



TOYOTA BOSHOKU TÜRKİYE

Sustainability Report 2021



Table of Contents

14 About the Report

16 Message from the President

18 Toyota Boshoku in the World

- 20 About Toyota Boshoku Türkiye
- 24 Toyota Boshoku Türkiye in 2021
- 26 Purpose/Vision

28 Our Sustainability Management at Toyota Boshoku Türkiye

- 28 Sustainability Strategy and Targets
- 30 Sustainability KPI's
- 31 Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals
- 34 Our Contributions to United Nations Sustainable Development Goals

36 Our Governance Approach

- 36 Our Organizational Structure
- 38 Business Ethics and Compliance
- 39 Risk Management and Internal Audit
- 40 Quality Management System Practices
- 42 Information Security
- 43 Our Response to Covid-19 Pandemic

Abbreviations

- ESG- Environmental, Social & Governance
- TB- Toyota Boshoku
- TBT- Toyota Boshoku Türkiye
- TBSTR- TB Sewtech Turkey
- MTBP- Mid Term Business Plan
- TQM- Total Quality Management

44 Our Environmental Approach

- 46 Greenhouse Gases Management
- 50 Energy Management
- 52 Water Management
- 54 Waste Management
- 58 Biodiversity
- 59 Environmental Awareness Activities

60 Our Social Approach

- 62 Employment, Diversity and Inclusion
- 67 Employee Rights and Development
- 72 Our Social Contributions
- 74 Occupational Health and Safety
- 75 Relations with Our Customers
- 76 Relations with Our Stakeholders
- 79 Collaborations and Partnerships

80 Appendix



TB Way

For 25 years, we contribute to society by developing leading-edge technologies and manufacturing high-quality products.

We meet challenges with courage and creativity, to realize our dreams.

We carry out kaizen continuously, aiming to achieve higher goals.

We practice Genchi-Genbutsu by going to the source to analyze problems and find their root causes.

Once a decision is made, we move quickly to carry out the plan, with passion and a sense of mission.

We seek to do our best, act professionally and take responsibility for our actions.

We respect the values of other cultures and accept differences, with an open mind and a global perspective.

As a good corporate citizen, we do what is right and contribute to society.

We respect the individual and use teamwork to produce the best result.

Management Concept

Principles of Toyoda

Corporate Philosophy

Code of Conduct

TB Way

Vision

Toyota Boshoku's Materiality

Mid-term Business Plan

Business Plan

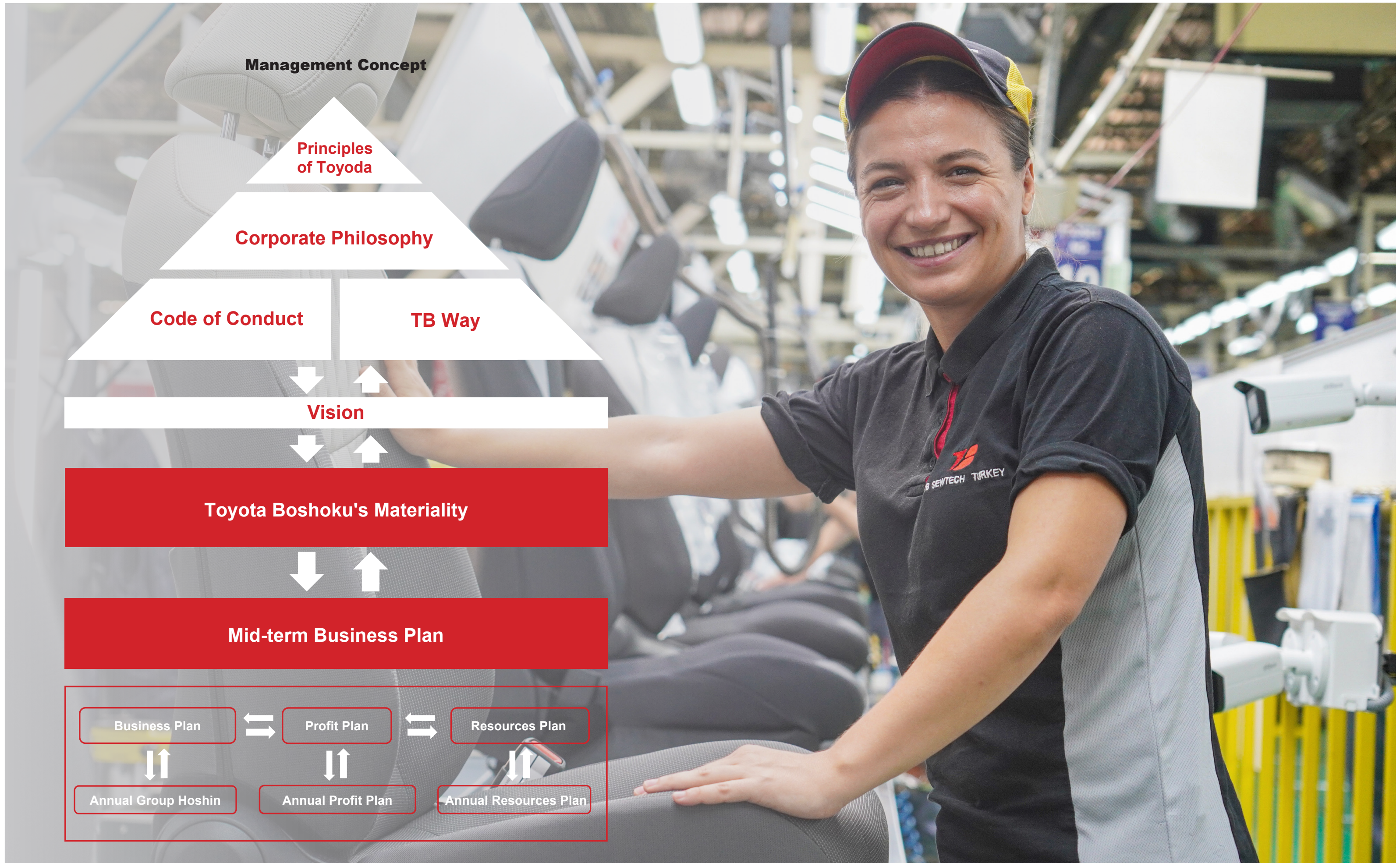
Profit Plan

Resources Plan

Annual Group Hoshin

Annual Profit Plan

Annual Resources Plan

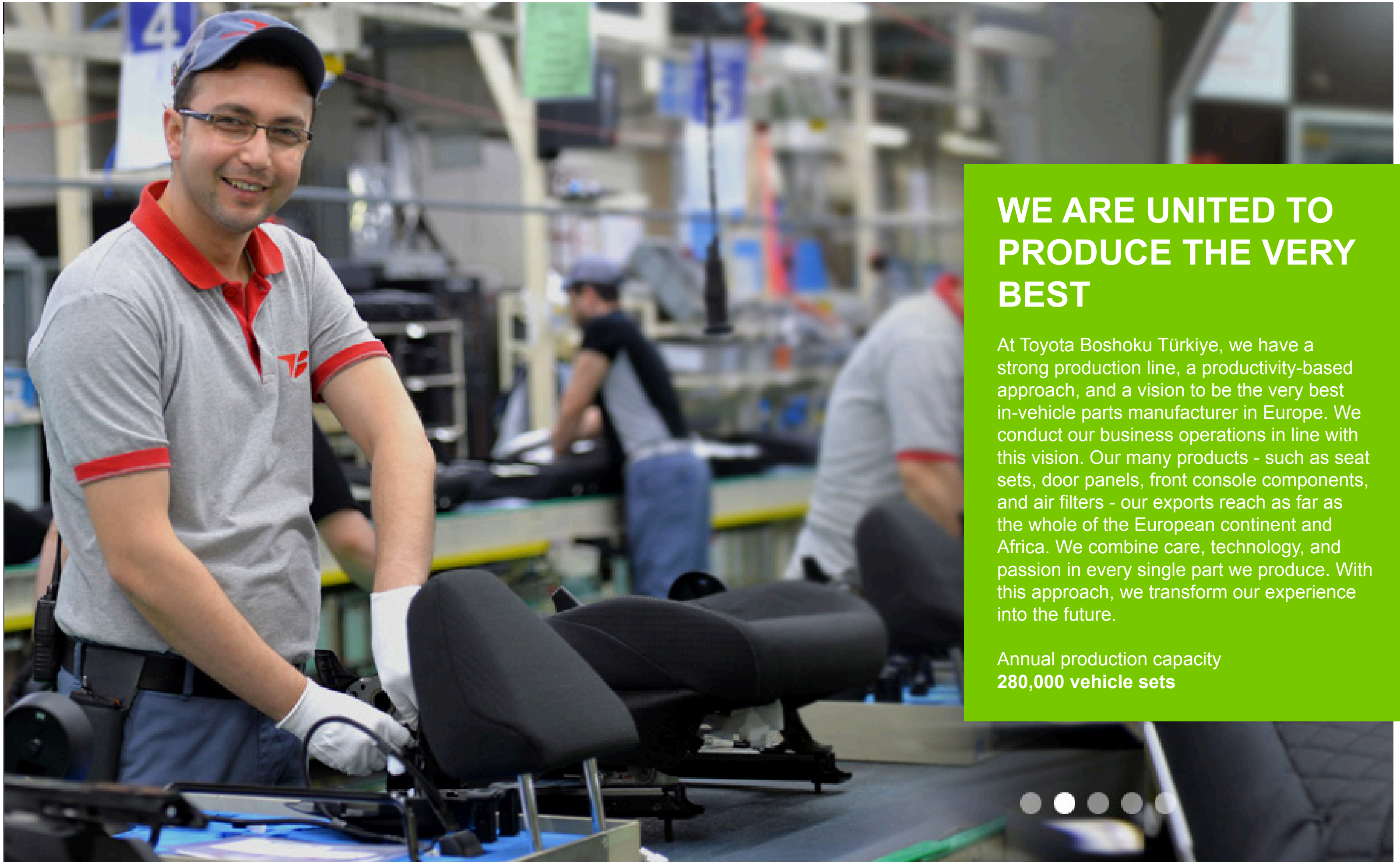


WE ARE UNITED TO MULTIPLY SMILES

We are a big family with thousands of employees. We work together in harmony towards our goal of producing the very best. At Toyota Boshoku Türkiye, we understand that employee happiness is a pivotal driver of our success. As a result, we work continuously to boost employee satisfaction. In line with our commitment to gender equality, we are proud to be among the companies with the highest percentages of female employees. We touch the lives of more and more people every single year thanks to the job opportunities we provide and the social responsibility projects we implement.

Percentage of female employees
10%





WE ARE UNITED TO PRODUCE THE VERY BEST

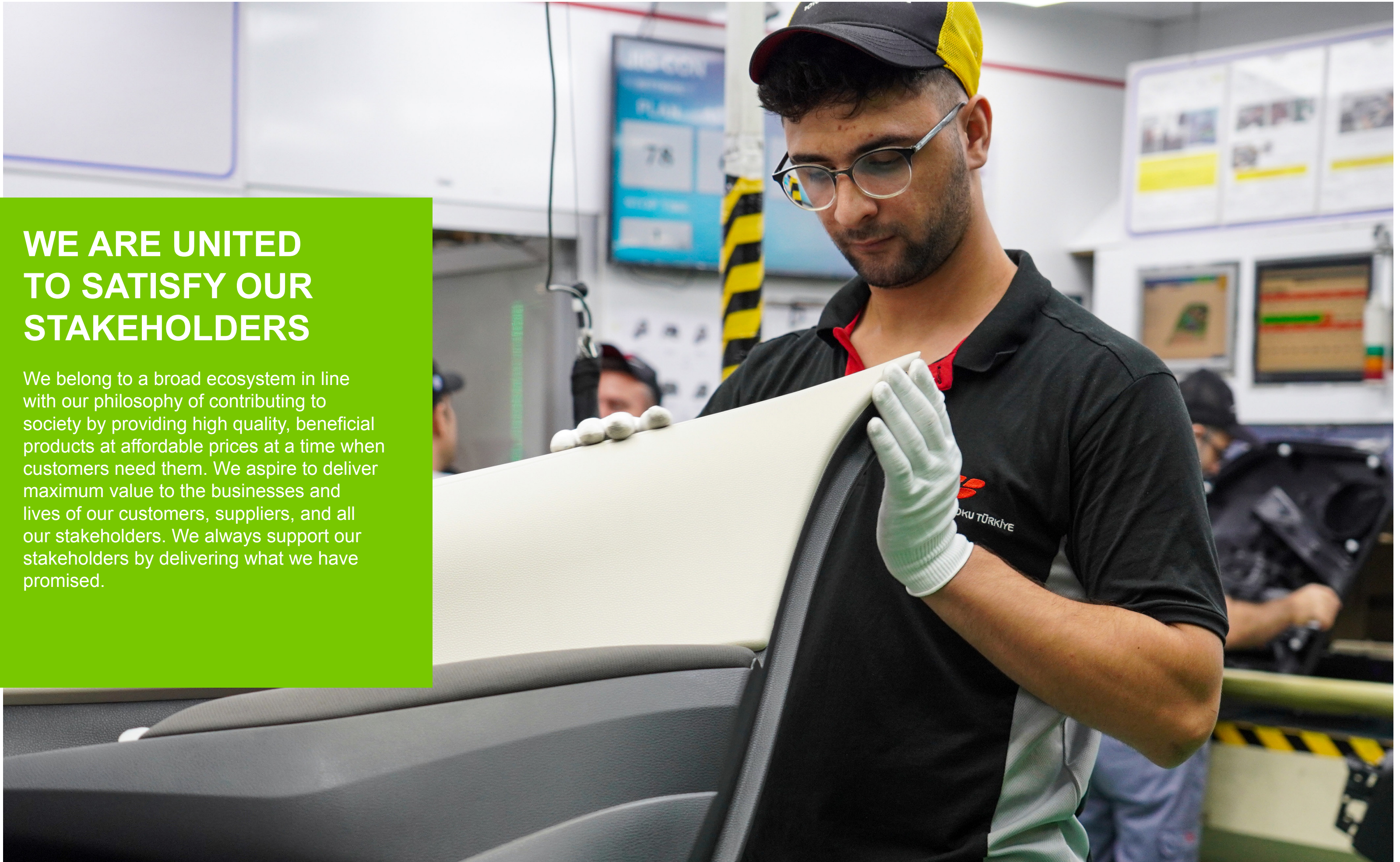
At Toyota Boshoku Türkiye, we have a strong production line, a productivity-based approach, and a vision to be the very best in-vehicle parts manufacturer in Europe. We conduct our business operations in line with this vision. Our many products - such as seat sets, door panels, front console components, and air filters - our exports reach as far as the whole of the European continent and Africa. We combine care, technology, and passion in every single part we produce. With this approach, we transform our experience into the future.

Annual production capacity
280,000 vehicle sets



WE ARE UNITED TO SATISFY OUR STAKEHOLDERS

We belong to a broad ecosystem in line with our philosophy of contributing to society by providing high quality, beneficial products at affordable prices at a time when customers need them. We aspire to deliver maximum value to the businesses and lives of our customers, suppliers, and all our stakeholders. We always support our stakeholders by delivering what we have promised.



A large glass fish tank sits on a rustic wooden stand. The tank's back panel is decorated with a colorful mural of a pond scene, featuring various fish, swans, and lily pads. Several real goldfish are swimming in the water. The tank is situated outdoors, with green plants and a white building in the background. A blue text box is overlaid on the right side of the image.

WE ARE UNITED TO ENSURE A CLEAN FUTURE

We deeply respect the environment as well as our business. We aim to ensure a clean future for the world. We mitigate our environmental impacts by constantly improving our performance in waste management and carbon emissions. We undertake efforts to use solar power in our facilities. We use our Green Purchasing Policy to spread environmental awareness among our industry.

Recycled water amount per year
20,955 m³

We raise fish at biologically treated water.



WE ARE UNITED TO BOOST PRODUCTIVITY

The world is changing rapidly with the advancement of technology. At Toyota Boshoku Türkiye, we are continuously boosting productivity via digitalization. Thanks to our digital transformation activities, we are generating positive results across our operations. We are improving our products while also speeding up production and saving time, energy, and resources.

About the Report

We address the environmental, social and governance of our operations.

As Toyota Boshoku Türkiye, we address the environmental, social and governance impacts of our operations. We are proud to present our first sustainability report with information on our social, environmental and economic performance indicators, which we aim to improve further in the coming years.

Since we were established, we have been performing our activities with an ethical, accountable, and responsible management style. We report the value that we create for our stakeholders, our Company performance and our environmental impact in the framework of principles of accountability and transparency. Therefore, we are happy to share our sustainability approach and the activities we carried out in this field with you with the 2021 sustainability report which we are publishing for the first time.

We hope that this report where we explain the practices we performed in social, environmental and governance areas between 1 April 2021 and 31 March 2022 (FY21) reinforces the already-strong feelings of trust between us and our stakeholders, and sets an example for our sector.

Our report has been prepared in accordance with the GRI Standards "Core" option. You can find in the "GRI Content Index" table where the GRI Standards were used in our report.

The report was prepared under the consulting advice of the KPMG Sustainability Services Team, and the data shared in the report were not subjected to external audit. Unless specified otherwise, the data in our sustainability report reflect the performance of our plants within Toyota Boshoku Türkiye Otomotiv Sanayi ve Ticaret A.Ş. in the fiscal year 2021. You can send your views and questions to "tbt.info@toyota-boshoku.com".



Message from the President

We celebrate our 25th anniversary.

We, as TBT, have been striving for creating sustainable value for our stakeholders since we first initiated our business activities as a manufacturing plant of Toyota Boshoku (TB) group in Türkiye a quarter-century ago. Throughout our journey in Türkiye since 1997, TBT has marked significant achievements together with its senior management and almost a thousand employees towards becoming an interior space manufacturer offering “Quality of Time and Space”. Thus, this year that we celebrate our 25th anniversary in Türkiye bears a peculiar meaning for TBT family.

In these 25 years since we started our operations in Türkiye, we have been working shoulder to shoulder with our stakeholders to achieve sustainable growth benefitting both environment and society. At TBT, we pursue an ambitious sustainability agenda aligned with TB group’s sustainability policies. TB group has underlined the significance of sustainability matters two years ago by shifting from Corporate Social Responsibility to Creation of Shared Value and identifying the group’s Materiality. The UN Sustainable Development Goals (SDGs) have been our compass in our sustainability efforts,

and they occupy an important place in our company hoshin. In this regard, the 2026 mid-term business plan (MTBP) that has been formulated by TB group heralds a new era for TB’s governance structure by embedding ESG into our business model. As part of the MTBP, Toyota Boshoku Türkiye has identified three transformation areas that are namely; Environment&Social&Governance (ESG), Human Resources Transformation (HRX) and Digital Transformation (DX). These transformation areas are key for TBT in terms of achieving our Materiality that will let our company to be prepared for the future.

