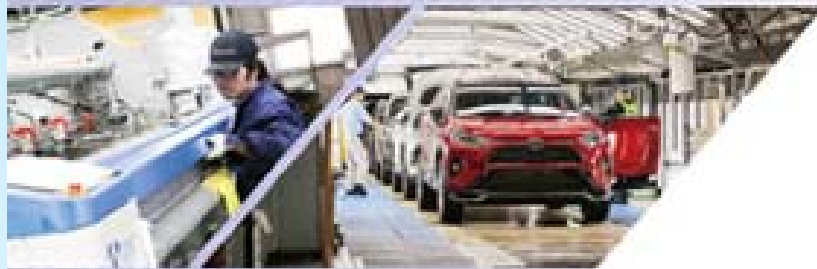


FY2022 2nd Quarter Financial Results

November 1, 2021



I. Financial Summary

1. Points of financial results

2. Financial results for FY2022 2Q

3. Financial forecast for FY2022

Points of Financial Results for FY2022 2Q

1. YoY increase in net sales and profits despite the shortage of parts supply and operation adjustments due to automakers' production cut.
2. The full-year forecast remains unchanged, taking into account the situations such as sales units, exchange rates and raw material prices in each business.
3. Year end dividends is planned at ¥90, annually at ¥170.

Performance <FY2022 2Q>

(Billion yen)

	FY2021 2Q	FY2022 2Q	Change	
Net sales	957.0	1,260.8	303.8	31.7%
Operating profit	30.2	94.3	64.1	212.5%
Profit before income taxes	65.2	137.8	72.6	111.3%
Profit attributable to owners of the parent	48.1	103.3	55.2	114.9%
Earnings per share	¥154.95	¥332.99	¥178.04	-
Dividends per share	¥70	¥80	¥10	-
¥/US\$	¥107	¥110	¥3	-
¥/Euro	¥121	¥131	¥10	-

- Both net sales and profits are increased YoY by sales expansion in both the Automobile and Material Handling Equipment businesses despite the shortage of parts supply and operation adjustments due to automakers' production cut.

Segment Information <FY2022 2Q>

Net sales [Operating profit]

(Billion yen)

Unit sales

(Thousand units)

	FY2021 2Q	FY2022 2Q	Change	
Vehicle	41.2	42.1	0.9	2.1%
Engine	57.8	112.4	54.6	94.2%
Car Air-Conditioning Compressor	125.4	166.5	41.1	32.7%
Electronics parts and others	25.2	39.2	14.0	55.6%
Automobile	249.8 [(17.5)]	360.3 [14.8]	110.5 [32.3]	44.2%
Materials Handling Equipment	662.9 [47.0]	843.7 [73.5]	180.8 [26.5]	27.3%
Textile Machinery	17.8 [(1.1)]	30.3 [2.3]	12.5 [3.4]	69.6%
Others	26.3 [1.7]	26.4 [3.6]	0.1 [1.9]	0.4%
Total	957.0 [30.2]	1,260.8 [94.3]	303.8 [64.1]	31.7%

	FY2021 2Q	FY2022 2Q	Change
Vehicle (RAV4)	147	156	9
Diesel	141	196	55
Gasoline	191	184	(7)
Engine	332	380	48
Car Air-Conditioning Compressor	11,590	13,840	2,250
Materials Handling Equipment	118	135	17
Air-jet loom	1.9	2.9	1.0

Vehicle :Unit sales of RAV4 increased both in Japan and outside Japan.

Engine :Unit sales of GD diesel engines mainly increased.

Car Air-Conditioning Compressor :Unit sales increased in such regions as North America and Europe.

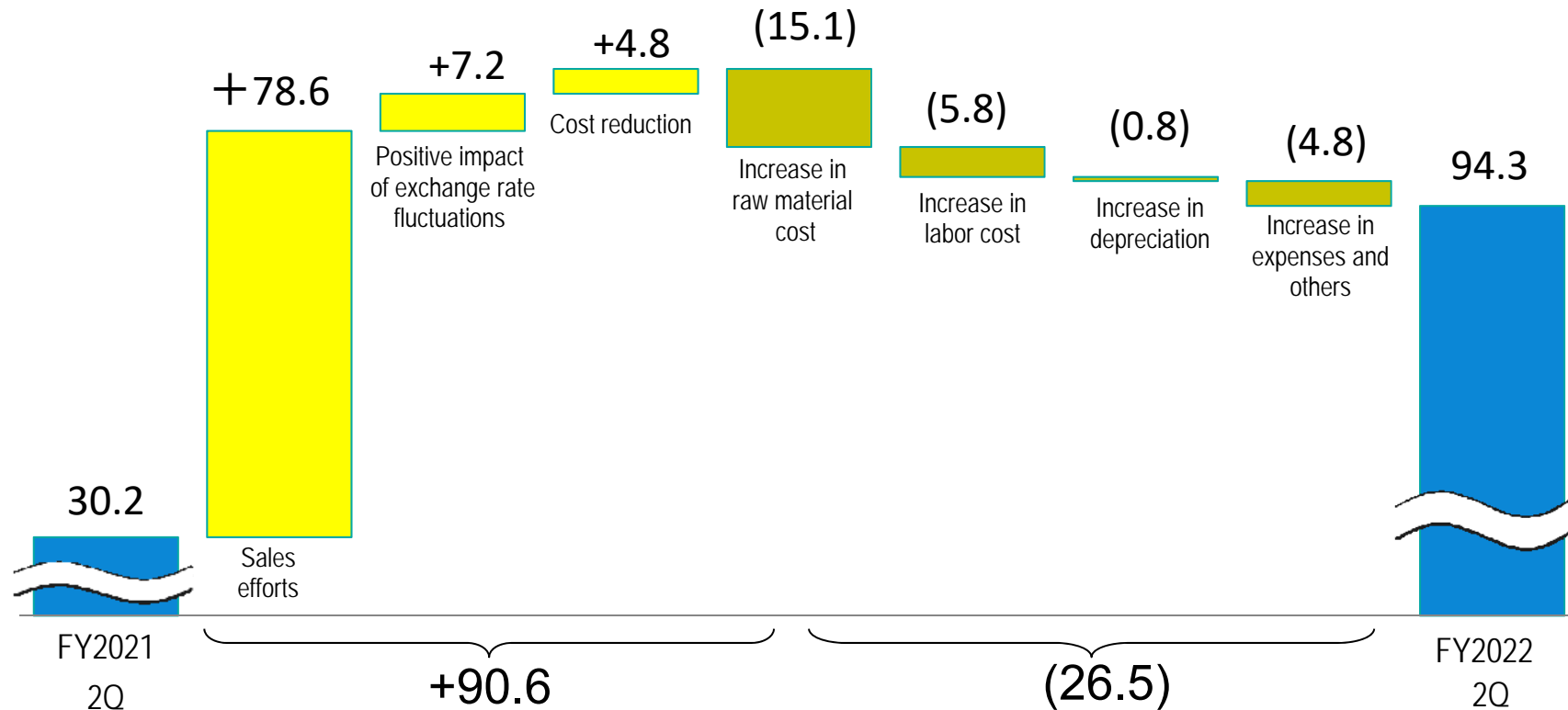
Materials Handling Equipment :Net sales of both lift trucks and logistics solutions increased.

Changes in Operating Profit

Year-on-year comparison (FY2021 2Q and FY2022 2Q)

Operating profit ¥64.1 billion increase (¥30.2 to ¥94.3 billion)

(Billion yen)



- OP increase YoY mainly due to sales efforts, despite increases in raw materials and labor costs.

Performance <FY2022 2Q>

(Billion yen)

	FY2021 2Q	FY2022 2Q	Change	
Investments in tangible assets	59.0	61.1	2.1	3.6%
Depreciation	45.7	46.6	0.9	2.1%

- Overall investments intangible assets increased mainly due to increase of those in Car Air-Conditioning Compressor and Material Handling Equipment businesses.

