reports regarding the Transactions after the close of trading on April 25, 2025 (the “**Speculative Reports**”), on the assumption that the Company would not pay any interim dividend or year-end dividend for the fiscal year ending March 31, 2026, or any dividends thereafter, and would not repurchase its own shares (excluding requests for the purchase of shares less than one unit as provided for in the Companies Act). However, on May 7, 2025, the Company requested Toyota Fudosan to reconsider its proposal, as it did not consider the price to be sufficient in light of the Company’s intrinsic value, could not consider the price as sufficiently taking into account the interests of the Company’s minority shareholders, and regardless of the existence of Speculative Reports and the extent of their impact, from the viewpoint of the probability of the successful completion of the Tender Offer, the Company considered it necessary to place a considerable emphasis on a premium which is based on the time or period close to the announcement date of the Tender Offer in making a determination. Subsequently, based on the Company’s request to reconsider the proposal, on May 13, 2025, Toyota Fudosan proposed that it intended to set the Tender Offer Price at 15,507 yen (in light of the Speculative Reports, a 17.26% premium on the 13,225 yen closing price of the Company Shares on the Tokyo Stock Exchange Prime Market as of April 25, 2025, before the Speculative Reports). However, on May 15, 2025, the Company requested Toyota Fudosan to reconsider the proposal, as it still did not consider the proposed price to be sufficient, and regardless of the existence of Speculative Reports and the extent of their impact, from the viewpoint of the probability of the successful completion of the Tender Offer, the Company considered it necessary to place a considerable emphasis on a premium which is based on the time or period close to the announcement date of the Tender Offer in making a determination. Subsequently, on May 20, Toyota Fudosan made a final proposal to set the Tender Offer Price at 16,300 yen (in light of the Speculative Reports, a 23.25% premium on the 13,225 yen closing price of the Company Shares on the Tokyo Stock Exchange Prime Market as of April 25, 2025, before the Speculative Reports). In response, on May 21, 2025, the Company requested a further increase in the Tender Offer Price, as the Company had determined that it was difficult to consider that the price secured the interests of the Company’s minority shareholders to the maximum extent in light of the Company’s intrinsic value and other factors. However, on May 23, although Toyota Fudosan carefully and earnestly examined the proposal again based on advice from Nomura Securities and other considerations, Toyota Fudosan once again notified the Company to the effect that Toyota Fudosan believes that the above proposal to set the Tender Offer Price at 16,300 yen is a price that sufficiently considers the intrinsic value of the Company and provides minority shareholders of the Company with an opportunity to sell their shares at a sufficient premium.

Subsequently, on May 27, the Company requested a further increase in the Tender Offer Price, as it had determined that it was still difficult to evaluate that the interests of the Company’s minority shareholders were secured to the maximum extent in light of the Company’s intrinsic value, and on the same day, Toyota Fudosan again responded to the effect that it had come to the conclusion that the above proposal to set the Tender Offer Price at 16,300 yen sufficiently considered the Company’s intrinsic value and that it would provide shareholders who have been holding the Company Shares in the medium to long term with an opportunity to sell their shares at a sufficient premium. In response, on May 28, the Company stated that it believed that the early achievement of the synergies stated in “(iii) Details of the decision-making by the Company” in “C. Process leading to the Company’s decision-making and the reasons therefor” below, and further accelerating the growth thereof is the best and most optimal way

to maximize the corporate value of the Company Group, and taking into account the advice regarding the analysis of the share value of the Company provided by SMBC Nikko Securities Inc. (“**SMBC Nikko Securities**”), the Company’s financial advisor, and Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. (“**Mitsubishi UFJ Morgan Stanley Securities**”), the financial advisor of the Special Committee, the Company stated that it believed that the price is an appropriate price that can be reasonably assessed as considerably reflecting the intrinsic value of the Company, and that it is not unreasonable to evaluate that it includes a certain premium on the share price of the Company Shares before the Speculative Reports, and therefore determined that the Transactions, including the Tender Offer, would contribute to enhancing the corporate value of the Company, and that it would support the Transactions. However, regarding whether it would recommend shareholders of the Company to tender their shares in the Tender Offer at the Tender Offer Price of 16,300 yen, taking into account the situation concerning the share price of the Company, where there is a high possibility of the Tender Offer Price being discounted compared to the closing price on the business day prior to the planned announcement date of the Transactions, the Company stated that it would take a neutral stance and expressed the opinion that it believed that it was appropriate to leave the decision of whether to tender shares in the Tender Offer to the discretion of the shareholders of the Company.

Following such discussions and negotiations, Toyota Fudosan decided by a resolution of its board of directors as of June 3, 2025 to implement the Tender Offer through the Offeror at a Tender Offer Price of 16,300 yen.

Thereafter, the Offeror has been conducting the procedures and steps required under domestic and foreign competition laws and regulations, EU regulations on foreign subsidies, foreign investment control laws and regulations, financial regulatory laws and regulations in the U.K. and Sweden for the purpose of implementing the Tender Offer. However, as announced by Toyota Fudosan in the “Notice Concerning Progress of the Tender Offer for the Share Certificates, Etc. of Toyota Industries Corporation (Securities Code: 6201) through a Stock Company to be Established by Toyota Fudosan” dated October 6, 2025, from among the abovementioned procedures and steps, the obtainment of clearances has not been completed as of that date except for the clearances obtained under the competition laws and regulations of Australia, Canada, Israel, and South Africa. Subsequently, on January 13, 2026, the Offeror confirmed that the clearances had been obtained for all of the procedures and steps for which clearances had not been obtained as of October 6, 2025.

On the other hand, on December 17, 2025, the Toyota Fudosan received a written request from the Company to raise the Tender Offer Price in light of the fact that: (i) the market price of the Company Shares had remained above the Initial Tender Offer Price of 16,300 yen since the announcement date of the Tender Offer; (ii) the Initial Tender Offer Price has been set at a level significantly discounted from the market price, making it unlikely that the general shareholders of the Company would voluntarily tender their shares in the Tender Offer, and therefore the probability of the successful completion of the Tender Offer had significantly decreased; (iii) since the announcement date of the Tender Offer, events that have had a material impact on the fundamental value of the Company have occurred, including a significant increase in the value of the TMC shares held by the Company and the shares of the Three Toyota Group Companies; and (iv) objections and concerns regarding the market price trend of the Company Shares on the announcement date of the Tender Offer and the Initial Tender Offer Price were raised during the Company’s engagement with multiple shareholders

conducted after the publication of the Company Press Release Dated June 3, 2025. In response, on December 19, 2025, the Toyota Fudosan responded in writing to the effect that (i) while it cannot be denied that the share value of the Company Shares had also risen to a certain extent since the announcement date of the Tender Offer due to increases in the market prices of the listed shares held by the Company, it is difficult to say that the business environment surrounding the Company since the announcement date of the Tender Offer has been entirely favorable, given factors such as exchange rates, interest rates, and U.S. tariffs, and considering that the Company has recorded settlement costs for the U.S. class-action lawsuit and customer response expenses arising from engine certification issues for forklift engines, which was unforeseen by Toyota Fudosan prior to the announcement date of the Tender Offer and resulted in a downward revision of the Company's performance forecast for the fiscal year ending March 2026, the Offeror believes that arguments demanding an increase in the Tender Offer Price based on changes in the stock market environment that ultimately have a favorable impact on the Company's share value cannot be considered fair in terms of risk-sharing, but (ii) on the other hand, given the fact that, in commencing the Tender Offer, it is necessary that the board of directors of the Company has adopted a resolution to the effect that it will express an opinion in support of the Tender Offer and that it will recommend that the Company's shareholders tender their shares in the Tender Offer and the fact that many of the Company's shareholders are expected to tender their shares in the Tender Offer, the Offeror was considering reflecting a certain increase in the Tender Offer Price that incorporated the risk of fluctuations in the share value of the listed shares held by the Company.

In response, on December 24, 2025, Toyota Fudosan was strongly requested by the Company to reconsider the Tender Offer Price from the perspective of protecting the interests of its minority shareholders, and the Company requested a revision of the Tender Offer Price from the perspective of obtaining broad understanding and support from the Company's stakeholders, including its minority shareholders, as well as increasing the probability of the successful completion of the Tender Offer. In response to this request, on December 25, 2025, Toyota Fudosan proposed to the Company a Tender Offer Price of 17,000 yen (representing a 4.68% discount on 17,835 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on December 24, 2025, the Business Day immediately preceding the date of proposal).

In response, on December 29, 2025, the Company requested a further increase in the Tender Offer Price, stating that the proposed Tender Offer Price deviated significantly from the price level projected by the board of directors of the Company and the Special Committee in expressing support for the Tender Offer and recommending that shareholders tender their shares in the Tender Offer. In response to this request, on December 30, 2025, Toyota Fudosan proposed to the Company a Tender Offer Price of 17,800 yen (representing a 0.61% discount on 17,910 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on December 29, 2025, the Business Day immediately preceding the date of proposal).

In response, on January 1, 2026, the Company requested a further increase in the Tender Offer Price, stating that the proposed Tender Offer Price continued to deviate significantly from the price level projected by the board of directors of the Company and the Special Committee. In response to this request, on January 3, 2026, Toyota Fudosan proposed to the Company a Tender Offer Price of 17,900 yen (representing a 0.56% premium on 17,800 yen, which was

the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on December 30, 2025, the Business Day immediately preceding the date of proposal).

In response, on January 5, 2026, the Company requested a further increase in the Tender Offer Price, stating that the proposed Tender Offer Price continued to deviate significantly from the price level projected by the board of directors of the Company and the Special Committee. In response to this request, on January 6, 2026, Toyota Fudosan proposed to the Company a Tender Offer Price of 18,300 yen (representing a 1.64% premium on 18,005 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on January 5, 2026, the Business Day immediately preceding the date of proposal).

In response, on January 7, 2026, the Company requested a further increase in the Tender Offer Price, stating that the proposed Tender Offer Price continued to deviate significantly from the price level projected by the board of directors of the Company and the Special Committee. In response to this request, on January 7, 2026, Toyota Fudosan again proposed to the Company a Tender Offer Price of 18,300 yen (representing a 1.67% premium on 18,000 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on January 6, 2026, the Business Day immediately preceding the date of proposal).

In response, on January 8, 2026, the Company requested a further increase in the Tender Offer Price, stating that the proposed Tender Offer Price continued to deviate significantly from the price level projected by the board of directors of the Company and the Special Committee. In response to this request, on January 8, 2026, Toyota Fudosan proposed to the Company a Tender Offer Price of 18,600 yen (representing a 2.96% premium on 18,065 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on January 7, 2026, the Business Day immediately preceding the date of proposal).

In response, on January 9, 2026, the Company requested a further increase in the Tender Offer Price, stating that it was difficult to say that the proposed Tender Offer Price had taken into consideration the interests of the minority shareholders of the Company to the utmost extent. In response to this request, on January 10, 2026, Toyota Fudosan again proposed to the Company a Tender Offer Price of 18,600 yen (representing a 3.30% premium on 18,005 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on January 9, 2026, the Business Day immediately preceding the date of proposal). In response, on January 11, 2026, the Company requested a further increase in the Tender Offer Price, stating that while the Special Committee appreciated the efforts of the Offeror to raise the Tender Offer Price, Toyota Fudosan should again increase the price in order to take into consideration the interests of the minority shareholders of the Company to the utmost extent. In response to this request, on January 12, 2026, Toyota Fudosan proposed to the Company a Tender Offer Price of 18,800 yen (representing a 4.42% premium on 18,005 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on January 9, 2026, the Business Day immediately preceding the date of proposal).

In response, on January 13, 2026, the Company again requested a proposal of the Tender Offer Price, stating that while the board of directors of the Company and the Special Committee appreciated the efforts of Toyota Fudosan to raise the Tender Offer Price, the interests of the minority shareholders of the Company should be maximized. In response to this request, on January 13, 2026, after seriously considering whether the proposed Tender Offer Price could be further increased, Toyota Fudosan determined that it would be difficult to further increase the Tender Offer Price and again proposed to the Company a Tender Offer

Price of 18,800 yen (representing a 4.42% premium on 18,005 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on January 9, 2026, the Business Day immediately preceding the date of proposal).

In response, the Company and the Special Committee determined that, considering the course of negotiations to date, the Tender Offer Price of 18,800 yen was Toyota Fudosan's final offer price, with no room for further increase even if negotiations were to continue, and Toyota Fudosan received a notice from the Company on the same day agreeing to the proposal. Further, as stated in "(1) Summary of the Tender Offer" above, Toyota Fudosan confirmed that all of the other Tender Offer Conditions Precedent have been satisfied and therefore decided to commence the Tender Offer from January 15, 2026.

C. Process leading to the Company's decision-making and the reasons therefor

(i) Establishment of an examination framework

As stated in "B. Background, purpose, and decision-making process leading the Offeror to conduct the Tender Offer" above, since fiscal year 2023, the Toyota Group companies, including the Company, have continuously been considering various options, including reviewing the capital relationship between TMC and the Company, as part of their efforts to improve capital efficiency by effectively utilizing the funds obtained by selling shares mutually owned by Toyota Group companies, while maintaining a capital relationship that allows them to maintain a good relationship to date, for the purpose of realizing further growth for the Toyota Group.

Thereafter, as stated in "B. Background, purpose, and decision-making process leading the Offeror to conduct the Tender Offer" above, on December 16, 2024, the Company received the Initial Proposal from TMC, which is a major, and the largest shareholder of the Company.

As stated in "(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer" below, from the viewpoint of being careful in making decisions regarding the Transactions and ensuring fairness throughout the process of examination and judgments regarding whether to conduct the Transactions and the appropriateness of the conditions thereof, the Company has established a system that allows it to examine and negotiate the Transactions from a position independent of Toyota Fudosan, Mr. Toyoda, and TMC, in light of the fact that (i) Toyota Fudosan directly holds 16,291,374 Company Shares (ownership percentage: 5.42%); (ii) there is a possibility that the interests of TMC, which is a large shareholder holding 74,100,604 Company Shares (ownership percentage: 24.66%) and the interests of the minority shareholders of the Company would not be necessarily aligned because it is expected that TMC, the Company's largest shareholder, will invest in the Offeror's Parent Company based on an agreement with Toyota Fudosan and that the Tender Offer for Own Shares (TMC) and the Share Repurchase will be implemented between the Company and TMC; and (iii) Mr. Toyoda is the Chairman of the Board of Directors and Representative Director of TMC and is expected to invest in Toyota Fudosan or the Offeror's Parent Company. Specifically, in relation to the examination, negotiations, and other matters concerning the Transactions, including the initial proposal received from TMC, in the middle of December 2024, the Company appointed Nishimura & Asahi (Gaikokuho Kyodo Jigyo) ("Nishimura & Asahi") as its legal advisor independent of Toyota Fudosan,

Mr. Toyoda, TMC, and the Company, and in late December 2024, it appointed SMBC Nikko Securities as its financial advisor and third-party appraiser independent of Toyota Fudosan, Mr. Toyoda, TMC, and the Company, respectively. In addition, by a resolution adopted at an extraordinary board of directors meeting held on January 31, 2025, the Company established a special committee (the “**Special Committee**”), which consists of the following three people and is independent of Toyota Fudosan, Mr. Toyoda, TMC, and the Company, and completion of the Transactions: Mr. Junichi Handa (Outside, Independent Director and CEO of Management Wisdom Partners, Japan Inc.), Mr. Shuzo Sumi (Outside, Independent Director and Senior Executive Advisor for Tokio Marine & Nichido Fire Insurance Co., Ltd.), and Ms. Tokiko Shimizu (Outside, Independent Director; Representative Director and President of EmEco Corporation). The Company inquired with the Special Committee regarding the legitimacy and rationality of the purpose of the Transactions and the fairness and appropriateness of the conditions of the Transactions (for details of the process of establishment of, and process of examination, and the decision by, the Special Committee, please refer to “(v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below).

Also, as stated in “(v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, the Special Committee approved the Company’s appointment of SMBC Nikko Securities as its financial advisor and third-party appraiser and Nishimura & Asahi as its legal advisor, after confirming that there were no issues concerning their independence and expertise. Further, as stated in “(v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, based on the authority granted to it, on February 10, 2025, the Special Committee respectively appointed Mitsubishi UFJ Morgan Stanley Securities, as a financial advisor which is a third-party appraiser independent of Toyota Fudosan, TMC, and the Company, and Gaien Partners as a legal advisor independent of Toyota Fudosan, Mr. Toyoda, TMC, and the Company, as its own advisors. Furthermore, as stated in “(viii) Establishment of an independent examination framework at the Company” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, the Company established an internal framework for implementing examinations, negotiating, and making judgments for the Tender Offer (including the scope of officers and employees of the Company to be involved in the examination, negotiation and judgements regarding the Tender Offer, and their duties) from a standpoint independent of Toyota Fudosan, Mr. Toyoda, and TMC, and received an approval from the Special Committee that there are no issues concerning the examination framework from the viewpoint of independence and fairness.

(ii) Process of negotiations

After organizing the above framework, based on the negotiation policy confirmed in advance by the Special Committee, which received advice from Mitsubishi UFJ Morgan Stanley Securities and Gaien Partners, the Special Committee's own advisors, and opinions, instructions, requests and the like provided on material aspects of negotiations, the Company carefully considered whether to implement the Transactions, the appropriateness of the conditions of the Transactions, and other matters, while receiving professional advice from SMBC Nikko Securities on negotiations and other matters related to the Transactions and legal advice from Nishimura & Asahi on measures to ensure the fairness of the procedures of the Transactions, and other matters, and had several discussions and negotiations with Toyota Fudosan.

Specifically, based on the receipt of a letter of intent regarding the Transactions as the initial proposal from TMC, on December 16, 2024, the Company and the Special Committee proceeded with the examination and discussions by the Special Committee. Also, in response to the questions asked on February 17, 2025 about the significance and purpose of the Transactions, answers to the questions and explanations regarding the significance and purpose of the Transactions were provided by Toyota Fudosan at a meeting of the Special Committee held on March 18, 2025, and in response thereto, question and answer sessions took place, and the Company had discussions with Toyota Fudosan regarding the significance and purpose of the Transactions. Thereafter, the Company continued discussions with Toyota Fudosan, and on March 24, 2025, the Company asked Toyota Fudosan about the Company's management policy after the Transactions, concerns regarding the Transactions, and structures of the Transactions, among other matters; on April 4, 2025, Toyota Fudosan provided the Company with a written answer to the questions, excluding the matters that are still being considered.

Since April 30, 2025, the Company has held several negotiations regarding the Tender Offer Price with Toyota Fudosan. Specifically, Toyota Fudosan comprehensively took into consideration public information regarding the Company, information obtained through due diligence conducted by Toyota Fudosan on the Company and the business plan of the Company which was established by Toyota Fudosan based on such information for the purpose of calculating the value of the Company Shares, as well as the details of the initial analysis of the Company Shares conducted by Nomura Securities, the Offeror's financial advisor, based on such information, and assumed that the Company would not distribute any interim or year-end dividends for the fiscal year ending March 2026 or any subsequent dividends, and would not acquire any of its own shares (excluding the exercise of appraisal rights for share less of than one unit as set forth in the Companies Act). As a result thereof, on April 30, 2025, the Company received a proposal from Toyota Fudosan regarding various conditions of the Transactions, including the Tender Offer Price being set at 14,646 yen (in light of the Speculative Reports, a premium of 10.74% on 13,225 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on April 25, 2025, which was before the release of the Speculative Reports). However, on May 7, 2025, the Company requested that Toyota Fudosan consider raising the price because the price could not be judged to be sufficient in light of the intrinsic value of the Company and could not be assessed as a price that fully considered the interests of

minority shareholders of the Company, and because, regardless of whether there were any Speculative Reports and the extent of the impact thereof, from the viewpoint of the probability of the successful completion of the Tender Offer, it was necessary to make judgments by adequately focusing on premiums based on a point in time or a period close to the announcement of the Tender Offer. The proposed price was a 9.73% discount of 16,225 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on April 28, 2025, the business day immediately preceding April 30, 2025, on which Toyota Fudosan made the above proposal. In response to this, on May 13, 2025, the Company received a proposal from Toyota Fudosan regarding various conditions of the Transactions, including the Tender Offer Price being set at 15,507 yen (in light of the Speculative Reports, a premium of 17.26% on 13,225 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of April 25, 2025, which is before the release of the Speculative Reports). However, on May 15, 2025, the Company requested that Toyota Fudosan consider raising the price because the price still could not be judged to be sufficient in light of the intrinsic value of the Company and because, regardless of whether there were any Speculative Reports and the extent of the impact thereof, from the viewpoint of the probability of the successful completion of the Tender Offer, it was necessary to make judgments by adequately focusing on premiums based on a point in time or a period close to the announcement of the Tender Offer. The proposed price was a 10.29% discount of 17,285 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on May 12, 2025, the business day immediately preceding May 13, 2025, on which Toyota Fudosan made the above proposal again. In response to this, on May 20, 2025, the Company received a proposal from Toyota Fudosan regarding various conditions of the Transactions, including the Tender Offer Price being set at 16,300 yen (in light of the Speculative Reports, a premium of 23.25% on 13,225 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of April 25, 2025, which is before the release of the Speculative Reports). However, on May 21, 2025, the Company requested that Toyota Fudosan consider raising the price because they judged it difficult to assess that the interests of minority shareholders in light of the intrinsic value of the Company were secured to the fullest extent. The proposed price was a 1.33% discount of 16,520 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on May 19, 2025, the business day immediately preceding May 20, 2025, on which Toyota Fudosan made the above proposal. In response to this, on May 23, 2025, the Company received a response from Toyota Fudosan that although Toyota Fudosan had sincerely and carefully considered the price again by referring to advice from Nomura Securities, Toyota Fudosan still believed that the above proposal, which set the Tender Offer Price at 16,300 yen, fully considered the intrinsic value of the Company and would provide with opportunity to minority shareholders of the Company to sell their shares with sufficient premium. However, on May 27, 2025, the Company requested again that Toyota Fudosan consider raising the Tender Offer Price because it judged it difficult to assess that interests of minority shareholders of the Company in light of the intrinsic value of the Company were secured to the fullest extent. In response to this, on the same day, the Company received a response from Toyota Fudosan again that Toyota Fudosan concluded that the above proposal, which set the Tender Offer Price at 16,300 yen, fully considered the intrinsic value of the Company and that it could provide shareholders who held the Company Shares for the medium to long term with an opportunity to sell those shares with a sufficient

premium being added. In response to this, on May 28, 2025, the Company expressed an opinion to Toyota Fudosan, to the following effect: the Company believes that realizing the synergies stated in “(iii) Details of the decision-making by the Company” early and further accelerating the growth thereof are the best and the most suitable means of maximizing the corporate value of the Company Group, and that, by referring to advice regarding analyses of share value by SMBC Nikko Securities and Mitsubishi UFJ Morgan Stanley Securities, the proposed price is an appropriate price which can be reasonably assessed to reflect the intrinsic value of the Company and that it is not unreasonable to assess that a certain premium has been added to the share price of the Company before the Speculative Reports; in light of the foregoing, the Company has come to judge that the Transactions, including the Tender Offer, would contribute to the improvement of the corporate value of the Company and that it would support the Transactions; however, in relation to whether to recommend that their shareholders tender their shares in the Tender Offer where the Tender Offer Price is 16,300 yen, the Company intends to take a neutral position and believes that it is reasonable to leave the decision of whether to tender shares in the Tender Offer to the discretion of the shareholders, in light of the circumstances that the proposed price is a discounted price from 17,860 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of the same date and that it is highly likely that the Tender Offer Price would be a discounted price from the closing price of the business day immediately preceding the planned announcement date of the Transactions.

During the examination and negotiation process as stated above, the Company, when discussing and negotiating the Tender Offer Price with Toyota Fudosan, conducted examinations based on opinions of the Special Committee and advice from SMBC Nikko Securities and Nishimura & Asahi; at that time, the Special Committee, from time to time, received advice from its advisors, Mitsubishi UFJ Morgan Stanley Securities and Gaien Partners, and exchanged opinions with the Company and its advisors, to confirm and approve relevant matters as appropriate. Specifically, the Company asked the Special Committee to confirm, and received approval therefrom, in advance, the reasonableness of the details of the Company’s business plan which the Company presented to the Company, and SMBC Nikko Securities used as the basis for appraising the Company Shares, material preconditions to such plan, process of the preparation of the plan, and other matters. In addition, SMBC Nikko Securities, the Company’s financial advisor, is taking relevant measures in accordance with the negotiation policy which was determined in advance after the deliberation by the Special Committee, and when it received a proposal on the Tender Offer Price from Toyota Fudosan, it immediately reported to that effect to the Special Committee, received opinions, instructions, requests and the like from the Special Committee regarding the negotiation policy with Toyota Fudosan and other matters, and took measures in accordance therewith.

The Company received the report from the Special Committee dated June 3, 2025 (the “**June 3, 2025 Report**”) (for the summary of the June 3, 2025 Report, please refer to “(v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below).

Together with the June 3, 2025 Report, the Company also received a share valuation report from the Special Committee regarding the results of calculation of the value of the Company Shares submitted by Mitsubishi UFJ Morgan Stanley Securities (the “**June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities)**”) dated June 2, 2025 (for the summary of the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities), please refer to “C. Procurement by the special committee of a share valuation report and a fairness opinion from an independent financial advisor and third-party appraiser” in “(3) Matters regarding calculation” below).

Subsequently, the Company took into account several factors, including (i) the fact that since the date of the announcement of the Tender Offer, the market price of the Company Shares has remained above the Initial Tender Offer Price of 16,300 yen; (ii) the Initial Tender Offer Price has been significantly discounted from the market price, and it is unlikely that the Company’s general shareholders will tender a significant number of shares in response to the Tender Offer, and the likelihood of the Tender Offer being successfully completed has declined significantly, (iii) since the date of the announcement of the Tender Offer, an event has occurred that has an substantial impact on the intrinsic value of the Company, such as a significant increase in the value of the shares of TMC and the Three Toyota Group Companies held by the Company; and (iv) during the Company’s engagement with multiple shareholders of the Company, which took place following the publication of the June 3, 2025 Company Press Release, the shareholders raised objections and concerns regarding the changes in the market price of the Company Shares as of the date of announcement of the Tender Offer and the Initial Tender Offer Price. Given these factors, the Special Committee was convened on December 17, 2025 to carefully examine and discuss the need to review the Tender Offer Price. As a result, the Special Committee’s opinion was that negotiations for the review of the Tender Offer Price should be resumed. In response to this, on the same date, the Company sent a written document to Toyota Fudosan requesting consideration of an increase in the Tender Offer Price and proposal of the Tender Offer Price again, taking into consideration the following: (a) in light of the intrinsic value of the Company as of that time, the Tender Offer Price of 16,300 yen cannot be determined to be a price that fully reflects such value, and cannot be assessed as fully considerate of interests of the Company’s minority shareholders, and as of the commencement of the Tender Offer, it deviates from the price level envisioned by the Company and the Special Committee in expressing an opinion in support of the Tender Offer again, and accordingly, it is acknowledged that it is difficult for the Company to maintain its supporting opinion it expressed on the announcement date of the Tender Offer; (b) after the announcement date of the Tender Offer, the value of shares of TMC, the Three Toyota Group Companies, etc. owned by the Company has been increasing significantly, and these changes in circumstances are an exhibition of the fact that it is objectively obvious that the value of the Company Shares are being affected, from the viewpoint of the Company’s shareholders and investors; and the Company and the Special Committee, which are responsible for securing interests of minority shareholders, believe that it is necessary to consider this fact seriously; (c) they further believe that because the Tender Offer Price of 16,300 yen cannot be assessed as fully considerate of interests of the Company’s minority shareholders, a concern may arise about the probability of the successful completion of the Tender Offer and the realization of the Transactions.

Following this, on December 19, 2025, the Company received a response from Toyota Fudosan to the following effect: (a) Toyota Fudosan believes that, when commencing the Tender Offer, it is necessary for the board of directors of the Company to adopt a resolution to express an opinion in support of the Tender Offer and to recommend that the Company's shareholders tender their shares to the Tender Offer; (b) because Toyota Fudosan expects that many shareholders of the Company tender their shares to the Tender Offer, Toyota Fudosan is considering reflecting the increase in the value of listed shares owned by the Company to the Tender Offer Price; (c) on the other hand, while shares of TMC and the Three Toyota Group Companies owned by the Company are to be sold through tendering to the Tender Offers for Own Shares as part of the Transactions, the upper limit for each tender offer price for the Tender Offers for Own Shares is set on the basis of each closing price of shares of TMC and the Three Toyota Group Companies on the Prime Market of the Tokyo Stock Exchange as of June 2, 2025, the day immediately preceding the announcement date of the Tender Offer, and accordingly, shares of TMC and the Three Toyota Group Companies owned by the Company may not always be sold at prices after a certain discount to be made in the Tender Offers for Own Shares based on the current market share price; (d) although Toyota Fudosan has been holding discussions with TMC and the Three Toyota Group Companies to change the upper limit for the tender offer prices for the Tender Offers for Own Shares, as of December 19, 2025, the outcome of such discussions cannot be foreseen, and accordingly, Toyota Fudosan believes that it will be able to propose a specific Tender Offer Price factoring in the outcome of such discussions, if the discussions are settled or Toyota Fudosan can determine that it is highly likely to be settled, and even in such case, given the time of the commencement of the Tender Offers for Own Shares, a certain period of time will be required after the announcement of the commencement of the Tender Offer to sell shares of TMC and the Three Toyota Group Companies owned by the Company, and accordingly, it is also necessary to factor in the risk of share price fluctuations up to the commencement of the Tender Offer for Own Shares.

In response to this, on December 24, 2025, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider the Tender Offer Price and propose a specific amount again, based on the fact that the Company's board of directors and the Special Committee believed as follows: (a) the increase in the market price of the respective shares of TMC and the Three Toyota Group Companies owned by the Company is in a situation where the value of the Company Shares is affected regardless of whether or not the terms and conditions of the Tender Offer for Own Shares are reviewed; (b) whether the Tender Offer Price fully reflects the intrinsic value of the Company should be considered after factoring in the increase in the market share price of the respective companies and will be evaluated by comprehensively taking into consideration matters including its appropriateness from a financial standpoint; (c) from the perspective of interests of the Company's minority shareholders, if the upward trend in the market share price of TMC and the Three Toyota Group Companies as of the same date continues and where the market share price of those companies exceeds the tender offer prices of the Tender Offers for Own Shares, there will be a concern that the value of the shares of those companies owned by the Company will be transferred to the Offeror, and it is therefore necessary that the increase in the value of the shares of TMC and the Three Toyota Group Companies owned by the Company be fully reflected in the Tender Offer Price, taking into account the risk of price fluctuations; (d) the Company and the Special Committee

need to determine whether the circumstances are in place to recommend that the Company's shareholders tender their shares to the Tender Offer, such as the situation in which the Tender Offer Price is discounted at a certain rate from the Company's share price ceased to exist at the time of the commencement of the Tender Offer, and they therefore believe that the relationship between the Tender Offer Price proposed by Toyota Fudosan and the Company Share price on the business day immediately preceding the scheduled announcement date of the commencement of the Tender Offer, and on other dates, is also important; and based on the fact that (e) the Special Committee strongly requested that Toyota Fudosan review the Tender Offer Price again from the perspective of securing interests of minority shareholders.

Following this, on December 25, 2025, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 17,000 yen (4.68% discount to 17,835 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of December 24, 2025, the business day immediately preceding the proposal date), based on the matters including the following: (a) Toyota Fudosan believes that, since the date of the announcement of the Tender Offer, it is undeniable that the value of the Company Shares has also risen to a certain extent due to the increase in the market price of listed shares owned by the Company; on the other hand, it is difficult to say that the business environment surrounding the Company is necessarily favorable, due to factors such as foreign exchanges, interest rate conditions, and U.S. tariffs; in addition, after the announcement of the Tender Offer, the Company had to record the settlement money in relation to the U.S class action and expenses for responding to customers due to the issues regarding forklift engine certification, which it had not expected before the announcement, and consequently, the earnings forecast for the current fiscal year has been revised downward. Toyota Fudosan has determined that the Company's corporate value (excluding the value of listed shares owned by the Company) be equivalent to or below such value as of the date of the announcement of the Tender Offer; (b) Toyota Fudosan is discussing with TMC and the Three Toyota Group Companies to change the upper limit of the tender offer prices of the Tender Offers for Own Shares for the purpose of reflecting the increase in the value of listed shares owned by the Company in the Tender Offer Price, but no agreement has been reached as of the same date; (c) even if an agreement is reached, given the time of the commencement of the Tender Offers for Own Shares, a certain period of time will be required after the announcement of the commencement of the Tender Offer to sell shares of TMC and the Three Toyota Group Companies owned by the Company, and accordingly, it is also necessary to factor in the risk of share price fluctuations up to the commencement of the Tender Offers for Own Shares, in light of the fact that additional financing will be necessary if the share price of TMC and the Three Toyota Group Companies falls and the tender offer prices of the Tender Offers for Own Shares fall below the price which was used as the assumption to determine the Tender Offer Price.

However, on December 29, 2025, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider increasing the Tender Offer Price and make a proposal again, based on the fact that the Company's board of directors and the Special Committee believed as follows: (a) in light of the intrinsic value of the Company that takes into account the increase in the value of shares of TMC and the Three Toyota Group Companies after the announcement date of the Tender Offer up to December 29, 2025, the Tender Offer Price of 17,000 yen cannot

be determined to be a sufficient price, cannot be assessed as fully considerate of interests of minority shareholders of the Company, and significantly deviates from the price level assumed by its board of directors and the Special Committee in expressing an opinion in support of the Tender Offer and recommending that shareholders of the Company tender their shares in the Tender Offer; (b) whether the Tender Offer Price fully reflects the Company's intrinsic value should be considered after factoring in the increase in the share prices of the respective companies in the market, and it will be assessed by comprehensively taking into account factors including the appropriateness from a financial standpoint; (c) the Tender Offer Price is a discounted price that is significantly below the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of the same date (17,910 yen), and thus, the Special Committee believes that the situation in which the Tender Offer Price is discounted at a certain rate from the Company's share price ceased to exist is a precondition for recommending that shareholders of the Company tender their shares in the Tender Offer, and the relationship between the Tender Offer Price and the share price of the Company on the business day immediately preceding the scheduled announcement date of the commencement of the Tender Offer or other dates is also important; (d) regardless of whether there are various restrictions on the increase of the Tender Offer Price claimed by Toyota Fudosan, in order for the Company's board of directors and the Special Committee to assess that the Tender Offer Price is fully considerate of interests of minority shareholders of the Company, they will comprehensively take into consideration matters including the following: (i) whether the Tender Offer Price fully reflects the Company's intrinsic value; (ii) the appropriateness of the Tender Offer Price to minority shareholders of the Company from a financial standpoint; and (iii) the relationship with the share price of the Company on the business day immediately preceding the scheduled announcement date of the commencement of the Tender Offer or other dates; (e) from such perspective, the Company believes that the Tender Offer Price of 17,000 yen significantly deviates from the price level envisioned by its board of directors and the Special Committee in expressing an opinion in support of the Tender Offer and recommending that shareholders of the Company tender their shares in the Tender Offer; and based on the fact that (f) the Special Committee strongly requested that Toyota Fudosan review the Tender Offer Price again from the perspective of securing interests of minority shareholders.

In response to this, on December 30, 2025, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 17,800 yen (0.61% discount to 17,910 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of December 29, 2025, the business day immediately preceding the proposal date). However, on January 1, 2026, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and make a proposal again, based on the fact that the Company's board of directors and the Special Committee believed as follows: (a) in light of the perspective of assessment by comprehensively taking into account factors including those stated in (i) through (iii) above, the proposed Tender Offer Price still cannot be determined to be a price that fully reflects the intrinsic value of the Company that is based on factors including the increase in the share value of TMC and the Three Toyota Group Companies after the announcement date of the Tender Offer up to January 1, 2026; (b) from the perspective of the appropriateness, from a financial standpoint, of the proposed Tender Offer Price and securing interests of minority shareholders, it is not yet possible to assess it to be considerate of interests

of minority shareholders of the Company to the fullest extent; (c) the proposed Tender Offer Price significantly deviates from the price level envisioned by the Company's board of directors and the Special Committee; and based on the fact that (d) the Special Committee strongly requested that Toyota Fudosan significantly increase the Tender Offer Price again to fully reflect the intrinsic value of the Company, from the perspective of securing interests of minority shareholders.

Following this, on January 3, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 17,900 yen (0.56% premium to 17,800 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of December 30, 2025, the business day immediately preceding the proposal date). However, on January 5, 2026, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and make another proposal based on the matters including the following: (a) in light of the perspective of assessment by comprehensively taking into account factors including those stated in (i) through (iii) above, the proposed Tender Offer Price still cannot be determined to be a price that fully reflects the intrinsic value of the Company that is based on factors including the increase in the share value of TMC and the Three Toyota Group Companies after the announcement date of the Tender Offer up to January 5, 2026; (b) from the perspective of the appropriateness, from a financial standpoint, of the proposed Tender Offer Price and securing interests of minority shareholders, it is not yet possible to assess it to be considerate of interests of minority shareholders of the Company to the fullest extent; (c) the proposed Tender Offer Price significantly deviates from the price level envisioned by the Company's board of directors and the Special Committee; and (d) the Special Committee strongly requested that Toyota Fudosan significantly increase the Tender Offer Price again to fully reflect the intrinsic value of the Company, from the perspective of securing interests of minority shareholders.

Following this, on January 6, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 18,300 yen (1.64% premium to 18,005 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of January 5, 2026, the business day immediately preceding the proposal date). However, on January 7, 2026, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and make another proposal, based on the matters including the following: (a) in light of the perspective of assessment by comprehensively taking into account factors including those stated in (i) through (iii) above, the proposed Tender Offer Price still cannot be determined to be a price that fully reflects the intrinsic value of the Company that is based on factors including the increase in the share value of TMC and the Three Toyota Group Companies after the announcement date of the Tender Offer up to January 7, 2026; (b) from the perspective of the appropriateness, from a financial standpoint, of the proposed Tender Offer Price and securing interests of minority shareholders, it is not yet possible to assess it to be considerate of interests of minority shareholders of the Company to the fullest extent; (c) it still significantly deviates from the price level envisioned by the Company's board of directors and the Special Committee; and (d) the Special Committee strongly requested that Toyota Fudosan review the Tender Offer Price again to fully reflect the intrinsic value of the Company, from the perspective of securing interests of minority shareholders.

Following this, on January 7, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 18,300 yen without changing its proposal as of January 6, 2026 (1.67% premium to 18,000 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of January 6, 2026, the business day immediately preceding the proposal date), because (a) Toyota Fudosan believes that the proposed Tender Offer Price already reflects the increase in the value of shares of the TMC and the Three Toyota Group Companies owned by the Company after the announcement of the Tender Offer; (b) there is no progress in the discussions with each of TMC and the Three Toyota Group Companies regarding the change of the tender offer prices of the Tender Offers for Own Shares by each such companies, which are intended to be used as the funds for the increase of the Tender Offer Price. However, on January 8, 2026, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and make another proposal, based on the matters including the following: (a) in light of the perspective of assessment by comprehensively taking into account factors including those stated in (i) through (iii) above, the proposed Tender Offer Price still cannot be determined to be a price that fully reflects the intrinsic value of the Company that is based on factors including the increase in the share value of TMC and the Three Toyota Group Companies after the announcement date of the Tender Offer up to January 8, 2026; (b) from the perspective of the appropriateness, from a financial standpoint, of the proposed Tender Offer Price and securing interests of minority shareholders, it is not yet possible to assess it to be considerate of interests of minority shareholders of the Company to the fullest extent; (c) the Special Committee believes that in order to recommend that the Company's minority shareholders tender their shares to the Tender Offer, it is essential to obtain a fairness opinion from each of the third-party appraisers appointed by the Company and the Special Committee in light of its appropriateness, from a financial standpoint, for minority shareholders and from the perspective of securing interests of minority shareholders; (d) it still significantly deviates from the price level envisioned by the Company's board of directors and the Special Committee; and (e) the Special Committee strongly requested that Toyota Fudosan significantly increase the Tender Offer Price again to fully reflect the intrinsic value of the Company, from the perspective of securing interests of minority shareholders.

Following this, on January 8, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 18,600 yen (2.96% premium to 18,065 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of January 7, 2026, the business day immediately preceding the proposal date). However, on January 9, 2026, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and make another proposal, based on the matters including the following: (a) in light of the perspective of assessment by comprehensively taking into account factors including those stated in (i) through (iii) above, particularly based on the increase in the value of shares of TMC and the Three Toyota Group Companies after the announcement date of the Tender Offer up to January 9, 2026, it is difficult to assess that the proposed Tender Offer Price is considerate of interests of minority shareholders of the Company to the fullest extent, from the perspective of the appropriateness, from a financial standpoint, of the proposed Tender Offer Price and securing interests of minority shareholders; (b) the Special Committee believes that in order to recommend that the Company's minority shareholders tender their shares to

the Tender Offer, it is essential to obtain a fairness opinion from each of the third-party appraisers appointed by the Company and the Special Committee in light of its appropriateness, from a financial standpoint, for minority shareholders and from the perspective of securing interests of minority shareholders; (c) it still significantly deviates from the price level envisioned by the Company's board of directors and the Special Committee, and must be largely increased also from the perspective of securing minority shareholders; (d) from the perspective of securing interests of minority shareholders, in light of the fact that there is an increasing trend in the share prices of TMC and the Three Toyota Group Companies owned by the Company, the Tender Offer Price must be proposed factoring in the risk of price fluctuations up to the scheduled announcement date of commencement of the Tender Offer; and (e) the Special Committee strongly requested that Toyota Fudosan substantially increase the Tender Offer Price again from the perspective of securing interests of minority shareholders.

Following this, on January 10, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 18,600 yen without changing its proposal as of January 8, 2026 (3.30% premium to 18,005 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of January 9, 2026, the business day immediately preceding the proposal date), because (a) the proposed Tender Offer Price already factors in all increases in the value of shares of TMC and the Three Toyota Group Companies owned by the Company after the announcement of the Tender Offer, and accordingly, it reflects the intrinsic value of the Company Shares, and thus is appropriate from a financial standpoint; (b) it is above the highest price since the listing of the Company, is a fully attractive proposal to shareholders of the Company, by which tenders necessary for the successful completion of the Tender Offer can be expected; (c) increase of the Tender Offer Price that exceeds the increase of the value of shares of TMC and the Three Toyota Group Companies owned by the Company after the announcement of the Tender Offer will substantially lead to an increase in the financial burden of the Company after it goes private, and Toyota Fudosan thus believes it not desirable from the perspective of improving the Company's corporate value.

However, on January 11, 2026, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and make another proposal so that it will be considerate of interests of minority shareholders to the fullest extent, based on matters including the following: (a) in light of the perspective by the Company's board of directors and the Special Committee of assessment by comprehensively taking into account factors including those stated in (i) through (iii) above; (b) to fulfill its responsibility, the Special Committee believes that in order to recommend that the Company's minority shareholders tender their shares to the Tender Offer, it must be able to determine that the Tender Offer Price fully reflects the intrinsic value of the Company for minority shareholders and is appropriate from a financial standpoint; (c) the Special Committee believes that it is essential to verify the share valuation by each third-party appraiser, seek an appropriate price that may be called as the intrinsic value, and determine whether the Tender Offer Price is of that level, and obtain a fairness opinion from each of the third-party appraisers appointed by the Company and the Special Committee.

Following this, on January 12, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 18,800 yen (4.42% premium to 18,005 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of January 9, 2026, the business day immediately preceding the proposal date), and which stated that Toyota Fudosan did not intend to change the price any further. However, on January 12, 2026, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and make another proposal, with a view to maximizing the interests of minority shareholders, as determined by the Company's board of directors and the Special Committee.

Following this, on January 13, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 18,800 yen (4.42% premium to 18,005 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of January 9, 2026, the business day immediately preceding the proposal date) without changing from the proposal as of January 12, 2026, because while Toyota Fudosan sincerely considered increasing the Tender Offer Price, a further increase was not possible. Thereafter, the Company and the Special Committee, in light of the negotiation process to date, determined that the Tender Offer Price of 18,800 yen represented Toyota Fudosan's final proposal and that there was no further room for increase even if negotiations were to continue. Thus, on January 13, 2026, the Company notified Toyota Fudosan that it would agree to that proposal.

During the examination and negotiation process as stated above, the Company, when discussing and negotiating the Tender Offer Price with Toyota Fudosan, conducted examinations based on opinions of the Special Committee and advice from SMBC Nikko Securities and Nishimura & Asahi; at that time, the Special Committee, from time to time, received advice from its advisors, Mitsubishi UFJ Morgan Stanley Securities and Gaien Partners, and exchanged opinions with the Company and its advisors, to confirm and approve relevant matters as appropriate. Specifically, the Company asked the Special Committee to confirm, and received approval therefrom, in advance, the reasonableness of the details of the Company's business plan which the Company presented to Toyota Fudosan, and SMBC Nikko Securities used as the basis for appraising the Company Shares, material preconditions to such plan, process of the preparation of the plan, and other matters. In addition, SMBC Nikko Securities, the Company's financial advisor, is taking relevant measures in accordance with the negotiation policy which was determined in advance after the deliberation by the Special Committee, and when it received a proposal on the Tender Offer Price from Toyota Fudosan, it immediately reported to that effect to the Special Committee, received opinions, instructions, requests and the like from the Special Committee regarding the negotiation policy with Toyota Fudosan and other matters, and took measures in accordance therewith.

As of today, the Company received the January 14, 2026 Report from the Special Committee (for the January 14, 2026 Report, please refer to "(v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom" in "(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer" below).

In addition, in expressing an opinion on the Tender Offer Price after the Tender Offer Price Change again at the time of the commencement of the Tender Offer, in order to ensure fairness in the decision-making with respect to the Tender Offer Price presented by the Offeror, taking into account the fact that since the announcement date of the Tender Offer, significant changes affecting the value of the Company Shares have occurred, including shifts in the economic environment, such as Trump tariffs, and fluctuations in foreign exchange rates, as well as a rise in stock prices in the equity markets, particularly the market stock prices of the shares of TMC and the Three Toyota Group Companies held by the Company have exhibited an upward trend, and other events have occurred that have had a substantial impact on the intrinsic value of the Company, the Company requested that SMBC Nikko Securities, a financial advisor acting as a third-party appraiser independent of the Company, calculate the value of the Company Shares and analyze any financial affairs incidental thereto again, and as of January 13, 2026, the Company obtained from SMBC Nikko Securities a share valuation report regarding the results of valuation of the Company Shares (the “**January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities)**”) and a fairness opinion to the effect that the Tender Offer Price of 18,800 yen per share is fair for the Company’s shareholders (excluding Toyota Fudosan, TMC, and Mr. Toyoda) from a financial standpoint (the “**Fairness Opinion (SMBC Nikko Securities)**”). The Company also requested that EY Strategy and Consulting Co., Ltd. (“EYSC”), an independent third-party appraiser newly appointed, calculate the value of the Company Shares, and as of January 13, 2026, the Company obtained from EY a share valuation report regarding the results of valuation of the Company Shares (the “**Company Share Valuation Report (EYSC)**”) and a fairness opinion to the effect that the Tender Offer Price of 18,800 yen per share is fair for the Company’s shareholders (excluding Toyota Fudosan, TMC, Mr. Toyoda, the Three Toyota Group Companies, and the Company that owns the Company Shares as own shares) from a financial standpoint (the “**Fairness Opinion (EYSC)**”). In addition, in considering the Additional Advisory Matters, taking into account the fact that since the announcement date of the Tender Offer, significant changes affecting the value of the Company Shares have occurred, including shifts in the economic environment, such as Trump tariffs, and fluctuations in foreign exchange rates, as well as a rise in stock prices in the equity markets and the market stock prices of the shares of TMC and the Three Toyota Group Companies held by the Company have exhibited an upward trend, and other events have occurred that have had a substantial impact on the intrinsic value of the Company, the Special Committee requested that Mitsubishi UFJ Morgan Stanley Securities, a financial advisor acting as a third-party appraiser independent of the Special Committee, calculate the value of the Company Shares and analyze any financial affairs incidental thereto again, and as of January 13, 2026, the Special Committee obtained from Mitsubishi UFJ Morgan Stanley Securities a share valuation report regarding the results of valuation of the Company Shares (the “**January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities)**”) and a fairness opinion to the effect that the Tender Offer Price of 18,800 yen per share is appropriate for the Company’s shareholders (excluding TMC, Mr. Toyoda, and the Company, as well as the Offeror and its related companies) from a financial standpoint (the “**Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities)**”); therefore, together with the January 14, 2026 Report, the Company also received from the Special Committee the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities) (for the summary of the January 13, 2026 Company

Share Valuation Report (SMBC Nikko Securities) and Fairness Opinion (SMBC Nikko Securities), Company Share Valuation Report (EYSC) and Fairness Opinion (EYSC), and January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities), please refer to “(3) Matters regarding calculation” below).

(iii) Details of the decision-making by the Company

Based on the above process, at its board of directors meeting held on June 3, 2025, the Company took into consideration legal advice from Nishimura & Asahi, and professional advice from SMBC Nikko Securities regarding negotiations pertaining to the Transactions and other matters, and details of the share valuation report regarding the results of valuation of the Company Shares submitted by SMBC Nikko Securities dated June 2, 2025 (the “**June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities)**”) and the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) which the Special Committee procured from Mitsubishi UFJ Morgan Stanley Securities, and carefully examined and discussed whether the Transactions, including the Tender Offer, contribute to the improvement of the corporate value of the Company, whether the conditions of the Transactions, including the Initial Tender Offer Price and the Repurchase Price, are appropriate, and other matters, while respecting to the utmost extent details of the Special Committee’s decision presented in the June 3, 2025 Report submitted by the Special Committee as of June 3, 2025.

As a result, the Company has come to the conclusion that the Transactions will contribute to the improvement of the Company’s corporate value, as stated below. In light of the statement in “B. Background, purpose, and decision-making process leading the Offeror to conduct the Tender Offer” above and the following descriptions pertaining to synergies regarding the Transactions, in celebrating the 100th anniversary of the company’s founding in 2026, the Company Group has decided to return to the spirit of its corporate creed “Toyoda Precepts,” and to work on the growth of the next generation from a long-term perspective with the Toyota Group vision “Inventing our path forward, together.” The Company Group believes that it is necessary to fulfill the role of origin of the Toyota Group by making quick decisions and making bold investments through going private, with shareholders who share the same values.

Accordingly, the Company determined on June 3, 2025 that the best and most appropriate method to maximize the corporate value of the Company Group is to make the Offeror the only shareholder of the Company and to have Toyota Fudosan and Mr. Toyoda be shareholders involved in the Company Group’s decision-making through the Offeror’s Parent Company; thereby making it possible to aim for medium- to long-term growth that is not bound by short-term performance expectations through quick decision-making and deepening of business collaboration with Toyota Group companies, so that the maximization of synergies related to the Transactions as stated below will be achieved early and the Company Group’s growth will be further accelerated.

The specific synergies that the Company believes will be realized through the Transactions are as follows.

- (A) Accelerating growth in non-automotive domain
  - a. A further leap forward in the logistics solutions business, which has achieved unique growth

Beginning with the acquisition of a leading European lift truck manufacturer in 2000 and takeover of the industrial equipment sales division of TMC in 2001, the Company, over the next quarter of a century, continued its efforts to develop its logistics solutions business, including the manufacture and sale of lift trucks and the provision of logistics equipment and systems; as of the fiscal year ending March 2025, the logistics solutions business had grown into a business that accounts for approximately 70% of the consolidated sales of the Company Group. In addition, the Company believes that it has led the industry as a leading lift truck company for many years, and it has expanded its business by investing approximately 240 billion yen in M&A in the logistics solutions business in the last eight years. After the acquisition, the Company, rather than pursuing short-term returns, has sought harmonization through a deep understanding of the corporate cultures of both the Company, the acquirer, and the acquiree, and has pursued synergies for the expansion of business domains as Company Group through trial and error in corporate governance wherein centralization and decentralization are balanced. In this way, through the management method that has been built over time and respecting diversity, the Company believes that it has grown as one of the world's leading logistics system partners and as the industry leader also in the airport-related business. The Company intends to continue to leverage this strength to achieve growth through further capital investment.

The Company believes that the global logistics market is expected to grow significantly in the future, but it is facing many issues, such as labor shortages, improvement of the efficiency of logistics bases, and efforts on green logistics. Under such circumstances, the Company is promoting initiatives to improve logistics warehouse management, including autonomous driving of lift trucks; in this field, the Company recognizes that there is an urgent need to work on accelerating technologies and software fields such as big data and AI. The Company recognizes that in the automotive field, TMC is taking the lead in these initiatives and accumulating research results, and through the Transactions, expects to actively take in TMC's research results in the automotive field and make significant progress in its development activities.

In addition, data on movements of extremely large amounts of goods, such as daily movement of goods in e-commerce and movement of parcels, cargoes, and baggage of air passengers across borders, is gathered in real time to the Company's customers around the world; therefore, it is expected that growth investment in this data area will increase as logistics sites become more diverse and sophisticated. The Company believes that in the future, combining data on movement of people collected through the expansion of its connected business (Note 1) and technologies it utilizes in the automotive field of TMC, together with the Company's experience in the non-automotive field, will lead to the creation of value and the expansion of business domains of the future Toyota Group, towards, among others, promoting initiatives to solve social issues through the development of services, utilization of data, and other means that enrich people's lives.

Note 1: “Connected business” is a general term for services that support a safe, secure, comfortable, and convenient driving experience for customers.

All of the above measures require considerable time and various upfront investments from a long-term perspective, that will not align with the performance of short-term earnings that would be required if the listing were maintained, and the Company will be able to accelerate its efforts to realize them by taking the Company private through the Transactions.

b. Contribution to the realization of a decarbonized society and growth through the creation of partnerships utilizing the Toyota Group’s technologies

The Company believes that it may not only improve the value of its logistics solutions but also contribute to other industrial equipment fields by effectively utilizing the multi-pathway technologies and strategies that the Toyota Group is promoting in the automotive field, in addition to the know-how of electrification technology and next-generation energy technology that the Company has cultivated over the years. By including other industrial equipment business, the Company will be able to expand its business domain and invest in technological development on a large scale; through creating a partnership, the Company assumes that it will be able to contribute to the promotion of decarbonization in Japan’s industry and to realize sustainable growth which is in harmony with the society, which the Company sets as its vision.

