



2023

SUSTAINABILITY REPORT



TOYOTA BOSHOKU TÜRKİYE

ABOUT THIS REPORT

As Toyota Boshoku Türkiye, we are proud to present our third sustainability report, aiming to transparently communicate the value we contribute to society in a comprehensive manner for all stakeholders.

This report is prepared with reference to the Global Reporting Initiative (GRI) Standards' "Core" option. You can find the specific GRI Standards used in our report in the "GRI Content Index" table.

The information in this report covers the activities of Toyota Boshoku Türkiye for the financial reporting period of fiscal year 2023, from April 1, 2023, to March 31, 2024. For trend monitoring, we have also included data from 2021 and 2022.

The report is prepared using internal resources, and the data shared within it have not been subjected to external audit. Please feel free to share your questions, opinions, and suggestions regarding our report with us at tbt.info@toyota-boshoku.com.

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Abbreviations

TB	Toyota Boshoku	ESG	Environmental, Social & Governance
TBJ	Toyota Boshoku Corporation	MTBP	Mid Term Business Plan
TBEU	Toyota Boshoku Europe	TBSTR	TB Sewtech Turkey
TBT	Toyota Boshoku Türkiye		

MESSAGE FROM THE PRESIDENT

As Toyota Boshoku Türkiye, we represent a 100-year-old culture founded by Sakichi Toyoda in 1918. Since 1997, we have been one of the most important production facilities in the Europe & Africa Region for the Toyota Boshoku Group. For over a quarter of a century, we have been producing not only seat and door trims but also value and happy journeys for all our stakeholders. With our 27 years of experience, working for a sustainable world is at the center of our activities.

Our sustainability report is a summary of the steps we have taken and the achievements we accomplished over the past year. These achievements also serve as a guide while determining our goals for the future. As Toyota Boshoku Türkiye, we aim to minimize our impact on the environment, increase our social contributions and strive for a more livable world for all stakeholders.

As Toyota Boshoku, adding value to our shares is a requirement of the path we follow. In this journey, we attach great importance to the development and welfare of our employees, who are one of our most important stakeholders. With the philosophy of "respect for people", we strive to enable each of our employees to develop their talents to the fullest and realize themselves in their work. Prioritizing the health, safety, and happiness of our employees allows us to maintain a motivated and productive workforce. Thus, we can provide our customers with sustainable quality in a timely and cost-effective manner.

In line with our new vision that centers on "Collaboration", we will continue to invest in sustainable technologies and business models, expand our environmental and social responsibility projects and aim for excellence in all our activities. I would like to thank all our stakeholders who walks hand in hand with us on this journey.

Hakan KONAK
President



TOYOTA BOSHOKU IN THE WORLD

Toyota Boshoku Group, as one of the leading mobility interior space creators in the world, was established in Japan in 1918. Founded by the group's founder, Sakichi Toyoda, Toyota Boshoku has the same roots with Toyota, the leading car manufacturer.

Toyota Boshoku is a system supplier that produces all interior vehicle parts, primarily automotive seats, door trim panels, headliners, and floor coverings. It operates in a wide range of areas, including air intake systems, air and oil filters, interior illuminations, airbags, transmission components, and motor core components. In recent years, Toyota Boshoku has also started producing aircraft and train seats, and it designs and manufactures 'interior vehicle concept vehicles' for autonomous driving vehicles.

Globally, Toyota Boshoku has 92 companies in 23 countries and employs close to 47,000 people. Toyota Boshoku manages its global operations by dividing 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 is overseen by the global mainstay hub in Japan in cooperation with central management regional hubs in each region. The fact that Toyota is a major customer and shareholder of Toyota Boshoku and that our company is Toyota's originating company demonstrates the depth of ties between the two companies.

Toyota Boshoku Türkiye is under the supervision of Toyota Boshoku Europe (located in Belgium), which serves as the central hub for the Europe & Africa region.

THE AMERICAS

TOYOTA BOSHOKU AMERICA, INC. United States

Technical Center
Silicon Valley Office

TOYOTA BOSHOKU ARGENTINA S. R. L. SEWTECH ARGENTINA S. R. L.	Argentina
TOYOTA BOSHOKU DO BRASIL LTDA.	Brazil
TOYOTA BOSHOKU CANADA, INC.	Canada
TB SEWTECH DE MEXICO, S. DE R. L. DE C. V. TB KAWATEX DE MEXICO, S. A. DE C. V.	Mexico
SYSTEMS AUTOMOTIVE INTERIORS ALABAMA, LLC SYSTEMS AUTOMOTIVE INTERIORS, LLC TBDN TENNESSEE COMPANY TOYOTA BOSHOKU AKI USA, LLC TOYOTA BOSHOKU ILLINOIS, LLC TOYOTA BOSHOKU INDIANA, LLC TOYOTA BOSHOKU KENTUCKY, LLC TOYOTA BOSHOKU MISSISSIPPI, LLC TOYOTA BOSHOKU TENNESSEE, LLC	United States



● Global Mainstay Hub
■ Regional Management & Collaboration Hub

Seat Business



Seats



Sports Seats



Sports seats



Executive Lounge Seat

Interior & Exterior Business

Interior Components



Interior System



Door Trims



Headliners



Illuminations

Filter & Power Train Components Business



Air Filters



Pollen Filter



Oil Filters



Fuel Cell Cluster



Motor Core

Global Network



EUROPE & AFRICA

TOYOTA BOSHOKU EUROPE N.V.

Munich Branch	Belgium
Adapazarı Branch	Germany
	Turkey
TOYOTA BOSHOKU FRANCE S.A.S.	
TOYOTA BOSHOKU SOMAIN S.A.S.	France
MILAN DESIGN BRANCH	Italy
TOYOTA BOSHOKU LEGNICA SP. Z O.O.	
TOYOTA BOSHOKU POLAND SP. Z O.O.	Poland
TRIM LEADER, A.S.	Slovakia
TOYOTA BOSHOKU SOUTH AFRICA (PTY) LTD.	South Africa
TOYOTA BOSHOKU TURKEY INC.	
TB SEWTECH TURKEY LTD.	Turkey

CHINA

TOYOTA BOSHOKU (CHINA) CO.,LTD.

Beijing Office	China
Guangzhou Branch	
Tianjin Branch	
CHENGDU TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	
GUANGZHOU INTEX AUTO PARTS CO., LTD.	
HEYUAN TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	
KUNSHAN TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	
NINGBO TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	
QINGDAO INJELIC MOULD CO., LTD.	
SHANGHAI TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	
SHENYANG TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	
TIANJIN INTEX AUTO PARTS CO., LTD.	
TIANJIN KAHOU AUTOMOBILE DECORATION CO., LTD.	
TIANJIN TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.	
TOYOTA BOSHOKU FOSHAN CO., LTD.	
TOYOTA BOSHOKU (GUANGZHOU) AUTOMOTIVE PARTS CO., LTD.	
TOYOTA BOSHOKU (TIANJIN) AUTOMOTIVE PARTS CO., LTD.	
KAWASHIMA AUTOMOTIVE PARTS JIANGSU CO., LTD.	
KAWASHIMA TEXTILE MANUFACTURERS (SHANGHAI) LTD.	
SEIWA SEAT COVERS (BENGBU) CO., LTD.	China

JAPAN

TOYOTA BOSHOKU CORPORATION

ASIA & OCEANIA

TOYOTA BOSHOKU ASIA CO., LTD.

TOYOTA BOSHOKU AUTOMOTIVE INDIA PRIVATE LIMITED	Thailand
Gurgaon Office	
TOYOTA BOSHOKU RELAN INDIA PRIVATE LIMITED	
TB KAWASHIMA AUDE (INDIA)	India
PT. TOYOTA BOSHOKU INDONESIA	
PT. ATEJA KAWASHIMA AUTOTEX	Indonesia
TOYOTA BOSHOKU UMW SDN. BHD.	Malaysia
THAL BOSHOKU PAKISTAN (PRIVATE) LIMITED	Pakistan
TOYOTA BOSHOKU PHILIPPINES CORPORATION	Philippines
SHIN SAN SHING CO., LTD.	Taiwan
BOSHOKU AUTOMOTIVE (THAILAND) CO., LTD.	
S.K. AUTO INTERIOR CO., LTD.	
STB TEXTILES INDUSTRY CO., LTD.	
THAI SEAT BELT CO., LTD.	
TOYOTA BOSHOKU FILTRATION SYSTEM (THAILAND) CO., LTD.	
TOYOTA BOSHOKU GATEWAY (THAILAND) CO., LTD.	
TOYOTA BOSHOKU SIAM METAL CO., LTD.	
TB KAWASHIMA (THAILAND) CO., LTD.	Thailand
TOYOTA BOSHOKU HAIPHONG CO., LTD.	
TOYOTA BOSHOKU HANOI CO., LTD.	Vietnam



Lexus LS
Seat

Seats Outside of Automobiles



Railway Seats
(Photo provided
by East Japan
Railway Company)



Aircraft Seats

Exterior Components



Bumpers



Fender Liners

Others (Textile Components)



Seat Fabrics



Seat
Belt
Webbings



Curtain-Shield
Airbags



Lithium-
ion Battery

Plastic Parts Used in Internal Combustion Engines



Intake
Manifolds



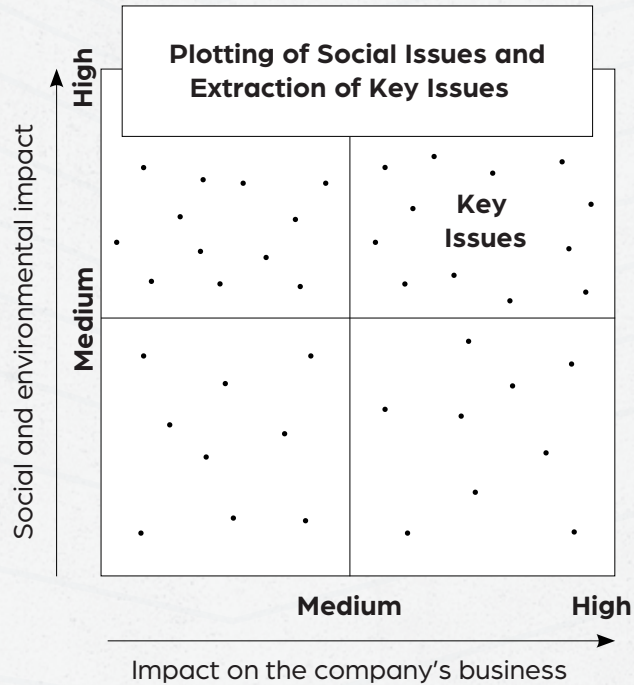
Air
Cleaners



Oil Mist
Separators

TOYOTA BOSHOKU MATERIALITY FORMULATION PROCESS

In 2019, TB Group transformed its sustainability efforts to align with the Group's ESG targets by shifting from CSR to CSV. This transformation is integral to TB Group's ambitions to become a sustainable, leading global company by enhancing corporate value through the end of this decade. Between April 2019 and July 2020, TB Group conducted a materiality assessment, identifying its material issues within the scope of drafting the 2022 Mid-Term Business Plan. The table below highlights 18 material issues identified through this assessment.



- E Environment S Social G Governance
+ Matters for which positive effects are to be maximised
- Issues to resolve through core business

Issues to
Resolve
through Core
Business

E S

Issues Relating
to Sources
for Exercising
Competitiveness

S G

Safety		Environment		Comfort	
Product Safety	+	Reduction of environmental loads	-	Comfortable	
Reduction of traffic accidents	-	Improve productivity	+	Promotion of	
Aging society	-	Climate change	-		
		Energy and resource conservation	-		
		Cooperation with business partners	+		
People		Organisation			
Ensuring diversity	+	Compliance			
Workstyle innovation	+	Governance			
Respect for human rights	+	Strengthened information se			
Company-member health and work safety	-	Fair and equitable procurem			

Kurumsal faaliyetimiz üzerinden çözece
Çevre ve Konfora ilişkin sorunlar

Toyota Boshoku Group's Materiality

TOYOTA BOSHOKU PRIORITY ISSUES STUDY

QUALITY OF TIME AND SPACE

Issues Relating to Safety, Environment, and Comfort to Resolve through Core Business

Issues Relating to the People and Organisations that are Our Sources for Exercising Competitiveness

1

As an Interior Space Creator, we will contribute to people's quality of life, creating comfort, safety, and reassurance through innovation

Comfortable spaces

Promotion of innovation



2

Using our established technical capability, we will contribute to realise a society with no traffic casualties through providing products that assure safety

Product safety

Reduction of traffic accidents

Aging society



3

Together with our business partners, we will realise MONOZUKURI innovations that minimise environmental stress

productivity improvement

Climate change

Energy and resource conservation



4

We will develop people capable of contributing to society, who have diverse values, a challenging spirit and understand the value of strong teamwork

Respect for human rights

Company-member health and work safety



5

We will continue to be a company of integrity trusted by all our stakeholders, inheriting our tradition of fairness and moral behaviour to the next generation

Governance

Compliance



1

For the world and for people, to enhance safety and reassurance in daily lives, we will evolve into an Interior Space Creator providing products and services such as those that make use of biological information from sensors to achieve comfort, which is the ability of people to live without unease and true to their own selves (i.e., to achieve smart cities)



4

We will develop autonomous human resources capable of marshalling other human resources around the world, understanding ideas and ways of thinking, mutually accepting one another, and thinking together.



2

We will continue to offer high-quality, high-safety products and services that make full use of R&D which is an integral part of Toyota Boshoku's identity.