Performance <FY2021 2Q>

(Billion yen)

	As of March 31, 2021	As of September 30, 2021	Change	
Total assets	6,503.9	6,917.2	413.3	6.4%
Total equity	3,322.5	3,659.3	336.8	10.1%
Ratio of share of equity attributable to owners of the parent	49.8%	51.6%	-	-
Consolidated subsidiaries	256	260	-	-

- Total assets increased due to an increase in market value of investment securities and others.

Performance <FY2021 Forecast>

Overall, the full-year forecast remains unchanged from the previous forecast, as the weaker yen and the strong performance of the value chain in Material Handling Equipment business contributes to the increase in profit, despite the impact of parts supply shortages, automakers' production cut, and higher raw material prices.

(Billion yen)

	FY2021	FY2022	Change		Previous Forecast
Net sales	2,118.3	2,600.0	481.7	22.7%	Unchanged
Operating profit	118.1	150.0	31.9	26.9%	”
Profit before income taxes	184.0	225.0	41.0	22.3%	”
Profit attributable to owners of the present	136.7	165.0	28.3	20.7%	”
Earnings per share	¥440.28	¥531.43	¥91.15	-	”
Cash dividends per share	¥150	¥170	¥20	-	”
Payout ratio	34.1%	32.0%	-	-	”
¥/US\$	¥106	¥110	¥4	-	¥106
¥/Euro	¥124	¥130	¥6	-	¥127

Segment Information <FY2022 Forecast>

Net sales [Operating profit]

(Billion yen)

	FY2021	FY2022	Change		Previous Forecast
Vehicle	88.3	93.0	4.7	5.2%	95.0
Engine	139.9	263.0	123.1	87.9%	270.0
Car Air-Conditioning Compressor	301.6	337.0	35.4	11.7%	355.0
Electronics parts, Foundry and others	61.6	90.0	28.4	45.9%	100.0
Automobile	591.6 [4.7]	783.0	191.4	32.3%	820.0
Materials Handling Equipment	1,431.4 [109.9]	1,710.0	278.6	19.5%	1,680.0
Textile Machinery	40.8 [(1.1)]	57.0	16.2	39.5%	50.0
Others	54.3 [4.4]	50.0	(4.3)	(8.0%)	50.0
Total	2,118.3 [118.1]	2,600.0 [150.0]	481.7 [31.9]	22.7%	2,600.0 [150.0]

Segment Information <FY2022 Forecast>

Unit sales

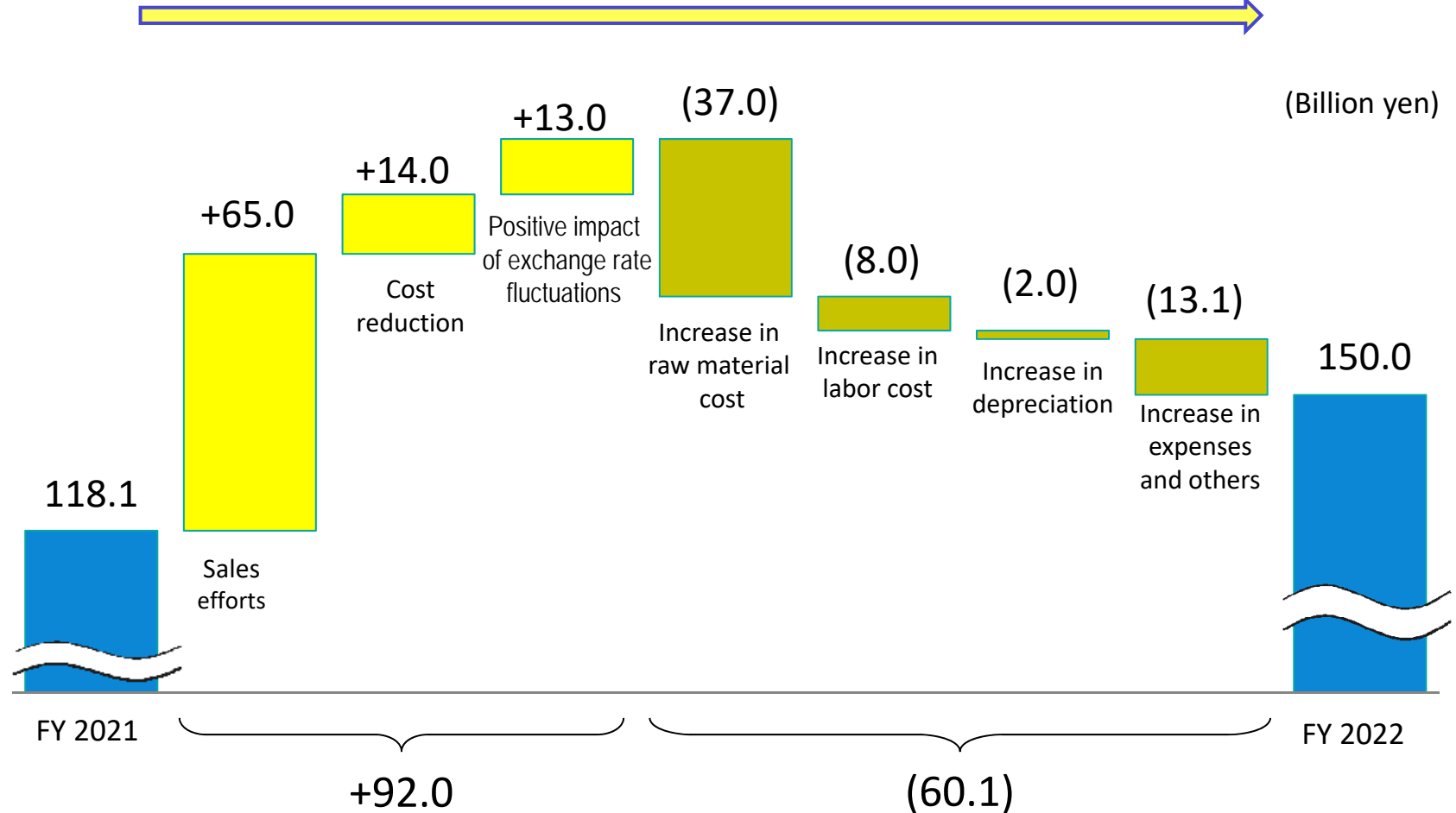
(Thousand units)

	FY2021	FY2022	Change	Previous Forecast
Vehicle (RAV4)	323	330	7	337
Diesel	362	439	77	431
Gasoline	403	401	(2)	431
Engine	765	840	75	862
Car Air-Conditioning Compressor	27,510	28,840	1,330	31,600
Materials Handling Equipment	250	296	46	309
Air-jet loom	4.7	7.0	2.3	5.9

Changes in Operating Profit

Year-on-year comparison (FY2021 full year and FY2022 full year forecast)

Operating profit: ¥31.9 billion increase (from ¥118.1 billion to ¥150.0 billion)



Performance <FY2022 Forecast>

(Billion yen)

	FY2021	FY2022	Change	
Investments in tangible assets	113.3	140.0	26.7	23.5%
Depreciation	91.0	93.0	2.0	2.1%

II. Our Business Initiatives

Impact of supply chain disruption

Semiconductor shortage and lockdown in Southeast Asia

■ Impact on our parts procurement and response

- **Production has been continuing**, but production adjustments have been made for some products such as forklifts and compressors due to parts and supply shortages
- **Focus on ensuring the stable procurement of necessary parts** by continuing to take measures such as **accelerating delivery** and **adopting alternative products with design changes**
- Considering **medium- to long-term frame negotiations** with semiconductor manufacturers and **securing BCP inventories**