On the other hand, since the Company alone, in some aspects, has a lack of understanding of the needs and issues and accomplishments in other industries other than logistics solutions, in the field of industrial equipment, such initiatives is expected to be limited; it aims at making these initiatives more effective by seeking cooperation as a member of the Toyota Group.

(B) Clarification of roles in the automotive domain from a long-term perspective and strategic investment of management resources

While the existing automobile-related businesses of the Company are still demonstrating, as its unique strengths, top-level quality and production efficiency among Toyota-affiliated body manufacturers in the vehicle assembly business, know-how in the development and production of diesel engines and turbochargers in engine business, excellent product development capabilities and abundant product lineup in compressor business, and development and production capacity of high-quality electric vehicle parts and equipment in car electronics and battery businesses, respectively, the Company is aiming at sustainable development through further enhancement of the improvement of competitiveness of TMC’s automotive business and investment in human capital and R&D, by identifying the strengths needed as a group on a more stable management base.

By strengthening its collaboration with the Toyota Group through the Transactions, the Company will be able to align with the strategic direction of the entire group more than it has done so far and anticipate and flexibly respond to changes in industries that aim for sustainability, such as electrification and reduction of environmental impact. On the other hand, taking advantage of securing the same degree of business operational freedom as it has

had to date, the Company will continue to expand and strengthen sales to automakers other than TMC.

In general, disadvantages of privatizing shares will include that it will not be possible for the relevant company to raise funds through equity financing from the capital markets and will not be able to enjoy advantages it has enjoyed as a listed company, such as the name recognition and social credibility. However, in terms of fundraising, it is not expected that the Company will need to raise funds through equity financing for the time being in light of its financial condition, where funds raised through equity financing is not necessary, even after the execution of the Transactions and it is possible to raise funds as necessary from financial institutions that are the Company's business partners. Moreover, while the Transactions lead to large amounts of borrowing from financial institutions through the Bank Loans, the Company received explanations from Toyota Fudosan about the status of consultation with the financial institutions on the measures to limit the impact on the sales finance and logistics solutions businesses, and confirmed that it could avoid any damage to the corporate value of the Company, resulting from such borrowing and maintain business competitiveness. Therefore, the Company believes that the disadvantages of going private are also limited in terms of fundraising. In addition, the Company believes that there will be no change in the name recognition and social credibility of the Company Group because the brand and credibility as a company which is the origin of the Toyota Group is significant, as the brand is already widely known and highly recognized, and the Company intends to continue to use its brand in the Company Group's business activities after the implementation of the Transactions. For this reason, the Company believes that there will be no impact on the social status of its employees or the recruitment of human resources.

Furthermore, the Company also considered the impact on its corporate value from the result that TMC, which is the largest shareholder and a major customer of the Company as of March 31, 2025, will cease to be a shareholder of the Company and that the Offeror will become a new parent company of the Company. However, the Company believes that the Company's corporate value is unlikely to be damaged due to the going private, in light of the following fact that: (i) through the hearing of opinions from TMC, the Company confirmed that the business relationship with TMC is not based on the assumption that it owns the Company Shares, and that TMC intends to maintain that relationship even after the Transactions; (ii) there is no agreement based on the existing capital relationship with TMC; and (iii) the Company was explained by Toyota Fudosan, among others, that with regard to the agreements which includes the provisions that require the consent of the counterparty in implementing the Transactions, such as a change of control clause, no substantial change will occur in the position of the Company as a member of the Toyota Group even after the execution of the Transactions, and thus it is not expected that there will be a serious hindrance to obtaining consent.

Based on the foregoing, the Company's board of directors has determined that the advantages of making the Company Shares private outweigh the disadvantages, and that making the Company Shares private through the Transactions, including the Tender Offer, will contribute to the improvement of the Company's corporate value.

In addition, based on the following points, the Company determined that, as of June 3, 2025, the announcement date of the Tender Offer, the Initial Tender Offer Price is an appropriate price that can be reasonably evaluated as considerably reflecting the intrinsic value of the Company, and that other conditions of the Tender Offer are fair.

- (a) The Initial Tender Offer Price is a price agreed upon as a result of sufficient and sincere negotiation with Toyota Fudosan with the substantial involvement of the Special committee, after the Company fully taking measures to ensure fairness of the conditions of the Transactions, including the Tender Offer Price as stated in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer below.
- (b) Among the results of valuation of the Company Shares in the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities) as stated in “(ii) Procurement by the Company of a share valuation report and a fairness opinion from SMBC Nikko Securities, an independent financial advisor and a third-party appraiser of the Company” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, the Initial Tender Offer Price is of the level that is within the calculation range based on the market price method (i) (as defined in “(ii) Summary of calculation” in “A. Procurement by the Company of a share valuation report and a fairness opinion from SMBC Nikko Securities, an independent financial advisor and a third-party appraiser of the Company” in “(3) Matters regarding calculation” below; hereinafter the same), exceeds the market price method (ii) (as defined in “(ii) Summary of calculation” in “A. Procurement by the Company of a share valuation report and a fairness opinion from SMBC Nikko Securities, an independent financial advisor and a third-party appraiser of the Company” in “(3) Matters regarding calculation” below; hereinafter the same), is within the comparative listed company method, and that is within the calculation range based on the discounted cash flow method (the “**DCF Method**”).
- (c) Among the results of valuation of the Company Shares in the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) as stated in “(vi) Procurement by the Company’s special committee of a share valuation report and a fairness opinion from an independent financial advisor and third-party appraiser” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, the Initial Tender Offer Price is of a level that is within the calculation range based on the market price analysis (record date 1) (as defined in “(ii) Summary of calculation” in “C. Procurement by the special committee of a share valuation report and a fairness opinion from an independent financial advisor and third-party appraiser” in “(3) Matters regarding calculation” below; hereinafter the same), exceeds the market price analysis (record date 2) (as defined in “(ii) Summary of calculation” in “C. Procurement by the special committee of a share valuation report and a fairness opinion from an independent financial advisor and third-party appraiser” in “(3) Matters regarding calculation” below; hereinafter the same), is within the comparable company analysis, and that is within the calculation range based on the discounted cashflow analysis (the “**DCF Analysis**”).
- (d) The Tender Offer Price includes a premium of 23.25% on 13,225 yen, which was the closing price for the Company Shares on the Prime Market of the Tokyo Stock Exchange on April 25, 2025, which was before the Speculative Reports were made; a premium of 30.71% on 12,470 yen, which was the simple average closing price for the Company Shares over the preceding one-month period up to April 25, 2025; a

premium of 27.61% on 12,773 yen, which was the simple average closing price for the Company Shares over the preceding three-month period; and a premium of 33.30% on 12,228 yen, which was the simple average closing price for the Company Shares over the preceding six-month period, respectively, and it is determined that it is not of a significantly low level and that it is sufficiently reasonable when compared with the premium levels in 13 other tender offer cases whose purpose was to make large listed companies, the market capitalization of which is 500 billion yen or more, go private on or after June 28, 2019, which is the date on which the “Fair M&A Guidelines – Enhancing Corporate Value and Securing Shareholders’ Interest –” published by the Ministry of Economy, Trade and Industry was published (Note 2).

- (e) In the Transactions, although the period of purchase for the Tender Offer (the “**Tender Offer Period**”) has been set at 20 business days, which is the minimum period stipulated by law, because the period from the announcement of the plan of the Tender Offer to the actual commencement of the Tender Offer is long, appropriate opportunity for minority shareholders to determine to tender their shares in the Tender Offer and opportunity for parties other than the Offeror to purchase Company Shares have been ensured.
- (f) As stated in “(xi) Setting a minimum number of shares to be purchased that satisfies the majority of minority” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, in the Transactions, the minimum number of shares to be purchased in the Tender Offer satisfies the number of shares to be purchased under the “majority of minority” condition.
- (g) In the Transactions, the money to be delivered to shareholders as consideration when conducting the Share Consolidation will be calculated so that it will be equal to the price obtained by multiplying the Tender Offer Price by the number of Company Shares owned by each of the shareholders of the Company (excluding TMC and the Company) who did not tender their shares in the Tender Offer; therefore, the opportunity for minority shareholders to make appropriate decisions on whether to tender their shares in the Tender Offer has been ensured, and that consideration has been given so as not to give rise to strong pressure.
- (h) With regard to the Initial Tender Offer Price and other conditions of the Tender Offer, As stated in “(v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, it has been determined also in the June 3, 2025 Report obtained from the Special Committee that the fairness and appropriateness of the conditions of the Tender Offer (including the Initial Tender Offer Price) are found to have been ensured.

Note 2: With respect to these cases, the median of the premium calculated using the business day immediately before the announcement date (for those in relation to which speculative reports had been made, the business day before such reports) as the record date is 25.97% on the closing price on the same day, 31.58% on the simple average closing price (rounded to two decimal places; hereinafter the same shall apply to the calculation of the simple average closing

price) over the preceding one-month period up to the same day, 36.76% on the simple average closing price over the preceding three-month period up to the same day, 44.60% on the simple average closing price over the preceding six-month period up to the same day.

On the other hand, the Initial Tender Offer Price is a 10.73% discount on 18,260 yen, which was the closing price for the Company Shares on the Prime Market of the Tokyo Stock Exchange on June 2, 2025, the business day immediately preceding the announcement date of the Tender Offer, a 6.70% discount on 17,471 yen, which was the simple average closing price over the preceding one-month period, a premium of 12.87% on 14,442 yen, which was the simple average closing price over the preceding three-month period, a premium of 21.42% on 13,425 yen, which was the simple average closing price over the preceding six-month period. In this regard, the Company's share price significantly increased by 22.68% on a closing price basis from the closing price (13,225 yen) on April 25, 2025, which was the date on which the first Speculative Report was made, to the closing price (16,225 yen) on April 28, 2025, which was the immediately following business day, to a level that exceeded the highest price since the listing; further, another Speculative Report was made on May 19, 2025, and the Company's share price significantly increased by 8.60% from the closing price (16,520 yen) on the same date, to the closing price (17,940 yen) on May 20, 2025, which was the immediately following business day. In particular, the increase rate from the closing price on April 25, 2025, on which the first Speculative Report was made, to the closing price on April 28, 2025, the immediately following business day, was the highest in the fluctuation of the market price of the Company Shares in the last ten years. In light of the foregoing, during these periods, the price of the Company Shares reflected a substantial degree of expectation regarding the implementation of the Transactions (for the increase in the share price after the Speculative Report on May 19, 2025, further expectation regarding the implementation of the Transactions). The Speculative Reports contain inaccurate information regarding the total acquisition amount of the Transactions and the restructuring of the Company's business. Based on these, the Company believes that it is not unreasonable to assess that the Company's share price after the Speculative Reports has not necessarily been appropriately priced and does not properly reflect the intrinsic value of the Company. However, as of June 3, 2025, the Initial Tender Offer Price is a price discounted at a certain rate from the closing price of the business day immediately preceding the announcement date of the Tender Offer, and the simple average of the closing price over the preceding one-month period; thus, the Company concluded that, as of the same date, it is reasonable to take a neutral position on whether to recommend that its shareholders tender their shares in the Tender Offer and to leave the decision as to whether to tender their shares in the Tender Offer to the discretion of each shareholder of the Company.

Based on the foregoing, at the board of directors meeting of the Company held on June 3, 2025, a resolution was adopted with the unanimous consent of all directors of the Company who participated in deliberation and resolution, that if the Tender Offer commences, the position of the Company as of the same date is that it will express an opinion in support of the Tender Offer and that it will leave the decision as to whether to tender their shares in the Tender Offer to the discretion of each shareholder of the Company. The Company took into consideration that Toyota Fudosan aimed for the commencement of the Tender Offer by the Offeror by early December 2025, but it is difficult to accurately estimate the amount of time required for the procedures involving domestic and foreign competition laws and regulations, the EU Foreign Subsidies Regulation and authorities having jurisdiction over investment control and financial laws and regulations; therefore, the Company also passed a resolution at

the above board of directors meeting, that before the commencement of the Tender Offer, it would consult with the Special Committee to consider whether there is any change in the opinion expressed by the Special Committee to the board of directors of the Company as of June 3, 2025, and to provide with the board of directors of the Company a statement to that effect if there is no change, or the revised opinion if there is a change, and also that based on that opinion of the Special Committee (the “**Special Committee’s Second Opinion**”), it would express an opinion on the Tender Offer again at the time of the commencement of the Tender Offer. As stated above, the Company believes that the share price of the Company after the Speculative Reports was not necessarily priced appropriately and that it is not unreasonable to assess that it does not properly reflect the intrinsic value of the Company. In light of the fact that taking the Company private through the Transactions, including the Tender Offer, will contribute to the improvement of the Company’s corporate value, and that the Initial Tender Offer Price is an appropriate price that can reasonably be assessed to reflect the intrinsic value of the Company, if, as a result of accurate information regarding the Transactions being provided to the market in a sufficient and appropriate manner through the June 3, 2025 Offeror Press Release and June 3, 2025 Company Press Release, and at the time of commencement of the Tender Offer, a situation is secured in which the Company can recommend that its shareholders tender their shares in the Tender Offer such as the situation in which the Initial Tender Offer Price is discounted at a certain rate from the Company’s share price ceases to exist, then the Company intended to change its neutral opinion as of June 3, 2025 regarding whether to recommend its shareholders to tender their shares in the Tender Offer, and to make such recommendation, while respecting the Special Committee’s Second Opinion to the fullest extent.

Subsequently, the Company was informed by the Offeror on December 5, 2025, that the Offeror may commence the Tender Offer from January 15, 2026, subject to the satisfaction (or waiver) of the Tender Offer Conditions Precedent, depending on the progress of the clearance procedures regarding the United Kingdom Financial Regulatory Measures. The Company was also informed by the Offeror on January 13, 2026 that the Obtainment of Clearance, including the United Kingdom Financial Regulatory Measures, have been completed. Then, while respecting to the utmost extent details of the January 14, 2026 Report submitted by the Special Committee (for the January 14, 2026 Report, specific details of the activities of the Special Committee, and other matters, please refer to “(v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below), the Company carefully discussed and considered again details of various conditions of the Tender Offer, taking into consideration matters including the Company’s business results and market environment change after the board of directors meeting held on June 3, 2025, as well as the Tender Offer Price Change (for details of the background leading to the Tender Offer Price Change, please refer to “(ii) Process of negotiations” above).

As a result, based on matters including the following, the Company has determined that even as of today, the Tender Offer Price is an appropriate price that properly reflects the intrinsic value of the Company, due to the Tender Offer Price Change, and the Transactions, including the Tender Offer, will contribute to the improvement of the Company’s corporate value. The Company has further determined that, even as of today, that the conditions of the Transactions, including the Tender Offer Price, after the Tender Offer Price Change are appropriate which ensure interests that minority shareholders of the Company should enjoy, that the Tender Offer will provide general shareholders of the Company with an opportunity

to sell their Company Shares at a reasonable price, and that the situation has been secured in which the Company can recommend that its shareholders tender their shares to the Tender Offer. The Company considered the potential disadvantages of taking itself private and confirmed that such disadvantages were limited or would have no adverse effect.

The Company took into consideration matters including the following:

- (i) In celebrating the 100th anniversary of the founding in 2026, the Company Group has decided to return to the spirit of its corporate creed “Toyoda Precepts,” and to work on the growth of the next generation from a long-term perspective with the Toyota Group vision “Inventing our path forward, together.” The Company Group believes that it is necessary to fulfill the role of origin of the Toyota Group by making quick decisions and making bold investments through going private, with shareholders who share the same values. Accordingly, the Company determined that there is no change to its conclusion that the best and most appropriate method to maximize the corporate value of the Company Group is to make the Offeror the only shareholder of the Company and to have Toyota Fudosan and Mr. Toyoda be shareholders involved in the Company Group’s decision-making through the Offeror’s Parent Company; thereby making it possible to aim for medium- to long-term growth that is not bound by short-term performance expectations through quick decision-making and deepening of business collaboration with Toyota Group companies, so that the maximization of aforementioned synergies related to the Transactions will be achieved early and the Company Group’s growth will be further accelerated.
- (ii) The Company has fully taken measures to ensure the fairness of the conditions of the Transactions, including the Tender Offer Price, as stated in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, and with the substantive involvement of the Special Committee, the Company fully and sincerely negotiated with Toyota Fudosan, and as a result, the Tender Offer Price has been increased from the Initial Tender Offer Price (16,300 yen) to 18,800 yen, increased by 15.34% (rounding to the second decimal place), and was agreed.
- (iii) Among the results of the calculation of the value of the Company Shares by SMBC Nikko Securities in the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities) as stated in “(ii) Procurement by the Company of a share valuation report and a fairness opinion from SMBC Nikko Securities, an independent financial advisor and a third-party appraiser of the Company” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, the Tender Offer Price after the Tender Offer Price Change is above the calculation ranges based on market price method (i) and market price method (ii), is within the calculation ranges based on comparable listed companies method (i) and comparable listed companies method (ii) (SOTP), and is within the calculation ranges based on DCF method (i) and DCF method (ii) (SOTP).
- (iv) Among the results of the calculation of the value of the Company Shares by EYSC in the Company Share Valuation Report (EYSC) as stated in “(iii) Procurement by the Company of a share valuation report and a fairness opinion from EYSC, an independent third-party appraiser of the Company” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, the Tender Offer Price after the Tender Offer Price Change is above the calculation ranges based on market price method (i)

and market price method (ii), is within the calculation range based on company reference method, and is within the calculation range based on DCF method.

(v) Among the results of the calculation of the value of the Company Shares by Mitsubishi UFJ Morgan Stanley Securities in the January 14, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) as stated in “(vi) Procurement by the Company’s special committee of a share valuation report and a fairness opinion from an independent financial advisor and third-party appraiser” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, the Tender Offer Price after the Tender Offer Price Change is above the calculation ranges based on the Market price analysis (Record Date 3) and the Market price analysis (Record Date 2), is within the calculation range based on the comparable listed companies analysis, and is within the calculation range based on the DCF analysis.

(vi) Fairness opinions by SMBC Nikko Securities and EYSC that the Tender Offer Price of 18,800 yen per share is fair to shareholders (excluding Toyota Fudosan, Mr. Toyoda, TMC, and the Company that owns the Company Shares as treasury shares) of the Company from a financial standpoint, and the fairness opinion by Mitsubishi UFJ Morgan Stanley Securities that the Tender Offer Price of 18,800 yen per share is appropriate for the shareholders of the Company (excluding TMC, Mr. Toyoda, and the Company, as well as the Offeror and its related companies) from a financial standpoint, have been submitted.

(vii) The Tender Offer Price after the Tender Offer Price Change includes a premium of 3.30% on 18,200 yen, which was the closing price for the Company Shares on the Prime Market of the Tokyo Stock Exchange on January 13, 2026, the business day immediately preceding the announcement date of the commencement of the Tender Offer; a premium of 5.03% on 17,900 yen, which was the simple average closing price for the Company Shares over the preceding one-month period up to the same date; a premium of 8.36% on 17,349 yen, which was the simple average closing price for the Company Shares over the preceding three-month period up to the same date; and a premium of 11.30% on 16,891 yen, which was the simple average closing price for the Company Shares over the preceding six-month period up to the same date, respectively. The Tender Offer Price also includes a premium of 2.96% on 18,260 yen, which was the closing price for the Company Shares on the Prime Market of the Tokyo Stock Exchange on June 2, 2025, the business day immediately preceding the announcement date of the planned commencement of the Tender Offer; a premium of 7.61% on 17,471 yen, which was the simple average closing price for the Company Shares over the preceding one-month period up to the same date; a premium of 30.18% on 14,442 yen, which was the simple average closing price for the Company Shares over the preceding three-month period up to the same date; and a premium of 40.04% on 13,425 yen, which was the simple average closing price for the Company Shares over the preceding six-month period up to the same date, respectively. It further includes a premium of 42.16 % on 13,225 yen, which was the closing price for the Company Shares on the Prime Market of the Tokyo Stock Exchange on April 25, 2025, which was before the Speculative Reports were made; a premium of 50.76% on 12,470 yen, which was the simple average closing price for the Company Shares over the preceding one-month period up to April 25, 2025; a premium of 47.19% on 12,773 yen, which was the simple average closing price for the Company Shares over the preceding three-month period up to April 25, 2025; and a premium of 53.75% on 12,228 yen, which was the simple average closing price for the Company Shares over the preceding six-month period up to April 25, 2025, respectively. Also, the Tender

Offer Price after the Tender Offer Price Change is above the maximum price of 18,535 yen since the Company's listing.

(viii) In light of the fact that taking the Company Share private through the Transactions, including the Tender Offer, will contribute to the improvement of the Company's corporate value, and that the Initial Tender Offer Price is an appropriate price that can reasonably be assessed to considerably reflect the intrinsic value of the Company, if, as a result of accurate information regarding the Transactions being provided to the market in a sufficient and appropriate manner through the June 3, 2025 Offeror Press Release and June 3, 2025 Company Press Release, and at the time of commencement of the Tender Offer, a situation is secured in which the Company can recommend that its shareholders tender their shares in the Tender Offer such as the situation in which the Initial Tender Offer Price is discounted at a certain rate from the Company's share price ceases to exist, then the Company intended to change its neutral opinion as of June 3, 2025 regarding whether to recommend its shareholders to tender their shares in the Tender Offer, and to make such recommendation, while respecting the Special Committee's Second Opinion to the fullest extent. However, as a result of the Tender Offer Price Change, the situation in which the Tender Offer Price was discounted from the market price has ceased to exist.

(ix) It can be assessed that, following the clarification of the scheme, terms, conditions, and other details of the Tender Offer through the publication of the Company press release dated June 3, 2025, an environment was established in which other potential acquirers could make counterproposals, thereby implementing an indirect market check, and that no competing proposal or proposal requesting a change to or withdrawal of the Tender Offer premised on the privatization of the Company has been received.

(x) As stated in "(v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom" in "(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer" below, in the January 14, 2026 Report obtained from the Special Committee, it has also been determined regarding the Tender Offer Price after the Tender Offer Price Change and other conditions of the Tender Offer that the fairness and appropriateness of the conditions of the Transactions (including the Tender Offer Price after the Tender Offer Price Change) have been ensured.

Based on the above, at its board of directors meeting held today, the Company adopted a resolution indicating that it would change its decision as of June 3, 2025 and recommend that shareholders of the Company tender their shares in the Tender Offer. For details of the decision-making process by the Company's board of directors, please refer to "(ix) Approval of all disinterested directors of the Company and opinions from all audit and supervisory committee members of the Company that they have no objection" in "(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer" below. Since early December 2025, during the process of the Company's examination of the Transactions, the Company has received a legally binding offer related to the Tender Offer for Own Shares from a third party other than the Offeror to purchase all of the shares of one of the Three Toyota Group Companies held by the Company at a price higher than the tender offer price related to the Tender Offer for Own Shares (hereinafter referred to as the "**Third Party Offer**"). Accordingly, the Company's board of directors has sincerely evaluated the Third Party Offer,

taking the following factors into account: (a) because the Tender Offer for Own Shares forms part of the Transactions, execution of the Transactions would become difficult if the Company were to accept the Third-Party Offer; however, it cannot be concluded that the economic benefits the Company may obtain under the Third Party Offer are superior to the Offeror's proposal, when compared with the expected synergies from the Transactions and viewed from the perspective of enhancing corporate value; and (b) due to the Tender Offer Price Change, the terms and conditions of the Transactions, including the Tender Offer Price, are reasonable and ensure the interests that minority shareholders of the Company should enjoy, and the Tender Offer provides the Company's general shareholders with an opportunity to sell their Company Shares at a reasonable price. However, because the Tender Offer for Own Shares forms part of the Transactions, execution of the Transactions would become difficult if the Company were to accept the Third Party Offer, which could result in the Company's general shareholders losing the opportunity to sell their shares at a reasonable price. Based on this, and from the perspective of securing the interests of the Company's general shareholders, it cannot be concluded that the Third Party Offer is superior to the Offeror's proposal. Therefore, the Company's board of directors decided to cease considering the Third Party Offer.

#### D. Management policy after the Tender Offer

As stated in "B. Background, purpose, and decision-making process leading the Offeror to conduct the Tender Offer" above, Toyota Fudosan intends to consider the management policy after the Tender Offer thoroughly in consultation with the Company's management so that the Company will be able to aim for medium-to-long-term growth without being influenced by short-term performance expectations from the stock market, while maintaining and strengthening the foundation of its current revenue business. With regard to the composition of the management structure of the Company after the Transactions, it is not expected at this time that any changes will be made to the Company's business execution structure in connection with the implementation of the Transactions or that Toyota Fudosan will give direct instructions on the Company's business execution, and no decisions have been made at this time on matters regarding the dispatch of officers or other personnel-related matters, and Toyota Fudosan will discuss this matter in good faith with the Company after the successful completion of the Tender Offer. Furthermore, Toyota Fudosan's basic policy is to maintain the employment of the Company's employees after the Transactions and not to change the employment conditions of the Company's employees in a disadvantageous manner.

#### (3) Matters regarding calculation

##### A. Procurement by the Company of a share valuation report and a fairness opinion from SMBC Nikko Securities, an independent financial advisor and a third-party appraiser of the Company

###### (i) Name of appraiser and its relationship with the Company, TMC, and Toyota Fudosan

In expressing an opinion on the Tender Offer Price, in order to ensure fairness in the decision-making with respect to the Tender Offer Price presented by Toyota Fudosan, the Company requested that SMBC Nikko Securities, which is its own financial advisor and third-party appraiser independent from Toyota Fudosan, TMC, and the Company calculate the value of the Company Shares and analyze any financial affairs incidental thereto, and the Company obtained the June 2, 2025 Company Share

Valuation Report (SMBC Nikko Securities) on June 2, 2025 and the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities) on January 13, 2026, respectively.

SMBC Nikko Securities is not a related party of the Company, Toyota Fudosan, Mr. Toyoda, or TMC, and has no material interest in the Transactions, including the Tender Offer. SMBC Nikko Securities is a member of the group companies of Sumitomo Mitsui Financial Group, Inc. similar to Sumitomo Mitsui Banking. Sumitomo Mitsui Banking engages in loan transactions as part of its ordinary banking transactions with the Company, and plans to offer a loan for the settlement related to the Tender Offer; however, the Company appointed SMBC Nikko Securities as its financial advisor and third-party appraiser, considering SMBC Nikko Securities' performance as a third-party appraiser and taking into account the following matters: a prescribed measure to block information for an adverse effect prevention measure has been taken between the department of SMBC Nikko Securities that provides services as a financial advisor and third-party appraiser on the one hand and the other departments of SMBC Nikko Securities and Sumitomo Mitsui Banking on the other hand; as the Company and SMBC Nikko Securities conduct transactions under the same transaction terms as those under which it conducts transactions with its general business partners, the independence as a financial advisor and third-party appraiser is ensured; and SMBC Nikko Securities is not a related party of the Company, Toyota Fudosan, Mr. Toyoda, or TMC, and in particular, no problems have been found with the Company requesting that SMBC Nikko Securities calculate the share value of the Company Shares. Moreover, the Special Committee confirmed that there are no problems with the independence or expertise of SMBC Nikko Securities, and at the first meeting, the Special Committee approved it as the Company's financial advisor.

The remuneration to be paid to SMBC Nikko Securities for the Transactions includes a contingency remuneration to be paid subject to successful completion of the Transactions and other conditions. The Company concluded that the fact that the remuneration includes a contingency remuneration to be paid subject to successful completion of the Transactions and other conditions does not negate the independence of SMBC Nikko Securities, taking into account general practices in the same type of transactions and the pros and cons of the remuneration system in which the Company will incur a considerable monetary burden if the Transactions fail to be successfully completed, as well as SMBC Nikko Securities' performance for providing advice in the same type of transactions, its social appraisal, and other matters, and thereafter, the Company appointed SMBC Nikko Securities as its financial advisor and third-party appraiser based on the remuneration system above. In preparing the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities) and the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities), SMBC Nikko Securities assumed that all the materials and information on which the reports are based are accurate and complete; SMBC Nikko Securities has not independently verified, nor does it have an obligation or responsibility to verify, their accuracy and completeness; and SMBC Nikko Securities assumed that no facts, circumstances, or the like determining the provided information is inaccurate or misleading have been found by the Company. Also, SMBC Nikko Securities has not conducted an independent evaluation, appraisal, or assessment, nor has it made any request to a third-party appraiser for any evaluation, appraisal, or assessment, with respect to any assets or liabilities of the Company and its affiliates. If any issue is found as to the accuracy

and completeness of those materials and information, the calculation result may significantly differ. Furthermore, SMBC Nikko Securities assumed that there are no claims or obligations related to any undisclosed litigations, disputes, environmental matters, tax affairs, and the like of the Company and its affiliates, or other contingent liabilities, off-balance sheet debts, or other facts that have a material impact on the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities) and the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities). SMBC Nikko Securities assumed that the Company's business plan and other information regarding the future provided to SMBC Nikko Securities (the "**Business Plan, Etc.**"), which are used in the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities) and the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities), were prepared by the Company on a best forecast and determination basis as of the calculation base date in accordance with reasonable and appropriate procedures. In addition, in the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities) and the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities), if SMBC Nikko Securities made an analysis based on the hypothesis provided based on the provided materials and information, SMBC Nikko Securities assumed that the provided materials, information, and assumptions are accurate and reasonable. SMBC Nikko Securities has not independently verified, nor does it have any obligation or responsibility to verify, the accuracy, appropriateness, and feasibility of the assumptions above.

(ii) Summary of the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities)

SMBC Nikko Securities considered which of several calculation methods should be used to calculate the share value of the Company in the Tender Offer; thereafter, based on the idea that it is appropriate to calculate the value of the Company Shares multilaterally, SMBC Nikko Securities calculated the share value of the Company using the following calculation methods: the market price method, as the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange; the comparable listed companies method, as there are multiple listed companies that are comparable to the Company, and an analogical inference of the share value of the Company based on comparable listed companies is possible; and the DCF Method to account for the Company's future business operations in the valuation; and as of June 2, 2025, the Company obtained the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities) from SMBC Nikko Securities.

The ranges of the share values per share of the Company Shares calculated under each of the methods above in the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities) are as follows.

Market price method (i):	13,425 yen to 17,471 yen
Market price method (ii):	12,228 yen to 12,773 yen
Comparable listed companies method:	15,269 yen to 17,825 yen
DCF Method:	14,229 yen to 18,400 yen

Under the market price method, (i) by setting the record date for calculation as June 2, 2025 (market price method using the same date as the calculation base date is referred

to in this section as “**Market price method (i)**”), the range of values per Company Share was calculated to be 13,425 yen to 17,471 yen based on: 17,471 yen, which is the simple average value of the closing prices for the one month before the record date; 14,442 yen, which is the simple average value of the closing prices for the three months before the record date; and 13,425 yen, which is the simple average value of the closing prices for the six months before the record date, on the Prime Market of the Tokyo Stock Exchange; and (ii) in order to eliminate the effect of the Speculative Reports on the share price, by setting the record date for calculation as April 25, 2025, which was the date of trading before the Speculative Reports were made (market price method using the same date as the calculation base date is referred to in this section as “**Market price method (ii)**”), the range of values per Company Share was calculated to be 12,228 yen to 12,773 yen based on: 12,470 yen, which is the simple average value of the closing prices for the one month before the record date; 12,773 yen, which is the simple average value of the closing prices for the three months before the record date; and 12,228 yen, which is the simple average value of the closing prices for the six months before the record date, on the Prime Market of the Tokyo Stock Exchange.

Under the comparable listed companies method, the range of values per Company Share was calculated to be 15,269 yen to 17,825 yen by selecting similarly listed companies that were determined to be similar to the Company and by using the EBITDA multiple in relation to enterprise value.

Under the DCF Method, the range of values per Company Share was calculated to be 14,229 yen to 18,400 yen by analyzing the corporate value and share value of the Company by discounting to the present value at a certain discount rate the free cash flow expected to be generated by the Company in and after the fiscal year ending March 2026 on the assumption of various factors, including the earnings forecasts and investment plans in the Business Plan, Etc. for the three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028, as well as publicly available information and other materials, based on the Business Plan, Etc. prepared by the Company.

The Business Plan, Etc. prepared by the Company, which was used by SMBC Nikko Securities for the calculation using the DCF Method, includes fiscal years in which significant increases or decreases in profits are expected. Specifically, for the fiscal year ending March 2026, operating income is expected to decline due to the expected strong yen and an increase in personnel costs, and for the fiscal year ending March 2027, a significant increase in operating income is expected when compared to the previous fiscal year ending March 2026, in accordance with the increase in sales due to the recovery in vehicle sales in the automotive business and the increase in forklift sales.

The synergy effects expected to be realized by implementing the Transactions have not been taken into account in the financial forecasts below as it is difficult to accurately estimate them at the time of calculation.

- (iii) Summary of the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities)

Subsequently, in expressing an opinion on the Tender Offer Price after the Tender Offer Price Change again at the time of the commencement of the Tender Offer, in order to ensure fairness in the decision-making with respect to the Tender Offer Price presented by the Offeror, taking into account the fact that since the announcement date of the Tender Offer, significant changes affecting the value of the Company Shares have occurred, including shifts in the economic environment, such as Trump tariffs, and fluctuations in foreign exchange rates, as well as a rise in stock prices in the equity markets, particularly with the market stock prices of the shares of TMC and the Three Toyota Group Companies held by the Company have exhibited an upward trend, and other events have occurred that have had a substantial impact on the intrinsic value of the Company, the Company requested that SMBC Nikko Securities, a financial advisor acting as a third-party appraiser independent of the Company, calculate the value of the Company Shares and analyze any financial affairs incidental thereto again.

SMBC Nikko Securities considered which of several calculation methods should be used to calculate the share value of the Company in the Tender Offer; thereafter, based on the idea that it is appropriate to calculate the value of the Company Shares multilaterally, SMBC Nikko Securities calculated the share value of the Company using the following calculation methods: the market price method, as the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange; the comparable listed companies method, as there are multiple listed companies that are comparable to the Company, and an analogical inference of the share value of the Company based on comparable listed companies is possible; and the DCF Method to account for the Company's future business operations in the valuation; and as of January 13, 2026, the Company obtained the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities) from SMBC Nikko Securities.

The ranges of the share values per share of the Company Shares calculated under each of the methods above in the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities) are as follows.

Market price method (i):	16,891 yen to 17,900 yen
Market price method (ii):	12,228 yen to 12,773 yen
Comparable listed companies method (i):	17,634 yen to 23,314 yen
Comparable listed companies method (ii) (SOTP):	17,265 yen to 22,824 yen
DCF Method (i):	14,111 yen to 21,463 yen
DCF Method (ii) (SOTP):	14,376 yen to 21,217 yen

The Business Plan, Etc. that SMBC Nikko Securities used as a basis for the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities) was prepared by the Company for a currently reasonably foreseeable period, taking into account the current earnings environment, the Company's business performance, and other relevant factors, covering three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028. The Business Plan, Etc. was formulated by a team composed of executive officers and employees of the Company who do not have a material interest between the Offeror for the purpose of considering the Transactions, and was approved after review by the Special Committee in early April 2025. Subsequently, as stated in the "Notice Concerning Revision of Forecast of Financial

Results for FY2026" published by the Company on October 31, 2025, the Company revised only the forecast of financial results for the fiscal year ending March 2026, and thereafter the Business Plan, Etc. was re-approved by the Special Committee on November 25, 2025. The financial forecast for the fiscal year ending March 2027 and fiscal year ending March 2028 has not been revised. In addition, the synergy effects expected to be realized through the execution of the Transactions are not reflected in the Business Plan, Etc., as they are difficult to estimate in detail at this time.

Under the market price method, (i) by setting the record date for calculation as January 13, 2026 (the market price method using the same date as the calculation reference date shall hereinafter be referred to in this section as "**Market price method (i)**"), the range of values per Company Share was calculated to be 16,891 yen to 17,900 yen based on: 17,900 yen, which is the simple average value of the closing prices for the one month before the record date; 17,349 yen, which is the simple average value of the closing prices for the three months before the record date; and 16,891 yen, which is the simple average value of the closing prices for the six months before the record date, on the Prime Market of the Tokyo Stock Exchange; and (ii) in order to eliminate the effect of the Speculative Reports on the share price, by setting the record date for calculation as April 25, 2025, which was the date of trading before the Speculative Reports were made (the market price method using the same date as the calculation reference date shall hereinafter be referred to in this section as "**Market price method (ii)**"), the range of values per Company Share was calculated to be 12,228 yen to 12,773 yen based on: 12,470 yen, which is the simple average value of the closing prices for the one month before the record date; 12,773 yen, which is the simple average value of the closing prices for the three months before the record date; and 12,228 yen, which is the simple average value of the closing prices for the six months before the record date, on the Prime Market of the Tokyo Stock Exchange.

Under the comparable listed companies method, the range of values per Company Share was calculated to be 17,634 yen to 23,314 yen by selecting KION Group AG, Jungheinrich AG, and Hyster-Yale, Inc. as similarly listed companies that were determined to be similar to the Company and by using the EBITDA multiple in relation to enterprise value (the "**Comparable listed companies method (i)**").

In addition, under the comparable listed companies method, because the characteristics of the products and services offered by the Company's Materials Handling Equipment Business, Automobile Business, Textile Machinery Business, and other businesses differ from each other, SMBC Nikko Securities also conducted the sum-of-the-parts ("**SOTP**") to appropriately reflect the characteristics of each business in the calculation, classifying and valuing each of the Company's business separately ("**Comparable listed companies method (i)**"). SMBC Nikko Securities selected KION Group AG, Jungheinrich AG, and Hyster-Yale, Inc. as similarly listed companies that were determined to be similar to the Company's Materials Handling Equipment Business; Denso, BorgWarner Inc., Valeo SE, PHINIA Inc., Hanon Systems, and Aisan Industry Co., Ltd. as similarly listed companies that were determined to be similar to the Company's Automobile Business; and Rieter Holding AG and SHIMA SEIKI MFG., LTD. as similarly listed companies that were determined to be similar to the Company's Textile Machinery Business. Thereafter, the range of values per Company Share was calculated to be 17,265 yen to 22,824 yen,

based on the EBITDA multiple applied to corporate value and inclusive of other businesses. Although other businesses include businesses other than the Materials Handling Equipment Business, the Automobile Business, and the Textile Machinery Business (“**Main Businesses**”), they represent only a small proportion of the total financial forecast compared to the Main Businesses, but they also include capital expenditure and depreciation expenses common to the Main Businesses. Therefore, they are calculated using the EBITDA multiple derived from the weighted average of the EBITDA of the Main Businesses.

Under the DCF Method, the range of values per Company Share was calculated to be 14,111 yen to 21,463 yen by analyzing the corporate value and share value of the Company by discounting to the present value at a certain discount rate the free cash flow expected to be generated by the Company in and after the third quarter of the fiscal year ending March 2026 on the assumption of various factors, including the earnings forecasts and investment plans in the business plan for the three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028, financial information of the Company for the second quarter of the fiscal year ending March 2026, as well as publicly available information and other materials prepared by the Company for currently reasonably foreseeable period (“**DCF Method (i)**”). The discount rate is based on the weighted average cost of capital, set within a range of 10.38% to 12.68%. For the calculation of terminal value, both the perpetual growth method and the multiple-based approach have been adopted. Under the perpetual growth method, the perpetual growth rate is determined after a comprehensive assessment of external conditions, and is set within a range of 0.75% to 1.25%, resulting in a present value of a terminal value of 1,067,823 million yen to 1,462,280 million yen. Under the multiple-based approach, we apply an EBITDA multiple, referencing levels observed among listed companies selected under the comparable listed companies method, and set the EBITDA multiple within a range of 4.4 multiple to 5.4 multiple, resulting in a present value of a terminal value of 1,968,792 million yen to 2,533,959 million yen. With respect to material non-operating assets, the corporate value includes the assessed market value and other relevant value of the Company’s holding in common shares of TMC, Denso, Toyota Tsusho, and Aisin, after taking into account applicable tax effects, as well as the fair value (Note 1) of Toyota Fudosan’s common shares as of the end of September 2025, after taking into account applicable tax effects.

Note 1: The fair value is based on the assessment applied to “financial assets measured at fair value through other comprehensive income” in the Consolidated Financial Statements section in Part 1, 5-1 of the Company’s securities report for the 147th term.

The financial forecasts based on the Business Plan, Etc. prepared by the Company, which was used by SMBC Nikko Securities for the calculation using the DCF Method (i) is as described below. The financial forecasts under the Business Plan, Etc., prepared by the Company include fiscal years in which significant increases or decreases in profits are expected. Specifically, for the fiscal year ending March 2026, due to costs related to engine certifications and the impact of the U.S. tariffs, operating income is expected to decline, along with an associated significant decrease in free cash flow. For the fiscal year ending March 2027, a significant increase in net sales, operating income, and EBITDA, along with an associated significant increase in free

cash flow, is expected when compared to the previous fiscal year ending March 2026, in accordance with the increase in sales due to the recovery in vehicle sales and the increase in forklift sales resulting from the effects of price pass-through. For the fiscal year ending March 2028, a significant increase in free cash flow is expected due to the reduced increase in working capital when compared to the previous fiscal year ending March 2027.

	(Millions of yen)		
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	1,941,320	4,600,000	4,900,000
Operating income	62,473	270,007	299,965
EBITDA	209,615	563,244	599,116
Free cash flow	16,690	73,992	112,126

Further, SOTP for the DCF Method was conducted as well, and the range of values per Company Share was calculated to be 14,376 yen to 21,217 yen (“**DCF Method (ii) (OTP)**”). The discount rate is based on the weighted average cost of capital, set within a range of: 10.38% to 12.68% for the Materials Handling Equipment Business; 8.34% to 10.20% for the Automobile Business; 10.56% to 12.90% for the Textile Machinery Business; and 9.84% to 12.03% for other businesses. For the calculation of terminal value, both the perpetual growth method and the multiple-based approach have been adopted. Under the perpetual growth method, the perpetual growth rate is determined after a comprehensive assessment of external conditions, and is set within a range of: 0.75% to 1.25% for the Materials Handling Equipment Business; 0.75% to 1.25% for the Automobile Business; 0.75% to 1.25% for the Textile Machinery Business; and 0.75% to 1.25% for other businesses, resulting in a present value of a terminal value of 1,130,836 million yen to 1,552,756 million yen. Under the multiple-based approach, we referenced levels observed among listed companies selected in the SOTP under the comparable listed companies method, and set the EBITDA multiple within a range of: 4.4 multiple to 5.4 multiple for the Materials Handling Equipment Business; 3.7 multiple to 4.5 multiple for the Automobile Business; 3.4 multiple to 4.2 multiple for the Textile Machinery Business; and 4.2 multiple to 5.1 multiple for other businesses, resulting in a present value of a terminal value of 1,902,604 million yen to 2,443,289 million yen. Material assets are as stated in the above.

The financial forecasts based on the Business Plan, Etc. prepared by the Company, which was used by SMBC Nikko Securities for the calculation using the DCF Method (ii) (OTP) is as described below. The financial forecasts under the Business Plan, Etc., prepared by the Company include fiscal years in which significant increases or decreases in profits are expected and in which significant increases or decreases in free cash flows are expected. Specifically, in the Materials Handling Equipment Business, operating income is expected to decline, along with an associated significant decrease in free cash flow, in the fiscal year ending March 2026 due to record of costs related to engine certifications and the impact of the U.S. tariffs. A significant increase in net sales, operating income, and EBITDA is expected, along with an associated significant increase in free cash flow, in the fiscal year ending March 2027 due to the effects of price pass-through. In the fiscal year ending March 2028, a significant increase in free cash flow is expected due to the further price increase and

price pass-through. In the Automobile Business, operating income is expected to decline, along with an associated significant decrease in free cash flow, in the fiscal year ending March 2026 due to the impact of the U.S. tariffs and of the decline in vehicle sales and increase in research and development expenses. A significant increase in net sales, operating income, and EBITDA is expected, along with an associated significant increase in free cash flow, in the fiscal year ending March 2027 due to the launch of new models of vehicles and an increase in sales of electronic equipment for electric vehicles. In the fiscal year ending March 2028, a significant decrease in free cash flow is expected due to the increase in capital expenditures when compared to the previous fiscal year ending March 2027. In the Textile Machinery Business, a significant decrease in operating income and EBITDA is expected in the fiscal year ending March 2026 due to a decrease in the sales of spinning machinery and yarn examining machines in India and China. A significant increase in net sales, operating income, and EBITDA is expected in the fiscal year ending March 2027 due to the expected increase in sales resulting from the cyclical nature of the spinning and weaving machinery market; however, a significant decrease in free cash flow is expected due to the temporary increase in capital expenditures for rebuilding the Kariya Plant and renewing production equipment. Because such a large-scale capital investment is not planned in the fiscal year ending March 2028, a significant increase in free cash flow is expected when compared to the previous fiscal year ending March 2027. In other businesses, operating income is expected to significantly increase, along with an associated significant increase in free cash flow, in the fiscal year ending March 2026 due to the allocation of head office development expenses to Automobile Business. In the fiscal year ending March 2027, a significant decrease in operating income and EBITDA is expected when compared to the previous fiscal year ending March 2026, since such head office development expenses are allocated based on the incurred expenses and recorded as other businesses in the business plan.

Materials Handling Equipment Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	1,301,618	3,144,016	3,412,016
Operating income	49,163	205,963	234,967
EBITDA	132,196	374,817	407,134
Free cash flow	50,646	42,618	83,729

Automobile Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	570,674	1,309,469	1,338,469
Operating income	(1,274)	65,634	66,711
EBITDA	45,360	146,534	149,911
Free cash flow	(18,754)	32,706	21,307

Textile Machinery Business		(Millions of yen)	
	Fiscal year ending March 2026	Fiscal year ending March 2027	Fiscal year ending March 2028

	(six months)		
Net sales	44,843	90,400	93,600
Operating income	(1,475)	5,011	4,988
EBITDA	234	7,611	7,888
Free cash flow	(1,635)	(5,187)	1,292

Other businesses	(Millions of yen)		
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	24,186	56,115	55,915
Operating income	16,059	(6,602)	(6,700)
EBITDA	31,827	34,282	34,183
Free cash flow	(2,921)	7,273	8,442

(iv) Summary of the Fairness Opinion (SMBC Nikko Securities)

As of January 13, 2026, the Company obtained from SMBC Nikko Securities the Fairness Opinion (SMBC Nikko Securities) (Note 2) to the effect that the Tender Offer Price of 18,800 yen per share is fair for the Company's shareholders (excluding Toyota Fudosan, TMC, and Mr. Toyoda) from a financial standpoint. The Fairness Opinion (SMBC Nikko Securities) expresses the opinion that in light of the valuation results of the Company Shares based on the Business Plan, Etc., the Tender Offer Price of 18,800 yen per share is fair for the Company's shareholders (excluding Toyota Fudosan, TMC, and Mr. Toyoda) from a financial standpoint. After analyzing and reviewing the financial information, including the Business Plan, Etc., and having question and answer sessions with the Company, in addition to the review of the results of the Company Shares valuation conducted by SMBC Nikko Securities, the Fairness Opinion (SMBC Nikko Securities) was issued through the SMBC Nikko Securities' approval procedure regarding fairness opinions.

Note 2: In expressing the opinion stated in the Fairness Opinion (SMBC Nikko Securities), SMBC Nikko Securities assumed that all of the publicly available information, the information reviewed by SMBC Nikko Securities, provided to SMBC Nikko Securities, or discussed by SMBC Nikko Securities with the Company, and other information considered by SMBC Nikko Securities is accurate and complete. SMBC Nikko Securities relied on the accuracy and completeness of such information; and SMBC Nikko Securities has not independently verified, and has no responsibility or obligation to verify, the accuracy or completeness of such information. SMBC Nikko Securities does not make any representation or warranty as to the accuracy and completeness of such information. SMBC Nikko Securities assumed that the Company's management is not aware of any facts or circumstances finding the information provided to SMBC Nikko Securities or discussed with SMBC Nikko Securities to be inaccurate or misleading. SMBC Nikko Securities has neither independently evaluated, appraised, or assessed the assets and liabilities (including securities which Company owns, financial derivatives, off-balance-sheet assets and liabilities, and other contingent liabilities) of the Company and its related companies, nor

has it received any evaluation, appraisal, or assessment of them. SMBC Nikko Securities assumed that the Business Plan, Etc. were reasonably prepared or answered based on the best forecast and judgment of the management of the Company and that the Company's financial conditions would change in accordance with the Business Plan, Etc.; and SMBC Nikko Securities has not independently investigated the feasibility of the Business Plan, Etc., and relied on the Business Plan, Etc. and materials related thereto. Moreover, in expressing the opinion stated in the Fairness Opinion (SMBC Nikko Securities), SMBC Nikko Securities assumed that all the consents or permits and approvals by the government, competent authorities, and other parties (whether or not contractual) necessary for implementation of the Transactions would be obtained without having any adverse impact on the Company or interests anticipated to be generated from the Transactions. SMBC Nikko Securities is not a legal, accounting, or tax expert; and in expressing the opinion stated in the Fairness Opinion (SMBC Nikko Securities), SMBC Nikko Securities has not independently considered or analyzed the lawfulness, validity of, and appropriateness of accounting or tax treatment concerning the Transactions. SMBC Nikko Securities assumed that the Transactions would be appropriately and effectively implemented through all the appropriate legal, accounting, and tax procedures. Furthermore, SMBC Nikko Securities has not considered any impact of implementation of the Transactions on taxation of the Company and other stakeholders.

SMBC Nikko Securities serves as the Company's financial advisor for the Transactions; and in consideration for its services, SMBC Nikko Securities will receive fees (a substantial portion of which is contingent upon completion of the Transactions) from the Company. Moreover, the Company has agreed to reimburse SMBC Nikko Securities for actual out-of-pocket expenses and to indemnify SMBC Nikko Securities against certain liabilities. SMBC Nikko Securities and its related companies have provided or will provide the Company, TMC, Toyota Fudosan, or their related companies with investment banking services and other services related to securities/financial instruments transactions, banking services, and other services; and it has received or may receive in the future remuneration, etc. for the provision of such services. Furthermore, in the ordinary course of business, SMBC Nikko Securities may, from time to time, trade or own various financial instruments, including securities and financial derivatives of the Company, TMC, Toyota Fudosan, or their related parties for its own account or for account of its clients.

The expression of the opinion stated in the Fairness Opinion (SMBC Nikko Securities) does not state an opinion regarding the value or share price level of the Company Shares after implementation of the Transactions, nor does it recommend that specific purchase price is the only appropriate purchase price. SMBC Nikko Securities has neither been requested to state an opinion regarding the facts or assumptions

(including the Business Plan, Etc.) based on which the Transactions were determined, the Company's business decision to conduct the Transactions, or the relative merits of the Transactions compared with alternative transactions, nor has it stated an opinion regarding such aspects in the Fairness Opinion (SMBC Nikko Securities). SMBC Nikko Securities has neither been requested to consider that the Transactions or the Tender Offer Price is fair to the holders of securities other than common shares, creditors, and other stakeholders of the Company, nor has it considered such matter. Moreover, the expression of the opinion stated in the Fairness Opinion (SMBC Nikko Securities) does not present an opinion or view regarding the fairness of the amount, nature, or other aspects of the remuneration for the officers, directors, or employees, or those persons holding certain positions of the parties to the Transactions in comparison with the Tender Offer Price (whether fair from a financial perspective or not). Furthermore, SMBC Nikko Securities is under no obligation to the Company or its board of directors to solicit, and has not solicited, any third party to express an opinion on the Transactions. The opinion of SMBC Nikko Securities stated in the Fairness Opinion (SMBC Nikko Securities) neither states any opinion on the Company's shareholders' exercise of their voting rights or other shareholders' rights regarding the Transactions or solicits the Company's shareholders to do so, nor does it solicit or recommend that the Company's shareholders and other stakeholders tender in the Tender Offer, transfer, or acquire the Company Shares, or other matters related thereto. The expression of the opinion stated in the Fairness Opinion (SMBC Nikko Securities) is based on financial and capital markets, economic conditions, and other circumstances as of the preparation date of the Fairness Opinion (SMBC Nikko Securities), as well as information provided to or obtained by SMBC Nikko Securities by the preparation date of the Fairness Opinion (SMBC Nikko Securities). The content of the opinion stated in the Fairness Opinion (SMBC Nikko Securities) may be subject to changes in the circumstances in the future; however, SMBC Nikko Securities is not obligated to update, change, or reconfirm its opinion. The opinion stated in the Fairness Opinion (SMBC Nikko Securities) was provided only to the Company's board of directors solely for the purpose of providing reference information for the Company's board of directors to consider the Transactions. Accordingly, the content of the opinion stated in the Fairness Opinion (SMBC Nikko Securities) cannot be used for any purpose other than such purpose for the Company's board of directors.

B. Procurement by the Company of a share valuation report and a fairness opinion from EYSC, an independent third-party appraiser of the Company

(i) Name of appraiser and its relationship with the Company, TMC, and Toyota Fudosan

In expressing an opinion on the Tender Offer Price, in order to ensure fairness in the decision-making with respect to the Tender Offer Price presented by Toyota Fudosan, the Company requested that EYSC, which is a third-party appraiser independent from

Toyota Fudosan, TMC, and the Company, calculate the value of the Company Shares, and on January 13, 2026, the Company obtained the Company Share Valuation Report (EYSC).