5

We will continue practicing the values of 'ensuring that our corporate activities are fair and transparent' as outlined in our corporate philosophy and the Principles of Toyoda that embody the concepts of Sakichi Toyoda, and we will act sensibly indicated in the TB Way

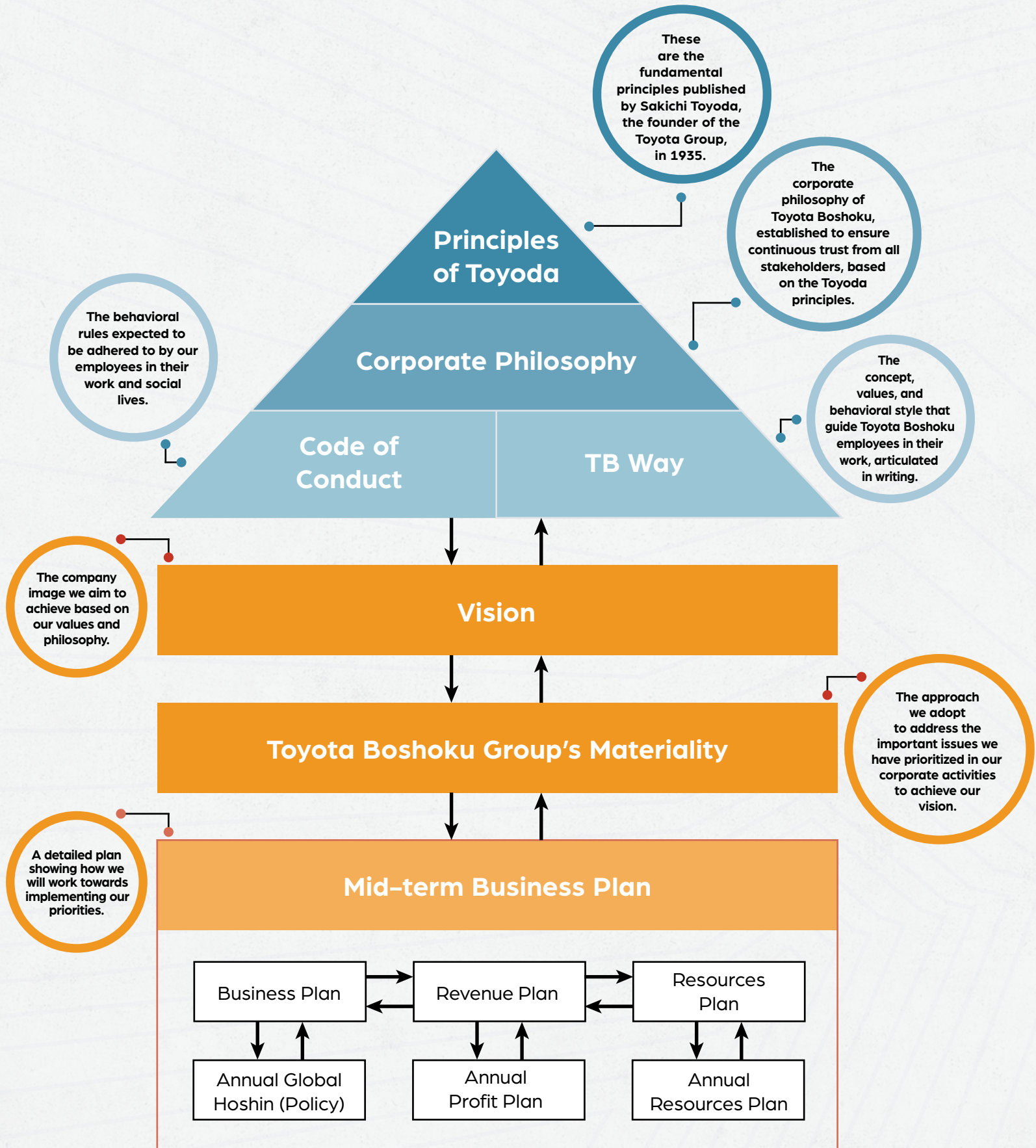


3

Aiming for a sustainable global environment in which children can live in smiling happiness, we will make effective use of business resources and achieve the targets of our 2050 Environmental Vision, by working with our business partners to accomplish innovation and improve productivity through implementation of the latest leading-edge technologies.



MANAGEMENT CONCEPT



For the World, For the People

Principles Of Toyoda

Principles of Sakichi Toyoda (established in 1935)

- Always be faithful to your duties, thereby contributing to the company and to the overall good.
- Always be studious and creative, striving to stay ahead of the times.
- Always be practical and avoid frivolousness.
- Always strive to build a homelike atmosphere at work that is warm and friendly.
- Always have respect for spiritual matters, and remember to be grateful at all times.



Sakichi Toyoda



Principles Of Toyoda

Corporate Philosophy

Society	We will promote corporate growth while fulfilling the following responsibilities as a good corporate citizen • Maintain ethical values, ensuring that our corporate activities are fair and transparent; • Supply safe products that do not harm the environment; Promote corporate activities that help protect the global environment; • Create a better society as a member of our local communities.
Customers	We will develop innovative technologies and products to deliver quality that satisfies our customers.
Shareholders	We will promote innovative management policies that ensure future corporate growth and the trust of our shareholders.
Employees	We will build and maintain positive labour-management relations, respect the individuality of its employees and create safe and comfortable workplaces.
Business partners	We will promote open and mutually beneficial relationships with its business partners in pursuit of long-term growth and prosperity.

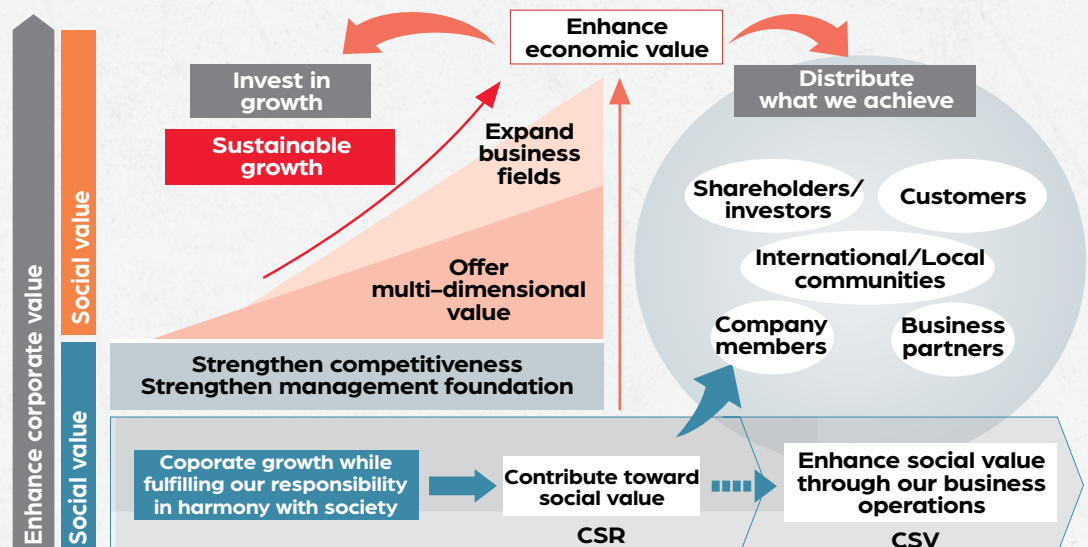
TB Way (Our values and behavioural principles in concrete terms)

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.

The Management Structure We Aim to Become

We distribute the outcomes of enhanced economic value to our stakeholders, and aim to increase corporate value in the medium to long term by reinvesting for future growth.



ABOUT TOYOTA BOSHOKU TÜRKİYE

WE CRAFT HAPPIER JOURNEYS WITH OUR STAKEHOLDERS.

Toyota Boshoku Türkiye Automotive Industry and Trade Inc. (TBT) is Toyota Boshoku's leading production facility in the Europe & Africa Region.

Our company aims to produce automotive seats, door trims, instrument panel components and air cleaners just-in-time and with high quality at our Sakarya Main and Sakarya Metal plants. Our company has an annual production capacity of 280,000 sets and an export share across the markets from Europe to Africa.

Established in 1997, TBT has grown into one of the sector's and Sakarya's leading production facilities, renowned

for its broad product range, extensive experience, and technical foundation, driven by full implementation of the Toyota Production System.

In our company, critical components of the automotive seat, -from metal frames to plastic injection parts and poly urethane pad- are produced and assembled into finished car seats in our Sakarya Main Plant. In this respect, the company supports its sustainability as a self-sufficient workplace.



Our Main Plant in Sakarya



Name	Toyota Boshoku Türkiye Otomotiv Sanayi ve Ticaret A.Ş.
Products	Seats, door trims, instrument panel components, air cleaner
Representative	Hakan KONAK, President
Address	1.Organize Sanayi Bölgesi, P.K.190 Arifiye 54580 Sakarya / TÜRKİYE
Capital	37.950.000 TL
Shareholders	Toyota Boshoku Europe N.V. (%90) Mitsui Bussan Automotive Inc. (%10)
Total Area	Main Plant : 29.944 m ² / Metal Plant : 63.086 m ²
Closed Area	Main Plant – 10.361 m ² / Metal Plant : 14.700 m ²
Number of employees	1921/ As of March 2024

ABOUT TOYOTA BOSHOKU TÜRKİYE

PURPOSE

We craft happier journeys
with our Stakeholders

VISION

Become Global No. 1 in Toyota Boshoku
by Collaborative Competition



The 2023 fiscal year was also a year of revising our vision for Toyota Boshoku Türkiye. The process of the review was triggered by the expectations of all our stakeholders. We carried out this process through workshops, surveys, and focus group discussions with the participation of various stakeholders, and have set our new vision as " Become Global No. 1 in Toyota Boshoku by Collaborative Competition"

Our new vision, expressed as 'collaborative competition' highlights our ability to collaborate and solve problems collectively, while also committing to the development of other Toyota Boshoku factories and raising the overall level of Global Toyota Boshoku.

In this new journey, the strength we rely on comes from our stakeholders.



SLOGAN

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



ABOUT TOYOTA BOSHOKU TÜRKİYE

Since our establishment in 1997, we have expanded our business at a rapid pace. With an annual volume of 220 000 sets at 3 plants and close to 2,000 employees (consolidated), TBT is one of the leading car interior manufacturers in Europe



Corolla Sedan
Line-off
(Seat, Door trim)

1998



Start of
2-shift
operation

2003

Company
name changed
to "TOYOTA
BOSHOKU
TÜRKİYE"

2005

1997



Takanichi
Turkey
founded

2001

Moved to
own plant



2004

Corolla Verso
Line-off
(Seat, Door trim)





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

2012

Start of
3-shift
operation

Toyota C-HR
Line-off
(Seat, Door trim,
I/P garnish,
Air cleaner)

2016



EFQM¹ Turkey
Excellence
Award

*1: European
Foundation
for Quality
Management

2020



New Toyota
C-HR Line Off.

Certified as
"Top Employer"



