

# Major Bases (Production, Regional Headquarters, etc.) (As of June 30, 2023)



## Europe

**22 Toyota Material Handling Europe AB**  
 President & CEO Ernesto Domínguez  
 Mjölby, Sweden  
 Business activities: European headquarters for materials handling equipment production and sales  
 Establishment: 1946

**23 Toyota Material Handling Manufacturing Sweden AB**  
 Managing Director Kristian Björkman  
 Mjölby, Sweden  
 Business activities: Production of materials handling equipment  
 Establishment: 1946

**24 Toyota Material Handling Manufacturing Italy S.p.A.**  
 Managing Director Fabio Giuliani  
 Bologna, Italy  
 Business activities: Production of materials handling equipment  
 Establishment: 1942

**25 Toyota Material Handling Manufacturing France SAS**  
 Managing Director Philippe Mahé  
 Ancenis, France  
 Business activities: Production of materials handling equipment  
 Establishment: 1995

**26 Vanderlande Industries Holding B.V.**  
 President & CEO Remo Brunswiler  
 Veghel, The Netherlands  
 Business activities: Provision of logistics solutions  
 Establishment: 1949

**27 TD Deutsche Klimakompressor GmbH**  
 President Yoichi Terao  
 Bernsdorf, Germany  
 Business activities: Production of compressors  
 Establishment: 1998

**28 Uster Technologies AG**  
 CEO Davide Maccabruni  
 Uster, Switzerland  
 Business activities: Production, sales and after-sales services of quality measurement instruments for fiber, yarn and fabric  
 Establishment: 1875

**29 viastore intralogistics holding GmbH**  
 CEO Philipp Hahn-Woernle  
 Stuttgart, Germany  
 Business activities: Integration of logistics systems  
 Establishment: 1889

## Japan

**1 Kariya Plant**  
 Kariya-shi, Aichi  
 Main products: Textile machinery, compressors  
 Start of operations: 1927

**2 Obu Plant**  
 Obu-shi, Aichi  
 Main products: Compressor parts  
 Start of operations: 1944

**3 Kyowa Plant**  
 Obu-shi, Aichi  
 Main products: Automotive press dies, production facilities, on-board batteries  
 Start of operations: 1953

**4 Nagakusa Plant**  
 Obu-shi, Aichi  
 Main products: Vehicles  
 Start of operations: 1967

**5 Takahama Plant**  
 Takahama-shi, Aichi  
 Main products: Materials handling equipment, materials handling systems  
 Start of operations: 1970

**6 Hekinan Plant**  
 Hekinan-shi, Aichi  
 Main products: Engines for automobiles and for use in industrial fields, turbochargers  
 Start of operations: 1982

**7 Higashichita Plant**  
 Handa-shi, Aichi  
 Main products: Foundry parts, diesel engines  
 Start of operations: 2000

**8 Higashiura Plant**  
 Higashiura-cho, Chita-gun, Aichi  
 Main products: Compressor parts  
 Start of operations: 2002

**9 Anjo Plant**  
 Anjo-shi, Aichi  
 Main products: Electronic equipment, products for fuel cell vehicles  
 Start of operations: 2007

**10 Ishihama Plant**  
 Higashiura-cho, Chita-gun, Aichi  
 Main products: On-board batteries  
 Start of operations: 2022

**11 Aichi Corporation**  
 President Toshiya Yamagishi  
 Ageo-shi, Saitama  
 Business activities: Production, sales and after-sales services of aerial work platforms  
 Establishment: 1962

## The Americas

**12 Toyota Material Handling North America, Inc.**  
 President & CEO Brett Wood  
 Columbus, Indiana, U.S.A.  
 Business activities: U.S. headquarters for materials handling equipment production and sales  
 Establishment: 2010

**15 Toyota Advanced Logistics North America, Inc.**  
 President & CEO Hitoshi Matsuoka  
 Indianapolis, Indiana, U.S.A.  
 Business activities: U.S. headquarters for logistics solutions  
 Establishment: 2017

**13 Toyota Material Handling, Inc.**  
 President & CEO Bill Finerty  
 Columbus, Indiana, U.S.A.  
 Business activities: Production and sales of materials handling equipment  
 Establishment: 2020

**16 Bastian Solutions, LLC**  
 President & CEO Aaron Jones  
 Indianapolis, Indiana, U.S.A.  
 Business activities: Integration of logistic systems  
 Establishment: 1952

**14 The Raymond Corporation**  
 President & CEO Mike Field  
 Greene, New York, U.S.A.  
 Business activities: Production, sales and after-sales services of materials handling equipment  
 Establishment: 1922