EYSC is not a related party of the Company, Toyota Fudosan, Mr. Toyoda, or TMC, and has no material interest in the Transactions, including the Tender Offer. EYSC and other member firms in the EY network (collectively, the “**EY Firms**”) are professional firms that provide assurance, tax, strategy and transactions, and consulting services. Although EY Firms may currently or in the future provide services to the Company, Toyota Fudosan, Mr. Toyoda, and TMC, the Company appointed EYSC as a third-party appraiser, considering EYSC’s track record as a third-party appraiser and the fact that EYSC does not fall under the category of related parties to the Company, Toyota Fudosan, Mr. Toyoda, and TMC, and based on the view that there are no particular issues with the Company requesting EYSC to calculate the share value of the Company Shares. Furthermore, the Special Committee approved EYSC as a third-party appraiser at its 17th meeting, after confirming that there were no issues concerning their independence and expertise. The remuneration to be paid to EYSC will not include any contingency remuneration to be paid subject to conditions including the successful completion of the Transactions.

(ii) Summary of calculation

Based on the idea that it is appropriate to analyze the value of the Company Shares multilaterally, EYSC calculated the value of the Company Shares using the following calculation methods: the market price method, as the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange; the comparable company reference method, as there are multiple listed companies that are comparable to each of the Company’s businesses, and an estimate of the share value based on comparison with comparable listed companies is possible; and the DCF Method to account for the Company’s future business operations in the valuation. On January 13, 2026, the Company obtained from EYSC the Company Share Valuation Report (EYSC) (Note 1).

Note 1: In valuing the Company Shares, EYSC has, as a general principle, adopted the information provided by the Company and publicly available sources as received, without alteration, and has assumed that all such adopted information is accurate and complete. EYSC has not independently verified the accuracy or completeness of this information. Further, EY has not independently valued, appraised, or assessed the assets or liabilities (including contingent liabilities) of the Company and its affiliates, including any analysis or valuation of individual assets or liabilities. In addition, EYSC has assumed that the Company’s financial projections were reasonably prepared based on the best available forecasts and judgments of the Company’s management at the time. The valuation of the Company Shares by EYSC is based on the information stated above and economic conditions available up to January 13, 2026.

The ranges of the share values per share of the Company Shares calculated under each of the methods above in the Company Share Valuation Report (EYSC) are as follows.

Market price method (i):	16,891 yen to 18,200 yen
Market price method (ii):	12,228 yen to 13,225 yen
Comparable company reference method:	16,558 yen to 21,776 yen
DCF Method:	16,820 yen to 20,458 yen

The Business Plan, Etc. that EYSC used as a basis for the Company Share Valuation Report (EYSC) was prepared by the Company for a currently reasonably foreseeable period, taking into account the current earnings environment, the Company's business performance, and other relevant factors, covering three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028. The Business Plan, Etc. was formulated by a team composed of executive officers and employees of the Company who do not have a material interest between the Offeror for the purpose of considering the Transactions, and was approved after review by the Special Committee in early April 2025. Subsequently, as stated in the "Notice Concerning Revision of Forecast of Financial Results for FY2026" published by the Company on October 31, 2025, the Company revised only the forecast of financial results for the fiscal year ending March 2026, and thereafter the Business Plan, Etc. was re-approved by the Special Committee on November 25, 2025. The financial forecast for the fiscal year ending March 2027 and fiscal year ending March 2028 has not been revised. In addition, the synergy effects expected to be realized through the execution of the Transactions are not reflected in the Business Plan, Etc., as they are difficult to estimate in detail at this time.

Under the market price method, (i) by setting the record date for calculation as January 13, 2026 (the market price method using the same date as the calculation reference date shall hereinafter be referred to in this section as "**Market price method (i)**"), the range of values per Company Share was calculated to be 16,891 yen to 18,200 yen based on: 18,200 yen, which is the closing price of the calculation reference date; 17,900 yen, which is the simple average value of the closing prices for the one month before the record date; 17,349 yen, which is the simple average value of the closing prices for the three months before the record date; and 16,891 yen, which is the simple average value of the closing prices for the six months before the record date, on the Prime Market of the Tokyo Stock Exchange; and (ii) in order to eliminate the effect of the Speculative Reports on the share price, by setting the record date for calculation as April 25, 2025, which was the date of trading before the Speculative Reports were made (the market price method using the same date as the calculation reference date shall hereinafter be referred to in this section as "**Market price method (ii)**"), the range of values per Company Share was calculated to be 12,228 yen to 13,225 yen based on: 13,225 yen, which is the closing price of the calculation reference date; 12,470 yen, which is the simple average value of the closing prices for the one month before the record date; 12,773 yen, which is the simple average value of the closing prices for the three months before the record date; and 12,228 yen, which is the simple average value of the closing prices for the six months before the record date, on the Prime Market of the Tokyo Stock Exchange.

Under the comparable company reference method, EYSC selected KION GROUP AG, Jungheinrich AG, Daifuku Co., Ltd., and Kardex Holding AG as similarly listed companies that were determined to have a certain degree of similarity to the Company's Materials Handling Equipment Business; Denso, Aisin, JTEKT

Corporation, EXEDY Corporation, Aisan Industry Co., Ltd., Futaba Industrial Co., Ltd., and TPR Co., Ltd. as similarly listed companies that were determined to have a certain degree of similarity to the Company's Automobile Business; and Rieter Holding AG and SHIMA SEIKI MFG., LTD. as similarly listed companies that were determined to have a certain degree of similarity to the Company's Textile Machinery Business. Thereafter, the range of values per Company Share was calculated to be 16,558 yen to 21,776 yen, after calculating the business value using the EBITDA and EBITA multiple applied to business value and adjusting non-operating assets, interest-bearing liabilities (excluding sales-finance borrowings), and other relevant items. Although other businesses include businesses other than the Materials Handling Equipment Business, Automobile Business, and the Textile Machinery Business (the "**Main Businesses**"), they represent only a small proportion of the total financial forecast compared to the Main Businesses, but they also include capital expenditure and depreciation expenses common to the Main Businesses. Therefore, they are calculated using the multiple derived from the weighted average of the business value of the Main Businesses.

Under the DCF Method, the range of values per Company Share was calculated to be 16,820 yen to 20,458 yen by calculating the business value of the Company by discounting to the present value at a certain discount rate the free cash flow expected to be generated by each business of the Company in and after the third quarter of the fiscal year ending March 2026 on the assumption of various factors, including the earnings forecasts and investment plans in the business plan for the three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028, financial information of the Company for the second quarter of the fiscal year ending March 2026, as well as publicly available information and other materials prepared by the Company for currently reasonable foreseeable period, and adjusting non-operating assets, interest-bearing liabilities (excluding sales-finance borrowings), and other relevant items. The discount rate is based on the weighted average cost of capital, set within a range of: 9.0% to 11.0% for forklift business and 6.0% to 8.2% for logistics solution business in the Materials Handling Equipment Business; 6.2% to 7.3% for Automobile Business; 5.4% to 6.7% for Textile Machinery Business; and 7.4% to 9.4% for other businesses. For the calculation of terminal value, the perpetual growth method was adopted. Under the perpetual growth method, the perpetual growth rate is determined after a comprehensive assessment of external conditions, and is set within a range of 1.5% to 2.0% across all businesses, resulting in a terminal value of 1,741,404 million yen to 2,466,986 million yen. With respect to material non-operating assets, the amount of assessed market value and other relevant value of the Company's holding in common shares of TMC, Denso, Toyota Tsusho, and Aisin, after taking into account applicable tax effects, as well as the amount calculated based on the net assets equivalent to the Company's share as of the end of March 2025 for Toyota Fudosan's common shares, after taking into account the fair market value of the assets held and the applicable tax effects, are reflected.

The financial forecasts based on the Business Plan, Etc. prepared by the Company, which was used by EYSC for the calculation using the comparable company reference method and DCF Method are as described below. The financial forecasts under the Business Plan, Etc., prepared by the Company include fiscal years in which significant increases or decreases in profits are expected and in which significant increases or decreases in free cash flows are expected. Specifically, in the Materials Handling

Equipment Business, operating income is expected to decline, along with an associated significant decrease in free cash flow, in the fiscal year ending March 2026 due to record of costs related to engine certifications and the impact of the U.S. tariffs. A significant increase in net sales, operating income, and EBITDA is expected, along with an associated significant increase in free cash flow, in the fiscal year ending March 2027, due to the effects of price pass-through. In the fiscal year ending March 2028, a significant increase in free cash flow is expected, as M&A investments that had been anticipated in the previous fiscal year are not expected during this period. In the Automobile Business, operating income is expected to decline, along with an associated significant decrease in free cash flow, in the fiscal year ending March 2026 due to the impact of the U.S. tariffs and of the decline in vehicle sales and increase in research and development expenses. A significant increase in net sales, operating income, and EBITDA is expected, along with an associated significant increase in free cash flow, in the fiscal year ending March 2027 due to the launch of new model vehicles and increase in sales of electronic equipment for electric vehicles. In the fiscal year ending March 2028, a significant decrease in free cash flow is expected due to the increase in capital expenditures and other reasons when compared to the previous fiscal year ending March 2027. In the Textile Machinery Business, a significant decrease in operating income and EBITDA is expected in the fiscal year ending March 2026 due to decrease in number of sales of spinning machinery and yarn examining machine in India and China. A significant increase in net sales, operating income, and EBITDA is expected in the fiscal year ending March 2027 due to the expected increase in number of sales resulting from the cyclical nature of the spinning and weaving machinery market; however, a significant decrease in free cash flow is expected due to temporary capital expenditures for rebuilding the Kariya Plant and renewing production equipment. Because such a large-scale capital investment is not planned in the fiscal year ending March 2028, a significant increase in free cash flow when compared to the previous fiscal year ending March 2027. In other businesses, significant increase in free cash flow is expected in the fiscal year ending March 2027 due to reasons including decrease in the capital expenditure amount compared to the fiscal year ending March 2026. In the Business Plan, Etc. prepared by the Company, the profit of 10,000 million yen for the fiscal year ending March 2026 and the headquarters development expenses of 16,400 million yen for the fiscal years ending March 2027 and March 2028, which are included in other businesses, are each related to the Materials Handling Equipment Business and the Automobile Business, respectively. Accordingly, when these figures are used by EYSC for valuation purposes, they are reallocated to the respective businesses.

Materials Handling Equipment Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	1,301,618	3,144,016	3,412,016
Operating income	59,163	205,963	234,967
EBITDA	142,196	374,817	407,134
Free cash flow	(19,966)	(38,183)	72,148

Automobile Business (Millions of yen)

	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	570,674	1,309,469	1,338,469
Operating income	(1,274)	49,234	50,311
EBITDA	45,360	130,134	133,511
Free cash flow	(17,535)	15,978	7,744

Textile Machinery Business (Millions of yen)

	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	44,843	90,400	93,600
Operating income	(1,475)	5,011	4,988
EBITDA	234	7,611	7,888
Free cash flow	(1,629)	(5,187)	1,213

Other businesses (Millions of yen)

	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	24,186	56,115	55,915
Operating income	6,059	9,798	9,700
EBITDA	21,827	50,682	50,583
Free cash flow	(15,110)	20,010	19,081

(iii) Summary of the Fairness Opinion (EYSC)

As of January 13, 2026, the Company obtained from EYSC the Fairness Opinion (EYSC) (Note 2) to the effect that the Tender Offer Price of 18,800 yen per share is fair for the Company's shareholders (excluding Toyota Fudosan, Mr. Toyoda, TMC, and the Company holding the Company Shares as treasury shares) from a financial standpoint. The Fairness Opinion (EYSC) expresses the opinion that in light of the valuation results of the Company Shares based on the Business Plan, Etc., the Tender Offer Price of 18,800 yen per share is fair for the Company's shareholders (excluding Toyota Fudosan, Mr. Toyoda, TMC, and the Company holding the Company Shares as treasury shares) from a financial standpoint. After analyzing and reviewing the financial information, including the Business Plan, Etc., and having question and answer sessions with the Company, in addition to the review of the results of the Company Shares valuation conducted by EYSC, the Fairness Opinion (EYSC) was issued through deliberations and approval procedures of EYSC's committee regarding fairness opinions.

Note 2: EYSC has assumed that all information publicly disclosed by the Company, as well as all materials and information related to the business or financial matters of the Company and its affiliates provided

by the Company to EYSC (including oral explanations by the Company's or employees), are accurate and complete.

EYSC has not independently valued, appraised, or assessed the assets or liabilities (including contingent liabilities) of the Company and its affiliates, including any analysis or valuation of individual assets or liabilities.

EYSC has assumed that the Business Plan, Etc. provided by the Company have been reasonably prepared based on the Company's best available forecasts and judgments at this time, and that they represent realistic and neutral estimates rather than optimistic or conservative projections.

EYSC has assumed that all material information that could affect the share value of the Company has been provided by the Company to EYSC, and that there is no undisclosed material information, including subsequent events that have occurred up to January 13, 2026.

EYSC has assumed that all information regarding the Transactions and any related transactions contingent upon the completion of the Transactions (including but not limited to the Tender Offers for Own Shares) has been provided by the Company to EYSC.

The Fairness Opinion (EYSC) is intended solely to be used as part of the reference materials for the Company's board of directors in considering the Transactions and does not constitute any recommendation or solicitation with respect to the decisions of the Company's board of directors or shareholders.

The Fairness Opinion (EYSC) expresses an opinion from a financial standpoint on the fairness of the Tender Offer Price determined by the Offeror for the Company's shareholders (excluding Toyota Fudosan, Mr. Toyoda, TMC, and the Company holding the Company Shares as treasury shares). It does not express any opinion as to whether the Tender Offer Price is the most favorable compared to the terms of other potential transactions.

The Fairness Opinion (EYSC) addresses only the fairness from a financial standpoint of the Tender Offer Price in the Transactions for the Company's shareholders (excluding Toyota Fudosan, Mr. Toyoda, TMC, and the Company holding the Company Shares as treasury shares). It does not express any opinion on transaction terms or methods other than the Tender Offer Price, comparisons with alternative approaches, compensation of officers or employees of the parties involved in the Transactions, or accounting, tax, legal, or other matters. The Fairness Opinion (EYSC) is based on information, economic conditions, and other conditions available to EYSC as of the date of issuance of the Fairness Opinion (EYSC). EYSC has no obligation to update, revise, supplement, or reaffirm the Fairness Opinion (EYSC) in the event of any changes to such information, economic conditions, and other conditions after that date.

The Company shall not disclose to any third party, without the prior consent of EYSC, either the fact that EYSC has issued the Fairness Opinion (EYSC) or the contents of the Fairness Opinion (EYSC). If disclosure to a third party is made (including disclosure after obtaining EYSC's prior consent), the third party may not rely on the Fairness

Opinion (EYSC), and neither EYSC nor its affiliates shall bear any responsibility to any third party other than the Company.

C. Procurement by the special committee of a share valuation report and a fairness opinion from an independent financial advisor and third-party appraiser

(i) Name of appraiser and its relationship with the Company, Mr. Toyoda, TMC, and Toyota Fudosan

In considering the Advisory Matters (as defined in “(v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom” in “(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below), the Special Committee requested that Mitsubishi UFJ Morgan Stanley Securities, a financial advisor acting as a third-party appraiser independent from the Company, Mr. Toyoda, TMC, and Toyota Fudosan, calculate the share value of the Company Shares, and obtained the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) as of June 2, 2025.

Further, in considering the Additional Advisory Matters, the Special Committee requested that Mitsubishi UFJ Morgan Stanley Securities, a financial advisor acting as a third-party appraiser independent from the Company, Mr. Toyoda, TMC, and Toyota Fudosan, calculate the share value of the Company Shares and express an opinion on the fairness of the Tender Offer Price from a financial standpoint, and obtained the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities) as of January 13, 2026.

Mitsubishi UFJ Morgan Stanley Securities is not a related party of Toyota Fudosan, Mr. Toyoda, TMC, or the Company, and has no material interest in the Tender Offer. The remuneration to be paid to Mitsubishi UFJ Morgan Stanley Securities does not include any contingency remuneration to be paid subject to successful completion of the Transactions or other conditions.

(ii) Summary of the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities)

As a result of considering the calculation methods to be used in the Tender Offer, based on the idea that it is appropriate to calculate the value of the Company Shares multilaterally, Mitsubishi UFJ Morgan Stanley Securities calculated the share value of the Company using the following calculation methods: the market price analysis, as the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange and the market prices thereof exist; the comparable company analysis, as there are multiple listed companies that are comparable to the Company, and an analogical inference of the share value of the Company based on comparison with the market value of comparable listed companies is possible; and the DCF Analysis to reflect the intrinsic value based on the status of the Company's future business operations in the valuation (Note 1).

The ranges of the share values per share of the Company Shares calculated under each of the methods above are as follows.

Market price analysis (Reference Date 1):	13,425 yen to 18,260 yen
Market price analysis (Reference Date 2):	12,228 yen to 13,225 yen
Comparable company analysis:	13,656 yen to 18,029 yen
DCF Analysis:	15,665 yen to 19,888 yen

Under the market price analysis, (i) by setting the Reference Date for calculation as June 2, 2025 (the “**Reference Date 1**”, and market price analysis using the same date as the calculation base date is referred to as “**Market price analysis (Reference Date 1)**”), which was the business day immediately preceding the announcement date (June 3, 2025) of scheduled commencement of the Tender Offer the range of values per Company Share was calculated to be 13,425 yen to 18,260 yen based on: 18,260 yen, which is the closing price of the Company Shares on the Reference Date 1; 17,471 yen, which is the simple average value of the closing prices for the one month before the Reference Date 1 (rounded up or down to the nearest whole number; hereinafter the same to the calculation of the simple average closing prices); 14,442 yen, which is the simple average value of the closing prices for the three months before the Reference Date 1; and 13,425 yen, which is the simple average value of the closing prices for the six months before the Reference Date 1, on the Prime Market of the Tokyo Stock Exchange; and (ii) in order to eliminate the effect on the share price due to speculating media coverage by some of the press regarding the Transactions (after the end of the market hours on April 25, 2025), by setting the Reference Date for calculation as April 25, 2025 (the “**Reference Date 2**”, and market price analysis using the same date as the calculation base date is referred to as “**Market price analysis (Reference Date 2)**”), on which trading before such coverage took place, the range of values per Company Share was calculated to be 12,228 yen to 13,225 yen based on: 13,225 yen, which is the closing price of the Company Shares on the Reference Date 2; 12,470 yen, which is the simple average value of the closing prices for the one month before the Reference Date 2; 12,773 yen, which is the simple average value of the closing prices for the three months before the Reference Date 2; and 12,228 yen, which is the simple average value of the closing prices for the six months before the Reference Date 2, on the Prime Market of the Tokyo Stock Exchange.

Under the comparable company analysis, the range of values per Company Share was calculated to be 13,656 yen to 18,029 yen by analyzing the value of the Company Shares, by comparing with financial indices indicating the market price, profitability, etc. of comparable listed companies that operate businesses comparably similar to that of the Company.

Under the DCF Analysis, the range of values per Company Share was calculated to be 15,665 yen to 19,888 yen by analyzing the corporate value and share value of the Company by making certain financial adjustments such as by adding the value of cash equivalent or the like, including cash and deposits held by the Company, to the business value calculated by discounting to the present value at a certain discount rate the free cash flow expected to be generated by the Company in the future based on the future earnings forecasts in and after the fiscal year ending March 2026, which took into consideration various factors, including the business plan for the three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028,

performance results trends to date, as well as publicly available information and other materials.

The Company's business plan, which was used by Mitsubishi UFJ Morgan Stanley Securities as the basis for the calculation using the DCF Analysis, includes fiscal years in which significant increases or decreases in profits are expected compared to the previous fiscal years. Specifically, for the fiscal year ending March 2026, operating income is expected to decline due to the expected strong yen and an increase in personnel costs, and for the fiscal year ending March 2027, a significant increase in operating income is expected when compared to the previous fiscal year ending March 2026, in accordance with the increase in sales due to the recovery in vehicle sales in the automotive business and the increase in forklift sales.

The synergy effects expected to be realized by implementing the Transactions have not been taken into account in the business plan as it is difficult to accurately estimate them at the time of calculation.

Note 1      The analysis by Mitsubishi UFJ Morgan Stanley Securities in the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and the analysis of the value of the Company Shares which was used as the basis of such analysis, were conducted solely to serve as a reference by the Special Committee. Mitsubishi UFJ Morgan Stanley Securities does not state any opinion or make any recommendations to shareholders of the Company in relation to any behavior by the Offeror or such shareholders regarding the Tender Offer. Mitsubishi UFJ Morgan Stanley Securities does not recommend a specific tender offer price to the Special Committee, nor does it recommend that any specific tender offer price as the only appropriate tender offer price for the Tender Offer. When calculating the share value of the Company Shares in the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities), Mitsubishi UFJ Morgan Stanley Securities used information provided by the Special Committee and the Company, publicly available information, and other information as is in principle, assumed that those materials, information and the like were accurate and complete, and did not independently verify the accuracy and completeness thereof. In addition, with respect to the information regarding the financial forecast of the Company, Mitsubishi UFJ Morgan Stanley Securities assumed that such information was reasonably prepared by the Company based on the best forecast and judgments available as of June 2, 2025 (the "**Reference Date 1**"). Mitsubishi UFJ Morgan Stanley Securities assumed that all necessary licenses, approvals, consent or the like by governmental institutions and supervisory authorities can be obtained, and that no delays, restrictions, or conditions that may give material adverse effects to the Transactions will be attached thereto. Mitsubishi UFJ Morgan Stanley Securities is not a legal, accounting, tax, or IT advisor. Mitsubishi UFJ Morgan Stanley Securities is a financial advisor; it did not independently verify legal, accounting, tax, or IT-related issues, and relied upon judgments by the Special Committee and

the Company, as well as their legal, accounting, tax, and IT advisors and auditing firm. Mitsubishi UFJ Morgan Stanley Securities did not independently evaluate or appraise any assets or liabilities (off-balance-sheet assets and liabilities, and other contingent liabilities) of the Company or any of its affiliates, nor did it request that any third-party institution evaluate or appraise them. The calculation by Mitsubishi UFJ Morgan Stanley Securities reflects the above information up to the Reference Date 1 and is based on financial, market, and other conditions as of the Reference Date 1 and information available to Mitsubishi UFJ Morgan Stanley Securities as of the Reference Date 1. Events occurring after the Reference Date 1 may affect the assumptions used in the analyses by Mitsubishi UFJ Morgan Stanley Securities; however, Mitsubishi UFJ Morgan Stanley Securities does not undertake any obligation to update, revise, or reconfirm its analyses. The analyses by Mitsubishi UFJ Morgan Stanley Securities have gone through a complex process and are not necessarily suitable for partial analysis or summary description. The valuation range based on a specific analysis by Mitsubishi UFJ Morgan Stanley Securities cannot be construed as an evaluation by Mitsubishi UFJ Morgan Stanley Securities of the actual value of the Company. Mitsubishi UFJ Morgan Stanley Securities will provide services as a financial advisor to the Special Committee in connection with the Transactions and will receive a commission as consideration for such services. The commission to be paid to Mitsubishi UFJ Morgan Stanley Securities will only be a fixed remuneration and does not include any contingency remuneration to be paid subject to successful completion of the Transactions or any other conditions.

(iii) Summary of the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities)

Subsequently, in considering the Additional Advisory Matters, taking into account the fact that since the announcement date of the Tender Offer, significant changes affecting the value of the Company Shares have occurred, including shifts in the economic environment and fluctuations in foreign exchange rates, such as tariffs imposed by the U.S. administration under President Trump, as well as a rise in stock prices in the equity markets, particularly with the market stock prices of the shares of TMC and the Three Toyota Group Companies held by the Company have exhibited an upward trend, and other events have occurred that have had a substantial impact on the intrinsic value of the Company, the Special Committee requested that Mitsubishi UFJ Morgan Stanley Securities, a financial advisor acting as a third-party appraiser independent of the Special Committee, calculate the value of the Company Shares and analyze any financial affairs incidental thereto again, and as of January 13, 2026, the Special Committee obtained the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) from Mitsubishi UFJ Morgan Stanley Securities.

As a result of considering the calculation methods to be used in the Tender Offer, based on the idea that it is appropriate to calculate the value of the Company Shares

multilaterally, Mitsubishi UFJ Morgan Stanley Securities calculated the share value of the Company using the following calculation methods: the market price analysis, as the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange and the market prices thereof exist; the comparable company analysis, as there are multiple listed companies that are comparable to the Company, and an analogical inference of the share value of the Company based on comparison with the market value of comparable listed companies is possible; and the DCF Analysis to reflect the intrinsic value based on the status of the Company's future business operations in the valuation (Note 2).

The ranges of the share values per share of the Company Shares calculated under each of the methods above are as follows.

Market price analysis (Reference Date 3):	16,891 yen to 18,200 yen
Market price analysis (Reference Date 2):	12,228 yen to 13,225 yen
Comparable company analysis:	17,839 yen to 23,772 yen
DCF Analysis:	17,331 yen to 23,392 yen

Under the market price analysis, (i) by setting the Reference Date for calculation as January 13, 2026 (the “**Reference Date 3**”), and market price analysis using the same date as the calculation base date is referred to as “**Market price analysis (Reference Date 3)**”), which was the business day immediately preceding the announcement date (today) of commencement of the Tender Offer, the range of values per Company Share was calculated to be 16,891 yen to 18,200 yen based on: 18,200 yen, which is the closing price of the Company Shares on the Reference Date 3; 17,900 yen, which is the simple average value of the closing prices for the one month before the Reference Date 3 (rounded up or down to the nearest whole number; hereinafter the same to the calculation of the simple average closing prices); 17,349 yen, which is the simple average value of the closing prices for the three months before the Reference Date 3; and 16,891 yen, which is the simple average value of the closing prices for the six months before the Reference Date 3, on the Prime Market of the Tokyo Stock Exchange; and (ii) as stated in “(ii) Summary of the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities)” above, in order to eliminate the effect on the share price due to speculating media coverage by some of the press regarding the Transactions (after the end of the market hours on April 25, 2025), by setting the Reference Date 2 as April 25, 2025, on which trading before such coverage took place, the range of values per Company Share was calculated to be 12,228 yen to 13,225 yen based on: 13,225 yen, which is the closing price of the Company Shares on the Reference Date 2; 12,470 yen, which is the simple average value of the closing prices for the one month before the Reference Date 2; 12,773 yen, which is the simple average value of the closing prices for the three months before the Reference Date 2; and 12,228 yen, which is the simple average value of the closing prices for the six months before the Reference Date 2, on the Prime Market of the Tokyo Stock Exchange.

Under the comparable company analysis, similarly to the calculation in the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities), Mitsubishi UFJ Morgan Stanley Securities conducted a sum-of-the-parts analysis (“**SOTP Analysis**”) under which the value is assessed by classifying the Company’s business into Automobile Business, Materials Handling Equipment Business, Textile

Machinery Business, and other businesses. In the selection of comparable companies, Mitsubishi UFJ Morgan Stanley Securities selected KION GROUP AG and Jungheinrich AG as listed companies that operate businesses relatively similar to the Materials Handling Equipment Business; Denso, Aisin, Magna International Inc., and BorgWarner Inc. as listed companies that operate businesses relatively similar to the Automobile Business; and Rieter Holding AG as a listed company that operate businesses relatively similar to the Textile Machinery Business. Thereafter, the range of values per Company Share was calculated to be 17,839 yen to 23,772 yen, based on an analysis of the share value of the Company Shares using the EBITDA multiple applied to corporate value, with certain financial adjustments, including adding the value of cash and cash equivalents owned by the Company. Although other businesses include businesses other than the Main Businesses, they represent only a small proportion of the total financial forecast compared to the Main Businesses, but they also include capital expenditure and depreciation expenses common to the Main Businesses. Therefore, they are calculated using the EBITDA multiple derived from the weighted average of the EBITDA of the Main Businesses.

Under the DCF Analysis, similarly to the calculation in the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities), Mitsubishi UFJ Morgan Stanley Securities has conducted the SOTP analysis, and the range of values per Company Share was calculated to be 17,331 yen to 23,392 yen by analyzing the corporate value and share value of the Company by making certain financial adjustments such as by adding the value of cash equivalent or the like, including cash and deposits held by the Company, to the business value calculated by discounting to the present value at a certain discount rate the free cash flow expected to be generated by the Company in the future based on the future earnings forecasts in and after the fiscal year ending March 2026, which took into consideration various factors, including the business plan for the three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028, performance results trends to date, as well as publicly available information and other materials. The discount rate is based on the weighted average cost of capital, set within a range of: 7.00% to 8.00% for the Materials Handling Equipment Business; 6.00% to 7.00% for the Automobile Business; 4.00% to 5.00% for the Textile Machinery Business; and 6.50% to 7.50% for other businesses. For the calculation of terminal value, Mitsubishi UFJ Morgan Stanley Securities has adopted the multiple-based approach, with EBITDA multiple within a range of: 3.50 multiple to 4.50 multiple for the Materials Handling Equipment Business; 4.75 multiple to 5.75 multiple for the Automobile Business; 5.75 multiple to 6.75 multiple for the Textile Machinery Business; and 3.75 multiple to 4.75 multiple for other businesses, resulting in a present value of terminal value of 2,114,457 million yen to 2,714,163 million yen. With respect to material non-operating assets, the valuation includes the assessed market value and other relevant value of the Company's holding in common shares of TMC, Denso, Toyota Tsusho, and Aisin, after taking into account applicable tax effects, as well as the fair value (Note 3) of Toyota Fudosan's common shares as of the end of September 2025, after taking into account applicable tax effects.

Note 3: The valuation is based on the assessment applied to "Equity instruments measured at fair value through other comprehensive income (FVTOCI)" in the Consolidated Financial Statements and other section

in Financial Summary of the Company's Annual Financial Report for the 147th term.

Further, the financial forecasts based on the Business Plan, Etc. , which Mitsubishi UFJ Morgan Stanley Securities used as a basis for the calculation using the DCF Analysis, are as described below. The financial forecasts under the Business Plan, Etc. include fiscal years in which significant increases or decreases in profits are expected. Specifically, in the Materials Handling Equipment Business, operating income is expected to decline, along with an associated significant decrease in free cash flow, in the fiscal year ending March 2026 due to record of costs related to engine certifications and the impact of the U.S. tariffs. A significant increase in net sales, operating income, and EBITDA is expected, along with an associated significant increase in free cash flow, in the fiscal year ending March 2027 due to the effects of price pass-through. In the fiscal year ending March 2028, a significant increase in free cash flow is expected due to the further price increase and price pass-through. In the Automobile Business, operating income is expected to decline, along with an associated significant decrease in free cash flow, in the fiscal year ending March 2026 due to the impact of the U.S. tariffs and of the decline in vehicle sales and increase in research and development expenses. A significant increase in net sales, operating income, and EBITDA is expected, along with an associated significant increase in free cash flow, in the fiscal year ending March 2027 due to the launch of new model vehicles and increase in sales of electronic equipment for electric vehicles. In the Textile Machinery Business, a significant decrease in operating income and EBITDA is expected in the fiscal year ending March 2026 due to decrease in number of sales of spinning machinery and yarn examining machine in India and China; however, due to the decrease in corporate tax payments compared to the previous fiscal year ending March 2025, a significant increase in free cash flow is expected. A significant increase in net sales, operating income, and EBITDA is expected in the fiscal year ending March 2027 due to the expected increase in number of sales resulting from the cyclicity of the spinning and weaving machinery market; however, a significant decrease in free cash flow is expected due to the temporary increase in capital expenditures for rebuilding the Kariya Plant and renewing production equipment. Because such a large-scale capital investment is not planned in the fiscal year ending March 2028, a significant increase in free cash flow when compared to the previous fiscal year ending March 2027. In other businesses, operating income is expected to significantly increase, along with an associated significant increase in free cash flow, in the fiscal year ending March 2026 due to the allocation of head office development expenses to Automobile Business. In the fiscal year ending March 2027, a significant decrease in operating income and EBITDA is expected, along with an associated significant decrease in free cash flow, when compared to the previous fiscal year ending March 2026, since such head office development expenses are allocated based on the incurred expenses and recorded as other businesses in the business plan. In the fiscal year ending March 2028, a significant increase in free cash flow is expected due to the decrease in corporate tax payments compared to the previous fiscal year ending March 2027.

The Business Plan, Etc. that Mitsubishi UFJ Morgan Stanley Securities used as a basis for the valuation of the Company Shares was prepared by the Company for a currently reasonably foreseeable period, taking into account the current earnings environment, the Company's business performance, and other relevant factors, covering three fiscal

years from the fiscal year ending March 2026 to the fiscal year ending March 2028. The Business Plan, Etc. was formulated by a team composed of executive officers and employees of the Company who do not have a material interest between the Offeror for the purpose of considering the Transactions, and was approved after review by the Special Committee in early April 2025. Subsequently, as stated in the “Notice Concerning Revision of Forecast of Financial Results for FY2026” published by the Company on October 31, 2025, the Company revised only the forecast of financial results for the fiscal year ending March 2026, and thereafter the Business Plan, Etc. was re-approved by the Special Committee on November 25, 2025. The financial forecast for the fiscal year ending March 2027 and fiscal year ending March 2028 has not been revised. In addition, the synergy effects expected to be realized through the execution of the Transactions are not reflected in such business plan, as they are difficult to estimate in detail at this time.

Materials Handling Equipment Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	1,301,618	3,144,016	3,412,016
Operating income	49,163	205,963	234,967
EBITDA	132,196	374,817	407,134
Free cash flow	45,101	60,448	94,422

Automobile Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	570,674	1,309,469	1,338,469
Operating income	(1,274)	65,634	66,711
EBITDA	45,360	146,534	149,911
Free cash flow	(44,678)	27,748	23,924

Textile Machinery Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	44,843	90,400	93,600
Operating income	(1,475)	5,011	4,988
EBITDA	234	7,611	7,888
Free cash flow	(1,871)	(6,271)	676

Other businesses		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	24,186	56,115	55,915
Operating income	16,059	(6,602)	(6,700)
EBITDA	31,827	34,282	34,183

Free cash flow	70,363	11,656	18,686
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(iv) Summary of the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities)

As of January 13, 2026, the Special Committee obtained from Mitsubishi UFJ Morgan Stanley Securities the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities) to the effect that the Tender Offer Price of 18,800 yen per share is fair for the Company's shareholders (excluding TMC, Mr. Toyoda, and the Company, as well as the Offeror and its related companies) from a financial standpoint (Note 2). After analyzing and reviewing the Business Plan, Etc. and other financial information, submitted by the Company, and holding question and answer sessions between the Company and the Special Committee, in addition to reviewing the results of the Company Shares valuation conducted by Mitsubishi UFJ Morgan Stanley Securities, and holding question and answer sessions with the Company and the Special Committee regarding the circumstance and background leading to support of the Tender Offer, the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities) issued through approval by the committee, which consists of the Investment Banking Division and other professionals of Mitsubishi UFJ Morgan Stanley Securities and its related companies, in accordance with the ordinary internal procedures of Mitsubishi UFJ Morgan Stanley Securities.

Note 2: The analysis by Mitsubishi UFJ Morgan Stanley Securities in the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and the expression of opinion in the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities), and the analysis of the value of the Company Shares which was used as the basis of the foregoing, were conducted solely to serve as a reference by the Special Committee. The Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities) only deals with whether the Tender Offer Price is fair to shareholders of the Company (excluding TMC, Mr. Toyoda, and the Company, as well as the Offeror and its related companies) from a financial standpoint as of January 13, 2026; neither the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) nor the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities) has any reference to the value of the Company Shares after the Tender Offer or at any other point in time. Neither the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) nor the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities) states any opinion or make any recommendations to shareholders of the Company in relation to any behavior by the Offeror or such shareholders regarding the Tender Offer. Mitsubishi UFJ Morgan Stanley Securities does not recommend a specific tender offer price to the Special Committee, nor does it recommend that any specific tender offer price as the only appropriate tender offer price for the Tender Offer. When calculating the share value of the Company Shares in the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities), expressing opinion in the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities), and analyzing the value of the Company Shares which was used as the basis of the foregoing, Mitsubishi UFJ

Morgan Stanley Securities used information provided by the Special Committee and the Company, publicly available information, and other information as is in principle, assumed that those materials, information and the like were accurate and complete, and did not independently verify the accuracy and completeness thereof. When conducting analysis for the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities), expressing opinion in the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities), and analyzing the value of the Company Shares which was used as the basis of the foregoing, Mitsubishi UFJ Morgan Stanley Securities assumed that consolidated and non-consolidated internal financial statements provided by the Company were accurate in all aspects, and that they fairly indicated all items, without conducting any individual verification. In addition, when preparing the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities), with respect to the information regarding the financial forecast of the Company, Mitsubishi UFJ Morgan Stanley Securities assumed that such information was reasonably prepared by the Company based on the best forecast and judgments available as of January 13, 2026 (the “**Reference Date 3**”). Mitsubishi UFJ Morgan Stanley Securities assumed that all terms and conditions stated in agreements related to the Transactions would be fulfilled without any waiver, amendment, or delay. Mitsubishi UFJ Morgan Stanley Securities assumed that all necessary licenses, approvals, consent or the like by governmental institutions and supervisory authorities can be obtained, and that no delays, restrictions, or conditions that may give material adverse effects to the Transactions will be attached thereto. Mitsubishi UFJ Morgan Stanley Securities is not a legal, accounting, tax, or IT advisor. Mitsubishi UFJ Morgan Stanley Securities is a financial advisor; it did not independently verify legal, accounting, tax, or IT-related issues, and relied upon judgments by the Special Committee and the Company, as well as their legal, accounting, tax, and IT advisors and auditing firm. Mitsubishi UFJ Morgan Stanley Securities did not independently evaluate or appraise any assets or liabilities (off-balance-sheet assets and liabilities, and other contingent liabilities) of the Company or any of its affiliates, nor did it request that any third-party institution evaluate or appraise them. Mitsubishi UFJ Morgan Stanley Securities did not conduct any evaluation regarding the status of the pending litigation, etc. concerning the Company’s engine certification issue, and excluded the impact (including, but not limited to, details and amount of the sanction money and other expenses to be borne by the Company and its subsidiaries and affiliates, arising or in relation to such litigation, etc.) of such litigation, etc. from its analysis. The January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities) calculation by Mitsubishi UFJ Morgan Stanley Securities reflects the above information up to the Reference Date 3 and are based on financial, market, and other conditions as of the Reference Date 3 and information available to Mitsubishi UFJ Morgan

Stanley Securities as of the Reference Date 3. Events occurring after the Reference Date 3 may affect the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities), and the assumptions used in the analyses in the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities); however, Mitsubishi UFJ Morgan Stanley Securities does not undertake any obligation to update, revise, or reconfirm the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) or the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities). Upon Mitsubishi UFJ Morgan Stanley Securities' analysis in the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities), the expression of opinion in the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities), and the analysis of the Company Shares which was used as the basis of the foregoing, Mitsubishi UFJ Morgan Stanley Securities was not allowed to solicit any transaction entity in relation to acquisition, business integration, or other special transactions involving the Company, and it has not actually engaged in such solicitation. In addition, Mitsubishi UFJ Morgan Stanley Securities has not negotiated with any transaction entity that has expressed to Mitsubishi UFJ Morgan Stanley Securities, excluding the Offeror, any interest in the potential acquisition of the Company itself or any part of the businesses that comprise the Company. The analyses which were used as the basis of the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities) by Mitsubishi UFJ Morgan Stanley Securities have gone through a complex process and are not necessarily suitable for partial analysis or summary description. Mitsubishi UFJ Morgan Stanley Securities has considered all of its analyses results as a whole and has not placed any weight on any particular analyses or factors considered. When conducting its analyses, Mitsubishi UFJ Morgan Stanley Securities makes a number of assumptions regarding industry conditions, general business and economic conditions, and other matters, many of which are beyond the control of Mitsubishi UFJ Morgan Stanley Securities, the Company or the Offeror. All projections contained in Mitsubishi UFJ Morgan Stanley Securities' analyses are not necessarily indicative of future results or actual value, and such results or value could be largely better or worse than those suggested by such projections. The valuation range based on a specific analysis by Mitsubishi UFJ Morgan Stanley Securities cannot be construed as an evaluation by Mitsubishi UFJ Morgan Stanley Securities of the actual value of the Company. Mitsubishi UFJ Morgan Stanley Securities will provide services as a financial advisor to the Special Committee in connection with the Transactions and will receive a commission as consideration for such services. The commission to be paid to Mitsubishi UFJ Morgan Stanley Securities will only be a fixed remuneration and does not include any contingency remuneration to be paid subject to successful completion of the

Transactions or any other conditions. Within two years retrospectively from the Reference Date 3, Mitsubishi UFJ Morgan Stanley Securities or its related companies provided services as a financial advisor to the Company or financial services and the Offeror's related companies, and Mitsubishi UFJ Morgan Stanley Securities or its related companies received fees as consideration for such services. In addition, other than the services to be provided as the Special Committee's financial advisor in relation to the Transactions, Mitsubishi UFJ Morgan Stanley Securities and its related companies may provide services as a financial advisor or financial services in the future to the Company and the Offeror's related companies and may in the future receive fees as consideration for such services. Mitsubishi UFJ Morgan Stanley Securities and its related companies provide global financial services, including banking, securities, trust, investment management, credit services, and other financial services (hereinafter collectively referred to as the "**Financial Services**"). Securities services include provision of investment banking, finance and financial advisory services, as well as securities underwriting, trading, brokerage services, foreign exchange, commodities and derivatives transactions. Mitsubishi UFJ Morgan Stanley Securities and its related companies may, in the course of their ordinary securities underwriting, trading, brokerage and financial services, hold long or short positions in bonds, shares, or loans of parties related to the Transactions, currencies or commodities related to the Transactions, or related derivatives products, or otherwise provide Financial Services of Mitsubishi UFJ Morgan Stanley Securities and its related companies to parties related to the Transactions; they may also engage in trading or other transactions in their own accounts or accounts of their customers. Mitsubishi UFJ Morgan Stanley Securities and its related companies, as well as their directors, officers, and employees may make self-funded investments or may operate funds that make self-funded investments in bonds, shares or loans of parties related to the Transactions, or currencies or commodities related to the Transactions, or related derivatives products. Further, Mitsubishi UFJ Morgan Stanley Securities may conduct ordinary brokerage services for companies related to the Transactions.

- D. Procurement by Toyota Fudosan of a share valuation report from an independent financial advisor and a third-party appraiser
  - (i) Name of appraiser and its relationship with the Company, TMC, and Toyota Fudosan

When determining the Tender Offer Price, in order to ensure the fairness thereof, Toyota Fudosan requested Nomura Securities, the financial advisor and third-party appraiser of the Offeror that is independent from Toyota Fudosan, TMC, and the Company, to calculate the share value of the Company, and as of June 2, 2025 obtained a share valuation report (the "**June 2, 2025 Offeror Share Valuation Report**").

In addition, when determining the Tender Offer Price, in order to ensure the fairness thereof, the Offeror requested again Nomura Securities, the financial advisor and third-

party appraiser of the Offeror that is independent from the Offeror, the Offeror's Parent Company, Toyota Fudosan, TMC, and the Company, to calculate the share value of the Company, and as of January 13, 2026 obtained a share valuation report (the "**January 13, 2026 Offeror Share Valuation Report**") again. Please refer to "(ii) Summary of calculation" below for the details of the June 2, 2025 Offeror Share Valuation Report and January 13, 2026 Offeror Share Valuation Report. Nomura Securities, the financial advisor and third-party appraiser of the Offeror, is not a related party of Toyota Fudosan, TMC, or the Company, and does not have any material interest in the Tender Offer.

(ii) Summary of calculation

In order to ensure the fairness of the Tender Offer Price, Toyota Fudosan requested Nomura Securities, the financial advisor and third-party appraiser of the Offeror that is independent from Toyota Fudosan, TMC, and the Company, to calculate the share value of the Company before determining the Tender Offer Price.

Nomura Securities considered the Company's financial condition, and the trends and other factors concerning the market price of the Company Shares, and then concluded that it is appropriate to calculate the value of the Company Shares multilaterally; it thus considered which of several share value calculation methods should be used to calculate the share value of the Company. As a result, Nomura Securities calculated the share value of the Company using the following calculation methods: (i) the average market price method given that the market price of the Company Shares is available, (ii) the comparable companies method, as there are multiple listed companies that are comparable to the Company, and an analogical inference of the share value of the Company Shares based on comparable companies is possible, and (iii) the DCF Method to account for the Company's future business operations in the valuation, and Toyota Fudosan obtained the June 2, 2025 Offeror Share Valuation Report from Nomura Securities on June 2, 2025.

Nomura Securities is not affiliated with Toyota Fudosan, TMC, or the Company, and does not have a material interest in the Tender Offer. Since Toyota Fudosan believes that sufficient consideration has been given to the interests of the minority shareholders of the Company by comprehensively considering the various factors stated in "(B) Background, purpose, and decision-making process leading the Offeror to conduct the Tender Offer" in "(2) Basis of, and reasons for, the opinion regarding the Tender Offer" above, Toyota Fudosan has not obtained from Nomura Securities an opinion on the fairness of the Tender Offer Price (a fairness opinion).

The ranges of values per Company Share calculated by Nomura Securities using the aforementioned methods are as follows.

Average market price method (1):	From 12,228 yen to 13,225 yen
Average market price method (2):	From 13,366 yen to 18,115 yen
Comparable companies method:	From 13,741 yen to 16,414 yen
DCF Method:	From 15,271 yen to 17,303 yen

Based on the fact that the Speculative Reports were made (after the close of trading on April 25, 2025), the range of values per Company Share obtained from the average

market price method (1) is 12,228 yen to 13,225 yen, which is calculated, using April 25, 2025 as the record date (the “**Record Date (1)**”) in order to eliminate any impact on market prices that the Speculative Reports had caused, based on 13,225 yen, the closing price of the Company Shares quoted on the Prime Market of the Tokyo Stock Exchange on the Record Date (1), 12,937 yen, the simple average closing price over the preceding five-business day period starting from the Record Date (1), 12,470 yen, the simple average closing price over the preceding one-month period, 12,773 yen, the simple average closing price over the preceding three-month period, and 12,228 yen, the simple average closing price over the preceding six-month period. In addition, the range of values per Company Share obtained from the average market price method (2) is 13,366 yen to 18,115 yen, which is calculated, using May 30, 2025 as the record date (the “**Record Date (2)**”), based on 18,115 yen, the closing price of the Company Shares quoted on the Prime Market of the Tokyo Stock Exchange on the Record Date (2), 18,022 yen, the simple average closing price over the preceding five-business day period starting from the Record Date (2), 17,354 yen, the simple average closing price over the preceding one-month period, 14,379 yen, the simple average closing price over the preceding three-month period, and 13,366 yen, the simple average closing price over the preceding six-month period.

The range of values per Company Share obtained from the comparable companies method is 13,741 yen to 16,414 yen, which is derived by comparing the market share prices and financial indicators such as the profitability of listed companies engaged in relatively similar business to that of the Company.

The range of values per Company Share obtained from the DCF Method is 15,271 yen to 17,303 yen, which is derived by analyzing and evaluating the Company’s corporate value and share value as calculated by discounting to the present value at a certain discount rate the free cash flow that the Company is expected to generate in the future based on the Company’s estimated future earnings for the fiscal year ending March 31, 2026 and onwards, which take into account revenues and investment plans set out in the business plan of the Company for the ten fiscal years from the fiscal year ending March 31, 2026 to the fiscal year ending March 31, 2035 and was formulated by Toyota Fudosan for the purpose of calculating the share value of the Company and provided to Nomura Securities, interviews with the Company’s management, and the Company’s performance trends up to present, as well as other factors such as publicly released information. The Company’s business plan used for the analysis based on the DCF Method includes fiscal years in which a significant increase or decrease in profit is expected. Specifically, while operating profit is expected to decrease for the fiscal year ending March 31, 2026 due to factors such as the anticipated appreciation of the yen and increases in labor cost, operating profit is expected to increase significantly for the fiscal year ending March 31, 2027 year-on-year, driven by an increase in sales revenue resulting from the recovery in vehicle sales in the automotive business and an increase in the number of forklift sales. In addition, the business plan is not premised on the Transactions being executed, and does not reflect the synergies expected to be realized through the execution of the Transactions because such synergies are difficult to specifically estimate at the time of calculation.

Toyota Fudosan ultimately decided on the Initial Tender Offer Price of 16,300 yen on June 3, 2025 in light of the results of discussions and negotiations with the Company by comprehensively considering factors such as the result of the calculation of the

share value of the Company in the June 2, 2025 Offeror Share Valuation Report obtained from Nomura Securities, as well as the results of the due diligence of the Company conducted by Toyota Fudosan from late February to mid-May 2025, whether the board of directors of the Company can support the Tender Offer, and the prospect of shares being tendered in the Tender Offer.

Based on the fact that the Speculative Reports were made, the Initial Tender Offer Price of 16,300 yen represents a premium of 23.25% on 13,225 yen, which was the closing price for the Company Shares quoted on the Prime Market of the Tokyo Stock Exchange on April 25, 2025, before the Speculative Reports were made; a premium of 30.71% on 12,470 yen, which was the simple average closing price for the Company Shares over the one-month period prior to that date; a premium of 27.61% on 12,773 yen, which was the simple average closing price for the Company Shares over the three-month period prior to that date; and a premium of 33.30% on 12,228 yen, which was the simple average closing price over the six-month period prior to that date. In addition, the Tender Offer Price of 16,300 yen represents a discount of 10.73% on 18,260 yen, which was the closing price for the Company Shares quoted on the Prime Market of the Tokyo Stock Exchange on June 2, 2025 (which was the business day immediately preceding the announcement date of the planned commencement of the Tender Offer); a discount of 6.70% on 17,471 yen, which was the simple average closing price for the Company Shares over the one-month period prior to that date; a premium of 12.87% on 14,442 yen, which was the simple average closing price for the Company Shares over the three-month period prior to that date; and a premium of 21.42% on 13,425 yen, which was the simple average closing price over the six-month period prior to that date.

Subsequently, in order to ensure the fairness of the Tender Offer Price, the Offeror again requested Nomura Securities, the financial advisor and third-party appraiser of the Offeror that is independent from the Offeror, the Offeror's Parent Company, Toyota Fudosan, TMC, and the Company, to calculate the share value of the Company Shares before determining the Tender Offer Price.

As a result of re-examining the calculation methods to be used in the Tender Offer, Nomura Securities again calculated the share value of the Company Shares using the following calculation methods: (i) the average market price method given that the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange, (ii) the comparable companies method, as there are multiple listed companies that are comparable to the Company, and an analogical inference of the share value of the Company Shares based on comparable companies is possible, and (iii) the DCF Method to account for the Company's future business operations in the valuation, and the Offeror again obtained the January 13, 2026 Offeror Share Valuation Report from Nomura Securities (Note).

Nomura Securities is not affiliated with the Offeror, the Offeror's Parent Company, Toyota Fudosan, TMC, or the Company, and does not have a material interest in the Tender Offer. Since the Offeror believes that sufficient consideration has been given to the interests of the minority shareholders of the Company by comprehensively considering the various factors stated in "(B) Background, purpose, and decision-making process leading the Offeror to conduct the Tender Offer" in "(2) Basis of, and reasons for, the opinion regarding the Tender Offer" above, the Offeror has not

obtained from Nomura Securities an opinion on the fairness of the Tender Offer Price (a fairness opinion).

The ranges of values per Company Share calculated by Nomura Securities using the aforementioned methods are as follows:

Average market price method (1):	From 12,228 yen to 13,225 yen
Average market price method (2):	From 13,425 yen to 18,260 yen
Average market price method (3):	From 16,870 yen to 18,025 yen
Comparable companies method:	From 15,046 yen to 19,937 yen
DCF Method:	From 16,694 yen to 19,956 yen

Based on the fact that the Speculative Reports were made (after the close of trading on April 25, 2025), the range of values per Company Share obtained from the average market price method (1) is 12,228 yen to 13,225 yen, which is calculated, using April 25, 2025 as the Record Date (1) in order to eliminate any impact on market prices that the Speculative Reports had caused, based on 13,225 yen, the closing price of the Company Shares quoted on the Prime Market of the Tokyo Stock Exchange on the Record Date (1), 12,937 yen, the simple average closing price over the preceding five-business day period starting from the Record Date (1), 12,470 yen, the simple average closing price over the preceding one-month period, 12,773 yen, the simple average closing price over the preceding three-month period, and 12,228 yen, the simple average closing price over the preceding six-month period. In addition, the range of values per Company Share obtained from the average market price method (2) is 13,425 yen to 18,260 yen, which is calculated, using June 2, 2025 as the record date (the “**Record Date (2)**”), based on 18,260 yen, the closing price of the Company Shares quoted on the Prime Market of the Tokyo Stock Exchange on the Record Date (2), 18,051 yen, the simple average closing price over the preceding five-business day period starting from the Record Date (2), 17,471 yen, the simple average closing price over the preceding one-month period, 14,442 yen, the simple average closing price over the preceding three-month period, and 13,425 yen, the simple average closing price over the preceding six-month period.

Furthermore, the range of values per Company Share obtained from the average market price method (3) is 16,870 yen to 18,025 yen, which is calculated, using January 9, 2026 as the record date (the “**Record Date (3)**”), based on 18,005 yen, the closing price of the Company Shares quoted on the Prime Market of the Tokyo Stock Exchange on the Record Date (3), 18,025 yen, the simple average closing price over the preceding five-Business Day period starting from the Record Date (3), 17,848 yen, the simple average closing price over the preceding one-month period, 17,324 yen, the simple average closing price over the preceding three-month period, and 16,870 yen, the simple average closing price over the preceding six-month period.

The range of values per Company Share obtained from the comparable companies method is 15,046 yen to 19,937 yen, which is derived by comparing the market share prices and financial indicators such as the profitability of listed companies engaged in relatively similar business to that of the Company.