2023

2007

Metal Plant
Grand Opening
Ceremony



2019

New Corolla
Line-Off



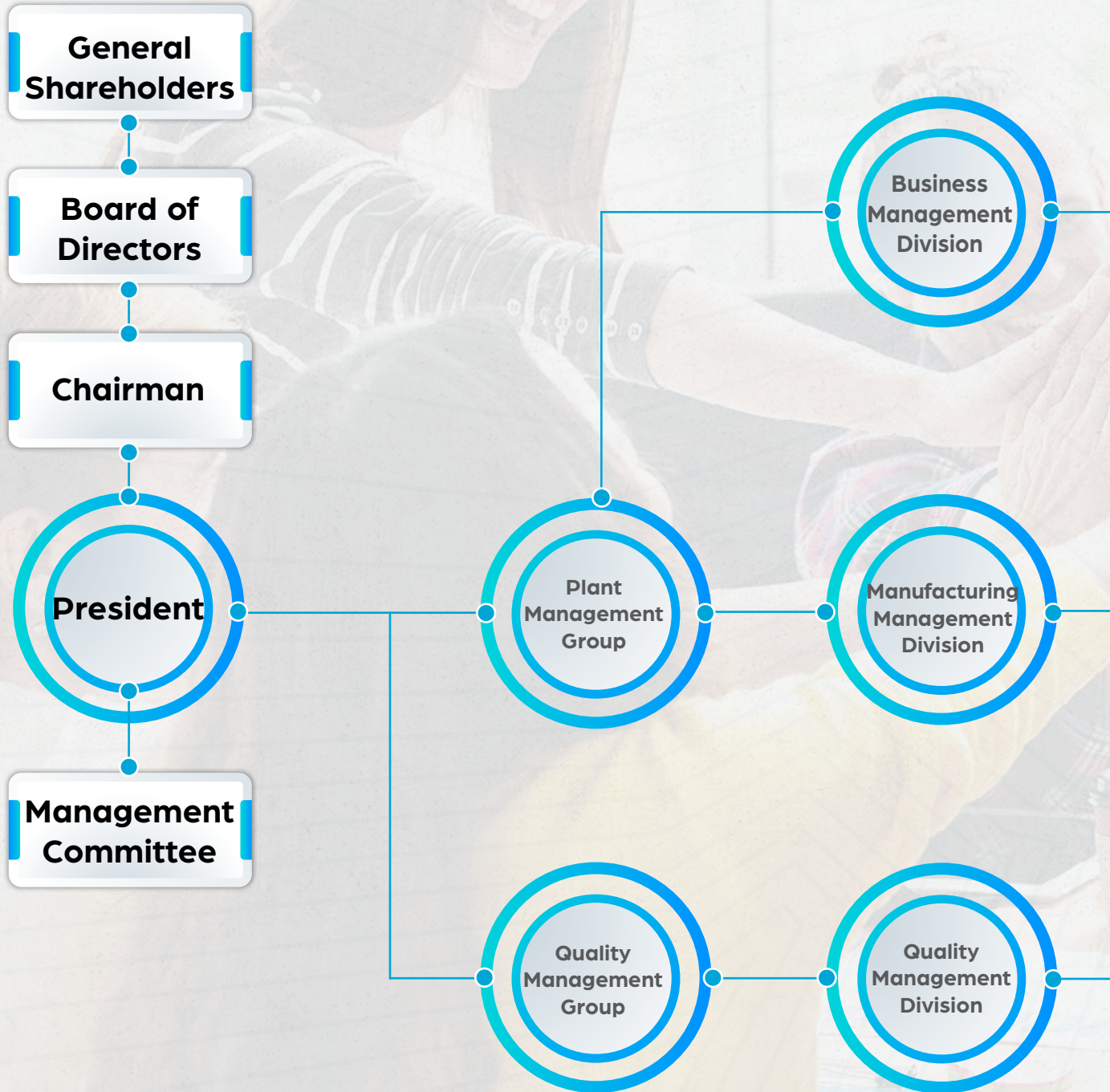
2022

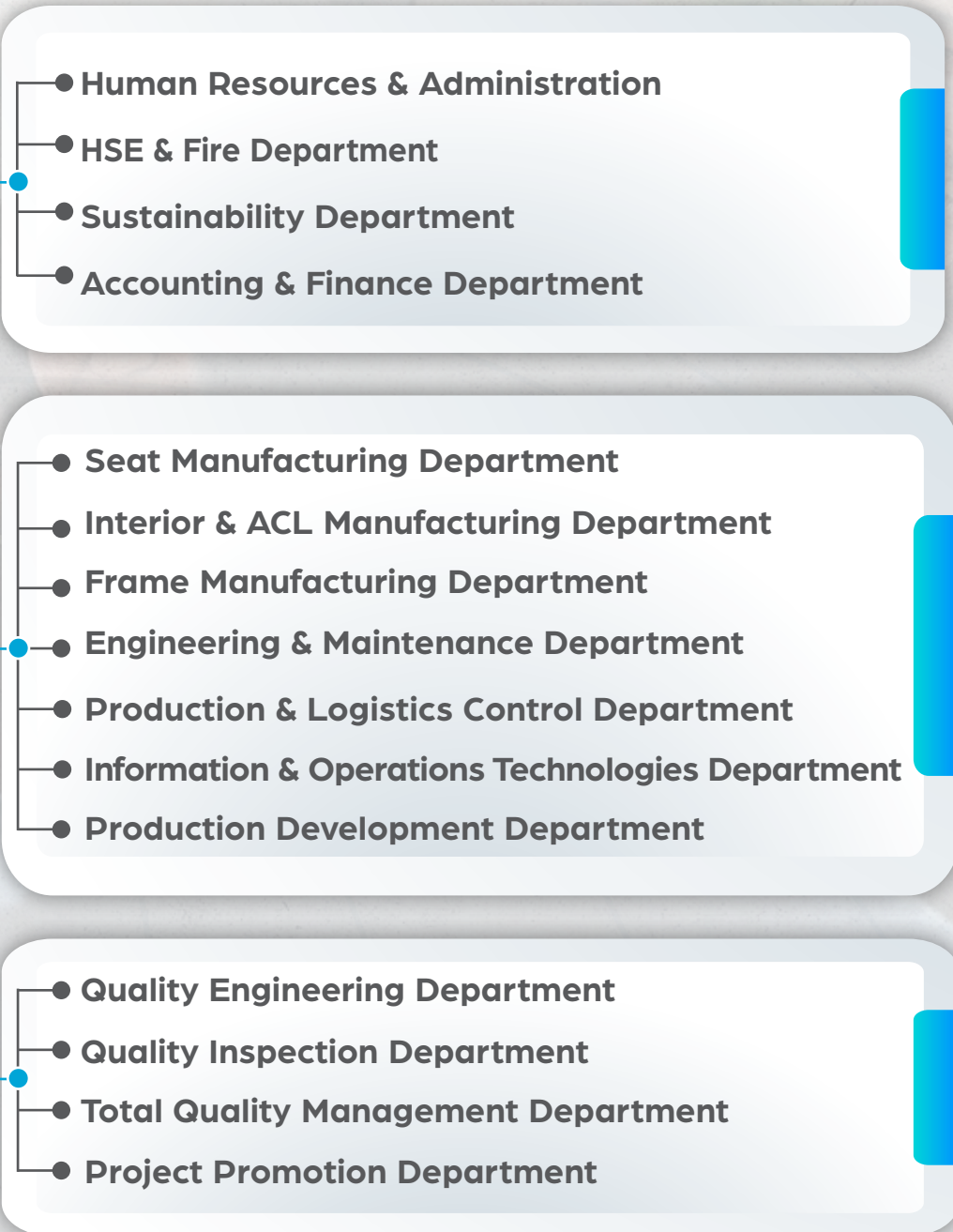
Received EFQM
Türkiye Excellence
Award for the 2nd
time.



ABOUT TOYOTA BOSHOKU TÜRKİYE

OUR ORGANIZATIONAL STRUCTURE





The organizational chart is presented in three vertical columns. The first column lists four departments: Human Resources & Administration, HSE & Fire Department, Sustainability Department, and Accounting & Finance Department. The second column lists seven departments: Seat Manufacturing Department, Interior & ACL Manufacturing Department, Frame Manufacturing Department, Engineering & Maintenance Department, Production & Logistics Control Department, Information & Operations Technologies Department, and Production Development Department. The third column lists four departments: Quality Engineering Department, Quality Inspection Department, Total Quality Management Department, and Project Promotion Department. Each column is enclosed in a light blue rounded rectangle with a blue tab on the right. A thick black diagonal line runs from the top left towards the middle right of the page. Three horizontal blue lines extend from the left edge of the page to the first, second, and third columns respectively, each ending in a blue dot.

- Human Resources & Administration

- HSE & Fire Department

- Sustainability Department

- Accounting & Finance Department

- Seat Manufacturing Department

- Interior & ACL Manufacturing Department

- Frame Manufacturing Department

- Engineering & Maintenance Department

- Production & Logistics Control Department

- Information & Operations Technologies Department

- Production Development Department

- Quality Engineering Department

- Quality Inspection Department

- Total Quality Management Department

- Project Promotion Department

RELATIONS WITH OUR STAKEHOLDERS



We are Building Happiness Together with Our Stakeholders

The statement, 'We craft happier journeys together with our stakeholders,' which aligns with our company's purpose, indicates that prioritizing stakeholder relationships is one of our top priorities. The strategies underlying our stakeholder relationships, centered around happiness, are as follows:

For a Happier Society:

We play our role as a 'corporate citizen' with strategies aligned with Sustainable Development Goals.

Happiness is our harmonious growth with society. (See page 48)

For Happier Customers:

With our quality-oriented perspective and highly efficient production systems, we maintain just-in-time production.

Happiness is the satisfaction of our customers. (See page 50)

For Happier Shareholders:

With our innovative approaches and corporate competency, we meet the expectations of our stakeholders, striving to be an example within all Toyota Boshoku operations.

Happiness is the sense of trust we present to our shareholders.

(See page 51)

For Happier Employees:

"We provide our employees with a healthy, safe, and comfortable workplace, growing and developing with their strength.

Happiness is the mutual trust relationship with our employees.

(See page 42)

For Happier Business Partners:

We continue to be a mutually beneficial business partner with our suppliers, creating value, fostering their development, and instilling trust.

Happiness is being a long-term partner with our suppliers.

(See page 59)

STAKEHOLDER LİST

Stakeholder Category	Stakeholders
Customers	- TMMT, Denso Türkiye
Employees	- Employee All
Business and Governance Stakeholders	- TBEU, Mitsui Bussan Automotive - Global Mainstay hub: TBJ - Legal and regulatory official or public institutions
Society	- Sakarya province, - Various public institutions in Sakarya, - National and International Non- Governmental Organizations"
Suppliers	- Parts Purchasing Suppliers (Group A, Group B, Group C, Group RM) - General Purchasing Suppliers (Strategic, Custom, Standard)

2023 Stakeholder Perception Results



From the
Visit of
Mr. Kanei CE,
from Toyota
Motor Europe



RELATIONS WITH OUR STAKEHOLDERS



Communication With Stakeholders Matrix

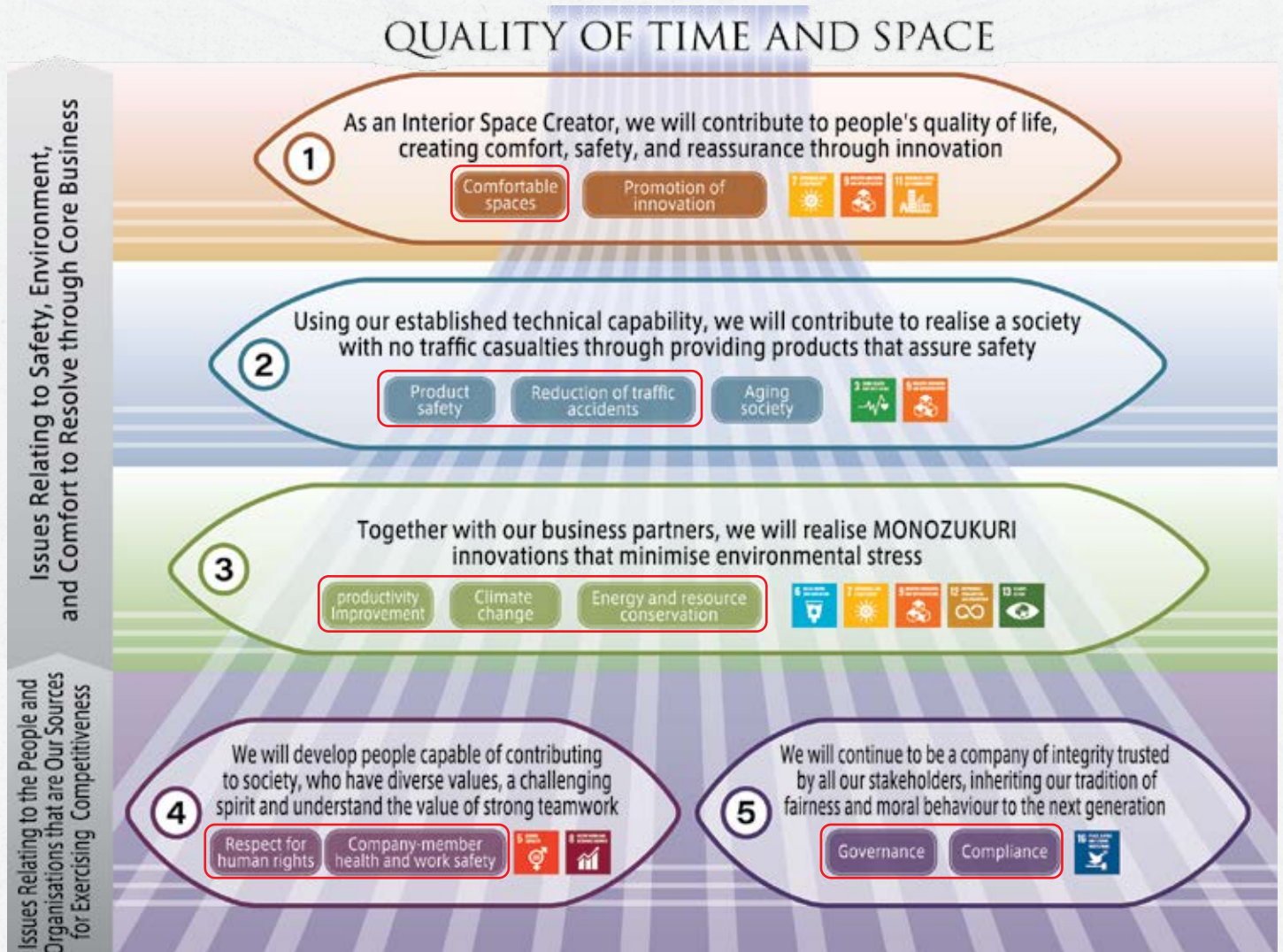
Stakeholder	Group	Detail	Needs	Expectations	Surveys	Operational Reporting	Operational Follow-up	Collaborative Projects	Top Management Meetings (Annual)	Periodical Meetings	Sustainability Report Explanation
					Frequency >>						
					1/year	When Necessary	Daily	When Necessary	1/year	Periodical	1/year
Employee		Permanent Employees	- Business continuity - An innovative working environment that continually evolves in a family setting - Formation of corporate culture - Global company	- Healthy and safe working environment - Education - Promotion - Appreciation - Reward - Job continuity - Timely payment - Ensuring legal rights	0						
		Temporary Employees			0						
		Contractor Employees			0						
Customer		TMMT	- Product with 100% Delivery Performance and 100% Quality - Performance by accommodating the customer's special request (SQAM).	- Compliance with legal requirements - Accommodation of customer-specific requests (SQAM) - Products in line with 100% Delivery Performance - Products in line with 100% Quality Performance - Analysis and resolution of post-shipment quality issues - Fulfillment of change requests	0			0	0	0	
		DENSO			0	0					
		TBSA			0	0					
Governance Stakeholders	Shareholders	MITSUI	Profitability	Profitability and improvement of productivity	0			0			
		TBEU			0			0			0
	Company Head	TBJ	Fulfillment of established rules while ensuring customer satisfaction.	- Compliance with legal requirements - Compliance to TBEU, TBJ policies, and procedures - Alignment with the strategic plan - Compliance to company hooshins (quality objectives)	0			0			0
		Provincial Directorate of Social Security Institution			0					0	
	Locam Rule-Makers	Provincial Directorate of Health	Compliance with relevant laws and regulations.	Keeping up with current practices and regulations.	0					0	
		Provincial Directorate of Environment			0					0	
		Sakarya 1. Organized Industrial Zone			0					0	
Business Partners	Direct Suppliers	Group A Direct Suppliers	Timely and accurate transmission of necessary information.	- Legal regulations notification - Technical specification notification - Change notification - Quality requirements notification - Planning and logistical requirements notification - Supplier performance notification	0						
		Group B Direct Suppliers			0						
		Group C Direct Suppliers									
		Group RM Direct Suppliers			0						
	Indirect Suppliers	Strategic Indirect Suppliers			0	0				0	
		Special Indirect Suppliers			0	0				0	
		Standart Indirect Suppliers					0				
Society	Non-Governmental Organizations	KALDER	- Meeting societal expectations - Collaborative projects	- Increase in the number of CSV projects undertaken by the company, including their involvement. - Demonstrating the company's commitment to continuous self-improvement.	0			0		0	
		SKD			0		0	0			
		TAYSAD			0	0				0	
		AFAD			0		0	0			
		Kızılay						0			
		Fire Authority					0	0			
		LÖSEV						0			
	Universities	Provincial Directorate of Education	Contributing to the world and society					0			
		İstiklal Secondary School			0						
		Universities						0			
		SATSO High School			0			0		0	
		Hanlı Elementary School			0						
	Neighbours	ÇEMSAN	Being able to act together in emergency situations (e.g., natural disasters)					0			
		ATERMIT						0			
		TKG						0			
	Turkish Citizens	Turkish Citizens	- To not be affected by potential negative consequences of company activities. - To be able to benefit from the employment opportunities provided by the company.	- Ensuring that waste does not have a negative impact on the environment. - Reducing emissions and ensuring they occur in an environmentally-friendly manner. - Creating more and diverse employment opportunities.				0			
		Sakarya Citizens (Blue Collar Candidate Pool)						0			
		White Collar Candidate Pool						0			

[illegible]

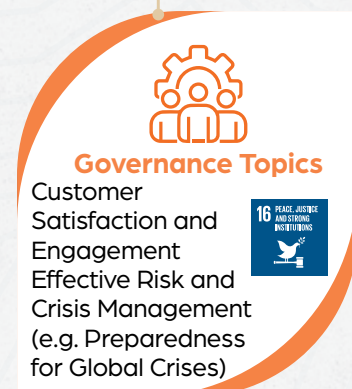
SUSTAINABILITY METRICS

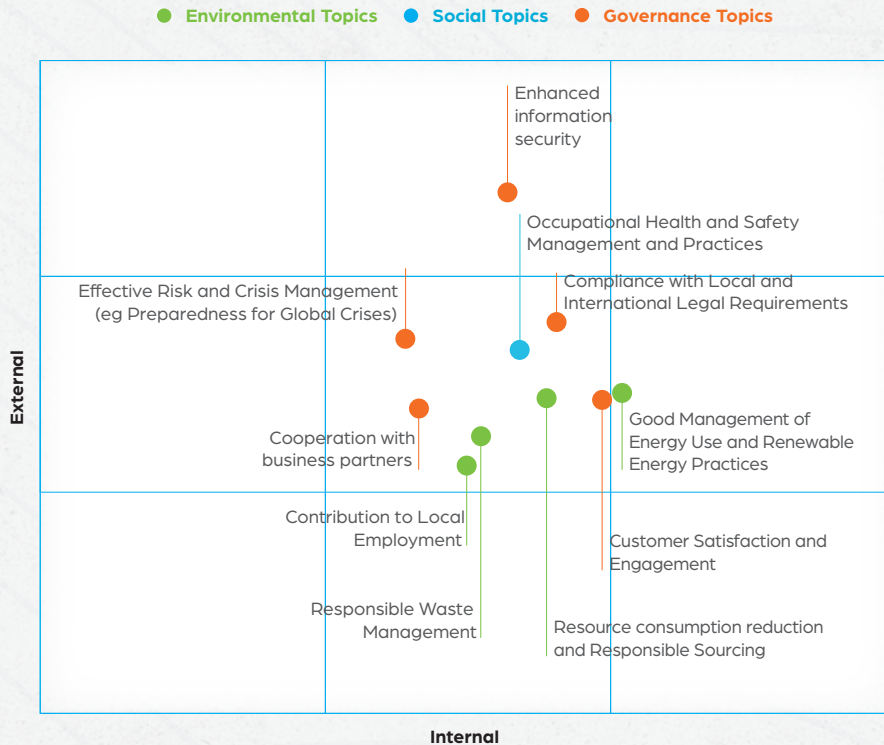
Toyota Boshoku Türkiye's Materiality consists of two parts: 1. Material Topics derived from Toyota Boshoku, and 2. 'Material Topics Specific to Toyota Boshoku Türkiye.'"