**19 TD Automotive Compressor Georgia, LLC**  
 President Haruyuki Ito  
 Pendergrass, Georgia, U.S.A.  
 Business activities: Production of compressors  
 Establishment: 2004

**17 Toyota Industries Commercial Finance, Inc.**  
 President & CEO Mark Taggart  
 Dallas, Texas, U.S.A.  
 Business activities: Sales financing for materials handling equipment  
 Establishment: 2014

**20 Toyota Industries Compressor Parts America, Co.**  
 President Haruyuki Ito  
 Pendergrass, Georgia, U.S.A.  
 Business activities: Production of compressor parts and electronics products  
 Establishment: 2012

**36 Tailift Material Handling Taiwan Co., Ltd.**  
 President Amy Lin  
 Taichung, Taiwan  
 Business activities: Production, sales and after-sales services of materials handling equipment  
 Establishment: 2014

**37 Global Power Co. Ltd. (Tailift)**  
 President Amy Lin  
 Qingdao, Shandong, China  
 Business activities: Production, sales and after-sales services of materials handling equipment  
 Establishment: 2000

## Asia

**30 Toyota Industries Engine India Private Limited**  
 Managing Director Yasuo Shiino  
 Bengaluru, India  
 Business activities: Production of diesel engines  
 Establishment: 2015

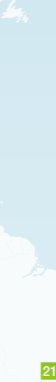
**32 Toyota Industry (Kunshan) Co., Ltd.**  
 President Akihiro Oiwa  
 Kunshan, Jiangsu, China  
 Business activities: Production of materials handling equipment and automotive parts, etc.  
 Establishment: 1994

**34 Yantai Shougang TD Automotive Compressor Co., Ltd.**  
 President Yasushi Watanabe  
 Yantai, Shandong, China  
 Business activities: Production of compressors  
 Establishment: 2012

**31 Kirloskar Toyota Textile Machinery Pvt. Ltd.**  
 Managing Director Hisahiro Koketsu  
 Bengaluru, India  
 Business activities: Production, sales and after-sales services of textile machinery  
 Establishment: 1995

**33 TD Automotive Compressor Kunshan Co., Ltd.**  
 President Akira Fujii  
 Kunshan, Jiangsu, China  
 Business activities: Production of compressors  
 Establishment: 2005

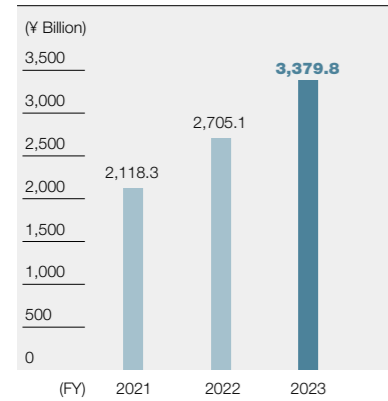
**35 P.T. TD Automotive Compressor Indonesia**  
 President Satoshi Kasuya  
 Bekasi, Indonesia  
 Business activities: Production of compressors  
 Establishment: 2011



# Consolidated Financial and Non-Financial Highlights (FY2023)

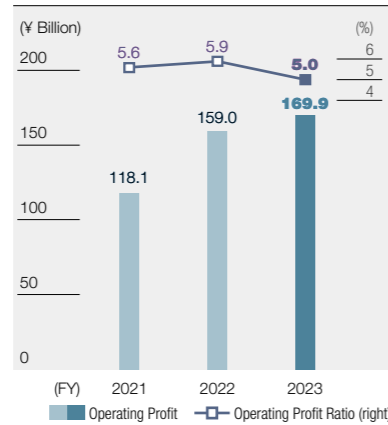
## Net Sales

¥**3,379.8** billion



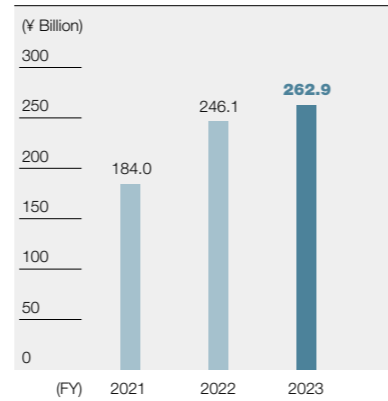
## Operating Profit/Operating Profit Ratio