Over the past few years, our world has been experiencing numerous stresses such as Covid-19 pandemic, climate extremes, conflicts, high inflation, and supply chain disruptions. In the amid of such challenging environment, we as TBT has accelerated our efforts for sustainability to become a more resilient company allowing us to create value for our stakeholders continuously. In this sense, our Kaizen culture motivates us to change ourselves for good and keep going. The establishment of sustainability department at TBT has been an important

milestone for our company since it reflects our ambitions towards the future. Within the scope of the sustainability efforts at TBT, we carry out various activities ranging from reducing our GHG emissions to preparing a GRI report. This very first sustainability report of TBT is an important step for our company in terms of transparently disclosing TBT’s sustainability performance.

To conclude my words, publishing TBT’s first ever sustainability report highlights our ambitions to achieve TB group’s materiality and respective SDGs. Becoming a more resilient and agile company ensures TBT to continue creating value for our stakeholders and reach our vision.

Y. Kato

We pursue an ambitious sustainability agenda aligned with TB group’s sustainability policies.



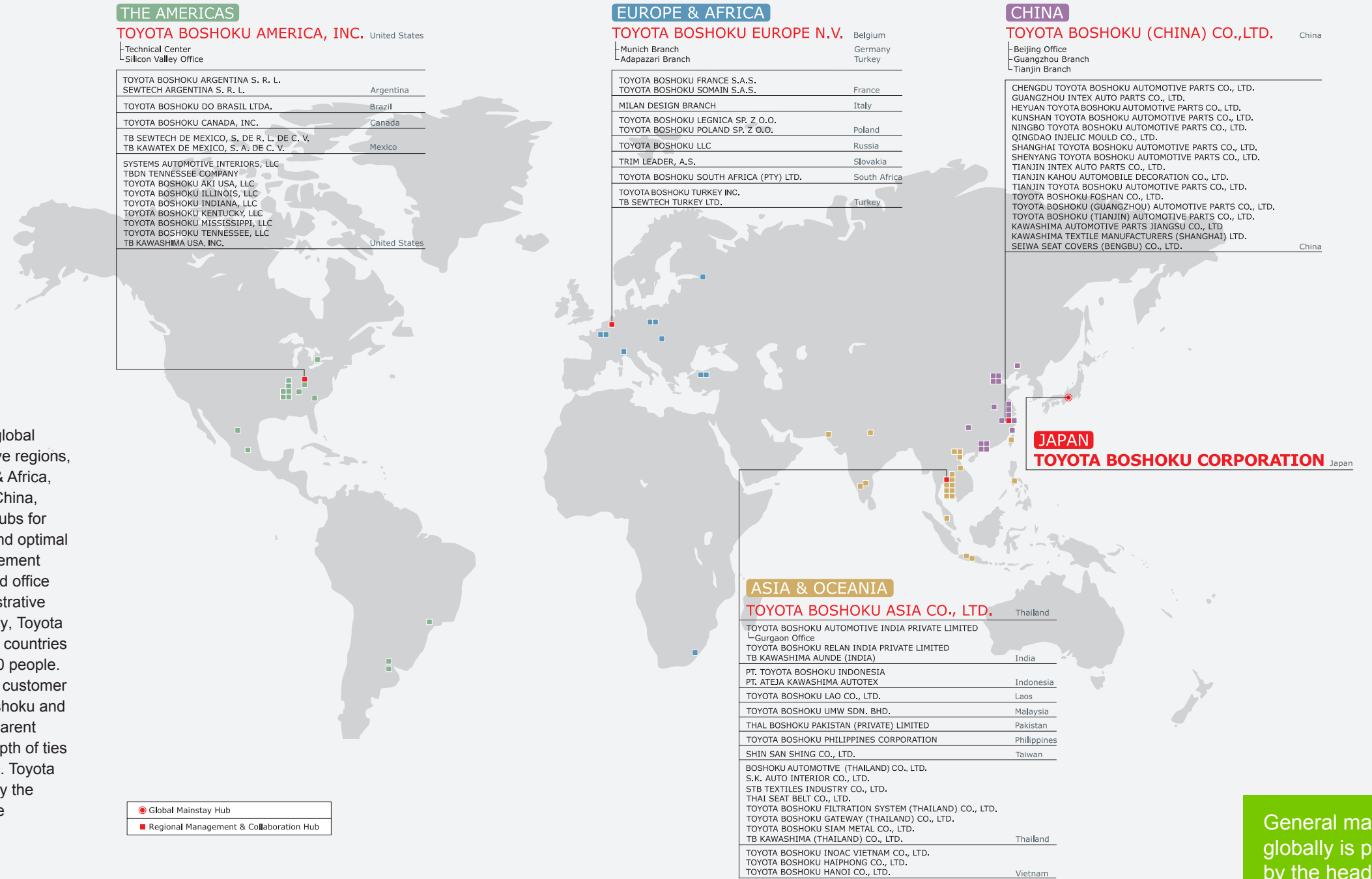
Toyota Boshoku in the World

Globally, Toyota Boshoku has 98 facilities in 26 countries.

Toyota Boshoku Group, the leading automotive parts manufacturer in the world and Turkey, was established in Japan in 1918. Founded in 1918 by the group's founder, Sakichi Toyoda, Toyota Boshoku has the same roots as Toyota, a large automobile company with a long history. Our company entered the automotive industry in 1930s and merged with automobile interior parts manufacturers Araco and TakaNichi in 2004 to form Toyota Boshoku. As a group, we produce all automobile interior parts, especially car seats, door panels, ceiling and floor coverings. By using the technologies we have developed through the development and production of automobile seats, we have also expanded their business areas by entering the railway and aircraft seat business.

Toyota Boshoku manages its global operations by dividing it into five regions, which include Japan, Europe & Africa, Americas, Asia & Oceania and China, and has designated regional hubs for each region for organization and optimal management. General management globally is provided by the head office in Japan regularly with administrative centres in each region. Globally, Toyota Boshoku has 98 facilities in 26 countries and employs more than 44,000 people. The fact that Toyota is a major customer and shareholder of Toyota Boshoku and that our company is Toyota's parent company demonstrates the depth of ties between the two organizations. Toyota Boshoku Turkey is managed by the Europe & Africa region also the headquarter is in Belgium.

Global Network



General management globally is provided by the head office in Japan regularly with administrative centres in each region.

About Toyota Boshoku Türkiye

An annual production capacity of 280,000 vehicle sets.

The role of our company is to produce car sets, door panels, front console components and air filters in our Sakarya Centre and Sakarya Metal plants.

Toyota Boshoku Türkiye Automotive Industry and Trade Inc. (TBT) is one of TB's production facilities in Europe. The role of our company is to produce seat sets, door panels, front console components and air filters in our Sakarya Centre and Sakarya Metal plants while producing good products on time and at low cost. Although our company has an annual production capacity of 280,000 tool sets, we also export to a wide market from Europe to Africa. Our factory, which started its operations in 1997, works with the principle of "just-in-time production." With our wide product range, years of experience and technical infrastructure, our central factory has become one of the leading production facilities in the sector and Sakarya.

In Sakarya plants we produce automotive interior trim parts, car seats and motor airfilter. With its wide product range, years of experience and technical infrastructure, our Sakarya Centre factory is one of the leading production facilities in the sector and Sakarya. Our Sakarya Metal Factory, on the other hand, is one of the technically leading production facilities of our company, with a production capacity of 280,000 vehicle sets/year, carrying out all processes from sheet metal forming to the seat.



With our wide product range, years of experience and technical infrastructure, our central factory has become one of the leading production facilities in the sector and Sakarya.

We share the core information in our Sakarya Headquarters and Metal Factory with details in the table below:

Our Sakarya Headquarters Factory	
Products	Seat, door panel, instrument panel, air filter
Models	Toyota C-HR, Corolla
Production Processes	Seat assembly, poly urethan production, plastic injection, vacuum forming
Total Area	29,944 m ²
Closed Area	10,900 m ²
Start of Production	November 2001
Number of Employees	713
Our Sakarya Metal Factory	
Products	Seat frame and components
Models	Toyota C-HR, Corolla
Production Processes	Press, welding, cataphoresis coating, assembly
Total Area	63,086 m ²
Closed Area	14,700 m
Start of Production	July 2007
Number of Employees	285

About Toyota Boshoku Türkiye

Since the establishment in 1997, we have expanded our business in a rapid pace and now with its around 1,000 vehicle set/daily volume, 3 plants and over 2,000 employees, TBT is one of the leading car interior suppliers in Europe.



1997

October
Takanichi Turkey founded.

1998

January
Corolla Sedan Line-off (Seat, Doortrim)

2001

November
Moved to own plant.



2002

October
Extension construction for "Seat pad process" completed

2003

March
Start of 2-shift operation

May
Reached 100K production

2004

February
Corolla Verso Line-off (Seat, Door trim)

2005

October
Company name changed to "TOYOTA BOSHOKU TÜRKİYE"



2007

July
Metal Plant Grand Opening Ceremony



2012

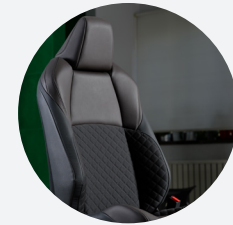
June
Established TB Sewtech Turkey (TBSTR) as trim cover plant



2016

August
Start of 3-shift operation

September
Toyota C-HR Line-off (Seat, Doortrim, I/P part, Air cleaner)



2020

November
EFQM Turkey Excellence Award



Toyota Boshoku Türkiye in 2021

To improve the risk detection level, as of 2021, we have started to reward our employees who identify and eliminate A-level (high-level) risks.

The Kaizen recommendation plan is reviewed annually to increase the motivation of our employees. To improve the risk detection level, as of 2021, we have started to reward our employees who identify and eliminate A-level (high-level) risks. In addition, as Toyota Boshoku Türkiye, we show the awards we have received in the table below;

From Government Institutions	From Customers	From Various Organizations
Efficiency Second Prize Republic of Turkey - Ministry of Science, Industry and Technology (2017)	Quality Gold Award - Toyota Motor Europe (2010)	EFQM Turkey Excellence Award (2020)
Third Place in Innovation Culture Republic of Turkey Ministry of Economy (2016)	Cost Management Gold Award Toyota Motor Europe (2008)	Sakarya Chamber of Commerce and Industry (2018) One of the 500 largest industrial enterprises
6 th Automotive Component Design Competition - Republic of Turkey Ministry of Economy (2017)	Cost Management Gold Award Toyota Motor Europe (2005)	Sakarya Chamber of Commerce and Industry (2017) One of the 500 largest industrial enterprises
	Project Management Silver Award Toyota Motor Europe (2018)	The Most Successful Improvement System Clcert Certification International 2010
	Value Analysis Silver Award Toyota Motor Europe (2010)	
	Cost Management Silver Award Toyota Motor Europe (2007)	
	Quality Silver Award - Toyota Motor Europe (2005)	
	Quality Silver Award - Toyota Motor Engineering and Manufacturing Europe (2004)	
	Cost Management Silver Award Toyota Motor Engineering and Manufacturing Europe (2004)	
	Project Management Silver Award Toyota Motor Engineering and Manufacturing Europe (2003)	



Our company closely followed the updates in the EFQM model and created the “Purpose” for the first time in 2021.

We continue to support education by applying the philosophy of being a good corporate citizen. In this context, we donated robots to Adapazarı-ISE Sakarya Vocational and Technical Anatolian High School in 2021. In addition, as Toyota Boshoku Türkiye in 2020, we accepted 12 students from 8 universities within the framework of the summer term university intern program. During this 20-25-day internship period, students had the opportunity to gain knowledge, skills and competence. We have been running the university internship program since 2014, and we also aim to provide students with hands-on training in field and office work areas.

In addition to the activities we perform socially, we also attach importance to the

activities we perform environmentally. In this regard, we organized a sapling planting event in Ferizli, Sakarya in 2019 to contribute to the nationwide campaign of the Ministry of Agriculture and Forestry, “For a Greener Turkey.” In the event attended by various public institutions, 59 employees from our company and TB Sewtech Turkey came together and brought 2250 saplings to the soil. As another impact we have created in the social context, we conducted the Community Perception Survey for the first time in 2020. In 2021, we implemented the Shareholder Perception Survey for the first time, improving the process of meeting the expectations of the shareholders. In addition to the feedback we provided to the KalDer feedback reports, we implemented the Internal Perception Analysis (IPA) for an improvement to measure the perception of our managers. Subsequently, we

participated in TAYSAD’s sectoral research reporting in 2021.

Our company closely followed the updates in the EFQM model and created the “Purpose” for the first time in 2021. In this context, the compatibility of the “Vision” with the Purpose was confirmed and no updates were required. As Toyota Boshoku Türkiye, our purpose has been established within a framework that will inspire all stakeholders. The Vision and Purpose of our company are given in more detail in the next section.

Purpose/Vision

Our Purpose

We craft happier journeys
with our Stakeholders

Our Vision

Become the top-class
GLOCALIZED* interior
manufacturer in Europe

Our Slogan

All Together, **ONE
HEART**, for our Future

**Glocalized: Think globally,
act locally*



Sustainability Strategy and Targets

A more liveable World to future generations

Throughout our operational processes, we align our sustainability strategies, targets and activities based on the sustainability policy framework and materiality set by the Toyota Boshoku Group.

As Toyota Boshoku Türkiye, we strive to fulfil our duties to leave a more liveable World to future generations by acknowledging our tasks against environmental and social challenges. Throughout our operational processes, we align our sustainability strategies, targets and activities based on the sustainability policy framework and materiality set by the Toyota Boshoku Group. As a member of TB Group, we contribute to achieving the sustainability goals defined by the Group through ensuring an effective sustainable management approach in our country. In this regard, we have structured our sustainability management at TBT aligned with TB Global.

The term of sustainability has been increasingly gaining importance over the past years across the globe due to the destructive effects of climate change and global warming as stressed by the experts. Given this fact, TB Group accelerated its sustainability efforts and entered an intense multilateral transformation phase by shifting from Corporate Social Responsibility (CSR) to Creating Shared Value (CSV) and carrying out the materiality assessment as part of its 2025 Mid-Term Business

Plan (MTBP) preparation. We work determinedly to contribute to achieving the United Nations Sustainable Development Goals (UN SDGs), particularly the SDGs that are mapped with the TB Materiality. In this regard, we considered sustainability management, which is shaped around the Materiality triggered by TBJ, SDGs and EFQM Model as one of TBT's main focus areas. We strive for a sustainable transformation by embracing the term of sustainability in our way of doing business through applying it to our strategies, organization structure, processes and project management.

The formulation of MTBP heralds a new era for the Company's governance structure as ESG is defined as one of the five pillars. To catch the trends and being resilient against the externalities, in addition to ESG we have identified two more transformation areas that are namely HRX, human resources transformation, and DX, digital transformation. We constantly make improvements and carry out projects in order to consolidate the transformation efforts. Embedding the core components of ESG and supporting it through HRX and DX are significant for TBT in terms of

We are mobilizing all our means to increase our company's performance in Environmental, Social and Governance issues every year by effectively implementing it in Toyota Boshoku Türkiye.

achieving the Materiality in accordance with the MTBP. Due to this fact, we have advanced to the next level in our sustainability efforts by establishing the Sustainability Department at TBT to ensure effective sustainability management, integrated management of MTBP and compliant corporate project management approach, coordinating any improvement initiatives focusing on sustainability within TBT, creating a common language and understanding and ensuring active participation of the employees to these processes.

Toyota Boshoku Group's sustainability policies stand on three pillars: "management concept," "importance," and "management structure we aim to be." We are mobilizing all our means to increase our company's performance in Environmental, Social and Governance issues every year by effectively implementing it in Toyota Boshoku Türkiye. Every member of Toyota Boshoku Türkiye family, from top managers to employees, embraces sustainability issues and accompanies the company's sustainability journey.

Sustainability KPI's

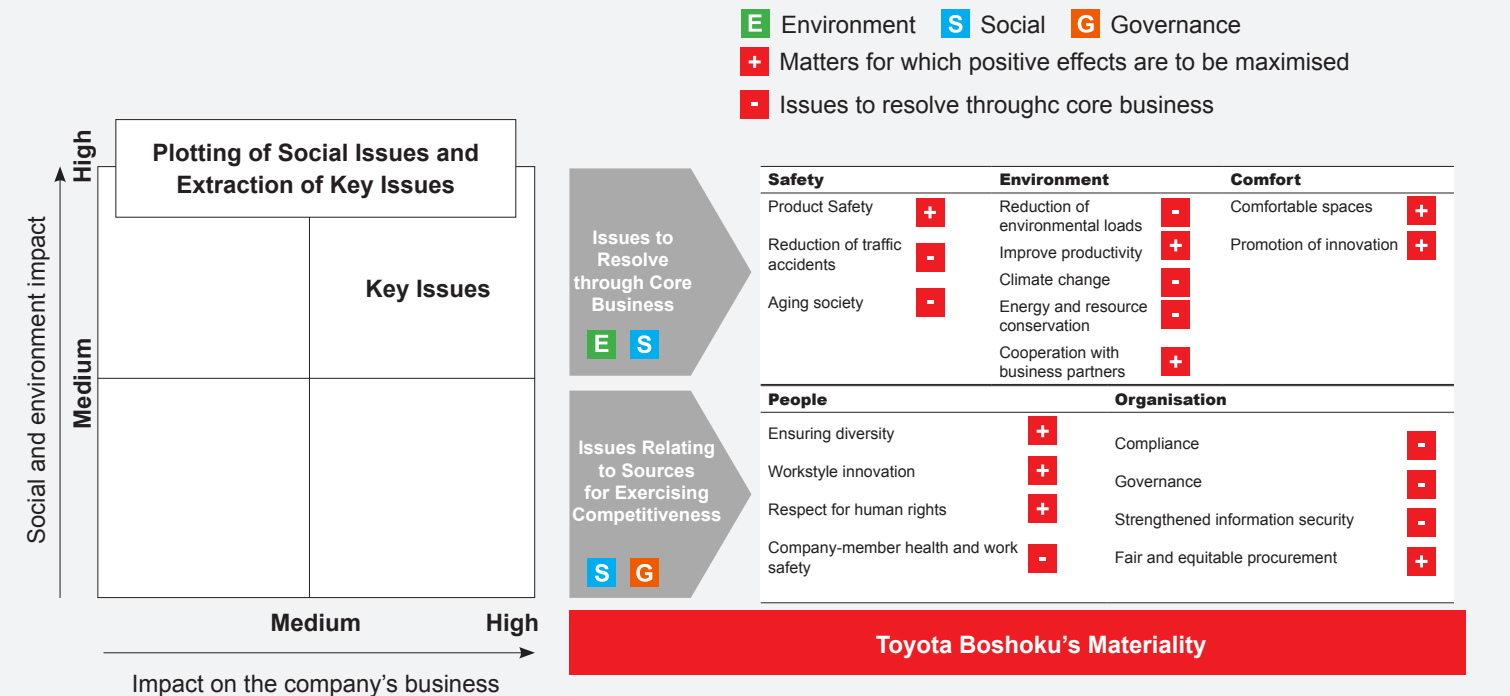
	CSR KPI	FY 2021 Targets	FY 2021 Results	
Customers	Customers first S	Prize-winning awards	TBC	
Company members		Designated employment rates of persons with disabilities	More than 3%	
		Permanent company members turnover rate	Less than 1%	
	Respect for company members S	Encouragement to take paid holidays (annual leaves)	133% (Including 33% from previous years remainder)	428% (328% of previous year remainders taken)
		Overtime hours	Zero incidence of working more than 270H/year	0 person
	Safety/Health S G	Number of fatal accidents (company members, temporary employees)	Fatal accidents: 0	Fatal accidents: 0
Receipt and coverage ratio for legal health check		100%	95%	
Shareholders	Disclosing information in a timely and appropriate manner S G	Timely information disclosure to Board of Directors and Shareholders.	100%	
Business Partners	Safety S	Number of fatal accidents by non-Toyota Boshoku group employees or members	Fatal accidents: 0	
	Compliance G	Implementation level for Guiding Principles	95%	
Local communities & global society	Confidentiality management G	Number of confidential information leaks	0	
	Compliance with laws and regulations G	Number of bribery violations	0	
	Fair/transparent dealings G	Number of violations of antitrust laws	0	
		Number of environmental abnormalities and complaints*1	0	
	Environmental conservation E	CO ₂ emissions and ratio of CO ₂ reduction	Reduce 2%	2.60%
		Ratio of waste reduction with basic unit (t/units)	Reduce 0.5%/year	0.61
		Rate of reduction in water consumption with basic unit (m ³ /unit)	Reduce 1%/year	1.30%
		Number of trees planted as part of reforestation activities	995 trees/year	1,200 trees/year
	Social contribution S	Number of volunteer activity participants	Total number: 1060	Total number: 1060

Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals

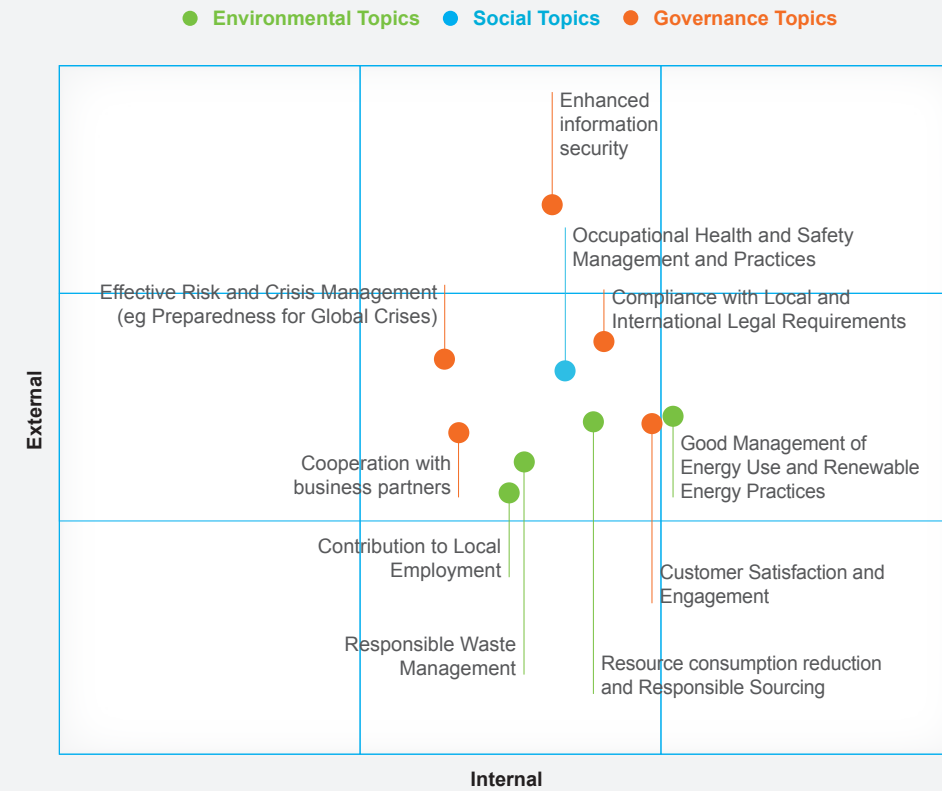
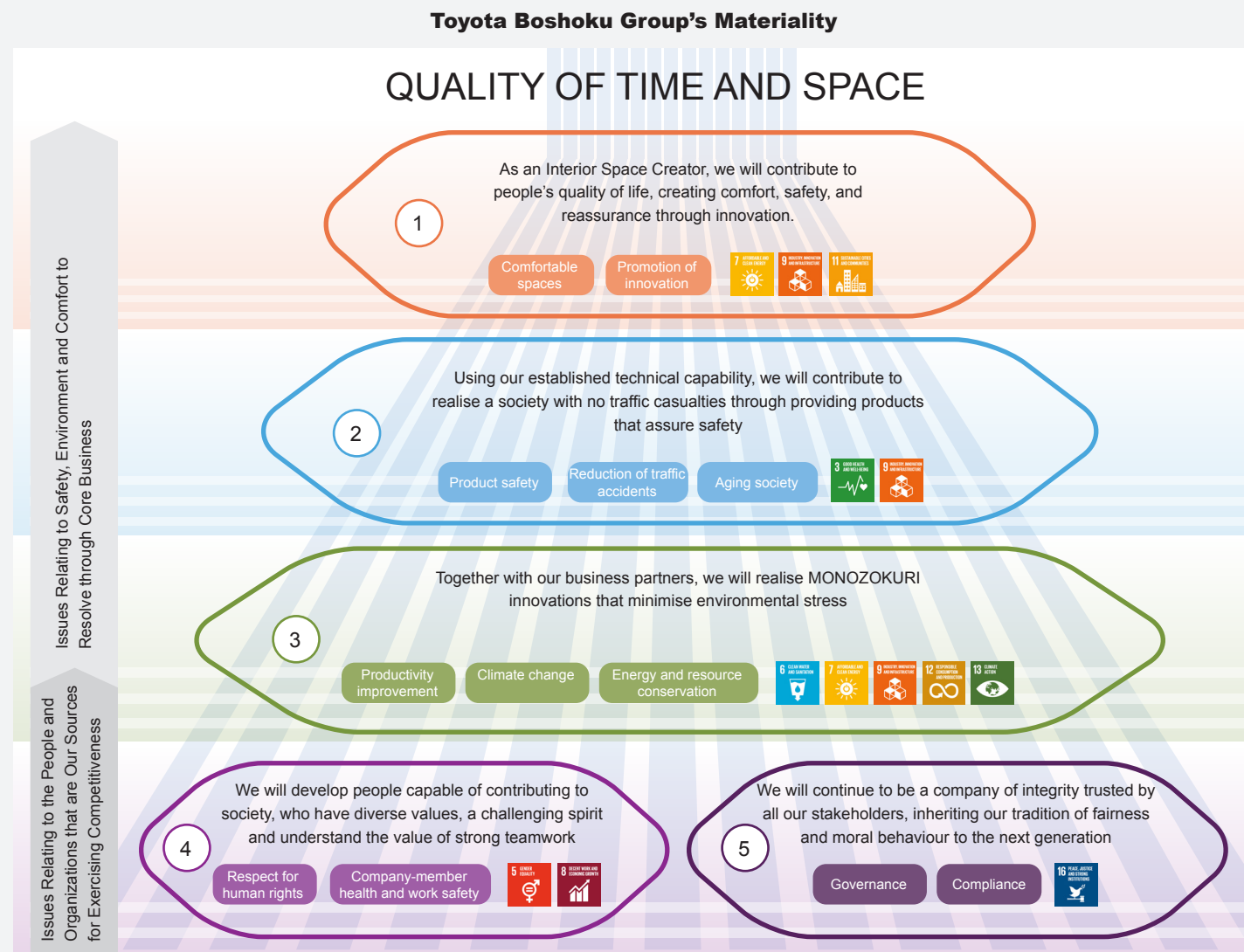
In the year of 2019, TB Group has transformed its sustainability efforts aligned with the Group's ESG targets through shifting from CSR to CSV. This transformation is integral for TB Group in terms of its ambitions to become a

sustainable, leading global company by enhancing corporate value until the end of this decade. Between April 2019 and July 2020, TB Group carried out a materiality assessment where its material issues have been identified within the

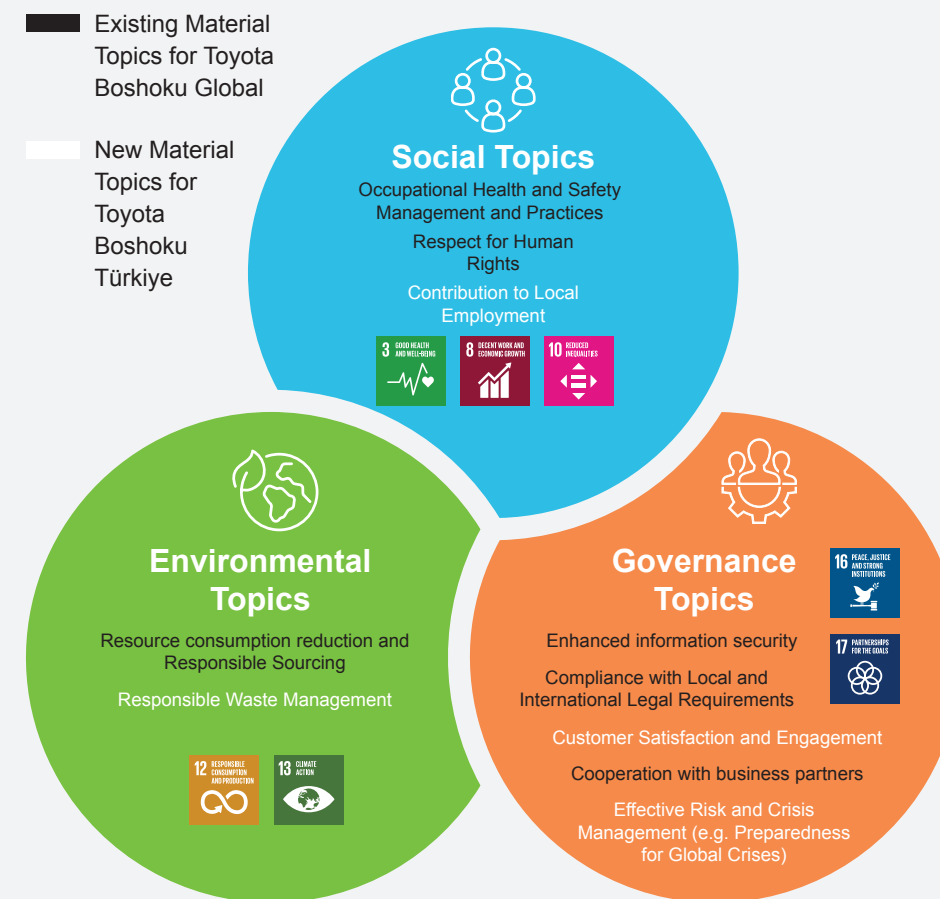
scope of the process of drafting the 2022 Mid-Term Business Plan. The table below demonstrates 18 material issues identified through the materiality assessment of TB Group.



Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals









We, as TBT, strive to enhance our sustainability efforts in accordance with TB Group's sustainability strategies. As part of these efforts, we have identified TBT's material issues through carrying out a materiality assessment with our key internal and external stakeholders. The participants to this materiality assessment have been sent a questionnaire where they were asked to grade the given material issues according to their importance for the TBT. The outputs of this assessment have been sorted from the most important to the least important. The results suggested that ten material issues were identified for TBT under three main categories: Environmental, Governance, Social. Six out of ten material issues are identical to TB Global's while four new material issues have been identified for TBT which are Responsible Waste Management, Customer Satisfaction and Engagement, Effective Risk and Crisis Management, and Contribution to Local Employment. The materiality matrix demonstrates the importance level of the material issues for TBT.



While the materiality of TB has been identified, TB has included the SDGs into its materiality model and sustainability management. In this regard, 10 SDGs whose details are available on the figure next have been identified and mapped with the relevant TB materiality such as safety, environment, and comfort. As TBT, we put the SDGs into our agenda and set goals towards the company's hoshin even before the SDGs have been added to the new version of EFQM Model since we believe that SDGs are an essential transformation domain. As a result of the SDGs' official presence in EFQM and the transfer of TBJ's goals and expectations to our operations, we initiated efforts to address the effects of SDGs on TBT with a more structured approach with targets, initiatives, and projects. Furthermore, TB Way and TB Code of Conduct, which is set by TB Global and applied by every TB plant, are compliant with the United Nations Global Compact (UNGC). In order to remain updated with contemporary sustainability issues, annual Materiality Workshops are organised under the leadership of TBEU. As part of these workshops, there are various activities done allowing the employees to raise their awareness about TB's materiality.

Our Contributions to United Nations Sustainable Development Goals

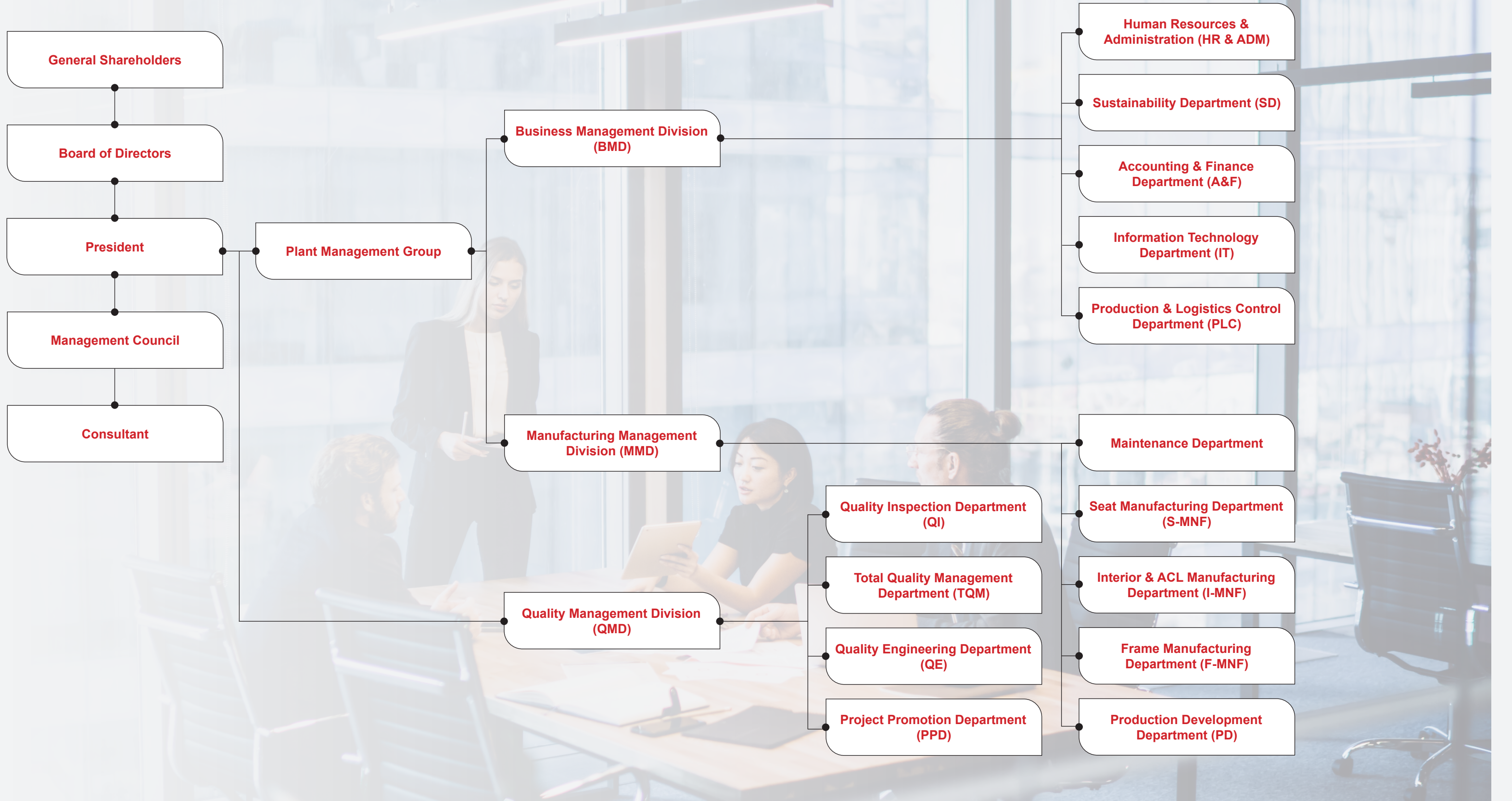
Materiality Topic	Related SDG	Contents
Resource Consumption Reduction and Responsible Sourcing E	  	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix
		9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
		12.2 By 2030, achieve the sustainable management and efficient use of natural resources
Responsible Waste Management E	  	12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
		12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
		6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
		11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
		12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

Materiality Topic	Related SDG	Contents
Occupational Health and Safety Management and Practices S		8.8 Protect labour rights and promote safe and secure working environments for all employees, including migrant employees, in particular women migrants, and those in precarious employment
Respect for Human Rights S		10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
Contribution to Local Employment S	 	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status 17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries
Enhanced Information Security G		16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
Compliance with Local and International Legal Requirements G		16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
Customer Satisfaction and Engagement G		16.6 Develop effective, accountable and transparent institutions at all levels
Cooperation with Business Partners G		17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
Effective Risk and Crisis Management (e.g. Preparedness for Global Crises) G	  	3.8. Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all 11.B Substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

*SDG 10 and SDG 17 are identified particularly for Toyota Boshoku Türkiye's contribution



Our Organizational Structure





Business Ethics and Compliance

We show our commitment to be a good corporate citizen

Our Guiding Principles constitutes our Code of Conduct that is structured on three main pillars that are respectively business activities, relations between employees and the company, and as members of society.

We attach utmost importance to business ethics and compliance at TBT in order to ensure a robust corporate governance and transparent stakeholder relations. We show our commitment to be a good corporate citizen and full compliance through unconditionally embracing the ethic values that are presented on the TB Group Guiding Principles. Our Guiding Principles constitutes our Code of Conduct that is structured on three main pillars that are respectively business activities, relations between employees and the company, and as members of society. We, as a member of TB Group, observe rules and carry out sensible actions in accordance with the TB Code of Conduct. More information about our Code of Conduct can be found on our website.

At TBT, every year the month of September has been dedicated to business ethics since 2012. In the “Ethics Month”, the messages from the senior managers of TBJ, TBEU and TBT regarding business ethics and TB Guiding Principles are conveyed to the employees of TB. In this month, the leaders gather at asakai meetings where they share the Ethics Month commitments and perform case studies on ethics together with the employees. Numerous ethics-related activities are carried out in this month including a compliance survey that covers all employees. The employees are also encouraged to participate to compulsory ethics training. 95% participation rate in the activities carried out within the scope of the “Ethics Month” is targeted. The results of these activities are reported and shared with the leaders, TBJ and TBEU. In case of any situation against the business ethics and compliance, our employees can reach the “Alert Line” and report any potential misconduct. Our employees have the right and opportunity to report the misconducts to TBEU as well.



