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(Securities code: 6201)

May 24, 2023

(The day on which the measures for electronic provision: May 18, 2023)

To Shareholders with Voting Rights:

Akira Onishi
President, Member of the Board
Toyota Industries Corporation
2-1, Toyoda-cho, Kariya-shi, Aichi,
Japan

Notice of the 145th Ordinary General Meeting of Shareholders

Dear Shareholders:

The 145th Ordinary General Meeting of Shareholders will be held for the purposes as described below.

The Notice of the Ordinary General Meeting of Shareholders is provided electronically, and matters concerning the electronic provision are posted on the following website.

The Company’s web site <https://www.toyota-industries.com/investors/stock/#soukai>



In addition to the above, the information is also posted on the following website.

The Tokyo Stock Exchange, Inc. web site

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>



To view information regarding the convocation of the Ordinary General Meeting of Shareholders, please visit the website above, enter/search the name of the Company or its securities code, and choose “Basic information,” “Documents for public inspection / PR information.”

If you are unable to attend the meeting, you can exercise your voting rights in writing by submitting the enclosed form or by electromagnetic means. Please review the Reference Documents for the General Meeting of Shareholders (described hereinafter), and exercise your voting rights by 5:00 p.m. on Thursday, June 8, 2023, Japan time.

1. Date and Time: Friday, June 9, 2023 at 10:00 a.m., Japan time

2. Place: Multipurpose Auditorium, Takahama Plant of the Company, located at
2-1-1 Toyoda-cho, Takahama-shi, Aichi, Japan

3. Meeting Agenda:

Matters to be Reported: The Business Report, Consolidated and Non-consolidated Financial Statements for the 145th Fiscal Year (April 1, 2022 - March 31, 2023) and results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements

Proposals to be Resolved:

Proposal No. 1: Election of 6 Members of the Board

Proposal No. 2: Election of one Audit & Supervisory Board Member

Proposal No. 3: Election of one Substitute Audit & Supervisory Board Member

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- **For those attending, please submit the enclosed ballot form at the reception desk on arrival at the meeting.** You are also kindly requested to bring this Notice as meeting materials when you attend.
 - If the main venue becomes full, we will direct you to the secondary venue.
 - For the method of exercising voting rights in writing or by electromagnetic means (via the Internet, etc.), please refer to pages 9 – 10.
 - If there are any changes to the matters concerning the electronic provision, we will post the corrections on each website.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal No.1 Election of 6 Members of the Board

The term of office of the incumbent Members of the Board will expire at the conclusion of 145th Ordinary General Meeting of Shareholders. The Company proposes the election of 6 Members of the Board.

The candidates are as follows:

No.	Name (Date of Birth)	Positions, Main Areas in Charge of the Company and Term of Office as a Member of the Board	Career Summary, Important Concurrent Duties and Reasons for Nomination as a Director Candidate	Number of Board of Directors Meetings Attended	Number of Company Shares Held
1	 Tetsuro Toyoda (August 23, 1945) Reappointed	[Positions] Chairman of the Board [Main areas in charge] — [Term of office as a Member of the Board] 32 years	[Career summary] Apr. 1970 Joined Toyota Motor Sales Co., Ltd. June 1991 Director of the Company June 1997 Managing Director of the Company June 1999 Senior Managing Director of the Company June 2002 Executive Vice President of the Company June 2005 President of the Company June 2013 Chairman of the Company (to the present) [Important concurrent duties] — [Reasons for nomination as a Director candidate] Mr. Toyoda has been involved for many years in the management of the Company and Group companies in and outside Japan, which includes serving as president and chairman (current position) of the Company. We have determined that Mr. Toyoda can continue to properly execute business duties as a Director based on his wealth of experience and expertise in overall corporate management and we request that he be elected.	12 out of 12 times (100%)	645,585 shares
2	 Akira Onishi (January 4, 1958) Reappointed	[Positions] President, Member of the Board [Main areas in charge] — [Term of office as a Member of the Board] 18 years	[Career summary] Apr. 1981 Joined the Company June 2005 Director of the Company June 2006 Managing Director of the Company June 2008 Senior Managing Officer of the Company June 2010 Senior Managing Director of the Company June 2013 President of the Company (to the present) [Important concurrent duties] — [Reasons for nomination as a Director candidate] Mr. Onishi has been involved in management of the Company as a Director from 2005 and president (current position) from 2013. We have determined that Mr. Onishi can continue to properly execute business duties as a Director based on his wealth of experience and expertise in overall corporate management and we request that he be elected.	12 out of 12 times (100%)	21,163 shares

No.	Name (Date of Birth)	Positions, Main Areas in Charge of the Company and Term of Office as a Member of the Board	Career Summary, Important Concurrent Duties and Reasons for Nomination as a Director Candidate	Number of Board of Directors Meetings Attended	Number of Company Shares Held
3	 <p>Shuzo Sumi (July 11, 1947)</p> <p>Reappointed</p> <p>Outside</p> <p>Independent</p>	<p>[Positions] Member of the Board</p> <p>[Main areas in charge] —</p> <p>[Term of office as a Member of the Board] 9 years</p>	<p>[Career summary]</p> <p>Apr. 1970 Joined Tokio Marine</p> <p>June 2000 Director and Chief Representative in London, Overseas Division of the same</p> <p>June 2002 Managing Director of the same</p> <p>Oct. 2004 Managing Director of Tokio Marine & Nichido</p> <p>June 2005 Senior Managing Director of the same</p> <p>June 2007 President of the same</p> <p>June 2007 President of Tokio Marine Holdings</p> <p>June 2013 Chairman of the Board of Tokio Marine & Nichido</p> <p>June 2013 Chairman of the Board of Tokio Marine Holdings</p> <p>June 2014 Member of the Board of the Company (to the present)</p> <p>Apr. 2016 Senior Executive Advisor of Tokio Marine & Nichido (to the present)</p> <p>June 2019 Retiring Chairman of the Board of Tokio Marine Holdings</p> <p>[Important concurrent duties]</p> <p>Outside Director of Sony Group Corporation Outside Audit & Supervisory Board Member of TOKYU CORPORATION</p> <p>[Reasons for nomination as an Outside Director candidate and expected role]</p> <p>Mr. Sumi possesses abundant experience as a manager for many years at Tokio Marine & Nichido Fire Insurance Co., Ltd. and Tokio Marine Holdings, Inc. We continuously request that he be elected as an Outside Director expecting his advices based on his wealth of experience and expertise in overall corporate management in the management of the Company.</p>	11 out of 12 times (92%)	—

No.	Name (Date of Birth)	Positions, Main Areas in Charge of the Company and Term of Office as a Member of the Board	Career Summary, Important Concurrent Duties and Reasons for Nomination as a Director Candidate	Number of Board of Directors Meetings Attended	Number of Company Shares Held
4	 <p>Junichi Handa (February 13, 1957)</p> <p>Reappointed</p> <p>Outside</p> <p>Independent</p>	<p>[Positions] Member of the Board</p> <p>[Main areas in charge] —</p> <p>[Term of office as a Member of the Board] one year</p>	<p>[Career summary]</p> <p>Apr. 1979 Joined Toa Nenryo Kogyo K.K. Feb. 2002 Representative Director of Booz Allen and Hamilton (Japan) Apr. 2005 CEO of Management Wisdom Partners, Japan Inc. Apr. 2005 Project Researcher of Manufacturing Management Research Center, the University of Tokyo June 2013 Corporate Officer and Head of HR, Takeda Pharmaceutical Company Limited June 2015 Outside Director of Mitsui Sugar Co., Ltd. (Now Mitsui DM Sugar Holdings Co., Ltd.) (to the present) July 2015 CEO of Management Wisdom Partners, Japan Inc. (to the present) Apr. 2016 Project professor of the Graduate School of Economics (Management), the University of Tokyo and Office of the Global Leadership Program of the same Apr. 2022 Lecturer of the Graduate School of the same (to the present) June 2022 Member of the Board of the Company (to the present)</p> <p>[Important concurrent duties] CEO of Management Wisdom Partners, Japan Inc. Outside Director of Mitsui DM Sugar Holdings Co., Ltd.</p> <p>[Reasons for nomination as an Outside Director candidate and expected role] Mr. Handa possesses abundant experience of researching management and human resource strategies in manufacturing companies at university for many years. He also has experience in corporate management, and we continuously request that he be elected as an Outside Director expecting his advices from a wide range of perspectives based on his wealth of experience and expertise in both industry and academia.</p>	10 out of 10 times (100%)	—
5	 <p>Koichi Ito (July 31, 1963)</p> <p>Newly-Appointed</p>	<p>[Positions] Senior Executive Officer</p> <p>[Main areas in charge] Administration, In charge of Risk management, In charge of Corporate Planning Dept. and Accounting & Finance Dept.</p> <p>[Term of office as a Member of the Board] —</p>	<p>[Career summary]</p> <p>Apr. 1986 Joined Marubeni Corporation June 1998 Joined the Company June 2010 General Manager of Sales Dept., Textile Machinery Division June 2012 Managing Officer of the Company June 2019 Senior Executive Officer (to the present)</p> <p>[Important concurrent duties] Outside Audit & Supervisory Board Member of Aichi Steel Corporation</p> <p>[Reasons for nomination as a Director candidate] Mr. Ito possesses abundant experience at the Company in the Sales Department and Corporate Planning Department. He has also been involved in management as a Managing Officer from 2012, and as a Senior Executive Officer (current position) from 2019. We have determined that he can execute business duties properly as a Director based on his wealth of experience and expertise in the overall corporate management in the management of the Company.</p>	—	8,929 shares

No.	Name (Date of Birth)	Positions, Main Areas in Charge of the Company and Term of Office as a Member of the Board	Career Summary, Important Concurrent Duties and Reasons for Nomination as a Director Candidate	Number of Board of Directors Meetings Attended	Number of Company Shares Held
6	 Kazunari Kumakura (January 21, 1962) Newly-Appointed	<p>[Positions] —</p> <p>[Main areas in charge] —</p> <p>[Term of office as a Member of the Board] —</p>	<p>[Career summary]</p> <p>Apr. 1985 Joined Toyota Motor Corporation</p> <p>Jan. 2011 General Manager, Materials & Facilities Purchasing Division of the same</p> <p>Jan. 2016 General Manager Purchasing Dept., Engine Division of the Company</p> <p>June 2016 Managing Officer of the Company</p> <p>June 2019 Operating Officer of the Company</p> <p>Mar. 2020 Retiring Operating Officer of the Company</p> <p>Apr. 2020 Deputy Chief Officer, Purchasing Group of Toyota Motor Corporation</p> <p>July 2020 Chief Officer, Purchasing Group of the same (to the present)</p> <p>[Important concurrent duties] Chief Officer, Purchasing Group of Toyota Motor Corporation</p> <p>[Reasons for nomination as a Director candidate] Mr. Kumakura is currently serving as Chief Officer, Purchasing Group at Toyota Motor Corporation. He has also been involved in management as a Managing Officer from 2016, and as a Operating Officer from 2019 and possesses abundant experience in the Purchasing, Business Planning, Production Control and so on. We have determined that he can execute business duties properly as a Director based on his wealth of experience and expertise in overall corporate management in the management of the Company.</p>	—	2,370 shares

- (Notes) 1. No material conflicts of interest exist between the Company and any of the above candidates.
2. The term of office as a Member of the Board of each candidate is as of the conclusion of this Ordinary General Meeting of Shareholders.
3. The Company has concluded the Liability Limitation Agreement for its Directors and Officers with an insurance company that covers the compensation of damages and the cost of a lawsuit incurred by a Director or an Officer during the course of the execution of duties when acting in good faith and without gross negligence. Should respective candidates be appointed as Director upon approval of this proposal, they will be automatically included in the insured persons of the Liability Limitation Agreement. The Company intends to renew the agreement with the same content during the middle of the term.
4. The Company has concluded the Liability Limitation Agreement as stipulated in Article 423, Paragraph 1 of the Companies Act with Mr. Sumi and Mr. Handa, and the liability limit shall be the amount stipulated in Article 425, Paragraph 1 of the act. In addition, the Company plans to enter into a similar agreement with Mr. Kumakura if he is elected.
5. Mr. Sumi and Mr. Handa are candidates for Outside Members of the Board and are registered as Independent Members of Management as stipulated by the regulations of Stock Exchange. The Company intends to continue the registration of his appointments upon approval of his reappointment as proposed.
6. During the term of an office of Mr. Sumi and Mr. Handa, candidates for Outside Members of the Board, the excess over the domestic (Japanese) emissions regulation values due to aging degradation and violation of regulations related to Japanese certification for emissions from engines for forklifts were found. Two models of diesel engines and the forklifts equipped with these engines received an administrative disposition from the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) on April 26, 2023 to cancel the type designation and certification. Mr. Sumi and Mr. Handa have been fulfilling their duties and regularly presenting their recommendations from the viewpoint of strict compliance with laws and regulations, and after the finding of the said fact, they have worked to establish a complete picture of the said fact and analyze the root cause, and have given instructions on thorough measures to prevent a recurrence.

Proposal No. 2 Election of one Audit & Supervisory Board Member

The term of office of Full-Time Audit & Supervisory Board Member Mr. Tomozoe will expire at the conclusion of 145th Ordinary General Meeting of Shareholders. The Company proposes the election of one Audit & Supervisory Board Member.

The Audit & Supervisory Board has already given its agreement regarding this proposal.

The candidate is as follows:

Name (Date of birth)	Positions of the Company	Career Summary, Important Concurrent Duties and Reasons for Nomination as a Substitute Audit & Supervisory Board Member Candidate	Number of Board of Directors Meetings Attended	Number of Audit & Supervisory Board Meetings Attended	Number of Company Shares Held
 <p>Masanao Tomozoe (March 25, 1954)</p> <p>Reappointed</p> <p>Outside</p> <p>Independent</p>	<p>[Positions] Audit & Supervisory Board Member</p> <p>[Main areas in charge] —</p> <p>[Term of office as a Member of the Audit & Supervisory Board] 4 years</p>	<p>[Career summary] Apr. 1977 Joined Toyota Motor Sales Co., Ltd. June 2005 Managing Officer of Toyota Motor Corporation Apr. 2011 Senior Managing Officer of the same Apr. 2011 Executive Vice President of Toyota Motor North America, Inc. June 2012 Representative Executive Officer, President & CEO of Toyota Motor Sales & Marketing Corporation May 2015 Advisor of Central Japan International Airport Company, Limited June 2015 President & CEO of the same June 2019 Audit & Supervisory Board Member of the Company (to the present) June 2019 Senior Advisor of Central Japan International Airport Company, Limited June 2021 Executive Corporate Advisor of the same (to the present)</p> <p>[Important concurrent duties] Outside Director of NORITAKE CO., LIMITED Outside Director of HOSHIZAKI CORPORATION</p> <p>[Reasons for nomination as a outside Audit & Supervisory Board Member] Mr. Tomozoe possesses abundant experience as a manager for many years at Toyota Motor Corporation and Central Japan International Airport Company, Limited. We have determined that he can continue to properly execute business duties as an outside Audit & Supervisory Board Member based on his wealth of experience and expertise in overall corporate management and we request that he be elected.</p>	13 out of 13 times (100%)	12 out of 12 times (100%)	—

- (Notes)
- No material conflicts of interest exist between the Company and the candidate.
 - The term of office as a Member of the Board of each candidate is as of the conclusion of this Ordinary General Meeting of Shareholders.
 - The Company has concluded the Liability Limitation Agreement for its Directors and Officers with an insurance company that covers the compensation of damages and the cost of a lawsuit incurred by a Director or an Officer during the course of the execution of duties when acting in good faith and without gross negligence. Should Mr. Tomozoe be appointed as Audit & Supervisory Board Member upon approval of this proposal, he will be automatically included in the insured persons of the Liability Limitation Agreement. The Company intends to renew the agreement with the same content during the middle of the term.
 - The Company and Mr. Tomozoe conclude a Liability Limitation Agreement as stipulated in Article 423, Paragraph 1 of the Companies Act, and the liability limit shall be the amount stipulated in Article 425, Paragraph 1 of the act.
 - Mr. Masanao Tomozoe is a candidate for Outside Audit & Supervisory Board Member. He is registered as Independent Members of Management as stipulated by the regulations of Stock Exchange. The Company intends to continue the registration of his appointments upon approval of his reappointment as proposed.
 - During the term of an office of Mr. Tomozoe, a candidate for Outside Audit & Supervisory Board Member, the excess over the domestic (Japanese) emissions regulation values due to aging degradation and violation of regulations related to Japanese certification for emissions from engines for forklifts were found. Two models of diesel engines and the forklifts equipped with these engines received an administrative disposition from the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) on April 26, 2023 to cancel the type designation and certification. Mr. Tomozoe has been fulfilling their duties and regularly presenting their recommendations from the viewpoint of strict legal compliance, and after the finding of the said fact, he has worked to establish a complete picture of the said fact and analyze the root cause, and has given instructions on thorough measures to prevent a recurrence.

**<Reference> Members of the Board and Audit & Supervisory Board Members
if Proposal No.1 and No.2 are Approved**

The experiences and expertises of Members of the Board and Audit & Supervisory Board Members of the Company are as follows:

		Members of the Board					Audit & Supervisory Board Members				
		Tetsuro Toyoda	Akira Onishi	Koichi Ito	Shuzo Sumi	Junichi Handa	Kazunari Kumakura	Toru Inagawa	Toru Watanabe	Akihisa Mizuno	Masanao Tomozoe
CEO or Equivalent Position of Business Enterprise		✓	✓	✓	✓	✓				✓	✓
Knowledge of Industry	Materials Handling Equipment	✓	✓					✓			
	Automobile	✓	✓				✓		✓		✓
	Textile Machinery	✓	✓	✓							
Technology Development, Manufacturing					✓	✓	✓			✓	
IT and Digital				✓	✓	✓	✓	✓		✓	✓
Finance and Accounting		✓		✓	✓	✓		✓	✓		
Legal Affairs and Risk Management		✓	✓	✓	✓	✓	✓		✓	✓	✓
ESG		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Internationality		✓	✓	✓	✓	✓	✓	✓		✓	✓

Proposal No. 3 Election of one Substitute Audit & Supervisory Board Member

In order to prepare in the event that the Company lacks the number of Audit & Supervisory Board Members and becomes less than required by laws and regulations, the Company proposes that one Substitute Audit & Supervisory Board Member be elected. This proposal is made to elect a substitute for either Mr. Akihisa Mizuno or Mr. Masanao Tomozoe, currently Outside Audit & Supervisory Board Member. In the event Mr. Hitoshi Furusawa becomes an Audit & Supervisory Board Member, his term of office shall be the remaining part of his predecessor's term.