¥**169.9** billion / **5.0**%



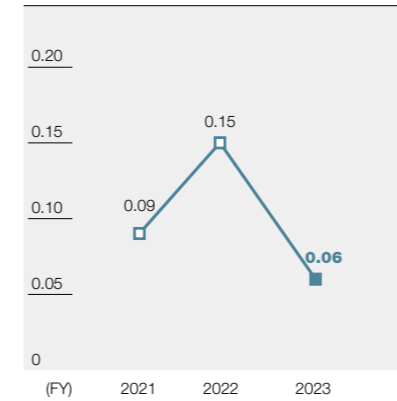
## Profit before Income Taxes

¥**262.9** billion



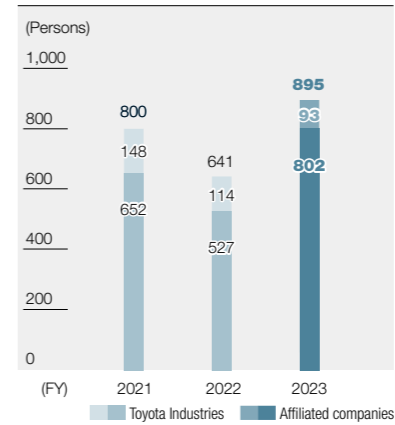
## Frequency Rate of Lost Workday Injuries (Non-Consolidated)

**0.06**



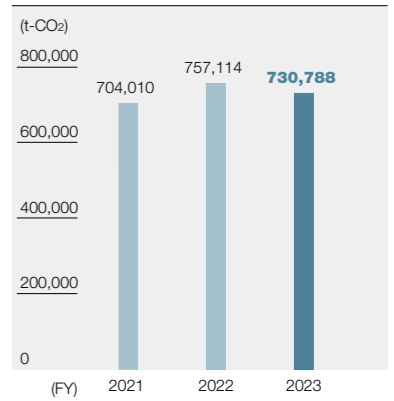
## Participants of Subcontracting Law-Related Seminars

**895** persons



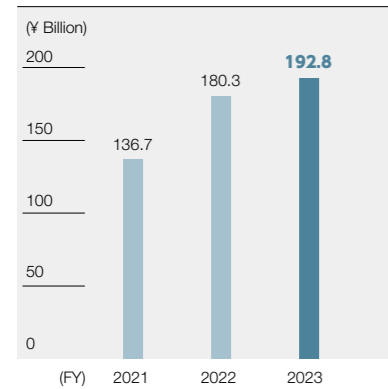
## CO2 Emissions (Consolidated)

**730,788** t-CO2



## Profit

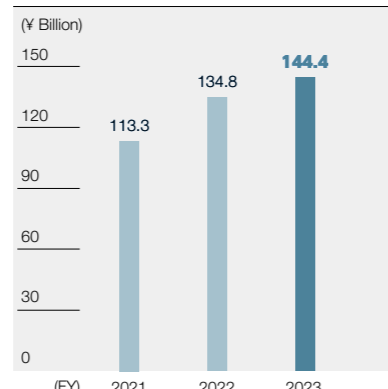
¥**192.8** billion



Note: The figures for profit attributable to owners of the parent are presented.

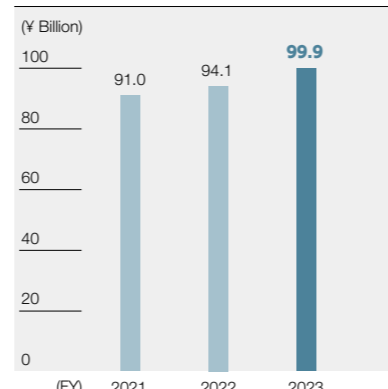
## Investments in Tangible Assets

¥**144.4** billion



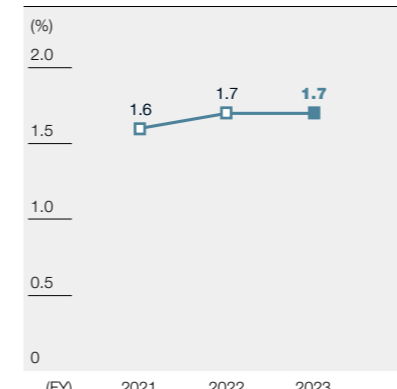
## Depreciation

¥**99.9** billion



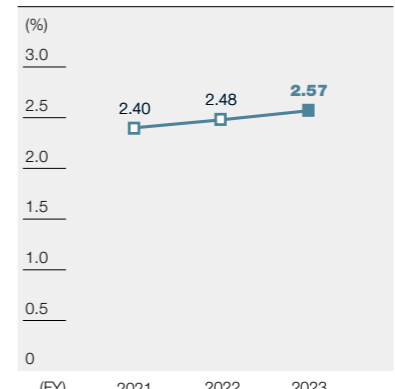
## Ratio of Female Employees in Managerial Positions (Non-Consolidated)