Risk Management and Internal Audit

Our compliance with governance is declared to TBJ by the President of TBT with the J-SOX report every year. General Audit is carried out by TBJ without a certain time interval, and improvement and/or standardization studies are carried out and followed up according to the standards coming from TBEU through regular Board of Directors Meetings and the internal audit process called PMR (Plant Management Requirement). Within the scope of financial governance, financial results are shared with TBEU and TBJ and controlled with KPIs for which financial sustainability targets are determined. In addition, compliance of financial results according to VUK, TTK, TFRS and IFRS standards is checked monthly by the tax consultancy firm, annually by the independent audit firm, and by TBJ every two years, with internal audit and J-SOX audit, whether written processes are applied.

Risk management is a crucial element of TBT’s corporate governance structure in order to mitigate any risks that can negatively affect TBT and its stakeholders. Hence, risk management at TBT is steered by the senior management of the company. An effective risk management means for TBT that noticing the risks and crises before they happen, taking precautions, informing the employees in case of hazard and minimizing the damage when a risk and crisis occur in an unexpected scenario.

Prior to 2021, the risk management system of TBT was handled and determined based on an approach that was structured by the TBEU Regional Risk Committee. In 2021, the Corporate Risk Management structure and organization has been founded in TBT. The risk committee is chaired by the TBT President who directly takes part in risk determination studies. The risks that TBT manages are identified in line with the IATF16946 QMS (operational, legal, regulations, cybersecurity, information technologies etc.), regional strategic and

operational risks determined by TBEU and cultural, strategic, financial, social, and technical risks within the scope of MTBP. TBT manages and reports all these risks within the scope of TBT Risk list. In FY21, the risks such as earthquake and equipment failure have been followed in the context of strategic risks.

The sustainability department is responsible of addressing the identified corporate risks to respective persons to make them taking action. The risks, action and improvement plans are presented during the risk management meetings. In addition, the action plans are shared during the TBEU Regional Risk Committee meeting which has been held annually since 2018. The risks have been evaluated through using the risk assessment methodology. The risks are also covered during the SWOT meetings. The risks of TBT are reviewed every year and revised where necessary. Since the strategic risk identification approach has been developed by TBEU, the core approach is reviewed by TBEU. In this regard, TBT regularly gives feedback to TBEU.



Quality and Management System Practices

Quality is our top priority and one of the most significant strategic assets.

Total Quality Management (TQM) is our top strategic priority to achieve superior and sustainable performance for realizing MTBP and our vision.

At TBT, quality is of great importance for us since it is our top priority and one of the most significant strategic assets. We take required actions and steps to assure the quality of our work and conduct analyses to prevent any error affecting the production at our plants. Each TBT line personnel is authorized to stop the line in case of an abnormal situation. Acting promptly against abnormalities allows us to mitigate the quality risks resulting from the production processes. We adopt the “customer is the next process” approach at TBT, thus we ensure to prevent any product that does not meet the quality standards reach the customer. Aligned with the updates TB’s global quality approach, we have been effectively managing the in-line production errors and carry out studies to solve the problems at source

since 2017. As a result of these efforts, we achieved the “zero PPM” target in 2020 by eliminating all production errors. In addition, we, as TBT, were rewarded with the golden Quality Award in 2019 and silver Quality Award, an award given to one organization as part of TB global network. To maintain the balance between the quality assurance and competition power, we have been striving to optimize the Cost of Quality since 2020.

Total Quality Management (TQM) is among our strategic priorities to achieve superior and sustainable performance for realizing MTBP and our vision. In this regard, TBT is pioneering the implementation of TQM in our region and takes the quality management processes to the next level. “Customer First” approach is the tenet of TBT’s TQM that positions TBT as a supplier company that creates sustainable value for its customers and relevant stakeholders. Within the scope of TQM, we aim to improve the quality of our work, ensure autonomous management of customer projects, and rationalize cost of quality by dealing with “EFQM”, “Management of Customer Projects” and “Cost of Quality Optimization”.

The products that are manufactured by TBT are produced by related product safety standards. In compliance with the laws and regulations of the countries where our products are manufactured and sold, we aim to ensure maximum level of protection in case of a road accident and/or give the minimum harm to consumer. Thus, we have implemented processes based on the safety and regulatory characteristics in production and quality control processes to prevent the production and/or shipment of defected products. TQM Department carries out annual regulation compliance audits to monitor the compliance of the key quality characteristics. In 2021, the key quality characteristics are included into the supply-chain to ensure an end-to-end TQM management process.



G Information Security

Data and knowledge cover both IT technology and other subjects



In TBT, data, and knowledge cover both IT technology and other subjects. Data and information in all relevant areas are managed by various database systems, applications, file servers, reports, presentations, documents in working and meeting areas, and documents under QDMS. Numerous systems have been implemented to store, access, and protect all data and information integrity. The principle of location-independent work is considered when it comes to data access and employee productivity. A virtual and highly available system protects our systems and information and the architecture lets us access from anywhere. Standards bind data, information, data protection and security for all involved and with that, PDP Policy requirements are enforced company-wide.

Moreover, Toyota Security Guide (ATSG), J-SOX, and GDPR, which clearly define how data and information are received from all stakeholders within our company's ethical values and how information security is taken care of, data protection procedures, and approaches such as in-house training within the framework of the PDP Policy, Information Security Awareness Month, and Employee Information Security Guides to protect topics such as the confidentiality of the information and the protection of personal data. The exchange of data and information with all stakeholders involved in our company is governed within the framework of the PDP Policy and Confidentiality Procedures. All interested stakeholders can find general information about TBT on our website.

Regarding our employees, they receive comprehensive training on information security, and within the scope of information security awareness month, efforts are made to increase the awareness of our employees on information security. Information and reports can be accessed through the TBTNET portals such as QDMS, LOGO,

PDKS, depending on authority and responsibility in data sharing.

Lastly, various tests, especially phishing and penetration, are conducted within our company to understand the effectiveness of information security approaches. Phishing tests create fake emails that can lead to data breaches, monitor user perceptions and responses, and conduct remediation and training studies. Penetration tests are conducted both with internal and external vectors to analyze any weaknesses and create mitigation plans immediately. By support of TBJ HQ and External Security Operations Center, all digital transactions are monitored in real time to find out any abnormality in our IT systems. As part of the structuring of the PDP Policy studies, the operation of PDP officers was identified as a significant improvement. In this context, training services are used both by TBEU and other external institutions. Furthermore, a summary of the Confidentiality Procedure has been converted into a handbook and shared with all employees, and awareness has been raised.

G Our Response to Covid-19 Pandemic

TBT adapts itself to the changing work environment and stakeholder expectations



We, as TBT, have taken prompt action against the Covid-19 pandemic to protect our employees and their beloved ones, as well as other stakeholders. Within the scope of the efforts against Covid-19, an ad-hoc Covid Management Team that has been rapidly formed at TBT to implement the pandemic measures as effective as possible. The Covid Management Team led by HSE consists of general managers and managers representing each department, and senior management. All necessary pandemic measures and company's Covid-19 strategy are designated by the Covid Management Team. To ensure an impactful communication with all stakeholders, the decisions and steps taken by the Covid Management Team are being disseminated through e-mail, posters, meetings before the shifts, informative videos, and SMS. TBT's Covid approach is being dynamically updated and reviewed depending on the varying pandemic trends such as increase or decrease in Covid-19 cases, implementation of lockdowns,

normalization and so on. The Covid Management Team gathers weekly and monthly to discuss the pandemic related issues and the results of these meetings are disclosed to all employees to keep them engaged and updated regarding TBT's Covid-19 management processes. As part of the Covid-19 precautions, TBT has taken protective steps at its facilities such as installing thermal cameras, adopting remote working where possible and provide necessary tools for its employees. TBT's exemplary actions during the Covid-19 outbreak got also adopted by some of its peers. TBT adapts itself to the changing work environment and stakeholder expectations due to the pandemic. In addition, TBT took important lessons from Covid-19 pandemic and created guides to use in case of another pandemic happens in the future.

E
Our Environmental Approach

Collaborating with stakeholders is necessary to create a sustainable global environment

Toyota Boshoku 2050 Environmental Vision

Policies We Have



The “2020 Environmental Action Plan” defines the actions to be performed over a 5-year period from FY2016 to FY2020 in order to carry out the specific objectives indicated in the Toyota Boshoku 2050 Environmental Vision. In the five years leading up to 2020, we must consider the following three issues: “Low carbon consuming businesses,” “recycling focused businesses,” and “collaborative companies” in order to address and prevent significant environmental issues like climate change, water scarcity, depletion of natural resources, and the biodiversity crisis. Collaborating with stakeholders who share similar interests is necessary to create a sustainable global environment.

Vision

We will work together with all stakeholders with the aim of creating a sustainable global environment where children can lead their lives with a smile.

Toyota Boshoku's

6

Stretch Environmental Goals to 2050

Climate Change

- 1 Challenge of achieving zero CO₂ emissions in Toyota Boshoku group
- 2 Challenge of achieving zero CO₂ emissions in the product life cycle

Water Scarcity

- 3 Challenge of achieving zero wastewater in the Toyota Boshoku group production process by water recycling

Resource Depletion

- 4 Challenge of minimising natural resources usage
- 5 Challenge of minimising wastes produced by the Toyota Boshoku group

Biodiversity Crises

- 6 6. Challenge of planting 1.32 million trees as part of reforestation activities

Greenhouse Gases Management

Environmental management is a key component of our governance structure

TBT's environmental targets are reviewed at the committee meetings and KPIs such as CO₂ emission, use of natural resources (waste and water) and energy management are followed.

As Toyota Boshoku Türkiye, we follow the 2050 Environmental Vision of Toyota Boshoku Group. In this context, to formulate a specific action plan for realizing Toyota Boshoku's "Environmental Vision 2050," we have planned the "Environmental Action Plan 2020" for the five years from fiscal 2016 to fiscal 2020. In the five years until 2020, we accelerated our efforts for three priority areas we set in the 2015 Environmental Action Plan, which are "the establishment of low carbon society," "the establishment of a recycling-based society" and "the establishment of a symbiotic society," to tackle critical environmental issues including climate change, water scarcity, resource depletion and the biodiversity loss. We are working together with all like-minded stakeholders to achieve a sustainable global environment.

At TBT, environmental management is a key component of our governance structure. In this regard, we have formed the sustainability department and environment committee. The sustainability department is mainly responsible to address climate change and environment related risks. In addition to that, the environment committee including president, vice president, upper management and all area managers, environment managers and environment engineers gathers once every two months. TBT's environmental targets are reviewed at the committee meetings and KPIs such as CO₂ emission, use of natural resources (waste and water) and energy management are followed. Besides that, climate related risks are addressed at the risk management meetings which is held once in a month. To underline the significance of carbon neutrality for TBT, the sustainability team organizes weekly carbon neutral meetings to monitor and oversee the climate-related progress of the company. Our environmental performance is also audited to assure its quality. TBT management monthly audits the environment related KPIs. Furthermore, every year internal and external ISO



To bring our environmental efforts forward, we have submitted our first CDP reports in Climate Change and Water Security 2022.

auditors carry out regular controls over ISO 50001 and ISO 14001. At TBT, we do Scope 1, Scope 2 and Scope 3 emission calculations that allows us to navigate our climate strategies and prepare for the European Green Deal. To bring our environmental efforts forward, we have submitted our first CDP reports in Climate Change and Water Security 2022.

The "2050 Environmental Vision" plan and the part that will discuss the climate change pillars that are applied for Toyota Boshoku Global is shown below:

Climate Change

1) *Challenge of achieving zero CO₂ emissions in the Toyota Boshoku Group*
Extreme weather conditions have commonly been experienced in many parts of the world. There is report that the average global temperature is likely to rise by 2.6 to 4.8°C by 2100 compared to pre-industrial levels. The Toyota Boshoku Group will take on the challenge of achieving zero CO₂ emissions at all plants by 2050. We will strive to significantly reduce carbon emissions by developing innovative production technologies, developing product and material technologies, improving facilities,

and using renewable and next-generation energy. At TBT, we strive to achieve this target through implementing an effective mitigation strategy paving TBT's way to become a carbon neutral company. Within this scope, we aim at increasing renewable energy usage and efficiency in our production processes.

2) *Challenge of achieving zero CO₂ emissions in the lifecycle*

Instead of focusing only on the reduction of CO₂ emissions during our auto parts production process, Toyota Boshoku will take on the challenge of achieving zero CO₂ emissions at all stages of the product life cycle from production to use, disposal and recycling of products. By manufacturing low-carbon materials, developing heat-insulating interior products and high-efficiency filter power train parts, and promoting low-carbonization, we strive to create clean products and provide environment-friendly interior products.

Greenhouse Gases Management

Direct emissions decreased notably from 2019 to 2020

Our company's annual targets are reviewed and reflected in its environment-oriented strategies, primarily by considering global trends, TBJ and TBEU targets.

Resource Depletion

1) Challenge of minimizing natural resources usage

If the World's population continues to surge in demand for resources and large-scale development continues, by 2050, the current reserves of many resources, including fossil fuels and minerals, will be depleted. Toyota Boshoku Group is taking on the challenge of minimizing the consumption of resources by promoting designs that are easy to disassemble and recycle, developing recycling technology that realizes a recycling-oriented material flow, and arranging material replacement at a wider range of plant-based materials.

Furthermore, we as Toyota Boshoku Türkiye calculated and evaluated our carbon emissions which are shown in the table below;

EMISSION	Toyota Boshoku Türkiye			
Greenhouse Gas Emissions	Unit	2019	2020	2021
Direct CO ₂ Emissions	tCO ₂ e	8,093	7,057	7,152
Direct CO ₂ Emissions per Product	tCO ₂ e/ product	0.0325	0.0313	0.0394

EMISSION	Toyota Boshoku Türkiye			
	Unit	2019	2020	2021
Percentage of carbon emission reduction per product	%	3%	3%	3%

We have been calculating and reducing our emissions stemming from our activities since 2013. The above information points out our direct carbon emissions from 2019 to 2021 and our percentage of carbon emission reduction per product. Despite the rise in production, the improvements we made in 2021 allowed us to achieve a reduction of almost 1,000 tCO₂e compared to 2019.

Finally, our company's annual targets are reviewed and reflected in its environment-oriented strategies, primarily by considering global trends, TBJ and TBEU targets. Global regulations that include significant environmental targets are as follows:

- Paris Agreement
- European Green Deal
- Circular Economy Development Plan
- Türkiye Green Deal Action Plan
- Fit For 55 etc.

Annual studies are determined within the scope of these trends and targets. One of these studies is the basic Environmental and Energy Management System activities such as ISO 14001, 50001. All environmental activities carried out in our company are reviewed and reports are made by giving feedback to the management and employees. In connection with this, Kaizen Plans are created and followed in line with the annual reduction targets. Carbon Obeya (Work Tracking Area) was established as of FY22, in order to more closely monitor and contribute to carbon emission reduction targets, and meetings are held regularly.



E
Energy Management

An environment-oriented perspective is one of the basic building blocks of our company

All energy resources are listed in our company and the equipment that causes the highest energy consumption among these sources is defined as an "Important Energy Source".

Utilizing renewable energy is integral for TBT considering our target to reach Zero Emission by the end of 2050. Environmental and energy management activities are carried out within the framework of the 2050 Environmental Vision, TB Way, ISO 14001 and ISO 50001 system standards. All environmental risks are assessed using a 5x5 risk matrix and remedial actions are implemented.

In our company, energy reduction studies are carried out and led by the Maintenance Unit. All energy resources are listed in our company and the equipment that causes the highest energy consumption among these sources is defined as an "Important Energy Source". Plans to reduce key energy sources are followed in conjunction with the 2030 CO₂ reduction plan.

Furthermore, an environmentally oriented perspective is one of the basic building blocks of our company. In this context, studies are carried out by taking into consideration life cycle analyses (LCA) to minimize or eliminate the environmental impacts caused by our plants. In this regard, theoretical and practical information is provided about the environment and energy policy to provide our employees and visitors with basic awareness and competence. Employee participation in the separation of waste at source and reducing energy use is ensured through various activities, and various competitions are organized to encourage motivation.

Finally, the I-Rec certificates, we received from Enerjisa Enerji Üretim AŞ from 04/2021 to 01/2022, verifies our company's electricity usage comes from renewable sources. In detail, during each of these months, we have generated 1,150 MWh of electricity from renewable energy resources. Given our Zero Emission target by 2050, we are planning to deploy a solar power plant which will start energy generation in 2024. As TBT, we have allocated 15 million euros for energy efficiency and Carbon Neutral activities between 2022-2026.

ENERGY		Toyota Boshoku Türkiye		
Non-Renewable Direct Energy	Unit	2019	2020	2021
Diesel	litre	1,572	1,200	2,792
Natural Gas	Sm ³	313,726	217,393	220,494
Non-Renewable Indirect Energy	Unit	2019	2020	2021
Electric	kWh	13,883,439	12,130,135	12,002,455
Electric/per product	kWh/product	55.756	53.911	51.074

As can be seen from the table above, our diesel usage within our company has increased from 2019 to 2021. However, within the same years, our use of natural gas has decreased by 93,232 Sm³, while our electricity also has decreased significantly, indicating that we have taken important steps to reduce our use of non-renewable resources.



Water Management

Waste water treatment is of great importance aligned with our environmental vision

Establishment of Recycling-based Society (Water & Resources)	3. Challenge of achieving zero wastewater in Toyota Boshoku group production process by water recycling	10. Reduce the use of depleting natural resources through the utilization of plant-based materials
	4. Challenge of minimizing natural resources usage	11. Reduce the amount of waste generated in production activities & Promote the effective use of resources
	5. Challenge of minimizing wastes produced by Toyota Boshoku group	12. Reduce the amount of packaging materials used in logistics and effective use of resources
		13. Promote the environmental social contribution through forest-making activities/forest conservation activities
		14. Promote the reinforcement of the consolidated environmental management

Since 2018, water consumption and the amount of waste material have been accepted as KPIs and added to our hoshin. Water scarcity and consumption are also placed in the 2050 Environmental Vision Plan, which is shown and explained on the figure. At TBT, waste water treatment is of great importance aligned with our environmental vision. We treat water in full compliance with the Organized Industrial Zones legislation and Water Pollution Control regulation. At TBT plant, the waste water firstly goes to the chemical treatment plan where the hazardous chemical substances are eliminated, secondly water goes to the biological treatment plant before being discharged to the sewer of the Organized Industrial Zone. TBT's water discharge is carried out in accordance with the legal requirements for the parameters such as COD, BOI, Ph, zinc, copper, lead, nickel, suspended soils and so on.

Water Scarcity

1) *Challenge of achieving zero wastewater in Toyota Boshoku group production processes by water recycling*
 Due to climate change and an increase in the World's population, 4 billion people are expected to suffer from water shortages and water stress by 2050 (7.2 billion in 2013 → 9.7 billion in 2050). Toyota Boshoku Group uses water in the product cleaning and painting processes. However, in the future, Toyota Boshoku Group will challenge zero wastewater in its production processes by establishing a circulation system by replacing the existing processes with a water-less process, purifying and recycling wastewater as well as using rainwater.

Moreover, the tables below indicate the total volume of water withdrawn, wastewater discharge, water consumption and use per unit of production in our company. By collecting and calculating these data, we believe that we can manage our water management processes effectively.