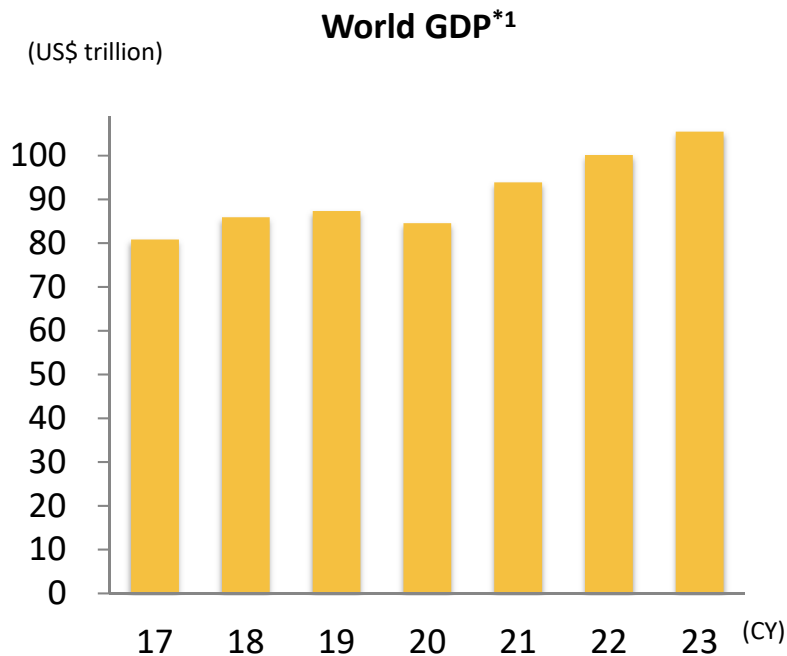
■ Impact of reduced production by automakers

- Consider **working day adjustments** and **recovery measures within the fiscal year** in the vehicle, engine, compressor, car electronics, and battery businesses
- **Parts supply risks continues**

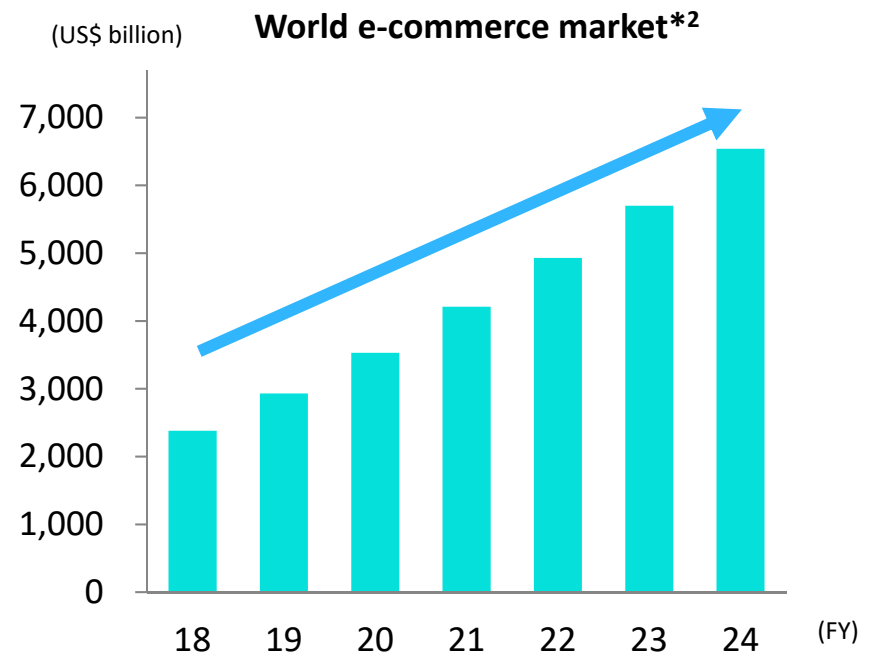
Materials Handling Equipment

1. Business Environment

- **Gradual recovery of global economy** along with progress of vaccination
 - Further increase of **e-commerce**
 - **Social distancing** being taken root
 - **Labor cost increase** centered on emerging markets
- Increasing needs for **manpower saving** and **automation**



*1: IMF, World Economic Outlook, April 2021
(Forecast for 21, 22, and 23)



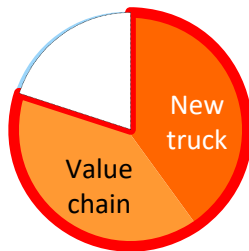
*2: Produced by Toyota Industries based on "International Economic Research Project (Market Research on Electronic Commerce) Report on Construction of Integrated Economic Growth Strategy Inside and Outside in the first year of Reiwa", Japan's Ministry of Economy, Trade and Industry (2020)

Materials Handling Equipment

2. Sales and Forecast

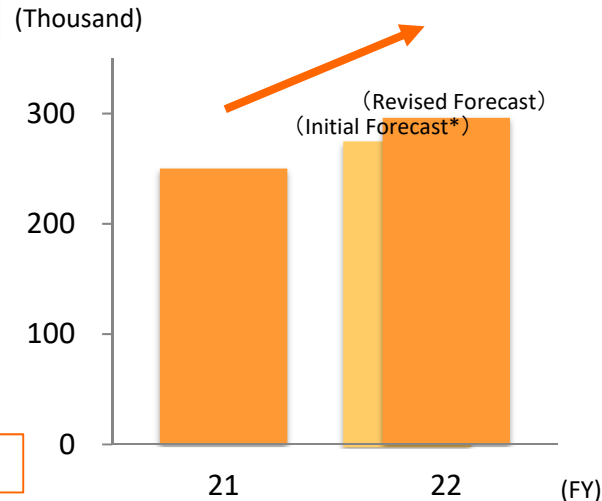
Lift truck

Net sales breakdown



Approx. 80%

Unit sales of lift trucks



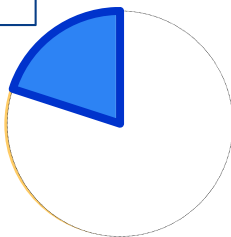
- **Recovery of demand** along with **resumption of economic activities** mainly in developed countries
- **Increase by expansion of e-commerce**

* Adjusted for impact of suspension of shipment in North America

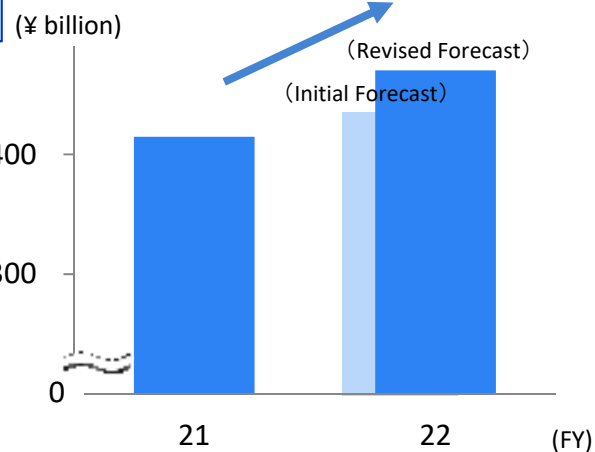
Logistics solutions

Net sales breakdown

Approx. 20%



Order intake of logistics solutions



- **Strong order intake** with increasing needs for **automation** and **manpower saving**
- **Significant order increase** especially in retail and **e-commerce operators**

Materials Handling Equipment

3. Major Activities for Automation

■ Contribution to manpower saving needs through AI-equipped autonomous driving forklifts

- Conducted a demonstration project * to **improve the efficiency and energy saving of the entire supply chain** by realizing **planned and efficient truck operation** between shippers

*Joint project with Daiwa House Industry, AEON GLOBAL SCM, Kao Corporation, and Hitachi Transport System



AI-equipped autonomous driving forklift

Aim for realizing practical use of AI-equipped autonomous driving forklifts to automate loading and unloading of trucks

Materials Handling Equipment

4. Major Activities for Popularize Hydrogen

■ Products equipped with Fuel Cell (FC)



The same cells as used in the Toyota Mirai FCEV (Supplied by TMC)

FC tow tractor



FC forklift truck

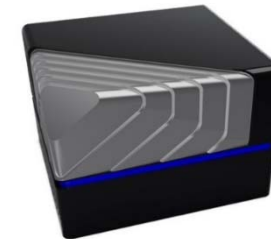


FC unit
(In-house production)

■ Small FC Module

- To realize a hydrogen society, **infrastructure development** and **FC module dissemination** are necessary

- **Newly developed a highly-versatile small FC module** by packaging FC system related parts
⇒ Aiming for utilization in **small mobility** and **stationary generators**