1. Materiality Items Based on TBJ Materiality



2. 'Material Topics Specific to Toyota Boshoku Türkiye





As Toyota Boshoku Türkiye, we are striving to enhance our sustainability initiatives in line with the TB Group's sustainability strategies. As part of these efforts, we conducted a prioritization assessment with key internal and external stakeholders to identify TBT's priority issues. Those who participated in this prioritization assessment were sent a survey asking them to rate the impor-

tance of specific priority issues for TBT based on their importance. The results of this assessment have been ranked from most important to least important.

With the outcomes of this assessment, ten priority issues have been identified for TBT within three main categories: Environmental, Social, and Governance. While six of the materiality issues align with TB Global, four new

materiality issues have been identified specifically for TBT, including Responsible Waste Management, Customer Satisfaction and Engagement, Effective Risk and Crisis Management, and Contribution to Local Employment. The materiality matrix illustrates the importance levels of material issues for TBT.

When determining TBT's materiality items, we have incorporated incorporated Sustainable Development Goals into the prioritization model and sustainability management. In this context, we have identified 10 SDGs with details as outlined below, matched with relevant TB priorities such as safety, environment, and comfort. As TBT, we have put SDGs on our agenda and set goals for them in the company policy. We are working to further structure our goals for SDGs. Additionally, TB Way and TB Code of Conduct, determined by TB Global and implemented by every TB plant, are in compliance with the United Nations Global Compact (UNGC). To stay updated on sustainability matters, annual Materiality Workshops are organized under the leadership of TBEU (Toyota Boshoku Europe). As part of these workshops, various activities are conducted to increase employees' awareness of TB materiality.

Toyota Boshoku Türkiye's Materiality



Environmental Topics

- Climate change
- Productivity improvement
- Energy and resource conservation
- Responsible waste management



Social Topics

- Comfortable spaces
- Product safety
- Reduction of traffic accident
- Respect for human right
- Company member health and work safety
- Contribution to local employment



Governance Topics

- Compliance
- Customers satisfaction and engagement effective
- Risk and crisis management



SUSTAINABILITY METRICS

Contribution to United Nations Sustainable Development Goals

Materiality Topic	Related SDG	Content	Performance Indicator & Target
ENVIRONMENT E Resource Consumption Reduction and Responsible Resourcing		In order to minimize fossil fuel consumption, we are trying to generate all of our energy from renewable energy with our solar farm investment.	- Energy Consumption 100% from Renewable Energy starting from July 2024 - Scope 1 & Scope 2 Emission Target by 2030: Net Zero
		In order to prevent water scarcity, we try to reduce daily usage of water while recycling the water used in our processes.	- Yearly Water Consumption Reduction Target: +4.6% / vehicle set
		With the 3 R (Reduce-Reuse-Recycle) principle, we try to reduce our waste, reuse what cannot be reduced, and recycle what cannot be reused. Being aware of our responsibility in waste management, we keep under control that our waste is treated by the right waste companies.	- Yearly Waste Reduction Target: 3% /vehicle set - Waste Recycle Target: 100%
SOCIAL S Occupational Health & Safety Practices, Social Topics, Respect for Human Rights, Contribution to Local Employment		We facilitate employees' access to health opportunities in their daily lives with side benefits such as private health insurance and psychological counseling services. Additionally, we aim to facilitate access to health for all citizens with actions such as mask production etc. during global health crisis.	Employee Periodical Health Check Target: 100%
		As a supporter of gender equality, we care about the representation of women at all levels in working life, and in this context, we aim to increase our female employment ratio.	- Women Employee Ratio Target: Office: 40%, Shopfloor: 30% (FY2030)
		We establish and improve systems day by day to protect employee rights and ensure a safe and secure working environment for all employees.	- Minor* Work Accident Target: Zero
		We make a special effort to enable individuals with special needs to participate in working and social life, and we design mass production processes in which people with severe physical disabilities, such as wheelchair users, can also work.	- Employees with Special Needs Ratio Target: %3 - Number of Employees with Wheelchair Target: 8 (FY2025)
		While we contribute to local employment through multi-stakeholder collaborations such as Mukhtars' Offices and İŞKUR (Turkish Employment Agency), we also attach importance to the development of the workforce in the region.	- Recruitment from Sakarya Target (for Shopfloor): 100%
GOVERNANCE G Enhanced Information Security, Compliance with Local and International Legal Requirements, Customer Satisfaction and Engagement, Collaboration with Business Partners, Effective Risk & Crisis Management		While we try to reduce our impact on nature through activities such as energy consumption reduction, degasification, water consumption reduction and waste management, we are also trying to develop measures against climate change and biodiversity crises through actions such as afforestation and environmental cleaning.	- Number of Environmental Claim Target: Zero - Yearly Tree Planting Target: 1 tree / employee
		By carrying out both operational and social preparations for the effects of natural disasters, we are trying to develop measures to ensure not only the sustainability of our company but also the sustainability of the society.	- Business Continuity Risk Target: Zero - Number of Certified Volunteer Rescue Team Member Target: 57 employees
		While we demonstrate accountable, consistent and transparent management in compliance with national and international legislation, we also strive to securely store and process the information entrusted to us by our stakeholders.	- Confidential Information Leake Target: Zero - Number of Law Violation Target: Zero - Occured Cyber Attack: Zero

* Minor: The lowest work accident category according to Toyota Boshoku categorisation
(Fatal >> Disabled >> Absence >> Non-Absence >> Minor)

At Toyota Boshoku Türkiye, to strengthen sustainability-based activities, we regularly monitor key performance indicators established for each stakeholder.

	CSV Metrics		FY 2022 Results	FY 2023 Targets	FY 2023 Results
Local communities & global society	Compliance G	Implementation level for Guiding Principles	100%	95%	95%
	Confidentiality management G	Number of confidential information leaks	0	0	0
	Cybersecurity G	Serious cybersecurity incidents	0	0	0
	Compliance with laws and regulations G	Number of bribery violations	0	0	0
	Fair/transparent dealings G	Number of violations of antitrust laws	0	0	0
	Environmental conservation E	Number of environmental abnormalities and complaints*1	0	0	0
		CO 2 emissions and ratio of CO2 reduction	2.02%	Reduce 3.8%/year	5.1%
		Ratio of waste reduction with basic unit (t/units)	0.50%	Reduce 3.4%/year	11.0%
		Rate of reduction in water consumption with basic unit (m3/unit)	1.09%	Increase 4.6%/year	3.0%
		Number of trees planted as part of reforestation activities	2100 trees/year	960 trees/year	960 trees/year
	Social contribution S	Number of volunteer activity participants	1.3 activity per person	1 activity per person	1.1 activity per person
Customers	Customers first S	Prize-winning awards	1 award	Minimum 1 award	2 awards
Shareholders	Disclosing information in a timely and appropriate manner S G	Timely information disclosure to Board of Directors and Shareholders.	100%	100%	100%
Company members	Respect for company members S	Employment rate of females	3.65%	More than 3%	4.00%
		Employment rates of persons with disabilities	3.65%	More than 3%	4.00%
		Permanent company members turnover rate	0.2% (20 people)	Less than 1%	0.2% (24 people)
		Encouragement to take paid holidays (annual leave)	100%	100%	100%
		Overtime (Incidence of working more than 270H/year)	0 person	0 person	0 person
	Safety/Health S	"Number of fatal accidents (company members, temporary workers)"	0	0	0
		Coverage ratio for legal health check	100%	100%	99%
Business partners	Safety S	Number of fatal accidents by non-Toyota Boshoku group workers or members	Fatal accidents: 0	Fatal accidents: 0	Fatal accidents: 0

G Governance
S Social
E Environment

*1 Abnormalities: In case of oil or other leaked into a public waterway at a level that exceeds legal, by law and agreement standard values
Complaints: In case of contact from a local citizen, government etc alleging physical damage or psychological effects on account of the company.

STRATEGIC PLANNING PROCESS

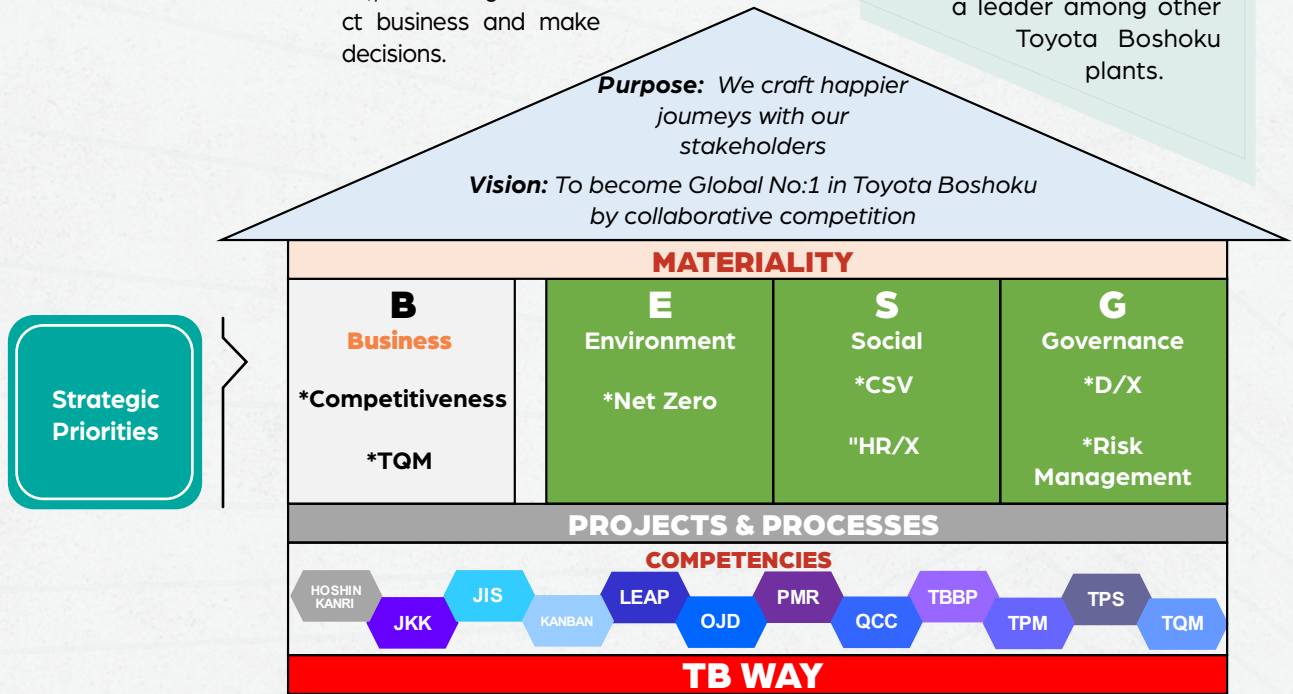
In today's world, rapidly changing conditions and dynamic business environment necessitate constant adaptation and strategic updates for companies.

As Toyota Boshoku Türkiye, we diligently review our strategies annually to align with evolving market conditions and customer expectations. This process helps us develop innovative solutions, take the right steps for sustainable growth, and ensure continued success. Strategic renewal and updates strengthen Toyota Boshoku Türkiye's goals and vision, laying the foundation for our future achievements.

We develop strategies by staying true to the global strategies of the Toyota Boshoku Group and considering the requirements of the ecosystem in which we operate. These strategies are shaped by focusing on sustainability principles within B-ESG (Business-Environment-Social-Governance), influencing how we conduct business and make decisions.

Vision Review

In 2023, we began our strategic efforts by focusing on our "vision" statement. Our vision has been reviewed as to **"To Become Global No. 1 in Toyota Boshoku by Collaborative Competition."** This vision, shaped by considering the views of our employees, customers, and other stakeholders, plays a critical role in defining our company's future strategies. With this vision, we have reinforced our determination to become a leader among other Toyota Boshoku plants.



President
declaring
company
Strategy



Strategy Development

The data obtained from all the comprehensive analyses described above are used as input for the SWOT-TOWS analysis. SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is a tool used to identify an organization's internal strengths and weaknesses and external opportunities and threats. TOWS analysis, based on the SWOT analysis, aims to develop strategic recommendations and ensure the organization achieves its strategic goals.

In workshops with our managers, we evaluate the data obtained in the initial steps and our existing corpo-



From Strategy Summit

rate competencies to identify areas that need improvement. This analysis presents a comprehensive view of our organization's current structure. In November 2023, this analysis was used as the foundation for projects developed during the Strategy Summit, which was attended by all assistant managers, managers, and senior management.

The stakeholder expectations analysis, internal and external analyses, and ultimately the SWOT-TOWS analyses we have completed constitute four essential steps in determining our strategic priorities. These steps play a critical role in clarifying our strategic goals and determining the future direction of our organization.

Strategic Priorities

The strategies of our company which focus on sustainability in its business practices, are categorized as follows:

Operation

We aim to optimize our operational results, particularly in SQDC (Safety, Quality, Delivery, Cost), to enhance our global competitiveness and maintain sustainable business relationships by prioritizing the satisfaction of all our stakeholders.