The range of values per Company Share obtained from the DCF Method is 16,694 yen to 19,956 yen, which is derived by analyzing and evaluating the Company’s corporate

value and share value as calculated by discounting to the present value at a certain discount rate the free cash flow that the Company is expected to generate in the future based on the Company's estimated future earnings for the third quarter of the fiscal year ending March 31, 2026 and onwards, which take into account revenues and investment plans set out in the business plan of the Company for the ten fiscal years from the fiscal year ending March 31, 2026 to the fiscal year ending March 31, 2035 and was formulated by the Offeror for the purpose of calculating the share value of the Company and provided to Nomura Securities, interviews with the Company's management, and the Company's performance trends up to present, as well as other factors such as publicly released information. The Company's business plan used for the analysis based on the DCF Method includes fiscal years in which a significant increase or decrease in profit is expected. Specifically, a significant increase or decrease in profit is expected for the fiscal year ending March 31, 2026 and the fiscal year ending March 31, 2027 due to the temporarily increased engine certification-related costs and the impact of U.S. tariffs (the fiscal year ending March 31, 2026: a decrease by 126.5 billion yen, a decrease by 45.1%, the fiscal year ending March 31, 2027: an increase by 92.9 billion yen, an increase by 60.3%). Similarly, the Company's business plan used for the analysis based on the DCF Method includes fiscal years in which a significant increase or decrease in free cash flow is expected. Specifically, a significant decrease in free cash flow is expected for the fiscal year ending March 31, 2026 due to the temporarily increased engine certification-related costs and the impact of U.S. tariffs (the fiscal year ending March 31, 2026: a decrease by 35 billion yen, a decrease by 32.2%), and a significant increase in free cash flow is expected for the fiscal year ending March 31, 2028, the fiscal year ending March 31, 2031, and the fiscal year ending March 31, 2034 because the scale of capital investment varies depending on the fiscal year (the fiscal year ending March 31, 2028: an increase by 83.2 billion yen, an increase by 113.0%, the fiscal year ending March 31, 2031: an increase by 68.4 billion yen, an increase by 67.1%, the fiscal year ending March 31, 2034: an increase by 93.9 billion yen, an increase by 80.1%). In addition, the business plan is not premised on the Transactions being executed, and does not reflect the synergies expected to be realized through the execution of the Transactions because such synergies are difficult to specifically estimate at the time of calculation.

The Offeror ultimately decided on the Tender Offer Price of 18,800 yen on January 13, 2026 in light of the results of discussions and negotiations with the Company by comprehensively considering factors such as the result of the calculation of the share value of the Company in the January 13, 2026 Offeror Share Valuation Report obtained from Nomura Securities, as well as the results of the due diligence of the Company conducted by the Offeror from late February to mid-May 2025, whether the board of directors of the Company can support the Tender Offer, and the prospect of shares being tendered in the Tender Offer.

Based on the fact that the Speculative Reports were made, the Tender Offer Price of 18,800 yen represents a premium of 42.16% on 13,225 yen, which was the closing price for the Company Shares quoted on the Prime Market of the Tokyo Stock Exchange on April 25, 2025, before the Speculative Reports were made; a premium of 50.76% on 12,470 yen, which was the simple average closing price over the one-month period prior to that date; a premium of 47.19% on 12,773 yen, which was the simple average closing price over the three-month period prior to that date; and a premium of 53.75% on 12,228 yen, which was the simple average closing price over

the six-month period prior to that date. In addition, the Tender Offer Price of 18,800 yen represents a premium of 3.30% on 18,200 yen, which was the closing price for the Company Shares quoted on the Prime Market of the Tokyo Stock Exchange on January 13, 2026 (which was the business day immediately preceding the announcement date of the commencement of the Tender Offer); a premium of 5.03% on 17,900 yen, which was the simple average closing price over the one-month period prior to that date; a premium of 8.36% on 17,349 yen, which was the simple average closing price over the three-month period prior to that date; and a premium of 11.30% on 16,891 yen, which was the simple average closing price over the six-month period prior to that date.

Note: In calculating the share value of the Company, Nomura Securities has assumed that the publicly available information and all of the information provided to it is accurate and complete and did not independently verify the accuracy and completeness of such information. Also, Nomura Securities has not conducted an independent evaluation, appraisal, or assessment, nor has it made any request to a third-party institution for any appraisal or assessment, with respect to any assets or liabilities (including derivatives, off-balance-sheet assets and liabilities, and other contingent liabilities) of the Company and any of its affiliates, including any analysis or evaluation of individual assets and liabilities. Nomura Securities assumed that the financial forecast (including profit plans and other information) of the Company had been reasonably considered or prepared based on the best projections and judgment made in good faith that were available to the management of Toyota Fudosan and the Offeror at the time of calculation. The calculation by Nomura Securities reflects the information and the economic conditions available to it as of May 30, 2025 regarding the June 2, 2025 Offeror Share Valuation Report, and as of January 13, 2026 regarding the January 13, 2026 Offeror Share Valuation Report. The sole purpose of the calculation by Nomura Securities is for the board of directors of Toyota Fudosan and the Offeror to use the calculation results as a reference for considering the share value of the Company.

(4) Expected delisting and reasons therefor

The Company Shares are listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange as of today. However, since the Offeror does not intend to set a limit on the number of share certificates, etc. to be purchased in the Tender Offer, the Company Shares may be delisted through prescribed procedures in accordance with the stock delisting criteria of the Tokyo Stock Exchange and the Nagoya Stock Exchange, depending on the result of the Tender Offer.

Further, even in the event that the delisting standards are not met upon the successful completion of the Tender Offer, as stated in “(5) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two-Step Acquisition”)” below, because the Offeror plans to implement the Squeeze-Out Procedures for the purpose of acquiring all of the Company Shares (excluding the Company Shares Held by TMC

and the own shares held by the Company) after the successful completion of the Tender Offer, if the Squeeze-Out Procedures are carried out, then the 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. After delisting, the Company Shares will no longer be traded on the Tokyo Stock Exchange or the Nagoya Stock Exchange.

(5) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two-Step Acquisition”)

As stated in “A. Summary of the Tender Offer” in “(2) Basis of, and reasons for, the opinion regarding the Tender Offer” above, if the Offeror is unable to acquire all of the Shares Subject to the Tender Offer through the Tender Offer, then the Offeror intends to implement the Squeeze-Out Procedures after the successful completion of the Tender Offer through the following procedures.

Promptly after the successful completion of the Tender Offer, the Offeror intends to request the Company to hold an extraordinary shareholders’ meeting at which the following proposals will be submitted (the “**Extraordinary Shareholders’ Meeting**”): (i) to conduct the Share Consolidation in accordance with Article 180 of the Companies Act; and (ii) to make a partial amendment to the Company’s Articles of Incorporation to abolish the provisions regarding shares less than one unit on the condition that the Share Consolidation becomes effective. The Offeror intends to approve each of those proposals at the Extraordinary Shareholders’ Meeting.

If the proposal for the Share Consolidation is approved at the Extraordinary Shareholders’ Meeting, the shareholders of the Company will come to own the number of Company Shares proportionate to the ratio of the Share Consolidation that is approved at the Extraordinary Shareholders’ Meeting as of the effective date of the Share Consolidation. If, due to the Share Consolidation, the number is a fraction less than one, each shareholder of the Company who holds such fractional shares will receive an amount of cash obtained by selling the Company Shares equivalent to the total number of shares less than one unit (with such aggregate sum rounded down to the nearest whole number; the “**Total Fractional Shares**”) to the Company or the Offeror as per the procedures specified in Article 235 of the Companies Act and other relevant laws and regulations. The purchase price for the number of the Company Shares equivalent to the Total Fractional Shares will be valued so that the amount of cash received by each shareholder who does not tender its shares in the Tender Offer (excluding TMC and the Company) as a result of the sale will be equal to the price obtained by multiplying the Tender Offer Price by the number of Company Shares owned by each such shareholder. The Offeror will request the Company to file a petition to the court for permission to sell such Company Shares to the Company or the Offeror on this basis.

In addition, although the ratio of the Share Consolidation has not been determined as of today, the Offeror intends to request the Company to set the ratio in a way that the number of Company Shares held by the shareholders who did not tender their shares in the Tender Offer (excluding TMC and the Company) will become less than one unit in order for the Offeror and TMC to become the sole owners of all of the Company Shares.

The Company intends to respond to these requests by the Offeror upon the successful completion of the Tender Offer. If the Extraordinary Shareholders' Meeting is to be held, it will be held around April, 2026 to mid-May, 2026; the specific procedures, time of holding the meeting, and other matters will be announced promptly after discussing with the Offeror and finalizing of such details.

Since the Company Shares subject to the Share Consolidation include the Company Shares held by the Depositary Banks that are represented by ADRs, if the abovementioned determination is made, the number of Company Shares held by the Depositary Banks after the Share Consolidation will also be a fractional number of less than one share. In this case, according to the ADR Registration Statements, the Depositary Banks may terminate the ADRs and deliver to each of the holders of the ADRs, in proportion to the number of the ADSs they hold and that are represented by the ADRs, cash equal to the amount obtained by converting the cash delivered to the Depositary Banks into US dollars and deducting the fees of the Depositary Banks and taxes, etc. in accordance with the terms set out in the ADRs.

According to the provisions of the Companies Act that aim to protect the rights of minority shareholders in relation to a share consolidation, the Companies Act provides that if a share consolidation occurs and there are fractions less than one as a result thereof, each shareholder of the Company who opposes such share consolidation may request that the Company purchase all of the Company Shares that would be a fraction less than one held by the relevant shareholder at a fair price, and such shareholders may file a petition to the court to determine the price of the Company Shares in accordance with the provisions of Articles 182-4 and 182-5 of the Companies Act and other relevant laws and regulations.

If the holders of ADRs intend to make a demand for purchase of shares and file a petition for a determination of the sale price, they are required to deliver their ADRs to the Depositary Banks and withdraw the Company Shares deposited with the Depositary Banks before making the demand and filing the petition pursuant to the provisions of Articles 182-4 and 182-5 of the Companies Act and other relevant laws and regulations.

As stated above, because the number of the Company Shares held by each of the Company's shareholders who does not tender its shares in the Tender Offer (excluding TMC and the Company) will become fractions less than one as a result of the Share Consolidation, each such shareholder of the Company who opposes the Share Consolidation will be able to file the above petition. The purchase price in the event of such filing will ultimately be determined by the court.

With regard to the above procedures, it is possible that, depending on circumstances such as any amendment to and enforcement of relevant laws and regulations and the interpretation thereof by authorities, more time may be required or alternative methods may be utilized to implement said procedures. However, even in such a case, the Offeror intends to adopt a method whereby the shareholders of the Company who do not tender their shares in the Tender Offer (excluding TMC and the Company) will ultimately receive cash consideration, which will be an amount equal to the number of Company Shares held by such shareholders multiplied by the Tender Offer Price. In

this case, it is expected that the same will apply to the amount of the money to be delivered to the Depositary Banks in relation to the Company Shares that are held by the Depositary Banks and represented by ADRs, and according to the ADR Registration Statements, the Depositary Banks may terminate ADRs and deliver to each of the holders of the ADRs, in proportion to the number of ADSs they hold and that are represented by the ADRs, cash equal to the amount obtained by converting the cash delivered to the Depositary Banks into US dollars and deducting the fees of the Depositary Banks and taxes, etc. in accordance with the terms set out in the ADRs. It is planned that the specific procedures, the timing of the implementation thereof, and other related matters will be announced by the Company promptly after such details are finalized upon consultation with the Offeror.

The Tender Offer is in no way intended to solicit the consent of the Company's shareholders at the Extraordinary Shareholders' Meeting. In addition, it is advised that the shareholders, at their own responsibility, consult with certified public tax accountants or other experts regarding the tax implications of their tendering in the Tender Offer or related procedures described above.

(6) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer

As of both June 3, 2025 and today, the Company is not a subsidiary of Toyota Fudosan, and the Tender Offer does not constitute a tender offer by a controlling shareholder. In addition, it is not planned for all or some of the management team members of the Company to directly or indirectly make capital contributions to the Offeror, and the Transactions, including the Tender Offer, do not constitute a so-called management buyout (MBO).

However, in light of the fact that (i) Toyota Fudosan directly holds 16,291,374 Company Shares (ownership percentage: 5.42%), (ii) there is a possibility that the interests of TMC, which is a major and largest shareholder of the Company holding 74,100,604 Company Shares (ownership percentage: 24.66%), and the interests of the minority shareholders of the Company would not necessarily align because it is planned that Toyota Fudosan and TMC, which is the largest shareholder of the Company, will execute the Master Agreement and TMC will make the Preferred Shares Contribution to the Offeror's Parent Company as well as that the Company and TMC plan to implement the Tender Offer for Own Shares (TMC) and the Share Repurchase, and (iii) Mr. Toyoda is the Chairman of the Board of Directors and Representative Director of TMC and he will make the Common Shares Contribution (Mr. Toyoda) to the Offeror's Parent Company after the settlement of the Tender Offer, Toyota Fudosan and the Offeror, and the Company have each taken the following measures in order to ensure the fairness of the Transactions, to eliminate the arbitrariness in the decision-making process when deciding to execute the Transactions, to ensure fairness, transparency, and objectivity in the decision-making, and to avoid conflicts of interest. Among the descriptions below, the measures taken by Toyota Fudosan and the Offeror are based on the explanations received from Toyota Fudosan and the Offeror.

(i) Procurement by Toyota Fudosan of a share valuation report from an independent financial advisor and third-party appraiser

- (ii) Procurement by the Company of a share valuation report and a fairness opinion from SMBC Nikko Securities, an independent financial advisor and a third-party appraiser of the Company
- (iii) Procurement by the Company of a share valuation report and a fairness opinion from EYSC, an independent third-party appraiser of the Company
- (iv) Procurement by the Company of advice from an independent law firm
- (v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom
- (vi) Procurement by the Company's special committee of a share valuation report and a fairness opinion from an independent financial advisor and third-party appraiser
- (vii) Procurement by the Company's special committee of advice from an independent law firm
- (viii) Establishment of an independent examination framework at the Company
- (ix) Approval of all disinterested directors of the Company and opinions from all audit and supervisory committee members of the Company that they have no objection
- (x) Ensuring objective circumstances to ensure the fairness of the Tender Offer
- (xi) Setting a minimum number of share certificates, etc. to be purchased that satisfies the majority of minority

The details are provided as follows:

- (i) Procurement by Toyota Fudosan of a share valuation report from an independent financial advisor and third-party appraiser

When determining the Tender Offer Price, in order to ensure the fairness thereof, Toyota Fudosan requested Nomura Securities, the financial advisor and third-party appraiser of the Offeror that is independent from Toyota Fudosan, TMC, and the Company, to calculate the share value of the Company, and obtained the June 2, 2025 Offeror Share Valuation Report and the January 13, 2026 Offeror Share Valuation Report, respectively. Please refer to “D. Procurement by Toyota Fudosan of a share valuation report from an independent financial advisor and third-party appraiser” in “(3) Matters regarding calculation” above for the details of the June 2, 2025 Offeror Share Valuation Report and the January 13, 2026 Offeror Share Valuation Report.

- (ii) Procurement by the Company of a share valuation report and a fairness opinion from SMBC Nikko Securities, an independent financial advisor and a third-party appraiser of the Company

The Company requested that SMBC Nikko Securities calculate the value of the Company Shares and express an opinion on the appropriateness of the Tender Offer Price (fairness opinion), and obtained the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities) on June 2, 2025, and the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities) and the Fairness Opinion (SMBC Nikko Securities) on January 13, 2026, respectively.

Please refer to “A. Procurement by the Company of a share valuation report and a fairness opinion from SMBC Nikko Securities, an independent financial advisor and a third-party appraiser of the Company” under “(3) Matters regarding calculation” above

for the details of the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities), the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities), and the Fairness Opinion (SMBC Nikko Securities).

- (iii) Procurement by the Company of a share valuation report and a fairness opinion from EYSC, an independent third-party appraiser of the Company

The Company requested that EYSC calculate the value of the Company Shares and express an opinion on the fairness of the Tender Offer Price (fairness opinion), and on January 13, 2026, obtained the Company Share Valuation Report (EYSC) and the Fairness Opinion (EYSC), respectively.

Please refer to “B. Procurement by the Company of a share valuation report and a fairness opinion from EYSC, an independent third-party appraiser of the Company” under “(3) Matters regarding calculation” above for the details of the Company Share Valuation Report (EYSC) and the Fairness Opinion (EYSC) obtained from the EYSC.

- (iv) Procurement by the Company of advice from an independent law firm

In order to ensure fairness and appropriateness in the decision-making at the Company’s board of directors meetings, the Company appointed Nishimura & Asahi as its legal advisor independent from Toyota Fudosan, Mr. Toyoda, TMC, and the Company, and obtained from Nishimura & Asahi legal advice concerning the process and method of decision-making by the Company’s board of directors, and other matters to be noted in the decision-making regarding the Tender Offer.

Nishimura & Asahi is not a related party of Toyota Fudosan, Mr. Toyoda, TMC, or the Company, and has no material interest in relation to the Tender Offer. The remuneration to be paid to Nishimura & Asahi will consist only of remuneration that is payable on an hourly basis regardless of whether the Transactions are successfully completed and will not include any contingency remuneration to be paid subject to the successful completion of the Transactions.

- (v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom

Following the Initial Proposal presented by TMC, in light of, among others, the fact that the Tender Offer is being conducted as a part of the Transactions that aim at taking the Company Shares private, on January 31, 2025, the board of directors of the Company established the Special Committee, which consists of the following three people: Mr. Junichi Handa (Outside, Independent Director of the Company and CEO of Management Wisdom Partners, Japan Inc.), Mr. Shuzo Sumi (Outside, Independent Director of the Company and Senior Executive Advisor for Tokio Marine & Nichido Fire Insurance Co., Ltd.), and Ms. Tokiko Shimizu (Outside, Independent Director of the Company and President of EmEco Corporation), all of whom are independent from the Company, Toyota Fudosan, Mr. Toyoda, and TMC, and have no interest in whether the Transactions are successfully implemented, in order to ensure the fairness of the Tender Offer Price, and also to eliminate arbitrariness in the decision-making on the Transactions, to ensure fairness, transparency, and objectivity in the Company’s decision-making process, and to avoid conflicts of interest. The board of directors of

the Company inquired with the Special Committee regarding: (i) the legitimacy and rationality of the purpose of the Transactions (including whether the Transactions contribute to improving the corporate value of the Company); (ii) the fairness of the procedures related to the Transactions (including whether sufficient consideration is given to the interests of the Company's shareholders); (iii) fairness and appropriateness of the conditions of the Transactions; (iv) pros and cons of expressing an opinion of the Company's board of directors to support the Tender Offer and recommending that the Company's shareholders tender their shares in the Tender Offer; and (v) whether implementation of the Transactions (including expression of an opinion of the Company's board of directors to support the Tender Offer and recommendation of the Company shareholders tendering their shares in the Tender Offer) causes a disadvantage to the minority shareholders of the Company (collectively, the "**Advisory Matters**"), and entrusted the Special Committee to submit the report regarding the Advisory Matters to the Company. A fixed-amount remuneration is to be paid to each of the members of the Special Committee in consideration of their work, irrespective of the contents of their report. Moreover, the board of the directors of the Company has decided to grant to the Special Committee the authorities to: appoint, at the cost of the Company, its own attorneys, appraisers, certified public accountants, and other advisors when the Special Committee deemed it necessary; and be substantially involved in the negotiation process regarding the conditions of the Transactions by confirming from the Company the policy of negotiations on the Transactions with the Special Committee in advance, receiving timely reports on the status of the negotiations, and giving opinions, instructions, or requests on material aspects. The Company has decided to make a decision regarding the Transactions with utmost respect for the determination of the Special Committee, and not to support the Tender Offer or the Transactions if the Special Committee determines that the conditions of Tender Offer or the Transactions are not appropriate.

The Special Committee carefully considered the Advisory Matters through information collection, consultation as needed, and other means, in addition to the total of 15 meetings held during the period from February 10, 2025 through June 3, 2025.

Specifically, the Special Committee approved first the appointment of the Company's financial advisor and third-party appraiser SMBC Nikko Securities, and its legal advisor Nishimura & Asahi, upon confirming that there were no problems with their independence and expertise. In addition, under the authority granted to the Special Committee, it appointed Mitsubishi UFJ Morgan Stanley Securities as its own financial advisor and third-party appraiser, and Gaien Partners as its own legal advisor on February 10, 2025, upon confirming that there were no problems with their independence and expertise. Furthermore, as stated in "(viii) Establishment of an independent examination framework at the Company" below, the Special Committee confirmed that there are no problems with the examination framework for the Transactions internally established by the Company from the viewpoint of independence and fairness. For the details of the consideration in the Company appointing SMBC Nikko Securities as its financial advisor and third-party appraiser, please refer to "(i) Name of appraiser and its relationship with the Company, TMC, and Toyota Fudosan" in "A. Procurement by the Company of a share valuation report and a fairness opinion from SMBC Nikko Securities, an independent financial advisor and a third-party appraiser of the Company" under "(3) Matters regarding calculation" above.

Mitsubishi UFJ Morgan Stanley Securities is not a related party of the Company, Toyota Fudosan, Mr. Toyoda, or TMC, and has no material interest that should be stated regarding the Transactions, including the Tender Offer. Mitsubishi UFJ Morgan Stanley Securities has the same parent company as MUFG Bank, and MUFG Bank engages in loan transactions as part of its ordinary banking transactions with the Company, and plans to offer a loan for the settlement related to the Tender Offer; however, since Mitsubishi UFJ Morgan Stanley Securities stated that, according to Article 36, paragraph (1) of the Act and the applicable laws and regulations under Article 70-4 of the Cabinet Office Order on Financial Instruments Business (Cabinet Office Order No. 52 of 2007, as amended), it has established and implemented an appropriate conflict of interest management system, including an information barrier measure, which strictly manages the information about the Company between Mitsubishi UFJ Morgan Stanley Securities, as a financial advisor and third-party appraiser, and MUFG Bank, and within the respective company, as an adverse effect prevention measure; therefore, Mitsubishi UFJ Morgan Stanley Securities provides services as a financial advisor and third-party appraiser without being affected by MUFG Bank's determination, and calculates the value of the Company Shares in the capacity independent from the lender position of MUFG Bank. Accordingly, the Special Committee appointed Mitsubishi UFJ Morgan Stanley Securities as its own financial advisor and third-party appraiser independent from the Company, Toyota Fudosan, Mr. Toyoda, and TMC, in light of, among others, the statement that a strict information management system has been established between Mitsubishi UFJ Morgan Stanley Securities and MUFG Bank, and within the respective company, and the fact that Mitsubishi UFJ Morgan Stanley Securities achieved performance as a third-party appraiser in the past in same types of transactions.

Then, based on the opinions obtained from Nishimura & Asahi and Gaien Partners, the Special Committee examined measures that should be taken to ensure the fairness of the procedures in the Transactions. In addition, based on the advice from Mitsubishi UFJ Morgan Stanley Securities, the Special Committee also received explanation from the Company on the details of, material preconditions to, and process of the preparation of, the Business Plan, Etc. prepared by the Company, and confirmed and approved the reasonableness of these matters. The Special Committee received explanations regarding the significance and purpose of the Transactions, impact on the Company's business, and other matters, which was followed by a question and answer session regarding these points; then, it presented questions and held a question and answer session with Toyota Fudosan regarding matters such as the purpose and background of the Transactions and the management policy after the Transactions. In addition, the Special Committee received reports from the Company and SMBC Nikko Securities from time to time regarding the negotiations between the Company and Toyota Fudosan, deliberated and examined them, and stated necessary opinions on the Company's negotiation policy as appropriate. Specifically, upon receipt of proposals of the Tender Offer Price from Toyota Fudosan, the Special Committee received a report on each of such proposals, received analysis results conducted by, and opinion from, SMBC Nikko Securities and Mitsubishi UFJ Morgan Stanley Securities regarding matters including the response policy, and then examined the proposals based on Mitsubishi UFJ Morgan Stanley Securities' advice provided from a financial standpoint. Then, the Special Committee was substantially involved in the overall process of discussions and negotiations between the Company and Toyota Fudosan regarding the conditions of the Transactions, including the Tender Offer Price, and the Tender Offer

Agreement such as by stating its opinion to the Company on matters that should be discussed with Toyota Fudosan in order to achieve the significance and purpose of the Transactions as the Company. As a result, on May 20, 2025, the Company received a proposal from Toyota Fudosan that included setting the Tender Offer Price at 16,300 yen per share; it ultimately received three proposals in total, which led to an increase from the initially proposed price by 11.29% (rounded to two decimal places).

Furthermore, the Special Committee received explanations from Nishimura & Asahi and Gaien Partners several times about the details of the draft of the June 3, 2025 Company Press Release concerning the Tender Offer that the Company planned to announce or submit, and confirmed that information will be disclosed appropriately. In addition, the Special Committee was substantially involved in the discussions and negotiations with Toyota Fudosan regarding the Tender Offer Price and the Tender Offer Agreement, such as by receiving a report in a timely manner upon the Company's receipt of proposals regarding the Tender Offer Price from Toyota Fudosan, by stating its opinion several times to the Company that the Company should request that Toyota Fudosan increase the Tender Offer Price, and by deliberating and examining the negotiation policy with Toyota Fudosan.

Under the above process, the Special Committee carefully deliberated and examined the Advisory Matters based on each of the above-stated explanations, advice from each advisor, and other materials for examination, and as a result thereof, on June 3, 2025, the Special Committee submitted the June 3, 2025 Report regarding the Advisory Matters to the Company's board of directors, with the unanimous consent of its members, under certain preconditions including that the details of explanations and materials disclosed to the Special Committee are true and correct. The Report is as outlined below.

a. Content of the Report

- (A) The Transactions are deemed to contribute to improvement of the Company's corporate value, and the purpose of the Transactions is considered to be legitimate and rational.
- (B) In the Transactions, appropriate measures are considered to have been taken to ensure fairness, and the negotiation process and procedures leading to the decision-making for the Transactions are considered to be fair.
- (C) The purchase price of the Tender Offer is considered to be an appropriate price that can be reasonably evaluated as considerably reflecting the Company's intrinsic value based on the results of the share valuations conducted by Mitsubishi UFJ Morgan Stanley Securities and SMBC Nikko Securities, among others. The other terms and conditions of the Transactions are also considered to be fair.
- (D) Considering (A) through (C) above, it is convincing for the Company's board of directors to express an opinion in support of the Tender Offer. Regarding the recommendation to the Company's shareholders to tender their shares in the Tender Offer, it is reasonable to decide to leave the decision as to whether to tender their shares in the Tender Offer to their discretion as of June 3, 2025, in light of the Tender Offer Price being lower than the closing price on the business day immediately preceding the announcement date of the Tender Offer and the simple average of the closing price over the preceding one-month period. It would be appropriate for the Special Committee and the

Company's board of directors to determine whether to recommend that shareholders of the Company tender their shares again at the time of commencement of the Tender Offer.

(E) In light of points (A) through (D) above, it is considered that proceeding with the Transactions, including the Tender Offer, would not be disadvantageous to the Company's minority shareholders.

b. Grounds for the Report

(A) Legitimacy and rationality of the purpose of the Transactions (including whether the Transactions will contribute to enhancement of the Company's corporate value)

The Special Committee conducted a detailed examination of the appropriateness and rationality of the specific details of the purpose of the Transactions in relation to the Company as stated in "(2) Basis of, and reasons for, the opinion regarding the Tender Offer" above, the impact of the Transactions on the Company's employees and business partners, and the possibility of improving the Company's corporate value based on these matters. Specifically, the Special Committee comprehensively verified, among other matters, measures Toyota Fudosan envisions to improve the Company's corporate value in its current business environment, how specific and practical those measures are, whether it is necessary to implement the Transactions in order to implement those measures, what advantages the Transactions will bring to the Company's business, and, on the other hand, whether there are any disadvantages and the expected extent thereof.

As a result, it is recognized that there is nothing particularly unreasonable in the significance and purpose of the Transactions, including the Tender Offer, envisaged by the Company and Toyota Fudosan as stated in "(2) Basis of, and reasons for, the opinion regarding the Tender Offer" above, and that the significance and purpose of the Transactions are the result of reasonable consideration. Therefore, the Special Committee has come to the conclusion (i) that the Transactions are being conducted for the purpose of improving the Company's corporate value and (ii) that nothing particularly unreasonable is recognized in the Company's judgment that the Transactions are necessary to implement each of the measures envisaged by the Company.

Furthermore, the Special Committee has confirmed that under Article 6, Paragraph 2 of the Tender Offer Agreement to be executed between Toyota Fudosan and the Company, Toyota Fudosan will maintain and respect the Company's management autonomy under the Company Group's corporate philosophy even after completion of the Transactions. Additionally, the Special Committee has determined that by making the Company a wholly owned subsidiary of the Offeror through the Transactions, it is expected that synergies and benefits that would have been difficult to realize while the Company remained listed will be generated, and that, at the same time, the necessity of maintaining the Company's listed status and the disadvantages of going private have been assessed as being limited, as stated below.

- a) The Transactions are aimed at: (i) the Company leading within the Toyota Group the business domain centered on the movement of goods, such as materials handling equipment and logistics solutions; and (ii) strengthening the competitiveness of the Company’s automotive business regarding the movement of people, through further deepening collaboration between the Company and the Toyota Group, and through these efforts, promoting the growth of the Toyota Group as a whole in the mobility industry by supporting the movement of information, under the Toyota Group’s broader vision of contributing to the development of the mobility industry in Japan and the world through taking on challenges to “transform into a mobility company.” The above vision is deeply resonant with the Company’s management team, and the purpose of the Transactions aligns with the direction the Company is pursuing and which the Company’s board of directors has discussed. Additionally, it is believed that pursuing the expansion of information and database utilization, which is essential for the Company to transform into a company that leads mobility companies through collaboration with Toyota Group companies, is a significant advantage of the Transactions.
- b) Toyota Fudosan, TMC, and Mr. Toyoda (collectively, “**Offeror Group**”) expect that the Transactions will serve as an opportunity to commence the allocation of businesses, technologies, and resources related to the movement of goods that are inefficiently dispersed throughout the Toyota Group, with the Company at the center. The Company believes that the Offeror Group’s thinking is reasonable and will contribute to the medium- to long-term enhancement of the Company’s corporate value.
- c) The Offeror Group is believed to have an accurate understanding of the following management issues that the logistics solutions business, which is the most important business for the Company’s business strategy, will face in the future, as well as the strategies to address these issues. The Special Committee also shares the same view on these management issues and strategies.
  - (i) Measures to strengthen competitiveness require significant upfront investments over the medium to long term, and some of which are unlikely to contribute to earnings in the short term.
  - (ii) Growth in the areas of information, data, and software may be critical for competitiveness, and it is important to make significant upfront investments and to make decisions more quickly than ever before in these areas.
  - (iii) Mobilizing management resources (particularly human resources and technology) across the group, beyond the scope of a single company, is considered to be a significant contributor to strengthening competitiveness.
- d) It is believed that the synergies Toyota Fudosan aims to achieve with the Company are feasible, considering that the Transactions are positioned within the Toyota Group’s vision as stated above, and enhancement of the Company’s corporate value is a prerequisite for this strategy, that TMC will make a significant investment even though it will hold non-voting

shares, that Toyota Fudosan will maintain capital and operational independence from all Toyota Group companies despite having a broad shareholder base within the Toyota Group, and that Mr. Toyoda, a member of the founding family of TMC, will hold voting rights in the Offeror's Parent Company.

- e) The Company, where the Toyota Group originated from, has been promoting collaboration among Toyota Group companies historically based on shared principles and guidelines such as the Toyoda Precepts and Toyota Production System (TPS). Therefore, it is believed that implementation of the Transactions between the Company and the Offeror Group, which share similar cultural backgrounds and values, will further enhance the likelihood of achieving the Toyota Group's vision and realizing synergies for both the Company and the Toyota Group.
- f) The Offeror Group has explicitly stated that it will consider the management policy after the Tender Offer thoroughly in consultation with the Company's management so that the Company will be able to aim for medium- to long-term growth without being influenced by short-term performance expectations from the stock market, while maintaining and strengthening the foundation of its current revenue business, by deepening business collaboration and coordination with the Toyota Group. Looking at what is expected of the Company following the Transactions, it is considered important to leverage the Company's strengths in the automotive business while maintaining the same level of operational flexibility as before. Regarding the materials handling equipment business, from a medium- to long-term perspective, it is planned to incorporate research and development results from Toyota Group companies in the automotive field into the Company's materials handling equipment business, in addition to the Company's own research and development in growth areas such as the integration of software and communication functions into industrial vehicles, electrification, and autonomous driving. In light of the foregoing, it is believed that even following completion of the Transactions, the Company's corporate culture of manufacturing rooted in the trust the Company has cultivated with its customers, which remains one of the Company's strengths, will be preserved. Moreover, by further developing the managerial capabilities and resources that have underpinned the Company's growth so far, it is expected that the Company will achieve continued advancements on its own.
- g) As the Transactions involve an acquisition using LBO financing, it is expected that the Company's net asset value will decrease significantly after completion of the Transactions. However, based on interviews with the Company, the Special Committee has confirmed that (i) it is not expected that the Company will need to raise funds through equity financing, considering its financial condition, in order to conduct investments based on its business plan, (ii) it is possible to raise funds as necessary from financial institutions which are the Company's business partners, and (iii) Toyota Fudosan has consulted with financial

institutions on the measures to limit the impact on the sales finance and logistics solutions businesses, and based on the status of these discussions, it has been confirmed that it is possible to avoid any damage to the Company's corporate value resulting from such borrowing and to maintain the Company's business competitiveness. In addition to this, Toyota Fudosan believes that "it can leverage the creditworthiness of the Toyota Group and establish a financial structure and support system that can meet significant capital needs, including equity financing," and given that this point is expected to be clearly stated in the press release, the disadvantages of delisting in terms of fundraising are considered to be minimal.

- h) Other general disadvantages of delisting include the possibility of business partners withdrawing, difficulties in recruiting personnel, and a decline in employee motivation. However, the Company, where the Toyota Group originated from, has a strong brand and credibility and its brand is already widely recognized and has a high level of name recognition. Additionally, it is planned to continue using the Company's brand in the business activities of the Company Group even after completion of the Transactions. Therefore, there will be no change in the Company Group's name recognition or social credibility. Furthermore, since Toyota Fudosan has clearly stated that it will cooperate to the greatest extent possible for the Company to maintain and develop its business relationships with existing customers, suppliers, and other stakeholders of its business, the likelihood of business partners withdrawing due to delisting is extremely low. Moreover, as Toyota Fudosan's basic policy is to maintain the employment of the Company's employees after the Transactions and not to change the employment conditions of the Company's employees in a disadvantageous manner, which will be explicitly mentioned in the press release (Article 6, Paragraph 9 of the Tender Offer Agreement stimulates the maintenance of the employment of the Company Group), there will be no impact on the social status of employees or on recruitment.

Based on the above points, and as a result of careful discussion and examination, the Special Committee reached a conclusion that the Transactions will contribute to the improvement of the corporate value of the Company, and that the purpose of the Transactions is legitimate and rational.

- (B) Fairness of the procedures related to the Transactions (including whether sufficient consideration has been given to the interests of the Company's shareholders)  
Based on the "Fair M&A Guidelines" published by the Ministry of Economy, Trade and Industry on June 28, 2019 (the "**Fair M&A Guidelines**"), the Special Committee examined the fairness of the negotiation process and decision-making procedures related to the Transactions.

- a) Establishment of an independent special committee
  - a. Time of establishment

In the Transactions, on December 16, 2024, TMC made the Initial Proposal to the Company to the effect that it wanted to start examining taking the Company private, and thereafter, the Company established the Special Committee on January 31, 2025, and the first Special Committee meeting was held on February 10, 2025.

As such, in the Transactions, the Special Committee became involved in the Transactions at an early stage after TMC proposed the Transactions, and it can be determined that the Special Committee's involvement in the Transactions has been ensured from the initial stage of the process of formulating the conditions of the Transactions.

b. Composition of the Special Committee members (independence, attributes, and expertise)

In the Transactions, in order to be careful in the Company's decision-making regarding the Transactions, and to eliminate arbitrariness and the risk of conflicts of interest and to ensure fairness in the decision-making process by the Company's board of directors, on January 31, 2025, the Company's board of directors appointed the following three people, all of whom are outside directors of the Company and are independent officers requested by the Tokyo Stock Exchange, with advice from Nishimura & Asahi, the Company's independent legal advisor, after confirming that they are independent from the Offeror Group and the Company Group and have no material interest in whether the Transactions are successfully completed that differs from that of minority shareholders: Mr. Junichi Handa (independent outside director of the Company), Mr. Shuzo Sumi (independent outside director of the Company), and Ms. Tokiko Shimizu (independent outside director of the Company).

Thus, it has been confirmed that the members of the Special Committee are independent of both the Offeror Group and the Company Group and that they do not have a material interest in whether the Transactions are successfully completed that differs from that of minority shareholders, and it can be determined that they were appointed with due consideration of their expertise and attributes.

c. Involvement in the negotiations with the Offeror regarding the conditions, etc. of the Transactions

When negotiating the conditions of, and other matters concerning, the Transactions (including the terms of the Tender Offer Agreement; the same applies in c.), the Company and the Offeror Group were to report the status of the negotiations to the Special Committee in a timely manner and receive its opinions, instructions, and requests on important aspects, as stated above, and a situation in which the Special Committee could be substantially involved in the negotiations between the Company and the Offeror Group regarding the conditions, etc. of the Transactions, including the Tender Offer Price, was ensured. The Special Committee gave instructions to the

Company's management on the negotiation policy when negotiating the conditions, etc. of the Transactions, including the Tender Offer Price.

Thus, it can be determined that the Special Committee was substantially involved in the negotiations between the Company and the Offeror Group regarding the Tender Offer Price and other conditions, etc. of the Transactions.

d. Advisors, etc.

The Special Committee appointed Mitsubishi UFJ Morgan Stanley Securities as its own financial advisor and third-party appraiser, and Gaien Partners as its own legal advisor, after confirming their independence, expertise, track records, etc. In addition, the Special Committee approved Nishimura & Asahi as an independent legal advisor and SMBC Nikko Securities as an independent financial advisor of the Company, after confirming their expertise, track records, etc., and received advice from Nishimura & Asahi and SMBC Nikko Securities as necessary.

Thus, it can be determined that the Special Committee carefully examined and discussed the rationality of the purpose of the Transactions, the fairness of the conditions of the Transactions, and other matters from the perspective of improving the Company's corporate value and ensuring the interests of its minority shareholders, while obtaining expert advice, opinions, etc. from each of the above outside advisors in a timely manner in the process of examining the Transactions.

e. Acquisition of information

Upon establishment of the Special Committee, the Company's board of directors resolved to authorize the Special Committee to request that, when making decisions regarding the Transactions, the Company's directors, employees, and other persons deemed necessary by the Special Committee attend meetings of the Special Committee and that they explain necessary information.

In addition, when examining the Transactions, the Special Committee received legal advice from Gaien Partners and Nishimura & Asahi on the decision-making process concerning the Transactions and the manner of operation of the Special Committee. In addition, in reviewing the materials regarding the present case, the Special Committee held question-and-answer sessions with management and other relevant personnel on the significance and purpose of the Transactions and the business plan, etc. of the Company, and with the Offeror Group, as stated above. Further, the Special Committee submitted written questions and additional questions to the Offeror Group and received responses several times to obtain sufficient information to examine the Transactions.

Thus, it can be determined that the Special Committee has established a framework that allows it to obtain important information, including non-public information, and to examine and make judgments regarding whether to conduct the Transactions and the appropriateness of the conditions thereof based on such information.

f. Remuneration

In examining the Transactions, the Company's board of directors will pay to the Special Committee members fixed remuneration that is payable regardless of whether the Transactions are successfully completed, as consideration for their duties, and the contingency remuneration system will not be adopted.

In light of the fact that remuneration for appropriately fulfilling the role required of the Special Committee in examining the Transactions will be paid regardless of whether the Transactions are successfully completed, it can be determined that an environment has been created in which each member of the Special Committee can easily make a commitment in terms of time and effort and make judgments from a position independent of whether the Transactions are successfully completed.

g. Handling of the Special Committee's judgments at the Company's board of directors' meetings

When establishing the Special Committee, the Company's board of directors resolved that it would position the Special Committee as a consultative body independent of itself, and when making decisions on the Transactions, it would respect the Special Committee's opinions to the fullest extent possible, and if the Special Committee determined that the conditions of the Tender Offer or the Transactions were not appropriate, that it would not support the Tender Offer. The Company's board of directors further resolved that, in relation to the negotiations regarding the conditions of the Transactions with the Offeror Group, it would give to the Special Committee the authority to be substantially involved in the negotiation process, such as by confirming the policy thereof in advance and by receiving timely reports on the status of the negotiations and giving opinions, instructions, or requests at important moments, as well as the authority to appoint its own advisors at the Company's reasonable expense if the Special Committee deemed it necessary.

Thus, it can be determined that a framework has been ensured in which the Company's board of directors of the Company can make decisions respecting the opinions of the Special Committee regarding the Transactions.

h. The Company's internal examination framework

Out of the Company's directors, Mr. Shigeki Terashi served as a director of TMC until May 2021, and Mr. Kazunari Kumakura has been concurrently serving as General Manager of the Purchasing Management Division of TMC. In light of this fact, from the viewpoint of avoiding potential conflicts of interest, after receiving the Initial Proposal from TMC on December 16, 2024 stating that it wanted to start examining taking the Company private, Mr. Terashi and Mr. Kumakura did not participate in the deliberations and resolutions by the board of directors concerning the Transactions, including the board of directors meeting held on January 31, 2025 in which the establishment of the Special Committee was resolved, nor did they participate in the considerations of the Transactions or in the discussions or negotiations regarding the conditions of the Transactions, including the Tender Offer Price, between the Company and the Offeror Group from the Company's standpoint.

Thus, it can be determined that the Company has established an internal framework that enabled it to conduct examinations and negotiations from a standpoint independent of the Offeror Group in the Transactions.

i. Sub-summary

As stated above, it can be determined that, in examining the Transactions, efforts were actively made to enhance the effectiveness of the Special Committee, and that the Special Committee has functioned effectively.

b) Acquisition of independent expert advice or the like from outside experts

It can be determined that both the Company and the Special Committee have obtained independent expert advice or the like from outside experts as follows.

a. Appointment of independent legal advisors and acquisition of advice therefrom

It can be determined that immediately after TMC proposed the Transactions, the Company appointed Nishimura & Asahi, which is independent of the Offeror Group and the Company Group, as a legal advisor for the Transactions, and that, since then, it has been receiving necessary legal advice regarding measures that should be taken to ensure the fairness of the procedures in the Transactions, various procedures in the Transactions, and matters including the method and process of the Company's decision-making concerning the Transactions. The Special Committee approved the above-stated appointment of Nishimura & Asahi as the Company's legal advisor.

For details of the Special Committee appointing Gaien Partners as its own legal advisor and receiving necessary legal advice regarding measures that should be taken to ensure the fairness of the procedures in the Transactions, and matters including the method

and process of deliberation by the Special Committee concerning the Transactions, please refer to d. in a) above.

- b. Appointment of independent financial advisors and third-party appraisers, and acquisition of share valuation reports therefrom  
The Company appointed SMBC Nikko Securities, which is independent of the Offeror Group and the Company Group, as the financial advisor and third-party appraiser for the Transactions, and obtained advice on examining the structure of the Transactions, alternative means, and alternative transactions, and price negotiations and other matters; in addition, the Company requested that SMBC Nikko Securities calculate the value of the Company Shares and obtained the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities) regarding the valuation results of the Company Shares as of June 2, 2025 (please refer to b. in a) in (C) below.). The Special Committee approved the appointment of SMBC Nikko Securities as the Company's financial advisor.

For details of the Special Committee appointing Mitsubishi UFJ Morgan Stanley Securities as its own financial advisor and third-party appraiser, please refer to d. in a) in (B) above, and for details of the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) regarding the calculation of the share value of the Company Shares acquired on June 2, 2025, please refer to a. in a) in (C) below.

- c) Securing opportunities for other acquirers to propose acquisitions (market check)  
The Tender Offer Period is 20 business days. The Tender Offer is a so-called pre-announced tender offer, and since there is a relatively long period between the announcement of the Tender Offer and its commencement, minority shareholders will have sufficient time to make an appropriate decision regarding their participation in the Tender Offer, and other parties other than the Offeror will also have sufficient opportunity to purchase the Company's shares.

The Tender Offer Agreement stipulates the Company's obligation to express an opinion in support of the Tender Offer. However, with respect to such obligation, a "fiduciary-out" clause is stipulated, which allows the Company to change or withdraws its opinion (i) if a party other than Toyota Fudosan or the Offeror makes a counter-proposal that includes the delisting of the Company Shares at the amount of consideration (whether in money, shares, or otherwise) equivalent to an amount that is 5% or more higher than the Tender Offer Price; and (ii) if it is objectively and reasonably recognized that there will be a high probability that maintaining the opinion in support of the Tender Offer even with such proposal will constitute a breach of due care of a prudent manager as a director of the Company. The agreement will not include any clause prohibiting the Company from contacting a competing offeror or requiring the Company to pay breakup fees when it

is in support of the acquisition proposal by the competing offeror. In addition, there is no other agreement between the Company and Toyota Fudosan that excessively restricts the Company's contact with the competing offeror.

d) Matters Concerning setting of the majority of minority condition

The “majority of minority” condition is, when implementing an M&A and where intentions of shareholders regarding whether to accept such M&A will be presented by exercising voting rights on whether to support the M&A or by tendering their shares to the tender offer or not, to set a precondition to the successful completion of the M&A to obtain support from the majority of shares held by minority shareholders, and to publicly announce that precondition in advance. It has a function that places greater emphasis on securing opportunities for minor shareholders to make decisions.

In the Transactions, Toyota Fudosan, Mr. Toyoda, and TMC respectively holds, as of June 3, 2025, 16,291,374 shares (ownership percentage: 5.42%), 141,600 shares (ownership percentage: 0.05%), and 74,100,604 shares (ownership percentage: 24.66%) of the Company Shares. The minimum number of shares to be purchased set as of June 3, 2025 (126,216,300 shares (ownership percentage: 42.01%)) has been set at a level that exceeds the number of shares equal to the majority of (i) the total number of issued shares of the Company as of March 31, 2025 (325,840,640 shares) as stated in the “FY2025 Consolidated Financial Results<IFRS>” published by the Company on April 25, 2025 minus (ii) the number of own shares (25,365,334 shares) obtained from the number of own shares held by the Company as of March 31, 2025 (24,440,334 shares) plus the number of own shares acquired through the share repurchase conducted by the Company during the period from April 1, 2025 to April 30, 2025 (801,700 shares) as stated in the “Notice Concerning the Status of Repurchase of Shares of Treasury Stock” announced by the Company on May 7, 2025 and the number of shares of own shares acquired through the share repurchase conducted by the Company during the period from May 1, 2025 to May 12, 2025 (123,300 shares) as stated in the “Notice Concerning the Status and Completion of the Repurchase of Shares of our Common Stock” announced by the Company on May 14, 2025, the Company Shares Held by Toyota Fudosan (16,291,374 shares), the Company Shares held by Mr. Toyoda as of June 3, 2025 (141,600 shares), and the Company Shares Held by TMC (74,100,604 shares) (209,941,728 shares (ownership percentage: 69.87%) (the majority of which is 104,970,865 shares (ownership percentage: 34.93%)) (rounded up to the nearest whole number). This constitutes the majority of the number of Company Shares held by the shareholders of the Company who do not have an interest in Toyota Fudosan, i.e., a so-called “majority of minority”).

e) Enhancement of the Information Provision to Minority Shareholders and Improvement of the Transparency of the Process

a. Information About the Special Committee

In the Transactions, the materials disclosed by the Company will include the following information: (i) information about the independence or expertise of the members of the Special Committee; (ii) information about the details of the authority granted to the Special Committee; (iii) if the Special Committee determined that the conditions of the Tender Offer or the Transactions are not appropriate, the resolution of the Company's board of directors that it will not agree to the Tender Offer or the Transactions; (iv) process of consideration in the Special Committee, (v) information about the fact that the Special Committee is substantially involved in the negotiations between the Company and Toyota Fudosan; (vi) the details of the report from the Special Committee and the reason therefor (including the legitimacy and rationality of the purpose of the Transactions, the fairness of the procedures related to the Transactions, the fairness and appropriateness of the conditions of the Transactions, pros and cons of expressing an opinion of the Company's board of directors to support the Tender Offer and recommending that the Company's shareholders tender their shares in the Tender Offer; and whether implementation of the Transactions causes a disadvantage to the minority shareholders of the Company); and (vii) the effect that the remuneration to be paid to the Special Committee member is fixed. Therefore, it is deemed that the Transactions will satisfy the information disclosure requirements set forth in the Fair M&A Guidelines.

**b. Information About the Share Valuation Report**

In the Transactions, the materials disclosed by the Company will include the following information: (i) with respect to the contents of the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities), information about each calculation method (market price analysis, comparable companies analysis, and DCF Analysis for the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and market price method, comparable companies method, and DCF Method for the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities)), and process of calculating the share value of the Company based thereon; and (ii) the fact that Mitsubishi UFJ Morgan Stanley Securities and SMBC Nikko Securities have independence from the Offeror Group and the Company Group, and have no material interest which is different from the minority shareholders concerning whether the Transactions are successfully completed. Therefore, it is deemed that the Transactions will satisfy the information disclosure requirements set forth in the Fair M&A Guidelines.

**c. Other information**

In the Transactions, the materials disclosed by the Company will include the following information: (i) information about the processes leading to the implementation of the Transactions; (ii)

background and purpose of choosing to conduct the Transactions at this time; (iii) internal examination framework that excludes the Company's director who is a former TMC director and currently serves as the head of procurement at TMC to eliminate the impact from the structural conflicts of interest; (iv) process of consultations and negotiations regarding the conditions of the Transactions between the Company and the Offeror Group; (v) whether or not there is any agreement that includes deal protection provisions which excessively prohibit the Company from having contact with a competing offeror; (vi) voting results to the resolution of the board of directors, and where the members who had an interest in deciding whether to approve the Transactions did not participate. Therefore, it is deemed that the Transactions will satisfy the information disclosure requirements set forth in the Fair M&A Guidelines.

f) Elimination of Coercion

In the Transactions, (i) after the Tender Offer, the Squeeze-Out Procedures through the Share Consolidation are scheduled to limit the Company's shareholders only to the Offeror and Toyota Motor; however, no scheme has been scheduled in which shareholders who have objection to the Transactions do not have the right to request the purchase of shares. (ii) It is scheduled to be disclosed that (a) if the Tender Offer is successfully completed, the Squeeze-Out Procedures are implemented, and that (b) in the Squeeze-Out Procedures, the amount of money to be delivered to the Company's shareholders who did not tender their shares in the Tender Offer will be the same as the price obtained by multiplying the Tender Offer Price by the number of shares of common stock of the Company held by that each shareholder. Therefore, it can be said that consideration is given to the minority shareholders, whether or not they tender their shares in the Tender Offer, to avoid a situation where it is expected that they are treated unfavorably if they did not tender their shares in the Tender Offer.

Thus, in the Transactions, it can be said that consideration is given to avoid coercion to the minority shareholders, and it is deemed that measures that contribute to ensuring the fairness of the procedures are being taken.

g) Sub-summary

In light of the above, after careful discussion and deliberation, the Special Committee has concluded that, from the perspective of considering the interests of our shareholders, appropriate fairness ensuring measures are taken in accordance with the fairness ensuring measures stipulated in the Fair M&A Guidelines, and that the negotiation process and decision-making process regarding the Transactions are appropriate.

(C) Matters Concerning the Fairness and Reasonableness of the Conditions of the Transactions

a) Procurement of a Share Valuation Report from a Third-Party Appraiser

- a. Procurement by the Special Committee of a Share Valuation Report from Mitsubishi UFJ Morgan Stanley Securities  
According to the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities), the share value per Company Share ranges based on a market price analysis (record date 1) with June 2, 2025, the business day immediately preceding the announcement date of the Tender Offer, as the record date, and ranges from 13,425 yen to 18,260 yen. To exclude the impact on stock prices caused by Speculative Reports by certain media outlets regarding the Transactions (after the close of trading on April 25, 2025), the market price analysis (record date 2) as of April 25, 2025, which is the trading date before such Speculative Reports, ranges from 12,228 yen to 13,225 yen. The comparable company analysis ranges from 13,656 yen to 18,029 yen, and the DCF Analysis ranges from 15,665 yen to 19,888 yen. The Tender Offer Price of 16,300 yen exceeds the midpoint of the market stock price analysis (record date 1), the upper limit of the market stock price analysis (record date 2), and the midpoint of the comparable company analysis; moreover, it is within the range of the DCF Analysis.
- b. Procurement by the Company of a Share Valuation Report from SMBC Nikko Securities  
According to the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities), the share value per Company Share, calculated using the market price method (i) with June 2, 2025, as the record date, ranges from 13,425 yen to 17,471 yen. To exclude the impact of Speculative Reports on stock prices, the market price method (ii), using April 25, 2025, which is the trading date before such Speculative Reports as the record date, ranges from 12,228 yen to 12,773 yen. The comparable listed company method results ranges from 15,269 yen to 17,825 yen, and the DCF Method results ranges from 14,229 yen to 18,400 yen. The Tender Offer Price of 16,300 yen exceeds the midpoint of the valuation results under the market price method (i) and the upper limit of the valuation results under the market price method (ii), and it is also comparable to the midpoint of the valuation results under the comparable listed company comparison method and the DCF Method.
- c. Consideration of the Method for Preparing the Business Plan Underlying the Share Valuation Report  
Furthermore, the Special Committee requested that Mitsubishi UFJ Morgan Stanley Securities and SMBC Nikko Securities to provide the Company, Mitsubishi UFJ Morgan Stanley Securities, and SMBC Nikko Securities with information regarding the valuation methods used in the share valuation, including the selection of valuation techniques, the methods, processes, and content of the business plan used as the basis for the DCF Analysis in the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and the DCF Method in the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities), as well

as the basis for the discount rate calculation; subsequently, and after conducting a review and Q&A session, no unreasonable points were identified in light of general valuation practices.

b) Tender Offer Price

a. Positioning of the Tender Offer Price in the Calculation Results of the Third-Party Appraiser

As described in a) above, the Tender Offer Price exceeds the median of the calculation results based on the market price analysis (record 1), the upper limit of the calculation results based on the market price analysis (record date 2) and the median of the calculation results based on the comparable companies analysis, according to the calculation by Mitsubishi UFJ Morgan Stanley Securities, the third-party calculation agent of the Special Committee; and the amount is comparable to the median value of the calculation results based on the comparable listed company analysis, exceeding the median value of the calculation results based on the market share price analysis (1) and the upper limit value of the calculation results based on the market share price analysis (2) calculated by SMBC Nikko Securities, the Company's third-party appraiser. In addition, the amount is within the range of the calculation results of the DCF Analysis by Mitsubishi UFJ Morgan Stanley Securities, which is based on the Company's business plan and takes into account the Company's growth potential, and it is comparable to the median value of the calculation results of the DCF Method by SMBC Nikko Securities.

b. Verification of the Premium Levels related to the Tender Offer Price

The Tender Offer Price for the Tender Offer is 10.73% lower than 18,260 yen, which was the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange on June 2, 2025, the business day before the announcement of the Tender Offer, and 6.70% lower than 17,471 yen, which was the simple average closing price of the Company Shares over the past month up to that date; moreover, it represents a premium of 12.87% over the simple average closing price of 14,442 yen for the three months ending on the same date, and a premium of 21.42% over the simple average closing price of 13,425 yen for the six months ending on the same date. However, the Company's share price significantly increased by 22.68% on a closing price basis from the closing price (13,225 yen) on April 25, 2025, which was the date on which the first Speculative Report was made, to the closing price (16,225 yen) on April 28, 2025, which was the immediately following business day, to a level that exceeded the highest price since the listing; further, another Speculative Report was made on May 19, 2025, and the Company's share price significantly increased by 8.60% from the closing price (16,520 yen) on the same date, to the closing price (17,940 yen) on May 20, 2025, which was the immediately following business day. In particular, the increase rate from the closing price on April 25, 2025, on which the first Speculative Report was made, to the closing

price on April 28, 2025, the immediately following business day, was the highest in the fluctuation of the market price of the Company Shares in the last ten years. In light of the foregoing, during these periods, it can be interpreted the price of the Company Shares reflected a substantial degree of expectation regarding the implementation of the Transactions (for the increase in the share price after the Speculative Report on May 19, 2025, further expectation regarding the implementation of the Transactions). The Speculative Reports contain inaccurate information regarding the total acquisition amount of the Transactions and the restructuring of the Company's business. Based on these, it is not unreasonable to assess that the Company's share price after the Speculative Reports has not necessarily been appropriately priced and does not properly reflect the intrinsic value of the Company.