**1.7** %



## Ratio of Associates with Disabilities (Non-Consolidated)

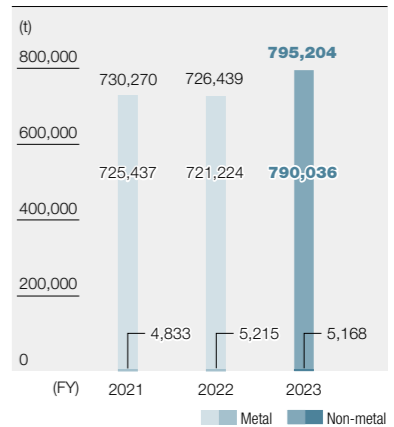
**2.57** %



Note: As of June 1 of each fiscal year

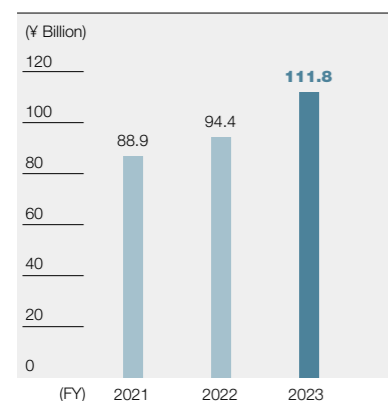
## Resource Input Volume (Consolidated)

**795,204** t



## Research and Development Expenses

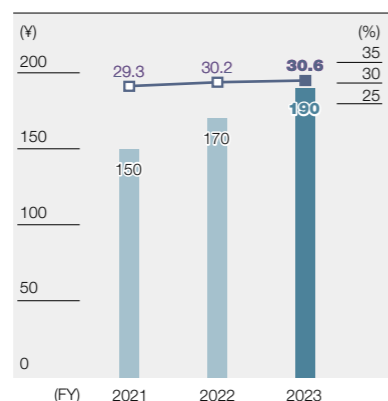
¥**111.8** billion



Note: As of June 1 of each fiscal year

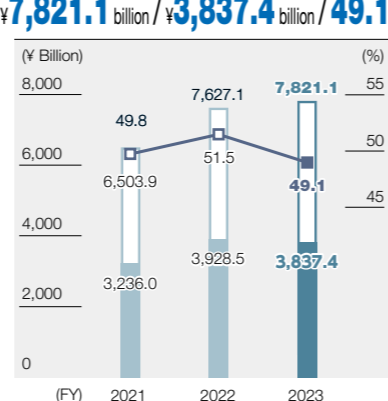
## Cash Dividends Per Share/Dividend Payout Ratio

¥**190** / **30.6**%



## Total Assets/Share of Equity Attributable to Owners of the Parent/Ratio of Share of Equity Attributable to Owners of the Parent

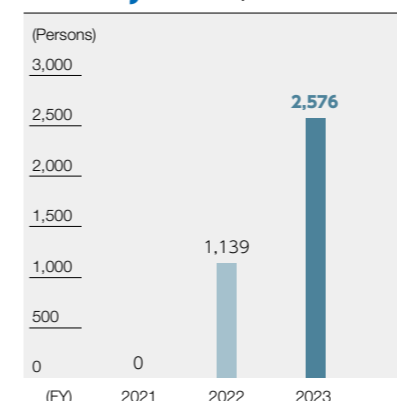
¥**7,821.1** billion / ¥**3,837.4** billion / **49.1**%



Legend: Total Assets (Bar), Share of Equity Attributable to Owners of the Parent (Bar), Ratio of Share of Equity Attributable to Owners of the Parent (Line)

## Participants of Age-Based Health Education (Non-Consolidated)

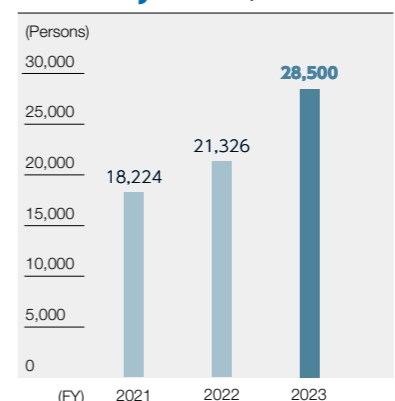
**2,576** persons



Note: Temporarily suspended from March 2020 to June 2021 for preventing the spread of COVID-19

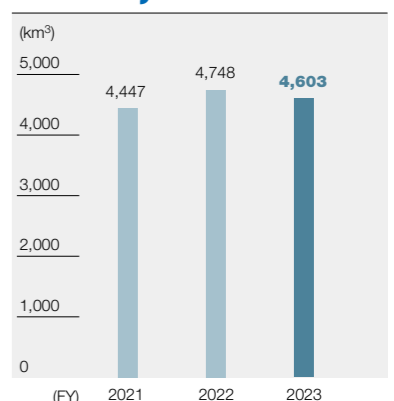
## Number of Participants of Social Contribution Activities (Consolidated)