FC module appearance

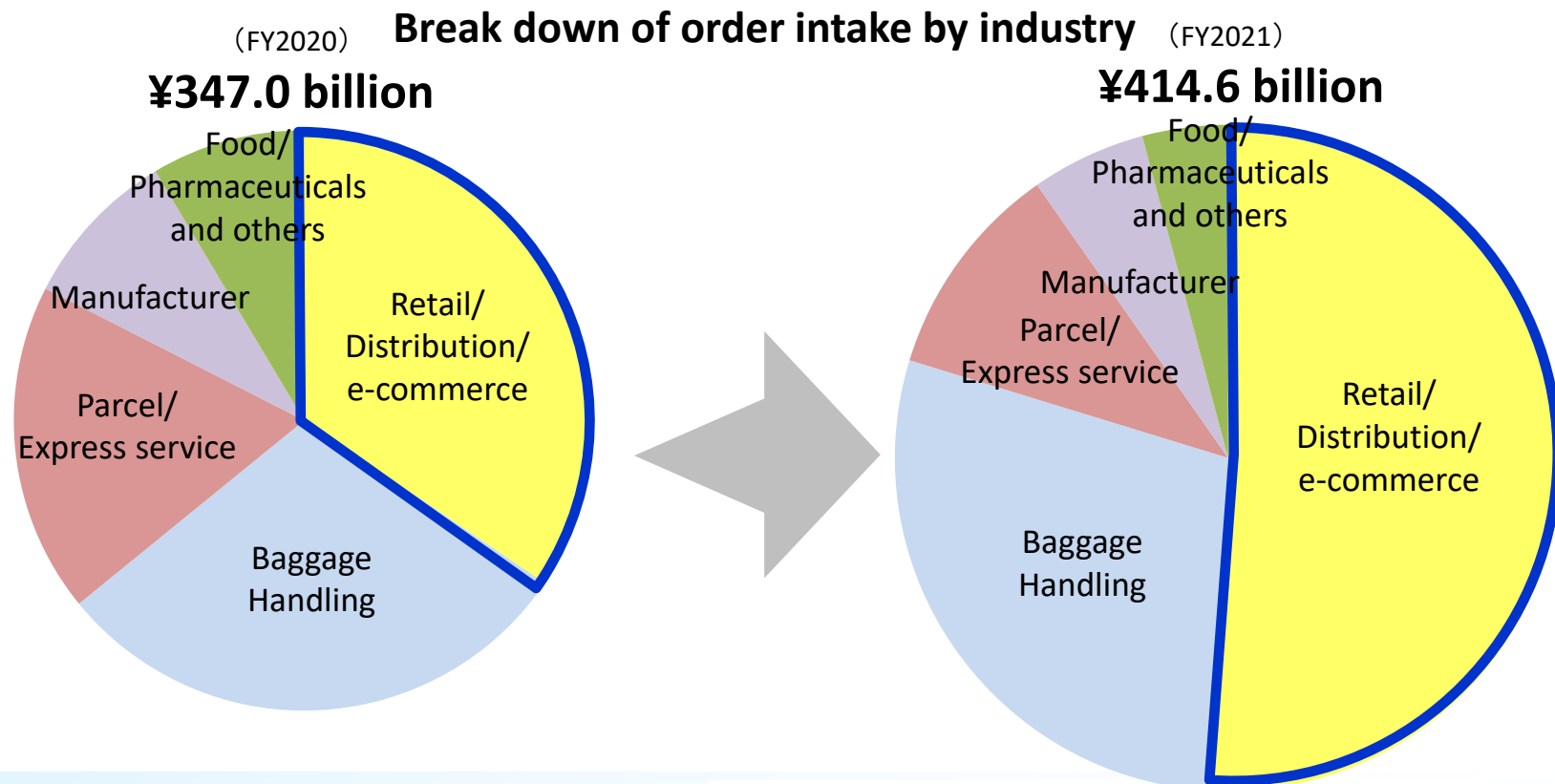
Contribute to the realization of a hydrogen society

Materials Handling Equipment

5. Major Activities for Logistics Solution Business (1/3)

■ Diverse customer industry composition

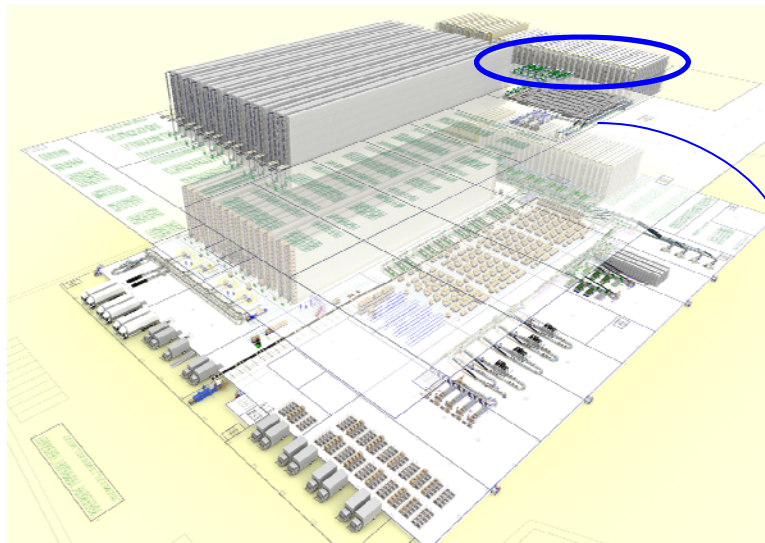
- **Well diverse sales composition** such as e-commerce, baggage handling system, parcel and manufacturer
- **Significant increase** especially in **retail/distribution/e-commerce**



5. Major Activities for Logistics Solution Business (2/3)

■ Collaboration between Vanderlande and TICO

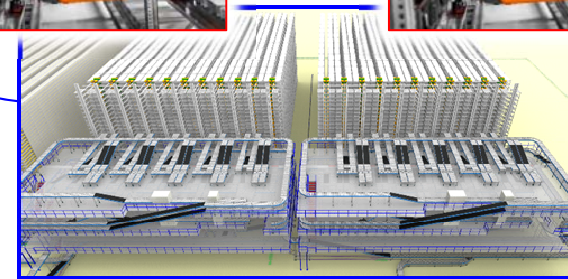
- Received an order for a **distribution center construction project** for a major domestic medical-related products operator
- Introduced ADAPTO, a high-speed storage and picking system developed by **Vanderlande**, for **the first time in Japan**



ADAPTO①
100 shuttles



ADAPTO②
100 shuttles



5. Major Activities for Logistics Solution Business (3/3)

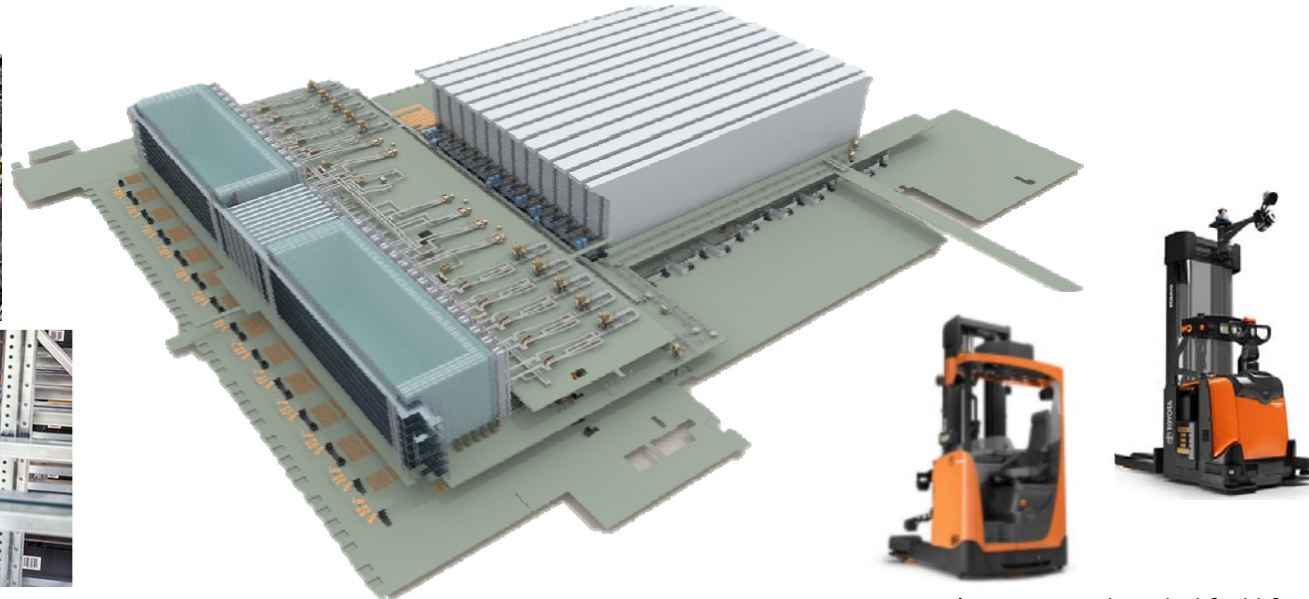
■ Collaboration between Vanderlande and TMHE*