The Tender Offer Price includes a premium of 23.25% on 13,225 yen, which was the closing price for the Company Shares on the Tokyo Stock Exchange on April 25, 2025, which was before the Speculative Reports were made; a premium of 30.71% on 12,470 yen, which was the simple average closing price for the Company Shares over the preceding one-month period; a premium of 27.61% on 12,773 yen, which was the simple average closing price for the Company Shares over the preceding three-month period; and a premium of 33.30% on 12,228 yen, which was the simple average closing price for the Company Shares over the preceding six-month period, respectively; moreover, it has been determined that it is not significantly low and that it is sufficiently reasonable when respectively compared with the median of the premium calculated using the business day immediately before the announcement date (for those in relation to which speculative reports had been made, the business day before such reports) as the record date in 13 other tender offer cases whose purpose was to have large listed companies, the market capitalization of which is 500 billion yen or more, go private on or after June 28, 2019, which is the date on which the Fair M&A Guidelines were published by the Ministry of Economy, Trade and Industry, which is 25.97% on the closing price on the same day, 31.58% on the simple average closing price over the preceding one-month period up to the same day, 36.76% on the simple average closing price over the preceding three-month period up to the same day, and 44.60% on the simple average closing price over the preceding six-month period up to the same day.

c. Price Consensus Building Process

The Company has established this Special Committee and decided not to approve the Tender Offer if the Special Committee determines that the terms and conditions of the Tender Offer or the Transaction are not appropriate. The Company and the Special Committee have conducted multiple rounds of discussions and negotiations with Toyota Fudosan regarding the Tender Offer Price, in accordance with the negotiation guidelines previously approved by the Special

Committee, with the aim of protecting the interests of minority shareholders. Additionally, measures were taken to ensure that directors with potential conflicts of interest with the Offeror Group were not involved in the deliberation of agenda items related to the consideration of the Transaction, the consideration of the Transaction from the Company's perspective, or negotiations with the Offeror Group regarding the Transaction.

Based on the above, it can be recognized that the negotiation process regarding the transaction terms of the Transaction between the Company and Toyota Fudosan was conducted under circumstances that can be regarded as equivalent to an independent transaction. Furthermore, as a result of such negotiations, the initial proposal by Toyota Fudosan (14,646 yen per share of the Company Shares) was ultimately increased to a total of 1,654 yen (11.29% rounded to the nearest hundredth).

c) Fairness of Other Transaction Conditions

The minimum number of shares to be purchased to satisfy the majority of minority shareholders has been set, ensuring an opportunity for shareholders to confirm their intentions. Additionally, the period between the announcement of the Tender Offer and the commencement of the Tender Offer is relatively lengthy, thereby ensuring that minority shareholders have sufficient time to make appropriate decisions regarding their participation in the Tender Offer. Furthermore, opportunities for parties other than the Offeror to purchase the Company Shares are also ensured. As a result, the transaction terms are not disadvantageous to minority shareholders.

Furthermore, in this transaction, the method of delisting the Company involves two stages: first, the Tender Offer; and second, the Squeeze-Out Procedures through the Share Consolidation. This is one of the generally adopted methods in transactions where a company is privatized and turned into a subsidiary such as the Transactions.

Additionally, in the Squeeze-Out Procedures, shareholders of the Company who did not participate in the Tender Offer (excluding TMC and the Company) will ultimately receive cash. The amount of cash to be paid in such procedure is calculated to be equal to the Tender Offer Price multiplied by the number of shares of the Company held by such shareholders (it is understood that this intention will be explicitly stated in press releases, etc.), thereby ensuring that minority shareholders have an appropriate opportunity to make an informed decision regarding whether to participate in the Tender Offer and to prevent coercive effects.

d) Sub-summary

Based on the above a) through c), after careful deliberation and consideration, the Special Committee has determined that the Tender Offer Price is an appropriate price that can be reasonably evaluated as considerably reflecting the intrinsic value of the Company, and that the

other terms and conditions of the Transactions are fair to minority shareholders.

**(D) Whether the Board of Directors of the Company Approves a Resolution to Express an Opinion in Support of the Tender Offer and Recommend that the Company Shareholders Tender Their Shares in the Tender Offer**

This Special Committee has determined that the following conditions are satisfied: (A) the Transactions are deemed to contribute to the enhancement of the Company's corporate value, and the purpose of the Transactions is deemed to be legitimate and rational; (B) appropriate fairness-ensuring measures have been implemented in connection with the Transactions, and the negotiation process and procedures leading to the decision regarding the Transactions were conducted fairly; and (C) the Tender Offer Price is an appropriate price that can be reasonably evaluated as considerably reflecting the intrinsic value of the Company and provides minority shareholders with an opportunity to sell their shares at such an appropriate price. Additionally, considering that the Company had not achieved a stock price exceeding the Tender Offer Price before the Speculative Reports, and that such a stock price could not have been achieved without the Tender Offer, the Special Committee has determined that it can approve the Board of Directors' decision to express an opinion in support of the Tender Offer.

However, considering that the amount represents a discount of 10.73% compared to the closing price of 18,260 yen per share of the Company Shares on the Prime Market of the Tokyo Stock Exchange on June 2, 2025, the business day before the announcement of the Tender Offer, and a discount of 6.70% compared to the simple average closing price of 17,471 yen over the past one month up to that date, as of June 3, 2025, the Special Committee is unable to recommend that the Company's shareholders tender their shares in the Tender Offer and must therefore maintain a neutral position on this matter. Therefore, the Special Committee has determined that it is appropriate to: (i) approve the Board of Directors' decision to express an opinion in support of the Tender Offer; and (ii) as of June 3, 2025, leave the decision as to whether to tender their shares in the Tender Offer to the discretion of each shareholder of the company. Furthermore, we believe it is appropriate to reassess whether to recommend that the Company's shareholders tender their shares in the Tender Offer when it commences, through the Special Committee and the Board of Directors.

Furthermore, as noted above, if, when the Tender Offer commences, circumstances arise that would allow us to recommend that the Company's shareholders tender their shares in the Tender Offer—such as the discount of the Tender Offer price relative to our stock price being eliminated—we may determine that it is appropriate for the Special Committee to approve a resolution by the Board of Directors to change its neutral position as of June 3, 2025 and recommend that the Company's shareholders tender their shares in the Tender Offer.

**(E) Effect that the Transactions Are Not Disadvantageous to Minority Shareholders of the Company**

As discussed in items (A) through (D) above, the Special Committee has determined that the terms and conditions of the Tender Offer do not

disadvantage minority shareholders of the Company. Furthermore, with respect to matters other than those discussed in items (A) through (D) above, the Special Committee has not identified any particular circumstances that would cause the Transaction, including the Tender Offer, to be disadvantageous to the Company's minority shareholders.

In light of the foregoing, the Special Committee has determined that proceeding with the Transactions, including the Tender Offer, would not be disadvantageous to the Company's minority shareholders.

Subsequently, the Company was informed by the Offeror on December 5, 2025, that the Offeror may commence the Tender Offer from January 15, 2026, subject to the satisfaction (or waiver) of the Tender Offer Conditions Precedent, depending on the progress of the clearance procedures regarding the United Kingdom Financial Regulatory Measures. The Company was also informed by the Offeror on January 13, 2026 that the Obtainment of Clearance, including the United Kingdom Financial Regulatory Measures, has been completed. Therefore, at its board of directors meeting held on June 3, 2025, the Company consulted with the Special Committee to consider whether there was any change in the opinion expressed by the Special Committee to the board of directors of the Company on June 3, 2025, and to state that there was no change, if applicable, or to state the changed opinion, if applicable.

In response to this, the Special Committee held a total of 12 meetings in the presence of all members constituting the Special Committee during the period from November 25, 2025 until today, and between these dates the Special Committee also carefully discussed and considered whether or not to change the opinion expressed by the Special Committee to the Company's board of directors on June 3, 2025, through deliberation and decision-making via e-mails and by other means. Specifically, the Special Committee confirmed that there are no issues with the independence or expertise of EYSC, a third-party appraiser newly appointed by the Company, and approved the appointment. On and after June 3, 2025, the Special Committee confirmed the facts as to whether there are material changes in circumstances that may affect the Transactions, and also it was substantially involved in the entire process of discussion and negotiation for the Tender Offer Price Change between the Company and Toyota Fudosan or the Offeror regarding the conditions of the Transactions, including the Tender Offer Price, on the Company side. As a result of consideration of the Additional Advisory Matters based on (i) legal advice from Gaien Partners, the Special Committee's own legal advisor, advice from a financial standpoint provided by Mitsubishi UFJ Morgan Stanley Securities, the Special Committee's own financial advisor and third-party appraiser, and the contents of the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities), and (ii) legal advice from Nishimura & Asahi, the Company's legal advisor, the contents of the January 13, 2026 Company Share Valuation Report (SMBC Nikko Securities) and Fairness Opinion (SMBC Nikko Securities) obtained from SMBC Nikko Securities, the Company's financial advisor and third-party appraiser, and the contents of the Company Share

Valuation Report (EYSC) and Fairness Opinion (EYSC) obtained from EYSC, the Company's third-party appraiser, today, the Special Committee submitted the January 14, 2026 Report to the Company's board of directors, by the unanimous consent of all committee members. Please refer to the Attachment 1 for details of the January 14, 2026 Report.

(vi) Procurement by the Company's special committee of a share valuation report and a fairness opinion from an independent financial advisor and third-party appraiser

In considering the Advisory Matters and Additional Advisory Matters, the Special Committee requested that Mitsubishi UFJ Morgan Stanley Securities, a financial advisor acting as a third-party appraiser independent from Toyota Fudosan, TMC, and the Company, calculate the share value of the Company Shares and express an opinion on the appropriateness of the Tender Offer Price (a fairness opinion), and obtained the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) as of June 2, 2025, and as of January 13, 2026, the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities) and the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities), respectively. Please refer to "C. Procurement by the special committee of a share valuation report and a fairness opinion from an independent financial advisor and third-party appraiser" in "(3) Matters regarding calculation" for the details of the June 2, 2025 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities), the January 13, 2026 Company Share Valuation Report (Mitsubishi UFJ Morgan Stanley Securities), and the Fairness Opinion (Mitsubishi UFJ Morgan Stanley Securities), obtained by the Special Committee from Mitsubishi UFJ Morgan Stanley Securities.

(vii) Procurement by the Company's special committee of advice from an independent law firm

The Special Committee appointed Gaien Partners as its legal advisor independent from Toyota Fudosan, Mr. Toyoda, TMC, and the Company, and obtained from Gaien Partners legal advice, including advice for the measures to be taken to confirm fairness, objectivity, and rationality of the procedures in the Transactions, various procedures for the Transactions, and the method and process of decision-making by the Company regarding the Transactions.

Gaien Partners is not a related party of Toyota Fudosan, Mr. Toyoda, TMC, or the Company, and has no material interest in expressing opinions on the Tender Offer. The remuneration to be paid to Gaien Partners will consist only of remuneration that is payable on an hourly basis regardless of whether the Transactions are successfully completed and will not include any contingency remuneration to be paid subject to the successful completion of the Transactions.

(viii) Establishment of an independent examination framework at the Company

In response to the instruction of the Special Committee, as stated in "B. Background, purpose, and decision-making process leading the Offeror to conduct the Tender Offer" in "(2) Basis of, and reasons for, the opinion regarding the Tender Offer" above, from the viewpoint of being careful in making decisions regarding the Transactions and ensuring fairness throughout the process of examination and

judgments regarding whether to conduct the Transactions and the appropriateness of the conditions thereof, the Company has internally established a system that allows it to promptly examine and negotiate the Transactions from a position independent of Toyota Fudosan, Mr. Toyoda, and TMC, in light of the fact that (i) Toyota Fudosan directly holds 16,291,374 Company Shares (ownership percentage: 5.42%); (ii) there is a possibility that the interests of TMC, which is a large shareholder holding 74,100,604 Company Shares (ownership percentage: 24.66%) and the interests of the minority shareholders of the Company would not be necessarily align because it is expected that TMC, the Company's largest shareholder, will invest in the Offeror's Parent Company based on an agreement with Toyota Fudosan and that the Tender Offer for Own Shares (TMC) and the Share Repurchase will be implemented between the Company and TMC; and (iii) Mr. Toyoda is the Chairman of the Board of Directors and Representative Director of TMC and is expected to invest in Toyota Fudosan or the Offeror's Parent Company.

Specifically, as soon as the Special Committee was established following the Initial Proposal presented by TMC, the Special Committee confirmed, and the Company maintains until today, the policy which does not allow any of the Company's officers or employees who presently concurrently serve or served in the past as officer or employee of Toyota Fudosan or TMC to be involved in the consideration, consultation, and negotiation on the transactions related to the Company's capital policy, including the Transactions, from the perspective of eliminating possible impact from the structural or potential conflicts of interest.

Moreover, the Special Committee requested an advance report about not only consultation and negotiation between Toyota Fudosan and TMC, but also the Company's officers and employees to be involved in and specifically how they are involved in the response to the due diligence performed by Toyota Fudosan as a premise of such consultation and negotiation, and has verified that no problems have been found from the perspective of undergoing a fair consideration process independently from Toyota Fudosan, Mr. Toyoda, and TMC.

(ix) Approval of all disinterested directors of the Company and opinions from all audit and supervisory committee members of the Company that they have no objection

Based on the legal advice received from Nishimura & Asahi and the June 2, 2025 Company Share Valuation Report (SMBC Nikko Securities) obtained from SMBC Nikko Securities, the Company carefully deliberated on the conditions of the Transactions by respecting to the maximum extent possible the June 3, 2025 Report submitted by the Special Committee from the perspective of improving corporate value and maximizing shareholder interests.

As a result, as stated in "(iii) Details of the decision-making by the Company" in "C. Process leading to the Company's decision-making and the reasons therefor" under "(2) Basis of, and reasons for, the opinion regarding the Tender Offer" above, the Company's board of directors determined that the Transactions, including the Tender Offer, will contribute to the improvement of the Company's corporate value, that the Tender Offer Price (16,300 yen) is a reasonable price that would ensure benefits for the Company's minority shareholders, and that the Tender Offer will afford the Company's minority shareholders a reasonable opportunity to sell their Company

Shares at an appropriate price. Accordingly, at the Company's board of directors meeting held on June 3, 2025, the Company's five directors who participated in the deliberations and resolutions, excluding Mr. Shigeki Terashi and Mr. Kazunari Kumakura, resolved to express an opinion in support of the Tender Offer and to leave the decision as to whether to tender their shares in the Tender Offer to the discretion of each shareholder of the Company with unanimous consent.

Subsequently, the Company was informed by the Offeror on December 5, 2025, that the Offeror may commence the Tender Offer from January 15, 2026, subject to the satisfaction (or waiver) of the Tender Offer Conditions Precedent, depending on the progress of the clearance procedures regarding the United Kingdom Financial Regulatory Measures. The Company was also informed by the Offeror on January 13, 2026 that the Obtaining of Clearance, including the United Kingdom Financial Regulatory Measures, has been completed. Therefore, while respecting to the utmost extent the details of the January 14, 2026 Report submitted by the Special Committee (for the January 14, 2026 Report, specific details of the activities of the Special Committee, and other matters, please refer to "(v) Establishment by the Company of an independent special committee and procurement by the Company of a report therefrom" above), the Company carefully discussed and considered again details of various conditions of the Tender Offer, taking into consideration matters including the Company's business results and market environment change after the board of directors meeting held on June 3, 2025, as well as the Tender Offer Price Change (for details of the background leading to the Tender Offer Price Change, please refer to "(ii) Process of negotiations" in "C. Process leading to the Company's decision-making and the reasons therefor" in "(2) Basis of, and reasons for, the opinion regarding the Tender Offer" above).

As a result, as stated in "(iii) Details of the decision-making by the Company" in "C. Process leading to the Company's decision-making and the reasons therefor" in "(2) Basis of, and reasons for, the opinion regarding the Tender Offer" below, at its board of directors meeting held today, the Company adopted a resolution indicating that it would express an opinion in support of the Tender Offer again and that it would change its decision as of June 3, 2025 and recommend that shareholders of the Company tender their shares in the Tender Offer.

Because Mr. Shigeki Terashi, Director, belonged to TMC before April 2024 and Mr. Kazunari Kumakura concurrently serves as General Manager of Purchasing Management Division of TMC, from the perspective of avoiding potential conflicts of interest, they did not participate in the above deliberation and resolution of the board of directors held on June 3, 2025 and today, and in the capacity of the Company, they did not participate in consideration of the Transactions, and consultation and negotiation with Toyota Fudosan and TMC. In addition, four audit and supervisory committee members of the Company attended the board of directors meeting above held on June 3, 2025 and today, and all of the members present stated that they had no objection to adopting the above resolution.

(x) Ensuring objective circumstances to ensure the fairness of the Tender Offer

According to Toyota Fudosan, while the Tender Offer Period is 20 business days, the Tender Offer is a so-called pre-announced tender offer, and therefore a relatively long

period of time will be secured after the announcement of a series of transaction terms, including the Tender Offer Price, before the commencement of the Tender Offer. In addition, no agreement which would unduly restrict the Company's contact or the like with a counter offeror has been executed between Toyota Fudosan and the Company. Accordingly, Toyota Fudosan believes that Toyota Fudosan has ensured an opportunity for the Company's shareholders to make an appropriate decision regarding tendering in the Tender Offer and for a counter offeror to make an acquisition proposal.

- (xi) Setting a minimum number of share certificates, etc. to be purchased that satisfies the majority of minority

As stated in "A. Summary of the Tender Offer" in "(2) Basis of, and reasons for, the opinion regarding the Tender Offer" above, the Offeror has set the minimum number of share certificates, etc. to be purchased in the Tender Offer at 126,215,300 shares, and if the total number of the Tendered Share Certificates, Etc. is less than the minimum number of share certificates, etc. to be purchased, the Offeror will not purchase any of the Tendered Share Certificates, Etc.

The minimum number of share certificates, etc. to be purchased (126,215,300 shares (ownership percentage: 42.01%)) has been set at a level that exceeds the number of shares equal to the majority of (i) the total number of issued shares of the Company as of September 30, 2025 (325,840,640 shares) as stated in the Company's Financial Results minus (ii) the number of own shares held by the Company as of September 30, 2025 (25,366,768 shares), the Company Shares Held by Toyota Fudosan (16,291,374 shares), the Company Shares held by Mr. Toyoda as of today (141,600 shares), and the Company Shares Held by TMC (74,100,604 shares) (resulting in 209,940,294 shares (ownership percentage: 69.87%) (the majority of which is 104,970,148 shares (ownership percentage: 34.93%))). This constitutes the majority of the number of Company Shares held by the shareholders of the Company who do not have an interest in Toyota Fudosan, i.e., a so-called "majority of minority"). As a result, the Offeror believes that the Tender Offer has given serious consideration to the intention of the minority shareholders of the Company because the Transactions, including the Tender Offer, will not be conducted unless the Offeror obtains the support of the majority of shareholders of the Company other than those who are interested parties of Toyota Fudosan.

Furthermore, according to the Offeror, the Three Toyota Group Companies and the Shareholders Expressing Intent to Tender Shares are independent third parties who have no interest in the Offeror. The communications of their respective intentions to tender their shares in the Tender Offer were made as a result of sincere discussions and negotiations conducted at arm's length between independent parties and the Offeror has merely received communications of the intent from the Three Toyota Group Companies and the Shareholders Expressing Intent to Tender Shares and has not executed any tender offer agreement with the Three Toyota Group Companies or the Shareholders Expressing Intent to Tender Shares. Accordingly, the Three Toyota Group Companies and the Shareholders Expressing Intent to Tender Shares are not restricted from changing their intentions regarding tendering in the Tender Offer. For this reason, the Offeror believes that the mere fact that the Three Toyota Group Companies and the Shareholders Expressing Intent to Tender Shares communicated their intent to tender shares in the Tender Offer will not render those shareholders of

the Company “shareholders of the Company who have an interest in the Offeror” for purposes of determining the applicability of the so-called “majority of minority” condition.

4. Matters relating to material agreements regarding the Tender Offer between the Offeror and the Company’s shareholders, officers, and others

In connection with the Tender Offer, Toyota Fudosan did not provide any explanations on matters regarding the Tender Offer to the Company’s shareholders (excluding TMC, the Three Toyota Group Companies, and Mr. Toyoda) prior to the announcement of the planned commencement of the Tender Offer from the perspective of the confidentiality of the Transactions under consideration, and none of those shareholders informed the Offeror of any intention to tender the Company Shares they hold in the Tender Offer. However, from early December 2025, the Offeror requested multiple shareholders of the Company to tender their shares in the Tender Offer from the perspective of increasing the likelihood of the successful completion of the Tender Offer, taking into consideration the number of shares held, the expected number of shares to be tendered, and other factors. Subsequently, by today, each of the Shareholders Expressing Intent to Tender Shares had informed the Offeror that it intended to tender all of the Company Shares that it holds (total number of shares held: 12,447,738 shares; total ownership percentage: 4.14%) in the Tender Offer. The Offeror has only received notice from each of the Shareholders Expressing Intent to Tender Shares of its intent to tender its shares and has not executed any tender agreements with any of such shareholders. Accordingly, each of the Shareholders Expressing Intent to Tender Shares are not restricted from changing its intent to tender its shares in the Tender Offer.

In addition, the Offeror entered into the following agreements:

(1) The Master Agreement

As stated in “A. Summary of the Tender Offer” in “(2) Basis of, and reasons for, the opinion regarding the Tender Offer” under “3. Details and Basis of, and Reasons for, the Opinion Regarding the Tender Offer” above, as of June 3, 2025 the Toyota Fudosan has, in connection with the Tender Offer, executed the Master Agreement with TMC regarding the Transactions. In the Master Agreement, TMC has agreed (a)(i) that it will not tender any of the Company Shares Held by TMC in the Tender Offer, (ii) that it will not transfer, create security interests on, or otherwise dispose of, any of the Company Shares Held by TMC, (iii) that it will not engage in any act that competes, contradicts, or conflicts with the Tender Offer or impedes the implementation of the Tender Offer or for which there is a risk thereof; provided that TMC may take such actions if a failure to do so is reasonably determined to be likely to breach the duty of care of prudent management on the part of the directors of TMC and (b) that if TMC or the Company receives a proposal for a transaction to acquire shares in the Company from a person other than the Offeror or if TMC or the Company becomes aware that such a proposal exists, TMC will immediately notify Toyota Fudosan and the Offeror of that fact and the details of the proposal.

Additionally, the Master Agreement sets out the conditions precedent to the commencement of the Tender Offer (the “Tender Offer Conditions Precedent” set out in the preamble), the representations and warranties of Toyota Fudosan, the Offeror, the Offeror’s Parent Company, and TMC (Note 1), the obligations of TMC (Note 2), the obligations of the Offeror (Note 3), and termination events (Note 4). In the Master

Agreement, it is also agreed that the Offeror and the Offeror's Parent Company will also become parties to the Master Agreement after their incorporation, and the Offeror and the Offeror's Parent Company became parties to the Master Agreement as of June 20, 2025. In addition, with respect to the Master Agreement, the Offeror entered into an amendment agreement with Toyota Fudosan, TMC, and the Offeror's Parent Company today (the "**Amendment Agreement**") in order to make formatting adjustments based on the Tender Offer Price Change and the amendments to the conditions of each of the Tender Offers for Own Shares as described in the Press Releases Concerning Amendment to Conditions of the Tender Offers for Own Shares. In the Amendment Agreement, except for the matters concerning the Tender Offer Price Change and the amendments to the conditions of each of the Tender Offers for Own Shares as described in the Press Releases Concerning Amendment to Conditions of the Tender Offers for Own Shares, no provisions are stipulated that amend the conditions precedent to the commencement of the Tender Offer, the representations and warranties, the obligations of TMC, the obligations of the Offeror, or the termination events under the Master Agreement.

Note 1: In the Master Agreement, each of Toyota Fudosan, the Offeror, and the Offeror's Parent Company has made representations and warranties with respect to the following: (i) its incorporation, existence, and the existence of the power necessary for the execution and performance of the Master Agreement; (ii) the validity and enforceability of the Master Agreement; (iii) the obtainment and implementation of permits and authorizations, etc. necessary to execute and perform the Master Agreement; (iv) the absence of any conflict with laws and regulations regarding the execution and performance of the Master Agreement; (v) the absence of any insolvency proceedings, etc.; (vi) that it is not an antisocial force and has no relationship with any antisocial forces; and (vii) the sufficiency of funds necessary for the settlement of the Tender Offer. In addition, in the Master Agreement, TMC has made representations and warranties with respect to the following: (i) its incorporation, existence, and the existence of the power necessary for the execution and performance of the Master Agreement; (ii) the validity and enforceability of the Master Agreement; (iii) the obtainment and implementation of permits and authorizations, etc. necessary for the execution and performance of the Master Agreement; (iv) the absence of any conflict with laws and regulations regarding the execution and performance of the Master Agreement; (v) the absence of any insolvency proceedings, etc.; (vi) that it does not fall under an antisocial force and has no relationship with any antisocial forces; (vii) the legal and valid ownership of the Company Shares Held by TMC; and (viii) the accuracy of the securities reports, etc. of the Company filed on and after April 1, 2024.

Note 2: In summary, TMC has the obligations under the Master Agreement, including the following: (i) not to tender the Company Shares Held by TMC in the Tender Offer and not to transfer or otherwise dispose of the Company Shares Held by TMC; (ii) to implement the Preferred Shares Contribution; (iii) to implement the Tender Offer for Own Shares (TMC); (iv) to implement the Squeeze-Out Procedures; (v) to implement the Share Repurchase; (vi) to cooperate and make efforts to satisfy the

Tender Offer Conditions Precedent; (vii) to notify Toyota Fudosan, the Offeror, and the Offeror's Parent Company if it is discovered that there is a possibility that TMC is in breach of any of its representations, warranties, or obligations, or that any of the Tender Offer Conditions Precedent will not be satisfied; (viii) to cooperate with the Offeror in its fundraising, etc.; (ix) to cooperate in the Obtaining of Clearance; and (x) to provide indemnification in the event of a breach of any of TMC's representations, warranties, or obligations.

Note 3: In summary, each of Toyota Fudosan, the Offeror, and the Offeror's Parent Company has the obligations under the Master Agreement, including the following: (i) to commence the Tender Offer on or after the date on which the Tender Offer Conditions Precedent are satisfied; (ii) to implement the Common Shares Contribution (Toyota Fudosan) by Toyota Fudosan; (iii) to make efforts to complete the Obtaining of Clearance; (iv) to implement the Squeeze-Out Procedures; (v) to implement the Share Repurchase; (vi) to cooperate in and make efforts toward the satisfaction of the Tender Offer Conditions Precedent by Toyota Fudosan; (vii) to notify TMC if it is discovered that there is a possibility that the relevant party is in breach of any of its representations, warranties, or obligations, or that any of the Tender Offer Conditions Precedent will not be satisfied; and (viii) to provide indemnification in the event of a breach of any of its representations, warranties, or obligations.

Note 4: It is stipulated in the Master Agreement that the Master Agreement may be terminated by any of Toyota Fudosan, the Offeror, the Offeror's Parent Company, and TMC only on or before the last day of the Tender Offer Period by giving written notice to the other parties (in the case of Toyota Fudosan, the Offeror, and the Offeror's Parent Company, it means TMC, or, in the case of TMC, it means any of the other parties; the "**Breaching Party**") in any of the following events: (i) the Breaching Party materially breaches any of its representations and warranties; (ii) the Breaching Party materially defaults or fails to comply with any of its obligations under the Master Agreement; (iii) a petition for the commencement of insolvency proceedings is filed with respect to the Breaching Party; or (iv) the Tender Offer is not commenced by March 31, 2026 (if otherwise agreed upon by Toyota Fudosan, the Offeror, the Offeror's Parent Company, and TMC, it shall be that agreed date) for a reason not attributable to the terminating party. In addition, it is stipulated in the Master Agreement that the Master Agreement will automatically terminate if (i) the Offeror lawfully withdraws the Tender Offer in accordance with the Financial Instruments and Exchange Act or any other applicable laws and regulations or (ii) the total number of the Tendered Share Certificates, Etc. in the Tender Offer is less than the minimum number of share certificates, etc. to be purchased.

## (2) The Tender Offer Agreement

As stated in "A. Summary of the Tender Offer" in "(2) Basis of, and reasons for, the opinion regarding the Tender Offer" under "3. Details and Basis of, and Reasons for,

the Opinion Regarding the Tender Offer” above, as of June 3, 2025 Toyota Fudosan has, in connection with the Tender Offer, executed the Tender Offer Agreement with the Company regarding the Transactions. The Tender Offer Agreement sets out the conditions precedent to the commencement of the Tender Offer (the “Tender Offer Conditions Precedent” set out in the preamble), the representations and warranties of Toyota Fudosan, the Offeror, and the Company (Note 5), the obligations of the Company (Note 6), the obligations of Toyota Fudosan and the Offeror (Note 8), and termination events (Note 9). In the Tender Offer Agreement, it was agreed that following the Offeror’s incorporation, the Offeror would also become a party to the Tender Offer Agreement as of June 9, 2025, and on June 20, 2025, the Offeror became a party to the Tender Offer Agreement. In addition, with regard to the Tender Offer Agreement, the Company entered into a memorandum of understanding (the “**Memorandum of Understanding**”) with Toyota Fudosan and the Offeror today in order to make formatting adjustments based on the Tender Offer Price Change and the amendments to the conditions of each of the Tender Offers for Own Shares as described in the Press Releases Concerning Amendment to Conditions of the Tender Offers for Own Shares. In the Memorandum of Understanding, except for the matters concerning the Tender Offer Price Change and the amendments to the conditions of each of the Tender Offers for Own Shares as described in the Press Releases Concerning Amendment to Conditions of the Tender Offers for Own Shares, no provisions are stipulated that amend the Tender Offer Conditions Precedent, the representations and warranties, the obligations of the Company, the obligations of the Offeror, or the termination events under the Tender Offer Agreement.

Note 5: In the Tender Offer Agreement, the Company has made representations and warranties with respect to the following: (i) the incorporation and existence of the Company Group (excluding the affiliates of the Company; the same applies in the matters stated in “(ii) Tender Offer Agreement” below) and the existence of its power necessary for the execution and performance of the Tender Offer Agreement; (ii) the validity and enforceability of the Tender Offer Agreement; (iii) the obtainment and implementation of permits and authorizations, etc. necessary to execute and perform the Tender Offer Agreement; (iv) the absence of any conflict with laws and regulations regarding the execution and performance of the Tender Offer Agreement; (v) the absence of any insolvency proceedings, etc. with respect to the Company Group; (vi) that the Company Group is not an antisocial force and has no relationship with any antisocial forces; (vii) matters related to shares in the Company Group; (viii) the accuracy of the securities reports, etc. of the Company filed on and after April 1, 2023; (ix) the absence of any events occurring on and after April 1, 2025 that would have a material adverse effect on the Company Group, and the absence of any material off-balance-sheet liabilities and off-balance-sheet contingent liabilities incurred on and after April 1, 2025; (x) no violation of laws and regulations on the part of the Company Group at present or in the past three years (excluding those in connection with misconduct related to the emissions certification for the engines developed and manufactured by the Company, which were publicly announced by the Company in the Investigation Report dated January 29, 2024 and other documents); and (xi) the accuracy of the information disclosed in the due diligence. In addition, in the Tender

Offer Agreement, Toyota Fudosan and the Offeror have made representations and warranties with respect to the following: (i) the incorporation and existence of Toyota Fudosan and the existence of its power necessary for the execution and performance of the Tender Offer Agreement; (ii) the validity and enforceability of the Tender Offer Agreement; (iii) the obtainment and implementation of permits and authorizations, etc. necessary for Toyota Fudosan to execute and perform the Tender Offer Agreement; (iv) the absence of any conflict with laws and regulations regarding the execution and performance of the Tender Offer Agreement on the part of Toyota Fudosan; (v) the absence of any insolvency proceedings, etc. with respect to Toyota Fudosan; (vi) that Toyota Fudosan is not an antisocial force and has no relationship with any antisocial forces; and (vii) the sufficiency of the funds necessary for Toyota Fudosan and the Offeror to settle the Tender Offer and implement the Squeeze-Out Procedures.

Note 6: In summary, the Company has the obligations under the Tender Offer Agreement, including the following: (i) to pass a resolution to express an opinion in support of the Tender Offer (the “**Supporting Opinion**”) and to maintain the Supporting Opinion (Note 7); (ii) to notify Toyota Fudosan and the Offeror if the Company receives a proposal from a person other than the Offeror for any transaction that is reasonably determined to, or to be likely to, compete with, contradict, or conflict with the Tender Offer or make it difficult to conduct the Tender Offer, or if the Company becomes aware that such a proposal exists, or if any other circumstances occur or are discovered that are reasonably determined to make it difficult for the Company to maintain the Supporting Opinion, and to discuss with Toyota Fudosan and the Offeror how to respond to the proposal; (iii) to tender their respective shares in the Tender Offers for Own Shares; (iv) to implement the Squeeze-Out Procedures; (v) to implement the Share Repurchase; (vi) to conduct business within normal business operations and in accordance with past practices until the effective date of the Share Consolidation; (vii) to have consultation in good faith regarding the business operation structure of the Company Group after the completion of the Transactions; (viii) to perform all procedures necessary for the execution of the Transactions under laws and regulations; (ix) to cooperate in the Obtainment of Clearance; (x) to cooperate in fundraising, etc. conducted by the Offeror; (xi) to give Toyota Fudosan and the Offeror access to the Company Group’s information and to its directors, officers and employees; (xii) to covenant that there are no undisclosed material facts, etc.; (xiii) to make efforts to obtain approval for the Transactions from certain trading partners; (xiv) to notify certain trading partners of the Transactions; and (xv) to provide indemnification in the event of a breach of any of the Company’s representations, warranties, or obligations.

Note 7: It is stipulated in the Tender Offer Agreement that the Company may pass a resolution of its board of directors to withdraw or change the Supporting Opinion if the Company receives a legally binding written proposal from a person other than Toyota Fudosan and the Offeror for a transaction that contains a proposal for taking the Company Shares

private at a price that is at least 5% higher than the Tender Offer Price, and it is objectively and reasonably determined that there is a high probability that maintaining the Supporting Opinion, despite receiving such a proposal, as the opinion of the Company's board of directors would breach the duty of care of prudent management by the Company's board of directors. It is also stipulated in the Tender Offer Agreement that if the Company changes or withdraws the Supporting Opinion, the Company will be released from the obligations under the Tender Offer Agreement (except for those stipulated in (xv) in Note 6 above) until either the earlier of (i) the date on which a board of directors' resolution to express the Supporting Opinion is passed for the second time or (ii) the date on which the Tender Offer is successfully completed.

Note 8: In summary, each of Toyota Fudosan and the Offeror has the obligations under the Tender Offer Agreement, including the following: (i) to commence the Tender Offer on or after the date on which the Tender Offer Conditions Precedent are satisfied; (ii) to cooperate in the Share Repurchase; (iii) to maintain and respect the independence of management of the Company Group after the completion of the Transactions; (iv) to have consultation in good faith regarding the business operation structure of the Company Group after the completion of the Transactions; (v) not to terminate the employment of the employees of the Company Group or make any changes to the terms of employment that are in effect disadvantageous to those employees in connection with the completion of the Transactions; (vi) not to change the trade names or trademarks of the Company Group in connection with the completion of the Transactions; (vii) to ensure that the Company will be the surviving company and the Offeror will be the disappearing company if a merger takes place between the Offeror and the Company after the completion of the Transactions; (viii) to make efforts to complete the Obtainment of Clearance; and (ix) to provide indemnification in the event of a breach of their respective representations, warranties, or obligations.

Note 9: It is stipulated in the Tender Offer Agreement that the Tender Offer Agreement will automatically terminate if (i) the termination is agreed among the parties in writing; (ii) the Master Agreement ends due to termination or for any other reason; (iii) the Tender Offer is not commenced by March 31, 2026 (if otherwise agreed upon by the Company, Toyota Fudosan, and the Offeror, it shall be that agreed date); or (iv) the Tender Offer is commenced but ends without being successfully completed.

5. Details of Benefits to be Provided by the Offeror or its Special Related Parties

Not applicable.

6. Policy for Responding under the Basic Policy to Control of the Company

Not applicable.

7. Questions to the Offeror

Not applicable.

8. Requests for Extension of Tender Offer Period

Not applicable.

9. Future Outlook

Please refer to “D. Management policy after the Tender Offer” in “(2) Basis of, and reasons for, the opinion regarding the Tender Offer,” “(4) Expected delisting and reasons therefor,” and “(5) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two-Step Acquisition”)” under “3. Details and Basis of, and Reasons for, the Opinion Regarding the Tender Offer” above.

10. Other

(1) Announcement of “Notice Concerning Change of Subsidiary (Partial Transfer of Shares), Execution of Business Alliance Agreement and Plan to Recognize Gains on Sale of Subsidiaries and Affiliates Shares in Consolidated and Non-Consolidated Financial Statements”

As stated in “Notice Concerning Change of Subsidiary (Partial Transfer of Shares), Execution of Business Alliance Agreement and Plan to Recognize Gains on Sale of Subsidiaries and Affiliates Shares in Consolidated and Non-Consolidated Financial Statements” announced on March 19, 2025 and “(Update Concerning Disclosure Matters) Notice Concerning Change of Subsidiary (Partial Transfer of Shares), Execution of Business Alliance Agreement and Plan to Recognize Gains on Sale of Shares of Subsidiaries and Affiliates in Consolidated and Non-Consolidated Financial Statements” announced on April 18, 2025, the Company resolved at the board of directors meeting held on the same date, to transfer a portion of the common shares of its consolidated subsidiary, AICHI CORPORATION (“AICHI”), to ITOCHU Corporation (“ITOCHU”; that transaction, the “**Share Transfer**”) and executed a share transfer agreement as of the same date. The Company also resolved at the board of directors meeting held on March 19, 2025 to execute of a three-way business alliance agreement with AICHI and ITOCHU, and the agreement was executed as of the same date. As a series of transactions, combining the Share Transfer, the tender offer by AICHI for treasury stock, and the Company’s tendering of shares in that tender offer for treasury stock, AICHI is expected to cease being a subsidiary of the Company, and will become an equity method affiliate of the Company. As a result of that series of transactions, the Company plans to record 30,667 million yen in gains on sales of shares of subsidiaries and affiliates as extraordinary gains in the non-consolidated financial statements for the fiscal year ending March 31, 2026. The Company also plans to record approximately 9,000 million yen in gains on sales of shares of subsidiaries and affiliates as extraordinary gains in the consolidated financial statements for the same period.

Please refer to that announcement for the details.

(2) Release of “Notice Concerning Amendment of Dividend Forecast for Fiscal Year Ending March 2026 (No Dividends)”

As stated in the “Notice Concerning Amendment of Dividend Forecast for Fiscal Year Ending March 2026 (No Dividends)” released by the Company as of June 3, 2025, at the board of directors meeting of the Company held on June 3, 2025, it was resolved that the Company will revise the dividend forecast for the fiscal year ending March 31, 2026 that was released by the Company on April 25, 2025 and it will not pay any interim dividend or year-end dividend for that fiscal year. For details, please refer to said release.

(3) Release of “Position and Policy on Reduction of Investment Units”

In the “Position and Policy on Reduction of Investment Units” released by the Company as of June 3, 2025, the Company announced that as an approach to the reduction of investment units, it recognized that the reduction of investment units is one of the important measures for enhancing the liquidity of shares and encouraging market participation of a wide range of investors, and that as a policy regarding the reduction of investment units, because the Company Shares are scheduled to be delisted through the Transactions, it has no specific plans to reduce the investment unit. For details, please refer to said release.

(4) Release of “Notice of Settlement Regarding Litigation against the Company and its U.S. Subsidiaries”

In the “Notice of Settlement Regarding Litigation against the Company and its U.S. Subsidiaries” released by the Company as of October 31, 2025, the Company announced that the Company, together with its subsidiaries, Toyota Material Handling North America, Inc. and Toyota Material Handling, Inc. was named in a class-action lawsuit filed on September 22, 2024 (local time) in the United States District Court for the Northern District of California arising from a certification issue for forklift engines, but on October 31, 2025, the board of directors of the Company approved a resolution for entering into a settlement agreement with the plaintiffs, which provides for a settlement payment and complimentary maintenance services. For details, please refer to said release.

(5) Release of “Notice Concerning Revision of Forecast of Financial Results”

In the “Notice Concerning Revision of Forecast of Financial Results” released by the Company as of October 31, 2025, the Company revised the forecast of consolidated financial results for FY2026. For details, please refer to said release.

(6) Announcement of “Consolidated Financial Results for the Second Quarter of the Fiscal Year Ending March 31, 2026 (IFRS)”

The Company announced the Company’s Financial Results as of October 31, 2025. The summary of the Company’s Financial Results based on that announcement is as follows. The contents have not been reviewed by auditing firms under Article 193-2,

paragraph (1) of the Act. In addition, the following summary is partly extracted from the results disclosed by the Company. Please refer to that announcement for details.

(i) Status of profits or loss (consolidated)

Fiscal Period	Second Quarter of the Fiscal Year Ending March 31, 2026
Net sales	2,058,680 million yen
Cost of sales	(1,607,859) million yen
Selling, general and administrative expenses	(369,444) million yen
Other income	16,199 million yen
Other expenses	(60,049) million yen
Operating profit	37,526 million yen
Interim profit	93,051 million yen
Interim profit attributable to the owners of the parent	91,117 million yen

(ii) Status per share (consolidated)

Fiscal Period	Second Quarter of the Fiscal Year Ending March 31, 2026
Interim earnings per share - basic	303.22 yen
Interim earnings per share - diluted	303.22 yen

(Reference)

January 14, 2026 Report (Attachment 1)

“Notice Concerning Commencement of Tender Offer for the Share Certificates, Etc. of Toyota Industries Corporation (Securities Code: 6201)” as of January 14, 2026 (Attachment 2)

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

## Report

To: Board of Directors of Toyota Industries Corporation

January 14, 2026

Special Committee of Toyota Industries Corporation

Chairperson      Junichi Handa

Member      Shuzo Sumi

Member      Tokiko Shimizu

The Special Committee was established, by resolution of the board of directors of Toyota Industries Corporation (the “**Company**”), from the standpoint of ensuring fairness with respect to a series of transactions aimed at taking the common shares of the Company (the “**Company Shares**”) private (including the tender offer for the Company Shares to be conducted by Toyota Asset Preparatory Co., Ltd. (the “**Offeror**”) established by Toyota Fudosan Co., Ltd. (“**Toyota Fudosan**”) (the “**Tender Offer**”), and collectively, the “**Transactions**”; an outline of the Transactions is set out in Appendix 1). On June 3, 2025, the Special Committee submitted to the board of directors of the Company the report dated the same day (such report and its contents are collectively referred to as the “**Report at the Time of Announcement**”).

The Special Committee has been consulted by the Company to consider, upon commencement of the Tender Offer, whether there are any changes in the content of the Report at the Time of Announcement and to provide with the board of directors of the Company a statement to that effect if there is no change, or the revised opinion if there are any changes. In light of this consultation, the Special Committee hereby submits this report (the “**Report**”).

Terms not otherwise defined in the Report shall have the meanings defined in the Company’s press release dated June 3, 2025, entitled “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” (the “**June 3, 2025 Company Press Release**”).

### **Section 1 Advisory Matters to the Special Committee**

The matters on which the Company consulted the Special Committee on January 31, 2025 (the “**Advisory Matters**”) are as follows:

- (i) The legitimacy and rationality of the purpose of the Transactions (including whether the Transactions contribute to improving the corporate value of the Company).
- (ii) The fairness of the procedures related to the Transactions (including whether sufficient consideration is given to the interests of the Company’s shareholders).
- (iii) The fairness and appropriateness of the conditions of the Transactions.
- (iv) The pros and cons of expressing an opinion of the Company’s board of directors to support the Tender Offer and recommending that the Company’s shareholders tender their shares in the Tender Offer.
- (v) Whether implementation of the Transactions (including expression of an opinion of the Company’s board of directors to support the Tender Offer and recommendation of the Company shareholders tendering their shares in the Tender Offer) causes a disadvantage to the minority shareholders of the Company.

Further, on June 3, 2025, at the time of the commencement of the Tender Offer, the Company consulted the Special Committee to consider whether there are any changes to the opinion on the Advisory Matters expressed to the board of directors of the Company by the Special Committee as of June 3, 2025, and to provide a statement to that effect if there is no change, or the revised opinion if there are any changes (the “**Additional Advisory Matters**”).

### **Section 2 Activities of the Special Committee**

Prior to submitting the Report, the Special Committee undertook the following actions.

#### **1. Activities up to the date of submission of the Report at the Time of Announcement (June 3, 2025)**

- (1) Approval of advisors with independence and expertise, and obtaining advice therefrom

The Special Committee approved the Company’s appointment of SMBC Nikko Securities Inc. (“**SMBC Nikko Securities**”) (the Company’s financial advisor and third-party appraiser) and Nishimura & Asahi (Gaikokuho Kyodo Jigyo)

(“**Nishimura & Asahi**”) (the Company’s legal advisor)<sup>1</sup>. In addition, the Special Committee decided to appoint Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. (“**MUMSS**”) (the Special Committee’s own financial advisor and third-party appraiser) and Gaien Partners (“**Gaien**”) (the Special Committee’s own legal advisor)<sup>2</sup>.

(2) Holding of the Special Committee

The Special Committee was held a total of 15 times between February 10, 2025, and June 3, 2025, and deliberated on the Advisory Matters. In addition, as necessary, reporting, sharing information, deliberation, and decision-making were conducted via email, etc. between meetings. As a result, the Special Committee, on the date of preparation of the Report at the Time of Announcement, approved the Report at the Time of Announcement unanimously by all three members.

(3) Approval of the Business Plan (at the Time of Announcement)

The Special Committee received explanations from the Company, and conducted questions and answers, regarding the negotiation of the tender offer price in the Tender Offer and the business plan that constituted the premise for the Company Share valuation (the “**Business Plan (at the Time of Announcement)**”), including its method and process of preparation and content, and approved it.

(4) Review of publicly disclosed related materials and documents submitted by the Company, Toyota Fudosan and TOYOTA MOTOR CORPORATION (“**TMC**”)

The Special Committee reviewed drafts of the June 3, 2025 Company Press Release, materials concerning Company Share valuation prepared by MUMSS, materials concerning Company Share valuation prepared by SMBC Nikko Securities, materials received from Toyota Fudosan and TMC, materials sent by the Company to Toyota Fudosan and TMC, and other publicly disclosed related documents, as well as documents reasonably necessary or appropriate for the Special Committee’s consideration.

(5) Conduct of questions and answers

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<sup>1</sup> Upon approval, based on the materials submitted by the Company, the Special Committee confirmed that SMBC Nikko Securities and Nishimura & Asahi are not related parties of the Company Group (meaning the Company and its 281 subsidiaries and 19 affiliates; the same shall apply hereinafter), Toyota Fudosan, TMC, or Mr. Toyoda (collectively, the “**Offeror Group**”), and that they have no material interests in connection with the Transactions, including the Tender Offer, and that they possess the required expertise and track record.

<sup>2</sup> Upon selection, the Special Committee confirmed that MUMSS and Gaien are not related parties of the Company Group or the Offeror Group and that they have no material interests in connection with the Transactions, including the Tender Offer, and that they possess the required expertise and track record.

The Special Committee conducted the questions and answers described in (i) through (iv) below.

(i) With the Company, on matters regarding the significance and purpose of the Transactions, the impact of the Transactions on the Company's business, the content of the business plan that was the premise for the Company Share valuation by MUMSS and SMBC Nikko Securities, and the content of the Offeror Group's proposal.

(ii) With the Offeror Group, on matters regarding the business environment, business content, the purpose, background and significance of the Transactions, the scheme of the Transactions, the fairness of the procedures of the Transactions, the conditions of the Transactions, and the Company's management policy after the Transactions.

(iii) With MUMSS and SMBC Nikko Securities, on matters regarding Company Share valuation as of the submission of the Report at the Time of Announcement.

(iv) With Gaien, on matters regarding measures to ensure the fairness of the procedures of the Transactions and measures to avoid conflicts of interest.

**(6) Report to the Board of Directors of the Company**

The Special Committee submitted the Report at the Time of Announcement at the board of directors of the Company held on June 3, 2025, and responded to questions regarding the Report at the Time of Announcement.

**2. Activities from the day after submission of the Report at the Time of Announcement up to submission of the Report**

**(1) Confirmation of satisfaction of conditions precedent for the Tender Offer**

Based on notice and other information confirming that, on the part of the Offeror, procedures and responses required for the implementation of the Tender Offer under domestic and foreign competition laws, the EU Foreign Subsidies Regulation, foreign investment control laws and regulations, and the financial regulatory laws and regulations in the United Kingdom and Sweden have been completed, the Special Committee confirmed that, among the conditions precedent to the Tender Offer, all conditions other than those relating to acts by the Company and the Special Committee have been satisfied.

**(2) Approval of additional appointment of advisors with independence and expertise**

The Special Committee approved the Company's additional appointment of EY

Strategy and Consulting Co., Ltd. (“EYSC”) as a third-party appraiser<sup>3</sup>.

(3) Holding of the Special Committee, etc.

The Special Committee was held a total of 12 times between November 25, 2025 and January 14, 2026, and deliberated on the Additional Advisory Matters. In addition, as necessary, reporting, sharing information, deliberation and decision-making were conducted via email, etc. between meetings. As a result, the Special Committee, on the date of preparation of the Report, approved the Report unanimously by all three members.

(4) Review of publicly disclosed related materials and documents submitted by the Company, Toyota Fudosan and TMC

The Special Committee reviewed drafts of the Company’s press release concerning the commencement of the Tender Offer (the “**Press Release**”), materials received from Toyota Fudosan and TMC, materials sent by the Company to Toyota Fudosan and TMC, and other publicly disclosed related documents, as well as documents reasonably necessary or appropriate for the Special Committee’s consideration.

(5) Confirmation regarding the Offeror’s views on the purpose, etc. of the Transactions

The Special Committee confirmed, through review of the draft tender offer registration statement and hearings with the Company, whether there were changes in the Offeror’s views regarding matters such as the business environment, business content, the purpose, background and significance of the Transactions, the scheme of the Transactions, the fairness of the procedures of the Transactions, the conditions of the Transactions, and the Company’s management policy after the Transactions.

(6) Conduct of hearings regarding modification of the business plan and approval thereof

The Special Committee received from the Company an explanation that, taking into account settlement payments in U.S. class actions and customer support costs arising from the engine certification issue (the “**Engine Certification Issue**”) disclosed in the investigation report dated January 29, 2024, etc., and the impact of U.S. tariffs, the Business Plan (at the Time of Announcement) would be modified with respect to the performance forecast for the fiscal year ending March 2026. The Special Committee received explanations from the Company regarding the method of preparation, process of preparation and content, and important premises, of the modified business plan (the “**Business Plan**”), conducted questions and answers, and

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<sup>3</sup> Upon approval, based on the materials submitted by the Company, the Special Committee confirmed that EYSC is not a related party of the Company Group or the Offeror Group, and that EYSC has no material interest in connection with the Transactions, including the Tender Offer, and that EYSC possesses the required expertise and track record.

approved it.

(7) Hearing regarding financing plans accompanying the increase to the tender offer price

The Special Committee conducted a hearing with the Company regarding the Company's financing plan after implementation of the Transactions and the impact of the increase to the tender offer price on the Company's business operations after implementation of the Transactions.