This proposal shall be effective until the commencement of the next Ordinary General Meeting of Shareholders. However, this resolution may be cancelled before the proposed Substitute Audit & Supervisory Board Member assumes office, by a resolution of the Board of Directors, subject to the approval of the Audit & Supervisory Board.

The Audit & Supervisory Board has already given its agreement regarding this proposal.

The candidate is as follows:

Name (Date of birth)	Positions of the Company	Career Summary, Important Concurrent Duties and Reasons for Nomination as a Substitute Audit & Supervisory Board Member Candidate	Number of Company Shares Held
 <p data-bbox="225 1032 344 1122">Hitoshi Furusawa (February 2, 1971)</p> <div data-bbox="201 1122 368 1317" style="border: 1px solid black; padding: 2px;"> <p style="background-color: #e0e0e0; padding: 2px;">Reappointed</p> <p style="background-color: #0070c0; color: white; padding: 2px;">Outside</p> <p style="background-color: #008000; color: white; padding: 2px;">Independent</p> </div>	—	<p data-bbox="659 786 839 813">[Career summary]</p> <p data-bbox="659 813 1270 925">Apr. 1996 Registered as lawyer (Aichi Bar Association) Oct. 2000 Established Furusawa Law Firm (the present Koyama Furusawa & Hayase LPC) (to the present)</p> <p data-bbox="659 954 948 981">[Important concurrent duties]</p> <p data-bbox="659 987 687 1014">—</p> <p data-bbox="659 1043 1257 1099">[Reasons for nomination as a Substitute Audit & Supervisory Board Member candidate]</p> <p data-bbox="659 1099 1262 1317">Although he has not participated directly in corporate management, Mr. Furusawa has been active as a lawyer mainly in the field of corporate legal affairs for many years and we have determined that Mr. Furusawa can properly execute business duties as an Outside Audit & Supervisory Board Member based on his wealth of experience and highly specialized expertise and we request that he be elected as Substitute Outside Audit & Supervisory Board Member.</p>	—

- (Notes)
1. No material conflicts of interest exist between the Company and the candidate.
 2. The Company has concluded the Liability Limitation Agreement for its Directors and Officers with an insurance company that covers the compensation of damages and the cost of a lawsuit incurred by a Director or an Officer during the course of the execution of duties when acting in good faith and without gross negligence. Should Mr. Furusawa be appointed as Audit & Supervisory Board Member upon approval of this proposal, he will be automatically included in the insured persons of the Liability Limitation Agreement. The Company intends to renew the agreement with the same content during the middle of the term.
 3. Matters concerning the candidate for Substitute Outside Audit & Supervisory Board Member are as follows.
 - (1) Mr. Hitoshi Furusawa is a candidate for Substitute Outside Audit & Supervisory Board Member.
 - (2) About Liability Limitation Agreement
In the event that Mr. Furusawa is elected under the measure and he assumes the duties of Audit & Supervisory Board Member, the Company and Mr. Furusawa will conclude a Liability Limitation Agreement as stipulated in Article 423, Paragraph 1 of the Companies Act, and the liability limit shall be the amount stipulated in Article 425, Paragraph 1 of the act.
 - (3) In the event that Mr. Furusawa is elected under the measure and he assumes the duties of Audit & Supervisory Board Member, the Company intends to register Mr. Furusawa as an independent member of management as stipulated by the regulations of Stock Exchange.

Information About the Exercise of Voting Rights

There are 3 ways to exercise your voting rights. The following matters should be understood before exercising your voting rights.

If you intend to attend the meeting in person, voting in writing or via the Internet, is unnecessary.

If You Intend to Attend the Meeting



When attending the meeting on the scheduled day, please submit the enclosed Voting Rights Exercise Form at the reception desk.

Date and Time **Friday, June 9, 2023 at 10:00 a.m., Japan time**

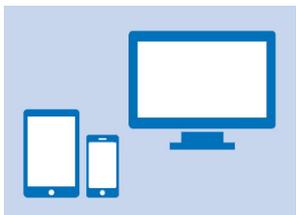
If You DO NOT Intend to Attend the Meeting



Exercise of Voting Rights in Writing

You are requested to mark and return the Voting Rights Exercise Form with your vote of approval or disapproval. If there is no indication of your vote for or against the proposal in the Voting Rights Exercise Form, your vote shall be treated as approval of the proposal.

Exercise Deadline **Received by Thursday, June 8, 2023 at 5:00 p.m., Japan time**



Exercise of Voting Rights via the Internet

You are requested to access **the Exercise of Voting Rights Web site** (<https://evote.tr.mufg.jp/>) designated by the Company and submit your vote of approval or disapproval.

(Please refer to the next page for details.)

Exercise Deadline **Thursday, June 8, 2023 at 5:00 p.m., Japan time**

Treatment of the Voting Rights When Exercised Multiple Times

- (1) If you have exercised your voting rights both in writing and via the Internet, those exercised via the Internet will be taken as valid.
- (2) If you have exercised your voting rights multiple times on the Internet, the final vote will be taken as valid. If you have exercised your voting rights by 2 or more means of computers, smart phones or tablets, the final vote will be taken as valid.

Guide to the Exercise of Voting Rights via the Internet

When you exercise your voting rights via the Internet, the following matters should be understood before exercising your voting rights. You are requested to access the Exercise of Voting Rights Web site via computers, smart phones or tablets and exercise your voting rights in accordance with instructions on the screen.

Log in by Reading QR Code (by Smartphones)

The voting Web site is logged in by reading the Log-in QR Code provided on the right side of the sub ticket of the Voting Rights Exercise Form.

* QR Code is a registered trademark of Denso Wave Inc.

Log in by Entering Log-in ID and Temporary Password

- 1** Access the Exercise of Voting Rights Web site (<https://evote.tr.mufg.jp/>) and then click “To the next page.”
- 2** Enter the log-in ID and the temporary password shown at the right bottom of the Voting Rights Exercise Form and then click “Log in.”
- 3** Enter both of “New password” and “New password (confirm)”, and then click “Submit.”
Thereafter please submit your vote of approval or disapproval in accordance with instructions on the screen.

- Depending on your internet environment, service in use or phone model, you may not be able to use the Exercise of Voting Rights Web site.
- The service is not available from 2 a.m. to 5 a.m., Japan time daily.
- To protect against illegal access by persons other than qualified shareholders (“spoofing”) and the manipulation of voting details, please be aware that shareholders using the site will be asked to change their temporary password.
- Whenever a shareholders’ meetings is convoked, new log-in IDs and temporary passwords will be issued.
- The costs incurred when accessing the Exercise of Voting Rights Web site, including Internet access fees, will be the responsibility of the shareholder.

Other Information

About the Reference Documents for the Shareholders' Meeting Delivery Service

Shareholders who wish to receive printed document with the same contents as the document sent to shareholders who have requested delivery of the document (delivery document) should visit the following Web site or read the following QR Code to fill in the necessary information and apply.

<https://d.srdb.jp/6201/2306/>



Acceptance period of the service is Saturday, June 3, 2023 at 11:59 p.m., Japan time.

- A screen to enter Shareholders ID and password will be displayed. Please enter your ID according to the following. Shareholders ID is Shareholders number on the ballot form and password is postal code of your registered address without hyphen.
- This service is an optional service. Please note that if there are many applicants, it may take some time to send them.
- Please note that once you apply, you cannot register for the second time or later.
- You may not be able to receive the e-mail to confirm the registration details if you have restricted the reception of e-mails using spam filters, etc. Please make the domain of "@srdb.jp" receivable.
- If you would like to continue to receive the documents after the next shareholders' meetings, please contact shareholder registry administrator (Stock Transfer Agency Department, Mitsubishi UFJ Trust and Banking Corporation, Tel: 0120-232-711) or the securities company that owns the Company's shares to request the delivery of documents.

Acceptance of Questions in Advance

The company is open to questions in the following way beforehand and intends to answer questions that are of high shareholders' interest at the Shareholders' Meeting or on our Web site. Please visit the following Web site or read the following QR Code and enter your question in the form.

<https://v.srdb.jp/6201/j/>



Acceptance of Questions period is Sunday, June 4, 2023 at 5:00 p.m., Japan time.

- Questions are limited to matters related to the Shareholders' Meeting and management of the Company.
- Please note that individual support to questions received beforehand is not possible.
- Please enter your question once per shareholder.

(Attached Documents)

Business Report

(From April 1, 2022 to March 31, 2023)

1. Overview of the Company Group

(1) Violation of Regulations Related to Certification of Engines for Forklifts

During the process of handling data confirmation and information requests from the U.S. environmental authorities in making a yearly application for certification for 2021 for forklift gasoline engines for the North American market, Toyota Industries became concerned about data used for past applications in the U.S. Accordingly, Toyota Industries began to voluntarily commence an investigation led by external lawyers, and expanded the scope of the investigation to include Japanese certification for gasoline engines, and confirmed the excess over the domestic (Japanese) emissions regulation values due to aging degradation, and potential violation of regulations related to Japanese certification of emissions, of engines for forklifts for the Japanese market.

Given these, March 17, 2023, Toyota Industries decided to suspend the shipping in Japan of forklifts equipped with two models of diesel engines and one model of gasoline engines, a total of three models, and made a report to the Japanese Ministry of Land, Infrastructure, Transport and Tourism (MLIT), the Japanese Ministry of the Environment, and the Japanese Ministry of Economy, Trade and Industry. Among these, two models of diesel engines and the forklifts equipped with these engines received an administrative disposition from the MLIT on April 26, 2023 to cancel the type designation and certification.

(2) Business Progress and Results

In FY2023 (ended March 31, 2023), although the global economy showed signs of recovery thanks to the easing of restrictions on economic activities to prevent the spread of COVID 19, uncertainties abound. They include global inflation triggered by soaring raw material and energy prices due to the conflict in Ukraine as well as heightened concerns over an economic recession arising from higher interest rates in various countries. Meanwhile, the recovery of the Japanese economy was moderate due mainly to soaring prices accompanied by the rapid depreciation of the yen. Under these circumstances, Toyota Industries has been striving to expand sales by accurately responding to customer needs and the movements of each market, such as the electrification of automobiles and logistics automation. As a result, total **consolidated net sales** amounted to 3,379.8 billion yen, an increase of 674.7 billion yen, or 25%, from the previous fiscal year.

In terms of **overall profit**, despite an increase in raw material costs, labor costs and logistic costs, owing to an increase in sales, the impact of exchange rate fluctuations and further advances in cost reduction efforts throughout the Toyota Industries Group, Toyota Industries posted consolidated operating profit of 169.9 billion yen, an increase of 10.9 billion yen, or 7%, from the previous fiscal year. Profit before income taxes totaled 262.9 billion yen, an increase of 16.8 billion yen, or 7%. Profit attributable to owners of the parent totaled 192.8 billion yen, an increase of 12.5 billion yen, or 7%.

Business results by business segment are as follows.

[Automobile]

The Automobile market remained roughly on par with the previous fiscal year in Japan, but expanded globally, led by China and North America. Amid such operating conditions, net sales of the Automobile Segment totaled 957.8 billion yen, an increase of 165.0 billion yen, or 21%. Operating profit amounted to 34.6 billion yen, an increase of 1.6 billion yen, or 5%.

Within this segment, net sales of the Vehicle Business amounted to 83.1 billion yen, on par with the previous fiscal year, due to an increase in sales of Toyota RAV4 for Japan offset by a decrease abroad.

Net sales of the Engine Business totaled 322.4 billion yen, an increase of 54.8 billion yen, or 20%, resulting mainly from an increase in sales of gasoline engines.

Net sales of the Car Air Conditioning Compressor Business totaled 429.7 billion yen, an increase of 73.6 billion yen, or 21%. Sales increased in North America and Europe.

Net sales of the Electronics Parts and Others Business totaled 122.5 billion yen, an increase of 37.0 billion yen, or 43%, attributable primarily to an increase in sales of batteries and DC-DC converters.

[Materials Handling Equipment]

The Materials Handling Equipment market were sluggish in Europe and other regions, and shrank worldwide. Amid this operating climate, net sales of the Materials Handling Equipment Segment totaled 2,283.8 billion yen, an increase of 494.4 billion yen, or 28%. Sales of lift trucks, a mainstay product of this segment, increased primarily in North America.

Operating profit amounted to 121.8 billion yen, an increase of 8.2 billion yen, or 7%.

[Textile Machinery]

The Textile Machinery market remained steady in Asia, including the mainstay China. Net sales of the Textile Machinery Segment totaled 84.3 billion yen, an increase of 15.1 billion yen, or 22%, due mainly to an increase in sales of spinning machinery and yarn quality measurement instruments. Operating profit amounted to 7.8 billion yen, an increase of 2.3 billion yen, or 41%.

(3) Capital Investments

Toyota Industries paid out a total of 144.4 billion yen in capital investments, mainly for developing new products, streamlining and upgrading production equipment. The investment breakdown by the major business segments stood as follows: 14.7 billion yen for Vehicles and Engines Business, 41.1 billion yen for Car Air-Conditioning Compressors Business, 30.9 billion yen for electronics parts and others Business in the Automobile Segment, 45.5 billion yen for the Materials Handling Equipment Segment and 12.2 billion yen for the Textile Machinery Segment and others.

(4) Financing

Toyota Industries needs are met through the issuance of corporate bonds, commercial papers and medium-term notes as well as loans from financial institutions. Balance of debt obligations at the end of the year stood at 1,699.1 billion yen.

(5) Issues to be Addressed

1) Response to Violation of Regulations Related to Certification of Engines for Forklifts

With respect to the excess over the domestic (Japanese) emissions regulation values due to aging degradation and violation of regulations related to Japanese certification for emissions from engines for forklifts, in addition to the investigation led by external lawyers so far, based on the results of a special investigation committee consisting of independent external experts, Toyota Industries will clarify the details of the case and analyze the root causes of these issues, and ensure recurrence prevention measures based on those activities.

After that, based on the decisions and instructions of the relevant Japanese authorities, Toyota Industries will work toward resuming shipping and corrective measures on already sold products.

2) Initiatives for Undertaking Businesses

There continue to be uncertainties regarding the outlook of the global economy, which has been on a recovery path from the impact of COVID-19. They include long-term concerns on effects caused by semiconductor shortages as well as soaring resource prices and supply constraints arising from heightened geopolitical tensions.

On the other hand, in the political, economic and technological areas, changes are remarkable such as accelerating global efforts to realize a carbon neutral society and advancements in digitalization. In the markets for Automobile and Materials Handling Equipment, which constitute core businesses of Toyota Industries, competition among companies is intensifying, triggered by advancements in the fields of electrification and autonomous driving, new entries that leverage information technology and digital technologies and the transformation of the industrial structure.

Under these circumstances, Toyota Industries has made investments and promoted initiatives in growth fields while continuing manufacturing by swiftly responding to changes in the surrounding environment and risks. Looking ahead, we intend to focus on the following three actions in order to further strengthen the management platform and enhance corporate value.

(i) Thoroughly adhere to the basics

We will continue our efforts in safety, health, quality, compliance, and the environment, which constitute the foundation of the company, and in particular, we will review our legal compliance system and mechanisms. In addition, we will adhere to the priorities of "safety first, quality second, and production third" in manufacturing and establish a culture of safety.

(ii) Strengthen management platform

We will respond quickly and accurately to risks and challenges by keeping an ear to the ground and investing necessary and sufficient management resources in response to the world changing in every moment. To this end, we will promote the creation of an organization and corporate culture that enables self-initiated change.

(iii) Challenges for the future

Viewing changes in the market and industry as opportunities for growth, we will develop innovative technologies and products through the proactive use of information technology, digital technologies and open innovation and provide services demanded by our customers.

Through these initiatives, we aim for a stronger management foundation to support sustainable growth and strive to support industries and social foundations around the world and contribute to making the earth a better place to live, enriched lifestyles and a compassionate society as described in Toyota Industries' Vision 2030.

We would like to ask for the continued support and guidance of our shareholders.