Environment

Environmental sustainability has long been on Toyota Boshoku's agenda, and as a Toyota Boshoku entity, we structure our activities under the themes of "climate change," "water scarcity," "resource depletion," and "biodiversity crisis." Our mid to long-term focus is on minimizing our carbon footprint across all three scopes.

Social

As Toyota Boshoku Türkiye, we aim to improve the wellbeing of both our employees and all of humanity through human-centered practices. The two most important social topics we focus on in the mid-term are "Human Resources Transformation" and "Creating Shared Value (CSV)." Under "Human Resources Transformation," we address issues such as diversity, equity, inclusion, improving the work environment, and talent management, while our focus on "Creating Shared Value" is to enable "co-development" by sharing our corporate competencies with all our stakeholders.

Governance

In today's rapidly changing world, Risk Management forms the foundation of our strategies. We prioritize a "risk assessment" perspective in every step we take to ensure both business continuity and the sustainability of the trust we provide to stakeholders. We use "Digital Transformation" as a tool to ensure the pillars of our company — transparency, integrity, and accountability. While digitalizing our operational processes, we not only focus on efficiency but also on making the processes transparent. In implementing all these strategic priorities, we leverage our corporate competencies, such as Hoshin (Policy) Management, LEAP, OJD, QCC, TPS, and TQM.

TOYOTA BOSHOKU TÜRKİYE IN 2023



Awards from TME

Based on evaluations by Toyota Motor Europe of its suppliers' annual performance, Toyota Boshoku Türkiye was honored with the Silver Award in both Quality and Supply categories.

Certified as "Top Employer"

Toyota Boshoku Türkiye achieved the status of Best Employer for 2023, based on the results of the annual Best Employer Survey conducted by the independent research organization Top Employers Institute®, which measures companies' outstanding performance in areas such as recruitment, leadership development, talent management, and work environment. This achievement, which only 30 organizations in Turkey attained during the reporting period, confirms the validity of our employee-centered policies.



Solar Power Plant

One of the significant developments for us in 2023 was the start of the construction of our solar power plant, which aims to produce renewable energy. As clear evidence of our sustainability approach, we are establishing the facility in Mersin Erdemli, one of the three locations with the highest solar radiation on Earth. The facility, which involves an investment of 12 million euros, will be built on a 120 000 square meters area and will have a capacity of 10 MWp. We plan to activate the facility in May 2024.



Toyota Production System Training

In line with our principle of contributing to society by sharing our corporate competencies, we have started theoretical and practical training on the Toyota Production System for the first time this year. As part of a collaborative project with the Sakarya Chamber of Commerce and Industry Motor Vehicle Technology Vocational and Technical Anatolian High School, we are offering specialized training on the Toyota Production System to 12 10th-grade students over the course of one semester in a dedicated facility we have set up for this purpose.



Quality Circle Convention Award

At the "Quality Circle Convention" organized in Ankara by the Quality Association (KalDer), in which we participated for the second time, our team once again received the "Quality Circle Award" this year.

OUR ENVIRONMENTAL APPROACH



We Aim for an Earth Where Children Lead Their Lives with a Smile: Creating a Sustainable Future

In 2016, the Toyota Boshoku group formulated the 2050 Environmental Vision, and has since been dedicated to conserving and preserving the global environment by reducing our environmental impact from various perspectives. However, global environmental issues such as climate change, natural resource depletion, and the biodiversity crisis are intensifying each year.

Against this backdrop, with the aim of focusing on solving environmental issues and contributing to the conservation and preservation of the global environment, Toyota Boshoku conducted a comprehensive review of its past activities and future targets on a global scale.

To deepen its commitment to global environmental conservation, Toyota Boshoku established three key initiatives in July 2023: measures to prevent global warming in response to climate change, resource circulation to address the depletion of natural re-

sources, and co-existence with nature to tackle the biodiversity crisis.

Additionally, with the formulation of the priority actions, Toyota Boshoku has expanded the scope of its activities and revised its Stretch Environmental Goals to Challenge 6. As a member of the group, Toyota Boshoku Türkiye aligns with the vision of our global mainstay hub, Toyota Boshoku.

We implement systematic and structural practices across various areas, ranging from managing greenhouse gas emissions to responsible resource consumption and protecting the natural environment. The strongest supporters of these structural practices are the environmentally conscious and proactive employees of Toyota Boshoku Türkiye. As our employees take concrete steps within the company, thanks to their sensitivity and determination about the environment, they also inspire many people in their own ecosystem outside of the company.

GIVING BACK TO EARTH

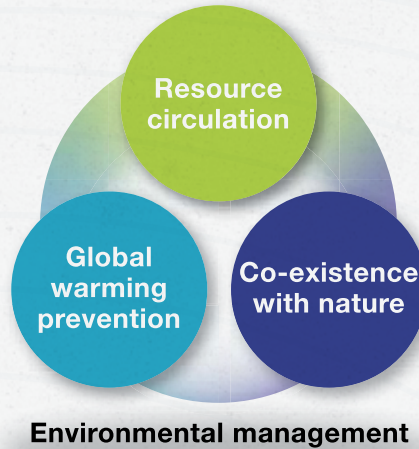
At Toyota Boshoku Türkiye, we believe in sustainable development to leave a better world for future generations. In this spirit, we are constructing a solar farm for renewable energy, set to open in 2024.



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.

Priority actions



Challenge 6

Global warming prevention

- 1** GHG Net-zero¹ in the product life cycle



- 2** GHG Net-zero in the plant



Resource circulation

- 3** Sustainable resource circulation



- 4** Waste minimization



Co-existence with nature

- 5** Water resource impact minimization



- 6** Conservation and regeneration of natural capital



¹ achieve net zero greenhouse gas emissions

ENERGY MANAGEMENT



Toyota Boshoku Türkiye is working towards becoming carbon-neutral, as outlined in Toyota Boshoku's 2050 Environmental Vision. Since 2019, energy management has been carried out systematically based on the ISO 50001 standard.

At Toyota Boshoku Türkiye, electricity and natural gas are the primary energy sources we use as inputs. Energy consumption trends are closely monitored for each production equipment. Efforts to identify energy losses and reduce consumption are primarily focused on the "Key Energy Consumption Points." As of 2023, we have 41 analyzers, and we plan to increase this number to 120 within the next year. This will allow us to raise awareness of energy consumption for each line and actively focus on potential areas for improvement.

During the reporting period, an 800,000 kWh improvement (450 tons of carbon emission reduction) was achieved by canceling the air curtain system associated with the tunnel shutter application in the shipping areas. Additionally, improvements made in

vacuum pump commonization on polyurethane foaming lines resulted in a 77% reduction in the line's energy consumption, providing an energy improvement of 117,000 kWh (64 tons of carbon emission reduction).

During the reporting period, we initiated an electric vehicle project powered by green energy to make transportation of sub-parts between our two factories more environmentally friendly.

Furthermore, one of the projects planned for 2024 in the area of energy improvement is to enhance the insulation performance of the molds used in our foam casting facility.

To meet our targets in reducing carbon emissions, we source all our electric-

ity from 100% renewable green energy sources. This is certified by the internationally recognized I-REC certificate.

We are working with our business partners to reduce carbon emissions by increasing load factors on logistics routes and transport vehicles, as well as through packaging revisions. During the reporting period, a reduction of 32.3 tons of CO₂ emissions was achieved.

Additionally, to reduce supply chain emissions (Scope 3) that are not related to production, we are organizing energy workshops with our suppliers to promote the spread of best practices.



Finally, as a strategic step towards truly realizing net zero carbon emission, we have started the construction of a 120,000 m² solar farm in Mersin Erdemli, in collaboration with our group company TB Sewtech Turkey. The plant, which represents an investment of 12.5 million euros, will have a capacity of 10 MWp. With the activation of the facility in 2024, we will be able to meet 100% of our electricity needs from the solar power plant.



2023
Emission
Reduction Rate:
5.1%



WATER MANAGEMENT



At Toyota Boshoku Türkiye, our plants utilize three different water sources: municipal water, well water, and rainwater.

1- Municipal Water:

Municipal water is used for two different purposes:

1) Industrial Water: The industrial water used in our production processes is divided into two categories: discharged water and water used in closed-loop systems.

A) Discharged Wastewater: During the ED (Electrophoretic deposition) coating process of seat metal components, substantial water is used for cleaning and coating the surfaces. The wastewater generated from this process is discharged into the inlet well of the treatment plant, and after undergoing chemical and biological treatment processes, it is discharged into the industrial zone's sewer system in compliance with the Organized Industrial Zone regulations and the Water Pollution Control Regulation. The discharge process is conducted in accordance with legal requirements concerning parameters such as COD, BOD, pH, zinc, copper, lead, nickel, suspended solids, etc. Regular measurements of wastewater quality are conducted by our company and monitored through unplanned inspections by local authorities. No legal violations related to wastewater quality were reported during this reporting period.

B) Closed-Loop Systems: The water used in this context is for cooling and heating purposes in plastic injection, foam molding, and spot welding processes. As these systems are closed-loop, no wastewater is generated from these processes.

2) Domestic Water: Domestic water is used in kitchens, restrooms, and other areas. This water is discharged into the OIZ sewer system, and no legal measurements or tests are required.

2- Well Water:

Well water, which is sourced from underground, is used for irrigating gardens and green areas.

3- Rainwater:

Treated rainwater is also used in restrooms within our facilities and is subsequently discharged into the OIZ sewer system.

We monitor water consumption via a meter installed by Sakarya Arifiye Municipality, and additionally, we have installed 12 meters in our facilities to understand and analyze actual consumption on an equipment basis, seeking ways to improve.

Guided by one of the six goals of Toyota Boshoku's 2050 Environmental Vision, "Minimizing the Impact on Water Resources," we consider water consumption as one of our key environmental indicators.

To reduce water consumption, various practices such as utilizing rainwater and waterless urinals have been implemented. During the reporting period, transitioning the cathodic dip coating facility to a single-shift production pattern has resulted in an annual savings of 7500 cubic meters of water.

As part of a project planned for in 2024, we aim to recycle wastewater from the ED coating process and reuse it in the process.

**2023 Water
Consumption
Reduction Rate**
3.0%

WASTE MANAGEMENT

We are not only trying
to reduce our waste but also
to recycle it.



Within the scope of Toyota Boshoku's 2050 Environmental Vision Plan, the company strongly promotes 3R activities to combat minimizing waste generated during processes:

- **Reduce:** Reducing the amount of waste
- **Reuse:** Using materials repeatedly
- **Recycle:** Recycling discarded materials as valuable resources

With the goal of "minimizing waste," we are focusing on waste management by establishing teams who focus on reducing waste from production. In order to track our waste reduction performance independently of changes in production volume, we monitor the "amount of waste per product." Waste reduction targets assigned to all sections of the production site are monitored by the relevant departments, and quality-related defects are being minimized.

In this context, thanks to equipment improvements in the sponge casting line, we achieved a 58% improvement in 2023 reducing waste by 8.7 tons. At Toyota Boshoku Turkey, 5% of waste gene-

rated from plastic injection parts is recycled. Additionally, by using 95% reusable packaging boxes in parts logistics, we minimize waste.

Waste generated in our offices, cafeteria, storage areas, and medical center is separated at the source, collected, and disposed of in accordance with waste management principles outlined in laws and regulations, ensuring no harm to human and environmental health. Employee participation in the separation of waste at the source and reduction of energy consumption is encouraged through various activities, and competitions are held to boost employee motivation.

2023 Waste
Reduction Rate:
11.0%



BIODIVERSITY



We are aware of our responsibility towards biodiversity

We, at Toyota Boshoku Türkiye, act with the same responsibility, striving to minimize our impact on the degradation of nature and developing methods to eliminate our current minimal impact. Biodiversity is an area where our impact is not significant due to both of our facilities being located within industrial zones. While reducing the impact of our operational processes on nature through approaches and activities of "decarbonization, responsible consumption, and continuous improvement" each day, we also take responsibility for ensuring the continued existence of our forests and clean seas, which are the greatest measures against biodiversity loss caused by human activities.

As Toyota Boshoku Türkiye, we continued our long-standing reforestation activities this year and planted 960 saplings in cooperation with the Sakarya Regional Directorate of Forestry. As an initiative we started during the reporting period, we started planting 2 saplings for each employee we hire.

In addition to reforestation, Toyota Boshoku Türkiye employees have been conducting activities to protect the underwater ecosystem for many years. This year, by systematizing these activities with the "Toyota Boshoku Türkiye Diving Club", they have not only improved their knowledge about underwater life and its protection but also contributed to making our seas cleaner through waste collection activities in each dive.

Toyota Boshoku Group's 2050 Environmental Vision carries a great responsibility towards the biodiversity crisis.



ENVIRONMENTAL AWARENESS ACTIVITIES

Employee Engagement for a Greener Tomorrow



At our company, we prioritize environmental consciousness among our employees through organized training and awareness activities. These sessions, in addition to mandatory legal training, focus on environmental and energy management systems.

As part of the Toyota Boshoku Group, we've established dedicated months such as "Energy Conservation Awareness Month" (February) and "Environmental Awareness Month" (June) to actively increase awareness. Throughout these months, special activities are organized to promote environmental consciousness.



Awareness-Raising Month visuals



We actively engage in tree planting activities in collaboration with the Forest Regional Directorate. This year, we planted 960 trees with the participation of our Top management and employees.



Additionally, our employees have embraced the globally spreading 'Plogging' activity, contributing to both their health and the cleanliness of the environment by picking up litter. In this context, we organized an event for the second time at Paraşüttepe in 2023.



OCCUPATIONAL HEALTH AND SAFETY



We implement the principle of 'Safety is Our Must,' the goal of 'Zero Minor Accidents,' and our Occupational Health and Safety Policy as fundamental objectives.

Our Comprehensive Approach on Health and Safety:

At Toyota Boshoku Türkiye, we implement our Occupational Health and Safety (OHS) approach in line with fundamental objectives such as the 'Safety Must' principle, the 'Zero Minor Accident' goal, and OHS Policy. We evaluate and categorize all risks and make necessary improvements in all our processes.

The scope of occupational health and safety management at Toyota Boshoku Türkiye includes full-time employees, contract employees, subcontracted workers, and interns. HSE & Fire department, OHS specialists, workplace physicians play a guiding role in these activities, ensuring the participation of all employees in related activities. We address our occupational health and safety approach through employee awareness training and continuously improve it through lessons learned from accidents and near-miss incidents.



Occupational Health and Safety Committee

The Occupational Health and Safety Committee convenes monthly to address work accidents, occupational health and safety risks, laws and regulations, emergency measures, occupational diseases, internal and external audit findings, employee training and awareness programs, as well as action plans and outcomes related to the aforementioned. The meeting, attended by top management, safety experts, workplace physicians, and relevant department managers, also includes employee representatives who directly convey observations and recommendations from the workshop. In addition to legal employee representatives, voluntary employees representing departments also attend and contribute to the meetings.