(8) Meetings with institutional investors

The Special Committee held meetings with multiple institutional investors who requested meetings with the Special Committee, and listened to the opinions of the institutional investors.

(9) Requests for Company Share valuation and Fairness Opinions, and questions and answers regarding Company Share valuation

The Special Committee, taking into account that, since the announcement of the Tender Offer was made, the economic environment and foreign exchange trends including the Trump tariffs, increases in share prices in the equity markets, etc., have materially changed the circumstances affecting the value of the Company Shares and that market prices of shares of each of Denso Corporation, Toyota Tsusho Corporation and Aisin Corporation (collectively, the **"Three Toyota Group Companies"**) held by the Company and shares of TMC have been trending upward, and fundamental events affecting the Company's intrinsic value have occurred—requested MUMSS to newly conduct Company Share valuation and submit a Fairness opinion. The Special Committee requested MUMSS, SMBC Nikko Securities and EYSC to explain matters concerning the Company Share valuation each of them prepared, and conducted questions and answers.

(10) Hearings regarding matters confirmed up to the time of the Report at the Time of Announcement

The Special Committee conducted hearings with the Company regarding whether there were any changes to the matters confirmed in "1. Activities up to the date of submission of the Report at the Time of Announcement (June 3, 2025)" above, and, if there were changes, the content thereof.

### **Section 3 Opinions of the Special Committee**

As a result of considering the Additional Advisory Matters, the Special Committee unanimously submits the following opinion regarding the Advisory Matters.

The Special Committee changes a part of the Report at the Time of Announcement dated June 3, 2025 and submits as follows.

- (1) The Transactions are deemed to contribute to improvement of the Company's corporate value, and the purpose of the Transactions is considered to be legitimate and rational.
- (2) In the Transactions, appropriate measures are considered to have been taken to ensure fairness, and the negotiation process and procedures leading to the decision-making for the Transactions are considered to be fair.
- (3) The purchase price of the Tender Offer is considered to be an appropriate price that properly reflects the Company's intrinsic value based on the results of the share valuations conducted by MUMSS, SMBC Nikko Securities and EYSC, and each of the fairness opinions, among others. The other terms and conditions of the Transactions are also considered to be fair.
- (4) Considering (1) through (3) above, the Special Committee can approve the Company's board of directors' decision to express an opinion in support of the Tender Offer; furthermore, it is appropriate for the Company's board of directors to change the neutral position at the time of the announcement regarding the recommendation to tender, and adopt a resolution to recommend that the Company's shareholders tender their shares in the Tender Offer.
- (5) In light of points (1) through (4) above, it is considered that proceeding with the Transactions, including the Tender Offer, would not be disadvantageous to the Company's minority shareholders.

#### **Section 4 Outline of Reasons for Opinions and Matters Considered**

##### **1. Legitimacy and rationality of the purpose of the Transactions (including whether the Transactions will contribute to enhancement of the Company's corporate value)**

###### **(1) Purpose, etc. of the Transactions**

Prior to the Report at the Time of Announcement, the Special Committee conducted questions with the Company and the Offeror Group on the purpose of the Transactions and the specific content of the expected improvement of the Company's corporate value through the Transactions and received answers from the Company and the Offeror Group. Based on documents reviewed by the Special Committee after the Report at the Time of Announcement and information heard from the Company, there have been no particular changes to the content confirmed by the Special Committee prior to the Report at the Time of Announcement. The content

thereof is summarized in Appendix 2<sup>4</sup>.

## (2) Consideration

The Special Committee conducted a detailed examination of the appropriateness and rationality of the specific details of the purpose of the Transactions in relation to the Company, the impact of the Transactions on the Company's employees and business partners, and the possibility of improving the Company's corporate value based on these matters. Specifically, the Special Committee comprehensively verified, among other matters, measures Toyota Fudosan envisions to improve the Company's corporate value in its current business environment, how specific and practical those measures are, whether it is necessary to implement the Transactions in order to implement those measures, what advantages the Transactions will bring to the Company's business, and, on the other hand, whether there are any disadvantages and the expected extent thereof.

As a result, it is recognized that there is nothing particularly unreasonable in the significance and purpose of the Transactions, including the Tender Offer, envisaged by the Company and Toyota Fudosan as stated in (1) "Purpose, etc. of the Transactions" above, and that the significance and purpose of the Transactions are the result of reasonable consideration. has come to the conclusion (i) that the Transactions are being conducted for the purpose of improving the Company's corporate value and (ii) that nothing particularly unreasonable is recognized in the Company's judgment that the Transactions are necessary to implement each of the measures envisaged by the Company.

Furthermore, the Special Committee has confirmed that under Article 6, Paragraph 2 of the "Tender Offer Agreement" between Toyota Fudosan and the Company dated June 3, 2025 (including the amended contents as of January 14, 2026, the "**Agreement**"), Toyota Fudosan and the Tender Offeror will maintain and respect the Company Group's management autonomy under the Company Group's corporate philosophy even after completion of the Transactions. Additionally, the Special Committee has determined that by making the Company a wholly owned subsidiary of the Offeror through the Transactions, it is expected that synergies and benefits that would have been difficult to realize while the Company remained listed will be

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<sup>4</sup> The Transactions originated from the submission by the Company of a letter of initial intent regarding the consideration of privatization of the Company, including the Tender Offer, to TMC on December 16, 2024 (such submission, the "**Initial Proposal**"). Subsequently, through coordination between TMC and Toyota Fudosan, the Transactions, in which Toyota Fudosan would take the lead in privatizing the Company, were formally proposed on April 30, 2025.

generated, and that, at the same time, the necessity of maintaining the Company's listed status and the disadvantages of going private have been assessed as being limited, as stated below:

(i) The Transactions, within the broad vision of the Toyota group (which, although not necessarily in parent-subsidiary, affiliated-company, or jointly-controlled-entity relationships, is composed, as of March 31, 2025, of a total of 18 companies including the Company, TMC, and the Three Toyota Group Companies; hereinafter the same), which aims to contribute to the development of the mobility industry in Japan and, further, throughout the world through taking on the challenge of a 'transformation into a mobility company,' are aimed at: (i) the Company leading within the Toyota Group the business domain centered on the movement of goods, such as materials handling equipment and logistics solutions; and (ii) strengthening the competitiveness of the Company's automotive business regarding the movement of people, through further deepening collaboration between the Company and the Toyota Group, and through these efforts, promoting the growth of the Toyota Group as a whole in the mobility industry by supporting the movement of information, under the Toyota Group's broader vision of contributing to the development of the mobility industry in Japan and the world through taking on challenges to "transform into a mobility company."

The above vision is deeply resonant with the Company's management team, and the purpose of the Transactions aligns with the direction the Company is pursuing, and which the Company's board of directors has discussed. Additionally, it is believed that pursuing the expansion of information and database utilization, which is essential for the Company to transform into a company that leads mobility companies through collaboration with Toyota Group companies, is a significant advantage of the Transactions.

- (ii) The Offeror Group expect that the Transactions will serve as an opportunity to commence the allocation of businesses, technologies, and resources related to the movement of goods that are inefficiently dispersed throughout the Toyota Group, with the Company at the center. The Company believes that the Offeror Group's thinking is reasonable and will contribute to the medium- to long-term enhancement of the Company's corporate value.
- (iii) The Offeror Group is believed to have an accurate understanding of the following management issues that the logistics solutions business, which is the most important business for the Company's business strategy, will face in the

future, as well as the strategies to address these issues. The Special Committee also shares the same view on these management issues and strategies.

- (a) Measures to strengthen competitiveness require significant upfront investments over the medium to long term, and some of which are unlikely to contribute to earnings in the short term.
- (b) Growth in the areas of information, data, and software may be critical for competitiveness, and it is important to make significant upfront investments and to make decisions more quickly than ever before in these areas.
- (c) Mobilizing management resources (particularly human resources and technology) across the group, beyond the scope of a single company, is considered to be a significant contributor to strengthening competitiveness.

(iv) It is believed that the synergies Toyota Fudosan aims to achieve with the Company are feasible, considering that the Transactions are positioned within the Toyota Group's vision as stated above, and enhancement of the Company's corporate value is a prerequisite for this strategy, that TMC will make a significant investment even though it will hold non-voting shares, that Toyota Fudosan will maintain capital and operational independence from all Toyota Group companies despite having a broad shareholder base within the Toyota Group, and that Mr. Akio Toyoda ("**Mr. Toyoda**"), a member of the founding family of TMC, will hold voting rights in Toyota Asset Co., Ltd. (it holds all of the issued shares of the Offeror and Toyota Fudosan holds all of the issued shares of it; "**Offeror's Parent Company**").

(v) The Company, where the Toyota Group originated from, has been promoting collaboration among Toyota Group companies historically based on shared principles and guidelines such as the Toyoda Precepts and Toyota Production System (TPS). Therefore, it is believed that implementation of the Transactions between the Company and the Offeror Group, which share similar cultural backgrounds and values, will further enhance the likelihood of achieving the Toyota Group's vision and realizing synergies for both the Company and the Toyota Group.

(vi) The Offeror Group has explicitly stated that it will consider the management policy after the Tender Offer thoroughly in consultation with the Company's management so that the Company will be able to aim for medium- to long-term growth without being influenced by short-term performance expectations from

the stock market, while maintaining and strengthening the foundation of its current revenue business, by deepening business collaboration and coordination with the Toyota Group. Looking at what is expected of the Company following the Transactions, it is considered important to leverage the Company’s strengths in the automotive business while maintaining the same level of operational flexibility as before. Regarding the materials handling equipment business, from a medium- to long-term perspective, it is planned to incorporate research and development results from Toyota Group companies in the automotive field into the Company’s materials handling equipment business, in addition to the Company’s own research and development in growth areas such as the integration of software and communication functions into industrial vehicles, electrification, and autonomous driving. In light of the foregoing, it is believed that even following completion of the Transactions, the Company’s corporate culture of manufacturing rooted in the trust the Company has cultivated with its customers, which remains one of the Company’s strengths, will be preserved. Moreover, by further developing the managerial capabilities and resources that have underpinned the Company’s growth so far, it is expected that the Company will achieve continued advancements on its own.

(vii) As the Transactions (the Tender Offer and subsequent squeeze-out) involve an acquisition using LBO financing, prior to the Report at the Time of Announcement, based on interviews with the Company, the Special Committee has confirmed that (a) it is not expected that the Company will need to raise funds through equity, considering its financial condition, in order to conduct investments based on its business plan, (b) it is possible to raise funds as necessary from financial institutions which are the Company’s business partners, and (c) Toyota Fudosan has consulted with financial institutions on the measures to limit the impact on the sales finance and logistics solutions businesses, and based on the status of these discussions, it has been confirmed that it is possible to avoid any damage to the Company’s corporate value resulting from such borrowing and to maintain the Company’s business competitiveness. In addition to this, Toyota Fudosan believes that “it can leverage the creditworthiness of the Toyota Group and establish a financial structure and support system that can meet significant capital needs, including equity financing,” and given that this point is expected to be clearly stated in the June 3, 2025 Company Press Release, the disadvantages of delisting in terms of fundraising are considered to be minimal. With respect to these matters, the

Special Committee conducted a further hearing with the Company and confirmed them in preparing the Report.

(viii) Other general disadvantages of delisting include the possibility of business partners withdrawing, difficulties in recruiting personnel, and a decline in employee motivation. However, the Company, where the Toyota Group originated from, has a strong brand and credibility and its brand is already widely recognized and has a high level of name recognition. Additionally, it is planned to continue using the Company's brand in the business activities of the Company Group even after completion of the Transactions. Therefore, there will be no change in the Company Group's name recognition or social credibility. Furthermore, since Toyota Fudosan has clearly stated that it will cooperate to the greatest extent possible for the Company to maintain and develop its business relationships with existing customers, suppliers, and other stakeholders of its business, the likelihood of business partners withdrawing due to delisting is extremely low. Moreover, as Toyota Fudosan's basic policy is to maintain the employment of the Company's employees after the Transactions and not to change the employment conditions of the Company's employees in a disadvantageous manner, which was explicitly mentioned in the June 3, 2025 Company Press Release and will be explicitly mentioned in the Press Release (Article 6, Paragraph 9 of the Agreement stimulates the maintenance of the employment of the Company Group). In hearings with the Company, the Company stated that, after the June 3, 2025 Company Press Release, there was no sign of unrest among employees, nor were increases in turnover or difficulties in hiring recognized. Therefore, it is not unreasonable to judge that there will be no impact on the social status of employees or on recruitment.

(3) Summary

Based on the above points, and as a result of careful discussion and examination, the Special Committee reached a conclusion that the Transactions will contribute to the improvement of the corporate value of the Company, and that the purpose of the Transactions is legitimate and rational.

**2. Fairness of the procedures related to the Transactions (including whether sufficient consideration has been given to the interests of the Company's shareholders)**

(1) Establishment of an independent Special Committee

(i) Time of establishment

In the Transactions, on December 16, 2024, TMC made the Initial Proposal to the Company to the effect that it wanted to start examining taking the Company private, and thereafter, the Company established the Special Committee on January 31, 2025, and the first Special Committee meeting was held on February 10, 2025.

In the Transactions, the Special Committee became involved in the Transactions at an early stage after TMC proposed the Transactions, and it can be determined that the Special Committee's involvement in the Transactions has been ensured from the initial stage of the process of formulating the conditions of the Transactions.

(ii) Composition of the Special Committee members (independence, attributes and expertise)

In the Transactions, in order to be careful in the Company's decision-making regarding the Transactions, and to eliminate arbitrariness and the risk of conflicts of interest and to ensure fairness in the decision-making process by the Company's board of directors, on January 31, 2025, the Company's board of directors appointed the following three people, all of whom are outside directors of the Company and are independent officers requested by the Tokyo Stock Exchange, Inc. (the "**Tokyo Stock Exchange**"), with advice from Nishimura & Asahi, the Company's independent legal advisor, after confirming that they are independent from the Offeror Group and the Company Group and have no material interest in whether the Transactions are successfully completed that differs from that of minority shareholders: Mr. Junichi Handa (independent outside director of the Company), Mr. Shuzo Sumi (independent outside director of the Company), and Ms. Tokiko Shimizu (independent outside director of the Company).

It has been confirmed that the members of the Special Committee are independent of both the Offeror Group and the Company Group and that they do not have a material interest in whether the Transactions are successfully completed that differs from that of minority shareholders, and it can be determined that they were appointed with due consideration of their expertise and attributes.

(iii) Involvement in the negotiations with the Offeror regarding the conditions, etc.

#### of the Transactions

When negotiating the conditions of, and other matters concerning, the Transactions (including the terms of the Agreement; the same applies in (iii)), the Company and the Offeror Group were to report the status of the negotiations to the Special Committee in a timely manner and receive its opinions, instructions, and requests on important aspects, as stated above, and a situation in which the Special Committee could be substantially involved in the negotiations between the Company and the Offeror Group regarding the conditions, etc. of the Transactions, including the Tender Offer Price (the purchase price per Company Share in the Tender Offer; the same shall apply hereinafter), was ensured. The Special Committee gave instructions to the Company on the negotiation policy when negotiating the conditions, etc. of the Transactions, including the Tender Offer Price.

Thus, it can be determined that the Special Committee was substantially involved in the negotiations between the Company and the Offeror Group regarding conditions of the Transactions including the Tender Offer Price.

#### (iv) Advisors, etc.

The Special Committee appointed MUMSS as its own financial advisor and third-party appraiser, and Gaien as its own legal advisor, after confirming their independence, expertise and track records, etc. In addition, the Special Committee approved Nishimura & Asahi as a legal advisor and SMBC Nikko Securities as a financial advisor and third-party appraiser of the Company, after confirming their independence, expertise and track records, etc., and received advice as necessary. After the Report at the Time of Announcement, the Company newly appointed EYSC as a third-party appraiser, and the Special Committee approved such appointment after confirming EYSC's independence, expertise and track records, etc. This serves to further enhance the fairness of the procedures for the Transactions by considering assessments of the share value of the Company Shares conducted by a greater number of independent experts.

Thus, it can be determined that the Special Committee carefully examined and discussed the rationality of the purpose of the Transactions, the fairness of the conditions of the Transactions, and other matters from the perspective of improving the Company's corporate value and ensuring the interests of its minority shareholders, while obtaining expert advice, opinions, etc. from each

of the above outside advisors in a timely manner in the process of examining the Transactions.

(v) Acquisition of information

Upon establishment of the Special Committee, the Company's board of directors resolved to authorize the Special Committee to request that, when making decisions regarding the Transactions, the Company's directors, employees, and other persons deemed necessary by the Special Committee attend meetings of the Special Committee and that they explain necessary information.

In addition, when examining the Transactions, the Special Committee received legal advice from Gaien and Nishimura & Asahi on the decision-making process concerning the Transactions and the manner of operation of the Special Committee. In addition, in reviewing the materials regarding the present case, the Special Committee held question-and-answer sessions with management and other relevant personnel on the significance and purpose of the Transactions and the business plan, etc. of the Company, and with the Offeror Group, as stated above. Further, the Special Committee submitted written questions and additional questions to the Offeror Group and received responses several times to obtain sufficient information to examine the Transactions.

Thus, it can be determined that the Special Committee has established a framework that allows it to obtain important information, including non-public information, and to examine and make judgments regarding whether to conduct the Transactions and the appropriateness of the conditions thereof based on such information.

(vi) Remuneration

In examining the Transactions, the Company's board of directors will pay to the Special Committee members fixed remuneration that is payable regardless of whether the Transactions are successfully completed, as consideration for their duties, and the contingency remuneration system will not be adopted.

In light of the fact that remuneration for appropriately fulfilling the role required of the Special Committee in examining the Transactions will be paid regardless of whether the Transactions are successfully completed, it can be determined that an environment has been created in which each member of the Special Committee can easily make a commitment in terms of time and effort and make

judgments from a position independent of whether the Transactions are successfully completed.

(vii) Handling of the Special Committee's judgments at the Company's board of directors' meetings

When establishing the Special Committee, the Company's board of directors resolved that it would position the Special Committee as a consultative body independent of itself, and when making decisions on the Transactions, it would respect the Special Committee's opinions to the fullest extent possible, and if the Special Committee determined that the conditions of the Tender Offer or the Transactions were not appropriate, that it would not support the Tender Offer. The Company's board of directors further resolved that, in relation to the negotiations regarding the conditions of the Transactions with the Offeror Group, it would give to the Special Committee the authority to be substantially involved in the negotiation process, such as by confirming the policy thereof in advance and by receiving timely reports on the status of the negotiations and giving opinions, instructions, or requests at important moments, as well as the authority to appoint its own advisors at the Company's reasonable expense if the Special Committee deemed it necessary.

Thus, it can be determined that a framework has been ensured in which the Company's board of directors of the Company can make decisions respecting the opinions of the Special Committee regarding the Transactions.

(viii) The Company's internal examination framework

Out of the Company's directors, Mr. Shigeki Terashi served as a director of TMC until May 2021, and Mr. Kazunari Kumakura has been concurrently serving as General Manager of the Purchasing Management Division of TMC. In light of this fact, from the viewpoint of avoiding potential conflicts of interest, after receiving the Initial Proposal from TMC on December 16, 2024 stating that it wanted to start examining taking the Company private, Mr. Terashi and Mr. Kumakura did not participate in the deliberations and resolutions by the board of directors concerning the Transactions, including the board of directors meeting held on January 31, 2025 in which the establishment of the Special Committee was resolved, nor did they participate in the considerations of the Transactions or in the discussions or negotiations regarding the conditions of the Transactions, including the Tender Offer Price, between the Company and the

Offeror Group from the Company's standpoint.

Thus, it can be determined that the Company has established an internal framework that enabled it to conduct examinations and negotiations from a standpoint independent of the Offeror Group in the Transactions.

(ix) Sub-summary

As stated above, it can be determined that, in examining the Transactions, efforts were actively made to enhance the effectiveness of the Special Committee, and that the Special Committee has functioned effectively.

(2) Acquisition of independent expert advice or the like from outside experts

As described below, it is recognized that the Company and the Special Committee each obtained independent expert advice, etc. from outside experts.

(i) Appointment of independent legal advisors and acquisition of advice therefrom

As described in (1)(iv) above, the Company appointed Nishimura & Asahi as its legal advisor, and received necessary legal advice regarding measures that should be taken to ensure the fairness of the procedures in the Transactions, various procedures in the Transactions, and matters including the method and process of the Company's decision-making concerning the Transactions.

As described in (1)(iv) above, the Special Committee appointed Gaien as its own legal advisor and received necessary legal advice regarding measures that should be taken to ensure the fairness of the procedures in the Transactions, and matters including the method and process of deliberation by the Special Committee concerning the Transactions.

(ii) Appointment of independent financial advisors and third-party appraisers, and acquisition of share valuation reports and fairness opinions

As described in (1)(iv) above, the Company appointed SMBC Nikko Securities as its financial advisor and third-party appraiser for the Transactions, obtained advice on examining the structure of the Transactions, alternative means, and alternative transactions, and price negotiations and other matters, and, at the time of the Report at the Time of Announcement, requested SMBC Nikko Securities to conduct company share valuation and obtained, as of June 2, 2025, a share valuation report regarding the results of valuation of the Company Shares (the **“Company Share Valuation Report at the Time of Announcement (SMBC**

**Nikko Securities”**). For the Report, the Company requested SMBC Nikko Securities and EYSC to conduct company share valuation and issue fairness opinions, and, as of January 13, 2026, obtained from both companies share valuation reports regarding the results of valuation of the Company Shares (the “**Company Share Valuation Report (SMBC Nikko Securities)**” and the “**Company Share Valuation Report (EYSC)**” and fairness opinions (the “**Fairness Opinion (SMBC Nikko Securities)**” and the “**Fairness Opinion (EYSC)**”).

As described in (1)(iv) above, the Special Committee appointed MUMSS as its financial advisor and third-party appraiser for the Transactions, received advice on the structure of the Transactions, alternatives, consideration of alternative transactions and price negotiations, and, at the time of the Report at the Time of Announcement, requested MUMSS to conduct company share valuation and obtained, as of June 2, 2025, a share valuation report regarding the results of valuation of the Company Shares (the “**Company Share Valuation Report at the Time of Announcement (MUMSS)**”)

For the Report, the Special Committee requested MUMSS to conduct company share valuation and issue fairness opinion, and, as of January 13, 2026, obtained from MUMSS a share valuation report regarding the results of valuation of the Company Shares (the “**Company Share Valuation Report (MUMSS)**” ) and a fairness opinion (the “**Fairness Opinion (MUMSS)**”).

For the contents of each company share valuation report and each fairness opinion, see 3(1)(i) through (iii) and 3(2)(i) through (iii) below.

(3) Securing opportunities for other acquirers to propose acquisitions (market check)

The tender offer period is 20 business days; the Tender Offer is a so-called pre-announced tender offer, and given that more than seven months elapsed between disclosure of details of the Tender Offer scheme and conditions in the June 3, 2025 Company Press Release and commencement of the Tender Offer (scheduled for January 15, 2026), minority shareholders will have sufficient time to make an appropriate decision regarding their participation in the Tender Offer, and other parties other than the Offeror will also have sufficient opportunity to purchase the Company’s shares.

The Agreement stipulates the Company’s obligation to express an opinion in support of the Tender Offer. However, with respect to such obligation, a “fiduciary-out” clause is stipulated, which allows the Company to change or withdraws its opinion

(i) if a party other than Toyota Fudosan or the Offeror makes a counter-proposal that includes the delisting of the Company Shares at the amount of consideration (whether in money, shares, or otherwise) equivalent to an amount that is 5% or more higher than the Tender Offer Price; and (ii) if it is objectively and reasonably recognized that there will be a high probability that maintaining the opinion in support of the Tender Offer even with such proposal will constitute a breach of due care of a prudent manager as a director of the Company. The agreement will not include any clause prohibiting the Company from contacting a competing offeror or requiring the Company to pay breakup fees when it is in support of the acquisition proposal by the competing offeror. In addition, there is no other agreement between the Company and Toyota Fudosan that excessively restricts the Company's contact with the competing offeror.

Thus, in the Tender Offer, for more than seven months, sufficient opportunities were ensured for minority shareholders of the Company to make appropriate judgments on whether to tender and for persons other than the Offeror to make purchases, etc. of the Company Shares; it can be evaluated that an indirect market check was conducted in an environment in which other potential acquirers could make counterproposals. No competing proposal or proposal requesting a change to or withdrawal of the Tender Offer which assumes to take the Company private, were made.

(4) Matters Concerning setting of the majority of minority condition

As of today, Toyota Fudosan, the shareholder of the Offeror's Parent Company, and Mr. Toyoda and TMC, each of whom is scheduled to become a shareholder of the Offeror's Parent Company, own 16,291,374 shares (ownership ratio: 5.42%), 141,600 shares (ownership ratio: 0.05%) and 74,100,604 shares (ownership ratio: 24.66%), respectively, of the Company Shares.

The minimum number of shares to be purchased in the Tender Offer (126,215,300 shares (ownership ratio: 42.01%)) is at a level that exceeds the number of shares equivalent to a majority of (i) the total number of issued shares of the Company as of September 30, 2025 (325,840,640 shares), as stated in the "Consolidated Financial Results for the Second Quarter (Midterm) of the Fiscal Year Ending March 31, 2026 IFRS" announced on October 31, 2025, minus (ii) the number of treasury shares owned by the Company as of the same date (25,366,768 shares), the Company Shares owned by Toyota Fudosan (16,291,374 shares), the Company Shares owned by Mr. Toyoda as of today (141,600 shares), and the Company Shares owned by TMC (the

**“Company Shares Held by TMC”**) (74,100,604 shares), i.e., 209,940,294 shares (ownership ratio: 69.87%), and the number corresponding to a majority thereof (104,970,148 shares (ownership ratio: 34.93%), which is the number equivalent to a majority of the Company Shares owned by shareholders other than the Offeror Group). Accordingly, it can be recognized that a condition that more strongly reflects the will of the shareholders of the Company other than the Offeror Group (the so-called “majority-of-minority” condition<sup>5</sup>) has been set.

(5) Enhancement of the Information Provision to Minority Shareholders and Improvement of the Transparency of the Process  
(i) Information regarding the Special Committee

In the disclosure documents at the time of announcement of the Tender Offer by the Company, information regarding: (i) the independence or expertise of the members of the Special Committee; (ii) the details of the authority granted to the Special Committee; (iii) if the Special Committee determined that the conditions of the Tender Offer or the Transactions are not appropriate, the resolution of the Company’s board of directors that it will not support the Tender Offer or the Transactions; (iv) the process of consideration in the Special Committee, (v) the fact that the Special Committee is substantially involved in the negotiations between the Company and Toyota Fudosan; (vi) the details of the report from the Special Committee and the reason therefor (including the legitimacy and rationality of the purpose of the Transactions, the fairness of the procedures related to the Transactions, the fairness and appropriateness of the conditions of the Transactions, pros and cons of expressing an opinion of the

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<sup>5</sup> The Special Committee received from the Company an explanation of the Offeror’s views concerning the treatment of companies of the Toyota group (including the Three Toyota Group Companies) other than the Offeror Group that are shareholders of the Company. According to the Company, the Offeror takes the position that (i) these companies are independent third parties that do not have any conflict of interest with the Offeror, and that the communications of their respective intentions to tender their shares in the Tender Offer were made as a result of sincere discussions and negotiations conducted at arm’s length between independent parties, and (ii) the Offeror has merely received communications of the intent from these companies and has not executed any tender offer agreement with these companies, and they are not restricted from changing their intentions regarding tendering in the Tender Offer; therefore, the Offeror believes that the mere fact that these companies communicated their intent to tender shares in the Tender Offer will not render these companies “shareholders of the Company who have an interest in the Offeror” for purposes of determining the applicability of the so-called “majority of minority” condition. Having confirmed the Company’s recognition of the Offeror’s views, the Special Committee, on the premise of (i) and (ii), determined that, with the condition described in the text that reflects the will of the shareholders of the Company other than the Offeror Group, it can be evaluated as the so-called “majority-of-minority” condition.

Company's board of directors to support the Tender Offer and recommending that the Company's shareholders tender their shares in the Tender Offer; and whether implementation of the Transactions causes a disadvantage to the minority shareholders of the Company); and (vii) the effect that the remuneration to be paid to the Special Committee member is fixed, was disclosed. At the commencement of the Tender Offer, the same contents and the Report are scheduled to be disclosed; it is recognized that enhancement of information provision to minority shareholders of the Company and improvement of process transparency are being pursued.

(ii) Information About the Share Valuation Report

In the disclosure materials to be published by the Company at the commencement of the Tender Offer, the content will be in accordance with the disclosure requirements for MBOs and complete subsidiary acquisitions by controlling shareholders after the amendments to the Tokyo Stock Exchange's Securities Listing Regulations, which came into effect on July 22, 2025. Specifically, (i) information regarding the contents of the Company Share Valuation Report (MUMSS), the Company Share Valuation Report (SMBC Nikko Securities), and the Company Share Valuation Report (EYSC), including the valuation methods (market share price analysis, comparable company analysis, and discounted cash flow analysis (the "**DCF Analysis**") in the Company Share Valuation Report (MUMSS); market share price method, comparable listed company comparison method, and discounted cash flow method (the "**DCF Method**") in the Company Share Valuation Report (SMBC Nikko Securities); and market share price method, comparable company comparison method, and DCF Method in the Company Share Valuation Report (EYSC)), as well as information regarding the calculation process of the share value of the Company Shares based on these methods, and (ii) disclosure that MUMSS, SMBC Nikko Securities, and EYSC are independent from both the Offeror Group and the Company Group, and do not have any material interest in the outcome of the Transactions that differs from minority shareholders of the Company, is planned. It is recognized that these disclosures enhance the provision of information to minority shareholders of the Company and improve the transparency of the process.

(iii) Other information

In the disclosure documents at the time the Transactions were announced, information regarding (i) the processes leading to the implementation of the Transactions; (ii) background and purpose of choosing to conduct the Transactions at this time; (iii) internal examination framework that excludes the Company's director who is a former TMC director and currently serves as the head of procurement at TMC to eliminate the impact from the structural conflicts of interest; (iv) process of consultations and negotiations regarding the conditions of the Transactions between the Company and the Offeror Group; (v) whether or not there is any agreement that includes deal protection provisions which excessively prohibit the Company from having contact with a competing offeror; (vi) voting results to the resolution of the board of directors, and where the members who had an interest in deciding whether to approve the Transactions did not participate, were disclosed; similar contents are scheduled to be disclosed in the Company's disclosure documents at the commencement of the Tender Offer. It is recognized that enhancement of information provision to minority shareholders of the Company and improvement of process transparency are being pursued.

#### (6) Elimination of Coercion

In the Transactions, (i) after the Tender Offer, the Squeeze-Out Procedures through the Share Consolidation (as defined in Appendix 1; hereinafter, the same) are scheduled to limit the Company's shareholders only to the Offeror and TMC; however, no scheme has been scheduled in which shareholders who have objection to the Transactions do not have the right to request the purchase of shares. (ii) It was disclosed at the time of the announcement of the Tender Offer and is scheduled to be disclosed at the time of the commencement of the Tender Offer that (a) if the Tender Offer is successfully completed, the Squeeze-Out Procedures are implemented, and that (b) in the Squeeze-Out Procedures, the amount of money to be delivered to the Company's shareholders who did not tender their shares in the Tender Offer will be the same as the price obtained by multiplying the Tender Offer Price by the number of shares of common stock of the Company held by that each shareholder. Therefore, it can be said that consideration is given to the minority shareholders, whether or not they tender their shares in the Tender Offer, to avoid a situation where it is expected that they are treated unfavorably if they did not tender their shares in the Tender Offer.

Thus, in the Transactions, it can be said that consideration is given to avoid coercion

to the minority shareholders, and it is deemed that measures that contribute to ensuring the fairness of the procedures are being taken.

(7) Summary

In light of the above, after careful discussion and deliberation, the Special Committee has concluded that, appropriate fairness ensuring measures are taken from the perspective of considering the interests of shareholders of the Company, and that the negotiation process and decision-making process regarding the Transactions are appropriate.

### **3. Matters Concerning the Fairness of the Conditions of the Transactions**

(1) Procurement of a Share Valuation Report from a Third-Party Appraiser

At the time of the Report at the Time of Announcement, the Special Committee obtained the Company Share Valuation Report at the Time of Announcement (MUMSS) from MUMSS, and the Company obtained the Company Share Valuation Report at the Time of Announcement (SMBC Nikko Securities) from SMBC Nikko Securities. However, taking into account the fact that since the announcement date of the Tender Offer, significant changes affecting the value of the Company Shares have occurred, including shifts in the economic environment and fluctuations in foreign exchange rates, such as Trump tariffs, as well as a rise in stock prices in the equity markets, the market stock prices of the shares of TMC and the Three Toyota Group Companies held by the Company have exhibited an upward trend, and other events have occurred that have had a substantial impact on the intrinsic value of the Company, the Special Committee obtained the company share valuation report from MUMSS, and the Company obtained the company share valuation report from SMBC Nikko Securities and EYSC, respectively.

(i) A Share Valuation Report Procured from MUMSS

According to the Company Share Valuation Report (MUMSS) obtained by the Special Committee (the overview of which is as described in Appendix 3), as a result of considering the calculation methods to be used in the Tender Offer, based on the idea that it is appropriate to calculate the value of the Company Shares multilaterally, MUMSS calculated the share value of the Company using the following calculation methods: the market price analysis, as the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange and the

Premier Market of the Nagoya Stock Exchange and the market prices thereof exist; the comparable company analysis, as there are multiple listed companies that are comparable to the Company, and an analogical inference of the share value of the Company based on comparison with the market value of comparable listed companies is possible; and the DCF Analysis to reflect the intrinsic value based on the status of the Company's future business operations in the valuation.

The ranges of the share values per share of the Company Shares calculated under each of the methods above are as follows (the details of calculations under each method are as described in Appendix 3).

Market price analysis (Reference Date Reference Date 3)	16,891 yen – 18,200 yen
Market price analysis (Reference Date Reference Date 2)	12,228 yen – 13,225 yen
Comparable company analysis	17,839 yen – 23,772 yen
DCF Analysis	17,331 yen – 23,392 yen

(ii) A Share Valuation Report Procured from SMBC Nikko Securities

According to the Company Share Valuation Report (SMBC Nikko Securities) obtained by the Company (the overview of which is as described in Appendix 4), SMBC Nikko Securities considered which of several calculation methods should be used to calculate the share value of the Company in the Tender Offer; thereafter, based on the idea that it is appropriate to calculate the value of the Company Shares multilaterally, SMBC Nikko Securities calculated the share value of the Company using the following calculation methods: the market price method, as the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange; the comparable listed companies method, as there are multiple listed companies that are comparable to the Company, and an analogical inference of the share value of the Company based on comparable listed companies is possible; and the DCF Method to account for the Company's future business operations in the valuation.

The ranges of the share values per share of the Company Shares calculated under

each of the methods above are as follows (the details of calculations under each method are as described in Appendix 4).

The ranges of the share values per share of the Company Shares are as follows:

Market price method (i)`	16,891 yen – 17,900 yen
Market price method (ii)`	12,228yen – 12,773 yen
Comparable listed company comparison method (i)	17,634 yen – 23,314 yen
Comparable listed company comparison method (ii)	17,265yen – 22,824 yen
DCF Method (i)	14,111yen – 21,463 yen
DCF Method (ii) (SOTP)	14,376 yen – 21,217 yen

(iii) A Share Valuation Report Procured from EYSC

According to the Company Share Valuation Report (EYSC) obtained by the Company (the overview of which is as described in Appendix 5), based on the idea that it is appropriate to analyze the value of the Company Shares multilaterally, EYSC calculated the value of the Company Shares using the following calculation methods: the market price method, as the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange; the comparable company reference method, as there are multiple listed companies that are comparable to each of the Company's businesses, and an estimate of the share value based on comparison with comparable listed companies is possible; and the DCF Method to account for the Company's future business operations in the valuation.

The ranges of the share values per share of the Company Shares calculated under each of the methods above are as follows (the details of calculations under each method are as described in Appendix 5).

Market price method (i)	16,891 yen to 18,200 yen
Market price method (ii)	12,228 yen to 13,225 yen
Comparable company reference method	16,558 yen to 21,776 yen
DCF Method	16,820 yen to 20,458 yen

(iv) Reasonableness of valuation contents of the Share Valuation Reports

The Special Committee received explanations from MUMSS, SMBC Nikko Securities and EYSC regarding, in the Company Share valuation in the Company Share Valuation Report (MUMSS), the Company Share Valuation Report (SMBC Nikko Securities) and the Company Share Valuation Report (EYSC), (i) each analysis method including adoption of SOTP Analysis, (ii) setting of Reference Dates and periods in market price analysis or market price method, (iii) selection of comparable companies and comparable enterprises, the multiples adopted (EBITDA multiple in relation to enterprise value, and EBITDA and EBITDA multiple applied to business value) and their calculation in comparable company analysis, comparable listed company comparison method or comparable company reference method, and (iv) methods of calculation in DCF Analysis or DCF Method (multiple method and perpetual growth method, etc.)

Reasonableness of valuation contents of the Share Valuation Reports

The Special Committee received explanations from MUMSS, SMBC Nikko Securities and EYSC regarding, in the Company Share valuation in the Company Share Valuation Report (MUMSS), the Company Share Valuation Report (SMBC Nikko Securities) and the Company Share Valuation Report (EYSC), (i) each analysis method including adoption of SOTP Analysis, (ii) setting of Reference Dates and periods in market price analysis or market price method, (iii) selection of comparable companies and comparable enterprises, the multiples adopted (EBITDA multiple in relation to enterprise value, and EBITDA and EBITA multiple applied to business value) and their calculation in comparable company analysis, comparable listed company comparison method or comparable company reference method, and (iv) methods of calculation in DCF Analysis or DCF Method (multiple method and perpetual growth method, etc.), methods of calculating discount rates (such as weighted average cost of capital (WACC)) and base numbers therefor, adopted multiples (EBITDA multiple, EV/EBITDA, etc.) and their calculation, and the value of cash equivalents including cash and deposits, and the valuation methods for significant non-operating assets; the Special Committee conducted questions and answers and confirmed that these were selected and calculated by MUMSS, SMBC Nikko Securities and EYSC based on their respective expertise and did not deviate from general evaluation practice, and that no unreasonable points were recognized in their valuation contents.

(v) Consideration of the Method for Preparing the Business Plan Underlying the Share Valuation Report

The Special Committee received explanations from the Company and conducted questions and answers regarding the methods of preparation, processes of preparation and contents of the Business Plan underlying DCF Analysis in the Company Share Valuation Report (MUMSS), DCF Method in the Company Share Valuation Report (SMBC Nikko Securities), and DCF Method in the Company Share Valuation Report (EYSC). As of the time of the announcement of the Tender Offer, the Business Plan (at the Time of Announcement) underlying Company Share valuation was prepared, for the purpose of considering fairness of transaction terms of the Transactions, based on external environmental factors (industry growth rates, market environment data, etc.) and internal factors (Company-specific matters) supported by objective grounds. Regarding synergies expected to be realized through implementation of the Transactions, since it is difficult to specifically estimate them at this time, the content of the Business Plan (at the Time of Announcement) is on a standalone basis without assuming implementation of the Transactions. In the Company's future financial forecasts, there are business years expected to have substantial increases or decreases in profit, as well as business years expected to have substantial increases or decreases in free cash flow; however, the Company's explanations regarding such expected increase are not unreasonable, and there are no particular circumstances that call into question the fairness of the consideration process.

Subsequently, due to (i) recorded settlement costs for the U.S. class-action lawsuit and customer response expenses arising from the Engine Certification Issue; and (ii) reflecting the impact of the so-called Trump tariffs, only the performance forecast for the fiscal year ending March 2026 in the Business Plan (at the Time of Announcement) was modified, and the Business Plan was prepared. Items (i) and (ii) could not be estimated at the time of the announcement of the Tender Offer; item (i) had become concrete at the time of preparation of the Business Plan and recording as an expense was possible under accounting; item (ii) reflects the specific impact in the first quarter of the fiscal year ending March 2026. It was confirmed that there were no other circumstances affecting the content of the business plan; therefore, no

unreasonable points are recognized in the content of the Business Plan<sup>6</sup>.

Furthermore, in light of the Company's explanations and results of questions and answers regarding the Business Plan (at the Time of Announcement) and the Business Plan, no unreasonable points are recognized in important premises of the Business Plan at the Time of Announcement and the Business Plan.

In addition, the Business Plan (at the Time of Announcement) and the Business Plan were each prepared for the purpose of consideration of the Transactions by a team composed of officers and employees of the Company who do not have significant interests with the Offeror; there is no indication that the business plans were prepared or modified under instruction from, or in consideration of the intention of, the Offeror Group. Therefore, no unfairness is recognized in the procedures for preparing the Business Plan.

Based on the foregoing considerations, the Special Committee, at the 16th meeting of the Special Committee, approved using the Business Plan as the basis for Company Share valuation and submitting it to the Offeror Group for negotiation of the tender offer price.

## (2) Fairness Opinions Procured from Third-party Appraisers

The Special Committee obtained the fairness opinion from MUMSS, and the Company obtained the fairness opinions from SMBC Nikko Securities and EYSC, respectively., as follows.

### (i) Fairness Opinion Procured by the Special Committee from MUMSS

The Special Committee obtained the Fairness Opinion (MUMSS); according to the Fairness Opinion (MUMSS), in light of Company Share valuation results based on the Business Plan prepared by the Company, the price of 18,800 yen in the Tender Offer is fair from a financial standpoint for the Company's shareholders (excluding TMC, Mr. Toyoda and the Company, as well as the Offeror and its related companies)<sup>7</sup>.

After analyzing and reviewing the Business Plan Etc. and other financial

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<sup>6</sup> It should be noted that the costs related to compensation and litigation, etc. (including settlement payments to the Department of Justice and regardless of the form), which may arise in the future due to the Engine Certification Issue, are not included in (1). According to the Company, it is impossible to estimate such amounts, even approximately, at this time. These risks are described as business risks in Section 2.3(15), Part I of the Annual Securities Report for the 147th fiscal year, and it is not unreasonable that such risks are not reflected in the figures of the Business Plan.

<sup>7</sup> The disclaimer language and other provisions stated in the Fairness Opinion (MUMSS) are as set forth in Appendix 6(1).

information submitted by the Company, question and answer sessions between the Company and the Special Committee, in addition to reviewing the results of Company Share valuation conducted by MUMSS, and holding question and answer sessions with the Company and the Special Committee regarding the circumstance and background leading to support of the Tender Offer, the Fairness Opinion (MUMSS) issued through approval by the committee, which consists of the Investment Banking Division and other professionals of MUMSS and its related companies, in accordance with the ordinary internal procedures of MUMSS; no unreasonable points were identified. Further, as described in (1)(e) above, no unreasonable points were recognized in the methods and contents of Company Share valuation by MUMSS underlying issuance of the Fairness Opinion (MUMSS).

Accordingly, the Special Committee judged that no unreasonable points were recognized in the Fairness Opinion (MUMSS) or the procedures for issuance thereof.

- (i) Fairness Opinion Procured by the Company from SMBC Nikko Securities  
The Special Committee obtained the Fairness Opinion (SMBC Nikko Securities); according to the Fairness Opinion (SMBC Nikko Securities), in light of Company Share valuation results based on the Business Plan prepared by the Company, the price of 18,800 yen in the Tender Offer is financially fair to the Company's shareholders (excluding Toyota Fudosan, TMC, and Mr. Toyoda)<sup>8</sup>. The Fairness Opinion (SMBC Nikko Securities) was issued by SMBC Nikko Securities after analyzing and reviewing the financial information, including the Business Plan etc. and having question and answer sessions with the Company, in addition to the review of results of Company Shares valuation conducted by SMBC Nikko Securities, and SMBC Nikko Securities' approval procedures regarding fairness opinions; no unreasonable points were identified. Further, as described in (1)(e) above, no unreasonable points were recognized in the methods and contents of Company Share valuation by SMBC Nikko Securities underlying issuance of the Fairness Opinion (SMBC Nikko Securities).  
Accordingly, the Special Committee judged that no unreasonable points were recognized in the Fairness Opinion (SMBC Nikko Securities) or the procedures for issuance thereof.

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The disclaimer language and other provisions stated in the Fairness Opinion (SMBC Nikko Securities) are as set forth in Appendix 6(2)B)

(ii) Fairness Opinion Procured by the Company from EYSC

The Company obtained the Fairness Opinion (EYSC); according to the Fairness Opinion (EYSC), in light of Company Share valuation results based on the Business Plan prepared by the Company, the price of 18,800 yen in the Tender Offer is financially fair to the Company's shareholders (excluding Toyota Fudosan, Mr. Toyoda, TMC and the Company that owns the Company Shares as own shares)<sup>9</sup>.

After analyzing and reviewing the financial information, including the Business Plan, Etc., and having question and answer sessions with the Company, in addition to the review of the results of the Company Shares valuation conducted by EYSC, the Fairness Opinion (EYSC) was issued through deliberations and approval procedures of EYSC's committee regarding fairness opinions ; no unreasonable points were identified. Further, as described in (1)(e) above, no unreasonable points were recognized in the methods and contents of Company Share valuation by EYSC underlying issuance of the Fairness Opinion (EYSC). Accordingly, the Special Committee judged that no unreasonable points were recognized in the Fairness Opinion (EYSC) or the procedures for issuance thereof.

(iii) Sub-Summary

As described above, MUMSS, SMBC Nikko Securities and EYSC—the Special Committee's and the Company's third-party appraisers—have each expressed fairness opinions confirming that the Tender Offer Price of 18,800 yen is financially fair. Given that these third-party appraisers are recognized domestically and internationally, that no unreasonable points are recognized in the Company Share Valuation Reports underlying issuance of each Fairness Opinion, that strict internal review procedures are undertaken upon issuance of each Fairness Opinion, and that no unreasonable points are recognized in their contents, the Special Committee judged that it can rely on the Fairness Opinions issued by each third-party appraiser when judging whether the Tender Offer Price appropriately reflects the Company's intrinsic value.

(3) Tender Offer Price

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<sup>9</sup> The disclaimer language and other provisions stated in the Fairness Opinion (EYSC) are as set forth in Appendix 6(3)B)

(i) Positioning of the Tender Offer Price in the Calculation Results of the Third-Party Appraiser

Considering (i) the Tender Offer Price of 18,800 yen per share is above the maximum of valuation ranges in market price analysis and market price methods by MUMSS (the Special Committee's third-party appraiser) and by SMBC Nikko Securities and EYSC (the Company's third-party appraisers) for any Reference Date; is within the ranges of valuation results of DCF Analysis and DCF Method by each third-party appraiser; and is within the ranges of valuation results of comparable company analysis, comparable listed company comparison method and comparable company reference method, and (ii) as described in (2) above, given that each of the third-party appraisers of the Special Committee and the Company has submitted Fairness Opinions that the Tender Offer Price is appropriate for the Company's shareholders (excluding TMC, Mr. Toyoda, and the Company, as well as the Offeror and its related companies) from a financial standpoint, or is fair for the Company's shareholders (excluding Toyota Fudosan, TMC, and Mr. Toyoda), or is fair to general shareholders of the Company from a financial standpoint (excluding TMC, Mr. Toyoda, and the Company, as well as the Company that owns the Company Shares as own shares), it is not unreasonable to judge that the Tender Offer Price is an appropriate price that properly reflects the intrinsic value of the Company.

(ii) Verification of the Premium Levels related to the Tender Offer Price

The Tender Offer Price after the Tender Offer Price includes a premium of 3.30% on 18,200 yen, which was the closing price for the Company Shares on the Prime Market of the Tokyo Stock Exchange on January 14, 2026, the business day immediately preceding the announcement date of the commencement of the Tender Offer, 2026; a premium of 5.03% on 17,900 yen, which was the simple average closing price for the Company Shares over the preceding one-month period up to the same date; a premium of 8.36% on 17,349 yen, which was the simple average closing price for the Company Shares over the preceding three-month period up to the same date; and a premium of 11.30% on 16,891 yen, which was the simple average closing price for the Company Shares over the preceding six-month period up to the same date, respectively.

Tender Offer Price also includes a premium of 2.96% on 18,260 yen, which was the closing price for the Company Shares on the Prime Market of the Tokyo

Stock Exchange on June 2, 2025, the business day immediately preceding the announcement date of the planned commencement of the Tender Offer; a premium of 7.61% on 17,471 yen, which was the simple average closing price for the Company Shares over the preceding one-month period up to the same date; a premium of 30.18% on 14,442 yen, which was the simple average closing price for the Company Shares over the preceding three-month period up to the same date; and a premium of 40.04% on 13,425 yen, which was the simple average closing price for the Company Shares over the preceding six-month period up to the same date, respectively.

It further includes a premium of 42.16 % on 13,225 yen, which was the closing price for the Company Shares on the Prime Market of the Tokyo Stock Exchange on April 25, 2025<sup>10</sup>, which was before the speculative report concerning the Transactions including the Tender Offer (the “**Speculative Report**”) were made; a premium of 50.76% on 12,470 yen, which was the simple average closing price for the Company Shares over the preceding one-month period up to April 25, 2025; a premium of 47.19% on 12,773 yen, which was the simple average closing price for the Company Shares over the preceding three-month period up to April 25, 2025; and a premium of 53.75% on 12,228 yen, which was the simple average closing price for the Company Shares over the preceding six-month period up to April 25, 2025, respectively.

Also, the Tender Offer Price after the Tender Offer Price Change is above the maximum price of 18,535 yen since the Company’s listing.

### (iii) Price Consensus Building Process

The Company established the Special Committee after deciding that, if the Special Committee judged that the Tender Offer or the transaction terms of the Transactions were not appropriate, the Company would not support the Tender Offer.

The Company in accordance with a negotiation policy approved or instructed in advance from the perspective of protecting minority shareholders’ interests by the Special Committee, conducted discussions and negotiations with Toyota Fudosan regarding the tender offer price.

In addition, in deliberation of agenda items related to consideration of the Transactions, consideration in the Company’s position of the Transactions, and

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The initial Speculative Report was made after the market close on April 25, 2025.

discussions and negotiations concerning transaction terms of the Transactions, including the tender offer price, with the Offeror Group, measures were taken to exclude directors who may have conflicts of interest with the Offeror Group from involvement.

Based on the above, it can be recognized that, in the negotiation process concerning transaction terms of the Transactions between the Company and Toyota Fudosan, a situation equivalent to arm's-length negotiations between independent parties was ensured.

In accordance with the above policy, prior to submission of the Report at the Time of Announcement, as a result of repeated requests by the Company to increase the tender offer price pursuant to the instruction of the Special Committee, Toyota Fudosan made five proposals of the tender offer price (including two proposals to increase the tender offer price). Further, prior to the Report, from December 17, 2025, as a result of repeated requests by the Company to increase the tender offer price pursuant to the instruction of the Special Committee, the Company received 9 proposals regarding the tender offer price (including 6 proposals to increase the tender offer price). The course of negotiations conducted by the Company with Toyota Fudosan on and after December 17, 2025 prior to this Report is as set forth in Appendix 7

As a result of such negotiations, at the time of the Report at the Time of Announcement, the tender offer price was increased by 1,654 yen (11.29% (rounded to three decimal places)) from Toyota Fudosan's initial proposal (14,646 yen per share of the Company Shares), and, after the Report at the Time of Announcement, primarily reflecting increases in value of financial assets held by the Company, additional negotiations were conducted, and ultimately the tender offer price at the time of submission of the Report (16,300 yen per share of the Company Shares) was increased by 2,500yen (15.34%(rounded to three decimal places)). MUMSS—the Special Committee's financial advisor and third-party appraiser—and SMBC Nikko Securities—the Company's financial advisor and third-party appraiser—and EYSC—third-party appraiser of the Company—have each expressed Fairness Opinions that the increased tender offer price is financially fair to the Company's shareholders (excluding TMC, Mr. Toyoda and the Company, and the Offeror and its affiliates) or financially fair to the Company's shareholders (excluding Toyoda Fudosan, Mr. Toyoda, TMC and the Company that owns the Company Shares as own share).

**(4) Fairness of the Other Conditions of the Transactions**

The minimum number of shares to be purchased to satisfy the majority of the shareholders excluding the Offeror Group has been set, ensuring an opportunity for shareholders to confirm their intentions. Additionally, the period between the announcement of the Tender Offer and the commencement of the Tender Offer is relatively lengthy, thereby ensuring that minority shareholders have sufficient time to make appropriate decisions regarding their participation in the Tender Offer. Furthermore, opportunities for parties other than the Offeror to purchase our shares are also ensured. As a result, the transaction terms are not disadvantageous to minority shareholders.

Furthermore, in this transaction, the method of delisting the Company involves two stages: first, the Tender Offer; and second, the Squeeze-Out Procedures through the Share Consolidation. This is one of the generally adopted methods in transactions where a company is privatized and turned into a subsidiary such as the Transactions. Additionally, in the Squeeze-Out Procedures, shareholders of the Company who did not participate in the Tender Offer (excluding TMC and the Company) will ultimately receive cash. The amount of cash to be paid in such procedure is calculated to be equal to the Tender Offer Price multiplied by the number of shares of the Company held by such shareholders (it is understood that this intention will be explicitly stated in June 3, 2025 Company Press Release and is scheduled to be expressly stated in the Press Release, etc.), thereby ensuring that minority shareholders have an appropriate opportunity to make an informed decision regarding whether to participate in the Tender Offer and to prevent coercive effects.