*Toyota Material Handling Europe AB, European headquarters for materials handling equipment business

- **Vanderlande and TMHE collaborated to receive orders for a large distribution center** of major supermarket chains
- Vanderlande supplies **logistics systems and equipment** while TMHE supplies **automated guided forklifts**



Vanderlande's logistics systems and equipment



TMHE's automated guided forklifts

Materials Handling Equipment

Shipment suspension of some models of engine-powered lift trucks in the United States

- Some models of engine-powered lift trucks manufactured at the US plant
- Suspension of shipment from this January and suspension of production from this June due to delays in obtaining U.S. engine emissions certification

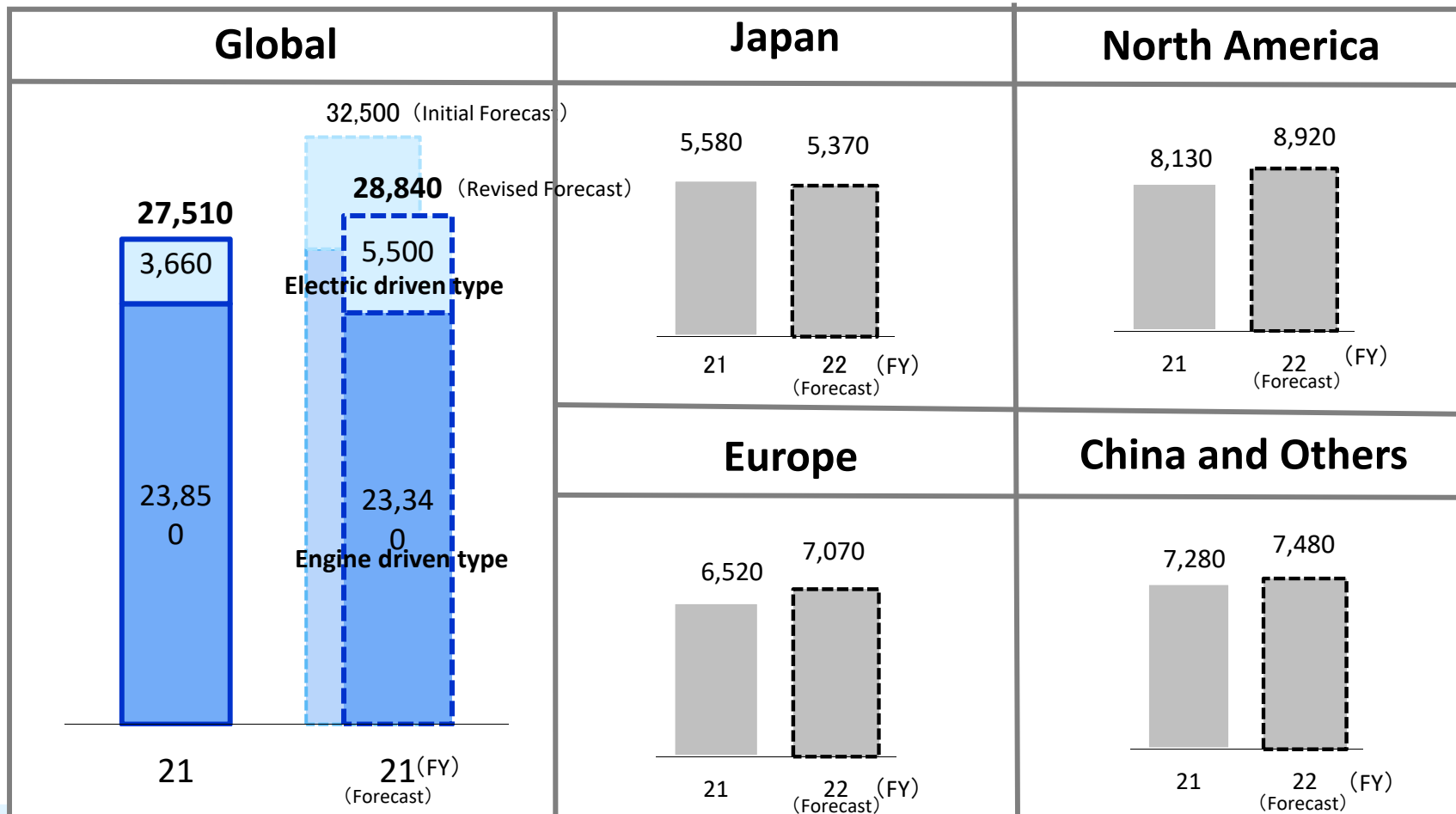
- **Continued discussions with authorities**
- **Aim to resume shipping through a sincere response to the authorities**
- **Disclose relevant information promptly if any matters requiring disclosure arise**

Car Air-Conditioning Compressor

1. Our Compressor Sales and Forecast

- Full-year sales forecast **revised downward** due to **automaker production cuts**
- Engine driven types remain on par with previous year, while **electric driven type increased**

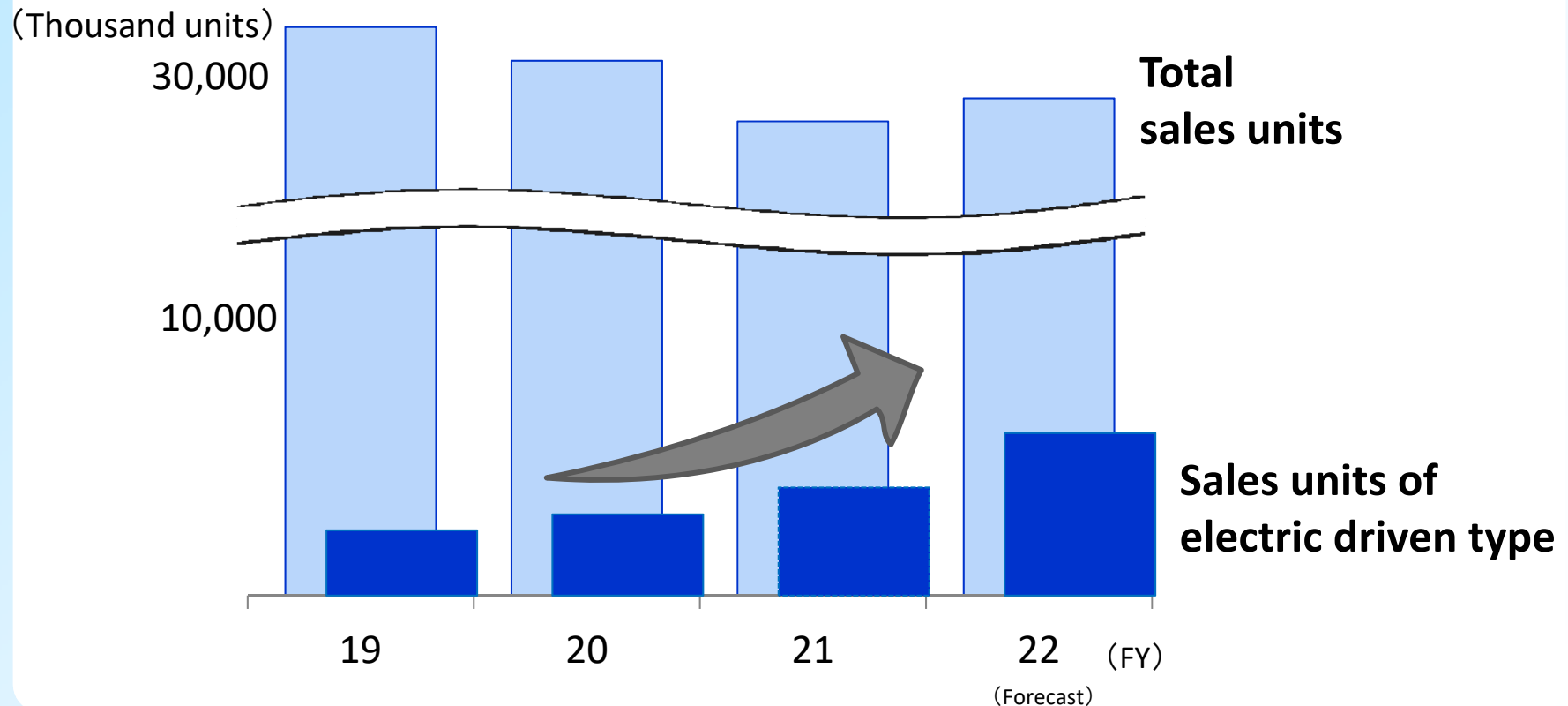
(Thousand units)