During the reporting period, there was one lost workday accident. This incident, which occurred in our Poly urethane pad line and resulted in a three-day loss of work, was the first of its kind in five years and was caused by unsafe behavior.



From Safety Dojo

Training

We conduct annual training sessions covering topics such as work-related regulations, employees' legal rights and responsibilities regarding occupational health and safety, various work related incident and risk examples, as well as our internal safety standards. At our Anzen Dojo (workplace safety training area), we aim to increase awareness among new and existing employees through theoretical and practical safety training.

As a ISO 45001 certified company, our ultimate goal in all these approaches and practices is to transform the perception of occupational safety and health from mere compliance with rules, into a cultural change where employees genuinely prioritize safety both for themselves and others.

Health

Throughout our 6-day, 3-shift work pattern, our employees have access to health services at the workplace infirmary. Ergonomic risk assessments and noise prevention studies are systematically conducted for occupational health purposes. Personal health information of employees is treated with confidentiality at Toyota Boshoku Türkiye.

Additionally, to raise awareness among our employees, we designate July as 'Occupational Safety Month' and October as 'Occupational Health Month.' During these months, we organize various seminars and informational sessions on such as preventive medicine, the harm of smoking, and other related topics.



Risk Assessment

In addition to daily patrols at workshops, we conduct safety patrols involving top management to identify potential problem areas and implement preventive measures.

Furthermore, company-wide 'hazard prediction (kiken yochi)' activities are carried out, where each factory employee identifies occupational safety risks specific to their work area.

We encourage our employees to notice any abnormalities in machinery and work areas and to apply the 'Stop, Call, and Wait' rule when any abnormality is detected. Leveraging Toyota Boshoku's global information network, we systematically analyze processes using data from various workplace incidents and near misses, taking proactive measures as needed. Additionally, we collaborate with third-party external auditors to identify both broad and specific risks.



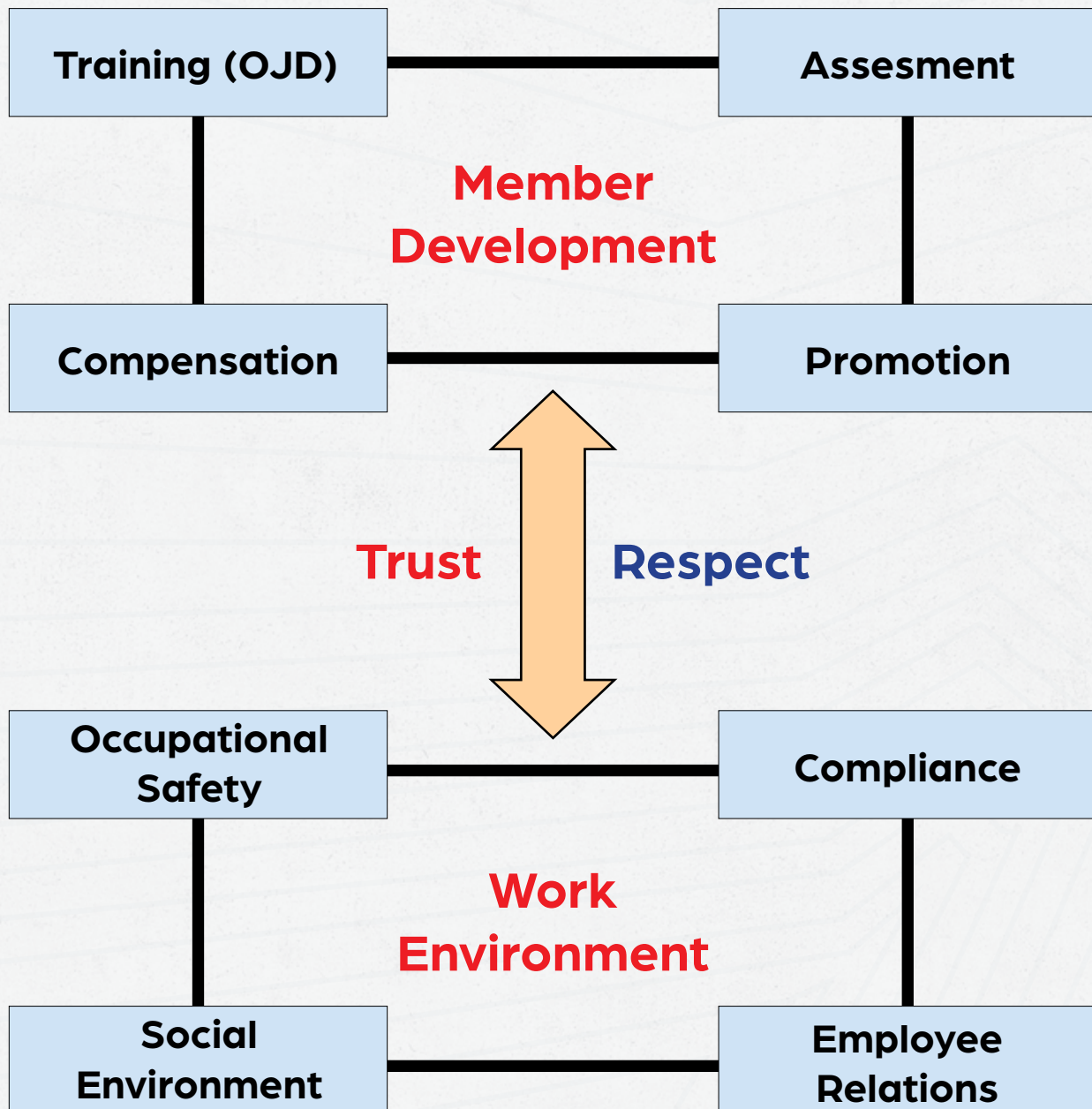
Occupational Safety Patrol

EMPLOYMENT, DIVERSITY AND INCLUSION



Based on a strong labor-management relationship, labor and management collaborate to fulfill their respective duties, aiming to ensure stable employment and to continuously enhance working conditions over the medium to long term.

**Establish a relationship
of mutual trust and respect**



Diversity and Inclusion

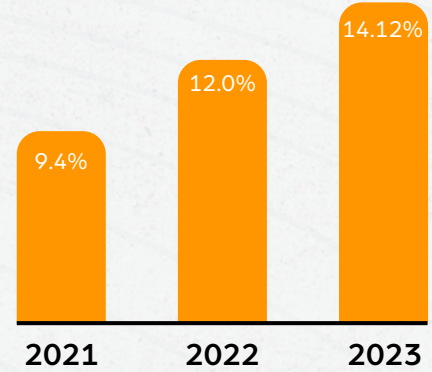
Basic Stance

We place great importance on and embrace diversity regardless of nationality, age, gender, or physical abilities. As part of our ongoing efforts to create a "Welcoming Workplace for All," we are actively increasing the representation of female employees, both in our offices and on the shop floor.

We are following an increasingly upward trend each year by giving special priority to the employment of women, particularly among shopfloor members.



Female Employee Ratio

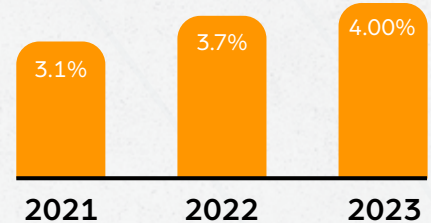


Creating people-friendly processes and environments

We are developing processes, systems, and environments that prioritize the well-being of our employees. Furthermore, we offer training to managers and supervisors to ensure that hired with disabilities, women, and older staff can work comfortably and do their best.



Employment rate of persons with disabilities



Employment of persons with disabilities

We are committed to fostering an inclusive work environment that accommodates individuals with diverse disabilities, including physical, hearing, and mental impairments, ensuring their comfort and productivity.

Furthermore, as one of the pioneers in this field, we hired six wheelchair users in 2022, who work in production processes specially designed for them. Throughout the plant, all necessary facilities and measures have been taken for these employees from their arrival to their departure.

EMPLOYEE RIGHTS AND DEVELOPMENT



BASIC STANCE

At Toyota Boshoku Türkiye, we approach our employees with honesty and fairness, commit to a non-discriminatory work environment, and ensure that employees fully and accurately exercise their labor rights. Our employees are not members of any union. In 2023, there has been no violation of the rights of freedom of association and collective bargaining. We strongly oppose child labor and all forms of forced labor, and we ensure that all our subcontractors also adhere to this principle.

Pay Equality

Our salary system, developed in partnership with external consultants, follows a defined grade-based structure that ensures equal pay regardless of gender or physical disability. Additionally, our salary bands are aligned with market standards to maintain fair compensation.

Performance Appraisal

Annual performance reviews are provided for each employee twice a year. Reviews are conducted in an objective manner based on sound criteria and concrete targets, which also serve as a foundation for employees' development plans. Additionally, succession planning is carried out by considering the future prospects of managerial positions and the individual potential of employees, ensuring a robust pipeline for leadership roles.

Flexible Hours and Remote Work Application

For positions suitable for off-site work, we contribute to the work-life balance and well-being of our employees by offering them flexible working hours and remote work models.



Percentage of
office employees
benefiting from
flexible work

64.5%

Percentage of
office employees
benefiting from
remote work:

68.5%



FlexWay

Through our "Flexible Benefits Package" program, we provide our employees with solutions they can customize according to their preferences. Thanks to the digital application, our employees can access usage options and their balances from their mobile phones and track the usage process in real-time.



EMPLOYEE DEVELOPMENT

Necessary legal and technical training for our employees' development is systematically conducted from their first day on the job.

Hours of
Training per
Person in 2023:
24 hours

Vocational
and Technical
Training
Cost in 2023:
80,598€



Employee Development Program, LEAP

LEAP is an educational package developed in line with our strategies. For every employee at each grade, a structured curriculum has been established, which includes cultural (TB Way Values, TBBP Problem-Solving Approach, Hoshin Kanri, OJD) and social skills (communication, leadership, feedback) training to meet the needs of that grade. Our employees continue their career journey by completing these trainings during their term in the respective grade.

As a part of recent improvements, these trainings have been transferred to an online platform, making them accessible on demand.



Field Employee Training Area

Total
training cost
in 2023:
48,306€

EMPLOYEE RIGHTS AND DEVELOPMENT



Intra-company Transfers

We offer rotation and assignment opportunities both locally and globally to support the development of our employees' careers and enhance their expertise.

Through our 'Intra-Company Transfer (ICT)' program, we send our employees to different Toyota Boshoku facilities as well as premises of our customer, to help them with their career and enhance expertise as temporary and annual assignments. This allows them to experience different cultures and work environments. Furthermore, as part of this initiative, we systematically implement international certification processes within our organization to assess and track English language proficiency.

As part of an initiative we started during the reporting period, we provide our part suppliers' employees the opportunity to work in our technical departments for one year, allowing their employees to gain valuable experience while sharing our corporate expertise.

Skill Competition and Quality Control Circles

Skill Competition

To further enhance our employees' technical skills, we organize skill competitions in specific areas such as production, quality control, and maintenance (seat & door trim assembly, welding, quality inspection, robot maintenance, lathe). These competitions enable our employees to improve themselves and each other.

The winning employees initially participate in competitions where the top performers from Toyota Boshoku companies within the Europe-Africa Region compete. In the final stage, we provide them with the opportunity to participate in the global olympiad held in Toyota Boshoku Corporation in Japan. This not only allows our employees to push their own potential to the limit but also gives them the chance to compete with the best in their field.



Number of employees who participated in the Europe-Africa Region Skill Competition

62

Number of employees who participated in the Global Skill Competition

28

Quality Control Circles

We have been conducting the activities of Japan-originated Quality Circles, small teams established with the aim of analyzing and solving work-related problems such as quality and productivity, since 2007. Through this activity, which we consider an essential part of total quality management, we strengthen the team spirit while enhancing our employees' problem-solving methodologies and competence in using quality tools.

Successful teams, besides the conventions held in Türkiye also have the opportunity to participate in events held in Europe & Africa and Japan, presenting their work and developing their vision, problem-solving, and presentation skills.

Number of
registered
Quality Control
Circles in
company:

52

Participation
Ratio to
Quality Control
Circles:

58%



EMPLOYEE RIGHTS AND DEVELOPMENT

EMPLOYEE SATISFACTION

**HAPPY EMPLOYEES, HAPPY COMPANY**

To ensure the happiness and well-being of our employees, we establish a transparent communication-based environment of mutual trust.

Employee
Satisfaction
Survey Results:

74%

**Systematic Employee Relations**

In addition to these meetings, we provide our employees with transparent communication tools to increase direct interaction with them. These tools include communication boxes, online requests and face-to-face one-on-one meetings to make them feel comfortable and enhance our communication.



Clearance rate 97%

TBT App

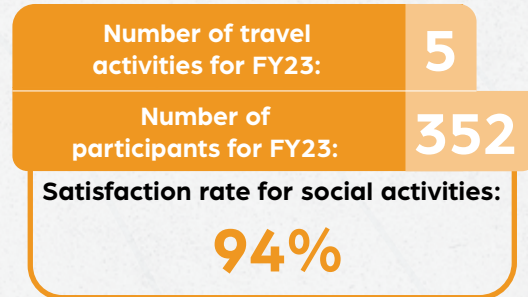
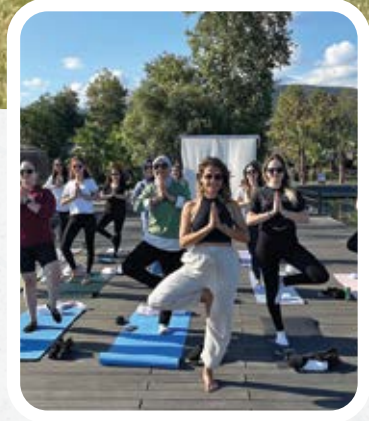
With our phone application developed to enhance mutual information exchange, especially for our employees working in shift systems, we provide a platform where employees can access up-to-date information at any time. Our employees can easily access a wide range of information, from cafeteria menus to payroll systems, and can provide feedback on this information using like buttons. The application aims for two-way communication and provides employees with the opportunity to directly convey the risks, requests, or expectations they encounter to relevant functions such as "Human Resources and "Occupational Health and Safety".

Employee Motivation and Well-Being



To ensure the motivation and well-being of our employees and strengthen internal communication, we plan various activities and sponsor club activities initiated by our employees.

Within these activities, we create annual travel plans, allowing our employees and their families to visit many tourist destinations from Southeast to the Black Sea and experience various sports activities from yoga to rafting. We also organize warm and cold beverage days and tournaments within the working hours, creating environments where our employees feel active and comfortable.