**28,500** persons

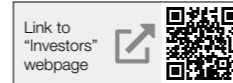


## Water Consumption (Consolidated)

**4,603** km<sup>3</sup>



# Consolidated Eleven-Year Summary



Toyota Industries Corporation  
Years ended March 31

Millions of yen

	International Financial Reporting		Standards (IFRS)					Generally Accepted Accounting Principles in Japan (JGAAP)			
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
<b>For the Year</b>											
Net sales	<b>3,379,891</b>	2,705,183	2,118,302	2,171,355	2,214,946	2,003,973	1,675,148	2,243,220	2,166,661	2,007,856	1,615,244
Operating profit	<b>169,904</b>	159,066	118,159	128,233	134,684	147,445	127,345	134,712	117,574	107,691	77,098
Profit before income taxes*1	<b>262,967</b>	246,123	184,011	196,288	202,225	209,827	181,986	185,398	170,827	138,133	86,836
Profit*2	<b>192,861</b>	180,306	136,700	145,881	152,748	168,180	131,398	183,036	115,263	91,705	53,119
Investments in tangible assets*3	<b>144,403</b>	134,867	113,361	106,058	113,748	115,458	77,393	75,438	126,395	109,479	89,459
Depreciation*3	<b>99,901</b>	94,190	91,097	90,488	85,639	77,738	73,253	77,366	70,782	64,153	57,954
Research and development expenses	<b>111,877</b>	94,484	88,900	90,560	88,807	77,647	69,524	65,440	47,785	46,326	39,057
Per share of common stock (yen):											
Earnings per share*2, *4											
Basic	<b>621.17</b>	580.73	440.28	469.85	491.97	541.67	420.78	582.58	367.06	292.76	170.36
Diluted	<b>—</b>	—	—	—	—	—	—	582.57	366.99	292.57	170.35
Share of equity attributable to owners of the parent	<b>12,359.66</b>	12,653.04	10,422.64	7,854.87	7,986.59	8,223.82	7,125.37	6,481.97	7,500.16	5,640.08	4,719.66
Cash dividends per share	<b>190.00</b>	170.00	150.00	160.00	155.00	150.00	125.00	120.00	110.00	85.00	55.00
<b>At year-end</b>											
Total assets	<b>7,821,185</b>	7,627,120	6,503,986	5,279,653	5,261,174	5,258,500	4,558,212	4,199,196	4,650,896	3,799,010	3,243,779
Share of equity attributable to owners of the parent	<b>3,837,416</b>	3,928,513	3,236,038	2,438,807	2,479,718	2,553,391	2,240,293	2,113,948	2,425,929	1,829,326	1,524,933
Capital stock	<b>80,462</b>	80,462	80,462	80,462	80,462	80,462	80,462	80,462	80,462	80,462	80,462
Number of shares outstanding (excluding treasury stock) (thousands)	<b>310,479</b>	310,479	310,481	310,483	310,485	310,487	310,489	314,226	314,155	313,730	312,207
<b>Cash flows</b>											
Net cash provided by operating activities	<b>194,964</b>	321,085	382,386	313,199	270,306	268,567	239,094	240,169	182,191	155,059	151,299
Net cash used in investing activities	<b>(427,642)</b>	(229,805)	(404,164)	(182,598)	(395,000)	(340,324)	(86,925)	(531,561)	(160,769)	(118,483)	(274,210)
Net cash provided by (used in) financing activities	<b>183,690</b>	(92,114)	(105,477)	(7,094)	40,467	153,303	789	130,923	(8,918)	6,183	7,050
Cash and cash equivalents at end of year	<b>202,731</b>	247,085	238,248	358,144	239,140	323,830	243,685	92,399	248,706	226,406	179,359
<b>Indices</b>											
Operating profit ratio (%)	<b>5.0</b>	5.9	5.6	5.9	6.1	7.4	7.6	6.0	5.4	5.4	4.8
EBITDA (millions of yen)*5	<b>435,417</b>	390,525	326,851	336,415	323,998	313,055	276,193	369,857	248,854	216,175	155,234
Return on equity (ROE) (%)*6	<b>5.0</b>	5.0	4.8	5.9	6.1	7.0	6.1	8.3	5.6	5.7	4.1
Return on assets (ROA) (%)*7	<b>2.5</b>	2.6	2.3	2.8	2.9	3.4	3.0	4.1	2.7	2.6	1.8
D/E ratio (%)*8	<b>44.3</b>	35.4	41.6	54.9	52.3	45.7	43.6	43.7	32.0	39.9	45.4
Ratio of share of equity attributable to owners of the parent*9	<b>49.1</b>	51.5	49.8	46.2	47.1	48.6	49.1	48.5	50.7	46.6	45.4
Number of employees (persons)	<b>74,887</b>	71,784	66,947	66,478	64,641	61,152	52,623	51,458	52,523	49,333	47,412

\*1: The figures prior to fiscal 2017 are ordinary income under JGAAP.

