May 8, 2026

Company name Toyota Industries Corporation
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Notice Concerning Acquisition of Shares of IHI Logistics & Machinery Corporation

Toyota Industries Corporation (hereinafter "Toyota Industries") hereby announces that it has signed a share transfer agreement today with IHI Corporation (hereinafter "IHI") to acquire 80% of the issued shares of IHI Logistics & Machinery Corporation (hereinafter "IHI Logistics & Machinery"), a consolidated subsidiary of IHI engaging in its logistics systems business.

1. Purpose of the Share Acquisition

Toyota Industries positions the logistics solutions business as a priority area and engages globally in the provision of solutions combining automation products and systems in a wide range of fields, such as warehouse automation for logistics centers and plants as well as for airports and ports. With the expansion of e-commerce in recent years, cargo volume is increasing, yet there is a prominent shortage of manpower within Japan, and logistics automation needs are expected to further increase.

IHI Logistics & Machinery has strengths centered on its in-house products such as automated storage and retrieval systems compatible with refrigerator and freezer environments and conveyors and logistics automation for the fields of food and beverages and refrigeration and freezing. It is also strong in after-sales services using its networks of sites located across Japan. Through this acquisition of shares, Toyota Industries will create synergy in sales and technology with IHI Logistics & Machinery as well as expand product lineup and enhance service capabilities to meet the logistics automation needs of customers. Further growth of both companies will be sought in the area of warehouse automation, which is expected to expand in market size in the future.

2. Overview of the Share Acquisition

Toyota Industries will acquire 80% of the issued shares of IHI Logistics & Machinery held by IHI. Completion of this share acquisition is scheduled for April 1, 2027, after screening under the competition laws of the relevant countries. With respect to the remaining 20% of shares, IHI plans to continue to hold them for a continuous period of five years, after which they will be acquired by Toyota Industries to make IHI Logistics & Machinery a wholly owned subsidiary.

3. Overview of IHI Logistics & Machinery

(1)	Name	IHI Logistics & Machinery Corporation	
(2)	Location	3-1-1, Toyosu, Koto-ku, Tokyo, Japan	
(3)	Representative	Motohiro Kawada, Representative, President, and CEO	
(4)	Business Activities	a. Sales, engineering, manufacturing, procurement, construction, and maintenance services for materials handling equipment, factory automation equipment, and industrial machinery b. Consulting and engineering services for materials handling equipment, factory automation equipment, and industrial machinery	
(5)	Capital	1,000 million yen (as of the end of March 2025)	
(6)	Date of Establishment	July 2, 1984	
(7)	Number of Employees	616 (as of the end of March 2026)	
(8)	Major Shareholders and Shareholding Ratio	IHI Corporation 100%	
(9)	Relationship with Toyota Industries	Capital relationship	No such relationship
		Personnel relationship	No such relationship
		Business relationship	Transactions in some businesses

(10) Financial Position and Operating Results for The Past Three Years

(millions of yen)

Fiscal Year	ended March 2023	ended March 2024	ended March 2025
Net Assets	6,606	6,988	7,976
Total Assets	20,982	22,567	23,761
Net Assets per Share	1	1	1
Sales	30,036	32,371	32,802
Operating Profit	689	1,362	2,050
Ordinary Profit	842	1,316	2,088
Profit attributable to owners of parent	604	802	1,475
Profit attributable to owners of parent per share	0.151	0.2	0.368

4. Acquisition Price

The acquisition price is not disclosed.

Reference: Overview of Toyota Industries

(1)	Name	Toyota Industries Corporation	
(2)	Location	2-1, Toyoda-cho, Kariya-shi, Aichi, Japan	
(3)	Representative	Koichi Ito, President	
(4)	Business Activities	Manufacture and sale of textile machinery, materials handling equipment, automobiles, and automobile parts	
(5)	Capital	80,462 million yen (as of the end of March 2026)	
(6)	Date of Establishment	November 18, 1926	
(7)	Total Equity	6,850,611 million yen (as of the end of March 2026)	
(8)	Total Assets	11,187,139 million yen (as of the end of March 2026)	
(9)	Number of Employees	81,808(consolidated, as of the end of March 2026)	
(10)	Major Shareholders and Shareholding Ratio (as of the end of March 2026)	Toyota Asset Preparatory Co., Ltd.	63.60%
		Toyota Motor Corporation	24.66%