Toyota Boshoku Türkiye				
Total Volume of Water Withdrawn	Unit	2019	2020	2021
Surface waters, including wetlands, rivers, lakes and oceans	m ³	-	-	-
Groundwater	m ³	2,724	2,598	3,357
Sea Water	m ³	-	-	-
Rain Water	m ³	310	350	225
Produced Water	m ³	-	-	-
Third-Party Waters (Mains Water etc.)	m ³	11,245	10,325	10,961
Toyota Boshoku Türkiye				
	Unit	2019	2020	2021
Water Consumption	m ³	14,279	13,273	14,543
Toyota Boshoku Türkiye				
	Unit	2019	2020	2021
Water use per unit of production	-	0.06	0.06	0.07



Besides, regarding the water consumption within our plants, we have 3 ways to manage our water consumption. These are;
 1) *Mains water:* Supplied from SASKI and used in the kitchen and washbasins, for industrial consumption (paint plant) and cooling water. It is discharged at Organized Industrial Zone (OIZ) sewer.
 2) *Rainwater:* Used in the sinks within our plants after purification and discharged again at OIZ sewer.
 3) *Well Water:* Used in garden irrigation and discharged from underground.

Lastly, when it comes to our water management processes, we also have a water target that we are ambitious to achieve by 2050; Global and local targets have been set in line with Toyota Boshoku's 2050 Environmental Vision. There is a target of "0" wastewater by using recycled water in production processes until the end of 2050. In this direction, our annual targets are determined, and improvement studies are carried out to reduce our water use.

E

Waste Management

We have done a pre-study for waste reduction which included upcycle and downcycle

Our employees' participation in the separation of waste at source and reducing energy use is ensured through various activities, and various competitions are organized to encourage our employees' motivation.

Within the scope of social responsibility, on the 2022 Environment Month, the projects created from waste materials from the employees with the "Recycling Contest" were sold by auction in our company and the income obtained was donated to the TEMA Foundation.

At our plants, to achieve the relevant targets, studies such as Milkrun optimization studies, waste reduction from production, scrap reduction studies, machine, equipment and process design that will consume less energy during the new project process design are carried out. Plastic injection runner and scrap and wastes are broken and reused. For example, as a result of Milkrun optimization studies carried out in 2021, carbon emissions per vehicle were reduced and a reduction of approximately 340 tons/year was achieved.

Within the context of the 2050 Environmental Vision Plan Toyota Boshoku has vigorously promoted 3R activities to challenge of minimizing wastes produced during the processes;

- Reduce: To reduce the amount of waste
- Reuse: To use repeatedly
- Recycle: To recycle disposed materials as useful resources

and since 2007 has achieved zero direct landfill waste. Moving forwards, we will continue to take on the challenge of minimizing waste for Toyota Boshoku Group, expand our activities globally, and carry out a variety of initiatives, including the development of design and construction methods that enable the efficient use of resources, the development of recycling technologies, and 100% material recycling (to make parts from parts).

In addition, the wastes generated as a result of the separation and collection at the source of domestic, hazardous, medical and similar wastes coming from the offices, production lines, cafeteria, storage areas and infirmaries within our company; It is applied and determined according to the waste management principles specified in the laws and regulations in a way that does not harm human and environmental health.

For our waste reduction and recycling processes, we as Toyota Boshoku Türkiye have done a pre-study for waste reduction which included upcycle and downcycle. Following the pre-study, for 2023 to 2026, we are also planning on doing Budamari studies which will consist of downcycle of wastes and a bioenergy project and by the end of 2026, our target is to reduce our overall waste by 14%.

Furthermore, within the circular economy framework, we manage our waste sustainably by monitoring and calculating the amount of waste converted as raw material input, recoverability/circularity rate of manufactured products and reused/recycled packaging ratio. The aforementioned pillars are stated in the tables next page.

Amount of waste converted as raw material input		Toyota Boshoku Türkiye		
Waste Type	Unit	2019	2020	2021
Plastic Waste Recycling	kg	128,424	87,680	129,562
Recoverability/circularity rate of manufactured products		Toyota Boshoku Türkiye		
Type	Unit	2019	2020	2021
Seat & Door Set	Set	248,976	225,255	222,347
Reused/recycled packaging ratio		Toyota Boshoku Türkiye		
Packaging Waste Type	Unit	2019	2020	2021
Paper and Cardboard Packaging	kg	98,940	68,960	67,760
Plastic Packaging	kg	66,420	39,860	36,140
Wooden Packaging	kg	92,000	72,500	63,800

We manage our waste sustainably by monitoring and calculating the amount of waste converted as raw material input, recoverability/circularity rate of manufactured products and reused/recycled packaging ratio.





Waste Management

We can evaluate our waste and act accordingly throughout our company



Eventually, the waste generated from our activities and processes is calculated and divided into 2 categories which are by type and their disposal method. Based on this information and calculations, we can evaluate our waste and act accordingly throughout our company. As aforementioned, the tables below show the kinds and disposal methods of our wastes.

Total Waste		Toyota Boshoku Türkiye			
By Type	Unit	2019	2020	2021	
Hazardous Wastes	Kg	293,251	246,165	262,817	
Non-Hazardous Wastes	Kg	2,716,820	2,098,410	2,088,252	
Total Waste	Kg	3,010,071	2,344,575	2,351,069	
According to Disposal Method		Unit	2019	2020	2021
Energy Recovery	Kg	3,010,071	2,344,575	2,351,069	
Regain	Kg	0	0	0	
Waste Incineration	Kg	0	0	0	
Total Disposal Waste	Kg	3,010,071	2,344,575	2,351,069	

Total Waste		Toyota Boshoku Türkiye			
By Type	Unit	2019	2020	2021	
Hazardous Wastes	Waste Oil	Kg	7,360	5,304	6,826
	Contaminated Packaging	Kg	164,820	136,080	151,080
	Sponge	Kg	53,220	38,060	46,100
	Contaminated Waste	Kg	43,740	33,880	32,020
	Treatment Sludge	Kg	11,900	4,680	3,960
	Toner-Cartridge	Kg	0	0	60
	Fluorescent	Kg	80	780	140
	Electronic Waste	Kg	1,460	460	1,400
	Accumulator	Kg	280	0	0
	Battery	Kg	67	0	30
	Sodium Hydroxide	Kg	0	0	0
	Antifreeze Waste	Kg	0	0	0
	Other Acids	Kg	60	160	0
	Medical Waste	Kg	44	5	31
	Paint Waste	Kg	620	420	0
	Glue	Kg	6,580	13,260	8,780
	Isocyanate	Kg	440	160	3,260
Polyol	Kg	2,200	8,380	6,260	
Airbag	Kg	380	240	80	
Pressure Vessel	Kg	0	4,120	880	
Mold Release	Kg	0	0	1,900	
Waste Boron Oil	Kg	0	0	0	
Non-Hazardous Wastes	Wood	Kg	92,000	72,500	63,800
	Paper-Cardboard	Kg	98,940	68,960	64,760
	Plastic	Kg	66,420	39,860	40,560
	Other Plastic	Kg	314,580	205,120	99,342
	Metal	Kg	1,907,720	1,594,580	1,718,920
	Cable Waste	Kg	1,080	1,220	2,200
	Copper Waste	Kg	420	490	510
	Pvc	Kg	235,660	115,680	98,160

Analysing the table above, if we break down the types of waste which are hazardous and non-hazardous wastes, the most waste generation comes from the non-hazardous waste, metal with 1,718,920 kg.

E
Biodiversity

Our lives and culture have been supported by the benefits of biodiversity



The biodiversity crisis is a major concern for the world and our company. In this context, the 2050 Environmental Vision of Toyota Boshoku Group, the challenge of planting 1.32 million trees is a part of their afforestation activities.

With this, our lives and culture have been supported by the benefits of biodiversity. However, 13 million hectares of forests are lost worldwide every year, equivalent to about one-third of Japan's area. Through tree planting activities, Toyota Boshoku has taken on the challenge of planting 1.32 million trees and will utilize its group network to contribute to the conservation of habitats for endemic species in regions and countries, the protection of forests, and the restoration of rich habitats.

As Toyota Boshoku Türkiye, we care about our planet and with this mindset within the scope of social responsibility, we carried out a sapling planting activity in Sakarya Centre and Kaynarca Region with the support of the Sakarya Office of the Ministry of Forestry. 1500 saplings were planted in the event attended by TBT Management and volunteer staff as well as the Sakarya Office staff of the Ministry of Forestry. Besides, in 2022, we planned on planting 969 trees and by 2026 we are aiming for our forestation to be around 4809.

E
Environmental Awareness Activities

We invest in various environmental activities and protections

Within our company, to increase the awareness of the governance stakeholders, organisations such as afforestation, donations and training activities are participated in or led directly for these organizations. In addition, webinars on “Ecosystem, Stakeholders and Stakeholder Perception Management” were held with the joint participation of our company and TBSTR to increase the awareness of the employees on the new definition of an ecosystem and more than 300 employees actively participated in these webinars. We organize joint activities with our stakeholders including the suppliers in our value chain and customers. These activities target to raise the awareness on environment such as exchanging good practices among the participants.

Besides, the KPI that will support corporate sustainability is the ESG score. Indicators related to reducing our carbon emissions, perception of society and governance stakeholders have been defined to support this indicator. Many activities, especially Special Months, are used to raise our employees' awareness of sustainability. In terms of sustainability, developments both within and outside of TB are systematically monitored and various actions are initiated to adapt them to our company. With that, our studies are continuing to prepare and publish our sustainability report according to the GRI Index.

To ensure a high level of environmental awareness among our top management and employees, we provide necessary trainings covering various aspects of the subject. Such trainings are organised multiple times annually to which our president attends as well. The attendants to the environmental trainings must take an exam after the training to make sure that all attendees meet a certain level of environmental awareness. The training subjects can be listed as following:

- 1) Legal Environment Training
- 2) Practical Environment Training (There is a practical training area and there is carbon related training content in that area)
- 3) ISO14001 Environment Management System Training
- 4) ISO50001 Energy Management System Training

As Toyota Boshoku Türkiye, we also invest in various environmental activities and protections. A significant increase in investments in both environmental activities and environmental protection from 2019 to 2021 proves that our company is eager for such environmental investments in the coming years. The table below shows the expenditures we made for these investments.

Environmental Investments	Toyota Boshoku Türkiye			
	Currency (TL)	2019	2020	2021
Total operating expenses of environmental activities		180,567	194,851	452,953
Total environmental protection investments		112,170	73,050	216,201
Total		292,737	267,901	669,154

Finally, in our company's 2022 investment plans, besides the digitalization investments fed from Medium-Long Term Planning, new project investments, renewal and capacity increase investments are at the forefront. On the other hand, carbon neutralization studies have also started, and the budget allocated for the investments is 4.8M€.

Our Social Approach

We created our Corporate Philosophy document

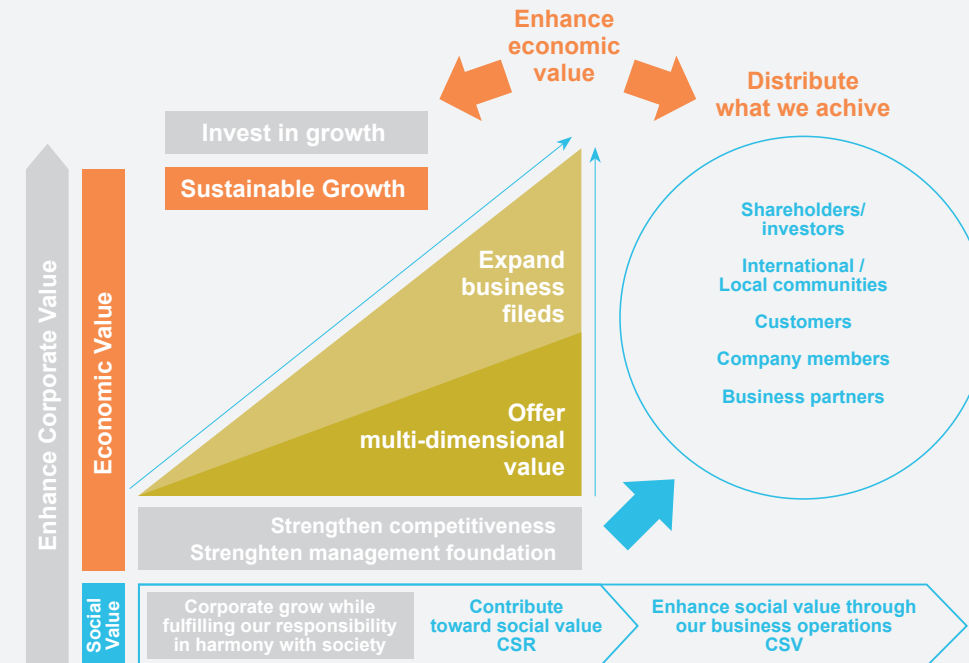
As Toyota Boshoku Türkiye, we created our Corporate Philosophy document. In this way, we aim to develop an effective and strong communication with our society, customers, shareholders, employees and business partners.

Corporate Philosophy is based on being an organization that takes a holistic view and focuses on the needs and expectations of all stakeholders. Our ideal; In addition to being an organization where its employees work with pleasure, long-term cooperation with business partners, developing and producing products focused on customer satisfaction, it is to transform into a structure that contributes continuously with the awareness of being a member of the society.

Corporate Philosophy

Society	<p>The Company will promote corporate growth while fulfilling the following responsibilities as a good corporate citizen:</p> <ol style="list-style-type: none"> 1) Maintain ethical values, ensure that our corporate activities are fair and transparent. 2) Supply safe products that do not harm the environment. Promote corporate activities that help protect the global environments. 3) Create a better society as a member of our local communities.
Customers	The company will develop innovative technologies and products to deliver quality that satisfies our customers.
Shareholders	The company will promote innovative management policies that ensure future corporate growth and the trust of our shareholders.
Employees	The company will build and maintain positive labour-management relations, respect the individuality of its employees and create safe and comfortable workplaces.
Business partners	The company will promote open and mutually beneficial relationships with its business partners in pursuit of long-term growth and prosperity.

The management we aim to become



By strengthening both social and economic value, **we enhance our corporate value.**

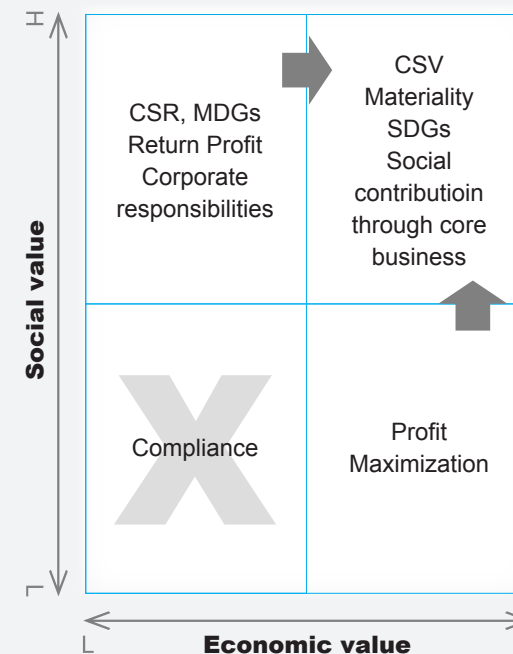
As the new business concept was introduced, TBJ created new set of KPIs.

Environmental, Social and Governance (ESG) KPIs



<https://www.toyota-boshoku.com/global/sustainability/data/esg/>

Drive towards CSV – How TB is moving from CSR to CSV



CSR	CSV
Value: doing good	Value: economic & social benefits relative to cost
Citizenship, philanthropy, sustainability	Join company and community value creation
Discretionary or in response to external pressure	Integral to competing
Separate from profit maximization	Integral to profit maximization
Agenda is determined by external reporting and personal preferences	Agenda is company specific and internally generated
Impact limited by corporate footprint and CSR budget	Realigns the entire company budget
Example: Fair trade purchasing	Example: Transforming procurement to increase quality and yield

<CSR> **Responsibility** towards Charity, Philanthropy, Donation
 <CSV> **Create** social / environmental value through business activities

<Concept of CSV>

"the competitiveness of a company and the health of the community around it are mutually dependent" [Kramer and Porter Harvard Business Review]



Employment, Diversity and Inclusion

Each of our employee sees their workspace as their own workplace

We, Toyota Boshoku Türkiye family, as one of the companies of the Toyota Boshoku Group, we maintain a corporate culture where social mission and responsibilities are fulfilled.

Our company published a guide in October 2004 as "Guiding Principles for Employee Conduct" in order to explain the proper conduct to our employees. We, Toyota Boshoku Türkiye family, as one of the companies of the Toyota Boshoku Group, we maintain a corporate culture where social mission and responsibilities are fulfilled. By being conscious of our roles, we reflect our behaviour within the company and towards society with common sense, and we apply this common sense to our daily work.

We convey the TBT culture to our employees in the best way possible by summing up the value we give to our employees and our expectations in five points:

Professionals working with an amateur spirit

We always expect our employees to approach their work with enthusiasm, as they did on the first day, and to approach problems with an amateur spirit and approach them from a "how do I do it" perspective. There is a Kaizen Reward System to support this approach.

Owning the business: "Stop! Call! Wait!"

At TBT, each of our employee sees their workspace as their own workplace, and all our employees are expected to own the process they work in. As a result of this approach, each employee is given absolute authority to stop their process during an anomaly. In the training he received on the day he got the job, he said, "Stop! Call! Wait!" learning as a rule.

Team spirit: One heart all together!

As TBT, our strength comes from the collective perspective. According to this point of view, success can only be achieved by acting together in harmony and in the best way coordinated. Hoshin Kanri (Japanese style goal and policy management) system is implemented that all employees can act in line with the same goals and objectives.

Respect for individual skills and ideas

The most important factor that makes TBT special is the value it gives to its employees. Respecting the individual skills and thoughts of the employee constitutes the basic building block of the culture. In this way, an employee culture with a different perspective and richness of view is formed.

Powerful communication without hierarchical boundaries

We provide our employees with a transparent communication space without hierarchical boundaries. Employees can easily reach even the president whenever they want.

The number of our employees in TBT is 1,030 and the rate of female employees is 9.4%. We aim to increase our female employees' rate to 20% and 30% for the production field and office in 2026, in line with our Mid-Term Strategy.

By Gender	Unit	2019	2020	2021
Male	Person	1,067	994	931
	Ratio	91.0%	91.0%	90.6%
Female	Person	105	98	97
	Ratio	9.0%	9.0%	9.4%
TOTAL		1,172	1,092	1,028



Auction of Recycling Competition



Employment, Diversity and Inclusion

There is no union formation in our company. As a principle, we do not use “white collar” and “blue collar” terms for our employees, we prefer “office member” and “genba (field) member”. As an expression of the value given to our employees, we preserve employment even during the economic crisis in Turkey in 2001 and the global financial crisis in 2008. We sustained our policy in the long-term production stops, due to Covid-19.