\*2: Profit attributable to owners of the parent

\*3: Investments in tangible assets and depreciation apply to property, plant and equipment. They do not include materials handling equipment leased under operating leases.

\*4: Earnings per share is computed on the average number of shares for each year.

\*5: Profit before income taxes + Interest expenses - Interest and dividends income + Depreciation and amortization (including assets other than property, plant and equipment)

\*6: Profit attributable to owners of the parent / Average share of equity attributable to owners of the parent at the beginning and the end of the fiscal year

\*7: Profit attributable to owners of the parent / Average total assets at the beginning and the end of the fiscal year

\*8: Interest-bearing debt / (Share of equity attributable to owners of the parent - Subscription rights to shares)

\*9: (Share of equity attributable to owners of the parent - Subscription rights to shares) / Total assets

Notes: 1. Toyota Industries has adopted IFRS beginning from the end of fiscal 2017.

2. Operating profit in fiscal 2018 includes a one-time effect of ¥14.3 billion arising from changes in retirement benefit plans.

## Consolidated Statement of Financial Position

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

## Consolidated Statement of Profit or Loss

	Millions of yen	
	FY2022	FY2023
Net sales	2,705,183	3,379,891
Cost of sales	(2,097,501)	(2,623,707)
<b>Gross profit</b>	<b>607,682</b>	<b>756,183</b>
Selling, general and administrative expenses	(455,165)	(576,761)
Other income	20,942	28,230
Other expenses	(14,391)	(37,748)
<b>Operating profit</b>	<b>159,066</b>	<b>169,904</b>
Financial income	89,941	103,728
Financial expenses	(7,282)	(13,976)
Share of profit (loss) of investments accounted for by the equity method	4,397	3,311
<b>Profit before income taxes</b>	<b>246,123</b>	<b>262,967</b>
Income taxes	(60,773)	(64,250)
<b>Profit</b>	<b>185,350</b>	<b>198,716</b>
Profit attributable to:		
Owners of the parent	180,306	192,861
Non-controlling interest	5,043	5,855
<b>Earnings per share</b>		
<b>Earnings per share—basic (yen)</b>	580.73	621.17
<b>Earnings per share—diluted (yen)</b>	580.73	621.17

## Consolidated Statement of Comprehensive Income

	Millions of yen	
	FY2022	FY2023
<b>Profit</b>	185,350	198,716
Other comprehensive income:		
Items not to be reclassified into profit or loss		
Net changes in revaluation of FVTOCI financial assets	465,900	(284,805)
Remeasurements of defined benefit plans	13,943	576
Other comprehensive income of affiliates accounted for by the equity method	19	1
<b>Total items not to be reclassified into profit or loss</b>	<b>479,863</b>	<b>(284,227)</b>
Items that can be reclassified into profit or loss		
Translation adjustments of foreign operations	84,380	56,074
Cash flow hedges	1,126	2,931
Other comprehensive income of affiliates accounted for by the equity method	1,102	156
<b>Total items that can be reclassified into profit or loss</b>	<b>86,610</b>	<b>59,162</b>
<b>Total other comprehensive income</b>	<b>566,473</b>	<b>(225,065)</b>
<b>Comprehensive income</b>	<b>751,823</b>	<b>(26,348)</b>
Total comprehensive income attributable to:		
Owners of the parent	742,088	(34,061)
Non-controlling interests	9,735	7,713