Car Air-Conditioning Compressor

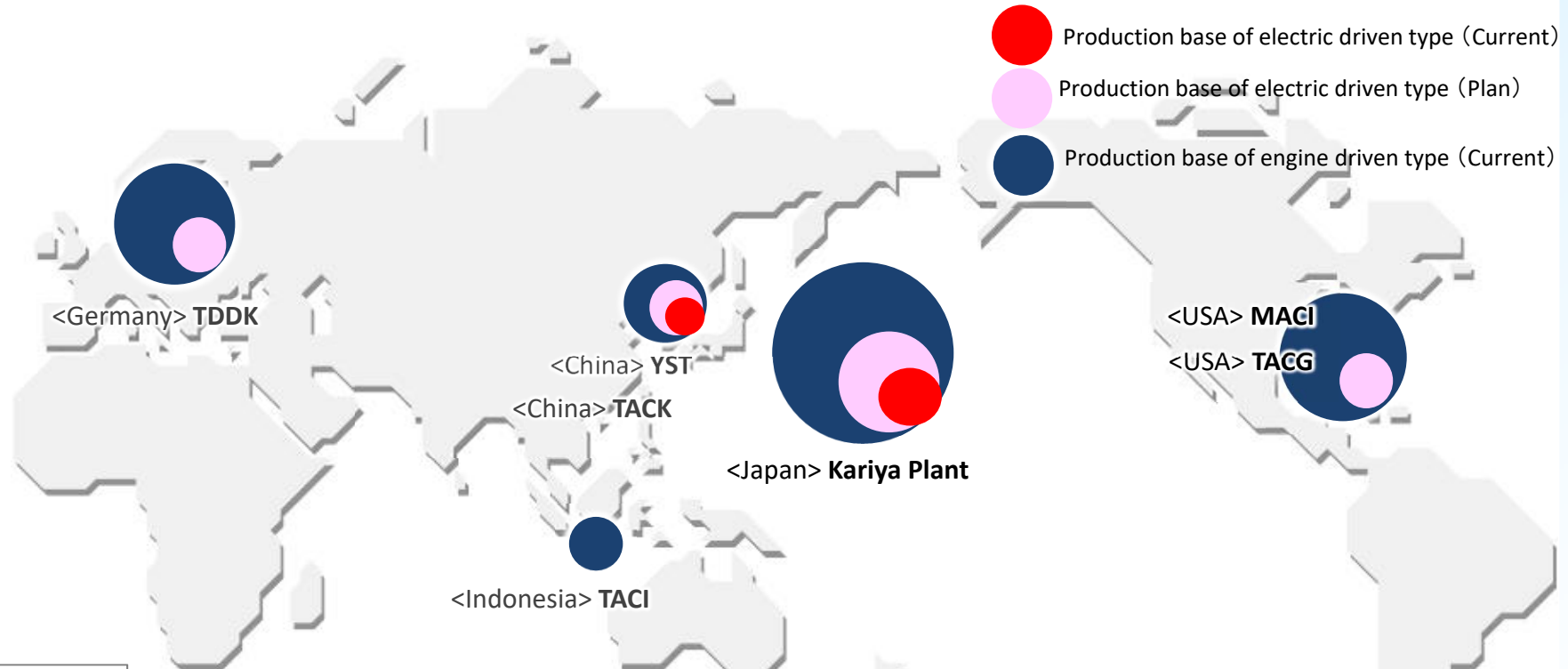
2. Expansion of electric driven type

- Automakers are **accelerating the shift to electrification** in response to rising carbon-neutral momentum and tightening environmental regulations in each country
- **Sales** of our electric driven type **expanded** due to orders from automakers around the world



Car Air-Conditioning Compressor

3. Response to the rapid increase in the production volume of electric type



Japan

- **Strengthen production structure** at Kariya Plant and affiliated companies
- **Started construction of new core parts** production line at Higashiura Plant

China

- YST started production of electric driven type in June 2021, **further capacity expansion is planned**

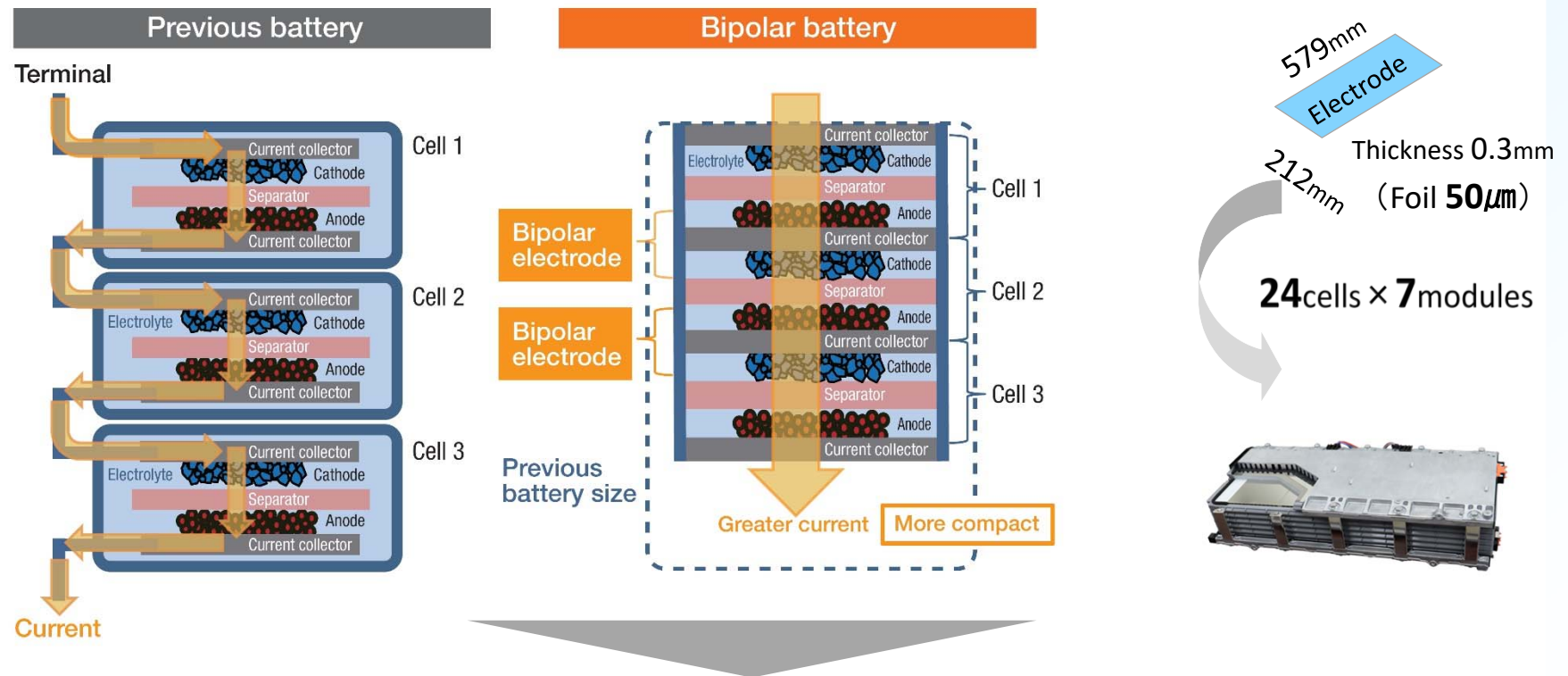
Europe and USA

- **Considering production in Europe and USA** as well in line with future order trends