By Employment Type	2019	2020	2021
Office Member - Female	28	32	28
Office Member - Male	109	87	78
Field Member - Female	77	66	69
Field Member - Male	958	907	853
TOTAL	1,172	1,092	1,028

Age Distribution	Total Number of Executive Management	
	Female	Male
Below 30	-	-
Between 30-50	-	3
Above 50	-	1
Total Number of Top Management	-	4

Education Distribution	Female	Male	Total
	Primary School	1	41
Secondary School	8	98	106
High School	52	592	644
Vocational High School	12	131	143
Bachelor's Degree	22	49	71
Master's Degree	2	8	10
Intern	6	8	14
Total Employees	103	927	1,030

Contract Type	2019	2020	2021
Unlimited Contracted – Female	104	97	89
Unlimited Contracted – Male	891	903	853
Limited Contracted – Female	1	1	8
Limited Contracted - Male	176	91	78
TOTAL	1,172	1,092	1,028

Age Distribution		2019	2020	2021
		Female	20	24
Age 18 - 30	Ratio	1.7%	2.2%	2.4%
	Male	377	375	309
	Ratio	32.2%	34.3%	30.1%
	Female	69	59	52
31 - 40 Years Old	Ratio	5.9%	5.4%	5.1%
	Male	502	427	413
	Ratio	42.8%	39.2%	40.2%
	Female	16	15	19
41 - 50 Years Old	Ratio	1.4%	1.4%	1.9%
	Male	177	181	199
	Ratio	15.1%	16.6%	19.4%
	Female	0	0	1
51 - 60 Years Old	Ratio	0%	0%	0.1%
	Male	11	10	10
	Ratio	0.9%	0.9%	1.0%
	Female	0	0	0
60 Years Old and more	Ratio	0%	0%	0%
	Male	0	0	0
	Ratio	0%	0%	0%

Employment, Diversity and Inclusion

WORKFORCE				
Other Groups	Unit	2019	2020	2021
Foreign	Female	0	0	0
	Ratio	0%	0%	0%
	Male	3	4	2
	Ratio	0.3%	0.4%	0.2%
Disabled	Female	4	2	1
	Ratio	0.3%	0.2%	0.1%
	Male	36	34	31
	Ratio	3.1%	3.1%	3.0%
Management Level	Unit	2019	2020	2021
High-Level	Female	0	0	0
	Ratio	0%	0%	0%
	Male	3	3	3
	Ratio	0.3%	0.3%	0.3%
Mid-Level	Female	5	6	8
	Ratio	0.4%	0.5%	0.8%
	Male	33	29	26
	Ratio	2.8%	2.7%	2.5%
Other	Female	98	94	89
	Ratio	8.4%	8.6%	8.7%
	Male	1.031	967	902
	Ratio	88%	88.6%	87.7%

Employee Rights and Development

Our business is built on mutual trust that we established with our employees.

As TBT, we adopt the philosophy of "hitozukuri", which focuses on constantly improving and developing our employees. Hitozukuri means "raising qualified people".

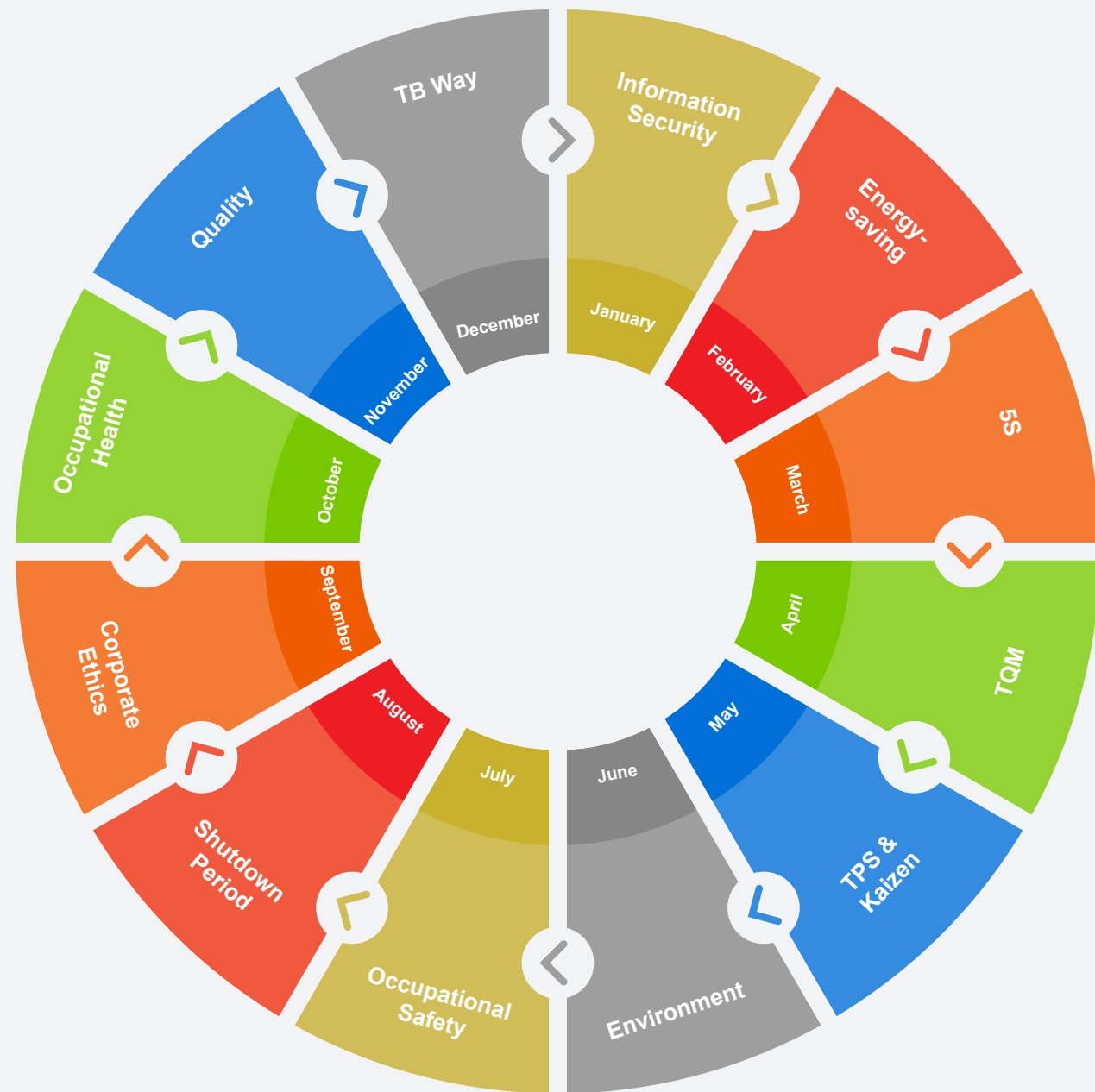
We offer our employees a healthy, safe and comfortable workplace, which we grow and develop with their power. Our business is built on mutual trust that we established with our employees.

As TBT, we adopt the philosophy of "hitozukuri", which focuses on constantly improving and developing our employees. Hitozukuri means "raising qualified people". The two most important subjects in the focus of TBT are "Hitozukuri" (raising qualified people) and "Monozukuri" (strong production) and these two subjects complement each other in a continuous cycle. Hitozukuri is always an important and priority issue for TBT. In order to support Hitozukuri, we benefit from many approaches to harmonize the employees with our corporate culture starting from the recruitment process. We share the Company's Purpose,

Vision and strategies, TB Way, TPS (Toyota Production System), company procedures and rules with the employees and reinforce them with monthly events and orientation trainings. Besides, in order to continuously support the internal development of the employees, to increase their knowledge and awareness about core strategies and to share important and priority information in this field with them, special activities are carried out on various subjects in 11 months of the year.

Employee Rights and Development

We act with our restructuring approach according to needs



We systematically use tools such as tea break visits, industrial relations meetings, communication boxes, employee representative offices, TBT App, employee satisfaction survey in order to strengthen our communication with our employees and to receive their needs, expectations and feedback. We use it for the purpose of developing and making various improvements in the field of HR. We publish a quarterly TB Comfort company magazine with the aim of presenting a company magazine that informs employees timely and accurately, providing useful information and that employees can share with their families.

We review our Human Resources processes annually in order to ensure the sustainability of operations and adapt to the changing new world trends as TBT. We act with our restructuring approach according to needs. With this approach, we revise our organizational structure, create our transformation processes and provide leadership and management. We determine our transformation needs by performing PESTILE analysis at the Strategy Summit.

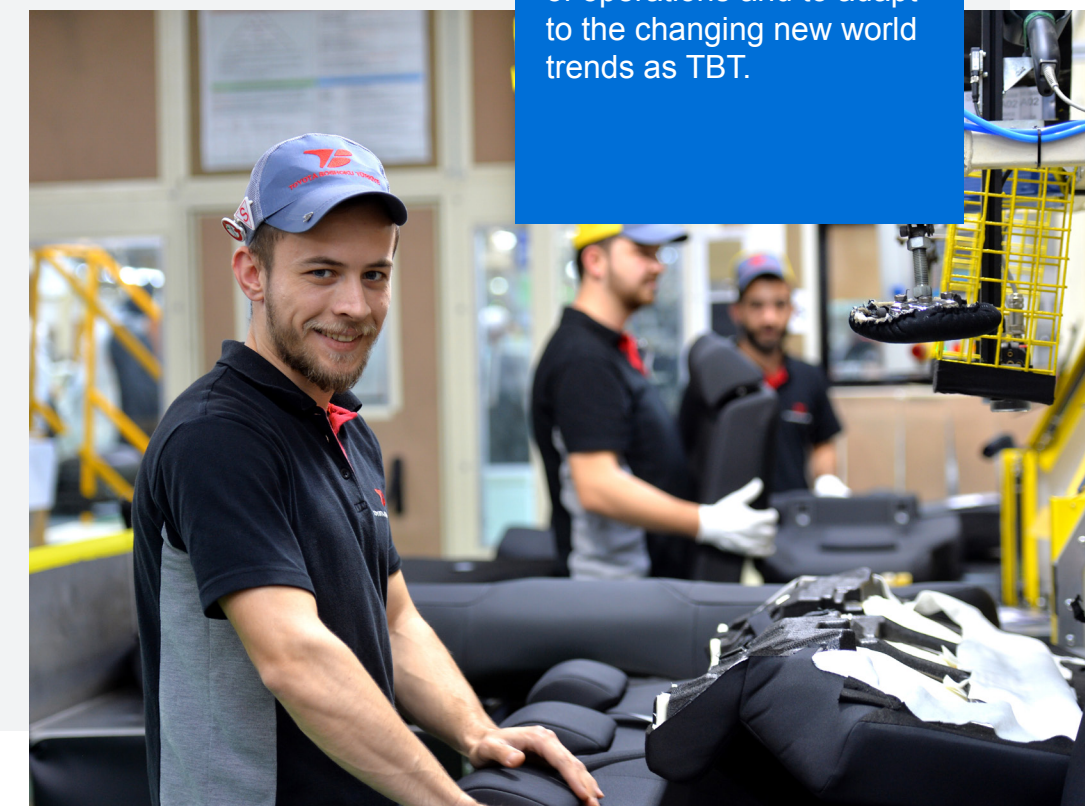
In addition, in order to measure changing employee expectations, changes are made in practices with an agile approach, taking into account the results of Employee Satisfaction Survey, ER meeting results and feedback received from other communication channels. In addition, improvement projects related to functions are determined by holding workshops with employees. Again, trends in the outside world are followed and new configurations are developed for them, and processes are regularly improved by making benchmarks.

In HR meetings held throughout the TBT, new world trends are discussed by all managers and annual transformation targets are set for this purpose. As a result of the review made at the end of 2021, 3 main change functions were determined in the organization: HRX (Human Resources Transformation), DX (Digital Transformation) and ESG Leaders.

Within the scope of HRX, a major change was made in the internal organization of the HR structure. HR Transformation Workshop was held and in this workshop, transformation projects were attended by all managers and human resources organization on 4 main topics (Well-being, Employee Development, Leadership, Company Image) based on Employee Satisfaction Survey results - employee expectations and new trends / social trends are determined. Leaderships were determined and the leadership approach was updated with the perspective that each leader should also be human resources of their own organization. As a result of the transformation workshop output, the career development processes of the employees and the LEAP (Leadership Approach training program) competency sets were restructured.

TBT employees are put through a structured training program from the moment they start working here to assure their progress over the course of their careers. There are distinct trainings established for each level in this program. Additionally, there are chances for domestic and foreign training to increase people's technical expertise. The LEAP program, which complements our leadership style and covers all employees, has been in operation for a long time. In addition to the training activities for the employees' training and development, the TB Group regularly holds OJD, ICT&Expat, benchmarking, fairs, congress participation, and various experience-sharing meetings (workshops). Employees in TBT have the option to align their personal ambitions with the yearly business objectives.

We review our Human Resources processes annually in order to ensure the sustainability of operations and to adapt to the changing new world trends as TBT.





Employee Rights and Development

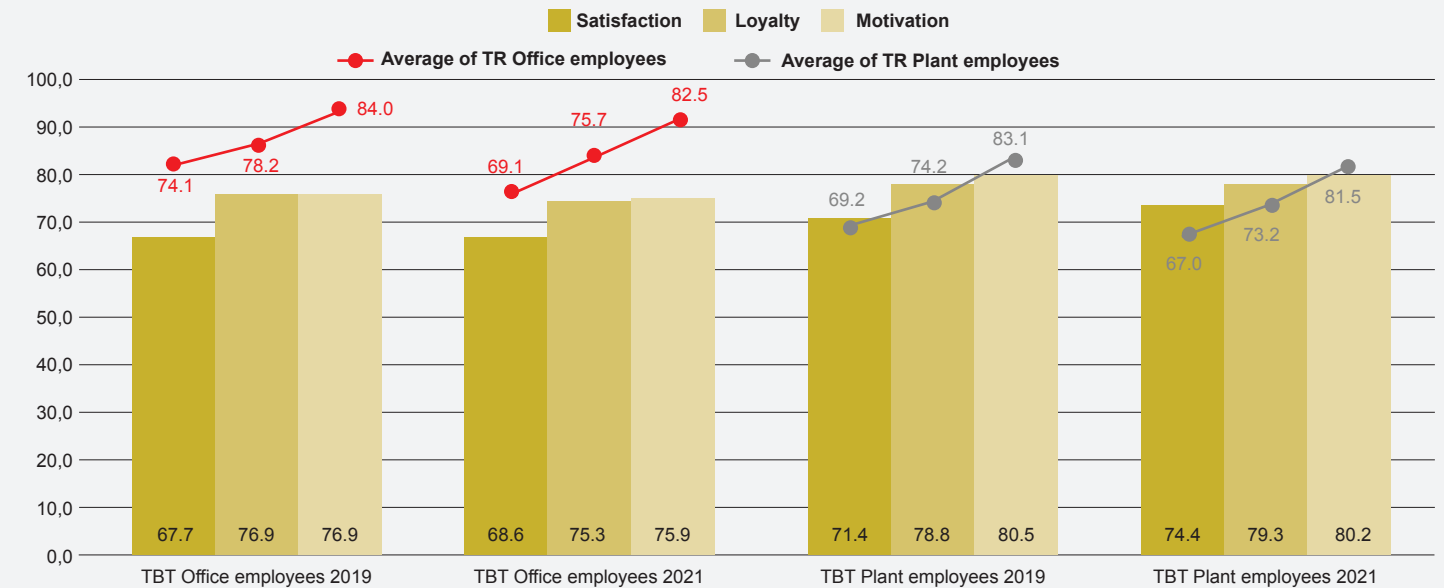
Our employees strongly demonstrate a leadership approach

The total number of employees who are subjected to a regular performance and career development evaluation				
	Female	Male	Total	
Employee	97	931	1,028	
Total Consolidated				
Employee Satisfaction Survey Score	Unit	2019	2020	2021
	%	79	-*	79
*Employee Satisfaction Survey is done every two years.				
Total Consolidated				
Orientation and promotion program success rate for newly hired (0-2 years) employees	Unit	2019	2020	2021
	%	99.83%	99.73%	99.81%
Trainings	Unit	2019	2020	2021
Career Development	Hours	5,201	3,524	7,646
Personal Development	Hours	11,132	5,044	7,062
OHS	Hours	4,989	5,100	6,930
Other (Leadership)	Hours	4,194	362	3,357
Total	Hours	25,516	14,030	24,995
Trainings	Unit	2019	2020	2021
Number of people who completed training on corruption-related risks	Person	956	-	988

Leadership has an important place in our operations and we believe that leader in TBT embrace TBT's corporate culture, corporate values and ethical principles. TBT has leadership roles and responsibilities related to positions at different levels, including strategic, managerial and operational. However, at every level, our employees strongly demonstrate a leadership approach and behaviour style that stands out with behaviours such as empowerment, taking initiative, taking responsibility, problem solving and setting an example for others.

In order to support the leadership approach and ensure leader development, ICT (Intra-Company Transfer) and Expat applications are also used. With the ICT application, the professional and technical development of the employees is aimed at temporary assignments in TB Group companies. Expat application, on the other hand, is a domestic and international assignment application in order to increase the knowledge and skills of the employees, to ensure that they specialize in their own field, to prepare the employees for higher positions, to improve their professional problem-solving skills, and to use the professional & technical knowledge to contribute to other TB Group companies.

Overview



*According to the Employee Satisfaction Survey Results by Mia Araştırma

Leaders can set short and long-term goals with Hoshin Kanri, have a vision; to be able to solve the problems that come before them in line with the target they set, by using TBBP; It is expected that they can develop their team with OJD while solving the problem and progress in accordance with TB Way values while doing and managing all these works.

Hoshin Kanri: Leaders understand and apply the Hoshin Kanri system for the best performance and long-term success of TBT.

TBBP (Toyota Boshoku Business Practice): Leaders use the system that contains theoretical and practical information about problem solving techniques in business life in TBT. In this way, it is aimed to prevent the same problem from happening again with the measures taken against the root causes of the problems.

OJD (On the Job Development): OJD is one of the most important tools applied by leaders for human resource development in TBT. The main purpose of OJD is to provide on-the-job employee development with daily work activities and the support of the leader.

TBT's Corporate Leadership in the Ecosystem: In addition to the leadership culture associated with its employees, TBT has also assumed the corporate leadership role within its ecosystem.

In order to understand the importance of our employees and to meet their expectations, we conducted an Employee Engagement and Motivation Survey in September 2021. We created indicators in order to determine the actions that can be taken at points where satisfaction

is low and to establish a healthier communication with our employees. The participation of our Office and Field employees in the survey was over 90%. According to our previous survey conducted in 2019, our employees' satisfaction and loyalty increased, while employees lost motivation. Unlike this, our office members' loyalty has decreased. According to these results, we aim to improve our work by paying attention to the development, appreciation and advancement of our employees and their work-private life balance and to increase their satisfaction. As a result of these efforts we could improve the score for both office and field members' in FY2022 survey.

Our Social Contributions

Aiming for growth in harmony with the society as a good corporate citizen

We aim to increase the participation of our employees in Corporate Social Responsibility Projects that are carried out with local government agencies.

As Toyota Boshoku Türkiye, we continue to increase our contribution to society day by day. We aim to fulfil our responsibilities by showing our corporate responsibility and the importance we give to society.

Our Corporate Philosophy starts with "Aiming for growth in harmony with the society as a good corporate citizen." With this focus, we have social responsibility and social contribution activities which our employees have an active participation.