**(5) Tendering for Tender Offer for Own Shares**

The Tender Offer for Own Shares (as defined in Appendix 1(iv); hereinafter the same) is, as set forth in Appendix 1, planned to be conducted as part of the Transactions, including the Tender Offer, at a purchase price calculated by applying a 10% discount to the lower of (i) the closing price of each of TMC and the Three Toyota Group Companies' common shares on the Prime Market of the Tokyo Stock Exchange on the business day immediately preceding the date of the board of directors of the Company resolution that finally determines the purchase price, or (ii) the simple average of the closing prices of each company's common shares on the Prime Market of the Tokyo Stock Exchange for the one-month period up to the immediately preceding business day (rounded to the nearest yen; provided, however, that if such amount exceeds the closing price of each company's common shares on the Prime Market of the Tokyo Stock Exchange on January 13, 2026, such closing

price shall be applied<sup>11</sup>). The Company is scheduled to agree with Toyota Fudosan and the Offeror to tender in the Tender Offer for Own Shares (Article 3 of the Agreement). The Special Committee received explanations from the Company regarding the purpose, etc. of the Transactions, including the Tender Offer for Own Shares (Appendix 2), and received advice from the Special Committee's and the Company's financial advisors regarding the economic rationality (including tax effects) of tendering in the Tender Offer for the Own Shares conducted as part of the Transactions, and determined that it is reasonable for the Company to tender in the Tender Offer for Own Shares.

In early December, the Company has received a legally binding offer related to the Tender Offer for Own Shares from a third party other than the Offeror to purchase all of the shares of one of the Three Toyota Group Companies held by the Company at a price higher than the tender offer price related to the Tender Offer for Own Shares (hereinafter referred to as the “**Third Party Offer**”). Accordingly, the Company has sincerely evaluated the Third Party Offer, taking the following factors into account: (a) because the Tender Offer for Own Shares forms part of the Transactions, execution of the Transactions would become difficult if the Company were to accept the Third-Party Offer; however, it cannot be concluded that the economic benefits the Company may obtain under the Third Party Offer are superior to the Offeror's proposal, when compared with the expected synergies from the Transactions and viewed from the perspective of enhancing corporate value; and (b) due to the Tender Offer Price Change, the terms and conditions of the Transactions, including the Tender Offer Price, are reasonable and ensure the interests that minority shareholders of the Company should enjoy, and the Tender Offer provides the Company's general shareholders with an opportunity to sell their Company Shares at a reasonable price. However, because the Tender Offer for Own Shares forms part of the Transactions, execution of the Transactions would become difficult if the Company were to accept the Third Party Offer, which could result in the Company's general shareholders losing the opportunity to sell their shares at a reasonable price. Based on this, and from the perspective of securing the interests of the Company's general shareholders, it cannot be concluded that the Third Party Offer is superior to the Offeror's proposal. Therefore, the Company decided to cease considering the Third Party Offer.

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As of the time of announcement of the Tender Offer, the upper limit for the Tender Offer for Own Shares had been set at the closing prices of the common shares of TMC and the Three Toyota Group Companies on the Prime Market of the Tokyo Stock Exchange as of June 2, 2025, which is the business day preceding the announcement date of the Tender Offer; however, in light of the subsequent rise in the prices of these shares after the announcement date of the Tender Offer, and as a result of the request made by the Company, the upper limit of the price has been raised to the price described in the main text at the commencement of the Tender Offer.

(6) Sub-Summary

In light of (1) through (5) above, after careful deliberation and consideration, the Special Committee has determined that the Tender Offer Price is an appropriate price that properly reflects the intrinsic value of the Company, and that the other terms and conditions of the Transactions are fair to minority shareholders.

**4. Whether the Board of Directors of the Company Approves a Resolution to Express an Opinion in Support of the Tender Offer and Recommend that the Company Shareholders Tender Their Shares in the Tender Offer**

As described in 1 through 3 above, (i) the Transactions are deemed to contribute to the enhancement of the Company's corporate value, and the purpose of the Transactions is deemed to be legitimate and rational; (ii) appropriate fairness-ensuring measures have been implemented in connection with the Transactions, and the negotiation process and procedures leading to the decision regarding the Transactions were conducted fairly; (iii) the Tender Offer Price is an appropriate price that properly reflects the Company's intrinsic value, and other transaction terms can be judged fair to minority shareholders; in addition, (iv) at the time of the Report at the Time of Announcement, the Tender Offer Price was at a discount to the closing price of the Company Shares on the Tokyo Stock Exchange Prime Market on June 2, 2025—the business day prior to the announcement—and to the simple average of closing prices for the one month immediately preceding; however, due to modification of the Tender Offer Price, the discount from market price was eliminated, (v) the Tender Offer Price exceeds the highest price of the Company Shares since their listing. —; and (vi) after the June 3, 2025 Company Press Release clarified details of the Tender Offer scheme and conditions, it can be evaluated that an indirect market check was conducted in an environment in which other potential acquirers could make counterproposals, and no competing proposals with the Tender Offer or proposals, which assumes to take the Company private, requesting modification or withdrawal were made; in light of the foregoing, the Special Committee reached the judgment that (a) it can approve the Company's board of directors' decision to express support for the Tender Offer, and (b) it is appropriate for the board of directors of the Company to change the neutral position at the time of the announcement and adopt a resolution to recommend that the Company's shareholders tender their shares in the Tender Offer.

**5. Effect that the Transactions Are Not Disadvantageous to Minority Shareholders**

## **of the Company**

As discussed in items 1 through 4 above, the Special Committee has determined that the terms and conditions of the Tender Offer do not disadvantage minority shareholders of the Company. Furthermore, with respect to matters other than those discussed in items 1 through 4 above, the Special Committee has not identified any particular circumstances that would cause the Transaction, including the Tender Offer, to be disadvantageous to the Company's minority shareholders.

In light of the foregoing, the Special Committee has determined that proceeding with the Transactions, including the Tender Offer, would not be disadvantageous to the Company's minority shareholders.

## **Section 5 Reservations and Limitations**

The Report is subject to the reservations and limitations described below.

- (1) The Special Committee did not conduct independent investigations regarding facts related to the Report; the Report is based solely on the descriptions in documents reviewed and the results of hearings received, and assumes that there are no other facts, materials or information that would affect the Report.
- (2) With respect to information and materials disclosed to the Special Committee in connection with the Report, whether written or oral, the Special Committee assumes that such information is accurate, true and complete as of the date of preparation of the Report.
- (3) Other than matters explicitly stated as the content of the Report in the Report, the Special Committee does not express any opinion regarding managerial, legal, tax or accounting issues directly or indirectly related to the Transactions. In addition, portions related to share price evaluation and analysis and forecasts and assumptions for the future are based on expert opinions of the Company's and the Special Committee's financial advisors and third-party appraisers; the Report is based on the Special Committee's evaluation, analysis, forecasts and assumptions, and does not guarantee or ensure their accuracy.
- (4) The Report is prepared solely for the purpose of reporting to the board of directors of the Company, on the premise that the Company will keep the content of the Report confidential. Accordingly, without prior written consent of the Special Committee, except when disclosure is required by law or court order, the Company shall not use it for purposes other than the above purpose or disclose it to or have it used by third parties, other than within the necessary scope of disclosure in press releases or reports

of expression of opinion related to this matter.

END

## Appendix 1 Outline of the Transactions

The Transactions as a whole are as described in (i) through (vi) below.

- (i) The Tender Offer.
- (ii) During the period from the successful completion of the Tender Offer to the business day immediately prior to the commencement date of the settlement of the Tender Offer, both to be conducted by the Offeror's Parent Company founded by Toyota Fudosan, a capital increase by a third-party allotment of common shares through which shares will be allotted to Toyota Fudosan and a capital increase by a third-party allotment of preferred shares (non-voting shares that are class shares with no conversion rights to common shares) through which shares will be allotted to TMC, for the purpose of appropriating funds to the contribution to be made by the Offeror's Parent Company to the Offeror in order to procure the funds necessary for the execution of the Transactions, and, after implementation of those third-party allotments, by the business day prior to the commencement date of settlement of the Tender Offer, a capital increase by a third-party allotment of common shares through which shares will be allotted by the Offeror to the Offeror's Parent Company for the purpose of providing for the funds necessary to execute the Transactions.
- (iii) The capital increase by a third-party allotment of common shares through which shares are allotted by the Offeror's Parent Company to Mr. Toyoda and the capital increase by a third-party allotment of common shares through which shares are allotted by the Offeror to the Offeror's Parent Company, both to be conducted after the settlement of the Tender Offer.
- (iv) Subject to the successful completion of the Tender Offer and the settlement thereof, (a) a tender offer by TMC for its own shares, (b) a tender offer by Denso Corporation for its own shares, (c) tender offer by Toyota Tsusho Corporation for its own shares, and (d) a tender offer by Aisin Corporation for its own shares (collectively, the **"Tender Offer for Own Shares"**) as well as the tendering of shares by the Company in Tender Offer for Own Shares.
- (v) If the Tender Offer does not result in acquisition of all Company Shares (excluding the Company Shares Held by TMC and the Company's own shares), a share consolidation conducted under Article 180 of the Companies Act of Japan (Act No. 86 of 2005, as amended) for the purpose of making the Offeror and TMC the only shareholders of the Company and making the Company Shares private (the series of procedures to make the Company Shares private by such share consolidation, the **"Squeeze-Out Procedures"**).

- (vi) The share repurchase of the Company Shares Held by TMC to be conducted by the Company on the condition that the Squeeze-Out Procedures have been completed.

## **Appendix 2 Purpose of the Transactions**

A. Outline of Toyota Fudosan and TMC and the purpose of the Transactions as considered by Toyota Fudosan

**A) Outline of Toyota Fudosan**

Toyota Fudosan was established to succeed from Toyota Sangyo Kaisha, Ltd. the business of owning, using, and managing real estate, and the business of owning securities in August 1953 under the trade name “Towa Fudosan Co., Ltd.” by TMC Co., Ltd. (now TMC), Toyoda Automatic Loom Works, Ltd. (now the Company), and Nisshin Tsusho Kaisha, Ltd. (now Toyota Tsusho Corporation) as a member of the Toyota Group. Up until the present, Toyota Fudosan has conducted business with all of its shareholders being companies belonging to the Toyota Group, with the aim to maintain a certain degree of independence in terms of capital and business operations while serving as an intermediary to facilitate smooth collaboration in business operations among Toyota Group companies, each of which are independent corporate entities, including listed companies, and also further promote the mid- to long-term growth of the Toyota Group as a whole. Since its establishment, Toyota Fudosan has developed its business mainly in the development and operation of office buildings in the three areas of Nagoya, Tokyo, and Osaka and the business of owning securities. In recent years, Toyota Fudosan has been strengthening and expanding its business in the Tokyo area, by actively expanding the breadth of its business and the areas in which it operates, including an arena development project in Tokyo’s Odaiba and Aomi areas and a redevelopment project in the area surrounding Fuji Speedway. Furthermore, Toyota Fudosan engages in the planning, development, and operation of various types of assets, including offices, commercial facilities, arenas, hotels and resorts, incubation spaces, event spaces and meeting rooms with a small but elite team. As it looks to the future and embraces new challenges, Toyota Fudosan changed its trade name from “Towa Fudosan” to “Toyota Fudosan” in April 2022, and in January 2024 established a dual head office system with head offices in Tokyo and Nagoya while promoting further urban development to expand its business breadth and areas in which it operates and take on the challenge of connecting urban development with mobility as a comprehensive developer in the Toyota Group.

**B) Outline of TMC**

TMC originated from the Automobile Department, which was established in 1933

within Toyoda Automatic Loom Works, Ltd. (now the Company), which was founded in November 1926 in Kariya-shi, Aichi to manufacture “Type G Automatic Looms” invented by Sakichi Toyoda. Ever since its founding, TMC has sought to contribute to “a more prosperous society through the manufacture of automobiles,” operating its business with a focus on vehicle production and sales. Currently, the automotive industry is in a once-in-a-century period of change, and with its mission of “producing happiness for all,” as a Toyota Group member, it is taking on challenges to “transform into a mobility company<sup>12</sup>” and aiming to contribute to the development of the mobility industry in Japan and the world through these challenges.

Further, mobility involves four perspectives (specifically, the movement of people, goods, information, and energy); among these, TMC is working on the evolution of cars from the perspective of movement of people and is aiming to contribute to the realization of a “mobility society” full of smiles.

C) Purpose of the Transactions as considered by Toyota Fudosan

(a) Process leading to TMC’s Initial Proposal

On December 16, 2024, TMC submitted the Initial Proposal to the Company. The reasons TMC reached the Initial Proposal are as follows.

- To achieve the Toyota Group’s “transform into a mobility company,” it is necessary to focus not only on movement of people but also on movement of goods.
- The Company, which engages in materials handling equipment business within the Toyota Group for development, manufacture, and sale of products and services of wide-ranging domains, from lift trucks to logistics equipment and systems, and which is a globally remarkable leading company regarding movement of goods, is indispensable for these transformations, and that it is important to further strengthen its competitiveness.
- Meanwhile, since fiscal 2023, Toyota Group companies have been working to improve capital efficiency by effectively utilizing funds obtained through sales of shares held mutually; as part of this, TMC has continuously considered various options including review of its capital relationship with the Company.
- As a result of the above, TMC considered that, while maintaining and

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<sup>12</sup> A “mobility company” is a corporate group which leads the mobility industry supporting the movement of people, goods, information and energy.

strengthening the foundation of the Company's current business, aiming for mid- to long-term growth without being bound by concerns of short-term deterioration in performance by maximizing use of the Toyota Group's platform (network, business, technologies, personnel, etc.), deepening business collaboration and coordination with Toyota Group companies, developing new sales channels and businesses, and thus achieving growth as a leading company in movement of things, would contribute to improvement of the Company's corporate value and, further, improve the value of the Toyota Group as a whole challenging "transform into a mobility company"; and, in the process of reviewing the capital relationship of Toyota Group companies, TMC has come to determine that the Company should consider going private.

TMC then considered that, in taking the Company private, because if TMC or its subsidiaries, which engage in automotive business, becomes an offeror of the transaction for taking the Company private, they are likely to get caught up in the perspective of automotive OEMs, which conduct business with a focus on responding to technological innovation in the automotive industry and market changes, in order for the Company, which has been operating materials handling equipment business, a non-automotive business, to realize growth in the new mobility domain, the Company should pursue an approach to achieve growth in the mobility field of the next generation by making those other than TMC and its subsidiaries an offeror, and actively incorporating innovative ideas and diverse perspectives, beyond the boundaries of industries. In addition, based on the background that the Company, where the Toyota Group originated from, has been promoting collaboration among Toyota Group companies historically, TMC became convinced that instead of TMC or its subsidiaries becoming the acquirer in the transaction for taking the Company private, (a) from the viewpoint of deepening business collaboration and cooperation with Toyota Group companies, Toyota Fudosan, whose shares are held by Toyota Group companies, and (b) from the viewpoint of committing to the Transactions, Mr. Toyoda becoming shareholders that directly or indirectly hold voting rights in the Company would be the best way for the entire Toyota Group to grow.

(b) Consideration by Toyota Fudosan and the purpose of the Transactions as

considered by Toyota Fudosan

Toyota Fudosan also began considering the possibility of taking the Company private, with Toyota Fudosan taking the lead, taking into account the fact that the Company responded positively to TMC's Initial Proposal in early February 2025, and after receiving an explanation of TMC's position and taking into account the Company's intentions. At that time, Toyota Fudosan confirmed that the relationship between TMC and the Company, as well as that the structure of the Company's business operations, customer and business partner relationships, etc., are expected to be maintained, and that TMC has no intention of making the Company a subsidiary of TMC.

Toyota Fudosan has determined that, in order for the Toyota Group to achieve its "transformation into a mobility company," it is essential for the Company to realize growth in new mobility areas, and given that a paradigm shift is required, rather than being bound by the perspective of an automotive OEM, which conducts business with an eye toward technological innovation and market changes in the automotive industry. Toyota Fudosan has determined that, (i) it is not desirable for TMC or its subsidiaries, which operate automotive businesses, to be the acquirer in the transaction to take the Company private, and (ii) that it is desirable for Toyota Fudosan, whose shareholders are Toyota Group companies, to be the acquirer in the transaction to take the Company private from the perspective of deepening business cooperation and collaboration with the Toyota Group companies, since the Company, which is one of the original companies in the Toyota Group, has historically promoted cooperation with the Toyota Group companies. Furthermore, Toyota Fudosan, having deepened its understanding that taking the Company private will contribute to the growth of the Toyota Group as a whole, and at the same time contribute to the enhancement of Toyota Fudosan's corporate value, has come to determine that it is optimal for Toyota Fudosan, which maintains capital and operational independence while broadly having Toyota Group companies as shareholders, to serve as an intermediary for business collaboration and cooperation with Toyota Group companies and proceed with taking the Company private.

Toyota Fudosan believes that the following initiatives and synergies can be expected for the Toyota Group, including the Company, as a whole as a result of taking the Company private through the Transactions.

(i) Automobile Business and Textile Machinery Business

While maintaining the Company's current business operation structure in

the Automobile Business and Textile Machinery Business after the Transactions, Toyota Fudosan believes it will be more important than ever, particularly in the Automobile Business, to align the overall strategy of the Toyota Group and the business direction of the Company to develop the Company's strengths in the automobile area.

Toyota Fudosan does not plan at this time to carry out business restructuring in an effort to increase the value of the Company's Automobile Business, and Toyota Fudosan expects to continue to expand sales outside of the Toyota Group by securing the same degree of freedom in business operations that the Company has enjoyed up until now.

(ii) Materials Handling Equipment Business

Toyota Fudosan, with Toyota Group companies as its shareholders, believes that taking the Company private through the Offeror will promote collaboration between the Company and Toyota Group companies, and further promote cooperation concerning Toyota Group companies' superior technologies and resources. Through such collaboration, the Company will be able to, while utilizing the Company's independent research and development, to incorporate Toyota Group companies' research results in the automobile field into the Company's Materials Equipment Handling Business, thereby enabling expansion of the scope for growth in growth areas such as the use of data in the movement of goods, electrification, and automated driving. Furthermore, Toyota Fudosan believes that if the Company can effectively utilize the multi-pathway technologies and strategies that the Toyota Group is pursuing in the automotive field, it will not only enhance the competitiveness of the Company's business, but by proactively and boldly applying its accumulated experience and know-how in automation and increasing efficiencies and the like in the movement of goods related to logistics solutions to solve operational logistics issues faced by Toyota Group companies, this will not only benefit the Company but also improve the logistics and manufacturing efficiency of Toyota Group companies, thereby contributing to improving the corporate value of the Toyota Group as a whole.

Toyota Fudosan believes that the Company is globally active as a leading company in the movement of goods in the Toyota Group, however, given that the Company is a listed company, and in light of the need to consider

matters from the perspective of the independence of the Company and the interests of minority shareholders, exchanges with Toyota Group companies in terms of business, technology, and human resources have been conducted within a narrow scope, however, after the Transactions, such barriers will be removed, and by Toyota Fudosan serving as an intermediary, collaboration between the Company and other Toyota Group companies will be strengthened. Therefore, as described above, Toyota Fudosan expects the Company to further grow and increase its presence in the Toyota Group, thereby accelerating new value creation and the transformation of business structures enabling said value creation in other Toyota Group companies and prompting the allocation of businesses, technologies, and resources related to the movement of goods that are inefficiently dispersed throughout the Toyota Group, and as a result the Company can be expected to play a central role within the Toyota Group in the mobility area that supports the movement of goods, which is the purpose of the Transactions.

In addition, Toyota Fudosan considers that, although delisting will make it difficult for the Company to conduct equity financing by public offering, for the time being after the Transactions, the Company does not assume a situation requiring capital raising from capital markets; however, if large amounts of capital are required in future business promotion (logistics solutions, batteries, data, etc.), Toyota Fudosan believes that it will be possible to build a financial structure and support system that can accommodate large capital needs including equity finance by utilizing the Toyota Group's creditworthiness.

Further, possible demerits such as decline in employees' motivation or loss of personnel, negative impact on recruiting of employees, negative impact on transactions with existing customers or acquisition of new customers, impact on compliance systems, and decline of trust from stakeholders including business partners are anticipated; however, even if the Company is delisted, the Company's position as a member of the Toyota Group will remain unchanged; although certain abstract negative impacts may arise, Toyota Fudosan believes that, by deepening solidarity within the group through consultation with the Company, such negative impacts can be minimized and overcome.

B. Outline of the Company and purpose of the Transactions as considered by the Company

(A) Outline of the Company

The Company was founded in November 1926 in Kariya-shi, Aichi, as Toyoda Automatic Loom Works, Ltd. to manufacture “Type G Automatic Looms” invented by Sakichi Toyoda (the Company changed its trade name to the current Toyota Industries Corporation in August 2001). In August 1937, it separated its Automobile Manufacturing Department and founded Toyota Motor Co., Ltd. (now TMC); as such, since its establishment, the Company has diversified its business and expanded its business domains to include textile machinery, automobiles (vehicles, engines, car air-conditioning compressors, car electronics components and devices, etc.), and materials handling equipment. In May 1949, the Company was listed on the First Section of the Tokyo Stock Exchange, the Nagoya Stock Exchange, and the Osaka Stock Exchange, and is currently listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange. The Company Group are mainly engaged in manufacturing and sale of materials handling equipment such as automobiles and lift trucks, as well as textile machinery, and developing its business activities.

“Vision 2030,” established by the Company in April 2019, shows the direction for the Company Group to achieve sustainable growth based on its founding spirit, “Toyoda Precepts,” while it continues to develop the “automobile” and “materials handling equipment and logistics solutions” businesses with the “textile machinery” business as the starting point, which has been its business since its founding, in harmony with society. The Company Group is sincerely confronting the changes and issues in society, and is working to improve the value of each business of the Company Group.

Specifically, first of all, in the mobility field centered on automobiles, regarding units and components essential for mobility, such as car air-conditioning compressors and car electronics, the Company aims to contribute to the growth of automakers not just for the superb quality and performance of the products but also for its stable and flexible supply structure and support capabilities. In particular, to contribute to the electrification of vehicles, the Company is securing supply capacity for electric compressors and power electronics products, which are in growing demand, and actively promoting R&D in next-generation models, and is working to advance into new fields, including bipolar nickel-metal hydride batteries for HEVs, which utilize its proprietary material and production technologies, and participate in development

of lithium-ion batteries and solid-state batteries utilizing such knowledge.

In addition, in the field of logistics solutions, the Company is aiming at supporting logistics operations of a wide variety of industries in all corners of the world by mainly offering lift trucks but also materials handling equipment and storage systems. It aims at further strengthening its competitiveness by leveraging its expanding value chain that encompasses sales and services based on its manufacturing capabilities and human resources cultivated in the mobility field and its experiences in pursuing highly reliable mass-produced products. In particular, the Company is accelerating initiatives to resolve social issues they face, including work style reforms and decrease in the workforce. Also, to meet increasingly diverse and complex needs in countries and regions around the world, the Company improves industry-leading automation technologies and cutting-edge environmental technologies at various-sized logistics sites, and through M&As and technical cooperation, is working to further enhance the comprehensive strengths of its products, fortify its business capabilities and increase its corporate value.

Further, by possessing both mobility-related business and logistics solutions business, it aims for such possession to mutually enhance the respective strengths, and is working to advance into new fields.

The capital relationship between the Company and Toyota Fudosan began in August 1953 when the Company invested in Toyota Fudosan's predecessor, "Towa Real Estate Co., Ltd." As of today, the Company owns 4,742,000 common shares of Toyota Fudosan (ownership ratio: 19.43%). As of today, Toyota Fudosan owns 16,291,374 shares of the Company (ownership ratio: 5.42%).

**(B) Purpose of the Transactions as considered by the Company**

In celebrating the 100th anniversary of the company's founding in 2026, the Company Group has decided to return to the spirit of its corporate creed "Toyoda Precepts," and to work on the growth of the next generation from a long-term perspective with the Toyota Group vision "Inventing our path forward, together." The Company Group believes that it is necessary to fulfill the role of origin of the Toyota Group by making quick decisions and making bold investments through going private, with shareholders who share the same values.

Accordingly, the Company judged that the best and most appropriate method to maximize the corporate value of the Company Group is to make the Offeror the only shareholder of the Company and to have Toyota Fudosan and Mr. Toyoda be shareholders involved in the Company Group's decision-making through the Offeror's Parent Company; thereby making it possible to aim for medium- to long-

term growth that is not bound by short-term performance expectations through quick decision-making and deepening of business collaboration with Toyota Group companies, so that the maximization of synergies related to the Transactions as stated below will be achieved early and the Company Group's growth will be further accelerated. The specific synergies that the Company believes will be realized through the Transactions are as follows.

(a) Accelerating growth in non-automotive domain

- (i) A further leap forward in the logistics solutions business, which has achieved unique growth

Beginning with the acquisition of a leading European lift truck manufacturer in 2000 and takeover of the industrial equipment sales division of TMC in 2001, the Company, over the next quarter of a century, continued its efforts to develop its logistics solutions business, including the manufacture and sale of lift trucks and the provision of logistics equipment and systems; as of the fiscal year ending March 2025, the logistics solutions business had grown into a business that accounts for approximately 70% of the consolidated sales of the Company Group. In addition, the Company believes that it has led the industry as a leading lift truck company for many years, and it has expanded its business by investing approximately 240 billion yen in M&A in the logistics solutions business in the last eight years. After the acquisition, the Company, rather than pursuing short-term returns, has sought harmonization through a deep understanding of the corporate cultures of both the Company, the acquirer, and the acquiree, and has pursued synergies for the expansion of business domains as Company Group through trial and error in corporate governance wherein centralization and decentralization are balanced. In this way, through the management method that has been built over time and respecting diversity, the Company believes that it has grown as one of the world's leading logistics system partners and as the industry leader also in the airport-related business. The Company intends to continue to leverage this strength to achieve growth through further capital investment.

The Company believes that the global logistics market is expected to grow significantly in the future, but it is facing many issues, such as labor shortages, improvement of the efficiency of logistics bases, and efforts on green logistics. Under such circumstances, the Company is promoting initiatives to improve logistics warehouse management, including

autonomous driving of lift trucks; in this field, the Company recognizes that there is an urgent need to work on accelerating technologies and software fields such as big data and AI. The Company recognizes that in the automotive field, TMC is taking the lead in these initiatives and accumulating research results, and through the Transactions, expects to actively take in TMC's research results in the automotive field and make significant progress in its development activities.

In addition, data on movements of extremely large amounts of goods, such as daily movement of goods in e-commerce and movement of parcels, cargoes, and baggage of air passengers across borders, is gathered in real time to the Company's customers around the world; therefore, it is expected that growth investment in this data area will increase as logistics sites become more diverse and sophisticated. The Company believes that in the future, combining data on movement of people collected through the expansion of its connected business and technologies it utilizes in the automotive field of TMC, together with the Company's experience in the non-automotive field, will lead to the creation of value and the expansion of business domains of the future Toyota Group, towards, among others, promoting initiatives to solve social issues through the development of services, utilization of data, and other means that enrich people's lives.

All of the above measures require considerable time and various upfront investments from a long-term perspective, that will not align with the performance of short-term earnings that would be required if the listing were maintained, and the Company will be able to accelerate its efforts to realize them by taking the Company private through the Transactions.

- (ii) Contribution to the realization of a decarbonized society and growth through the creation of partnerships utilizing the Toyota Group's technologies  
The Company believes that it may not only improve the value of its logistics solutions but also contribute to other industrial equipment fields by effectively utilizing the multi-pathway technologies and strategies that the Toyota Group is promoting in the automotive field, in addition to the know-how of electrification technology and next-generation energy technology that the Company has cultivated over the years. By including other industrial

equipment business, the Company will be able to expand its business domain and invest in technological development on a large scale; through creating a partnership, the Company assumes that it will be able to contribute to the promotion of decarbonization in Japan's industry and to realize sustainable growth which is in harmony with the society, which the Company sets as its vision.

On the other hand, since the Company alone, in some aspects, has a lack of understanding of the needs and issues and accomplishments in other industries other than logistics solutions, in the field of industrial equipment, such initiatives is expected to be limited; it aims at making these initiatives more effective by seeking cooperation as a member of the Toyota Group.

(b) Clarification of roles in the automotive domain from a long-term perspective and strategic investment of management resources

While the existing automobile-related businesses of the Company are still demonstrating, as its unique strengths, top-level quality and production efficiency among Toyota-affiliated body manufacturers in the vehicle assembly business, know-how in the development and production of diesel engines and turbochargers in engine business, excellent product development capabilities and abundant product lineup in compressor business, and development and production capacity of high-quality electric vehicle parts and equipment in car electronics and battery businesses, respectively, the Company is aiming at sustainable development through further enhancement of the improvement of competitiveness of TMC's automotive business and investment in human capital and R&D, by identifying the strengths needed as a group on a more stable management base.

By strengthening its collaboration with the Toyota Group through the Transactions, the Company will be able to align with the strategic direction of the entire group more than it has done so far and anticipate and flexibly respond to changes in industries that aim for sustainability, such as electrification and reduction of environmental impact. On the other hand, taking advantage of securing the same degree of business operational freedom as it has had to date, the Company will continue to expand and strengthen sales to automakers other than TMC.

(C) Views on disadvantages of taking private

(i) Financing

After implementation of the Transactions, the Company considers that (a) it is not expected that the Company will need to raise funds through equity financing for the time being in light of its financial condition; (b) it is possible to raise funds as necessary from financial institutions that are the Company's business partners; and (c) while the Transactions lead to large amounts of borrowing from financial institutions through the Bank Loans, the Company received explanations from Toyota Fudosan about the status of consultation with the financial institutions on the measures to limit the impact on the sales finance and logistics solutions businesses, and confirmed that it could avoid any damage to the corporate value of the Company, resulting from such borrowing and maintain business competitiveness. Therefore, the Company believes that the disadvantages of going private are also limited in terms of fundraising.

(ii) Disadvantages concerning transactions, recruiting and employees' motivation

The Company believes that there will be no change in the name recognition and social credibility of the Company Group because the brand and credibility as a company which is the origin of the Toyota Group is significant, as the brand is already widely known and highly recognized, and the Company intends to continue to use its brand in the Company Group's business activities after the implementation of the Transactions. For this reason, the Company believes that there will be no impact on the social status of its employees or the recruitment of human resources.

(iii) Disadvantages concerning changes in shareholders

The Company also considered the impact on its corporate value from the result that TMC, which is the largest shareholder and a major customer of the Company as of March 31, 2025, will cease to be a shareholder of the Company and that the Offeror will become a new parent company of the Company. However, the Company believes that the Company's corporate value is unlikely to be damaged due to the going private, in light of the following fact that: (a) through the hearing of opinions from TMC, the Company confirmed that the business relationship with TMC is not based on the assumption that it owns the Company Shares, and that TMC intends to maintain that relationship even after the Transactions; (b) there is no agreement based on the existing capital relationship with TMC; and (c) the Company was explained by Toyota Fudosan, among others, that with regard

to the agreements which includes the provisions that require the consent of the counterparty in implementing the Transactions, such as a change of control clause, no substantial change will occur in the position of the Company as a member of the Toyota Group even after the execution of the Transactions, and thus it is not expected that there will be a serious hindrance to obtaining consent.

### Appendix 3 Summary of the Company Share Valuation Report (MUMSS)

As a result of considering the calculation methods to be used in the Tender Offer, based on the idea that it is appropriate to calculate the value of the Company Shares multilaterally, MUMSS calculated the share value of the Company using the following calculation methods: the market price analysis, as the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange and the market prices thereof exist; the comparable company analysis, as there are multiple listed companies that are comparable to the Company, and an analogical inference of the share value of the Company based on comparison with the market value of comparable listed companies is possible; and the DCF Analysis to reflect the intrinsic value based on the status of the Company's future business operations in the valuation<sup>13</sup>.

The ranges of the share values per share of the Company Shares calculated under each of the methods above are as follows.

Market price analysis (Reference Date 3):	16,891 yen to 18,200 yen
Market price analysis (Reference Date 2):	12,228 yen to 13,225 yen
Comparable company analysis:	17,839 yen to 23,772 yen
DCF Analysis:	17,331 yen to 23,392 yen

Under the market price analysis, (i) by setting the Reference Date for calculation as January 13, 2026 (the “**Reference Date 3**”, and market price analysis using the same date as the calculation base date is referred to as “**Market price analysis (Reference Date 3)**”), which was the business day immediately preceding the announcement date (today) of the commencement of the Tender Offer the range of values per Company Share was calculated to be 16,891 yen to 18,200 yen based on: 18,200 yen, which is the closing price of the Company Shares on the Reference Date 3; 17,900 yen, which is the simple average value of the closing prices for the one month before the Reference Date 3 (rounded up or down to the nearest whole number; hereinafter the same to the calculation of the simple average closing prices); 17,349 yen, which is the simple average value of the closing prices for the three months before the Reference Date 3; and 16,891 yen, which is the simple

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<sup>13</sup> The disclaimer language and other provisions pertaining to the Company Share Valuation Report (MUMSS) are as set forth in Appendix 6(1).

average value of the closing prices for the six months before the Reference Date 3, on the Prime Market of the Tokyo Stock Exchange; and (ii) in order to eliminate the effect on the share price due to speculating media coverage by some of the press regarding the Transactions (after the end of the market hours on April 25, 2025), by setting the Reference Date 2 as April 25, 2025, on which trading before such coverage took place, the range of values per Company Share was calculated to be 12,228 yen to 13,225 yen based on: 13,225 yen, which is the closing price of the Company Shares on the Reference Date 2; 12,470 yen, which is the simple average value of the closing prices for the one month before the Reference Date 2; 12,773 yen, which is the simple average value of the closing prices for the three months before the Reference Date 2; and 12,228 yen, which is the simple average value of the closing prices for the six months before the Reference Date 2, on the Prime Market of the Tokyo Stock Exchange.

Under the comparable company analysis, similarly to the calculation in the Company Share Valuation Report at the Time of Announcement (MUMSS), MUMSS conducted a sum-of-the-parts analysis (“**SOTP Analysis**”) under which the value is assessed by classifying the Company’s business into Automobile Business, Materials Handling Equipment Business, Textile Machinery Business, and other businesses. In the selection of comparable company, MUMSS selected KION GROUP AG and Jungheinrich AG as listed companies that operate businesses relatively similar to the Materials Handling Equipment Business; Denso, Aisin, Magna International Inc., and BorgWarner Inc. as listed companies that operate businesses relatively similar to the Automobile Business; and Rieter Holding AG as a listed company that operate businesses relatively similar to the Textile Machinery Business. Thereafter, the range of values per Company Share was calculated to be 17,839 yen to 23,772 yen, based on an analysis of the share value of the Company Shares using the EBITDA multiple applied to corporate value, with certain financial adjustments, including adding the value of cash and cash equivalents owned by the Company. Although other businesses include businesses other than the Materials Handling Equipment Business, the Automobile Business, and the Textile Machinery Business (“**Main Businesses**”), they represent only a small proportion of the total financial forecast compared to the Main Businesses, but they also include capital expenditure and depreciation expenses common to the Main Businesses. Therefore, they are calculated using the EBITDA multiple derived from the weighted average of the EBITDA of the

## Main Businesses.

Under the DCF Analysis, similarly to the calculation in the Company Share Valuation Report at the Time of Announcement (MUMSS), MUMSS has conducted the SOTP analysis, and the range of values per Company Share was calculated to be 17,331 yen to 23,392 yen by analyzing the corporate value and share value of the Company by making certain financial adjustments such as by adding the value of cash equivalent or the like, including cash and deposits held by the Company, to the business value calculated by discounting to the present value at a certain discount rate the free cash flow expected to be generated by the Company in the future based on the future earnings forecasts in and after the fiscal year ending March 2026, which took into consideration various factors, including the business plan for the three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028, performance results trends to date, as well as publicly available information and other materials. The discount rate is based on the weighted average cost of capital, set within a range of: 7.00% to 8.00% for the Materials Handling Equipment Business; 6.00% to 7.00% for the Automobile Business; 4.00% to 5.00% for the Textile Machinery Business; and 6.50% to 7.50% for other businesses. For the calculation of terminal value, MUMSS has adopted the multiple-based approach, with EBITDA multiple within a range of : 3.50 multiple to 4.50 multiple for the Materials Handling Equipment Business; 4.75 multiple to 5.75 multiple for the Automobile Business; 5.75 multiple to 6.75 multiple for the Textile Machinery Business; and 3.75 multiple to 4.75 multiple for other businesses, resulting in a present value of terminal value of 2,114,457 million yen to 2,714,163 million yen. With respect to material non-operating assets, the valuation includes the assessed market value and other relevant value of the Company's holding in common shares of TMC, Denso, Toyota Tsusho, and Aisin, after taking into account applicable tax effects, as well as the fair value<sup>14</sup> of Toyota Fudosan's common shares as of the end of September 2025, after taking into account applicable tax effects.

The financial forecasts based on the Business Plan, Etc., which MUMSS used as

<sup>14</sup>

The valuation is based on the assessment applied to “Equity instruments measured at fair value through other comprehensive income (FVTOCI)” in the Consolidated Financial Statements and other section in Financial Summary of the Company’s Annual Financial Report for the 147th term.

a basis for the calculation using the DCF Analysis, are as described below. The financial forecasts under the Business Plan, Etc. include fiscal years in which significant increases or decreases in profits are expected. Specifically, in the Materials Handling Equipment Business, while operating income is expected to decline in the fiscal year ending March 2026 due to record of costs related to engine certifications and the impact of the U.S. tariffs, along with a corresponding significant decrease in free cash flow, a significant increase in net sales, operating income, and EBITDA is expected in the fiscal year ending March 2027 due to the effects of price pass-through, along with a corresponding significant increase in free cash flow. A significant increase in free cash flow is expected in the fiscal year ending March 2028 due to further price increases and price pass-through. In the Automobile Business, operating income is expected to decline in the fiscal year ending March 2026 due to the impact of the U.S. tariffs, reduced vehicle sales volume, and increased R&D expenses, along with a corresponding significant decrease in free cash flow. A significant increase in net sales, operating income and EBITDA is expected in the fiscal year ending March 2027 due to the introduction of new model vehicles and increased sales of electronic products for electric vehicles, along with a corresponding significant increase in free cash flow. In the Textile Machinery Business, while operating income and EBITDA is expected to decline in the fiscal year ending March 2026 due to decrease in number of sales of spinning machines and yarn inspection equipment in India and China, a significant increase in free cash flow is expected due to a decrease in corporate tax payments compared to the fiscal year ending March 2025. A significant increase in net sales, operating income and EBITDA is expected in the fiscal year ending March 2027 due to increase of net sales driven by the cyclical nature of the spinning and weaving machinery markets. However, a significant decrease in free cash flow is expected due to a temporary increase in capital expenditures related to the reconstruction of the Kariya Plant and the renewal of production equipment. For the fiscal year ending March 2028, no such large-scale capital expenditures are planned, so a significant increase in free cash flow is expected compared to the fiscal year ending March 2027. In other businesses, operating income is expected to increase in the fiscal year ending March 2026 due to the allocation of head office development expenses to the Automotive Business, along with a substantial increase in free cash flow resulting from this. For the fiscal year ending March 2027, as these head office development expenses will be allocated based on incurred costs and recorded in Other Businesses in the business

plan, a significant decrease in operating profit and EBITDA compared to the fiscal year ending March 2026 is expected, along with a significant decrease in free cash flow. For the fiscal year ending March 2028, free cash flow is expected to increase significantly due to a decrease in income tax payments compared to the fiscal year ending March 2027.

The Business Plan, Etc. that MUMSS used as a basis for the valuation of the Company Shares was prepared by the Company for a currently reasonably foreseeable period, taking into account the current earnings environment, the Company's business performance, and other relevant factors, covering three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028. The Business Plan, Etc. was formulated by a team composed of executive officers and employees of the Company who do not have a material interest between the Offeror for the purpose of considering the Transactions, and was approved after review by the Special Committee in early April 2025. Subsequently, as stated in the "Notice Concerning Revision of Forecast of Financial Results for FY2026" published by the Company on October 31, 2025, the Company revised only the forecast of financial results for the fiscal year ending March 2026, and thereafter the Business Plan, Etc. was re-approved by the Special Committee on November 25, 2025. The financial forecast for the fiscal year ending March 2027 and fiscal year ending March 2028 has not been revised. In addition, the synergy effects expected to be realized through the execution of the Transactions are not reflected in such business plan, as they are difficult to estimate in detail at this time.

Materials Handling Equipment Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	1,301,618	3,144,016	3,412,016
Operating income	49,163	205,963	234,967
EBITDA	132,196	374,817	407,134
Free cash flow	45,101	60,448	94,422

Automobile Business	(Millions of yen)
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	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	570,674	1,309,469	1,338,469
Operating income	(1,274)	65,634	66,711
EBITDA	45,360	146,534	149,911
Free cash flow	(44,678)	27,748	23,924

Textile Machinery Business (Millions of yen)

	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	44,843	90,400	93,600
Operating income	(1,475)	5,011	4,988
EBITDA	234	7,611	7,888
Free cash flow	(1,871)	(6,271)	676

Other businesses (Millions of yen)

	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	24,186	56,115	55,915
Operating income	16,059	(6,602)	(6,700)
EBITDA	31,827	34,282	34,183
Free cash flow	70,363	11,656	18,686

## **Appendix 4 Summary of the Company Share Valuation Report (SMBC Nikko Securities)**

SMBC Nikko Securities considered which of several calculation methods should be used to calculate the share value of the Company in the Tender Offer; thereafter, based on the idea that it is appropriate to calculate the value of the Company Shares multilaterally, SMBC Nikko Securities calculated the share value of the Company using the following calculation methods: the market price method, as the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange; the comparable listed companies method, as there are multiple listed companies that are comparable to the Company, and an analogical inference of the share value of the Company based on comparable listed companies is possible; and the DCF Method to account for the Company's future business operations in the valuation<sup>15</sup>.

The ranges of the share values per share of the Company Shares calculated under each of the methods above in the Company Share Valuation Report (SMBC Nikko Securities) are as follows.

Market price method (i): yen to 17,900 yen	16,891
Market price method (ii): 12,773 yen	12,228 yen to
Comparable listed companies method (i): yen	17,634 yen to 23,314
Comparable listed companies method (ii) (SOTP): 17,265 yen to 22,824 yen	
DCF Method (i): yen to 21,463 yen	14,111
DCF Method (ii) (SOTP): 21,217 yen	14,376 yen to

The Business Plan, Etc. that SMBC Nikko Securities used as a basis for the Company Share Valuation Report (SMBC Nikko Securities) was prepared by the Company for a currently reasonably foreseeable period, taking into account the

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<sup>15</sup> The disclaimer language and other provisions pertaining to the Company Share Valuation Report (SMBC Nikko Securities) are as set forth in Appendix 6(2)A).

current earnings environment, the Company's business performance, and other relevant factors, covering three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028. The Business Plan, Etc. was formulated by a team composed of executive officers and employees of the Company who do not have a material interest between the Offeror for the purpose of considering the Transactions, and was approved after review by the Special Committee in early April 2025. Subsequently, as stated in the "Notice Concerning Revision of Forecast of Financial Results for FY2026" published by the Company on October 31, 2025, the Company revised only the forecast of financial results for the fiscal year ending March 2026, and thereafter the Business Plan, Etc. was re-approved by the Special Committee on November 25, 2025. The financial forecast for the fiscal year ending March 2027 and fiscal year ending March 2028 has not been revised. In addition, the synergy effects expected to be realized through the execution of the Transactions are not reflected in the Business Plan, Etc., as they are difficult to estimate in detail at this time.

Under the market price method, (i) by setting the Reference Date for calculation as January 13, 2026 (the market price method using the same date as the calculation reference date shall hereinafter be referred to in this section as "**Market price method (i)**"), the range of values per Company Share was calculated to be 16,891 yen to 17,900 yen based on: 17,900 yen, which is the simple average value of the closing prices for the one month before the Reference Date; 17,349 yen, which is the simple average value of the closing prices for the three months before the Reference Date; and 16,891 yen, which is the simple average value of the closing prices for the six months before the Reference Date, on the Prime Market of the Tokyo Stock Exchange; and (ii) in order to eliminate the effect of the Speculative Reports on the share price, by setting the Reference Date for calculation as April 25, 2025, which was the date of trading before the Speculative Reports were made (the market price method using the same date as the calculation reference date shall hereinafter be referred to in this section as "**Market price method (ii)**"), the range of values per Company Share was calculated to be 12,228 yen to 12,773 yen based on: 12,470 yen, which is the simple average value of the closing prices for the one month before the Reference Date; 12,773 yen, which is the simple average value of the closing prices for the three months before the Reference Date; and 12,228 yen, which is the simple average value of the closing prices for the six months before the Reference Date,

on the Prime Market of the Tokyo Stock Exchange.

Under the comparable listed companies method, the range of values per Company Share was calculated to be 17,634 yen to 23,314 yen by selecting KION Group AG, Jungheinrich AG, and Hyster-Yale, Inc. as similarly listed companies that were determined to be similar to the Company and by using the EBITDA multiple in relation to enterprise value (the **“Comparable listed companies method (i)”**).

In addition, under the comparable listed companies method, because the characteristics of the products and services offered by the Company’s Materials Handling Equipment Business, Automobile Business, Textile Machinery Business, and other businesses differ from each other, SMBC Nikko Securities also conducted the sum-of-the-parts (“**SOTP**”) to appropriately reflect the characteristics of each business in the calculation, classifying and valuing each of the Company’s business separately (**“Comparable listed companies method (ii) (SOTP)”**). SMBC Nikko Securities selected KION Group AG, Jungheinrich AG, and Hyster-Yale, Inc. as similarly listed companies that were determined to be similar to the Company’s Materials Handling Equipment Business; Denso Corporation, BorgWarner Inc., Valeo SE, PHINIA Inc., Hanon Systems, and Aisan Industry Co., Ltd. as similarly listed companies that were determined to be similar to the Company’s Automobile Business; and Rieter Holding AG and SHIMA SEIKI MFG., LTD. as similarly listed companies that were determined to be similar to the Company’s Textile Machinery Business. Thereafter, the range of values per Company Share was calculated to be 17,265 yen to 22,824 yen, based on the EBITDA multiple applied to corporate value and inclusive of other businesses. Although other businesses include businesses other than the Main Businesses, they represent only a small proportion of the total financial forecast compared to the Main Businesses, but they also include capital expenditure and depreciation expenses common to the Main Businesses. Therefore, they are calculated using the EBITDA multiple derived from the weighted average of the EBITDA of the Main Businesses.

Under the DCF Method, the range of values per Company Share was calculated to be 14,111 yen to 21,463 yen by analyzing the corporate value and share value of the Company by discounting to the present value at a certain discount rate the free cash flow expected to be generated by the Company in and after the third

quarter of the fiscal year ending March 2026 on the assumption of various factors, including the earnings forecasts and investment plans in the business plan for the three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028, financial information of the Company for the second quarter of the fiscal year ending March 2026, as well as publicly available information and other materials prepared by the Company for currently reasonably foreseeable period (“**DCF Method (i)**”). The discount rate is based on the weighted average cost of capital, set within a range of 10.38% to 12.68%. For the calculation of terminal value, both the perpetual growth method and the multiple-based approach have been adopted. Under the perpetual growth method, the perpetual growth rate is determined after a comprehensive assessment of external conditions, and is set within a range of 0.75% to 1.25%, resulting in a present value of a terminal value of 1,067,823 million yen to 1,462,280 million yen. Under the multiple-based approach, an EBITDA multiple was applied, referencing levels observed among listed companies selected under the comparable listed companies method, and the EBITDA multiple was set within a range of 4.4 multiple to 5.4 multiple, resulting in a present value of a terminal value of 1,968,792 million yen to 2,533,959 million yen. With respect to material non-operating assets, the corporate value includes the assessed market value and other relevant value of the Company’s holding in common shares of TMC, Denso Corporation, Toyota Tsusho Corporation, and Aisin Corporation, after taking into account applicable tax effects, as well as the fair value<sup>16</sup> of Toyota Fudosan’s common shares as of the end of September 2025, after taking into account applicable tax effects.

The financial forecasts based on the Business Plan, Etc. prepared by the Company, which was used by SMBC Nikko Securities for the calculation using the DCF Method (i) is as described below. The financial forecasts under the Business Plan, Etc., prepared by the Company include fiscal years in which significant increases or decreases in profits are expected. Specifically, for the fiscal year ending March 2026, operating income is expected to decline and the resulting significant decline in free cash flow due to costs related to engine certifications and the impact of the U.S. tariffs, and for the fiscal year ending March 2027, a significant increase in net sales, operating income and EBITDA and the resulting

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The valuation is based on the assessment applied to “financial assets measured at fair value through other comprehensive income” in the Consolidated Financial Statements section in Part 1, 5-1 of the Company’s securities report for the 147th term.

significant increase in free cash flow is expected when compared to the previous fiscal year ending March 2026, in accordance with the increase in sales due to the recovery in vehicle sales in the automotive business and the increase in forklift sales as the effects of price pass-through take hold.

	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028	(Millions of yen)
Net sales	1,941,320	4,600,000	4,900,000	
Operating income	62,473	270,007	299,965	
EBITDA	209,615	563,244	599,116	
Free cash flow	16,690	73,992	112,126	

Further, SOTP for the DCF Method was conducted as well, and the range of values per Company Share was calculated to be 14,376 yen to 21,217 yen (“**DCF Method (ii) (SOTP)**”). The discount rate is based on the weighted average cost of capital, set within a range of: 10.38% to 12.68% for the Materials Handling Equipment Business; 8.34% to 10.20% for the Automobile Business; 10.56% to 12.90% for the Textile Machinery Business; and 9.84% to 12.03% for other businesses. For the calculation of terminal value, adopted both the perpetual growth method and the multiple-based approach have been adopted. Under the perpetual growth method, the perpetual growth rate is determined after a comprehensive assessment of external conditions, and is set within a range of: 0.75% to 1.25% for the Materials Handling Equipment Business; 0.75% to 1.25% for the Automobile Business; 0.75% to 1.25% for the Textile Machinery Business; and 0.75% to 1.25% for other businesses, resulting in a present value of terminal value of 1,130,836 million yen to 1,552,756 million yen. Under the multiple-based approach, we referenced levels observed among listed companies selected in the SOTP under the comparable listed companies method, and set the EBITDA multiple within a range of: 4.4 multiple to 5.4 multiple for the Materials Handling Equipment Business; 3.7 multiple to 4.5 multiple for the Automobile Business; 3.4 multiple to 4.2 multiple for the Textile Machinery Business; and 4.2 multiple to 5.1 multiple for other businesses, resulting in a present value of terminal value of 1,902,604 million yen to 2,443,289 million yen. Material assets are as stated

in the above.

The financial forecasts based on the Business Plan, Etc. prepared by the Company, which was used by SMBC Nikko Securities for the calculation using the DCF Method (ii) (SOTP) is as described below. The financial forecasts under the Business Plan, Etc., prepared by the Company include fiscal years in which significant increases or decreases in profits are expected. Specifically, in the Materials Handling Equipment Business, while operating income is expected to decline in the fiscal year ending March 2026 due to costs related to engine certifications and the impact of the U.S. tariffs, along with a corresponding significant decrease in free cash flow, a significant increase in net sales, operating income and EBITDA is expected in the fiscal year ending March 2027 as the effects of price pass-through take hold, along with a corresponding significant increase in free cash flow. A significant increase in free cash flow is expected for the fiscal year ending March 2028, due to further price increases and price pass-through. In the Automobile Business, operating income is expected to decline in the fiscal year ending March 2026 due to the impact of the U.S. tariffs, reduced vehicle sales volume, and increased R&D expenses, along with a corresponding substantial decrease in free cash flow; however, a significant increase in net sales, operating income and EBITDA along with a corresponding significant increase in free cash flow is expected in the fiscal year ending March 2027 due to the introduction of new model vehicles and increased sales of electronic products for electric vehicles. For the fiscal year ending March 2028, a significant decrease in free cash flow is expected compared to the fiscal year ending March 2027, primarily due to increased capital expenditures. In the Textile Machinery Business, while operating income and EBIDA is expected to decline in the fiscal year ending March 2026 due to decrease in number of sales of spinning machines and yarn inspection equipment in India and China, a significant increase in net sales, operating income and EBITDA is expected in the fiscal year ending March 2027 due to increase of sales driven by the cyclical nature of the spinning and weaving machinery markets, free cash flow is expected to decrease significantly due to a temporary increase in capital expenditures related to the reconstruction of the Kariya Plant and the renewal of production equipment. For the fiscal year ending March 2028, no such large-scale capital expenditures are expected, leading to a significant increase in free cash flow compared to the fiscal year ending March 2027. In other businesses, significant increase in operating

income along with a significant increase in free cash flow resulting from this is expected to increase in the fiscal year ending March 2026 due to the allocation of head office development expenses to the Automotive Business; however, a significant decrease in operating income and EBITDA is expected in the fiscal year ending March 2027 compared to the fiscal year ending March 2026, as these head office development expenses will be allocated based on incurred costs and recorded in Other Businesses in the business plan.

Materials Handling Equipment Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	1,301,700	3,144,016	3,412,016
Operating income	49,200	205,963	234,967
EBITDA	132,233	374,817	407,134
Free cash flow	50,646	42,618	83,729

Automobile Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	570,700	1,309,469	1,338,469
Operating income	(1,266)	65,634	66,711
EBITDA	45,368	146,534	149,911
Free cash flow	(18,754)	32,706	21,307

Textile Machinery Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	44,843	90,400	93,600
Operating income	(1,475)	5,011	4,988
EBITDA	234	7,611	7,888
Free cash flow	(1,635)	(5,187)	1,292

Other businesses (Millions of yen)

	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	24,200	56,115	55,915
Operating income	16,066	(6,602)	(6,700)
EBITDA	31,834	34,282	34,183
Free cash flow	(2,921)	7,273	8,442

## Appendix 5 Summary of the Company Share Valuation Report (EYSC)

Based on the idea that it is appropriate to analyze the value of the Company Shares multilaterally, EYSC calculated the value of the Company Shares using the following calculation methods: the market price method, as the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange and the Premier Market of the Nagoya Stock Exchange; the comparable company reference method, as there are multiple listed companies that are comparable to each of the Company's businesses, and an estimate of the share value based on comparison with comparable listed companies is possible; and the DCF Method to account for the Company's future business operations in the valuation<sup>17</sup> .

The ranges of the share values per share of the Company Shares calculated under each of the methods above in the Company Share Valuation Report (EYSC) are as follows.