Battery

1. Overview of the Bipolar Nickel-Metal Hydride Battery

- Achieves **compactness and high output** with **innovatively structured** cell
- **Large current** by reducing the resistance inside the battery due to a wide energizing area and the **simple structure**



Achieves about twice the output of previous battery

Battery

2. Establishment of Battery Production Structures

- **Started production** of batteries for the new Aqua at the Kyowa Plant
- Build a **new production line** at the Ishihama Plant in FY 2023 to support the expansion of on-board vehicle models



Ishihama Plant
(Under construction)

Our Products that support the New Aqua

Contributes to Comfortable Interior Space and Powerful Driving

▪ Electric Compressor



▪ DC-AC Inverter



▪ PCU Case

▪ Reactor

▪ DC-DC Converter



▪ Bipolar Nickel-Metal Hydride Battery



▪ Rear Inverter



Engine

Contributes to the running performance, fuel efficiency, and quietness of the new Land Cruiser



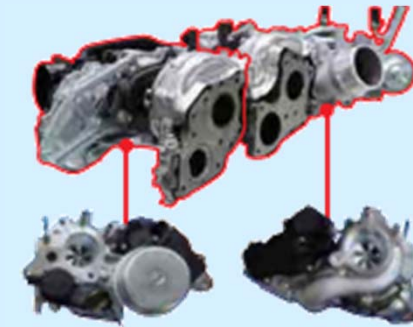
Our newly developed F33 Diesel Engine



LAND CRUISER 300
(Launched in August, 2021)

Features of the New V6 Diesel Engine

- A parallel sequential turbo that operates according to the displacement achieves **both low fuel consumption and output performance**, and also **improves acceleration response**



Parallel sequential turbo

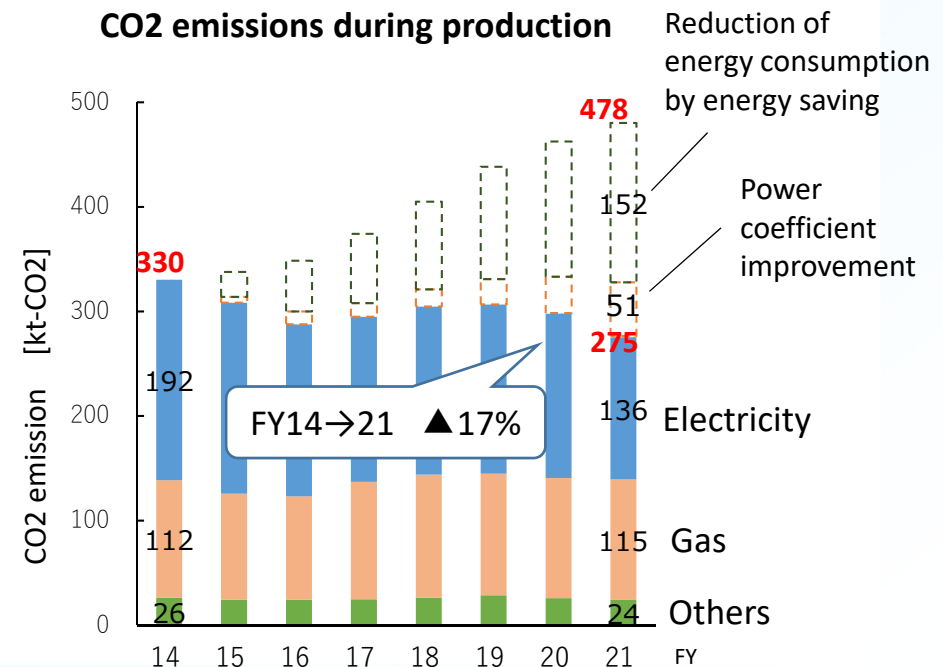
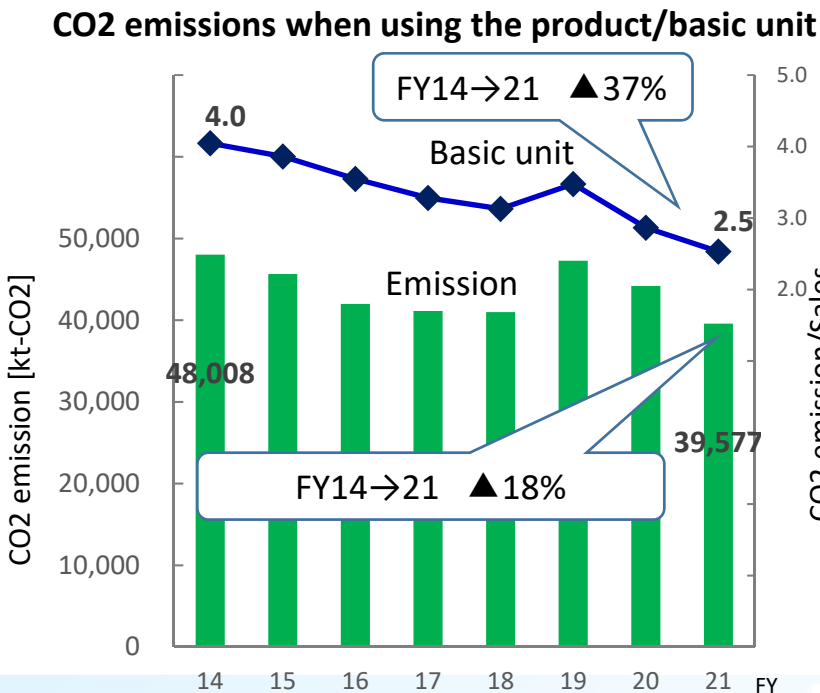
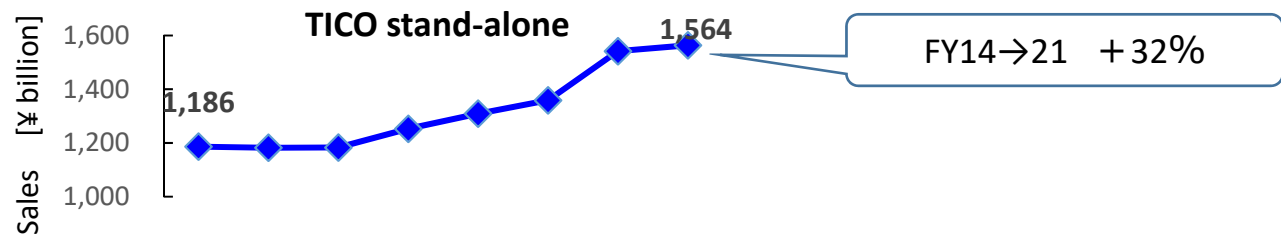
- **By reducing the number of cylinders** from 8 to 6, the **mass is reduced** and it contributes to **improving the mobility** of new vehicles
- The world's first use of diesel engine combustion technology in automobiles, which was developed by our company, achieving **both environmental performance and noise reduction**