Top Employer Award

We are collaborating with the "Top Employers Institute" to understand our position nationally on 20 topics, including employee strategy, work environment, talent acquisition, learning, well-being, diversity and inclusion, across six HR pillars. In the evaluations conducted, we received the "Top Employer" award in 2023. This award, granted to only 30 organizations in Turkey, validates the effectiveness of our policies that prioritize our most important stakeholders—our employees.



OUR SOCIAL CONTRIBUTIONS

SUPPORT FOR
EDUCATIONFoundations of
Production Shopfloor

We continued our 'Foundations of Production Shopfloor' project with Sakarya Chamber of Commerce and Industry Motor Vehicles Technology Vocational and Technical Anatolian High School, where we provide training to students on 'Occupational Safety, Quality, and Efficiency'—the fundamentals of the production shopfloor. Starting with 90 students in 2022, this year we reached 120 students.

Rear Seat Safety
Belt Training

We continued our Education Program, now in its 10th year, aimed at reaching primary school children. For the first time, we also provided 5S training to a school.



Factory Tours

We organized factory tours for students from various educational institutions in Türkiye.





SOCIAL



Charity Event

We organized a charity sale for the benefit of the Arifiye Adult Mental Disability Care and Rehabilitation Center. The revenue from the sales, where our employees showed great interest in various products made by people with disabilities, were used for their education.



Blood Donation

We supported our country's blood needs by organizing a blood donation activity with the participation of 51 employees.



SPORT



Volleyball Team Sponsorship



We have been providing sponsorship support to the Sakarya Women's Volleyball Team for 2 years. We will continue this collaboration in the 2024-2025 season. Through this sponsorship, we aim to support female athletes and promote the values of gender equality.

RELATIONS WITH OUR CUSTOMERS



At Toyota Boshoku Türkiye, we focus on excellent quality and providing our customers with a high-quality mobile time and space.



Our manufacturing processes comply with the laws and regulations of the countries where our products are sold. To maximize protection and minimize harm to consumers in the event of a traffic accident, we have established robust quality assurance structures in our production and quality control processes to prevent defective products from being produced and shipped. We conduct thorough analyses and take necessary precautions to prevent any kind of defects.

Our approach "The next process is the customer" means that errors detected during the "Pre-shipment inspection" process are treated with the same urgency as if they had reached the customer. Each line personnel at TBT is authorized to stop the line in case of any abnormal situation. We implement the "Stop! Call! Wait!" procedure, which involves stopping the line in the event of an abnormality, calling the supervisor, and waiting for further instructions. This approach

helps us take root cause-based actions to prevent defects from reaching customers.

Reflecting our customer-centric approach, we employ the "Customer's Eye Inspection" principle. This involves conducting inspections in a dedicated area with control points on the vehicle to prevent potential errors from reaching our customers. Additionally, despite being an operational unit, we proactively provide suggestions and feedback to product development team at TBJ to help reduce market complaints.

In line with our global quality approach, we have focused on reducing in-line production defects for many years. By setting targets for each production process and implementing root cause resolution management, we enhance efficiency and contribute to sustainability by reducing waste. As a result of these efforts, we have not recorded any quality errors reaching our customers in the past 6 years.



Receiving 2023 Supply Award from TME (Toyota Motor Europe)



Receiving 2023 Quality Award from TME (Toyota Motor Europe)



Customer eye inspection



Our Customers

- Toyota Motor Manufacturing Türkiye
- Denso Otomotiv Parçaları Sanayi A.Ş.
- Toyota South Africa Motors

Our commitment to quality has been recognized by Toyota, as evidenced by the Quality Silver Award we received in 2023 from Toyota Motor Europe, following their annual evaluation of supplier performance.

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 business and governance stakeholders consist of three main groups



TBJ (Toyota Boshoku Corporation): TBJ is the authority responsible for overseeing and directing TBT (Toyota Boshoku Türkiye). We are influenced by TBJ's management philosophy, culture, strategies, and goals. TBJ serves as the entity to which TBT is accountable for reporting.

Shareholders: TBEU (%90) ve Mitsui Bussan Automotive (10%)

Legal and Regulatory Authorities or Public Institutions: These are various official bodies or public institutions tasked with monitoring and overseeing TBT under various regulations and directives. TBT engages in reporting and information-sharing with these institutions on various matters.

TBEU and Mitsui Bussan are the shareholders of TBT. TBT operates as an operational unit within the TB Group, and shareholder expectations form the basic framework. Shareholder expectations are addressed through methods such as surveys, meetings, visits, annual hoshin and strategies, standards, and global procedures. Financial and managerial information is shared through quarterly Board of Directors meetings and an annual General Assembly meeting. Numerous TBJ and TBEU standards, covering topics like strategies, reporting, meetings, and business rules express the clear expectations of the shareholders, and TBT operates in line with these expectations.

The global awards that TBT has received from TBJ and TBEU over the years are examples of how well we meet shareholder expectations.

Since 2021, we have been systematically gathering, evaluating, and incorporating the expectations of our shareholders, TBJ, and regulatory institutions into our strategies through regular Business and Governance Stakeholders Perception Survey.



Visit of Mr. Yamanouchi, Vice President of Toyota Europe, as one of our governing stakeholders.

BUSINESS ETHICS AND COMPLIANCE



COMPLIANCE

We place utmost importance on business ethics, compliance, and legal adherence to ensure robust corporate governance and transparent stakeholder relations. Our commitment to being a good corporate citizen and achieving full compliance is demonstrated by unconditionally embracing the ethical values and legal compliance outlined in the TB Group Code of Conduct, which defines the "behaviors expected of our employees in their business and social lives." The Code of Conduct is divided into three main sections: corporate activities, relations between employees and the company, and relations with society. You can access our Code of Conduct on our website.

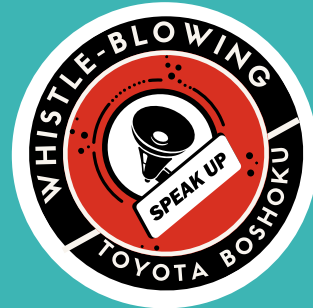
Since 2012, we have aimed to raise awareness through the "Corporate Ethics Month," held every September at Toyota Boshoku Türkiye. During this event, senior executives from TBJ, TBEU, and TBT convey their messages on business ethics and compliance to employees; leaders declare their ethical commitments at Asakai meetings attended by all managers, and employees engage in group activities on ethics and legal compliance. Additionally, numerous training sessions and activities on ethics and compliance, including a compliance survey involving all employees, are conducted during this period. We aim for 96% participation in the events held as part of "Ethics Month."

Compliance
Training
Completion Rate
100%

GDPR/KVKK
Training Completion
Rate
100%

In the event of any breach of business ethics and compliance, not only our employees but also all our stakeholders can report directly through the "Speak UP" system managed by an independent organization. For ease of access, a link to the "Speak Up" portal is also available on our website. We address compliance in all its dimensions, including human and employee rights, environmental issues, and all our legal obligations. To remain compliant in an ever-changing legal landscape, we regularly monitor legislation and seek consultations.

In 2023, we did not receive any notifications or complaints related to human rights issues such as discrimination, harassment, child labor or forced or compulsory labor.





To achieve our goal of full compliance, we organized the 100% Compliance Workshop on October 18. During this workshop, we discussed our areas of legal responsibility once again with the guidance of our consultants and clarified any gray areas. The workshop covered topics such as legal requirements, business ethics, and environmental responsibilities in detail. Participants shared their experiences and best practices. Additionally, we focused on legislative changes and methods for rapid adaptation to these changes.

In 2023, we continued to make various improvements and innovations to further strengthen our commitment to corporate ethics and compliance. To deepen our culture of ethics and compliance, we continually update and expand the scope of our training programs. Ensuring the active participation of all our employees and stakeholders in this process is one of our top priorities.

Training:

- Corporate Ethics Training
- TB Way
- 16949:2016 Tool Training
- ISO 14001 & ISO 50001 Env. And Energy Man. Sys.
- Health & Safety Information
- KVKK Training
- TS16949 Training
- ADR Training
- Environmental Awareness Training
- Information Security Training
- Export Security Control
- GDPR Training

GOVERNANCE

TBT's shareholder structure consists of two different entities (TBEU and Mitsui Bussan Automotive), ensuring a balanced decision-making process. The structure, composed of Japanese and Turkish Board Members, enables versatile and effective negotiations.

According to the company's articles of association, the Board of Directors meets quarterly to make decisions and issue reports. As a sign of our compliance approach, there is no "sole authorized representative" system, and every decision requires the joint signature of two individuals with the relevant signing authority.

In addition to sworn full certification services, the "Independent External Audit" service, mandatory under the New Turkish Commercial Code (TCC) with of 2014, has been performed since 2003 in accordance with TB's

global policy. All financial job descriptions and flows are documented in TBT. These flows are in accordance with the Turkish Commercial Code (TTK), International Financial Reporting Standards (IFRS), and TBJ directives. Periodically, the "Audit & Supervisory Board Member" of TBJ conducts audits at our company for its operations and business flows.

Furthermore, self assessments are carried out in areas such as board management, risk management, finance, information technology, and human resources which impact the reliability of financial reporting. This is done in accordance with the J-SOX (Japanese Sarbanes Oxley) law and results are sent to TBJ. Furthermore, TBJ and TBEU auditors conduct J-SOX audits at TBT at certain intervals.

RISK MANAGEMENT



At Toyota Boshoku Türkiye, we adopt a strong approach to risk management and crisis prevention. Risk management is seen as a crucial component of our corporate governance structure to mitigate risks that could negatively impact TBT and its stakeholders. Therefore, risk management is guided by our top management.

Effective risk management means identifying and addressing risks and crises before they occur, informing employees in case of danger, and minimizing damage if a crisis arises unexpectedly. Operating under TBEU, TBT implements a comprehensive risk management plan by combining the risks assigned by TBEU together with its own identified risks.

Our fundamental risk management policy to prevent crises, minimize losses, and provide quick and appropriate responses in case of a crisis is as follows:

1. TBEU establishes a regional risk management system in accordance with the global risk management system determined by TBJ. Through this system, TBEU aims to anticipate risks and take preven-

tive measures, applying necessary measures for risks where existing measures are insufficient.

2. TBT, considering the risks assigned by TBEU and its own identified risks, creates a comprehensive risk management plan annually. In this process, risks are identified, classified, assessed, and prioritized. Risk assessment is conducted considering the likelihood of a crisis (likelihood assessment) and the expected magnitude of damage (impact assessment).

The Risk Committee, which handles Corporate Risk Management within TBT, is chaired by the company President and directly participates in risk detection efforts. The risks managed by TBT are categorized as operational, legal regulations, cybersecurity, information technologies, financial risks, machinery risks, and human resources; and action plans are created in line with the IATF16946 Quality Management System. These risks are presented in the Risk Committee together with action and improvement plans. Additionally, action plans have been shared at annual TBEU Regional Risk Committee meetings since 2018. Risks are assessed utilizing a risk assessment methodology.

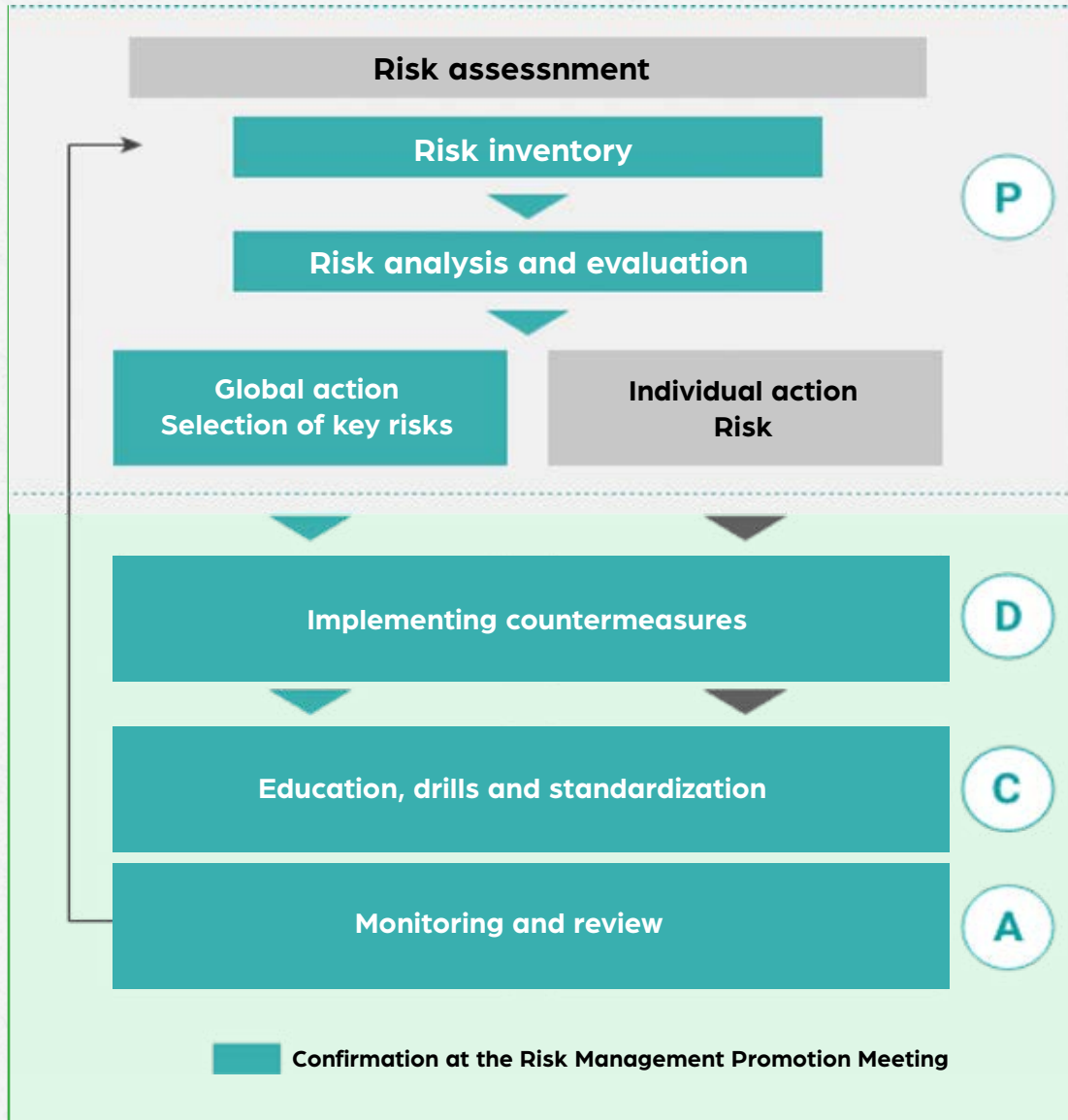
In 2023, we prioritized some of our risks as more urgent and evaluated them under the risk management title in our mid-term business plan. These prioritized risks included earthquakes, fires, and cybersecurity risks. Other risks are monitored using the specified risk management methods and at the operational level. An important point to emphasize is that the risk management activities conducted over a fiscal year affect the medium-term business plan, and the approach to risks is reflected in the medium-term business plan. This demonstrates an interconnected process.