Market price method (i):	16,891 yen to 18,200 yen
Market price method (ii):	12,228 yen to 13,225 yen
Comparable company reference method:	16,558 yen to 21,776 yen
DCF Method:	16,820 yen to 20,458 yen

The Business Plan, Etc. that EYSC used as a basis for the Company Share Valuation Report (EYSC) was prepared by the Company for a currently reasonably foreseeable period, taking into account the current earnings environment, the Company's business performance, and other relevant factors, covering three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028. The Business Plan, Etc. was formulated by a team composed of executive officers and employees of the Company who do not have a material interest between the Offeror for the purpose of considering the Transactions, and was approved after review by the Special Committee in early April 2025. Subsequently, as stated in the "Notice Concerning Revision of Forecast of Financial Results for FY2026" published by the Company on October 31, 2025, the Company revised only the forecast of financial results for the fiscal year ending March 2026, and thereafter the Business Plan, Etc. was re-approved by the Special Committee on November 25, 2025. The financial forecast for the fiscal year ending March 2027 and fiscal year ending March 2028 has not been revised. In addition, the synergy effects

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<sup>17</sup> The disclaimer language and other provisions stated in the Fairness Opinion (ESYC) are as set forth in Appendix 6(3).A)

expected to be realized through the execution of the Transactions are not reflected in the Business Plan, Etc., as they are difficult to estimate in detail at this time.

Under the market price method, (i) by setting the Reference Date for calculation as January 13, 2026 (the market price method using the same date as the calculation reference date shall hereinafter be referred to in this section as “**Market price method (i)**”), the range of values per Company Share was calculated to be 16,891 yen to 18,200 yen based on: 18,200 yen, which is the closing price of the calculation reference date; 17,900 yen, which is the simple average value of the closing prices for the one month before the Reference Date; 17,349 yen, which is the simple average value of the closing prices for the three months before the Reference Date; and 16,891 yen, which is the simple average value of the closing prices for the six months before the Reference Date, on the Prime Market of the Tokyo Stock Exchange; and (ii) in order to eliminate the effect of the Speculative Reports on the share price, by setting the Reference Date for calculation as April 25, 2025, which was the date of trading before the Speculative Reports were made (the market price method using the same date as the calculation reference date shall hereinafter be referred to in this section as “**Market price method (ii)**”), the range of values per Company Share was calculated to be 12,228 yen to 13,225 yen based on: 13,225 yen, which is the closing price of the calculation reference date; 12,470 yen, which is the simple average value of the closing prices for the one month before the Reference Date; 12,773 yen, which is the simple average value of the closing prices for the three months before the Reference Date; and 12,228 yen, which is the simple average value of the closing prices for the six months before the Reference Date, on the Prime Market of the Tokyo Stock Exchange.

Under the comparable company reference method, EYSC selected KION GROUP AG, Jungheinrich AG, Daifuku Co., Ltd., and Kardex Holding AG as similarly listed companies that were determined to have a certain degree of similarity to the Company’s Materials Handling Equipment Business; Denso Corporation, Aisin Corporation, JTEKT Corporation, EXEDY Corporation, Aisan Industry Co., Ltd., Futaba Industrial Co., Ltd., and TPR Co., Ltd. as similarly listed companies that were determined to have a certain degree of similarity to the Company’s Automobile Business; and Rieter Holding AG and SHIMA SEIKI MFG., LTD. as similarly listed companies that were determined to have a certain degree of similarity to the Company’s Textile Machinery Business. Thereafter, the range of values per Company Share was calculated to be 16,558 yen to 21,776 yen, after calculating the business value using the EBITDA and EBITA multiple applied to business

value and adjusting non-operating assets, interest-bearing liabilities (excluding sales-finance borrowings), and other relevant items. Although other businesses include businesses other than the Main Businesses, they represent only a small proportion of the total financial forecast compared to the Main Businesses, but they also include capital expenditure and depreciation expenses common to the Main Businesses. Therefore, they are calculated using the multiple derived from the weighted average of the business value of the Main Businesses.

Under the DCF Method, the range of values per Company Share was calculated to be 16,820 yen to 20,458 yen by calculating the business value of the Company by discounting to the present value at a certain discount rate the free cash flow expected to be generated by each business of the Company in and after the third quarter of the fiscal year ending March 2026 on the assumption of various factors, including the earnings forecasts and investment plans in the business plan for the three fiscal years from the fiscal year ending March 2026 to the fiscal year ending March 2028, financial information of the Company for the second quarter of the fiscal year ending March 2026, as well as publicly available information and other materials prepared by the Company for currently reasonably foreseeable period, and adjusting non-operating assets, interest-bearing liabilities (excluding sales-finance borrowings), and other relevant items. The discount rate is based on the weighted average cost of capital, set within a range of: 9.0% to 11.0% for forklift business and 6.0% to 8.2% for logistics solution business in the Materials Handling Equipment Business; 6.2% to 7.3% for Automobile Business; 5.4% to 6.7% for Textile Machinery Business; and 7.4% to 9.4% for other businesses. For the calculation of terminal value, the perpetual growth method was adopted. Under the perpetual growth method, the perpetual growth rate is determined after a comprehensive assessment of external conditions, and is set within a range of 1.5% to 2.0% across all businesses, resulting in a terminal value of 1,741,404 million yen to 2,466,986 million yen. With respect to material non-operating assets, the amount of assessed market value and other relevant value of the Company's holding in common shares of TMC, Denso Corporation, Toyota Tsusho Corporation, and Aisin Corporation, after taking into account applicable tax effects, as well as the amount calculated based on the net assets equivalent to the Company's share as of the end of March 2025 for Toyota Fudosan's common shares, after taking into account the fair market value of the assets held and the applicable tax effects, are reflected.

The financial forecasts based on the Business Plan, Etc. prepared by the Company, which

was used by EYSC for the calculation using the comparable company reference method and DCF Method are as described below. The financial forecasts under the Business Plan, Etc., prepared by the Company include fiscal years in which significant increases or decreases in profits are expected and in which significant increases or decreases in free cash flows are expected. Specifically, in the Materials Handling Equipment Business, operating income is expected to decline, along with an associated significant decrease in free cash flow, in the fiscal year ending March 2026 due to record of costs related to engine certifications and the impact of the U.S. tariffs. A significant increase in net sales, operating income, and EBITDA is expected, along with an associated significant increase in free cash flow, in the fiscal year ending March 2027, due to the effects of price pass-through. In the fiscal year ending March 2028, a significant increase in free cash flow is expected, as M&A investments that had been anticipated in the previous fiscal year are not expected during this period. In the Automobile Business, operating income is expected to decline, along with an associated significant decrease in free cash flow, in the fiscal year ending March 2026 due to the impact of the U.S. tariffs and of the decline in vehicle sales and increase in research and development expenses. A significant increase in net sales, operating income, and EBITDA is expected, along with an associated significant increase in free cash flow, in the fiscal year ending March 2027 due to the launch of new model vehicles and increase in sales of electronic equipment for electric vehicles. In the fiscal year ending March 2028, a significant decrease in free cash flow is expected due to the increase in capital expenditures and when compared to the previous fiscal year ending March 2027. In the Textile Machinery Business, a significant decrease in operating income and EBITDA is expected in the fiscal year ending March 2026 due to decrease in number of sales of spinning machinery and yarn examining machine in India and China. A significant increase in net sales, operating income, and EBITDA is expected in the fiscal year ending March 2027 due to the expected increase in number of sales resulting from the cyclical nature of the spinning and weaving machinery market; however, a significant decrease in free cash flow is expected due to temporary capital expenditures for rebuilding the Kariya Plant and renewing production equipment. Because such a large-scale capital investment is not planned in the fiscal year ending March 2028, a significant increase in free cash flow is expected when compared to the previous fiscal year ending March 2027. In other businesses, significant increase in free cash flow is expected in the fiscal year ending March 2027 due to reasons including decrease in the capital expenditure amount compared to the fiscal year ending March 2026. In the Business Plan, Etc. prepared by the Company, the profit of 10,000 million yen for the fiscal year ending March 2026 and the headquarters

development expenses of 16,400 million yen for the fiscal years ending March 2027 and March 2028, which are included in other businesses, are each related to the Materials Handling Equipment Business and the Automobile Business, respectively. Accordingly, when these figures are used by EYSC for valuation purposes, they are reallocated to the respective businesses.

Materials Handling Equipment Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	1,301,618	3,144,016	3,412,016
Operating income	59,163	205,963	234,967
EBITDA	142,196	374,817	407,134
Free cash flow	(19,966)	(38,183)	72,148

Automobile Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	570,674	1,309,469	1,338,469
Operating income	(1,274)	49,234	50,311
EBITDA	45,360	130,134	133,511
Free cash flow	(17,535)	15,978	7,744

Textile Machinery Business		(Millions of yen)	
	Fiscal year ending March 2026 (six months)	Fiscal year ending March 2027	Fiscal year ending March 2028
Net sales	44,843	90,400	93,600
Operating income	(1,475)	5,011	4,988
EBITDA	234	7,611	7,888
Free cash flow	(1,629)	(5,187)	1,213

Other businesses		(Millions of yen)	
	Fiscal year ending	Fiscal year ending	Fiscal year ending

	March 2026 (six months)	March 2027	March 2028
Net sales	24,186	56,115	55,915
Operating income	6,059	9,798	9,700
EBITDA	21,827	50,682	50,583
Free cash flow	(15,110)	20,010	19,081

## Appendix 6 The Disclaimer Language and Other Provisions

### (1) Company Share Valuation Report (MUMSS) and Fairness Opinion (MUMSS)

The analysis by MUMSS in the January 13, 2026 Company Share Valuation Report (MUMSS) and the expression of opinion in the Fairness Opinion (MUMSS), and the analysis of the value of the Company Shares which was used as the basis of the foregoing, were conducted solely to serve as a reference by the Special Committee. The Fairness Opinion (MUMSS) only deals with whether the Tender Offer Price is appropriate to shareholders of the Company (excluding TMC, Mr. Toyoda, and the Company, as well as the Offeror and its related companies) from a financial standpoint as of January 13, 2026; neither the January 13, 2026 Company Share Valuation Report (MUMSS) nor the Fairness Opinion (MUMSS) has any reference to the value of the Company Shares after the Tender Offer or at any other point in time. Neither the January 13, 2026 Company Share Valuation Report (MUMSS) nor the Fairness Opinion (MUMSS) states any opinion or make any recommendations to shareholders of the Company in relation to any behavior by the Offeror or such shareholders regarding the Tender Offer. MUMSS does not recommend a specific tender offer price to the Special Committee, nor does it recommend that any specific tender offer price as the only appropriate tender offer price for the Tender Offer. When calculating the share value of the Company Shares in the January 13, 2026 Company Share Valuation Report (MUMSS), expressing opinion in the Fairness Opinion (MUMSS), and analyzing the value of the Company Shares which was used as the basis of the foregoing, MUMSS used information provided by the Special Committee and the Company, publicly available information, and other information as is in principle, assumed that those materials, information and the like were accurate and complete, and did not independently verified the accuracy and completeness thereof. When conducting analysis for the January 13, 2026 Company Share Valuation Report (MUMSS), expressing opinion in the Fairness Opinion (MUMSS), and analyzing the value of the Company Shares which was used as the basis of the foregoing, MUMSS assumed that consolidated and non-consolidated internal financial statements provided were accurate in all aspects, and that they fairly indicated all items, without conducting any individual verification. In addition, when preparing the January 13, 2026 Company Share Valuation Report (MUMSS) and the Fairness Opinion (MUMSS), with respect to the information regarding the financial forecast of the Company, MUMSS assumed that such information was reasonably prepared by the Company based on the best forecast and judgments available as of January 13, 2026 (the “**Reference Date 2**”). MUMSS

assumed that all terms and conditions stated in agreements related to the Transactions would be fulfilled without any waiver, amendment, or delay. MUMSS assumed that all necessary licenses, approvals, consent or the like by governmental institutions and supervisory authorities can be obtained, and that no delays, restrictions, or conditions that may give material adverse effects to the Transactions will be attached thereto. MUMSS is not a legal, accounting, tax, or IT advisor. MUMSS is a financial advisor; it did not independently verify legal, accounting, tax, or IT-related issues, and relied upon judgments by the Special Committee and the Company, as well as their legal, accounting, tax, and IT advisors and auditing firm. MUMSS did not independently evaluate or appraise any assets or liabilities (off-balance-sheet assets and liabilities, and other contingent liabilities) of the Company or any of its affiliates, nor did it request that any third-party institution evaluate or appraise them. MUMSS did not conduct any evaluation regarding the situation of the Company's unsettled actions, etc. concerning the engine certification issue, and excluded the impact (including, but not limited to, details and amount of the sanction money and other expenses to be borne by the Company and its subsidiaries and affiliates, arising or in relation to such actions, etc.) of such actions, etc. from its analysis. The January 13, 2026 Company Share Valuation Report (MUMSS) and the Fairness Opinion (MUMSS) calculation by MUMSS reflects the above information up to the Reference Date 2 and are based on financial, market, and other conditions as of the Reference Date 2 and information available to MUMSS as of the Reference Date 2. Events occurring after the Reference Date 2 may affect the January 13, 2026 Company Share Valuation Report (MUMSS) and the Fairness Opinion (MUMSS), and the assumptions used in the analyses in the January 13, 2026 Company Share Valuation Report (MUMSS) and the Fairness Opinion (MUMSS) by MUMSS; however, MUMSS does not undertake any obligation to update, revise, or reconfirm the January 13, 2026 Company Share Valuation Report (MUMSS) or the Fairness Opinion (MUMSS). Upon MUMSS' analysis in the January 13, 2026 Company Share Valuation Report (MUMSS), the expression of opinion in the Fairness Opinion (MUMSS), and the analysis of the Company Shares which was used as the basis of the foregoing, MUMSS was not allowed to solicit transaction entities in relation to acquisition, business integration, or other special transactions involving the Company, and it has not actually engaged in such solicitation. In addition, MUMSS has not negotiated with any transaction entity that has expressed to MUMSS, excluding the Offeror, any interest in the potential acquisition of the Company itself or any part of the businesses that comprise the Company. The analyses which were used as the basis of the January 13, 2026 Company Share Valuation Report (MUMSS) and the Fairness Opinion (MUMSS) by MUMSS have gone through a

complex process and are not necessarily suitable for partial analysis or summary description. MUMSS has considered all of its analyses results as a whole and has not placed any weight on any particular analyses or factors considered. When conducting its analyses, MUMSS makes a number of assumptions regarding industry conditions, general business and economic conditions, and other matters, many of which are beyond the control of MUMSS, the Company or the Offeror. All projections contained in MUMSS' analyses are not necessarily indicative of future results or actual value, and such results or value could be largely better or worse than those suggested by such projections. The valuation range based on a specific analysis by MUMSS cannot be construed as an evaluation by MUMSS of the actual value of the Company. MUMSS will provide services as a financial advisor to the Special Committee in connection with the Transactions and will receive a commission as consideration for such services. The commission to be paid to MUMSS will only be a fixed remuneration and does not include any contingency remuneration to be paid subject to conditions including successful completion of the Transactions. Within two years retrospectively from the Reference Date 2, MUMSS or its related companies provided financial services as a financial advisor to the Company and the Offeror's related companies, and MUMSS or its related companies received fees as consideration for such services. In addition, other than the services to be provided as the Special Committee's financial advisor in relation to the Transactions, MUMSS and its related companies may provide services as a financial advisor or financial services in the future to the Company and the Offeror's related companies and may in the future receive fees as consideration for such services. MUMSS and its related companies provide global financial services, including banking, securities, trust, investment management, credit services, and other financial services (hereinafter collectively referred to as the "**Financial Services**"). Securities services include provision of investment banking, finance and financial advisory services, as well as securities underwriting, trading, brokerage services, foreign exchange, commodities and derivatives transactions. MUMSS and its related companies may, in the course of their ordinary securities underwriting, trading, brokerage and financial services, hold long or short positions in bonds, shares, or loans of parties related to the Transactions, currencies or commodities related to the Transactions, or related derivatives products, or otherwise provide Financial Services of MUMSS and its related companies to parties related to the Transactions; they may also engage in trading or other transactions in their own accounts or accounts of their customers. MUMSS and its related companies, as well as their directors, officers, and employees may make self-funded investments in bonds, shares or loans of parties related to the Transactions, or currencies or commodities related to the

Transactions, or related derivatives products, or may operate funds that make self-funded investments in them. Further, MUMSS may conduct ordinary brokerage services for companies related to the Transactions.

The analysis by MUMSS in the January 13, 2026 Company Share Valuation Report (MUMSS) and the expression of opinion in the Fairness Opinion (MUMSS), and the analysis of the value of the Company Shares which was used as the basis of the foregoing, were conducted solely to serve as a reference by the Special Committee. The Fairness Opinion (MUMSS) only deals with whether the Tender Offer Price is fair from a financial standpoint to shareholders of the Company (excluding TMC, Mr. Toyoda, and the Company, as well as the Offeror and its related companies) as of January 13, 2026; neither the January 13, 2026 Company Share Valuation Report (MUMSS) nor the Fairness Opinion (MUMSS) has any reference to the value of the Company Shares after the Tender Offer or at any other point in time. Neither the January 13, 2026 Company Share Valuation Report (MUMSS) nor the Fairness Opinion (MUMSS) states any opinion or make any recommendations to shareholders of the Company in relation to any behavior by the Offeror or such shareholders regarding the Tender Offer. MUMSS does not recommend a specific tender offer price to the Special Committee, nor does it recommend that any specific tender offer price as the only appropriate tender offer price for the Tender Offer. When calculating the share value of the Company Shares in the January 13, 2026 Company Share Valuation Report (MUMSS), expressing opinion in the Fairness Opinion (MUMSS), and analyzing the value of the Company Shares which was used as the basis of the foregoing, MUMSS used information provided by the Special Committee and the Company, publicly available information, and other information as is in principle, assumed that those materials, information and the like were accurate and complete, and did not independently verify the accuracy and completeness thereof. When conducting analysis for the January 13, 2026 Company Share Valuation Report (MUMSS), expressing opinion in the Fairness Opinion (MUMSS), and analyzing the value of the Company Shares which was used as the basis of the foregoing, MUMSS assumed that consolidated and non-consolidated internal financial statements provided by the Company were accurate in all aspects, and that they fairly indicated all items, without conducting any individual verification. In addition, when preparing the January 13, 2026 Company Share Valuation Report (MUMSS) and the Fairness Opinion (MUMSS), with respect to the information regarding the financial forecast of the Company, MUMSS assumed that such information was reasonably prepared by the Company based on the best forecast and judgments available as of January 13, 2026 (the “Reference Date 3”). MUMSS assumed that all terms and conditions stated in agreements related to the

Transactions would be fulfilled without any waiver, amendment, or delay. MUMSS assumed that all necessary licenses, approvals, consent or the like by governmental institutions and supervisory authorities can be obtained, and that no delays, restrictions, or conditions that may give material adverse effects to the Transactions will be attached thereto. MUMSS is not a legal, accounting, tax, or IT advisor. MUMSS is a financial advisor; it did not independently verify legal, accounting, tax, or IT-related issues, and relied upon judgments by the Special Committee and the Company, as well as their legal, accounting, tax, and IT advisors and auditing firm. MUMSS did not independently evaluate or appraise any assets or liabilities (off-balance-sheet assets and liabilities, and other contingent liabilities) of the Company or any of its affiliates, nor did it request that any third-party institution evaluate or appraise them. MUMSS did not conduct any evaluation regarding the status of the pending litigation, etc. concerning the Company's engine certification issue, and excluded the impact (including, but not limited to, details and amount of the sanction money and other expenses to be borne by the Company and its subsidiaries and affiliates, arising or in relation to such litigation, etc.) of such litigation, etc. from its analysis. The January 13, 2026 Company Share Valuation Report (MUMSS) and the Fairness Opinion (MUMSS) calculation by MUMSS reflect the above information up to the Reference Date 3 and are based on financial, market, and other conditions as of the Reference Date 3 and information available to MUMSS as of the Reference Date 3. Events occurring after the Reference Date 3 may affect the January 13, 2026 Company Share Valuation Report (MUMSS) and the Fairness Opinion (MUMSS), and the assumptions used in the analyses in the January 13, 2026 Company Share Valuation Report (MUMSS) and the Fairness Opinion (MUMSS) by MUMSS; however, MUMSS does not undertake any obligation to update, revise, or reconfirm the January 13, 2026 Company Share Valuation Report (MUMSS) or the Fairness Opinion (MUMSS). Upon MUMSS' analysis in the January 13, 2026 Company Share Valuation Report (MUMSS), the expression of opinion in the Fairness Opinion (MUMSS), and the analysis of the Company Shares which was used as the basis of the foregoing, MUMSS was not allowed to solicit any transaction entity in relation to acquisition, business integration, or other special transactions involving the Company, and it has not actually engaged in such solicitation. In addition, MUMSS has not negotiated with any transaction entity that has expressed to MUMSS, excluding the Offeror, any interest in the potential acquisition of the Company itself or any part of the businesses that comprise the Company. The analyses which were used as the basis of the January 13, 2026 Company Share Valuation Report (MUMSS) and the Fairness Opinion (MUMSS) by MUMSS have gone through a complex process and are not necessarily suitable for partial

analysis or summary description. MUMSS has considered all of its analyses results as a whole and has not placed any weight on any particular analyses or factors considered. When conducting its analyses, MUMSS makes a number of assumptions regarding industry conditions, general business and economic conditions, and other matters, many of which are beyond the control of MUMSS, the Company or the Offeror. All projections contained in MUMSS' analyses are not necessarily indicative of future results or actual value, and such results or value could be largely better or worse than those suggested by such projections. The valuation range based on a specific analysis by MUMSS cannot be construed as an evaluation by MUMSS of the actual value of the Company. MUMSS will provide services as a financial advisor to the Special Committee in connection with the Transactions and will receive a commission as consideration for such services. The commission to be paid to MUMSS will only be a fixed remuneration and does not include any contingency remuneration to be paid subject to successful completion of the Transactions or any other conditions. Within two years retrospectively from the Reference Date 2, MUMSS or its related companies provided services as a financial advisor or financial services to the Company and the Offeror's related companies, and MUMSS or its related companies received fees as consideration for such services. In addition, other than the services to be provided as the Special Committee's financial advisor in relation to the Transactions, MUMSS and its related companies may provide services as a financial advisor or financial services in the future to the Company and the Offeror's related companies and may in the future receive fees as consideration for such services. MUMSS and its related companies provide global financial services, including banking, securities, trust, investment management, credit services, and other financial services (hereinafter collectively referred to as the "Financial Services"). Securities services include provision of investment banking, finance and financial advisory services, as well as securities underwriting, trading, brokerage services, foreign exchange, commodities and derivatives transactions. MUMSS and its related companies may, in the course of their ordinary securities underwriting, trading, brokerage and financial services, hold long or short positions in bonds, shares, or loans of parties related to the Transactions, currencies or commodities related to the Transactions, or related derivatives products, or otherwise provide Financial Services of MUMSS and its related companies to parties related to the Transactions; they may also engage in trading or other transactions in their own accounts or accounts of their customers. MUMSS and its related companies, as well as their directors, officers, and employees may make self-funded investments or may operate funds that make self-funded investments in bonds, shares or loans of parties related to the Transactions, or currencies or commodities related

to the Transactions, or related derivatives products. Further, MUMSS may conduct ordinary brokerage services for companies related to the Transactions.

(2) Company Share Valuation Report (SMBC Nikko Securities) and Fairness Opinion (SMBC Nikko Securities)

A) Company Share Valuation Report (SMBC Nikko Securities)

In preparing the Company Share Valuation Report (SMBC Nikko Securities), SMBC Nikko Securities assumed that all the materials and information on which the reports are based are accurate and complete; SMBC Nikko Securities has not independently verified, nor does it have an obligation or responsibility to verify, their accuracy and completeness; and SMBC Nikko Securities assumed that no facts, circumstances, or the like determining the provided information is inaccurate or misleading have been found by the Company. Also, SMBC Nikko Securities has not conducted an independent evaluation, appraisal, or assessment, nor has it made any request to a third-party appraiser for any evaluation, appraisal, or assessment, with respect to any assets or liabilities of the Company and its affiliates. If any issue is found as to the accuracy and completeness of those materials and information, the calculation result may significantly differ. Furthermore, SMBC Nikko Securities assumed that there are no claims or obligations related to any undisclosed litigations, disputes, environmental matters, tax affairs, and the like of the Company and its affiliates, or other contingent liabilities, off balance sheet debts, or other facts that have a material impact on the Company Share Valuation Report (SMBC Nikko Securities). SMBC Nikko Securities assumed that the Company's Business Plan, Etc. provided to SMBC Nikko Securities, which are used in the Company Share Valuation Report (SMBC Nikko Securities), were prepared by the Company on a best forecast and determination basis as of the calculation base date in accordance with reasonable and appropriate procedures. In addition, in the Company Share Valuation Report (SMBC Nikko Securities), if SMBC Nikko Securities made an analysis based on the hypothesis provided based on the provided materials and information, SMBC Nikko Securities assumed that the provided materials, information, and assumptions are accurate and reasonable. SMBC Nikko Securities has not independently verified, nor does it have any obligation or responsibility to verify, the accuracy, appropriateness, and feasibility of the assumptions above.

B) Fairness Opinion (SMBC Nikko Securities)

In expressing the opinion stated in the Fairness Opinion (SMBC Nikko Securities),

SMBC Nikko Securities assumed that all of the publicly available information, the information reviewed by SMBC Nikko Securities, provided to SMBC Nikko Securities, or discussed by SMBC Nikko Securities with the Company, and other information considered by SMBC Nikko Securities is accurate and complete. SMBC Nikko Securities relied on the accuracy and completeness of such information; and SMBC Nikko Securities has not independently verified, and has no responsibility or obligation to verify, the accuracy or completeness of such information. SMBC Nikko Securities does not make any representation or warranty to the accuracy and completeness of such information. SMBC Nikko Securities assumed that the Company's management is not aware of any facts or circumstances finding the information provided to SMBC Nikko Securities or discussed with SMBC Nikko Securities to be inaccurate or misleading. SMBC Nikko Securities has neither independently evaluated, appraised, or assessed the assets and liabilities (including the securities which Company owns, financial derivatives, off-balance-sheet assets and liabilities, and other contingent liabilities) of the Company and its related companies, nor has it received any evaluation, appraisal, or assessment of them. SMBC Nikko Securities assumed that the Business Plan, Etc. were reasonably prepared or answered based on the best forecast and judgment of the management of the Company and that the Company's financial conditions would change in accordance with the Business Plan, Etc.; and SMBC Nikko Securities has not independently investigated the feasibility of the Business Plan, Etc., and relied on the Business Plan, Etc. and materials related thereto. Moreover, in expressing the opinion stated in the Fairness Opinion (SMBC Nikko Securities), SMBC Nikko Securities assumed that all the consents or permits and approvals by the government, competent authorities, and other parties (whether or not contractual) necessary for implementation of the Transactions would be obtained without having any adverse impact on the Company or interests anticipated to be generated from the Transactions. SMBC Nikko Securities is not a legal, accounting, or tax expert; and in expressing the opinion stated in the Fairness Opinion (SMBC Nikko Securities), SMBC Nikko Securities has not independently considered or analyzed the lawfulness, validity of, and appropriateness of accounting or tax treatment concerning the Transactions. SMBC Nikko Securities assumed that the Transactions would be appropriately and effectively implemented through all the appropriate legal, accounting, and tax procedures. Furthermore, SMBC Nikko Securities has not considered any impact of implementation of the Transactions on taxation of the Company and other stakeholders.

SMBC Nikko Securities serves as the Company's financial advisor for the Transactions; and in consideration for its service, SMBC Nikko Securities will receive fees (a

substantial portion of which is contingent upon to completion of the Transactions) from the Company. Moreover, the Company has agreed to reimburse SMBC Nikko Securities for actual out-of-pocket expenses and compensate SMBC Nikko Securities for certain liabilities arising from SMBC Nikko Securities' involvement. SMBC Nikko Securities and its related companies have provided or will provide the Company, TMC, Toyota Fudosan,, or their related companies with investment banking services and other services related to securities/financial instruments transactions, banking services, and other services; and it has received or may receive in the future remuneration, etc. for the provision of such services. Furthermore, in the ordinary course of business, SMBC Nikko Securities may, from time to time, trade or own various financial instruments, including securities and financial derivatives of the Company, TMC, Toyota Fudosan, or their related parties for its own account or for account of its clients.

The expression of the opinion stated in the Fairness Opinion (SMBC Nikko Securities) does not state an opinion regarding the value or share price level of the Company Shares after implementation of the Transactions, nor does it recommend that specific purchase price is the only appropriate purchase price. SMBC Nikko Securities has neither been requested to state an opinion regarding the facts or assumptions(including the Business Plan, Etc.) based on which the Transactions were determined, the Company's business decision to conduct the Transactions, or the relative merits of the Transactions compared with alternative transactions, nor has it stated an opinion regarding such aspects in the Fairness Opinion (SMBC Nikko Securities). SMBC Nikko Securities has neither been requested to consider that the Transactions or the Tender Offer Price is fair to the holders of securities other than common shares, creditors, and other stakeholders of the Company, nor has it considered such matter. Moreover, the expression of the opinion stated in the Fairness Opinion (SMBC Nikko Securities) does not present an opinion or view regarding the fairness of the amount, nature, or other aspects of the remuneration for the officers, directors, or employees, or those persons holding certain positions of the parties to the Transactions in comparison with the Tender Offer Price (whether fair from a financial perspective or not). Furthermore, SMBC Nikko Securities is under no obligation to the Company or its board of directors to solicit, and has not solicited, any third party to express an opinion on the Transactions. The opinion of SMBC Nikko Securities stated in the Fairness Opinion (SMBC Nikko Securities) neither states any opinion on the Company's shareholders' exercise of their voting rights or other shareholders' rights regarding the Transactions or solicits the Company's shareholders to do so, nor does it solicit or recommend that the Company's shareholders and other stakeholders tender their

shares in the Tender Offer, transfer, or acquire the Company Shares, or other matters related thereto. The expression of the opinion stated in the Fairness Opinion (SMBC Nikko Securities) is based on financial and capital markets, economic conditions, and other circumstances as of the preparation date of the Fairness Opinion (SMBC Nikko Securities), as well as information provided to or obtained by SMBC Nikko Securities by the preparation date of the Fairness Opinion (SMBC Nikko Securities). The content of the opinion stated in the Fairness Opinion (SMBC Nikko Securities) may be subject to changes in the circumstances in the future; however, SMBC Nikko Securities is not obligated to update, change, or reconfirm its opinion. The opinion stated in the Fairness Opinion (SMBC Nikko Securities) was provided only to the Company's board of directors solely for the purpose of providing reference information for the Company's board of directors to consider the Transactions. Accordingly, the content of the opinion stated in the Fairness Opinion (SMBC Nikko Securities) cannot be used for any purpose other than such purpose for the Company's board of directors.

(3) Company Share Valuation Report (EYSC) and Fairness Opinion (EYSC)

A) Company Share Valuation Report (EYSC)

In valuating the Company Shares, EYSC has, as a general principle, adopted the information provided by the Company and publicly available sources as received, without alteration, and has assumed that all such adopted information is accurate and complete. EYSC has not independently verified the accuracy or completeness of this information. Further, EYSC has not independently valued, appraised, or assessed the assets or liabilities (including contingent liabilities) of the Company and its affiliates, including any analysis or valuation of individual assets or liabilities. In addition, EYSC has assumed that the Company's financial projections were reasonably prepared based on the best available forecasts and judgments of the Company's management at the time. The valuation of the Company Shares by EYSC is based on the information stated above and economic conditions available up to January 13, 2026.

B) Fairness Opinion (EYSC)

EYSC has assumed that all information publicly disclosed by the Company, as well as all materials and information related to the business or financial matters of the Company and its affiliates provided by the Company to EYSC (including oral explanations by the Company's or employees), are accurate and complete.

EYSC has not independently valued, appraised, or assessed the assets or liabilities

(including contingent liabilities) of the Company and its affiliates, including any analysis or valuation of individual assets or liabilities.

EYSC has assumed that the Business Plan, Etc. provided by the Company have been reasonably prepared based on the Company's best available forecasts and judgments at this time, and that they represent realistic and neutral estimates rather than optimistic or conservative projections.

EYSC has assumed that all material information that could affect the share value of the Company has been provided by the Company to EYSC, and that there is no undisclosed material information, including subsequent events that have occurred up to January 13, 2026.

EYSC has assumed that all information regarding the Transactions and any related transactions contingent upon the completion of the Transactions (including but not limited to the Tender Offers for Own Shares) has been provided by the Company to EYSC.

The Fairness Opinion (EYSC) is intended solely to be used as part of the reference materials for the Company's board of directors in considering the Transactions and does not constitute any recommendation or solicitation with respect to the decisions of the Company's board of directors or shareholders.

The Fairness Opinion (EYSC) expresses an opinion from a financial standpoint on the fairness of the Tender Offer Price determined by the Offeror for the Company's shareholders (excluding Toyota Fudosan, Mr. Toyoda, TMC, and the Company holding the Company Shares as treasury shares). It does not express any opinion as to whether the Tender Offer Price is the most favorable compared to the terms of other potential transactions.

The Fairness Opinion (EYSC) addresses only the fairness from a financial standpoint of the Tender Offer Price in the Transactions for the Company's shareholders (excluding Toyota Fudosan, Mr. Toyoda, TMC, and the Company holding the Company Shares as treasury shares). It does not express any opinion on transaction terms or methods other than the Tender Offer Price, comparisons with alternative approaches, compensation of officers or employees of the parties involved in the Transactions, or accounting, tax, legal, or other matters.

The Fairness Opinion (EYSC) is based on information, economic conditions, and other conditions available to EYSC as of the date of issuance of the Fairness Opinion (EYSC). EYSC has no obligation to update, revise, supplement, or reaffirm the Fairness Opinion (EYSC) in the event of any changes to such information, economic conditions, and other conditions after that date.

The Company shall not disclose to any third party, without the prior consent of EYSC,

either the fact that EYSC has issued the Fairness Opinion (EYSC) or the contents of the Fairness Opinion (EYSC). If disclosure to a third party is made (including disclosure after obtaining EYSC's prior consent), the third party may not rely on the Fairness Opinion (EYSC), and neither EYSC nor its affiliates shall bear any responsibility to any third party other than the Company.

## **Appendix 7 The Process of negotiations Before the Report**

Theis Special Committee expressed its opinion to the Company on December 17, 2025, that negotiations to review the Tender Offer Price should be resumed. In response to this, the Company took into account several factors, including (i) the fact that since the date of the announcement of the Tender Offer, the market price of the Company Shares has remained above 16,300 yen, which was the Tender Offer Price initially announced in the Press Release at the Time of Announcement (the “Initial Tender Offer Price”); (ii) the Initial Tender Offer Price of 16,300 yen has been significantly discounted from the market price, and it is unlikely that the Company’s general shareholders will tender a significant number of shares in response to the Tender Offer, and the likelihood of the Tender Offer being successfully completed has declined significantly, (iii) since the date of the announcement of the Tender Offer, an event has occurred that has an substantial impact on the intrinsic value of the Company, such as a significant increase in the value of the shares of TMC and the Three Toyota Group Companies held by the Company; and (iv) during the Company’s engagement with multiple shareholders of the Company, which took place following the publication of the Press Release at the Time of Announcement, the shareholders raised objections and concerns regarding the changes in the market price of the Company Shares as of the date of announcement of the Tender Offer and the Initial Tender Offer Price of 16,300 yen. Given these factors, on the same date, the Company sent a written document to Toyota Fudosan requesting consideration of an increase in the Tender Offer Price and proposal of the Tender Offer Price again, taking into consideration the following: (a) in light of the intrinsic value of the Company as of that time, the Tender Offer Price of 16,300 yen cannot be determined to be a price that fully reflects such value, and cannot be assessed as fully considerate of interests of the Company’s minority shareholders, and as of the commencement of the Tender Offer, it deviates from the price level envisioned by the Company and the Special Committee in expressing an opinion in support of the Tender Offer again, and accordingly, it is acknowledged that it is difficult for the Company to maintain its supporting opinion it expressed on the announcement date of the Tender Offer; (b) after the announcement date of the Tender Offer, the value of shares of TMC, the Three Toyota Group Companies, etc. owned by the Company has been increasing significantly, and these changes in circumstances are an exhibition of the fact that it is objectively obvious that the value of the Company Shares are being affected, from the viewpoint of the Company’s shareholders and investors; and the Company and the Special Committee, which are responsible for securing interests of minority shareholders, believe that it is necessary to consider this fact seriously; (c) they further

believe that because the Tender Offer Price of 16,300 yen cannot be assessed as fully considerate of interests of the Company's minority shareholders, a concern may arise about the probability of the successful completion of the Tender Offer and the realization of the Transactions.

Following this, on December 19, 2025, the Company received a response from Toyota Fudosan to the following effect: (a) Toyota Fudosan believes that, when commencing the Tender Offer, it is necessary for the board of directors of the Company to adopt a resolution to express an opinion in support of the Tender Offer and to recommend that the Company's shareholders tender their shares to the Tender Offer; (b) because Toyota Fudosan expects that many shareholders of the Company tender their shares to the Tender Offer, Toyota Fudosan is considering reflecting the increase in the value of listed shares owned by the Company to the Tender Offer Price; (c) on the other hand, while shares of TMC and the Three Toyota Group Companies owned by the Company are to be sold through tendering to the Tender Offers for Own Shares as part of the Transactions, the upper limit for each tender offer price for the Tender Offers for Own Shares is set on the basis of each closing price of shares of TMC and the Three Toyota Group Companies on the Prime Market of the Tokyo Stock Exchange as of June 2, 2025, the day immediately preceding the announcement date of the Tender Offer, and accordingly, shares of TMC and the Three Toyota Group Companies owned by the Company may not always be sold at prices after a certain discount to be made in the Tender Offers for Own Shares based on the current market share price; (d) although Toyota Fudosan has been holding discussions with TMC and the Three Toyota Group Companies to change the upper limit for the tender offer prices for the Tender Offers for Own Shares, as of December 19, 2025, the outcome of such discussions cannot be foreseen, and accordingly, Toyota Fudosan believes that it will be able to propose a specific Tender Offer Price factoring in the outcome of such discussions, if the discussions are settled or Toyota Fudosan can determine that it is highly likely to be settled, and even in such case, given the time of the commencement of the Tender Offers for Own Shares, a certain period of time will be required after the announcement of the commencement of the Tender Offer to sell shares of TMC and the Three Toyota Group Companies owned by the Company, and accordingly, it is also necessary to factor in the risk of share price fluctuations up to the commencement of the Tender Offer for Own Shares.

In response to this, following the opinion expressed at the Special Committee's meeting held on December 24, 2025, on the same day, the Company sent a written document to

Toyota Fudosan, in which it requested that Toyota Fudosan consider the Tender Offer Price and propose a specific amount again, based on the fact that the Company's board of directors and the Special Committee believed as follows: (a) the increase in the market price of the respective shares of TMC and the Three Toyota Group Companies owned by the Company is in a situation where the value of the Company Shares is affected regardless of whether or not the terms and conditions of the Tender Offer for Own Shares are reviewed; (b) whether the Tender Offer Price fully reflects the intrinsic value of the Company should be considered after factoring in the increase in the market share price of the respective companies and will be evaluated by comprehensively taking into consideration matters including its appropriateness from a financial standpoint; (c) from the perspective of interests of the Company's minority shareholders, if the upward trend in the market share price of TMC and the Three Toyota Group Companies as of the same date continues and where the market share price of those companies exceeds the tender offer prices of the Tender Offers for Own Shares, there will be a concern that the value of the shares of those companies owned by the Company will be transferred to the Offeror, and it is therefore necessary that the increase in the value of the shares of TMC and the Three Toyota Group Companies owned by the Company be fully reflected in the Tender Offer Price, taking into account the risk of price fluctuations; (d) the Company and the Special Committee need to determine whether the circumstances are in place to recommend that the Company's shareholders tender their shares to the Tender Offer, such as the situation in which the Tender Offer Price is discounted at a certain rate from the Company's share price ceased to exist at the time of the commencement of the Tender Offer, and they therefore believe that the relationship between the Tender Offer Price proposed by Toyota Fudosan and the Company Share price on the business day immediately preceding the scheduled announcement date of the commencement of the Tender Offer, and on other dates, is also important; and based on the fact that (e) the Special Committee strongly requested that Toyota Fudosan review the Tender Offer Price again from the perspective of securing interests of minority shareholders.

Following this, on December 25, 2025, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 17,000 yen (4.68% discount to 17,835 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of December 24, 2025, the business day immediately preceding the proposal date), based on the matters including the following: (a) Toyota Fudosan believes that, since the date of the announcement of the Tender Offer, it is undeniable that the value of the Company Shares has also risen to a certain extent due to the increase in the market

price of listed shares owned by the Company; on the other hand, it is difficult to say that the business environment surrounding the Company is necessarily favorable, due to factors such as foreign exchanges, interest rate conditions, and U.S. tariffs; in addition, after the announcement of the Tender Offer, the Company had to record the settlement money in relation to the U.S class action and expenses for responding to customers due to the issues regarding forklift engine certification, which it had not expected before the announcement, and consequently, the earnings forecast for the current fiscal year has been revised downward. Toyota Fudosan has determined that the Company's corporate value (excluding the value of listed shares owned by the Company) be equivalent to or below such value as of the date of the announcement of the Tender Offer; (b) Toyota Fudosan is discussing with TMC and the Three Toyota Group Companies to change the upper limit of the tender offer prices of the Tender Offers for Own Shares for the purpose of reflecting the increase in the value of listed shares owned by the Company in the Tender Offer Price, but no agreement has been reached as of the same date; (c) even if an agreement is reached, given the time of the commencement of the Tender Offers for Own Shares, a certain period of time will be required after the announcement of the commencement of the Tender Offer to sell shares of TMC and the Three Toyota Group Companies owned by the Company, and accordingly, it is also necessary to factor in the risk of share price fluctuations up to the commencement of the Tender Offers for Own Shares, in light of the fact that additional financing will be necessary if the share price of TMC and the Three Toyota Group Companies falls and the tender offer prices of the Tender Offers for Own Shares fall below the price which was used as the assumption to determine the Tender Offer Price.

However, following the opinion expressed at the Special Committee's meeting held on December 29, 2025, on the same day, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider increasing the Tender Offer Price and make a proposal again, based on the fact that the Company's board of directors and the Special Committee believed as follows: (a) in light of the intrinsic value of the Company that takes into account the increase in the value of shares of TMC and the Three Toyota Group Companies after the announcement date of the Tender Offer up to the same day, the Tender Offer Price of 17,000 yen cannot be determined to be a sufficient price, cannot be assessed as fully considerate of interests of minority shareholders of the Company, and significantly deviates from the price level assumed by its board of directors and the Special Committee in expressing an opinion in support of the Tender Offer and recommending that shareholders of the Company tender their shares in the Tender Offer;

(b) whether the Tender Offer Price fully reflects the Company's intrinsic value should be considered after factoring in the increase in the share prices of the respective companies in the market, and it will be assessed by comprehensively taking into account factors including the appropriateness from a financial standpoint; (c) the Tender Offer Price is a discounted price that is significantly below the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of the same date (17,910 yen), and thus, the Special Committee believes that the situation in which the Tender Offer Price is discounted at a certain rate from the Company's share price ceased to exist is a precondition for recommending that shareholders of the Company tender their shares in the Tender Offer, and the relationship between the Tender Offer Price and the share price of the Company on the business day immediately preceding the scheduled announcement date of the commencement of the Tender Offer or other dates is also important; (d) regardless of whether there are various restrictions on the increase of the Tender Offer Price claimed by Toyota Fudosan, in order for the Company's board of directors and the Special Committee to assess that the Tender Offer Price is fully considerate of interests of minority shareholders of the Company, they will comprehensively take into consideration matters including the following: (i) whether the Tender Offer Price fully reflects the Company's intrinsic value; (ii) the appropriateness of the Tender Offer Price to minority shareholders of the Company from a financial standpoint; and (iii) the relationship with the share price of the Company on the business day immediately preceding the scheduled announcement date of the commencement of the Tender Offer or other dates; (e) from such perspective, the Company believes that the Tender Offer Price of 17,000 yen significantly deviates from the price level envisioned by its board of directors and the Special Committee in expressing an opinion in support of the Tender Offer and recommending that shareholders of the Company tender their shares in the Tender Offer; and based on the fact that (f) the Special Committee strongly requested that Toyota Fudosan review the Tender Offer Price again from the perspective of securing interests of minority shareholders.

In response to this, on December 30, 2025, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 17,800 yen (0.61% discount to 17,910 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of December 29, 2025, the business day immediately preceding the proposal date). However, on January 1, 2026, based on the opinion of each member of the Special Committee, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and

make a proposal again, based on the fact that the Company's board of directors and the Special Committee believed as follows: (a) in light of the perspective of assessment by comprehensively taking into account factors including those stated in (i) through (iii) above, the proposed Tender Offer Price still cannot be determined to be a price that fully reflects the intrinsic value of the Company that is based on factors including the increase in the share value of TMC and the Three Toyota Group Companies after the announcement date of the Tender Offer up to the same day; (b) from the perspective of the appropriateness, from a financial standpoint, of the proposed Tender Offer Price and securing interests of minority shareholders, it is not yet possible to assess it to be considerate of interests of minority shareholders of the Company to the fullest extent; (c) the proposed Tender Offer Price significantly deviates from the price level envisioned by the Company's board of directors and the Special Committee; and based on the fact that (d) the Special Committee strongly requested that Toyota Fudosan significantly increase the Tender Offer Price again to fully reflect the intrinsic value of the Company, from the perspective of securing interests of minority shareholders.

Following this, on January 3, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 17,900 yen (0.56% premium to 17,800 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of December 30, 2025, the business day immediately preceding the proposal date). However, following the opinion expressed at the Special Committee's meeting held on January 5, 2026, on the same day, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and make another proposal based on the matters including the following: (a) in light of the perspective of assessment by comprehensively taking into account factors including those stated in (i) through (iii) above, the proposed Tender Offer Price still cannot be determined to be a price that fully reflects the intrinsic value of the Company that is based on factors including the increase in the share value of TMC and the Three Toyota Group Companies after the announcement date of the Tender Offer up to the same day; (b) from the perspective of the appropriateness, from a financial standpoint, of the proposed Tender Offer Price and securing interests of minority shareholders, it is not yet possible to assess it to be considerate of interests of minority shareholders of the Company to the fullest extent; (c) the proposed Tender Offer Price significantly deviates from the price level envisioned by the Company's board of directors and the Special Committee; and (d) the Special Committee strongly requested that Toyota Fudosan significantly increase the Tender Offer Price again to fully reflect the intrinsic value of the Company,

from the perspective of securing interests of minority shareholders.

Following this, on January 6, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 18,300 yen (1.64% premium to 18,005 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of January 5, 2026, the business day immediately preceding the proposal date). However, following the opinion expressed at the Special Committee's meeting held on January 7, 2026, on the same day, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and make another proposal, based on the matters including the following: (a) in light of the perspective of assessment by comprehensively taking into account factors including those stated in (i) through (iii) above, the proposed Tender Offer Price still cannot be determined to be a price that fully reflects the intrinsic value of the Company that is based on factors including the increase in the share value of TMC and the Three Toyota Group Companies after the announcement date of the Tender Offer up to the same day; (b) from the perspective of the appropriateness, from a financial standpoint, of the proposed Tender Offer Price and securing interests of minority shareholders, it is not yet possible to assess it to be considerate of interests of minority shareholders of the Company to the fullest extent; (c) it still significantly deviates from the price level envisioned by the Company's board of directors and the Special Committee; and (d) the Special Committee strongly requested that Toyota Fudosan review the Tender Offer Price again to fully reflect the intrinsic value of the Company, from the perspective of securing interests of minority shareholders.

Following this, on January 7, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 18,300 yen without changing its proposal as of January 6, 2026 (1.67% premium to 18,000 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of January 6, 2026, the business day immediately preceding the proposal date), because (a) Toyota Fudosan believes that the proposed Tender Offer Price already reflects the increase in the value of shares of the Three Toyota Group Companies owned by the Company after the announcement of the Tender Offer; (b) there is no progress in the discussions with each of TMC and the Three Toyota Group Companies regarding the change of the tender offer prices of the Tender Offers for Own Shares by each such companies, which are intended to be used as the funds for the increase of the Tender Offer Price. However, following the opinion expressed at the Special Committee's meeting held on January 8, 2026, on

the same day, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and make another proposal, based on the matters including the following: (a) in light of the perspective of assessment by comprehensively taking into account factors including those stated in (i) through (iii) above, the proposed Tender Offer Price still cannot be determined to be a price that fully reflects the intrinsic value of the Company that is based on factors including the increase in the share value of TMC and the Three Toyota Group Companies after the announcement date of the Tender Offer up to the same day; (b) from the perspective of the appropriateness, from a financial standpoint, of the proposed Tender Offer Price and securing interests of minority shareholders, it is not yet possible to assess it to be considerate of interests of minority shareholders of the Company to the fullest extent; (c) the Special Committee believes that in order to recommend that the Company's minority shareholders tender their shares to the Tender Offer, it is essential to obtain a fairness opinion from each of the third-party appraisers appointed by the Company and the Special Committee in light of its appropriateness, from a financial standpoint, for minority shareholders and from the perspective of securing interests of minority shareholders; (d) it still significantly deviates from the price level envisioned by the Company's board of directors and the Special Committee; and (e) the Special Committee strongly requested that Toyota Fudosan significantly increase the Tender Offer Price again to fully reflect the intrinsic value of the Company, from the perspective of securing interests of minority shareholders.

Following this, on January 8, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 18,600 yen (2.96% premium to 18,065 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of January 7, 2026, the business day immediately preceding the proposal date). However, following the opinion expressed at the Special Committee's meeting held on January 9, 2026, on the same day, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and make another proposal, based on the matters including the following: (a) in light of the perspective of assessment by comprehensively taking into account factors including those stated in (i) through (iii) above, particularly based on the increase in the value of shares of TMC and the Three Toyota Group Companies after the announcement date of the Tender Offer up to the same day, it is difficult to assess that the proposed Tender Offer Price is considerate of interests of minority shareholders of the Company to the fullest extent, from the perspective of the appropriateness, from a financial standpoint,

of the proposed Tender Offer Price and securing interests of minority shareholders; (b) the Special Committee believes that in order to recommend that the Company's minority shareholders tender their shares to the Tender Offer, it is essential to obtain a fairness opinion from each of the third-party appraisers appointed by the Company and the Special Committee in light of its appropriateness, from a financial standpoint, for minority shareholders and from the perspective of securing interests of minority shareholders; (c) it still significantly deviates from the price level envisioned by the Company's board of directors and the Special Committee, and must be largely increased also from the perspective of securing minority shareholders; (d) from the perspective of securing interests of minority shareholders, in light of the fact that there is an increasing trend in the share prices of TMC and the Three Toyota Group Companies owned by the Company, the Tender Offer Price must be proposed factoring in the risk of price fluctuations up to the scheduled announcement date of commencement of the Tender Offer; and (e) the Special Committee strongly requested that Toyota Fudosan substantially increase the Tender Offer Price again from the perspective of securing interests of minority shareholders.

Following this, on January 10, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 18,600 yen without changing its proposal as of January 8, 2026 (3.30% premium to 18,005 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of January 8, 2026, the business day immediately preceding the proposal date), because (a) the proposed Tender Offer Price already factors in all increases in the value of shares of TMC and the Three Toyota Group Companies owned by the Company after the announcement of the Tender Offer, and accordingly, it reflects the intrinsic value of the Company Shares, and thus is appropriate from a financial standpoint; (b) it is above the highest price since the listing of the Company, is a fully attractive proposal to shareholders of the Company, by which tenders necessary for the successful completion of the Tender Offer can be expected; (c) increase of the Tender Offer Price that exceeds the increase of the value of shares of TMC and the Three Toyota Group Companies owned by the Company after the announcement of the Tender Offer will substantially lead to an increase in the financial burden of the Company after it goes private, and Toyota Fudosan thus believes it not desirable from the perspective of improving the Company's corporate value.

However, on January 11, 2026, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer

Price and make another proposal so that it will be considerate of interests of minority shareholders to the fullest extent, based on matters including the following: (a) in light of the perspective by the Company's board of directors and the Special Committee of assessment by comprehensively taking into account factors including those stated in (i) through (iii) above; (b) to fulfill its responsibility, the Special Committee believes that in order to recommend that the Company's minority shareholders tender their shares to the Tender Offer, it must be able to determine that the Tender Offer Price fully reflects the intrinsic value of the Company for minority shareholders and is appropriate from a financial standpoint; (c) the Special Committee believes that it is essential to verify the share valuation by each third-party appraiser, seek an appropriate price that may be called as the intrinsic value, and determine whether the Tender Offer Price is of that level, and obtain a fairness opinion from each of the third-party appraisers appointed by the Company and the Special Committee.

Following this, on January 12, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 18,800 yen (4.42% premium to 18,005 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of January 9, 2026, the business day immediately preceding the proposal date), and which stated that Toyota Fudosan did not intend to change the price any further. However, following the opinion expressed at the Special Committee's meeting held on January 13, 2026, the Company sent a written document to Toyota Fudosan, in which it requested that Toyota Fudosan consider further increasing the Tender Offer Price and make another proposal, with a view to maximizing the interests of minority shareholders, as determined by the Company's board of directors and the Special Committee.

Following this, on January 13, 2026, the Company received a proposal from Toyota Fudosan, which set the Tender Offer Price at 18,800 yen (4.42% premium to 18,005 yen, the closing price of the Company Shares on the Prime Market of the Tokyo Stock Exchange as of January 9, 2026, the business day immediately preceding the proposal date) without changing from the proposal as of January 12, 2026, because while Toyota Fudosan sincerely considered increasing the Tender Offer Price, a further increase was not possible. Thereafter, the Company and the Special Committee, in light of the negotiation process to date, determined that the Tender Offer Price of 18,800 yen represented Toyota Fudosan's final proposal and that there was no further room for increase even if negotiations were to continue. Thus, on January 13, 2026, the Company notified Toyota Fudosan that it would agree to that proposal.