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March 24, 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 Result of the Tender Offer for the Company Shares by Toyota Fudosan Co., Ltd. and Changes in Parent Company, Major Shareholders, and the Largest Shareholder of Major Shareholders

Toyota Industries Corporation (the “Company”) hereby announces that the tender offer (the “Tender Offer”) for the Company’s common shares (the “Company Shares”) that was commenced on January 15, 2026 by Toyota Asset Preparatory Co., Ltd. (the “Offeror”), established by Toyota Fudosan Co., Ltd. (“Toyota Fudosan”) as of June 9, 2025, completed on March 23, 2026, as below.

The Company also announces as follows that as a result of the Tender Offer, there are expected to be changes in the Company’s parent company, major shareholders, and the largest shareholder of major shareholders as of March 30, 2026 (the commencement date of settlement of the Tender Offer).

1. Result of the Tender Offer

Today, the Company received a report from the Offeror of the result of the Tender Offer, as stated in the attached “Notice Concerning Results of Tender Offer for the Share Certificates, Etc. of Toyota Industries Corporation (Securities Code: 6201).”

The total number of share certificates, etc. tendered in the Tender Offer was equal to or exceeded the minimum number of shares to be purchased (126,215,300 shares); accordingly, the Tender Offer was successfully completed.

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

(1) Planned Date of Change

March 30, 2026 (the commencement date of settlement of the Tender Offer)

(2) Background of the Change

Today, the Company received a report from the Offeror of the result of the Tender Offer, specifically, that 191,087,116 shares of the Company Shares were tendered, the total number of tendered share certificates, etc. was equal to or exceeded the minimum number of shares to be purchased (126,215,300 shares), and the Tender Offer was successfully completed, and that, accordingly, the Offeror will acquire all of the tendered share certificates, etc. As a result, if the settlement of the Tender Offer is carried out on March 30, 2026 (the commencement date of settlement of the Tender Offer), as of that day, the percentage of the number of voting rights held by the Offeror to the number of voting rights of all shareholders of the Company (Note) will exceed 50%, meaning that the Offeror will newly become the Company's parent company, major shareholder, and the largest shareholder of major shareholders.

Along with this, Toyota Asset Co., Ltd., the Offeror's parent company, and its further parent company Toyota Fudosan, will also indirectly hold the Company Shares through the Offeror, and thus will fall under the category of the Company's parent company. In addition, if the settlement of the Tender Offer is carried out, Toyota Motor Corporation ("TMC"), the Company's major shareholder, and the largest shareholder of major shareholders, and other affiliated company, will no longer be the Company's largest shareholder of major shareholders as of March 30, 2026 (the commencement date of settlement of the Tender Offer).

Note: The percentage of the number of voting rights held by the Offeror to the number of voting rights of all shareholders is calculated by using as the denominator the number of voting rights (3,004,725 voting rights) represented by 300,472,550 shares, which is the total number of issued shares of the Company as of December 31, 2025 (325,840,640 shares), as stated in the "FY2026 Third Quarter Consolidated Financial Results <IFRS> (April 1, 2025 - December 31, 2025)," announced by the Company on February 3, 2026, minus the number of own shares held by the Company as of December 31, 2025 (25,368,090 shares), and then rounding to two decimal places. The same applies hereinafter.

(3) Overview of Shareholders subject to the Change

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

(1)	Name	Toyota Asset Preparatory Co., Ltd.
(2)	Location	1-1-2, Yurakucho, Chiyoda-ku, Tokyo, Japan
(3)	Title and name of the representative	Akira 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.

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

(1)	Name	Toyota Asset Co., Ltd.
(2)	Location	1-1-2, Yurakucho, Chiyoda-ku, Tokyo, Japan
(3)	Title and name of the representative	Akira 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 Fudosan Co., Ltd. 100%
(8)	Relationship between the Company and the Shareholder	
	Capital relation	Not applicable.
	Personnel relation	Not applicable.
	Business relation	Not applicable.
	Applicability to a related party	Not applicable.

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

(1)	Name	Toyota Fudosan Co., Ltd.
(2)	Location	4-7-1, Meieki, Nakamura-ku, Nagoya City, Aichi, Japan
(3)	Title and name of the representative	Tomohide Yamamura, Representative Director and President
(4)	Details of business	Development, leasing, and operational management of real estate; securities and other investments
(5)	Stated capital	59.45 billion yen
(6)	Date of incorporation	August 17, 1953
(7)	Major shareholder and shareholding percentage	Toyota Motor Corporation 19.46%
		Toyota Industries Corporation 19.43%
		DENSO Corporation 19.00%
		AISIN Corporation 11.00%

(8)	Relationship between the Company and the Shareholder	
	Capital relation	The shareholder directly holds 16,291,374 shares of the Company Shares, and the Company directly holds 4,742,000 shares of the shareholder's shares.
	Personnel relation	Not applicable.
	Business relation	Not applicable.
	Applicability to a related party	Not applicable.