(6) Trends in Assets and Income

International Financial Reporting Standards (IFRS)

(million yen)

Item	FY2020 (from April 1, 2019 – March 31, 2020)	FY2021 (from April 1, 2020 – March 31, 2021)	FY2022 (from April 1, 2021 – March 31, 2022)	FY2023 (from April 1, 2022 – March 31, 2023)
Net sales	2,171,355	2,118,302	2,705,183	3,379,891
Operating profit	128,233	118,159	159,066	169,904
Profit before income taxes	196,288	184,011	246,123	262,967
Profit attributable to owners of the parent	145,881	136,700	180,306	192,861
Earnings per share— basic (YEN)	469.85	440.28	580.73	621.17
Total assets	5,279,653	6,503,986	7,627,120	7,821,185
Total equity	2,520,537	3,322,550	4,021,967	3,935,401

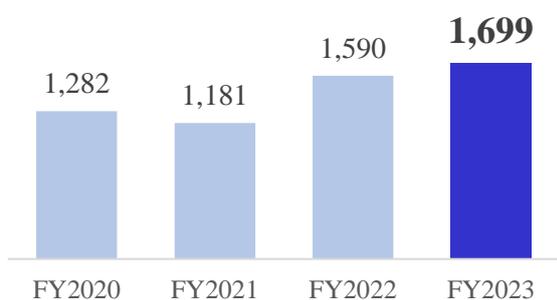
(Reference)

Consolidated Financial Highlights
(IFRS)

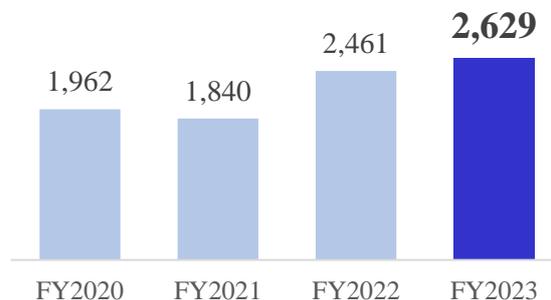
Net sales (100 million yen)



Operating Profit (100 million yen)



Profit before income taxes (100 million yen)



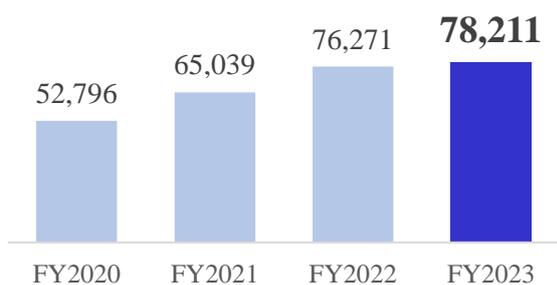
Profit attributable to owners of the parent (100 million yen)



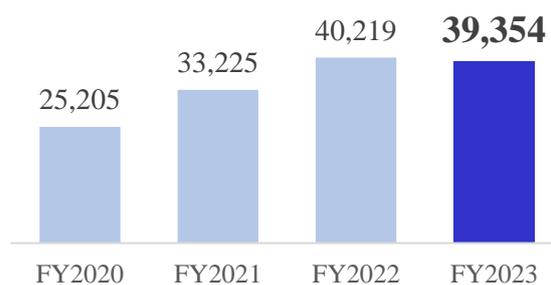
Earnings per share – basic (yen)



Total assets (100 million yen)



Total equity (100 million yen)



(7) Major Subsidiaries and Other Significant Matters

1) Major Subsidiaries

Company Name		Location	Capital	Percentage of Voting Rights of the Company (%)	Principal Business
Japan	Tokyu Co., Ltd.	Oguchi-cho, Niwa-gun, Aichi	135 million YEN	100.00	Manufacture and sales of automotive parts and casting machinery
	Tokaiseiki Co., Ltd.	Iwata-shi, Shizuoka	98 million YEN	100.00	Manufacture and sales of automotive parts
	Izumi machine Mfg. Co., LTD.	Obu-shi, Aichi	150 million YEN	100.00	Manufacture and sales of automotive parts and specialized machine tools
	Toyota L&F Tokyo Co., Ltd.	Shinagawa-ku, Tokyo	350 million YEN	100.00	Sales of materials handling equipment
	Taikoh Transportation Co., Ltd.	Kariya-shi, Aichi	83 million YEN	54.04	Trucking, warehousing
	Aichi Corporation	Ageo-shi, Saitama	10,425 million YEN	53.92	Manufacture and sales of aerial work platforms
Overseas	Toyota Material Handling Manufacturing France S.A.S	Ancenis, France	9,000 thousand EUR	*100.00	Manufacture and sales of materials handling equipment
	Michigan Automotive Compressor Inc.	Michigan, U.S.A.	146,000 thousand USD	60.00	Manufacture and sales of car air-conditioning compressors
	Toyota Industries Europe AB	Mjölby, Sweden	13,743 million SEK	100.00	Holding company for materials handling equipment business in Europe
	Toyota Material Handling Europe AB	Mjölby, Sweden	1,816 million SEK	*100.00	Headquarters for materials handling equipment business in Europe
	Toyota Industries North America, Inc.	Indiana, U.S.A.	1,097,535 thousand USD	100.00	Holding company in the U.S.A.
	Toyota Material Handling, Inc.	Indiana, U.S.A.	72,500 thousand USD	*100.00	Manufacture and sales of materials handling equipment
	TD Deutsche Klimakompressor GmbH	Sachsen, Germany	20,451 thousand EUR	65.00	Manufacture and sales of car air-conditioning compressors
	Toyota Material Handling Australia Pty Limited	New South Wales, Australia	211,800 thousand AUD	100.00	Sales of materials handling equipment

Company Name	Location	Capital	Percentage of Voting Rights of the Company (%)	Principal Business	
Overseas	TD Automotive Compressor Georgia, LLC	Georgia, U.S.A.	155,000 thousand USD	*77.40	Manufacture and sales of car air-conditioning compressors
	Uster Technologies AG	Zurich, Switzerland	82,302 thousand CHF	100.00	Manufacture and sales of instruments for yarn testing and cotton classing
	Industrial Components and Attachments, Inc	Oregon, U.S.A.	428,832 thousand USD	100.00	Holding company for materials handling equipment component business
	Cascade Corporation	Oregon, U.S.A.	7,070 thousand USD	*100.00	Manufacture and sales of materials handling load engagement devices and related replacement parts
	Toyota Industry (Kunshan) Co., Ltd.	Jiangsu, China	61,840 thousand USD	63.40	Manufacture and sales of foundry parts and materials handling equipment
	Toyota Industries Commercial Finance, Inc.	Texas, U.S.A.	400,000 thousand USD	*100.00	Sales financing business for materials handling equipment
	Yantai Shougang TD Automotive Compressor Co., Ltd.	Shandong, China	3,675 million YEN	50.10	Manufacture and sales of car air-conditioning compressors
	TD Automotive Compressor Kunshan Co., Ltd.	Jiangsu, China	66,290 thousand USD	*78.80	Manufacture and sales of car air-conditioning compressors
	P.T. TD Automotive Compressor Indonesia	West Java, Indonesia	1,152,000 million IDR	50.10	Manufacture and sales of car air-conditioning compressors
	Bastian Solutions, LLC	Indiana, U.S.A.	15,759 thousand USD	*100.00	Logistics solutions
	Vanderlande Industries Holding B.V.	North Brabant, Netherland	1,495 thousand EUR	*100.00	Logistics solutions
	Toyota Industries Engine India Private Limited	Karnataka India	8,226,108 thousand INR	98.80	Manufacture and sales of diesel engines

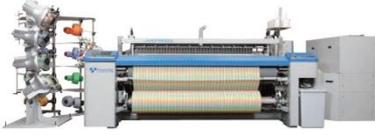
(Note) * indicates the percentage of voting rights, including interests held by the subsidiaries

2) Other Significant Matters

Toyota Motor Corporation (Capital: 635,401 million yen) holds 24.7% of the voting rights of the Company while its consolidated companies collectively hold 0.01% of the voting rights of the Company. The Company sells products from its Automobile Segment to Toyota Motor Corporation.

(8) Principal Business

The main businesses of Toyota Industries are Automobile, Materials Handling Equipment, and Textile Machinery. The main products and services by business segment are as follows.

Automobile	Materials Handling Equipment
<p>Vehicles RAV4 (Engine, HEV, PHEV)</p>  <p>Engines Diesel engines, Gasoline engines, Foundry parts</p>  <p>Car Air-Conditioning Compressors Car Air-Conditioning Compressors</p>  <p>Electronics Parts and Others Electronics parts for automobiles, Batteries</p> 	<p>Engine Powered Lift Truck Aerial Work Platforms Electric Lift Truck</p>    <p>Automated Storage and Retrieval Systems Logistics Solutions</p>   <p>Sales Financing Business</p>
Textile Machinery	Others
<p>Weaving Machinery, Spinning Machinery, Instruments for Yarn Testing and Cotton Classing</p> 	<p>Land Transportation Services</p> 

(9) Principal Offices and Plants**1) Toyota Industries Corporation**

Head Office: 2-1, Toyoda-cho, Kariya-shi, Aichi

Name		Location
Branch	Tokyo Branch	Chiyoda-ku, Tokyo
Plants	Kariya Plant	Kariya-shi, Aichi
	Obu Plant	Obu-shi, Aichi
	Kyowa Plant	Obu-shi, Aichi
	Nagakusa Plant	Obu-shi, Aichi
	Takahama Plant	Takahama-shi, Aichi
	Hekinan Plant	Hekinan-shi, Aichi
	Higashichita Plant	Handa-shi, Aichi
	Higashiura Plant	Higashiura-cho, Chita-gun, Aichi
	Anjo Plant	Anjo-shi, Aichi
	Ishihama Plant	Higashiura-cho, Chita-gun, Aichi

2) Subsidiaries

Refer to “(7) Major Subsidiaries and Other Significant Matters 1) Major subsidiaries”

(10) Employees

(people)

Number of Employees	Increase from Previous Fiscal Year-End
74,887	3,103

(Note) The number of employees is the number of persons engaged in the Group (the number of employees excludes the Group employees dispatched to external companies and includes employees dispatched to the Group from external companies.)

(11) Major Lenders

(million yen)

Lenders	Outstanding Balance of Borrowings as of March 31, 2023
Sumitomo Mitsui Banking Corporation	264,241
MUFG Bank, Ltd.	243,459
Japan Bank for International Cooperation	185,917

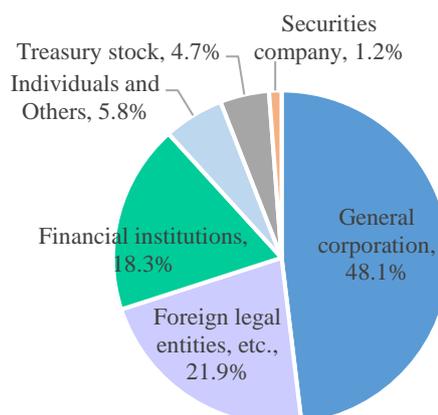
2. Status of Shares

(1) Total Number of Authorized Shares

Total number of shares authorized to be issued	1,100,000,000 shares
Total number of shares outstanding	310,479,118 shares (excluding 15,361,522 shares of treasury stock)

(2) Number of Shareholders 18,934 people

(Reference) Information on Shares by Type of Shareholder



(3) Major Shareholders

Shareholder Name	Number of Shares Held (Thousands)	Percentage of Total Shares in Issue (%)
Toyota Motor Corporation	76,600	24.67
DENSO Corporation	29,647	9.55
The Master Trust Bank of Japan, Ltd. (Trust account)	24,706	7.96
TOYOTA FUDOSAN Co., Ltd.	16,291	5.25
Toyota Tsusho Corporation	15,294	4.93
Custody Bank of Japan, Ltd. (Trust account)	10,178	3.28
Nippon Life Insurance Company	6,580	2.12
AISIN Corporation	6,578	2.12
Aioi Nissay Dowa Insurance Co., Ltd.	4,903	1.58
State Street Trust and Banking Co., Ltd.	3,944	1.27

- (Notes) 1. The Company also holds 15,361 thousand shares of treasury stock but is excluded from the above list.
 2. The percentage of total shares in issue is calculated based on the number of shares outstanding excluding the number of shares of treasury stock.

3. Company Officers

(1) Members of the Board and Audit & Supervisory Board Members

Name	Positions of the Company	Main Areas in Charge and Important Concurrent Duties
Tetsuro Toyoda	* Chairman, Member of the Board	
Akira Onishi	* President, Member of the Board	
Yojiro Mizuno	* Executive Vice President, Member of the Board	President of Toyota Material Handling Company [Important concurrent duties] The Chairman of Japan Industrial Vehicles Association
Shuzo Sumi	Member of the Board	[Important concurrent duties] Outside Director of Sony Group Corporation Outside Audit & Supervisory Board Member of TOKYU CORPORATION
Junichi Handa	Member of the Board	[Important concurrent duties] CEO of Management Wisdom Partners, Japan Inc. Outside Director of Mitsui DM Sugar Holdings Co., Ltd.
Masahiko Maeda	Member of the Board	[Important concurrent duties] Executive Vice President of Toyota Motor Corporation Representative Director of Woven Planet Holdings, Inc.
Toru Inagawa	Full-Time Audit & Supervisory Board Member	
Toru Watanabe	Full-Time Audit & Supervisory Board Member	
Akihisa Mizuno	Audit & Supervisory Board Member	[Important concurrent duties] Director & Honorary Advisor of Chubu Electric Power Co., Inc. The Chairman of Central Japan Economic Federation
Masanao Tomozoe	Audit & Supervisory Board Member	[Important concurrent duties] Outside Director of NORITAKE CO., LIMITED Outside Director of HOSHIZAKI CORPORATION

- (Notes)
1. A Representative Member of the Board is marked with an asterisk (*).
 2. The Members of the Board Mr. Shuzo Sumi, Mr. Junichi Handa and Mr. Masahiko Maeda are “Outside Members of the Board” as stipulated in Article 2, Paragraph 15 of the Companies Act.
 3. The Audit & Supervisory Board Members Mr. Akihisa Mizuno and Mr. Masanao Tomozoe are “Outside Audit & Supervisory Board Members” as stipulated in Article 2, Paragraph 16 of the Companies Act.
 4. Mr. Sumi, Mr. Handa, Mr. Mizuno and Mr. Tomozoe are designated as Independent Members of Management stipulated by Stock Exchange.
 5. Effective on April 1, 2023, Woven Planet Holdings, Inc. Changed its company name to Woven by Toyota, Inc.

(2) Summary of Liability Limitation Agreement

Toyota Industries has concluded agreements with all Outside Members of the Board and Outside Audit & Supervisory Board Members to limit liabilities stipulated in Article 423, Paragraph 1 of the Companies Act, and the liability limit shall be the amount stipulated in Article 425, Paragraph 1 of t of the Companies Act.

(3) Summary of Contents of Liability Insurance Agreement for Officers

Toyota Industries has concluded the Liability Limitation Agreement for its directors and officers with an insurance company that covers the compensation of damages and the cost of a lawsuit incurred by the insureds due to claims for damages arising from the execution of duties by the insureds. However, the Company has taken measures to ensure that the appropriateness of the execution of duties by officers is not impaired by excluding from compensation any damage caused by criminal acts or intentional violations of laws and regulations. The insureds under this insurance agreement are Members of the Board, Audit & Supervisory Board Members, Senior Executive Officers, Executive Officers, as well as Officers of subsidiaries (excluding subsidiaries that are individually insured) and some affiliates, and the insured persons do not bear any of the premiums.

(4) Remuneration to Members of the Board and Audit & Supervisory Board Members for the Fiscal Year Ended March 31, 2023

1) The Policy for Determining the Details of Individual Remuneration of Members of the Board

i) Basic concept

- The Company ensures fairness and transparency.
- Emphasizing incentives for better business performance and sustainable growth, the Company ensures linkage with company performance and reflects job responsibilities and results.

ii) Compensation structure

- The remuneration for Members of the Board consists of fixed remuneration as basic remuneration and bonuses as performance-linked remuneration.
- Furthermore, bonuses are composed of the amount linked to the fiscal year indicators and the amount linked to medium-term indicators. However, Outside Members of the Board are paid only fixed remuneration as they are independent of the execution of business operations.

iii) Method of determining the amount of remuneration for each individual

- The Company has established “Executive Compensation Committee” consisting of President and independent Outside Members of the Board.

- In order to ensure objectivity and transparency, a majority of the members are independent Outside Members of the Board.
- "Executive Compensation Committee" deliberates this policy, individual remuneration proposals for Members of the Board and other important matters related to remuneration.
- Meetings of the Board has resolved this policy based on the results of deliberations by the "Executive Compensation Committee.
- Meetings of the Board delegates the decision on the amount of remuneration for each individual to President (or the Chairman) from the viewpoint of flexibility and quick action.
- President (or the Chairman) determines the amount of remuneration for each individual Members of the Board in accordance with this policy, based on the results of deliberations by the "Executive Compensation Committee.

iv) Policy for determination of fixed remuneration, bonuses and their composition ratio
fixed remuneration

- The fixed remuneration for Members of the Board is monthly remuneration, which is paid periodically during their term of office.
- The amount of remuneration by individual is set at a reasonable level in consideration of Members of the Board's position and responsibilities, while referring to the levels of other companies.

Bonuses

- Bonuses are paid at a certain time after the close of the Ordinary General Meeting of Shareholders in each fiscal year.
- The amount linked to the fiscal year indicators is calculated for each position using the consolidated operating income as indicator, according to the consolidated operating income of the previous fiscal year.
- The amount linked to medium-term indicators is calculated for each position based on the evaluation of the results of management indicators such as consolidated operating income ratio for the past three fiscal years.
- The reason for the selection of this indicator is that we have determined that it is an appropriate indicator to reflect the basic concept of this policy.
- In determining the amount to be paid, the Company takes into account a comprehensive range of factors, including dividends, the level of employee bonuses, the level of other companies' bonuses, past payment performance, the job responsibilities, performance of duties, and others.

Composition ratio

- The ratio of fixed remuneration and bonuses for Members of the Board, excluding outside Members of the Board, is approximately 60:40. (The ratio of bonuses linked to medium-term indicators is approximately 10%.) However, the Company is not precluded from using a ratio different from the above, depending on the circumstances of the consolidated operating income amount and others.

2) Remuneration for Audit & Supervisory Board Members

Remuneration for Audit & Supervisory Board Members is fixed remuneration only, and is determined through discussions among Audit & Supervisory Board Members in accordance with certain standards established by the Company.

3) Resolutions of the Shareholders' Meeting Regarding Remuneration of Members of the Board and Audit & Supervisory Board Members

At the 144th Ordinary General Meeting of Shareholders held on June 10, 2022, a resolution was passed to limit the total amount of remuneration for Members of the Board to 900 million yen per year (including 150 million yen per year for Outside Members of the Board). The number of Members of the Board as of the close of this Ordinary General Meeting of Shareholders is 6 (including 3 Outside Members of the Board).

At the 132nd Ordinary General Meeting of Shareholders held on June 23, 2010, a resolution was passed to limit the total amount of remuneration for Audit & Supervisory Board Members to 15 million yen per month. The number of Audit & Supervisory Board Members as of the close of this Ordinary General Meeting of Shareholders is 5.

4) The Delegation of Responsibility for Determining the Details of Individual Remuneration of Members of the Board

In the Company, Akira Onishi, President, determines the specific amount of remuneration for each individual Member of the Board based on the delegated resolution of Meetings of the Board. The content of such authority is the amount of monthly remuneration for each Member of the Board and the evaluation and allocation of bonuses based on each Member of the Board's performance. The reasons for the delegation and the measures to be taken to ensure that the authority is exercised appropriately are shown in "1) The policy for determining the details of individual remuneration of Members of the Board iii) Method of determining the amount of compensation for each individual". Since the President, Member of the board who has been delegated this task, has made decisions in accordance with this policy based on the results of deliberations by the "Executive Compensation Committee", Meetings of the Board believes that the content complies with the decision policy.

5) Total Amount of Remuneration for Members of the Board and Audit & Supervisory Board Members

Classification of Officer	Total of Remuneration (million yen)	Total Amount of Remuneration by Type (million yen)		Number of Eligible Officers (people)
		Fixed Remuneration (Basic Remuneration)	Bonuses (Performance-Linked Remuneration)	
Members of the Board (Outside Members of the Board)	308 (45)	243 (45)	65 (-)	9 (4)
Audit & Supervisory Board Members (Outside Audit & Supervisory Board Members)	91 (27)	91 (27)	- (-)	4 (2)
Total	400	334	65	13

(Notes) 1. 3 Directors (one of them is Outside Members of the Board) who resigned as of the closing of the 144th Ordinary General Meeting of Shareholders held on June 10, 2022 are included in the above figures.