## Consolidated Statement of Changes in Equity

Millions of yen

	Share of equity attributable to owners of the parent					
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Other components of equity	
					Net changes in revaluation of FVTOCI financial assets	Remeasurements of defined benefit plans
<b>Balance as of April 1, 2021</b>	80,462	102,307	1,369,775	(59,321)	1,779,685	—
Profit	—	—	180,306	—	—	—
Other comprehensive income	—	—	—	—	466,017	13,896
<b>Total comprehensive income</b>	—	—	180,306	—	466,017	13,896
Repurchase of treasury stock	—	—	—	(18)	—	—
Disposal of treasury stock	—	0	—	0	—	—
Dividends	—	—	(49,676)	—	—	—
Changes in ownership interest of subsidiaries	—	81	—	—	—	—
Changes in non-controlling interests as a result of change in scope of consolidation	—	—	—	—	—	—
Reclassified into retained earnings	—	—	14,252	—	(355)	(13,896)
Other increases (decreases)	—	—	—	—	—	—
<b>Total transactions with owners</b>	—	81	(35,424)	(18)	(355)	(13,896)
<b>Balance as of March 31, 2022</b>	80,462	102,388	1,514,657	(59,339)	2,245,347	—
Profit	—	—	192,861	—	—	—
Other comprehensive income	—	—	—	—	(284,915)	685
<b>Total comprehensive income</b>	—	—	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)	—	—	—	—
<b>Total transactions with owners</b>	—	(1,143)	(54,870)	(5)	(330)	(685)
<b>Balance as of March 31, 2023</b>	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 equity			Total	Total		
	Translation adjustments of foreign operations	Cash flow hedges	Total				
<b>Balance as of April 1, 2021</b>	(39,082)	2,211	1,742,814	3,236,038	86,511	3,322,550	
Profit	—	—	—	180,306	5,043	185,350	
Other comprehensive income	80,740	1,126	561,781	561,781	4,692	566,473	
<b>Total comprehensive income</b>	80,740	1,126	561,781	742,088	9,735	751,823	
Repurchase of treasury stock	—	—	—	(18)	—	(18)	
Disposal of treasury stock	—	—	—	0	—	0	
Dividends	—	—	—	(49,676)	(2,260)	(51,937)	
Changes in ownership interest of subsidiaries	—	—	—	81	(1,066)	(984)	
Changes in non-controlling interests as a result of change in scope of consolidation	—	—	—	—	534	534	
Reclassified into retained earnings	—	—	(14,252)	—	—	—	
Other increases (decreases)	—	—	—	—	—	—	
<b>Total transactions with owners</b>	—	—	(14,252)	(49,613)	(2,792)	(52,405)	
<b>Balance as of March 31, 2022</b>	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)	
<b>Total comprehensive income</b>	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)	
<b>Total transactions with owners</b>	—	—	(1,015)	(57,035)	(3,182)	(60,217)	
<b>Balance as of March 31, 2023</b>	96,032	6,269	2,062,404	3,837,416	97,985	3,935,401	

## Consolidated Statement of Cash Flows

Millions of yen

	FY2022	FY2023
<b>Cash flows from operating activities:</b>		
Profit before income taxes	246,123	<b>262,967</b>
Depreciation and amortization	223,737	<b>257,762</b>
Impairment losses	2,368	<b>2,634</b>
Interest and dividends income	(84,203)	<b>(95,424)</b>
Interest expenses	4,868	<b>10,111</b>
Share of (profit) loss of investments accounted for by the equity method	(4,397)	<b>(3,311)</b>
(Increase) decrease in inventories	(110,613)	<b>(70,207)</b>
(Increase) decrease in trade receivables and other receivables	(81,246)	<b>(225,489)</b>
Increase (decrease) in trade payables and other payables	93,537	<b>29,619</b>
Others	12,496	<b>7,241</b>
<b>Subtotal</b>	<b>302,671</b>	<b>175,904</b>
Interest and dividends income received	84,921	<b>95,920</b>
Interest expenses paid	(4,999)	<b>(9,919)</b>
Income taxes paid	(61,507)	<b>(66,940)</b>
<b>Net cash provided by operating activities</b>	<b>321,085</b>	<b>194,964</b>
<b>Cash flows from investing activities:</b>		
Payments for purchases of property, plant and equipment	(237,371)	<b>(289,974)</b>
Proceeds from sales of property, plant and equipment	16,415	<b>19,660</b>
Payments for purchases of investment securities	(1,406)	<b>(1,624)</b>
Proceeds from sales of investment securities	651	<b>541</b>
Payments for acquisition of subsidiaries' stock resulting in change in scope of consolidation	(14,905)	<b>(36,486)</b>
Payments into time deposits	(935,461)	<b>(919,474)</b>
Proceeds from withdrawals of time deposits	961,239	<b>831,815</b>
Payments for transfer of businesses	(529)	<b>(2,104)</b>
Others	(18,438)	<b>(29,995)</b>
<b>Net cash used in investing activities</b>	<b>(229,805)</b>	<b>(427,642)</b>
<b>Cash flows from financing activities:</b>		
Net increase (decrease) in short-term loans payable (within three months)	26,622	<b>59,426</b>
Proceeds from short-term loans payable (over three months)	136,079	<b>82,054</b>
Repayments of short-term loans payable (over three months)	(112,363)	<b>(158,332)</b>
Net increase (decrease) in commercial paper	40,590	<b>112,121</b>
Proceeds from long-term loans payable	233,551	<b>354,876</b>
Repayments of long-term loans payable	(180,482)	<b>(130,782)</b>
Proceeds from issuance of corporate bonds	13,205	<b>103,314</b>
Repayments of corporate bonds	(184,066)	<b>(165,036)</b>
Repayments of lease obligations	(16,453)	<b>(40,910)</b>
Payments for repurchase of treasury stock	(18)	<b>(5)</b>
Cash dividends paid	(49,676)	<b>(55,886)</b>
Cash dividends paid to non-controlling interests	(2,260)	<b>(2,674)</b>
Others	3,156	<b>25,524</b>
<b>Net cash provided by (used in) financing activities</b>	<b>(92,114)</b>	<b>183,690</b>
<b>Translation adjustments of cash and cash equivalents</b>	<b>9,671</b>	<b>4,632</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>8,837</b>	<b>(44,353)</b>
<b>Cash and cash equivalents at beginning of period</b>	<b>238,248</b>	<b>247,085</b>
<b>Cash and cash equivalents at end of period</b>	<b>247,085</b>	<b>202,731</b>