We mainly impact on our local society, with a prior focus on "glocal", which means we think global and act local. Our local society means Sakarya province, public institutions in Sakarya, neighbouring organizations in the

organized industry, surrounding schools, business associations and national non-governmental organizations. We have identified our key stakeholders for the society as TAYSAD and KalDer with our materiality analysis. A transparent and collaborative attitude is displayed in our relations we protect with our society.

We aim to increase the participation of our employees in Corporate Social Responsibility Projects that are carried out with local government agencies.



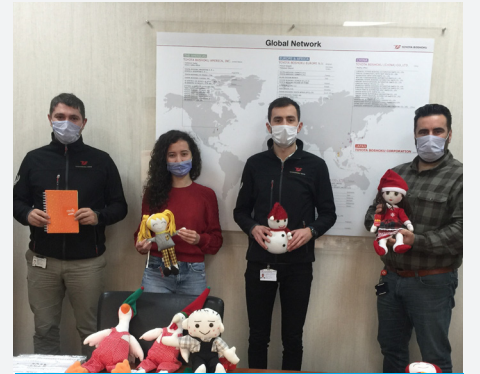
We care about education of our society. Within this scope, we reached nearly 5000 primary school students in the "Back Seat Belt" training project.



We donated robots to Adapazarı, İMKB Sakarya Mesleki ve Teknik Anadolu Lisesi to support education.



We shared our food and New Year packages with various organizations and gave toys to the children.



As part of our education support activities, our volunteer employees took part in the bazaar by organizing a bazaar for the benefit of LÖSEV.



We meet the various needs of educational institutions and students in Sakarya, and offer plant tours to students from primary schools to universities.



We carry out social contribution activities on natural disasters such as earthquakes and floods at national and international level.



We organize trips to our employees which they can travel all over Turkey and environmental cleaning activities are carried out.

S

Occupational Health and Safety

We act to protect our employees, production and workplace

In our occupational health and safety (OHS) approach, we act to protect our employees, production and workplace.

As TBT, we carry out our OHS approach in accordance with core goals such as TB Way corporate culture, "Safety Must" awareness, "Zero Accident" target, and OHS Policy. We evaluate all the risks, categorize and conduct appropriate improvements in all of our processes. While the Health, Safety and Environment (EHS) department, OHS Specialists, occupational doctor, environmental specialists are the guides of these activities, participation of all employees in HSE activities is ensured.

We address our occupational health and safety approach with our employee awareness trainings, and we are constantly improving thanks to the lessons learned from our accidents and near misses.

- Abnormality Handling: By noticing the abnormality experienced in the machine and workspace, we expect our employees to apply the "Stop, Call and Wait" steps when any abnormality is felt.

- Virtual reality firefighting training has been implemented in the Anzen Dojo (applied occupational safety) area.

In addition, we assign Employee Representatives by considering the responsibilities of our employees in terms of OHS. Our Employee Representatives want to take measures to reduce possible hazards and risks by participating in work related to occupational health and safety.

We successfully completed the ISO 45001 Occupational Health and Safety Management Systems certification process in 2021 and were entitled to get a certificate as evidence of our excellent OHS practices. In this context, standard requirements were examined in terms of the SDCA cycle (standardize, do, check, act), 26 internal auditors were trained, and the requirements of the management system were completed with the cooperation of these internal auditors and the relevant departments.

Health & Safety			FY		
Accidents	Group	Unit	2019	2020	2021
Near Miss	Company	Total/Year	19	16	12
	Subcontractor	Total/Year	6	3	5
Accident Frequency Rate	Company		0.00	0.00	1.03
	Subcontractor		2.90	1.10	0.00
Fatalities	Company	Total/Year	0.00	0.00	0.00
	Subcontractor	Total/Year	0.00	0.00	0.00
Lost-time Incidents	Group	Unit	2019	2020	2021
Lost-time incident rate	Company		0.00	0.00	0.00
	Subcontractor		0.00	0.00	0.00
Incident rate	Company		0.00	0.00	0.00
	Subcontractor		0.00	0.00	0.00

S

Relations with Our Customers

One of our strengths as TBT is our capacity for customer customization

As TBT, our responsibility is only effective relationship and communication management with existing customers, whose products and projects they manage.

As TBT, the decisions about which customers we will work with on which product basis are made by TBEU, to which we are affiliated. The role of TBT here is operational. Issues such as finding new customers, creating new projects with existing customers, marketing, bid management and sales are managed by TBEU. As TBT, our responsibility is only effective relationship and communication management with existing customers, whose products and projects they manage. Product design is handled by TBJ, customer and customer projects selection are handled by TBEU. At these stages, creating value for the customer is considered as the priority.

We are first-level supplier that offer to our customers sustainable quality and sustainable delivery. In terms of safety, comfort, and image, the seat in particular is a strategic component for both the OEM and the end user. One of our strengths as TBT is our capacity for customer customization. As a result, our clients are incorporated as part of the strategic partnerships that aid in the creation and advancement of hoshin initiatives. Given that TBT and Toyota share similar historical foundations, there is a strategic

partnership between TBT and TMMT, our primary client. The majority of TBT's annual turnover, on average, comes from TMMT.

With the principle of "Customer First," which is the first of the three fundamental components of TQM (Toyota Quality Management), we maintain customer relations management within the scope of authorities and responsibilities as an operational unit, at all stages of sustainable value generation. In order to guarantee complete customer satisfaction throughout the lifespan of value, our linked TIT services such as sales, quality, logistics, and project management operate on a project basis and on a business-to-business basis. A customer satisfaction survey is undertaken to assess our relationships with customers, and improvement measures are implemented in response to the results. In addition, necessary improvement activities are carried out based on instant feedback at the customer meetings held periodically during the process.



Relations with Our Stakeholders

Our ecosystem is distinct, and we have identified who our ecosystem's stakeholders are

Our Corporate Social Responsibility is the concept which symbolizes the approach which is already in our company philosophy.

In Toyota Boshoku vision, we aim to become “A trusted company that grows together with all stakeholders.” And aim to be “Recognized as a company that is trusted and indispensable to society, customers, business partners and shareholders.” Our Corporate Social Responsibility is the concept which symbolizes the approach which is already in our company philosophy.

Happiness is the key for all our achievements. We try to keep all stakeholder happy to get best results for the world. Even every single process we implement in the plant is “for people and world” as the founder Sakichi Toyoda mentioned. For this reason we try to get all stakeholders' expectations and develop cooperation with them by considering our purpose “We craft happier journeys with our stakeholders.”

As TBT, our ecosystem is distinct, and we have identified who our ecosystem's stakeholders are. The company philosophy and corporate principles have been taken into consideration while weighing the stakeholder category within itself. According to Corporate Philosophy, the stakeholders it collaborates with include society, consumers, shareholders, employees, and business partners. The EFQM Model also includes shareholders for TBT, TBJ, the Global Centre, legal and regulatory officials, or public institutions as business and governance stakeholders. Suppliers and partnerships are examples of business partners.

STAKEHOLDERS	Contacted Parties	Frequency	Communication Method
Society	Local Settlements and People	In the specified period	Mail, Meetings
		In the specified period	Mail, Meetings
	Laws and Regulations	As updated	Notification to TBT via e-Mail
		As updated	Printed and electronic data
Society	1 / year	E-mail/Public perception survey by phone	
Customers	TMMT Denso TBEU Group Factories	If requested	E-mail
		As updated	E-mail
		1 / year	E-mail, portal
		1 / week	E-mail, portal
		Error reporting, 1 / month	E-mail, portal
		Order tracking / Everyday Error Reporting / As reported	E-mail, portal, system
		Everyday	Portal follow-up
Shareholders	TBJ	If requested	E-Mail/ Meetings
		Everyday	Portal follow-up
	TBEU Mitsui Bussan Automotive	1 / year	Hoshin meeting
		1 / 3 month	Hoshin meeting
		If requested	Electronic information / Meeting
		1 / month	Mail, Meetings
		1 / day	Andon, Meetings
		1 / month	Mail, Meetings
		1 / month	Meeting presentations and report
		As updated	E-mail
Employees	Top Management	As updated	E-mail and portal
		1 / year	Printed and electronic data
		1 / month	Meeting presentations and report
		As updated	TBT web site, company boards, electronic environment
		As updated	Printed and electronic
	All Employees	1 / 3 month	Printed and electronic
		1 / 6 month	Printed copy
		1 / year	Printed copy
		As updated	E-mail
		If requested	Printed copy
Business Partners	Suppliers	ECl / as published T. Drawing	Mail
		As the client publishes	Mail, Portal follow-up
		1 / year	Mail
		1 / month	E-mail
	Sorting and Quality Control Subcontractors	As it expires	Submitted to TBT by subcontractor
		As updated	Printed copy/electronic information
		Certification Firm	1 / year



Relations with Our Stakeholders

TBT shareholders are TBEU and Mitsui Bussan Automotive



Business and Governance Stakeholders are placed as three groups:

-TBJ: It is TBJ, which is TBT's reporting responsibility, which is responsible for supervising and directing TBT, where we are influenced by its management philosophy, culture, strategies and objectives.

-Shareholders: TBEU and Mitsui Bussan Automotive

-Legal and regulatory official or public institutions: These are various official or public institutions that have the duty of supervising and monitoring TBT within the scope of various legislation and regulations, and TBT reports and shares information on various issues.

TBT shareholders are TBEU and Mitsui Bussan Automotive. Chairman of Mitsui Bussan Automotive is a member of TBT's Board of Directors. TBT TB is an operational unit of the Group and the expectations of the shareholders form the basic framework. Shareholder expectations are handled through methods such as surveys, meetings, visits, annual hoshin and strategies, standards, global procedures.

Financial and managerial information is shared by holding a Board of Directors meeting four times a year and a General Assembly meeting once a year. Numerous TBJ and TBEU standards, covering topics such as strategies, reporting, meetings, business rules, express the clear expectation of shareholders and TBT acts accordingly. Global awards by TBJ and TBEU over the years are examples of how well it meets shareholder expectations. By applying the Shareholder Perception Survey for the first time in 2021, obtaining the expectations of the shareholders became systematic.



Collaborations and Partnerships

We continue to maintain strong relations with our stakeholders

As TBT, we continue to maintain strong relations with our stakeholders. We maintain our corporate leadership within our ecosystem along with the leadership culture associated with our employees.

We include this leadership approach, the "Back seat belt" project, which we have continued with our own efforts within the scope of social responsibility and Sustainability projects that have been ongoing since 2014, among the important examples in this regard.

Our TBT Vice President serves as a member of the TAYSAD Board of Directors. We support the organization by sharing information on various subjects such as TPS and Human Resources Processes.

TBT won the Turkey Excellence Award given by KalDer in 2020, becoming the first organization to win the award given according to the EFQM Model in TB. This success attracted the attention of TBEU, to which TB is affiliated, and within the scope of TQM studies that have been carried out for years, it has

been determined as a target for other organizations in Europe and Africa to adopt the EFQM Model and to be nominated for the EFQM award until 2025 in all operations affiliated to TBEU.

By introducing the EFQM Model to TAYSAD members, we implemented the EFQM Webinars project in order to be a pioneer for organizations in the sector on a national and local scale. At the same time, we continue to set an example and work voluntarily for the dissemination of TPS studies within TAYSAD.

On an international scale, we continue our leadership as the first TB company within the TB ecosystem to use the EFQM Model in the EA Region, set an example as a "support plant" to other companies in the TB ecosystem and participate in the evaluations. We stand out with our Cardboard Jishuken (which is a method to simulate the serial production lines before the SoP to create most efficient lines) and Real Time Andonn (which enables operational realtime visibility) works to support TB companies.

Participation of the TBT president in the Sustainability conference, being a speaker at the EFQM Winners' Conference, and participation of the managers as speakers in the conferences held at universities are among our activities that support corporate leadership.

Employees' improvement suggestions are recognized and appreciated with the Kaizen suggestion system, their success in risk identification with the "Pre-detection of Risks Award" and their loyalty to the company with the "Long Term Service Memories."

By measuring the problem solving and QCC competencies of the employees with QCC competitions, the first three QCC teams in TBT are awarded by measuring the problem solving and competencies of the employees with the QCC participates in the competition.

Member Collaborations

TAYSAD KalDer

Appendix

Performance and Indicators Charts

Governance and Financial Performance Indicators

Economic Value Created	Unit	2019	2020	2021
Economic Value Created (Revenues)	TL	1,300,003.533	1,448,171.260	2,146,948.631
Economic Value Distributed	Unit	2019	2020	2021
Operating Expenses	TL	1,208,581.384	1,304,350.710	1,980,020.852
Employee Benefits	TL	134,923.974	156,496.546	205,778.490
Government Benefits	TL	30,515.600	51,079.618	91,481.037
Benefits to Capital Providers	TL	71,327.025	25,742.136	173,562.428
Benefits to Society	TL	80,865	7,950	1,440
Total	TL	1,445,428.848	1,537,676.961	2,450,844.246
Financial Aids from the State	Unit	2019	2020	2021
Tax deductions/credits	TL	1,827.312	1,098.722	2,000.000
Incentives	TL	6,334.125	6,123.356	7,225.485

EXPENSES	730	730 VARIABLE	750	770
FY2019	13,417,734.92	59,407,454.47	265,965.94	18,730,998
FY2020	7,795,648.71	19,502,129.53	762,866.04	65,253,333.36
FY2021	15,634,287.58	32,347,984.52	0.00	97,152,957.90

DEPRECIATION	730	750	770
FY2019	11,223,360.46	8,757,176.99	2,841,940.34
FY2020	11,549,675.30	6,510,187.31	2,647,579.53
FY2021	13,818,702.08	4,492,232.06	2,592,732.59

DONATIONS		
FY2019		80,864.73
FY2020		7,950.00
FY2021		1,440.00

PROFIT SHARE

FY2019	71,327,025.00	71,327,025.00
FY2020	25,742,136.16	25,742,136.16
FY2021	173,562,427.53	173,562,427.53

FEE EXEMPTIONS

FY2019	6,334,124.86	6,334,124.86
FY2020	6,123,355.87	6,123,355.87
FY2021	7,225,485.06	7,225,485.06

Environmental Performance Indicators

EMISSION	Unit	Toyota Boshoku Türkiye		
Greenhouse Gas Emissions		2019	2020	2021
Direct CO ₂ Emissions	t CO ₂ e	8,093	3,979	7,176
Direct CO ₂ Emissions per Product	t CO ₂ e /product	0,0325	0,0313	0,0394

EMISSION	Unit	Toyota Boshoku Türkiye		
		2019	2020	2021
Percentage of carbon emission reduction per product	%	3%	2%	3%

ENERGY	Unit	Toyota Boshoku Türkiye		
Non-Renewable Direct Energy		2019	2020	2021
Diesel	litre	1,572	1,200	2,792
Natural Gas	Sm ³	313,726	217,393	220,494
Non-Renewable Indirect Energy		2019	2020	2021
Electric	kWh	13,883,439	12,130,135	12,002,455
Electric per Product	kWh/product	55,756	53,911	51,074

Appendix

Toyota Boshoku Türkiye				
Total Volume of Water Withdrawn				
	Unit	2019	2020	2021
Surface waters, including wetlands, rivers, lakes and oceans	m ³	-	-	-
Groundwater	m ³	2,724	2,598	3,357
Sea Water	m ³	-	-	-
Rain Water	m ³	310	350	225
Produced Water	m ³	-	-	-
Third-Party Waters (Mains Water etc.)	m ³	11,245	10,325	10,961
Toyota Boshoku Türkiye				
	Unit	2019	2020	2021
Water Consumption				
	m ³	14,279	13,273	14,543
Toyota Boshoku Türkiye				
	Unit	2019	2020	2021
Water use per unit of production				
	m ³ /product	0.06	0.06	0.07
Toyota Boshoku Türkiye				
Amount of waste converted as raw material input				
Waste Type	Unit	2019	2020	2021
Plastic Waste Recycling	Kg	128,424	87,680	129,562
Toyota Boshoku Türkiye				
Recoverability/circularity rate of manufactured products				
Type	Unit	2019	2020	2021
Seat & Door Set	Set	248,976	225,255	222,347
Toyota Boshoku Türkiye				
Reused/recycled packaging ratio				
Packaging Waste Type	Unit	2019	2020	2021
Paper and Cardboard Packaging	Kg	98,940	68,960	67,760
Plastic Packaging	Kg	66,420	39,860	36,140
Wooden Packaging	Kg	92,000	72,500	63,800
Toyota Boshoku Türkiye				
Total Waste				
By Type	Unit	2019	2020	2021
Hazardous Wastes	Kg	293,251	246,165	262,817
Non-Hazardous Wastes	Kg	2,716,820	2,098,410	2,088,252
Total Waste	Kg	3,010,071	2,344,575	2,351,069
Toyota Boshoku Türkiye				
According to Disposal Method				
Unit	2019	2020	2021	
Energy Recovery	Kg			
Regain	Kg	3,010,071	2,344,575	2,351,069
Waste Incineration	Kg			
Total Disposal Waste	Kg	3,010,071	2,344,575	2,351,069

Total Waste		Toyota Boshoku Türkiye			
By Type		Unit	2019	2020	2021
Hazardous Wastes	Waste Oil	Kg	7,360	5,304	6,826
	Contaminated Packaging	Kg	164,820	136,080	151,080
	Sponge	Kg	53,220	38,060	46,100
	Contaminated Waste	Kg	43,740	33,880	32,020
	Treatment Sludge	Kg	11,900	4,680	3,960
	Toner-Cartridge	Kg	0	0	60
	Fluorescent	Kg	80	780	140
	Electronic Waste	Kg	1,460	460	1,400
	Accumulator	Kg	280	0	0
	Battery	Kg	67	0	30
	Sodium Hydroxide	Kg	0	0	0
	Antifreeze Waste	Kg	0	0	0
	Other Acids	Kg	60	160	0
	Medical Waste	Kg	44	5	31
	Paint Waste	Kg	620	420	0
	Glue	Kg	6,580	13,260	8,780
	Isocyanate	Kg	440	160	3,260
	Polyol	Kg	2,200	8,380	6,260
	Airbag	Kg	380	240	80
	Non-Hazardous Wastes	Pressure Vessel	Kg	0	4,120
Mold Release		Kg	0	0	1,900
Waste Boron Oil		Kg	0	0	0
Wood		Kg	92,000	72,500	63,800
Paper-Cardboard		Kg	98,940	68,960	64,760
Plastic		Kg	66,420	39,860	40,560
Other Plastic		Kg	314,580	205,120	99,342
Metal		Kg	1,907,720	1,594,580	1,718,920
Cable Waste		Kg	1,080	1,220	2,200
Copper Waste		Kg	420	490	510
Pvc	Kg	235,660	115,680	98,160	
Environmental Investments		Toyota Boshoku Türkiye			
Currency (TL)		2019	2020	2021	
Total operating expenses of environmental activities		180,567	194,851	452,953	
Total environmental protection investments		112,170	73,050	216,201	
Total		292,737	267,901	669,154	

Appendix

Social Performance Indicators

By Gender	Unit	2019	2020	2021
Male	Person	1,067	994	931
	Ratio	91.0%	91.0%	90.6%
Female	Person	105	98	97
	Ratio	9.0%	9.0%	9.4%
TOTAL		1,172	1,092	1,028