2. Bonuses are based on the amount resolved at the Meetings of the Board held on May 18, 2023.

(5) Matters Regarding Outside Officers**1) Important Concurrent Duties**

Classification	Name	Important Concurrent Duties
Outside Members of the Board	Shuzo Sumi	Outside Director of Sony Corporation Outside Audit & Supervisory Board Member of TOKYU CORPORATION
	Junichi Handa	CEO of Management Wisdom Partners, Japan Inc. Outside Director of Mitsui DM Sugar Holdings Co., Ltd
	Masahiko Maeda	Member of the Board of Directors, Operating Officer, Executive Vice President of Toyota Motor Corporation Representative Director of Woven Planet Holdings, Inc.
Outside Audit & Supervisory Board Members	Akihisa Mizuno	Director & Honorary Advisor of Chubu Electric Power Co., Inc. The Chairman of Central Japan Economic Federation
	Masanao Tomozoe	Outside Director of NORITAKE CO., LIMITED Outside Director of HOSHIZAKI CORPORATION

- (Notes)
1. Toyota Motor Corporation is a major shareholder of the Company, with holdings of 76,600 thousand shares. The Company sells products from its Automobile Segment to Toyota Motor Corporation.
 2. Effective on April 1, 2023, Woven Planet Holdings, Inc. Changed its company name to Woven by Toyota, Inc.

2) Main Activities During the Fiscal Year Ended March 31, 2023

Classification	Name	Main Activities
Outside Members of the Board	Shuzo Sumi	<p>He attended 11 of 12 regularly held Meetings of the Board.</p> <p>He is expected to apply his wealth of experience and high level of insight in the management of the Company, and he actively speaks from this perspective at Meetings of the Board of the Company, and plays an appropriate role as an Outside Audit & Supervisory Board Member by supervising and advising on business execution.</p> <p>In addition, as a member of Executive Appointment Committee and Executive Compensation Committee, he attends these committees and plays an important role as a member by proactively making statements and engaging in deliberations from an independent and objective standpoint.</p>
	Junichi Handa	<p>After taking office in June 10 2022, he attended 10 of 10 regularly held Meetings of the Board.</p> <p>He is expected to apply his wealth of experience and high level of insight in both industry and academia, including research at universities and corporate management, and he actively speaks from this perspective at Meetings of the Board of the Company, and plays an appropriate role as an Outside Audit & Supervisory Board Member by supervising and advising on business execution.</p> <p>In addition, as a member of Executive Appointment Committee and Executive Compensation Committee, he attends these committees and plays an important role as a member by proactively making statements and engaging in deliberations from an independent and objective standpoint.</p>
	Masahiko Maeda	<p>He attended 12 of 12 regularly held Meetings of the Board.</p> <p>He is expected to apply his wealth of experience and high level of insight in the manufacturing and technical fields, and he actively speaks from this perspective at Meetings of the Board of the Company, and plays an appropriate role as an Outside Audit & Supervisory Board Member by supervising and advising on business execution.</p>
Outside Audit & Supervisory Board Members	Akihisa Mizuno	<p>He attended 12 of 12 regularly held Meetings of the Board and 13 of 13 regularly held Meetings of Audit & Supervisory Board.</p> <p>He provided his opinions on overall corporate management based on his wealth of experience and expertise in managing a company.</p>
	Masanao Tomozoe	<p>He attended 12 of 12 regularly held Meetings of the Board and 13 of 13 regularly held Meetings of Audit & Supervisory Board.</p> <p>He provided his opinions on overall corporate management based on his wealth of experience and expertise in managing a company.</p>

- (Notes) 1. In addition to the above number of Meetings of the Board, there were one resolution in writing during the fiscal year ended March 31, 2022, which were deemed to be resolutions of Meetings of the Board pursuant to Article 370 of the Companies Act and Article 26, Paragraph 2 of the Company's Articles of Incorporation, as well as notices of matters to be reported to Meetings of the Board pursuant to Article 372 of the Companies Act.
2. Toyota Industries confirmed the excess over the domestic (Japanese) emissions regulation values due to aging degradation, and violation of regulations related to Japanese certification for emissions, of engines for forklifts, manufactured by Toyota Industries, for the Japanese market. On April 26, 2023, two models of diesel engines and the forklifts equipped with these engines received an administrative disposition from the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) to cancel the type designation and certification. Outside Members of the Board and Outside Audit & Supervisory Board Members have been fulfilling their duties and regularly presenting their recommendations from the viewpoint of strict legal compliance. After the finding of the said fact, they have worked to establish a complete picture of the said fact and analyze the root cause, and have given instructions on thorough measures to prevent a recurrence.

4. Accounting Auditor

(1) Name of Accounting Auditor

PricewaterhouseCoopers Aarata LLC

(2) Remuneration for the Accounting Auditor for the Fiscal Year Ended March 31, 2023

1) Remuneration for audit services as provided in Article 2 Paragraph 1 of the Certified Public Accountants Act

164 million yen

2) Total amount of cash and other proprietary benefits to be paid by the Company and its consolidated subsidiaries to the Accounting Auditor

218 million yen

(Notes) 1. The amount in “1)” above includes remuneration for audit services under the Financial Instruments and Exchange Act.

2. The Audit & Supervisory Board has concluded that the amount of remuneration for the Accounting Auditor was appropriate after reviewing and confirming the details of the audit plan, its performance of audit services and the basis for calculation of estimating remuneration, thereby agreeing to the amount.

(3) Non-Audit Services

Besides business work under Article 2, Paragraph 1 of the Certified Public Accountants Act of Japan, the Company paid accounting auditors compensation for work for the preparation of comfort letters and other matters.

(4) Policy for Determination of Dismissal or Non-Reappointment of the Accounting Auditor

The Audit & Supervisory Board will dismiss the Accounting Auditor upon consent of all the Audit & Supervisory Board Members, if the Accounting Auditor falls subject to any of the provisions of the subparagraphs of Article 340 Paragraph 1 of the Companies Act.

If Accounting Auditor has become difficult to perform the duties appropriately, The Audit & Supervisory Board will determine the proposal of calling for the dismissal or non-reappointment to be submitted to the Shareholders' Meeting.

(5) Audit of the Major Subsidiaries and Overseas Subsidiaries of the Company

Of the major subsidiaries of the Company, overseas subsidiaries are subject to audits by audit firms other than the Accounting Auditor of the Company.

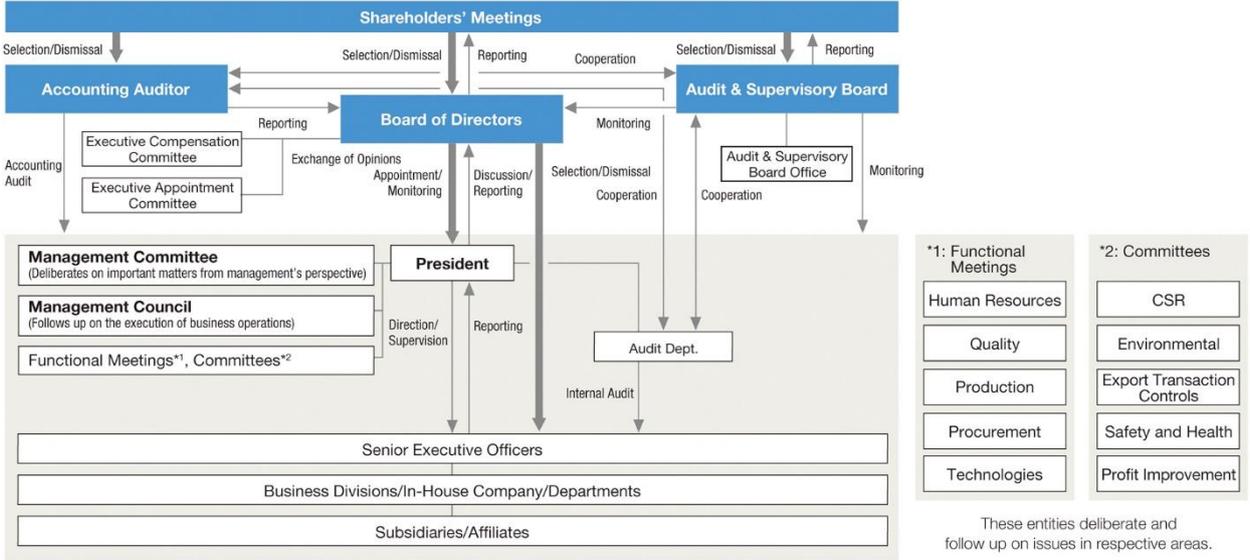
5. Toyota Industries' Corporate Governance

Toyota Industries regards the most important managerial task is to earn trust broadly from society and enhance our corporate value on a stable, long-term basis. We aim to do this task based on our Basic Philosophy, which consists of “Respect for the Law,” “Respect for Others,” “Respect for the Natural Environment,” “Respect for Customers” and “Respect for Employees,” and earnestly fulfilling our social responsibilities. Our basic focus is on contributing to the creation of an enriched society through business activities, and we believe it is essential to cultivate good relationships with stakeholders, including shareholders, customers, business partners, creditors, local communities and employees.

Accordingly, we strive to enhance our corporate governance in order to maintain and improve management efficiency, fairness and transparency. For example, we have established a structure to quickly and flexibly respond to changes in the business environment and have been working to augment management oversight and ensure the timely disclosure of information.

More specifically, the following basic policies drive our initiatives.

- (1) We seek to ensure shareholders’ rights and equality.
- (2) We seek to promote appropriate collaboration with stakeholders other than shareholders (including customers, business partners, creditors, local communities and employees).
- (3) We seek to conduct appropriate information disclosure and ensure transparency.
- (4) We seek to perform the roles and duties of the Board of Directors appropriately in order to make decisions in a transparent, fair, quick and resolute manner.
- (5) We seek to promote a constructive dialogue with shareholders.



6. Structure to Ensure the Propriety of Operations and Overview of the Status of Operation of this Structure

(1) Structure to Ensure the Propriety of Operations

1) Structure to Ensure the Execution of Duties by Members of the Board Conforms to Laws, Regulations and the Articles of Incorporation

- i) The Company shall ensure that Members of the Board thoroughly act in compliance with laws, regulations, the spirit of laws and the Articles of Incorporation by raising their knowledge and improving their awareness with respect to knowledge of laws required for Members of the Board and their essential obligations and responsibilities through training for newly elected officers as well as lectures on laws for officers that are held as needed.
- ii) Decisions in the execution of duties shall be made after comprehensive considerations at Meetings of the Board, Management Council, Management Committee and at cross-organization functional meetings and committees. The agenda items to be decided at these meetings and committees shall be properly submitted and discussed as prescribed by relevant regulations. Additionally, these meetings and committees shall be attended by Audit & Supervisory Board Members while opportunities for viewing important documents by the Audit & Supervisory Board Members shall be assured at all times.
- iii) Significant issues relating to corporate ethics, compliance and risk management shall be appropriately discussed at the CSR Committee and functional meetings and committees, and responses to risk shall be made. Additionally, the Company formulated the Toyota Industries Corporation Employee Code of Conduct as a code of conduct for Members of the Board and employees and thoroughly informs employees of this code as the premise of all corporate activities.
- iv) The Company has established multiple helplines for employees, which include the compliance hotline served by external lawyers, for the early detection of significant matters related to compliance by Members of the Board.

2) Structure for the Safekeeping and Management of Information Pertaining to the Execution of Duties by Members of the Board

The preparation, safekeeping and management of information pertaining to the execution of duties by Members of the Board shall be undertaken appropriately pursuant to internal rules, laws and regulations concerning the identification of the subject information for safeguarding, departments responsible for preparation, departments responsible for safeguarding, safeguarding methods and safeguarding period. A condition shall be maintained that enables viewing and verification of information at all times as needed.

3) Regulations and Other Structures Concerning the Management of Risk of Loss

- i) Proper fund management shall be undertaken through budgeting systems while persons with decision-making authority and persons responsible for the execution of duties shall be prescribed depending on the degree of importance through the “Ringi” system (effective consensus-building and approval system) and risk shall be managed in executing business duties and the budget. Items to be discussed for significant matters such as large-scale investments shall be appropriately submitted and discussed pursuant to regulations prescribed by criteria for submitting agenda matters to Meetings of the Board and the Management Committee. Decisions shall be made based on evaluations of business opportunities and risks and rational judgments.
- ii) The Company shall assure the reliability of financial reporting by clarifying financial risk, documenting activities for controlling this risk and confirming the status of implementation of these activities. Moreover, proper and timely information disclosure shall be assured through the Information Disclosure Committee.

- iii) Each business division shall establish a system for and undertake daily monitoring of the obligations and responsibilities of business division heads with respect to quality, safety, the environment, personnel and labor, information and security, export transaction controls and other areas of compliance and risk. When necessary, the functional meetings and committees and the Head Office functional departments shall formulate company rules, prepare and distribute manuals, implement training and undertake operational audits as well as carry out company-wide monitoring.
- iv) As a precaution against disasters and other contingencies, manuals shall be prepared and training implemented and, when necessary, responses shall be made that include taking risk diversification measures and arranging insurance coverage against losses.
- v) In the event that risk materializes and a serious problem occurs, proper countermeasures and steps shall be taken in accordance with the RiskResponse Manual and essential information shall be quickly disclosed.

4)Structure for Assuring the Efficient Execution of Duties by Members of the Board

- i) The Medium-Term Management Plan and the company policies for each fiscal year shall be formulated in accordance with policy management systems. Based on these, each business division shall clarify the implementation items for business division policies, profit plans and each organization with respect to the responsibilities of the head of business divisions and carry out policy management and daily management. The status of the execution of these duties shall be confirmed through Meetings of the Board, Management Council and the President's on-site inspections.
- ii) The responsible business division head shall manage new product development, systems development and newly established production lines to assure quality, costs and delivery periods for these under the design review (DR) system that sets examination steps from product planning to product design, production preparation, production migration and initial production.

5)Structure for Assuring the Execution of Duties by Employees Conforms to Laws, Regulations and the Articles of Incorporation

- i) Employee compliance shall be ensured by thoroughly informing employees of the Toyota Industries Corporation Employee Code of Conduct and holding training and workplace meetings on important matters.
- ii) The separation of duties and the delegation of responsibilities and authority in each organization shall be clarified while compliance and risk management mechanisms shall be embedded into business processes. Effectiveness shall be confirmed through the implementation of operational audits and self-checks.
- iii) Multiple helplines for employees that include the compliance hotline served by external lawyers are established for the early detection of employee compliance issues as well as for prevention through prior consultation.

6)Structure for Ensuring the Propriety of Business Operations in the Corporate Group Consisting of the Company and its Subsidiaries

- i) The responsible business divisions managing and supervising subsidiaries shall promote the Company's Basic Philosophy, code of conduct, corporate policies, business division policies and important policies regarding finance, quality, safety, the environment and personnel and labor at each subsidiary. The Members of the Board of subsidiaries, in accordance with their responsibilities, shall establish and operate an internal control system for assuring the propriety and legality of business execution at the relevant subsidiaries.
- ii) The responsible business divisions of subsidiaries shall confirm the propriety and legality of the execution of duties of the Members of the Board of subsidiaries through the exchange of information with the Members of the Board, Audit & Supervisory Board Members and employees of the

subsidiaries regularly or as needed or by management supervision by non-executive Members of the Board dispatched by the Company.

- iii) Functional departments of the Head Office shall support the responsible business divisions of the subsidiaries as well as the subsidiaries in the deployment of important policies at subsidiaries and the establishment of internal control systems.
- iv) Subsidiary control regulations shall be established and operated as a structure for Members of the Board and employees of subsidiaries to report to the Company on important matters related to the management of relevant subsidiaries.
- v) The Members of the Board and employees of subsidiaries shall be encouraged to use the Company's compliance hotline. They shall also be asked to report to the Company on important matters reported to the internal hotlines established by subsidiaries for the early detection and resolution of issues related to compliance by Members of the Board and employees of subsidiaries.

7)Matters Related to Employees in Cases Where the Audit & Supervisory Board Members Request Employees Be Assigned to Assist Their Duties

The Audit & Supervisory Board Office shall be established as a dedicated organization that assists with the duties of the Audit & Supervisory Board Members, and multiple persons not subject to the orders of Members of the Board shall be posted at this office.

8)Matters Related to the Independence of Employees from Members of the Board Described in the Previous Item and to the Assurance of the Effectiveness of Instructions Given to the Relevant Employees

- i) The assignment of personnel to the Audit & Supervisory Board Office shall be subject to the prior approval of the Audit & Supervisory Board or from the Full-time Audit & Supervisory Board Members as determined by the Audit & Supervisory Board.
- ii) Members of the Board or employees of the Company or subsidiaries shall cooperate with investigations and information gathering of staff of the Audit & Supervisory Board Office based on instructions from the Audit & Supervisory Board Members.

9)Structure for Reporting to Audit & Supervisory Board Members by Members of the Board and Employees, by Members of the Board and Employees of Subsidiaries and by Parties Receiving Reports from These Persons

- i) Members of the Board and employees shall report regularly or as needed on the status of the execution of business in response to requests by Audit & Supervisory Board Members. They shall also immediately report to Audit & Supervisory Board Members when discovering any actual matters that could cause material damage to the Company.
- ii) Members of the Board and employees of subsidiaries shall report on business operations as needed in response to requests by the Audit & Supervisory Board Members. The responsible business division in charge of the subsidiary and the functional departments of the Head Office shall appropriately report to the Audit & Supervisory Board Members on any significant management matters concerning subsidiaries.
- iii) Mechanisms shall be established and operated to ensure the Members of the Board or employees of the Company or of subsidiaries are not treated disadvantageously by reason of reporting to the Audit & Supervisory Board Members.

10)Other Structures for Assuring Audits by the Audit & Supervisory Board Members Are Performed Effectively

The Audit & Supervisory Board Members shall attend principal officer conferences, while access to important documents by the Audit & Supervisory Board Members, opportunities for exchanging information with the Accounting Auditors on a regular basis or as needed, and cooperation with the internal audit sections shall be assured. Necessary expenses for the duties of the Audit & Supervisory Board Members shall be covered, including for the direct recruitment of external human resources when needed.