III. Carbon Neutrality Initiatives

Environment

1. Looking back on CO2 reduction activities

- Reduce CO2 emissions through **environment-friendly product development**
- In FY2021, **sales increased by 30%** while **emissions reduced by 20%** compared to FY2014



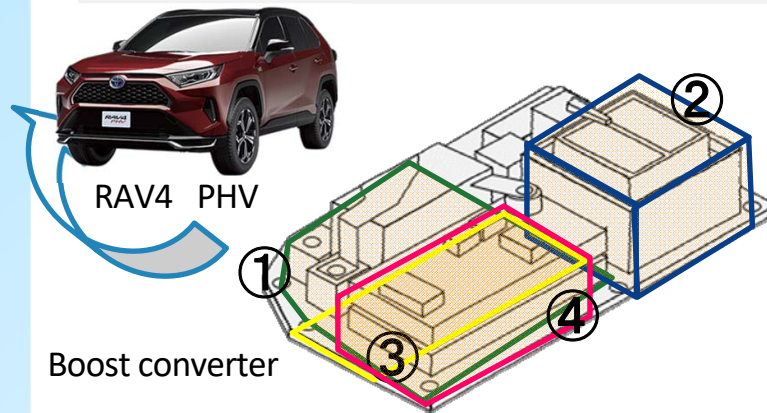
Environment

2. Creation of energy-saving line

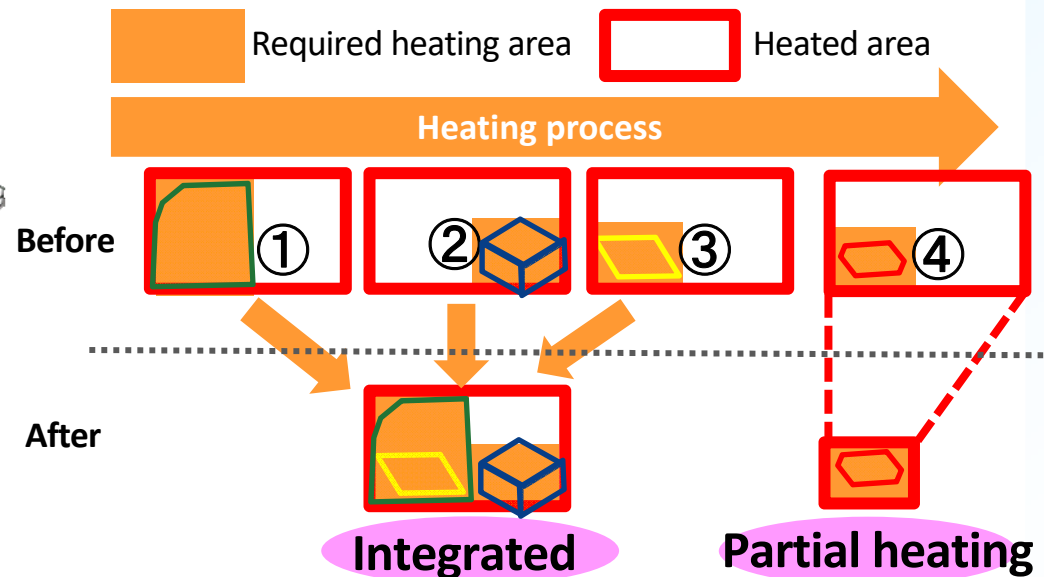
by synchronized development of products and processes

■ 72% reduction in CO2 emissions with boost converter line for RAV4 PHV

- Product design and process design are carried out at the same time, integrating the heating process, and introducing the partial heating method



Discovered commonalities in the properties of the materials required for heating



Standardize process design methods that include not only productivity, quality, and cost but also energy saving perspectives to reduce CO2 emissions in the entire plant

Environment

3. Recent changes in social trends for climate change issues

USA

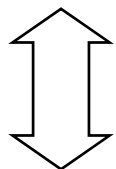
- Achieve carbon neutrality in 2050
- CO2 reduction target 50-52% in 2030

Rapid changes since the start of the Biden administration in November 2020

Europe

- Achieve carbon neutrality in 2050
- CO2 reduction target 55% in 2030

Consideration of institutionalization of border carbon tax (Home industry protection)



Conflict of initiative

Japan

- Carbon neutrality in 2050
- CO2 reduction target 26% → 46% in 2030

⇒ **Declared carbon neutrality, drastically raised the target**

China

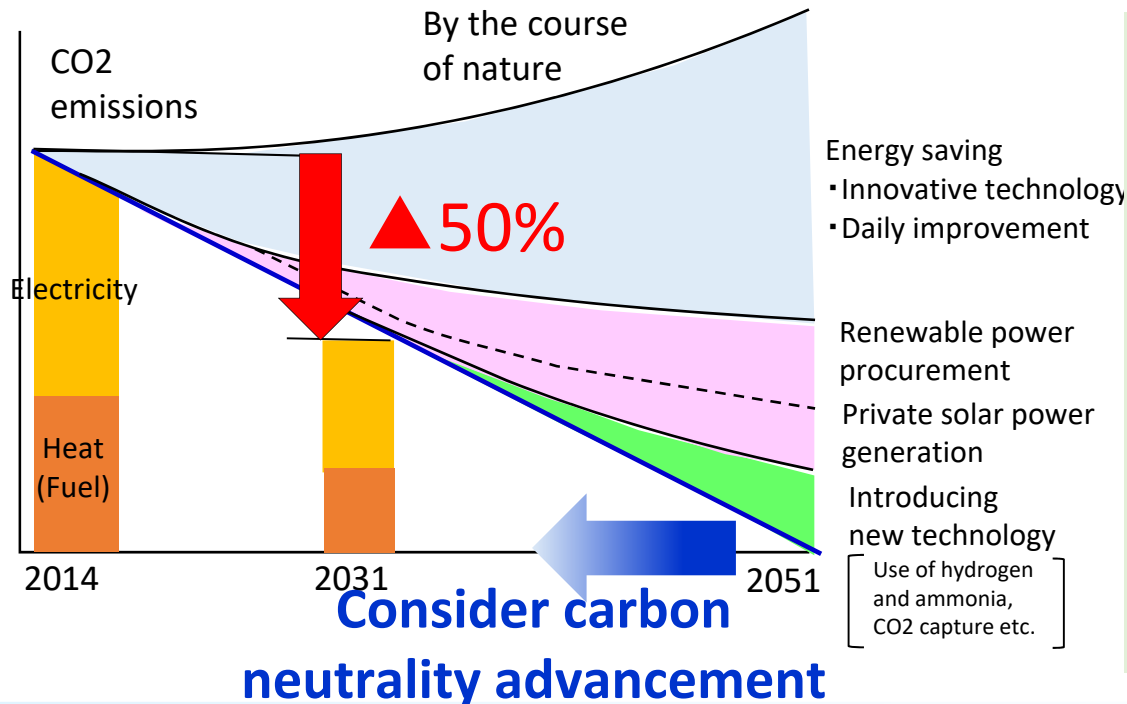
- Carbon neutrality in 2060
- Wait and see Europe, USA and Japan

Environment

4. Initiatives to reduce CO2 emissions



Production



- Accelerate the development of **environment-friendly products** in each business field
- Thorough **energy saving activities, utilization of renewable energy**, promotion of **new technology development**
- **Improvement of transportation efficiency** by **modal shift** and improvement of loading efficiency

Cautionary Statement with Respect to Forward-Looking Statements

This presentation contains projections of business results as well as statements regarding business plans, forecasts, strategies, and other forward-looking statements that are not to be taken as historical fact. Projections and forward-looking statements are based on the current expectations and estimates of Toyota Industries and its Group companies. All such projections and forward-looking statements are based on management's assumptions and beliefs derived from the information available to it at the time of producing this report and are not guarantees of future performance. You should also be aware that certain risks and uncertainties could cause the actual results of Toyota Industries and its Group companies to differ materially from any projections or forward-looking statements appearing in this report. These risks and uncertainties include, but are not limited to, the following: 1) economic trends, 2) various competitive pressures, 3) changes in relevant laws and regulations, and 4) fluctuations in exchange rates.