# Company and Investor Information (As of March 31, 2023)

## Company Overview

### Corporate Head Office

TOYOTA INDUSTRIES CORPORATION  
2-1, Toyoda-cho, Kariya-shi, Aichi, 448-8671, Japan  
Telephone: +81-(0)566-22-2511  
Facsimile: +81-(0)566-27-5650

### Stock Exchange Listings

Tokyo and Nagoya (Ticker Code: 6201)

### Number of Shareholders

18,934

### Date of Establishment

November 18, 1926

### Independent Accountant

PricewaterhouseCoopers Aarata LLC  
Otemachi Park Building 1-1-1 Otemachi, Chiyoda-ku, Tokyo, 100-0004, Japan

### Common Stock

No par value  
Authorized: 1,100,000,000 shares  
Issued: 325,840,640 shares  
(including treasury stock)  
Share unit: 100 shares

### Transfer Agent

**Special Account Management Institution**  
Mitsubishi UFJ Trust and Banking Corporation  
1-4-5, Marunouchi, Chiyoda-ku, Tokyo, 100-8212, Japan

### Capital Stock

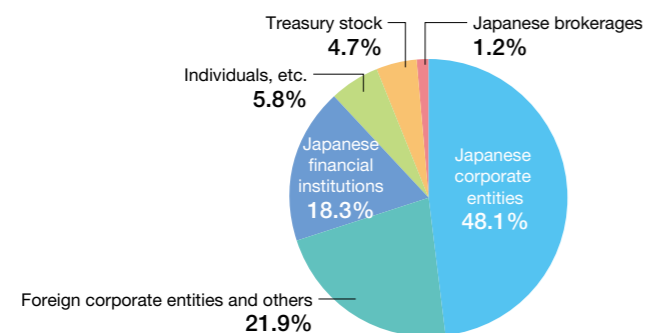
80,462 million yen

## Major Shareholders

Name	Number of Shares Held (Thousands)	Percentage of Total Shares in Issue (Except for Treasury Stock) (%)
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 Bank and Trust Company 505001	3,944	1.27

Note: Toyota Industries Corporation also holds 15,360 thousand shares of treasury stock but is excluded from the above list.

## Distribution of Shares



## Major Evaluations by Third Parties



In December 2022, we were selected for the A List, the highest rating, in surveys conducted by CDP\*1 on climate change.  
\*1: An international NGO running a project that requests companies to disclose their strategies against climate change and greenhouse gas emissions data



In February 2023, we received a Silver Medal from EcoVadis\*2 in its corporate sustainability survey. (Seven consecutive years since fiscal 2017)  
\*2: An international organization that evaluates the sustainability of companies



In November 2022, we were certified under the Aichi Biodiversity Company Certification Program established by the Aichi prefectural government in 2022 for our efforts to conserve biodiversity in a regional and sustainable manner.



In August 2019, we received "Platinum Kurumin" certification from the Ministry of Health, Labour and Welfare in recognition of our excellent efforts concerning work-life balance



In February 2020, we received a "Family-Friendly Company" award from the Aichi prefectural government as an exemplary company providing excellent initiatives to support work-life balance.



In November 2019, we received an "Excellent Company" award from the Aichi prefectural government under its "Female-Friendly Company" certification program as an exemplary company proactively promoting the empowerment of women.

## Common Stock Price and Trading Volume