(2) Overview of the Status of Operation of the Structure to Ensure the Propriety of Business Operations

1)Compliance by Members of the Board and Employees

- The Company implemented training for newly elected officers and lectures on laws for officers (Corporate scandals and prevention of recurrence - learning from specific cases -) and thereby raised the insights of directors.
- To further deepen employees' understanding of compliance, employees were thoroughly informed of the Toyota Industries Corporation Employee Code of Conduct through new employee education, rank-based training and company-wide workplace meetings. The Company translated into six languages the video materials that were created for familiarizing the Employee Code of Conduct so that it could be used outside Japan. Also, the Company distributed e-learning educational materials based on themes decided each month and worked to create an environment for autonomously enhancing sensitivity toward compliance.
- To ensure the effective functioning of a compliance hotline set up externally and various types of internal helplines, the Company clearly stated that whistle-blowers will not be disadvantageously affected and employees were thoroughly informed about the use of this system. Also, the Company responded appropriately to consultation cases while reporting to Members of the Board on the status of usage.
- Based on the results of investigation by the Special Investigation Committee into the forklift engine certification issue announced on March 17, 2023, the Company will strengthen our legal compliance system, including our response to this issue.

2)Management of Risk of Loss

- Evaluated business opportunities and risks and executed decision-making for major matters such as large-scale investments through the Meetings of the Board and Management Committee based on agenda criteria.
- Convenes functional meetings and committees for safety, quality, the environment and other areas of compliance and risk and undertaking company-wide management.
- Convened the Disaster and Fire Prevention Conference in preparation for disasters (earthquakes, fires, explosions and flooding). In addition to implementing evacuation drills at all plants, each plant independently conducted headquarters training (initial fire extinguishing, information gathering, emergency transport and other role-assigning training).
- To prevent the leakage of confidential information, the Company formulated a manual on information security and confidential information leakage and conducted employee education, while carrying out practical drills based on the assumption that a confidential information leakage accident occurred.

- Based on the results of investigation by the Special Investigation Committee into the forklift engine certification issue announced on March 17, 2023, the Company will strengthen our efforts throughout the Company, including our response to this issue.

3)Efficient Execution of Members of the Board’s Duties

- Formulated the Medium-Term Management Plan and fiscal-year corporate policies under policy management systems, and based on these, clarified major implementation items for each organization and carried out policy management and day-to-day management. Discussed and resolved major implementation items in accordance with the agenda criteria at the Meetings of the Board and Management Committee as well as confirmed the status of execution through the Meetings of the Board, Management Council, Business Operation Committee and the President’s on-site inspections.

4)Propriety of Business Operations in the Corporate Group

- The responsible business divisions of subsidiaries promoted important policies such as the Basic Philosophy and corporate policies at subsidiaries, established opportunities for exchanging information with subsidiaries on a regular basis or as needed, and confirmed and followed up on the status of promotion of corporate policies as well as safety, quality, the environment and compliance.
- The internal audit sections as well as the environment, safety and health and other functional departments confirmed and followed up on compliance through such means as subsidiary operational audits and subsidiary self-checks using check sheets.

5)Reporting to Audit & Supervisory Board Members and Ensuring the Effectiveness of Audits

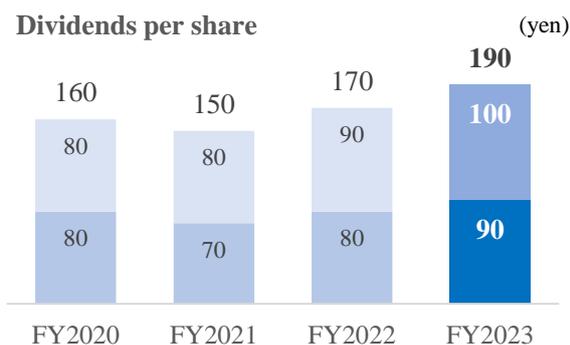
- The status of the execution of duties was reported to the Audit & Supervisory Board Members by the Members of the Board of the Company and its subsidiaries. Opportunities were established for the Audit & Supervisory Board Members to attend principal meetings and committees to ascertain the status of decision-making by Members of the Board and their execution of duties and compliance.

7. Policies Regarding the Determination of Distribution of Surplus

Toyota Industries is to meet the expectations of shareholders for continuous dividends while giving full consideration to business performance, funding requirements, the dividend payout ratio and other factors.

Toyota Industries will use retained earnings to improve the competitiveness of its products, augment production capacity in Japan and overseas, as well as to expand into new fields of business and strengthen its corporate constitution in securing future profits for its shareholders.

With regard to the dividend for shareholders at the end of the current fiscal year, the resolution has passed at Meetings of the Board held on April 27, 2023 to pay a dividend of 100 yen per share of the Company's common stock (total dividend; ¥31,047,911,800), with the effective date set for May 25, 2023. The total shareholder dividend for FY2023, including the interim dividend, is 190 yen per share.



Consolidated Financial Statements

Consolidated Statement of Financial Position

Unit: millions of yen
(Amounts less than 1 million yen are omitted)

Description	FY2023 (As of March 31, 2023)	(Reference) FY2022 (As of March 31, 2022)	Description	FY2023 (As of March 31, 2023)	(Reference) FY2022 (As of March 31, 2022)
(Assets)			(Liabilities)		
Current assets	2,677,024	2,255,827	Current liabilities	1,517,112	1,372,721
Cash and cash equivalents	202,731	247,085	Trade payables and other payables	807,474	745,553
Time deposits with deposit terms of over three months	420,173	328,674	Corporate bonds and loans	519,749	468,504
Trade receivables and other receivables	1,398,757	1,121,491	Other financial liabilities	83,749	82,909
Other financial assets	5,399	12,672	Accrued income taxes	29,696	27,281
Inventories	524,385	433,961	Provisions	41,827	15,415
Income tax receivables	26,262	28,906	Other current liabilities	34,615	33,058
Other current assets	99,313	83,034			
Non-current assets	5,144,161	5,371,292	Non-current liabilities	2,368,671	2,232,430
Property, plant and equipment	1,237,540	1,134,074	Corporate bonds and loans	1,179,390	922,011
Goodwill and intangible assets	468,368	395,882	Other financial liabilities	104,404	95,237
Trade receivables and other receivables	1,459	2,334	Net defined benefit liabilities	81,422	91,677
Investments accounted for by the equity method	23,987	21,337	Provisions	11,025	11,809
Other financial assets	3,338,505	3,734,978	Deferred tax liabilities	952,960	1,078,641
Net defined benefit assets	27,887	37,408	Other non-current liabilities	39,467	33,054
Deferred tax assets	37,992	39,908	Total liabilities	3,885,784	3,605,152
Other non-current assets	8,421	5,368	(Equity)		
			Share of equity attributable to owners of the parent	3,837,416	3,928,513
			Capital stock	80,462	80,462
			Capital surplus	101,245	102,388
			Retained earnings	1,652,648	1,514,657
			Treasury stock	(59,345)	(59,339)
			Other components of shareholders' equity	2,062,404	2,290,343
			Non-controlling interests	97,985	93,454
			Total equity	3,935,401	4,021,967
Total assets	7,821,185	7,627,120	Total liabilities and equity	7,821,185	7,627,120

Consolidated Statement of Profit or Loss

Unit: millions of yen
(Amounts less than 1 million yen are omitted)

Description	FY2023 (April 1, 2022 - March 31, 2023)	(Reference) FY2022 (April 1, 2021 - March 31, 2022)
Net sales	3,379,891	2,705,183
Cost of sales	2,623,707	2,097,501
Gross profit	756,183	607,682
Selling, general and administrative expenses	576,761	455,165
Other income	28,230	20,942
Other expenses	37,748	14,391
Operating profit	169,904	159,066
Financial income	103,728	89,941
Financial expenses	13,976	7,282
Share of profit (loss) of investments accounted for by the equity method	3,311	4,397
Profit before income taxes	262,967	246,123
Income taxes	64,250	60,773
Profit	198,716	185,350
Profit attributable to:		
Owners of the parent	192,861	180,306
Non-controlling interests	5,855	5,043

Consolidated Statement of Changes in Equity

(April 1, 2022 - March 31, 2023)

Unit: millions of yen
(Amounts less than 1 million yen are omitted)

	Share of equity attributable to owners of the parent					
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Other components of shareholders' equity	
					Net changes in revaluation of FVTOCI financial assets	Remeasurements of defined benefit plans
Balance as of March 31, 2022	80,462	102,388	1,514,657	(59,339)	2,245,347	-
Profit			192,861			
Other comprehensive income					(284,915)	685
Total comprehensive income			192,861		(284,915)	685
Repurchase of treasury stock				(5)		
Disposal of treasury stock		0		0		
Dividends			(55,886)			
Changes in ownership interest of subsidiaries		58				
Changes in non-controlling interests as a result of change in scope of consolidation						
Reclassified into retained earnings			1,015		(330)	(685)
Other increases (decreases)		(1,201)				
Total transactions with owners	-	(1,143)	(54,870)	(5)	(330)	(685)
Balance as of March 31, 2023	80,462	101,245	1,652,648	(59,345)	1,960,101	-

	Share of equity attributable to owners of the parent				Non-controlling interests	Total equity
	Other components of shareholders' equity			Total		
	Translation adjustments of foreign operations	Cash flow hedges	Total			
Balance as of March 31, 2022	41,657	3,338	2,290,343	3,928,513	93,454	4,021,967
Profit				192,861	5,855	198,716
Other comprehensive income	54,374	2,931	(226,922)	(226,922)	1,857	(225,065)
Total comprehensive income	54,374	2,931	(226,922)	(34,061)	7,713	(26,348)
Repurchase of treasury stock				(5)		(5)
Disposal of treasury stock				0		0
Dividends				(55,886)	(2,674)	(58,560)
Changes in ownership interest of subsidiaries				58	(508)	(449)
Changes in non-controlling interests as a result of change in scope of consolidation				-		-
Reclassified into retained earnings			(1,015)	-		-
Other increases (decreases)				(1,201)		(1,201)
Total transactions with owners	-	-	(1,015)	(57,035)	(3,182)	(60,217)
Balance as of March 31, 2023	96,032	6,269	2,062,404	3,837,416	97,985	3,935,401

Notes to the Consolidated Financial Statements

I . Notes to the Basis for Preparation of Consolidated Financial Statements

1. Basis of preparation of consolidated financial statements

Toyota Industries Group's consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) pursuant to the provisions of Article 120 (1) of the Ordinance on Accounting of Companies. These consolidated financial statements are prepared with the partial omission of the disclosure items required by IFRS as allowed by the provisions of the latter part of the Article.

2. Matters regarding the scope of consolidation

Number of consolidated subsidiaries	271 companies
Names of major subsidiaries	Tokyu Co., Ltd., Tokaiseiki Co., Ltd., Izumi Machine Manufacturing Co., Ltd., Toyota L&F Tokyo Co., Ltd., Taikoh Transportation Co., Ltd., Aichi Corporation, Toyota Material Handling Manufacturing France SAS, Michigan Automotive Compressor, Inc., Toyota Industries Europe AB, Toyota Material Handling Europe AB, Toyota Industries North America, Inc., Toyota Material Handling, Inc., TD Deutsche Klimakompressor GmbH, Toyota Material Handling Australia Pty Limited, TD Automotive Compressor Georgia, LLC, Uster Technologies AG, Industrial Components and Attachments, Inc. Cascade Corporation, Toyota Industry (Kunshan) Co., Ltd., Toyota Industries Commercial Finance, Inc., Yantai Shougan Toyota Industries Co., Ltd., TD Automotive Compressor Kunshan Co., Ltd., P.T. TD Automotive Compressor Indonesia, Bastian Solutions, LLC, Vanderlande Industries B.V. Toyota Industries Engine India Pvt. Ltd. and other 245 subsidiaries

3. Application of the equity method

Number of affiliates to which the equity method applied	18 companies
Names of major affiliates	TOYOTA L&F Kinki Co., Ltd., UMC Electronics Co., Ltd., 1 group company of Aichi Corporation Group, 2 group companies of Toyota Industries North America, Inc. Group, 2 group companies of The Raymond Corporation Group, 1 group company of Vanderlande Industries B.V. Group and other 10 affiliates

4. Matters regarding changes in the scope of consolidation and the application of the equity method

Subsidiaries newly consolidated	18 companies 1 group company of Toyota Industries North America, Inc. Group, 3 group companies of Toyota Industries Europe AB Group, 1 group company of Vanderlande Industries B.V. Group and 13 group companies of viastore intralogistics holding GmbH Group joined the subsidiaries of the Company and have been included in the scope of consolidation.
Subsidiaries excluded from the scope of consolidation	5 companies 2 group companies of Uster Technologies AG Group, 1 group company of Toyota Industries North America, Inc. Group, 1 group company of Toyota Industries Europe AB Group and 1 group company of Bastian Solutions, LLC Group have been excluded from the scope of consolidation according to extinction through merger, liquidation and so on.
Affiliates to which the equity method newly applied	None
Affiliates excluded from the companies to which the equity method applied	None

5. Matters regarding fiscal years of the consolidated subsidiaries

Among the consolidated subsidiaries, the fiscal year-end of the following subsidiaries is different from the consolidated fiscal year-end (March 31).

Toyota Industry (Kunshan) Co., Ltd. (December 31), TD Automotive Compressor Kunshan Co., Ltd. (December 31), Yantai Shougan Toyota Industries Co., Ltd. (December 31) and 7 other subsidiaries

These subsidiaries use financial statements based on the provisional settlement of accounts performed on March 31, which is the consolidated fiscal year-end.

6. Matters regarding the standards for accounting policies

(1) Standards and methods for valuation of financial assets

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. The Group recognizes a financial asset or a financial liability when it becomes a party to the contract of a financial instrument. A purchase or sale of financial assets is recognized or derecognized at the trade date.

(i) Non-derivative financial assets

Toyota Industries categorizes non-derivative assets into financial assets measured at amortized cost, financial assets measured at fair value through other comprehensive income (FVTOCI) and financial assets measured at fair value through profit or loss (FVTPL).

(Financial assets measured at amortized cost)

Toyota Industries categorizes financial assets as financial assets measured at amortized cost if financial assets are held with the objective of collecting contractual cash flows and their contractual terms provide cash flows on specified dates that are solely payments of principal and interest on the principal amount outstanding. Financial assets measured at amortized cost are initially measured at fair value. The carrying amount of financial assets measured at amortized cost is subsequently measured using the effective interest method.

(Financial assets measured at fair value)

Toyota Industries categorizes financial assets other than financial assets measured at amortized cost as financial assets measured at fair value. Financial assets measured at fair value are further divided into the following classifications according to holding purpose.

(Equity instruments measured at fair value through other comprehensive income (FVTOCI))
Shares and other financial assets held mainly for the purpose of maintaining or enhancing business relationships with investees are designated at initial recognition as financial assets at FVTOCI. Equity instruments at FVTOCI are measured at fair value at initial recognition and changes in fair value thereafter are recognized in other comprehensive income. However, dividends arising from financial assets at FVTOCI are in principle recognized in profit or loss.
If an equity instrument at FVTOCI is derecognized, the cumulative amount of other comprehensive income recognized in other components of equity on the consolidated statements of financial position is directly transferred to retained earnings.

(Financial assets measured at fair value through profit or loss (FVTPL))
Financial assets not designated as financial assets at FVTOCI of financial assets measured by Toyota Industries are classified as financial assets at FVTPL.
Financial assets at FVTPL are measured at fair value at initial recognition and changes in fair value thereafter are recognized in profit or loss.

(ii) Non-derivative financial liabilities

Non-derivative financial liabilities are measured at fair value at initial recognition and thereafter at amortization cost using the effective interest method.
A financial liability is derecognized when its contractual obligations are discharged or canceled, or expire.

(iii) Derivatives

Toyota Industries holds derivative financial instruments to hedge foreign currency and interest rate fluctuation risks, including foreign currency forward contracts, currency options, currency swaps, interest rate swaps, interest rate currency swaps and interest rate options.
For all of these derivatives, Toyota Industries recognizes financial assets or financial liabilities when it becomes the party to these derivatives contracts.
Some of derivatives Toyota Industries holds for hedging purposes do not meet hedge accounting requirements.
Changes in fair value of these derivatives are immediately recognized in profit or loss.
Toyota Industries adopts cash flow hedges and fair value hedges as a hedge accounting method.

(2) Standards and methods for valuation of inventories

Inventories are stated at the lower of cost or net realizable value. Cost of inventories includes purchase costs, processing costs and all other costs incurred in bringing them to their existing location and condition, and is calculated primarily using the moving average method.
Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to sell.

(3) Method for depreciation and amortization of property, plant and equipment and intangible assets

(i) Property, plant and equipment

Property, plant and equipment, excluding land and construction in progress, are depreciated on a straight-line basis over their estimated useful lives. Right-of-use assets are depreciated on a systematic basis from the commencement date to the earlier of the end of the economic life of the underlying asset or the end of the lease term.
The estimated useful lives for major classes of assets are as follows.
Buildings and structures: 5 to 60 years
Machinery and vehicles: 3 to 22 years

(ii) Intangible assets

Intangible assets with finite useful lives are amortized on a straight-line basis over their estimated useful lives. The estimated useful lives of major classes of assets are as follows.
Software: 3 to 5 years
Development assets: 2 to 10 years
Customer-related assets: 12 to 20 years
Technology-related assets: 10 to 20 years

(4) Impairment losses

(i) Financial assets

Financial assets measured at amortized cost are assessed for impairment losses based on expected credit losses.

At the end of the reporting period, if credit risk has not increased significantly after initial recognition, the amount of loss allowance is calculated based on the expected credit losses resulting from default events that are possible within 12 months after the reporting date (12-month expected credit losses). On the other hand, at the end of the reporting period, if credit risk has increased significantly after initial recognition, the amount of loss allowance is calculated based on the expected credit losses resulting from all possible default events over the life of the financial instrument (lifetime expected credit losses).

However, regardless of the above, lifetime expected credit loss measurement always applies to trade receivables and lease investment assets without a significant financing component.