By Employment Type	Unit	2019	2020	2021
Office Member - Female	Person	28	32	28
Office Member - Male	Person	109	87	78
Field Member - Female	Person	77	66	69
Field Member - Male	Person	958	907	853
TOTAL		1,172	1,092	1,028

Age Distribution	Total Number of Executive Management	
	Female	Male
Below 30	-	-
Between 30-50	-	3
Above 50	-	1
Total Senior Executive	-	4

	Education Distribution		
	Female	Male	Total
Primary School	1	41	42
Secondary School	8	98	106
High School	52	592	644
Vocational High School	12	131	143
Bachelor's Degree	22	49	71
Master's Degree	2	8	10
Intern	6	8	14
Total Employees	103	927	1,030

Contract Type	Unit	2019	2020	2021
Indefinite Term Employment – Female	Person	104	97	89
Indefinite Term Employment – Male	Person	891	903	853
Definite Term Employment – Female	Person	1	1	8
Definite Term Employment – Male	Person	176	91	78
TOTAL		1,172	1,092	1,028

Age Distribution	Unit	2019	2020	2021
Age 18 - 30	Female	20	24	25
	Ratio	1.7%	2.2%	2.4%
	Male	377	375	309
	Ratio	32.2%	34.3%	30.1%
Age 31 - 40	Female	69	59	52
	Ratio	5.9%	5.4%	5.1%
	Male	502	427	413
	Ratio	42.8%	39.2%	40.2%
Age 41 - 50	Female	16	15	19
	Ratio	1.4%	1.4%	1.9%
	Male	177	181	199
	Ratio	15.1%	16.6%	19.4%
Age 51 - 60	Female	0	0	1
	Ratio	0%	0%	0.1%
	Male	11	10	10
	Ratio	0.9%	0.9%	1.0%
Over Age 60	Female	0	0	0
	Ratio	0%	0%	0%
	Male	0	0	0
	Ratio	0%	0%	0%

Health & Safety		FY			
Accidents	Group	Unit	2019	2020	2021
Near Miss	Company	Total/Year	19	16	12
	Subcontractor	Total/Year	6	3	5
Accident Frequency Rate	Company		0.00	0.00	1.03
	Subcontractor		2.90	1.10	0.00
Fatalities	Company	Total/Year	0.00	0.00	0.00
	Subcontractor	Total/Year	0.00	0.00	0.00
Lost-time Incidents	Group	Unit	2019	2020	2021
Lost-time incident rate	Company		0.00	0.00	0.00
	Subcontractor		0.00	0.00	0.00
Incident rate	Company		0.00	0.00	0.00
	Subcontractor		0.00	0.00	0.00

Appendix

WORKFORCE				
Other Groups	Unit	2019	2020	2021
Foreign	Female	0	0	0
	Ratio	0%	0%	0%
	Male	3	4	2
	Ratio	0.3%	0.4%	0.2%
Disabled	Female	4	2	1
	Ratio	0.3%	0.2%	0.1%
	Male	36	34	31
	Ratio	3.1%	3.1%	3.0%
Management Level	Unit	2019	2020	2021
High-Level	Female	0	0	0
	Ratio	0%	0%	0%
	Male	3	3	3
	Ratio	0.3%	0.3%	0.3%
Mid-Level	Female	5	6	8
	Ratio	0.4%	0.5%	0.8%
	Male	33	29	26
	Ratio	2.8%	2.7%	2.5%
Other	Female	98	94	89
	Ratio	8.4%	8.6%	8.7%
	Male	1.031	967	902
	Ratio	88%	88.6%	87.7%

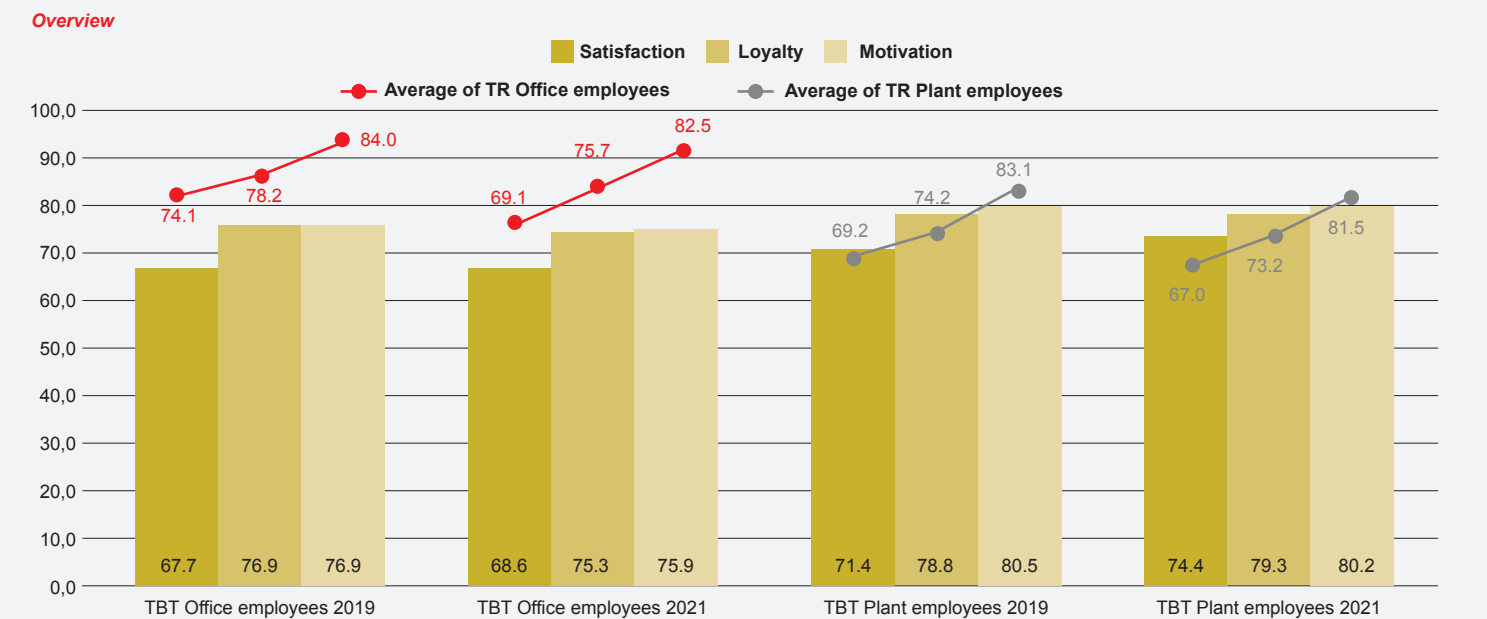
The total number of employees who are subjected to a regular performance and career development evaluation			
	Female	Male	Total
Employee	97	931	1.028

Employee Satisfaction Survey Score	Unit	Total Consolidated		
		2019	2020	2021
	%	79	0	79

Orientation and promotion program success rate for newly hired (0-2 years) employees	Unit	Total Consolidated		
		2019	2020	2021
	%	99.83%	99.73%	99.81%

Trainings	Unit	Total		
		2019	2020	2021
Career Development	Hours	5,201	3,524	7,646
Personal Development	Hours	11,132	5,044	7,062
OHS	Hours	4,989	5,100	6,930
Other (Leadership)	Hours	4,194	362	3,357
Total Hours of Trainings	Hours	25,516	14,030	24,995

Trainings	Unit	2019	2020	2021
Number of people who completed training on corruption-related risks	Person	956	-	988
Percentage of those who successfully completed the training	%			



Appendix

Our Quality and Integrated Management Systems Certificates

Year	Management System
1999	ISO 9002
2002	ISO 9001
2004	ISO 14001
2013	ISO/TS 16949
2018	IATF 16949
2020	ISO 50001
2022	ISO 45001

Stakeholder Communication Platforms Table

STAKEHOLDER	Interested Party	Follow-up / Contact Subject	Frequency	Communication Management	
Society	Local Settlements and People	Monitoring of environmental parameters	In the specified period	Mail, Meeting	
		Monitoring of environmental parameters	In the specified period	Mail, Meeting	
	Laws and Regulations	Ministry of Environment laws	As updated	Notification to TBT via e-mail (Lebib Yalkın)	
		Ministry of Environment laws	As updated	Printed and electronic data	
	Expectations	Society perceptions	1 / year	Society perception survey by e-mail/phone	
Clients	TMMT Denso TBEU Group Plants	Special reports	In case of a request	E-mail	
		SQAM conditions	As updated	E-mail	
		Shipping performance KPI reports	1 / month	E-mail, portal	
		Quality performance KPI reports	1 / week	E-mail, portal	
		Warranty returns tracking	As far as error reporting, 1/ month	E-mail, portal	
		Service parts (spare parts) tracking	Order tracking / Every Day Error info / As reported	E-mail, portal, system	
Shareholders	TBJ	Follow-up and implementation of ECIs	Everyday	Portal tracking	
		Special Reports	In case of a request	E-mail / Meeting	
	Mitsui Bussan Automotive	Follow-up and implementation of ECIs	Everyday	Portal tracking	
		TBEU Plant hoshin	Once a year	Hoshin meeting	
		Plant Hoshin reports	1 / 3 month	Hoshin meeting	
		Special reports	In case of a request	Electronic information / Meeting	
		Monitoring the financial structure	1 / month	Mail, Meeting	
		Monitoring efficiencies	1 / day	Andon, Meeting	
Monitoring the financial structure	1 / month	Mail, Meeting			
Employees	Senior Management	Management review inputs	1 / month	Meeting presentation and minutes	
		Client special requests (SQAM)	As updated	E-mail	
		Legal process tracking / reports	As updated	E-mail and portal	
		Budget preparation and management	1 / year	Printed and electronic data	
	All Employees	KPI	1 / month	Meeting presentation and minutes	
		Compliance with legal requirements	As updated	TBT website, company boards, electronic media	
		Quality policy	As updated	Printed and electronic data	
		Company newspaper	1 / 3 month	Printed and electronic data	
		Performance evaluation results	1 / 6 month	Hard copy	
		Employee satisfaction assessment	1 / year	Hard copy	
Business Partners	Supplier	Legal regulations	As updated	E-mail	
		Purchase contracts	In case of a request	Hard copy	
		Technical drawing and ECIs	ECI / As the picture is published	Mail	
		Planning notice	As the client publishes	Mail, Portal tracking	
		Supplier Perception Survey	1 / year	Mail	
		Supplier performance evaluation reports	1 / month	E-mail	
	Sorting and Quality Control Subcontractors	Permits and licenses	As it expires	It is submitted to TBT by the subcontractor	
		TBT special expectations	As updated	Hard copy/electronic information	
		Certification Firm	Required information and KPI indicators	1/year	Meeting/Mail

Appendix

Memberships and Awards

The awards we have received as Toyota Boshoku Turkey so far from various platforms are shown in the table below:

From Government Institutions	From Customers	From Various Organizations
Efficiency Second Prize Republic of Turkey - Ministry of Science, Industry and Technology (2017)	Quality Gold Award - Toyota Motor Europe (2010)	EFQM Turkey Excellence Award (2020)
Third Place in Innovation Culture Republic of Turkey Ministry of Economy (2016)	Cost Management Gold Award Toyota Motor Europe (2008)	Sakarya Chamber of Commerce and Industry 2018 One of the 500 largest industrial enterprises
6th Automotive Component Design Competition - Republic of Turkey Ministry of Economy (2017)	Cost Management Gold Award Toyota Motor Europe (2005)	Sakarya Chamber of Commerce and Industry 2017 One of the 500 largest industrial enterprises
	Project Management Silver Award Toyota Motor Europe (2018)	The Most Successful Improvement System Clcert Certification International 2010
	Value Analysis Silver Award Toyota Motor Europe (2010)	
	Cost Management Silver Award Toyota Motor Europe (2007)	
	Quality Silver Award - Toyota Motor Europe (2005)	
	Quality Silver Award - Toyota Motor Engineering and Manufacturing Europe (2004)	
	Cost Management Silver Award Toyota Motor Engineering and Manufacturing Europe (2004)	
	Project Management Silver Award Toyota Motor Engineering and Manufacturing Europe (2003)	

GRI Content Index

GRI Standard	Description	Disclosures	Page No.
GRI 101: Foundation 2016			
GRI 102: General Disclosures 2016			
Organizational Profile			
102-1	Name of the organization	Toyota Boshoku Türkiye	
102-2	Primary brands, products and services	Group Companies	
102-3	Location of the organization's headquarters	1. Organize Sanayi Bölgesi, 5. Cadde No:1 54580 Arifiye / Sakarya	
102-4	Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report	Toyota Boshoku in the World	5
102-5	Nature of ownership and legal form	About TB Türkiye	6
102-6	Markets served	Toyota Boshoku in the World	5
102-7	Scale of the organization	Toyota Boshoku in the World	5
102-8	Information on employees and other workers	Employment, Diversity and Inclusion	37
102-9	Supply Chain		
102-10	Significant changes to the organization and its supply chain		
102-11	Precautionary principle or approach		
102-12	External initiatives		
102-13	Membership of associations	Memberships and Awards	90
Strategy			
102-14	Statement from senior decision-maker	Message from the President	4
102-15	A description of key impacts, risks and opportunities		
Code of Ethics and Principles			
102-16	Values, principles, standards, and norms of behaviour	Business Ethics and Compliance	22
102-17	Internal and external mechanisms for seeking advice about ethical and lawful behaviour, and organizational integrity	Risk Management and Internal Audit	23
Governance			
102-18	Governance structure of the organization, including committees of the highest governance body	Our Sustainability Management at Toyota Boshoku Türkiye	10
Stakeholder Engagement			
102-40	List of stakeholder groups	Relations with our Stakeholders	46
102-41	Collective bargaining agreements		
102-42	Identifying and selecting stakeholders	Relations with our Stakeholders	46
102-43	Approach to stakeholder engagement	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
102-44	Key topics and concerns raised	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
Reporting Practice			
102-45	All entities included in the consolidated financial statements or equivalent documents		
102-46	Defining report content and topic boundaries	About the Report	3
102-47	List of material topics	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
102-48	Restatements of information given in previous reports	About the Report	3
102-49	Changes in reporting	About the Report	3
102-50	Reporting period	01.04.2021- 31.03.2022	3
102-51	Date of most recent report	Toyota Boshoku Türkiye Annual Report covering our 2020-2021 activities was published in 2021	3
102-52	Reporting cycle		
102-53	Contact point for questions regarding the report or its contents		
102-54	Claims of reporting in accordance with the GRI standards	GRI Content Index	66
102-55	GRI content index	GRI Content Index	66
102-56	External Assurance		

Appendix

GRI Content Index

GRI Standard	Description	Disclosures	Page No.
Specific Disclosures			
GRI 200 Economic Standards Series			
Economic Performance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Governance and Financial Indicators	50
	201-4 Financial assistance received from government	Governance and Financial Indicators	50
Indirect Economic Impacts			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Governance and Financial Indicators	50
	203-2 Significant indirect economic impacts		
Procurement Practices			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers		
Anti-Corruption			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 205: Procurement Practices 2016	205-1 Operations assessed for risks related to corruption	Employee Rights and Development	40
	205-2 Communication and training about anti-corruption policies and procedures	Employee Rights and Development	40
	205-3 Confirmed incidents of corruption and actions taken		
Anti-Competitive Behaviour			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 206: Anti-Competitive Behaviour 2016	206-1 Total number and outcomes of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices		

GRI Standard	Description	Disclosures	Page No.
GRI 300 Environmental Standards Series			
Energy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 302: Enerji 2016	302-1 Energy consumption within the organization	Energy Management	29
	302-4 Reduction of energy consumption	Energy Management	29
Water			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared source	Water Management	30
	303-2 Management of water discharge-related impacts	Water Management	30
	303-3 Water withdrawal	Water Management	30
Emissions			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Greenhouse Gases Management	26
	305-2 Indirect (Scope 2) GHG Emissions	Greenhouse Gases Management	26
	305-5 Reduction of GHG emissions	Greenhouse Gases Management	26
Waste			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 306: Waste 2016	306-2 Waste, by type and disposal method	Waste Management	32
Supplier Environmental Assessment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 308: Supplier Environmental Assessment 2016	308-2 Adverse significant environmental impacts in the supply chain and actions taken		

Appendix

GRI Standard	Description	Disclosures	Page No.
GRI 400 Social Standards Series			
Employment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employee Rights and Development	40
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		
	401-3 Return to work and retention rates of employees that took parental leave, by gender		
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety	45
	403-2 Types and rate of injury, occupational diseases, lost workdays, absence and number of work-related deaths	Occupational Health and Safety	74
	403-3 Occupational health services	Occupational Health and Safety	45
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	45
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	45
	403-6 Promotion of worker health		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	45
	403-9 Work-related injuries	Occupational Health and Safety	45
	403-10 Work-related ill health	Occupational Health and Safety	45
	Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Rights and Development	40
	404-2 Talent management and life-long learning programmes that support employee development	Employee Rights and Development	40
Diversity and Equal Opportunity			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Employment, Diversity and Inclusion	37

GRI Standard	Description	Disclosures	Page No.
Non-Discrimination			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		
Freedom of Association and Collective Bargaining			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		
Child Labour			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour		
Forced or Compulsory Work			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 409: Forced or Compulsory Work 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour		
Human Rights Assessment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 412: Human Rights Assessment 2016	412-1 Total number and percentage of operations that have been subject to human rights reviews or impact assessments		
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		

Appendix

GRI Standard	Description	Disclosures	Page No.
Local Communities			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 413: Local Communities 2016	413-1 Percentage of operations with implemented local community, engagement, impact assessments, and development programmes	Sustainability KPI's	12
	413-2 Operations with significant actual and potential adverse impacts on local communities		
Supplier Social Assessment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 414: Supplier Social Assessment	414-1 New suppliers that were screened using social criteria		
	414-2 Adverse social impacts in the supply chain and actions taken		
Public Policy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 415: Public Policy 2016	415-1 Total value of political contributions by country and recipient/beneficiary		
Customer Privacy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Toyota Boshoku Türkiye Material Issues, Stakeholder Engagement, and the UN Sustainable Development Goals	14
	103-2 The management approach and its components	Our Sustainability Management at Toyota Boshoku Türkiye	10
	103-3 Evaluation of the management approach	Our Sustainability Management at Toyota Boshoku Türkiye	10
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security	24



TOYOTA BOSHOKU TÜRKİYE

Contact Information

TBT Merkez Fabrikası

1. Organize Sanayi Bölgesi, 5. Cadde
No:1 54580 Arifiye / SAKARYA
Tel: +90 264 295 25 25
Faks: +90 264 295 25 26
E-posta: tbt.info@toyota-boshoku.com

Sürdürülebilirlik ve Raporlama Danışmanı

KPMG Sürdürülebilirlik Hizmetleri
Tel: +90 212 316 60 00
www.kpmg.com

Tasarım

Finar Kurumsal
İletişim Çözümleri Ltd. Şti.
Seba Office Boulevard, D 21
Ayazağa Mahallesi Mimar Sinan Sokak No: 21
Sarıyer / İstanbul
T: 0212 269 37 20-21
F: 0212 269 37 50