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

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

Business relation	The shareholder has transactions with the Company for the purchase and sale of products and parts.
Applicability to a related party	The shareholder is a related party, as major shareholder, and the largest shareholder of major shareholders and other affiliated company of the Company.

(4) Number of Voting Rights Held by the Shareholders, Voting Rights Ratio of the Shareholders, and Number of Shares Owned by the Shareholders, Before and After the Change

(I) Toyota Asset Preparatory Co., Ltd.

	Attribute	Number of Voting Rights (Voting Rights Ratio to Voting Rights of All Shareholders, Number of Shares Owned)			Major Shareholder Rank
		Directly Owned Portion	Combined Ownership Portion	Total	
Before the Change	—	—	—	—	—
After the Change	Parent Company and Largest Shareholder of Major Shareholders	1,910,871 voting rights (63.60%, 191,087,116 shares)	—	1,910,871 voting rights (63.60%, 191,087,116 shares)	1st place

(II) Toyota Asset Co., Ltd.

	Attribute	Number of Voting Rights (Voting Rights Ratio to Voting Rights of All Shareholders, Number of Shares Owned)			Major Shareholder Rank
		Directly Owned Portion	Combined Ownership Portion	Total	
Before the Change	—	—	—	—	—
After the Change	Parent Company (Indirect Ownership of Company Shares)	—	1,910,871 voting rights (63.60%, 191,087,116 shares)	1,910,871 voting rights (63.60%, 191,087,116 shares)	—

(III) Toyota Fudosan Co., Ltd.

	Attribute	Number of Voting Rights (Voting Rights Ratio to Voting Rights of All Shareholders, Number of Shares Owned)	Major Shareholder Rank

		Directly Owned Portion	Combined Ownership Portion	Total	
Before the Change	—	162,913 voting rights (5.42%, 16,291,374 shares)	—	162,913 voting rights (5.42%, 16,291,374 shares)	3rd place
After the Change	Parent Company (Indirect Ownership of Company Shares)	—	1,910,871 voting rights (63.60%, 191,087,116 shares)	1,910,871 voting rights (63.60%, 191,087,116 shares)	—

(IV) Toyota Motor Corporation

	Attribute	Number of Voting Rights (Voting Rights Ratio to Voting Rights of All Shareholders, Number of Shares Owned)			Major Shareholder Rank
		Directly Owned Portion	Combined Ownership Portion	Total	
Before the Change	Largest Shareholder of Major Shareholders and Other Affiliated Company	741,006 voting rights (24.66%, 74,100,604 shares)	—	741,006 voting rights (24.66%, 74,100,604 shares)	1st place
After the Change	Major Shareholder and Other Affiliated Company	741,006 voting rights (24.66%, 74,100,604 shares)	—	741,006 voting rights (24.66%, 74,100,604 shares)	2nd place

(5) Existence of Changes of Unlisted Parent Company etc. Subject to Disclosure

As a result of the Tender Offer, the Offeror will become subject to disclosure as unlisted parent company, etc. of the Company.

3. Future Outlook

As described above, 191,087,116 shares of the Company Shares were tendered in the Tender Offer, but the Offeror was unable to acquire all of the Company Shares (excluding the own shares held by the Company and the Company Shares held by TMC) through the Tender Offer; therefore, in the future, as stated in “(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” of the “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” released by the Company as of January 14, 2026 (including the “(Amendment) Partial Amendment to “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”” released as of February 12, 2026, “(Amendment) Partial Amendment to “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”” released as of March 2, 2026, and “(Amendment) Partial Amendment to “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”” released as of March 6, 2026), the Offeror intends to implement the series of procedures aimed at making the Offeror and TMC the only shareholders of the Company. As a result, the Company Shares, which are listed on the Prime Market of the Tokyo Stock Exchange, Inc. (the “Tokyo Stock Exchange”) and the Premier Market of the Nagoya Stock Exchange, Inc. (the “Nagoya Stock Exchange”) as of today, 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.

It is planned that the specific procedures, the timing of the implementation thereof, and other related matters regarding the above will be announced promptly after such details are finalized upon consultation with the Offeror.

End of document

(Attachment)

“Notice Concerning Results of Tender Offer for the Share Certificates, Etc. of Toyota Industries Corporation (Securities Code: 6201)” as of March 24, 2026.