(ii) Non-financial assets

Toyota Industries reviews carrying amounts of non-financial assets, excluding inventories and deferred tax assets, at every reporting fiscal year-end to determine whether there is any indication of impairment. If there is any indication of impairment, impairment testing is conducted based on the recoverable amount of the asset. Goodwill and intangible assets with indefinite useful lives are tested annually for impairment regardless of whether there is any indication of impairment.

A cash-generating unit (CGU), which is a unit for conducting impairment testing, is the smallest group of assets that generates cash inflows that are generally independent of cash flows of other assets or groups of assets. A CGU for goodwill is the smallest unit monitored for internal control purposes and is no larger than an operating segment before aggregation. Impairment testing for goodwill is conducted at a CGU or a group of CGUs for the smallest unit monitored for internal control purposes and within the scope of an operating segment before aggregation.

The recoverable amount of an asset or CGU is the greater of its value in use or its fair value less cost to sell. In calculating the value in use, estimated future cash flows are discounted to the present value using a pre-tax discount rate that reflects the time value of money and risks specific to the asset not considered in estimating future cash flows.

Because corporate assets do not generate independent cash inflows, if there is an indication that a corporate asset may be impaired, impairment testing is conducted based on the recoverable amount for the CGU to which the corporate asset belongs.

An impairment loss is recognized if the carrying amount of an asset or CGU exceeds its recoverable amount. An impairment loss recognized in relation to a CGU is allocated to reduce the carrying amount of assets within the CGU on a pro rata basis determined by the relative carrying amount of each asset.

An asset or CGU impaired in prior years is reviewed at every reporting fiscal year-end to determine whether there is any indication of a reversal of impairment loss recognized in prior years. The recoverable amount is estimated for an impairment loss recognized in prior years for an asset or CGU with an indication of reversal of impairment, and the impairment loss is reversed if the recoverable amount exceeds the carrying amount. The carrying amount after reversal of the impairment loss must not exceed the carrying amount of the asset that would be determined if no impairment had been recognized and the asset had been depreciated or amortized until the reversal. An impairment loss recognized for goodwill is not reversed.

(5) Standards for recording provisions

The Company recognizes provisions if it has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of obligation can be reliably estimated.

In case the time value of money is material, the amount of a provision is measured at the present value of the amount of expenditures expected to be required to settle the obligation.

(6) Employee benefits

(i) Post-employment benefits

Toyota Industries adopts the pension and lump-sum payment defined benefit plan and the defined contribution plan.

Toyota Industries' liabilities (assets) in respect of defined benefit plans is calculated for each plan by estimating the amount of future benefits earned by employees in the previous fiscal year and the fiscal year under review, discounting that amount to the present value, deducting the fair value of plan assets, making adjustments concerning the asset ceiling to that amount and, where necessary, considering economic benefits available. Remeasurements of liabilities (assets) in respect of defined benefit plans are recognized in other comprehensive income and at the time of their occurrence directly transferred from other components of equity to retained earnings. Prior service cost is recognized in profit or loss as it occurs. Market yields on high-quality corporate bonds with roughly the same maturity as that of Toyota Industries' net defined benefit liabilities at the end of the reporting period are used as the discount rate. Interest expenses on liabilities (asset) in respect of defined benefit plans are presented as financial expenses.

Contributions under the defined contribution plan are expensed as the employees' services are provided.

(ii) Short-term employee benefits

Short-term employee benefits are expensed as the relevant services are provided and are not discounted.

For bonuses, if Toyota Industries has the present legal and constructive obligation to pay them as the result of past services provided by employees and the amount can be reliably estimated, the amount estimated to be paid is recognized as a liability.

(iii) Other long-term employee benefits

The amount of an obligation in respect of the long-service travel award scheme is calculated by estimating the amount of future benefits earned by employees in the current and prior fiscal years and discounting that amount to the present value.

Market yields on high-quality corporate bonds with roughly the same maturity as that of Toyota Industries' long-term employee benefits at the end of the reporting period are used as the discount rate.

(IV) Share-based compensation

Toyota Industries adopts the cash-settled share-based compensation plan for some of its subsidiaries outside Japan. Cash-settled share-based compensation is measured at the fair value of the goods or services received and liabilities incurred. The fair value of the liabilities is remeasured at the end of each reporting period and on the settlement date, and changes in fair value are recognized in profit or loss.

(7) Revenues

Toyota Industries recognize revenue based on the following five-step model.

Step 1: Identify the contract with a customer

Step 2: Identify the performance obligations in the contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract

Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

Toyota Industries sells automotive-related products such as vehicles, engines, foundry parts for engines, car air-conditioning compressors, electronics components and batteries in the Automobile Business; lift trucks, warehouse trucks and aerial work platforms in the Materials Handling Equipment Business; and weaving machinery, spinning machinery, instruments for yarn testing and cotton classing in the Textile Machinery Business. For sales of such products, since the customer obtains control over the product when a customer accepts goods after inspection, and therefore performance obligation is judged to have been satisfied, Toyota Industries normally recognizes revenue when a customer accepts goods after inspection.

Revenue is measured at the amount of consideration promised in a contract with the customer, net of discounts, incentives to distributors and other items.

For maintenance contracts and other services that include construction contracts such as automated storage and retrieval systems, and logistics solutions, Toyota Industries recognizes revenue based on the progress of performance obligation. The progress level is mainly computed according to the ratio of cumulative cost incurred against the total amount of estimated cost.

(8) Foreign currencies

(i) Foreign currency transactions

Foreign currency transactions are converted into the functional currency of each companies of Toyota Industries using the exchange rate prevailing at the transaction date. Monetary assets and liabilities denominated in foreign currencies are converted into the functional currency using the exchange rate at the end of the reporting period. Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated into the functional currency at the spot rate using the exchange rate at the fair value calculation date.

Any exchange difference arising from the retranslation and settlement is recognized in profit or loss of the period.

(ii) Foreign operations

Assets and liabilities of foreign operations including goodwill and fair value adjustments arising from acquisition are translated at the exchange rates at the end of the reporting period. Income and expenses of foreign operations are translated at the average exchange rates during the fiscal year, except in cases where exchange rates fluctuate significantly. If exchange rates fluctuate significantly, the exchange rate at the transaction date is used.

Foreign currency differences from the translation are recognized in other comprehensive income. When a foreign operation is disposed of or control, significant influence or joint control is lost, the cumulative amount of exchange differences related to that foreign operation is reclassified to profit or loss as part of the gain or loss on the disposal.

7. Notes to accounting estimates

(1) Valuation for goodwill and intangible assets with indefinite useful lives

(i) Amount as of the end of this fiscal year

Goodwill	231,608 million yen
Intangible assets with indefinite useful lives	45,403 million yen

(ii) Information regarding contents of significant accounting estimates on identified items

Toyota Industries performs, with respect to goodwill and intangible assets with indefinite useful lives, impairment testing as necessary during each period or in case there is a sign of impairment. The recoverable value in impairment testing is calculated based on value in use.

Value in use is calculated by discounting the estimated amount of cash flows based on the business plan for the next five years that has been primarily approved by the management in present value. The estimation of cash flows is based on the assumption that cash flows of more than five years will increase at a certain growth rate. The growth rate is determined by referencing the long-term expected growth rate of the market in which cash-generating units belong (about 0 to 3%). The discount rate is calculated based on the weighted-average capital cost before tax of cashgenerating units (about 8 to 9%).

Toyota Industries concluded that even if there were reasonably possible changes in key assumptions used in the impairment assessment, it is unlikely that a material impairment would arise.

(2) Employee benefit - Actuarial assumptions

(i) Amount as of the end of this fiscal year 81,422 million yen

(ii) Information regarding contents of significant accounting estimates on identified items

The calculation method of the amount is as described in “6. Matters regarding the standards for accounting policies (6) Employee Benefits (i) Post-employment benefits”.

Important actuarial assumptions (weighted average) used for the calculation of the present value of the defined benefit obligation consist of the following.

	Japan	Outside Japan
Discount rate	1.32%	4.54%

In cases where the discount rate fluctuates at the ratios indicated below, assuming there are no changes to other assumptions, the defined benefit obligation as of the end of the fiscal year ended March 31, 2023 would have been impacted as follows. While the sensitivity analysis assumes that there are no changes in other assumptions, it is possible that changes in other assumptions could impact the sensitivity analysis.

Unit: millions of yen
(Amounts less than 1 million yen are omitted)

Discount rate	Japan	Outside Japan	
		0.5% increase	0.5% decrease
		0.5% increase	(9,336)
		0.5% decrease	10,185
	Outside Japan	0.5% increase	(5,783)
		0.5% decrease	6,213

(3) Warranty provision

(i) Amount as of the end of this fiscal year 27,281 million yen

(ii) Information regarding contents of significant accounting estimates on identified items

The warranty provision is recorded by recognizing the amount of expected expenditure required for future repairs. Regarding specific products for which the implementation of countermeasures against failures has been determined, the warranty provision is recorded by individually assessing the amounts expected to be incurred, based on estimates of fault rectification cost per unit, the number of units subject to fault rectification, and other factors. Moreover, the number of units subject to fault rectification is estimated based on the actual result of past recalls and other factors.

In the event that a warranty obligation arises due to defects in the Company's products which were not anticipated in the initial estimate of the provision or that the amount of warranty expense exceeds the amount of the provision, there is a possibility that an additional warranty provision will be required. On the other hand, if the actual warranty expense is lower than the initial estimate, a reversal of the warranty provision will be recorded.

(4) Other domestic certification-related provision

(i) Amount as of the end of this fiscal year 11,079 million yen

(ii) Information regarding contents of significant accounting estimates on identified items

Other provisions related to domestic certification include expense for substitute lift trucks that arises in connection with delays in the delivery of ordered lift trucks, coverage for suppliers, and other costs arising from the suspension of shipments.

The estimated amount is recorded based on the monthly cost incurred and shipment suspension period by type. This calculation is based on estimates and is subject to inherent uncertainty. Accordingly, actual expenses may differ from estimates, and there is a possibility that additional provisions or a reversal of provisions will become necessary.

II. Notes to Consolidated Statement of Financial Position

1. Accumulated depreciation of property, plant and equipment 1,781,138 million yen
The accumulated depreciation includes accumulated impairment loss.
2. Loss valuation provisions directly deducted from assets
Trade receivables and other receivables 13,521 million yen
3. Pledged assets, and assets pledged as collateral for secured debts
 - (1) Assets pledged as collateral

Trade receivables and other receivables	35,862 million yen
Inventories	4,996 million yen
Property, plant and equipment	9 million yen
Investment securities	186,460 million yen
<u>Total</u>	<u>227,297 million yen</u>
 - (2) Secured debts

Short-term loans payable	31,805 million yen
Other liabilities	32,092 million yen
<u>Total</u>	<u>63,898 million yen</u>
4. Export bills discounted 97 million yen

III. Notes to Consolidated Statement of Profit or Loss

Other expenses

1. Increase of warranty provision 9,653 million yen
2. Other domestic certification-related loss 11,098 million yen

IV. Notes to Consolidated Statement of Changes in Equity

1. Type and total number of outstanding shares at the end of the consolidated fiscal year
Common stock 325,840,640 shares

2. Matters regarding dividends payable
 - (1) Dividends paid for the year ended March 31, 2023

Resolution	Class of stock	Total amount of dividends payable	Dividends per share	Record date	Effective date
April 28, 2022, Board of Directors meeting	Common stock	27,943 million yen	90 yen	March 31, 2022	May 26, 2022
October 28, 2022, Board of Directors meeting	Common stock	27,943 million yen	90 yen	September 30, 2022	November 25, 2022

- (2) Dividends with a record date in the fiscal year ended March 31, 2023 for which the effective date falls in the following fiscal year

Resolution	Class of stock	Total amount of dividends payable	Source of dividends	Dividends per share	Record date	Effective date
April 27, 2023, Board of Directors meeting	Common stock	31,047 million yen	Retained earnings	100 yen	March 31, 2023	May 25, 2023

V. Notes to Financial Instruments

1. Matters concerning financial instruments

(1) Capital management

Toyota Industries' financial policy is to ensure sufficient financing and liquidity for its business activities and to maintain strong financial position. Through the use of such current assets as cash and cash equivalents and short-term investments, as well as cash flows from operating activities, issuance of corporate bonds and loans from financial institutions, Toyota Industries believes that it will be able to provide sufficient funds for the working capital necessary to expand existing businesses and develop new projects. The Company defines equity capital as the amount of share of equity attributable to owners of the parent excluding the subscription rights to shares.

The Company is not subject to external capital controls as of March 31, 2023.

(2) Matters concerning risk management

Risk management policy

Toyota Industries is exposed to financial risks related to its marketing activities (credit risk, liquidity risk, market risk, etc.). These risks are managed, based on the treasury policy for avoiding or reducing the effects of such risks.

The Company uses derivatives to avoid the risks explained below and does not engage in speculative transactions.

(i) Credit risk

The main receivables of Toyota Industries such as accounts receivable, lease investment assets and loans receivable related to the sales financing business have credit risk (risk concerning non-performance of an agreement by the counterparty). In accordance with internal rules including the treasury policy, Toyota Industries strives to promptly identify and reduce concerns about collection due to a deterioration in the financial conditions and others of its main counterparties by regularly monitoring their situation based on their financial statements, ratings and others, and conducting due date management and balance management. Collection risk of lease investment assets is minimal because their ownership is not transferred and due date management and balance management are conducted. Toyota Industries has no significant concentrations of credit risk with any counterparty.

When using derivative transactions, Toyota Industries mainly deals with only financial institutions evaluated as highly creditworthy by rating agencies to mitigate the counterparty risk.

Regarding accounts receivable, lease investment assets and loans receivable related to the sales financing business, if all or part of them cannot be collected or are deemed to be extremely difficult to collect, they are regarded as nonperforming.

The total carrying amount of financial assets represents the maximum exposure to credit risk.

Measuring expected credit loss for accounts receivable and lease investment assets

Because there is no significant financing component in accounts receivable, the loss evaluation allowance is calculated as lifetime expected credit losses until collection of accounts receivable. For lease investment assets, the loss evaluation allowance is calculated as lifetime expected credit losses until collection of lease investment assets. With regard to accounts receivable and lease investment assets of debtors who have no significant problems in their business conditions, the expected credit loss rate is measured collectively, taking into account the past track record of bad debts and others. If it is affected by significant economic fluctuations, the policy is to correct the rate based on past record of bad debts by reflecting current and future economic forecasts.

Measuring expected credit loss for loans receivable related to the sales financing business

If credit risk has not increased significantly as of the end of the fiscal year since initial recognition, the loss evaluation allowance for loans receivable related to the sales financing business is calculated by collectively estimating the expected credit loss rate for the following 12 months based on the past track record of bad debts and others. If there are significant effects of changes in economic and other conditions, the loan loss provision ratio based on the past track record of bad debts will be adjusted and reflected in the forecast of present and future economic situations. On the other hand, if credit risk has increased significantly as of the end of the fiscal year since the initial recognition, the loss evaluation allowance for financial instruments is calculated by individually estimating the lifetime expected credit losses of collecting financial instruments based on the past track record of bad debts and the collectible amount in the future among other factors. Assets that are regarded as nonperforming are recorded as credit impaired financial assets.

(ii) Liquidity risk

With financing through corporate bonds and loans, Toyota Industries is exposed to liquidity risk that a payment cannot be made on the due date because of a deterioration in financing and other conditions. In accordance with the treasury policy, Toyota Industries prepares funding plans and secures liquidity with funds on hand and commitment lines.

(iii) Market risk

i) Foreign currency risk

Engaged in business globally, Toyota Industries conducts transactions in foreign currencies and is exposed to the risk that profit or loss, cash flow and others will be affected by exchange rate fluctuations. In accordance with its treasury policy, in principle, Toyota Industries uses foreign currency forward contracts, foreign currency option contracts and foreign currency swaps to hedge foreign currency risk for each currency for its monetary credits and liabilities denominated in foreign currencies.

ii) Interest rate risk

Toyota Industries procures funds through borrowings from financial institutions and issuances of corporate bonds and is exposed to interest rate risks associated with raising and managing funds. With regard to interest rate risks, in principle, Toyota Industries hedges such risks by interest rate swaps, interest rate options and matching cash flows of receivables and payables, among other methods.

iii) Price fluctuation risk of equity financial instruments

Toyota Industries holds listed shares of companies with business relationships and is exposed to price fluctuation risk of equity financial instruments. Toyota Industries constantly reviews the status of its holdings of these financial instruments, taking into account relationships with and financial conditions of business partners.

Toyota Industries does not hold equity financial instruments for trading purposes and does not actively trade these investments.

2. Matters concerning the fair value of financial instruments

The following three levels of inputs are used to measure fair value.

(Level 1)

The market prices of the same assets or liabilities in active markets (which continuously ensure sufficient trading frequencies and transaction volumes) that Toyota Industries has access to as of the measurement date are used without adjustments.

(Level 2)

This level includes the published prices of similar assets or liabilities in active markets; the published prices of the same assets or liabilities in inactive markets; inputs other than the observable published prices of assets and liabilities; and inputs calculated or supported mainly by observable market data.

(Level 3)

Because data are available only from limited markets, Toyota Industries uses unobservable inputs which reflect the judgment of Toyota Industries in the assumptions used by market participants to decide the prices of assets and liabilities. Toyota Industries calculates inputs based on the best available information, including the data of Toyota Industries itself.

When using multiple inputs to measure fair value, the fair value level is determined based on the significant input from the lowest level in the fair value hierarchy.

Fair value is measured by the Accounting Department in accordance with the evaluation policy and procedures of Toyota Industries, using the evaluation model that can most appropriately reflect individual characteristics, features and risks of financial instruments. Moreover, changes are continuously examined for important indicators which affect fluctuations of fair value.

(1) Financial instruments measured at amortized cost

The carrying amount and fair values of financial instruments measured at amortized cost consist of the following.

Unit: millions of yen
(Amounts less than 1 million yen are omitted)

	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
Financial assets:					
Loans receivable and Loans receivable related to the sales financing business	259,871	—	—	248,146	248,146
Lease investment assets	443,652	—	—	424,086	424,086
Financial liabilities:					
Corporate bonds	393,382	—	391,856	—	391,856
Long-term loans	1,015,019	—	1,009,566	—	1,009,566

(Note) The above items include the balance to be corrected, redeemed and repaid within one year.

Notes are omitted for such short-term financial assets as cash equivalents and trade receivables and other receivables (excluding loans receivable and loans receivable related to the sales financing business and lease investment assets) as well as for such short-term financial liabilities as trade payables and other liabilities that are measured at amortized cost because the fair value approximates the carrying amount.

The fair value of lease investment assets is calculated with present value obtained by discounting the total amount of future lease receivables with the expected interest rate when newly undertaking similar lease transactions.

The fair value of loans receivable and loans receivable related to the sales financing business is calculated with present value obtained by discounting the total amount of principal and interest with the expected interest rate when newly undertaking similar lending.

The fair values of corporate bonds and long-term loans are calculated with present value obtained by discounting the total amount of future principal and interest with the expected interest rate when newly undertaking similar borrowings.

(2) Fair values of financial assets and liabilities continuously at fair value

The fair-value hierarchy of financial instruments measured at fair value consist of the following. Financial assets measured at fair value through other comprehensive income include debt instruments, but they were immaterial. Moreover, there is no transfer between different levels.

Unit: millions of yen
(Amounts less than 1 million yen are omitted)

	Level 1	Level 2	Level 3	Total
Financial assets measured at fair value through profit or loss:				
Derivative assets	—	31,432	—	31,432
Others	2,827	—	6,202	9,029
Financial assets measured at fair value through other comprehensive income	3,141,363	835	149,346	3,291,545
Total	3,144,191	32,268	155,549	3,332,008
Financial liabilities measured at fair value through profit or loss:				
Derivative liabilities	—	9,577	—	9,577
Total	—	9,577	—	9,577

Derivatives are transactions for forward exchange contracts, foreign currency option contracts, interest rate swaps, interest rate and currency swaps and interest rate options.

Fair value of forward exchange contracts is calculated based on observable market data including forward exchange rates. Data for the fair value of foreign currency option contracts, interest rate swaps, interest rate and currency swaps and interest rate options are calculated by financial institutions based on observable market data.

Toyota Industries uses the modified book value method when measuring the fair value of unlisted shares and other equity securities categorized as financial assets measured at fair value through other comprehensive income. The illiquidity discount, which is an important unobservable input used to measure the fair value of unlisted shares, is calculated as 30%.

Changes in financial instruments classified as Level 3 consist of the following

Unit: millions of yen
(Amounts less than 1 million yen are omitted)

Balance at beginning of period	138,115
Gains and losses included in other comprehensive income (Note)	15,944
Purchase	1,578
Sales	(71)
Others	(18)
Balance at end of period	155,549

(Note) Gains and losses included in other comprehensive income are those for financial assets measured at fair value through other comprehensive income as of the closing date.

VI. Notes to Revenue Recognition

(1) Disaggregation of revenues

The reporting segments of the Toyota Industries consist of Automobile, Materials Handling Equipment and Textile Machinery. Within the Automobile Segment, vehicles, engines, car airconditioning compressors and others are included due to the similarity of their trend of sales and other economic characteristics. In addition, sales are geographically broken down according to the location of customers. The disaggregation of sales of these sub-segments as well as sales of each reporting segment are as follows.

Unit: millions of yen
(Amounts less than 1 million yen are omitted)

		Japan	U.S.A.	Others	Total
Automobile	Vehicle	83,112	—	—	83,112
	Engine	269,632	321	52,450	322,404
	Car Air-Conditioning Compressor	92,393	142,892	194,481	429,767
	Electronics Parts, and Others	93,733	11,900	16,919	122,553
Materials Handling Equipment		275,917	782,042	856,198	1,914,158
Textile Machinery		1,562	3,216	79,531	84,309
Others		53,700	—	243	53,943
Revenues from contracts with customers		870,052	940,372	1,199,824	3,010,249
Revenues from other sources		5,408	202,795	161,437	369,641
Total		875,460	1,143,168	1,361,262	3,379,891

(Notes) 1. Revenue from contracts with customers, which is recognized over a certain period of time, is recorded in Materials Handling Equipment segment and amounts to 460,237 million yen.

2. Revenues from other sources includes lease income based on IFRS 16, which is recorded mainly in Materials Handling Equipment segment.

3. Due to the increase in the materiality of the amount, the amount equivalent to machine sales related to finance leases is reclassified from revenues from contracts with customers to revenues from other sources.

The Automobile Segment sells automotive-related products such as vehicles, engines, foundry parts, car air-conditioning compressors, electronics components and batteries. Its primary customers include automotive-related manufacturers in and outside Japan.

The Materials Handling Equipment Segment sells and provides maintenance for lift trucks, warehouse trucks, aerial work platforms and other products as well as provides services including the construction of automated storage and retrieval systems, and logistics solutions. Its primary customers include users and dealers in and outside Japan.

The Textile Machinery Segment sells weaving machinery, spinning machinery, instruments for yarn testing and cotton classing, and other products. Its primary customers include dealers in and outside Japan.

Sales derived from the sale of these products accounted for in accordance with (7) Revenues in 6. Matters regarding the standards for accounting policies.

(2) Contract balances

Receivables from contracts with customers, contract assets and contract liabilities consist of the following.

Unit: millions of yen

(Amounts less than 1 million yen are omitted)

	Receivables from contracts with customers	Contract assets	Contract liabilities
Balance as of April 1, 2022	462,327	51,170	140,730
Balance as of March 31, 2023	579,620	74,386	120,428

Receivables from contracts with customers and Contract assets are included in "Trade receivables and other receivables" and Contract liabilities are included in "Trade payables and other payables" in the consolidated statement of financial position.

Revenue recognized in this fiscal year, which was included in the balance at beginning of period of contract liabilities, amounted to 140,154 million yen. During this fiscal year, the profit amount recognized from performance obligations satisfied (or partially satisfied) in previous fiscal years was immaterial.

Beginning with this fiscal year, the amount equivalent to machine sales related to finance leases has been reclassified from revenue from contracts with customers to revenue from other sources, thus excluding lease investment assets from receivables from contracts with customers. To reflect this change in presentation, the balances at the beginning as of April 1, 2022 have also been reclassified.

(3) Transaction price allocated to remaining performance obligations

The total transaction price allocated to the remaining performance obligations at the end of this fiscal year and the period over which revenue is expected to be recognized are as follows. Since the Toyota Industries applies the convenience method of accounting in practice, the following amounts do not include transactions with individual expected contract periods of one year or less.

Unit: millions of yen

(Amounts less than 1 million yen are omitted)

Due within one year	313,703
Due after one year but within five years	290,365
Due after five years	4,391
Total	608,460

VII. Notes to Per Share Information

1. Equity per share: attributable to owners of the parent	12,359.66 yen
2. Earnings per share- basic	621.17 yen

VIII. Contingencies

As announced on May 21, 2021, due to the delay in obtaining the U.S. engine emissions certification for the engines installed in some models of forklifts sold in North America, the Company's subsidiary Toyota Material Handling, Inc. in Indiana, United States had suspended production and shipments of such models. On May 17, 2022, the Company has announced that it had obtained engine certification for its main models of small liquefied petroleum gas (LPG) forklifts and resumed shipments on May 12, 2022. Subsequently, the Company confirmed the excess over the domestic (Japanese) emissions regulation values due to aging degradation, and potential violation of regulations related to Japanese certification of emissions, of engines for forklifts for the Japanese market. Given these, March 17, 2023, Toyota Industries decided to suspend the shipping in Japan of forklifts equipped with two models of diesel engines and one model of gasoline engines, a total of three models, and made a report to the Japanese Ministry of Land, Infrastructure, Transport and Tourism (MLIT), the Japanese Ministry of the Environment, and the Japanese Ministry of Economy, Trade and Industry. Of them, two types of diesel engines and lift trucks powered by these engines were subject to an administrative action imposed by the MLIT on April 26, 2023, and the designation and certification of the said types of engines were cancelled. The issue of the certification of engines for markets in North America and Japan is currently subject to ongoing investigation as well as discussion with relevant parties. Currently, it is difficult to make a reasonable estimate of the impact of the matter on the Company's consolidated financial statements, except for the amount of impact already identified.

Independent Auditor's Report
(English Translation)

May 8, 2023

To the Board of Directors of Toyota Industries Corporation

PricewaterhouseCoopers Aarata LLC
Nagoya office
Kosaku Kawahara, CPA
Designated limited liability Partner
Engagement Partner
Masahide Kobayashi, CPA
Designated limited liability Partner
Engagement Partner

Opinion

We have audited, pursuant to Article 444 (4) of the Companies Act of Japan, the accompanying consolidated financial statements, which comprise the consolidated statement of financial position, the consolidated statement of profit or loss, the consolidated statement of changes in equity and notes to the consolidated financial statements of Toyota Industries Corporation (hereinafter referred to as the "Company") for the fiscal year from April 1, 2022 to March 31, 2023.

In our opinion, the above consolidated financial statements prepared by partially omitting the disclosure items required by International Financial Reporting Standards in accordance with the provision of the latter part of Article 120 (1) of the Ordinance of Accounting of Companies present fairly, in all material respects, the financial position and its financial performance of the corporate group which consists of the Company and its consolidated subsidiaries for the period covered by the consolidated financial statements .

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Company and its consolidated subsidiaries in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information includes the business report and its supplementary details. It is the management's responsibility to create and disclose the other information. The responsibilities of the Audit & Supervisory Board Members and the Audit & Supervisory Board lie in monitoring the directors' performance of their duties in the development and operation of the reporting process of the other information.

The subject of the audit opinion on the consolidated financial statements does not include the other information, and we do not express an opinion on the other information.

Our responsibilities in auditing the consolidated financial statements are to read through the other information to consider whether there are any major discrepancies between the other information and the consolidated financial statements or the knowledge that we acquire in the process of the audit, and to pay attention to any signs of material errors in the other information besides those major discrepancies.

We are required to report the facts when we determine that there is a material error in the other information based on the conducted procedure.

There are no matters to be reported regarding the other information.

Responsibilities of Management, Audit & Supervisory Board Members and Audit & Supervisory Board for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in

accordance with the provision of the latter part of Article 120 (1) of the Ordinance of Accounting of Companies that allow the partial omission of the disclosure items required by International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern and disclosing, as applicable, matters related to going concern in accordance with the provision of the latter part of Article 120 (1) of the Ordinance of Accounting of Companies that allow the partial omission of the disclosure items required by International Financial Reporting Standards. Audit & Supervisory Board Members and Audit & Supervisory Board are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the purpose of the financial statement audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures of the consolidated financial statements are in accordance with the provision of the latter part of Article 120 (1) of the Ordinance of Accounting of Companies that allow the partial omission of the disclosure items required by International Financial Reporting Standards, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the Company and its consolidated subsidiaries to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with Audit & Supervisory Board Members and Audit & Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit & Supervisory Board Members and Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company and its consolidated subsidiaries which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Non-consolidated Financial Statements (JGAAP)

Non-consolidated Balance Sheet

Unit: millions of yen
(Amounts less than 1 million yen are omitted)

Description	FY2023 (As of March 31, 2023)	(Reference) FY2022 (As of March 31, 2022)	Description	FY2023 (As of March 31, 2023)	(Reference) FY2022 (As of March 31, 2022)
(Assets)			(Liabilities)		
Current assets	908,280	792,875	Current liabilities	597,904	579,906
Cash and deposits	502,329	449,218	Trade notes payable	21,330	19,034
Trade notes receivable	24,932	13,993	Trade Accounts payable	247,775	212,383
Accounts receivable	189,654	152,283	Current portion of bonds payable	50,000	93,242
Merchandise and finished goods	6,901	6,276	Current portion of long term loans payable	63,353	66,148
Work in process	66,909	47,408	Accounts payable-other	14,049	13,081
Raw materials and supplies	17,291	15,044	Accrued expenses	61,727	52,516
Prepaid expenses	806	670	Accrued income taxes	7,084	6,892
Other current assets	99,483	108,004	Contract liabilities	5,139	8,267
Allowance for doubtful accounts	(28)	(24)	Deposits received	62,022	64,936
			Provisions	32,471	8,610
Fixed assets	4,142,217	4,532,976	Other current liabilities	32,948	34,793
Property, plant and equipment	362,666	341,594			
Buildings	98,831	88,515	Long-term liabilities	1,448,864	1,499,771
Structures	14,687	14,482	Bonds payable	90,575	137,767
Machinery and equipment	127,761	115,723	Long-term loans payable	530,010	397,199
Vehicles and delivery equipment	1,500	1,336	Deferred tax liabilities	778,726	915,208
Tools, furniture and fixtures	8,023	7,999	Allowance for retirement benefits	45,819	45,883
Land	85,511	82,885	Other long-term liabilities	3,732	3,712
Construction in progress	26,350	30,650	Total liabilities	2,046,769	2,079,677
Intangible assets	19,469	17,391	(Net assets)		
Software	19,469	17,391	Shareholders' equity	1,099,556	1,042,882
			Capital stock	80,462	80,462
Investments and other assets	3,760,082	4,173,991	Capital surplus	105,540	105,540
Investments securities	926,202	945,837	Legal capital surplus	101,766	101,766
Stocks of subsidiaries and affiliates	2,720,543	3,125,265	Other capital surplus	3,773	3,773
Investments in capital	4,937	4,927	Retained earnings	972,898	916,218
Investments in capital of subsidiaries and affiliates	34,828	34,828	Legal retained earnings	17,004	17,004
Long-term loans receivable	40,155	35,280	Other retained earnings	955,893	899,214
Long-term prepaid expenses	31,962	26,339	Reserve for advanced depreciation of non-current assets	208	211
Other investments and other assets	1,481	1,480	General reserve	280,000	280,000
Allowance for doubtful accounts	(29)	(28)	Retained earnings brought forward	675,685	619,002
			Treasury stock	(59,345)	(59,339)
			Valuation and translation adjustments	1,904,172	2,203,291
			Valuation difference on available- for-sale securities	1,904,325	2,204,012
			Deferred gains or losses on hedges	(153)	(720)
Total assets	5,050,498	5,325,852	Total net assets	3,003,728	3,246,174
			Total liabilities and net assets	5,050,498	5,325,852

Non-consolidated Statement of Income

Unit: millions of yen
(Amounts less than 1 million yen are omitted)

Description	FY2023 (April 1, 2022 - March 31, 2023)	(Reference) FY2022 (April 1, 2021 - March 31, 2022)
Net sales	1,157,785	962,029
Cost of sales	988,528	815,615
Gross profit	169,256	146,413
Selling, general and administrative expenses	116,267	100,717
Operating income	52,989	45,696
Non-operating income	110,468	97,121
Interest and dividends income	103,871	90,108
Other non-operating income	6,597	7,012
Non-operating expenses	13,043	11,155
Interest expenses	3,368	3,951
Other non-operating expenses	9,674	7,203
Ordinary income	150,414	131,662
Extraordinary loss	20,751	-
Domestic certification-related loss	20,751	-
Income before income taxes	129,663	131,662
Income taxes - current	24,820	23,620
Income taxes - deferred	(7,722)	868
Net income	112,565	107,173

Non-consolidated Statement of Changes in Net Assets

(April 1, 2022 - March 31, 2023)

Unit: millions of yen

(Amounts less than 1 million yen are omitted)

	Shareholders' equity								
	Capital stock	Capital surplus			Legal retained earnings	Retained earnings			Total retained earnings
		Legal capital surplus	Other capital surplus	Total capital surplus		Other retained earnings			
					Reserve for advanced depreciation of non-current assets	General reserve	Retained earnings brought forward		
Balance as of March 31, 2022	80,462	101,766	3,773	105,540	17,004	211	280,000	619,002	916,218
Reversal of reserves						(3)		3	-
Dividends paid								(55,886)	(55,886)
Net income for the period								112,565	112,565
Repurchase of treasury stock									
Disposal of treasury stock			0	0					
Change to items other than shareholders' equity during accounting period									
Total changes of items during the period	-	-	0	0	-	(3)	-	56,682	56,679
Balance as of March 31, 2023	80,462	101,766	3,773	105,540	17,004	208	280,000	675,685	972,898

	Shareholders' equity		Valuation and translation adjustments			Total net assets
	Treasury stock	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Total valuation and translation adjustments	
Balance as of March 31, 2022	(59,339)	1,042,882	2,204,012	(720)	2,203,291	3,246,174
Reversal of reserves		-				-
Dividends paid		(55,886)				(55,886)
Net income for the period		112,565				112,565
Repurchase of treasury stock	(5)	(5)				(5)
Disposal of treasury stock	0	0				0
Change to items other than shareholders' equity during accounting period			(299,686)	567	(299,119)	(299,199)
Total changes of items during the period	(5)	56,673	(299,686)	567	(299,119)	(242,445)
Balance as of March 31, 2023	(59,345)	1,099,556	1,904,325	(153)	1,904,172	3,003,728

Notes to Non-consolidated Financial Statements

I. Notes to Significant Accounting Policies

1. Standards and methods of valuation of assets

(1) Marketable Securities

Stocks of subsidiaries and affiliates

Stated at cost using the moving-average method

Other securities

- Other than stocks etc. without market price

Stated at fair market value with unrealized gains and losses reported in a separate component of net assets. The cost of securities sold is calculated by the moving- average method.

- Stocks etc. without market price

Stated at cost using the moving-average method

(2) Inventories

Stated at cost determined by the moving-average method (the values on the non-consolidated balance sheet are calculated through the write-down method based on the deterioration of profitability).

2. Depreciation method for fixed assets

Property, plant and equipment

Declining-balance method

Intangible assets

Straight-line method

3. Method of accounting for deferred assets

As for bond issuance cost, full amount is treated as expenses at the time of payout.

4. Standards of accounting for reserves

(1) Allowance for doubtful accounts

The Company is applying the policy of providing an allowance for doubtful accounts in an amount sufficient to cover possible losses on collection by estimating individually uncollectible amounts and applying to the remaining accounts a percentage determined by certain factors such as historical collection experiences.

(2) Allowance for retirement benefits

The Company accrues an amount which is considered to be incurred in the period based on the estimated projected benefit obligations and estimated pension assets at the end of the year.

A. Method of attributing expected benefit to periods

The value of accrued benefit obligations is calculated using benefit formula standard.

B. Treatment of actuarial gains and losses and past service costs

Unrecognized past service costs are amortized by the straight-line method over the remaining average service period of the employees. Unrecognized actuarial gain or loss at the end of prior year is amortized by the straight-line method over the remaining average service period of the employees.

To provide for the retirement benefits for directors, an amount which is calculated at the end of the year as required by an internal policy describing the retirement benefits for directors and managing officers is accrued.

(3) Warranty provision

To provide for repair work free of charge for defects in specific products, costs that can be individually estimated as of the end of the fiscal year under review are recorded.

(4) Other domestic certification-related provision

To provide for losses that may arise from the suspension of shipments, including coverage for substitute lift trucks, redress for suppliers, etc., that may arise in connection with delays in the delivery of ordered lift trucks, costs that can be individually estimated as of the end of the fiscal year under review are recorded.

5. Standards of accounting for revenues and expenses

The Company recognizes revenue based on the following five-step model.

Step 1: Identify the contract with a customer

Step 2: Identify the performance obligations in the contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract

Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

The Company sells automotive-related products such as vehicles, engines, foundry parts for engines, car air-conditioning compressors, electronics components and batteries in the Automobile Business; lift trucks and warehouse trucks in the Materials Handling Equipment Business; and weaving machinery and spinning machinery in the Textile Machinery Business. For sales of such products, since the customer obtains control over the product when a customer accepts goods after inspection, and therefore the performance obligation is judged to have been satisfied, the Company normally recognizes revenue when a customer accepts goods after inspection. Revenue is measured at the amount of consideration promised in a contract with the customer, net of discounts, incentives to distributors and other items.

For maintenance contracts and other services that include construction contracts such as automated storage and retrieval systems, and logistics solutions, the Company recognizes revenue based on the progress of performance obligation. The progress level is mainly computed according to the ratio of cumulative cost incurred against the total amount of estimated cost.

Mainly in the Automobile Business, royalty income is generated by the licensee producing products, including licenses related to the Company's intellectual property. Royalty income is calculated based on the production volume of the licensee. It is recognized when the licensee uses the license related to the Company's intellectual property or when performance obligations, in which a part or all of the royalty based on the production volume is allocated, are satisfied, whichever is later.

6. Method of hedge accounting

Mainly the deferral method of hedge accounting is applied. In the case of foreign currency forward contracts, foreign currency option contracts and foreign currency swaps, the hedged items are translated at contracted forward rates if certain conditions are met.

As for the interest rate swap contracts, which meet the requirements of preferential accounting method, the preferential accounting method is applied.

In order to hedge the risk of changes in foreign exchange rates on transactions denominated in loans payable, bonds payable, receivable and payable, and forecasted transactions, and the risk of changes in interest rates on loans payable and bonds payable, the Company uses derivative instruments (foreign currency forwards contracts, foreign currency option contracts, foreign currency swaps and interest rate swaps) during the fiscal year under review.

7. Accounting treatment of retirement benefits

The accounting method of unrecognized actuarial gain and loss and past service cost are different from the consolidated financial statement.

II. Notes to Changes in Accounting Policies

Adoption of Accounting Standard for Fair Value Measurement

The Company started to apply the Implementation Guidance on Accounting Standard for Fair Value Measurement (ASBJ Guidance No. 31, June 17, 2021; hereinafter the "Fair Value Measurement Implementation Guidance") at the beginning of the fiscal year under review and decided to implement the new accounting policy stipulated in the Fair Value Measurement Implementation Guidance going forward. The application has no impact on the financial statements.

III. Notes to Accounting estimates

"Provisions," which were included in "accrued expenses" in "current liabilities" in the balance sheet of the previous fiscal year, are separately presented in the fiscal year under review, due to its increased materiality.

IV. Notes to Accounting estimates

1. Valuation of stocks of subsidiaries without market price
 - (1) Amount recognized for FY2023 466,971 million yen
 - (2) Information regarding contents of significant accounting estimates on identified items
If the actual price of any stocks of subsidiaries without market price declines more than approximately 50% compared with its acquisition cost due to the deterioration of financial conditions of an issuing company of the said subsidiary's stocks, the Company determines that the actual price has decreased significantly and recognizes an impairment loss at the end of a fiscal year, except when recovery within approximately 5 years is substantiated by sufficient evidence in business plans and other strategies.
If assumptions such as business plans fluctuate significantly due to changes in the business environment in the future, the recoverability may not be substantiated by sufficient evidence and impairment loss may be required.
2. Allowance for retirement benefits
 - (1) Amount recognized for FY2023 45,819 million yen
 - (2) Information regarding contents of significant accounting estimates on identified items
Method of calculating amount is as detailed in "I. Notes to Significant Accounting Policies 4. Standards of accounting for reserves (2) Allowance for retirement benefits".
Discount rate used for the calculation of the present value of the defined benefit obligation is 0.45%.
In cases where the discount rate fluctuates at the ratios indicated below, assuming there are no changes to other assumptions, the defined benefit obligation as of the end of the fiscal year would have been impacted as follows. While the sensitivity analysis assumes that there are no changes in other assumptions, it is possible that changes in other assumptions could impact the sensitivity analysis.

0.5% increase	(10,976) million yen
0.5% decrease	12,229 million yen
3. Warranty provision
 - (1) Amount recognized for FY2023 21,392 million yen
 - (2) Information regarding contents of significant accounting estimates on identified items
Method of calculating amount is as detailed in "I. Notes to the Basis for Preparation of Consolidated Financial Statements 7. Notes to accounting estimates (3) Warranty provision".
4. Other domestic certification-related provision
 - (1) Amount recognized for FY2023 11,079 million yen
 - (2) Information regarding contents of significant accounting estimates on identified items
Method of calculating amount is as detailed in "I. Notes to the Basis for Preparation of Consolidated Financial Statements 7. Notes to accounting estimates (4) Other domestic certification-related provision".

V. Notes to Non-consolidated Balance Sheet

1. Pledged assets, and assets pledged as collateral for secured debts
 - (1) Assets pledged as collateral

Investment securities	186,460 million yen
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 - (2) Secured debts

Other current liabilities	32,083 million yen
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2. Accumulated depreciation of property, plant and equipment 726,293 million yen
The accumulated depreciation includes accumulated impairment loss.
3. Guarantee liabilities
 - (1) Guarantee liabilities to financial institutions 280,189 million yen
 - (2) Guarantee liabilities from operating transactions 10,035 million yen
4. Export bills discounted 97 million yen
5. Monetary receivables from and payables to subsidiaries and affiliates
 - (1) Short-term monetary assets 167,657 million yen
 - (2) Long-term monetary assets 39,029 million yen
 - (3) Short-term monetary liabilities 164,832 million yen
 - (4) Long-term monetary liabilities 671 million yen

VI. Notes to Non-consolidated Statement of Income

1. Transactions with subsidiaries and affiliates	
(1) Net sales	774,081 million yen
(2) Net purchases	169,442 million yen
(3) Transactions other than operating transactions	79,007 million yen
2. Extraordinary loss	
(1) Increase of warranty provision	9,653 million yen
(2) Other domestic certification-related loss	11,098 million yen

VII. Notes to Non-consolidated Statement of Changes in Net Assets

Matters regarding the numbers of treasury stock

Class of stock	Number of shares as of the beginning of FY2023	Increase in the number of shares in FY2023	Decrease in the number of shares in FY2023	Number of shares as of the end of FY2023
Common stock	15,360,786 shares	764 shares	28 shares	15,361,522 shares

VIII. Notes to Tax Effect Accounting

The main contributing factors to the deferred tax assets incurred are allowance for retirement benefits and accrued expenses, exceeding provision limit for tax deductible expenses (amount of valuation reserve deducted), and the main contributing factor to the deferred tax liabilities incurred is net unrealized gains or losses on available-for-sale securities.

IX. Notes to Transactions with Affiliates

Parent company and major corporate shareholders

Unit: millions of yen

Class	Name	Owning (or owned) shares with voting rights	Contents of relationship	Contents of transaction	Amount of transactions	Description	Balance as of the end of FY2023
Other affiliate	Toyota Motor Corporation	(owned)	Sales of the Company's products and purchase of automobile parts and concurrent directors	Sales of Automobiles and engines etc. *1	419,107	Trade notes receivable	20,901
		24.7% (directly)				Accounts receivable	52,782
		0.0% (indirectly)		Purchase of parts of automobiles and engines etc. *2	29,244	Accounts payable	83,584

(Notes) Transaction price and determination policies etc.

*1 As for the sales of automobiles and engines etc., the Company offers prices on such products based on their overall costs, considering conditions on arm's-length transactions, and negotiates prices for each fiscal year.

Conditions other than the prices are determined based on arm's-length transactions.

*2 As for the purchase of parts of automobiles and engines etc., the Company negotiates prices for each fiscal year, considering offered prices on such products and conditions on arm's-length transactions.

Conditions other than the prices are determined based on arm's-length transactions.

Subsidiaries, affiliates to which the equity method applied and others

Unit: millions of yen

Class	Name	Owning (or owned) shares with voting rights	Contents of relationship	Contents of transaction	Amount of transactions	Description	Balance as of the end of FY2023
Subsidiary	Toyota Industries Commercial Finance, Inc.	Owning 100.0% (indirectly)	Guarantee of liability	Guarantee of liability for medium term note *1	177,461	—	—
Subsidiary	Toyota Industries Finance International AB	Owning 100.0% (indirectly)	Loan of funds and guarantee of liability	Guarantee of liability for medium term note and commercial paper *2	102,727	—	—

(Notes) Conditions of transactions and determination policies etc.

*1 Guarantee of liability provided to Toyota Industries Commercial Finance, Inc. is for Medium Term Note issued by them and the Company receives guarantee fees based on a fix rate.

The amounts of transactions are balances of guarantee of liability as of the end of FY2023.

*2 Guarantee of liability provided to Toyota Industries Finance International AB is for Medium Term Note and Commercial Paper issued by them and the Company receives guarantee fees based on a fix rate.

The amounts of transactions are balances of guarantee of liability as of the end of FY2023.

X. Notes to Per Share Information

1. Net assets per share	9,674.50 yen
2. Net income per share	362.56 yen

XI. Contingencies

As announced on May 21, 2021, due to the delay in obtaining the U.S. engine emissions certification for the engines installed in some models of forklifts sold in North America, the Company's subsidiary Toyota Material Handling, Inc. in Indiana, United States had suspended production and shipments of such models. On May 17, 2022, the Company has announced that it had obtained engine certification for its main models of small liquefied petroleum gas (LPG) forklifts and resumed shipments on May 12, 2022. Subsequently, the Company confirmed the excess over the domestic (Japanese) emissions regulation values due to aging degradation, and potential violation of regulations related to Japanese certification of emissions, of engines for forklifts for the Japanese market. Given these, March 17, 2023, Toyota Industries decided to suspend the shipping in Japan of forklifts equipped with two models of diesel engines and one model of gasoline engines, a total of three models, and made a report to the Japanese Ministry of Land, Infrastructure, Transport and Tourism (MLIT), the Japanese Ministry of the Environment, and the Japanese Ministry of Economy, Trade and Industry. Of them, two types of diesel engines and lift trucks powered by these engines were subject to an administrative action imposed by the MLIT on April 26, 2023, and the designation and certification of the said types of engines were cancelled. The issue of the certification of engines for markets in North America and Japan is currently subject to ongoing investigation as well as discussion with relevant parties. Currently, it is difficult to make a reasonable estimate of the impact of the matter on the Company's non-consolidated financial statements, except for the amount of impact already identified.

Accounting Auditor's report on the Non-consolidated Financial Statements (duplicated copy)

Independent Auditor's Report
(English Translation)

May 8, 2023

To the Board of Directors of Toyota Industries Corporation

PricewaterhouseCoopers Aarata LLC
Nagoya office

Kosaku Kawahara, CPA
Designated limited liability Partner
Engagement Partner

Masahide Kobayashi, CPA
Designated limited liability Partner
Engagement Partner

Opinion

We have audited, pursuant to Article 436 (2) (i) of the Companies Act of Japan, the accompanying financial statements, which comprise the balance sheet, profit and loss statement, statement of changes in net assets and notes to the financial statements, and the supplementary schedules of Toyota Industries Corporation (hereinafter referred to as the "Company") for the 145th fiscal year from April 1, 2022 to March 31, 2023.

In our opinion, the financial statements and the supplementary schedules referred to above present fairly, in all material respects, the financial position and its financial performance for the period covered by the financial statements and the supplementary schedules in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements and the Supplementary Schedules section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements and the supplementary schedules in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The other information includes the business report and its supplementary details. It is the management's responsibility to create and disclose the other information. The responsibilities of the Audit & Supervisory Board Members and the Audit & Supervisory Board lie in monitoring the directors' performance of their duties in the development and operation of the reporting process of the other information.

The subject of the audit opinion on the financial statements does not include the other information, and we do not express an opinion on the other information.

Our responsibilities in auditing financial statements are to read through the other information to consider whether there are any major discrepancies between the other information and financial statements or the knowledge that we acquire in the process of the audit, and to pay attention to any signs of material errors in the other information besides those major discrepancies.

We are required to report the facts when we determine that there is a material error in the other information based on the conducted procedure. There are no matters to be reported regarding the other information.

Responsibilities of Management, Audit & Supervisory Board Members and Audit & Supervisory Board for the Financial Statements and the Supplementary Schedules

Management is responsible for the preparation and fair presentation of the financial statements and the supplementary schedules in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of the financial statements and the supplementary schedules that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the supplementary schedules, management is responsible for assessing the Company's ability to continue as a going concern and disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Audit & Supervisory Board Members and Audit & Supervisory Board are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements and the Supplementary Schedules

Our objectives are to obtain reasonable assurance about whether the financial statements and the supplementary schedules as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and the supplementary schedules.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and the supplementary schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the purpose of the financial statement audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the supplementary schedules or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures of the financial statements and the supplementary schedules are in accordance with accounting principles generally accepted in Japan, the overall presentation, structure and content of the financial statements and the supplementary schedules, including the disclosures, and whether the financial statements and the supplementary schedules represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with Audit & Supervisory Board Members and Audit & Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit & Supervisory Board Members and Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Audit Report

(English Translation)

The Audit & Supervisory Board, following deliberations on the reports made by each Audit & Supervisory Board member concerning the audit of execution of duties by Members of the Board of the Company for the 145th fiscal year from April 1, 2022 to March 31, 2023, has prepared this Audit Report and hereby submit it as follows:

1. Summary of Auditing Methods by Audit & Supervisory Board members and Audit & Supervisory Board
 - (1) The Audit & Supervisory Board established the auditing policies and plans, received reports and explanations regarding the status of audits and the results thereof from each Audit & Supervisory Board member, as well as reports and explanations regarding the status of the execution of duties from the Members of the Board and Accounting Auditor, and requested explanation as necessary.
 - (2) In accordance with the auditing policies and plans determined by the Audit & Supervisory Board, each Audit & Supervisory Board Member communicated with the Members of the Board and employees in charge of internal auditing and other duties of the Company, made their best efforts to collect information and improve the auditing environment, and conducted an audit in the following way.
 1. Each Audit & Supervisory Board Member attended the Board of Directors' meetings and other important meetings to receive reports regarding the execution of duties from Members of the Board and employees and requested explanations as necessary. Each Audit & Supervisory Board Member inspected the approved documents and examined the status of operations and conditions of assets at its head office and principal offices. Audit & Supervisory Board Members also received from subsidiaries their business reports as necessary through communication and information sharing with their Members of the Board and Audit & Supervisory Board Members.
 2. Each Audit & Supervisory Board Member received status reports from Members of the Board, employees of the internal control department and other employees on a regular basis about the resolutions adopted by the Board of Directors as to establishing the system set forth in Paragraph 4, Item 6 of Article 362 of the Companies Act as well as Paragraphs 1 and 3 of Article 362 of the Companies Act, and the status of such system (Internal Control System) established in accordance with the resolution of the Board of Directors and requested explanations as necessary.
 3. The Audit & Supervisory Board Members monitored and verified whether the Accounting Auditor maintained independence and conducted the audits appropriately, received reports and explanations regarding the status of the execution of duties from the Accounting Auditor and requested explanations as necessary. The Audit & Supervisory Board Members were also informed by the Accounting Auditor of its arrangements, as appropriate, under the Article 131 of the Ordinance for Corporate Accounting with respect to standards for quality control of audit work and requested explanations as necessary.

In accordance with the procedures mentioned above, the Audit & Supervisory Board Members reviewed the business reports and supplementary schedules, the non-consolidated financial statements (non-consolidated balance sheet, the non-consolidated statement of income, the non-consolidated statement of changes in net assets and notes to non-consolidated financial statements) and the supplementary schedules thereof, and the consolidated financial statements (consolidated statement of financial position, consolidated statements of profit or loss, consolidated statements of changes in equity and the notes to the consolidated financial statements) for the fiscal year under review.

2. Results of Audit

(1) Results of Audit of Business Report and Other Relevant Documents

1. In our opinion, the business report and the supplementary schedules are in accordance with the related laws and regulations and Articles of Incorporation, and fairly represent the Company's condition.

2. With regard to the execution of duties by the Directors, a special investigation committee comprising outside experts independent of the Company has been established in response to the statutory violation identified in engines for lift trucks, as stated in the business report, and the committee is working to clarify the content of the subject matter and to conduct an analysis of the root cause. The Audit & Supervisory Board will monitor the results of investigations in the future.

Excluding the above, the Audit & Supervisory Board has found no wrongdoing in relation to the Directors' execution of their duties or significant facts violating laws, regulations or the Articles of Incorporation.

3. In our opinion, resolutions of the meetings of the Board of Directors regarding the internal control system are fair and reasonable. Given the fact that the statutory violation in relation to certification could not be prevented, however, the Audit & Supervisory Board will monitor the results of the tasks entrusted to the special investigation committee, including the clarification of the content of the subject matter, root cause analysis and the provision of instructions on measures to prevent a recurrence based on the foregoing, as well as the overall response of the committee to the matter.

(2) Results of Audit of Non-consolidated Financial Statements and Supplementary Schedules

In our opinion, the methods and results employed and rendered by PricewaterhouseCoopers Aarata LLC, are fair and reasonable.

(3) Results of Audit of Consolidated Financial Statements

In our opinion, the methods and results employed and rendered by PricewaterhouseCoopers Aarata LLC, are fair and reasonable.

May 10, 2023

Audit & Supervisory Board, Toyota Industries Corporation

Full-Time Audit & Supervisory Board Member
Full-Time Audit & Supervisory Board Member

Toru Inagawa
Toru Watanabe

Outside Audit & Supervisory Board Member
Outside Audit & Supervisory Board Member

Akihisa Mizuno
Masanao Tomozoe