Our risk management activities are reviewed regularly each quarter. During this review process, the status of risk management and crisis management is assessed, and future goals and policies are set. This helps us continuously improve the effectiveness of our risk management process and ensure the safety of our operations.

Thanks to this comprehensive and dynamic approach, TBT proactively manages risks and secures our business continuity.



Detailed risk table included in our 2023 Mid-Term Business Plan:



RISK MANAGEMENT

Key Risks Monitored by Toyota Boshoku Türkiye

Category	Item	Action content	Severity	Likelihood	Frequency
Natural Risks, Operational Risks	Earthquake Risk Sakarya province is located within the North Anatolian Fault Zone (NAFZ), which remains active. As seen in the past, this zone experiences significant earthquakes. Therefore, "earthquake" risk is the most important corporate risk for our company. To manage earthquake risks, our company has adopted a comprehensive earthquake safety strategy under three main titles: before, during, and after the earthquake. This strategy not only includes our employees but also involves the entire supply chain and the society. For each stage, we aim to concretize the actions to be taken and the methods to be used for all relevant stakeholders.	TBT Earthquake Guide and Emergency Management Plan In our company, Earthquake safety guide was reviewed in 2023 through internal assessments and verifications using the PDCA (Plan-Do-Check-Act) approach. A new emergency management plan called the "Robust Emergency Management Project" was developed and implemented. As part of this project, a Professional Rescue Team was established, lessons from the Kahramanmaraş Earthquake were incorporated, and the team entered the certification process with support from training programs. Necessary training is provided by NGOs or official organizations like AFAD. Additionally, an "Emergency Operations Center" was established at TBT, and the process for identifying and purchasing emergency response equipment was initiated. These centers were organized in collaboration with AFAD and other NGOs.	High	High	Short-Medium
		Business Continuity Plan (BCP) and Emergency Drills The preparations for the business continuity plan are ongoing, with reflections from the Kahramanmaraş Earthquake incorporated into the plan. Response prioritization criteria has been defined, and the legal emergency teams have been updated. Emergency drill plans are reviewed in accordance with the production plan, and scenarios are created in collaboration with the local fire department, ambulance services, and AFAD (Disaster and emergency management presidency).			
		Earthquake Patrols and PFUS Tracking with Top Management On the anniversaries of the August 1999 and February 2023 earthquakes, "earthquake safety patrols" are conducted with the participation of all executives and managers. These patrols are carried out using checklists specific to each inspected area, and the number of participants is increasing daily. Identified non-conformities are added to the PFUS (Problem Follow Up Sheet), and responsible parties and deadlines for taking corrective actions are determined. Since 2019, 464 out of 486 identified non-conformities have been resolved. The follow-up of the actions taken is conducted according to the PDCA (Plan-Do-Check-Act) cycle. Efforts are ongoing for the remaining 12 items.			
		Supply Chain Mapping and Roof Analysis The supply chain mapping efforts have been completed for 12 out of 24 suppliers, with work continuing for the remaining suppliers. Additionally, a roof analysis specific to TBT is being conducted, and this data is monitored by the monthly legal safety committee. Emergency Lighting and Guidance Improvements Emergency lighting and guidance systems are being monitored and improved within the framework of the Internal Fire Risk Management Activity Plan. These efforts will continue in 2024. Communication Systems A system for verifying the safety status of employees via SMS during emergencies has been designed but has not yet been implemented.			
		Earthquake Accelerometers Our company is equipped with earthquake accelerometers that measure the acceleration caused by earthquakes at the surface. The lower, medium, and upper limits of these acceleration values have been determined with the support of earthquake experts and set into the system. When an earthquake occurs and the medium or upper limit is reached, the accelerometer triggers an automatic announcement. The data, measured second by second, is sent to the cloud service via a SIM-card modem. The NW (Nightwatch) software running on the cloud service continuously analyzes the data, regardless of whether an earthquake occurs. The NW software constantly monitors the functionality of all system components and sends test SMS and email notifications twice a day. Even if the lower, medium, and upper limits are not reached, the NW software reports earthquakes within the following radii: M >= 6.0 within a 300 to 400 km radius M >= 5.0 within a 200 to 300 km radius M >= 4.5 within a 100 to 200 km radius M >= 4.0 within a 100 km radius The software verifies each earthquake with AFAD and Kandilli. NW software reports include the date, time, epicenter, distance of the epicenter from TBT, duration, system functionality, the "g" force affecting TBT, graphs, and diagrams. The accelerometer and NW software are kept up to date continuously. At the beginning of each year, TBT updates the SMS and email lists, checks the system's functionality, addresses any issues, and conducts at least one NW report and announcement system test with a real earthquake simulation.			

Amount spent to prevent earthquake risk:
30.000€

Category	Item	Action content	Severity	Likelihood	Frequency
Operational Risks, External Risks	Fire Risk Fire is one of the most serious security threats we may encounter in workplaces. Therefore, our company has adopted a comprehensive fire safety strategy to manage fire risks and maximize workplace safety standards. This strategy includes regular training, safety patrols, and the identification and improvement of electrical infrastructure and other potential fire sources. Amount spent to prevent fire risk: 263.000€	Training and Simulation Firefighting training sessions are organized in collaboration with local fire departments to instruct our employees on how to effectively handle emergencies. These trainings are regularly updated to ensure that personnel at all levels can respond correctly in the event of a fire. Additionally, the fire teams at our facility continually refresh their skills in using advanced firefighting techniques and equipment.	High	High	Short-Medium
		Fire Patrols Fire patrols conducted with the participation of Top management are a critical process for inspecting fire safety in the workplace. These patrols provide important opportunities to identify fire risks, check fire safety equipment, and make improvements as needed.			
		Fire Extinguishing Systems and Inspections The fire detection and extinguishing systems throughout the facility are periodically inspected and subject to legal audits. Various fire extinguishing methods, such as foam, aerosol, water, and CO2 are appropriately used in different areas of the workplace and are regularly tested. These inspections are crucial for maintaining the reliability and effectiveness of the systems. Additionally, technical fire safety officers have been appointed to ensure rapid and effective response in the event of a fire. Their role is to manage and continuously improve fire safety measures within the facility in accordance with fire safety protocols.			
		Electrical Risk Assessment To identify fire risks in our workplace, an external electrical risk assessment is conducted, clearly outlining the fire risks associated with our electrical systems. Based on the results of this assessment, necessary safety measures are implemented to enhance the resilience of our systems against fire risks. To further reduce the risk of fires caused by electrical issues, a specialized risk management area called "Electrical Obeya" has been established to focus solely on this issue.			
		Emergency Response and Management To prepare for and manage potential emergencies, our company has established emergency response teams. A key component of these teams is the "Fire Teams," which receive specialized training in fire safety. After their annual training, these teams conduct emergency evacuation and fire extinguishing drills with the participation of all employees. Additionally, a dedicated training area for fire drills has been set up at our facility. Emergency lighting and guidance systems are also regularly improved and maintained to enhance personnel safety and the effectiveness of evacuation processes during emergencies.			
Operational Risks, External Risks	Cyber Threats With the widespread use of technology, there is a need to establish, activate, maintain, and manage technology infrastructures and applications while identifying and mitigating potential risks. Among the most significant threats to technology usage are cyber threats. Our company has implemented numerous security policies and practices to address cyber threats, focusing primarily on avoiding exposure. In the event of exposure, we are equipped to perform rapid detection, diagnosis, and recovery activities. Utilizing the power of technology, we have established various detection and prevention infrastructures, including: - Specialized connection solutions for remote work and access - Antivirus software installed on company computers - Data encryption solutions to prevent data loss - Firewalls for internet and network security - Network segmentation - Multi-factor authentication These measures help ensure comprehensive protection against cyber threats.	Structural Change A specialized section focused on fire safety has been established within our Occupational Health, Safety, and Environment department. This change ensures that our fire safety management is more effective and systematic while coordinating all safety and emergency management processes to strengthen the overall safety culture of our workplace. Now renamed the "Occupational Health, Safety, Environment, and Fire Department", this unit adopts a strategic approach to fire risks, continuously updating and improving our emergency preparedness and fire safety protocols.	Medium-High	Medium-High	Short-Medium
		Detection and Monitoring of Cyber Incidents To detect cyber incidents, monitoring and emergency management practices are in place. All our Information Technology infrastructure is monitored 24/7 by various security applications and the Security Operations Center (SOC) using automated systems and subject matter expert engineers. Any suspicious activity is immediately assessed and communicated to the relevant departments, with necessary measures taken automatically. Every detected incident is recorded, analyzed in detail, and appropriate countermeasures are implemented with precision and reported. Penetration Testing To enhance the effectiveness of our systems and address potential vulnerabilities, we regularly conduct penetration tests through independent and certified organizations. We carefully evaluate the vulnerabilities identified from these tests and promptly take the necessary actions to resolve them. Employee Awareness and Training Even with all necessary security infrastructures established, up-to-date, and operational, we recognize that our employees are the most critical defense against cyber threats. Therefore, we focus on enhancing employee awareness and engagement in cybersecurity. We regularly organize training sessions, announcements, and events to increase employee awareness. To measure the effectiveness of these efforts and employee awareness, we periodically conduct phishing tests and address any deficiencies encountered with individual awareness and development initiatives. All these efforts and activities aim to protect the information assets of our customers, suppliers, company, and employees, ensuring that our technology infrastructure remains operational without interruption. By doing so, we make a significant contribution to establishing a sustainable business environment.			

INFORMATION SECURITY



Being aware of the importance of information security against the risks brought by developing technology, we ensure that all systems and information are managed with the highest care and responsibility.

Data and information across all relevant areas are managed using various database systems, applications, sharing platforms, file servers, and the QDMS platform, as well as reports, presentations, and documents used in work and meeting spaces. Numerous systems have been implemented to store, access and protect the integrity of all data and information. The principle of location-independence is taken into account when it comes to data access and employee productivity. Virtual and high-availability systems protect all our data and enable us to access it from anywhere, thanks to end-to-end and interactive security layers.

The inventory of important data belonging to TBT is kept on the CyberManager platform, and business impact analyses, risk assessments and countermeasure studies for these data are managed centrally on the same platform.

While the Information Security is one of the most important topics of the TBT Risk Management Committee, the technical and administrative measures taken are reviewed during the Risk Management Committee, Sustainability Committee, ATSG (All Toyota Security Guideline) evaluations and J-SOX evaluations. The data and information exchange we carry out with our stakeholders is carried out within

the framework of the Personal Data Protection Policy, GDPR/ KVKK practices and Confidentiality Procedures.

In addition to comprehensive periodic training on information security for our employees, various awareness activities are carried out. By accelerating awareness activities, especially in January, which has been declared as "Information Security Awareness Month", we are trying to raise awareness of our employees about the information security risks they may be exposed to in their working and social lives and the measures taken against them.

To assess the effectiveness of our information security measures, our company conducts various tests, focusing primarily on phishing and penetration testing. Phishing tests involve sending simulated emails to gauge user awareness and response to potential data breaches, followed by training and remediation as needed. Penetration tests are performed from both internal and external perspectives to identify vulnerabilities and develop immediate mitigation plans. With the support of TBJ Global's Mainstay hub and an External Security Operations Center, we monitor all digital transactions in real time to detect any anomalies within our IT and OT systems.



BUSINESS COLLABORATIONS AND PARTNERSHIP

Member Collaborations: TAYSAD, KalDer, SKD



We continue to be a good business partner, creating mutual value and instilling trust with our suppliers. Our fundamental policy is to establish long-term commercial partnerships based on mutual trust with our suppliers. Starting with the supplier selection process, we implement supplier development programs throughout the collaboration period to meet the expectations of both parties.

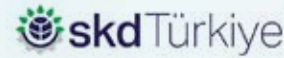
Annually conducted "Top2Top" and "Annual Supplier Meetings" provide opportunities to convey our messages to suppliers and strive to better understand each other's expectations.

As Toyota Boshoku Türkiye, our member collaborations include Taysad (Association of Automotive Parts & Components Manufacturers), KalDer (Turkish Quality Association), and SKD (The Business and Sustainable Development Council).

In 2022, Toyota Boshoku Türkiye once again won the EFQM Turkey Excellence Award from KalDer, proving its commitment to and adoption of the EFQM Model. Within the framework of Total Quality Management (TQM) efforts, TBEU has set a goal for all operations under its umbrella to embrace the EFQM Model, with the aim of being nominated for the EFQM award in all TBEU-related operations by 2025.

Hakan Konak, President of TBT, serves as a member of the TAYSAD Board of Directors. We have been providing support to the organization for many years through knowledge sharing on topics such as TPS (Toyota Production System) and Human Resources Processes. TAYSAD also serves as an excellent platform for sharing the experiences gained within the EFQM world that TBT deeply engages in.

This year, we had the opportunity to become a member of SKD (Sustainable Development Association). In the upcoming period, we aim to take steps in sustainability through joint projects with SKD.



APPENDIX

2023 ESG PERFORMANCE INDEX

ECONOMIC PERFORMANCE

ESG Metrics	Unit	2021	2022	2023
Responsible Waste Management				
Economic value generated (Revenues)	TL	2.146.948.631	3.359.064.044	5.467.690.149
Economic Value Distributed				
Operating costs	TL	1.980.020.852	3.128.372.430	5.038.468.748
Employee benefits	TL	205.778.490	429.620.334	865.987.334
Payments to Government	TL	91.481.037	93.086.850	220.522.951
Payments to providers of capital	TL	173.562.428	159.297.023	177.298.605
Community Investments	TL	1.440	1.414.927	4.785.931
Total	TL	2.450.844.246	3.811.791.563	6.307.063.568
Financial Assistance Received From Government				
Tax relief/credits	TL	2.000.000	4.400.000	6.900.000
Incentives	TL	7.225.485	13.758.843	25.970.704

EXPENSES	730	730 VARIABLE	750	770	TOTAL
2021	15.634.288	32.347.985	0	97.152.958	145.135.230
2022	40.503.419	70.601.525	0	150.096.232	261.201.176
2023	83.019.687	107.161.838	0	229.270.846	419.452.370

DEPRECIATION	730	-	750	770	TOTAL
2021	13.818.702		4.492.232	2.592.733	20.903.667
2022	16.486.604		2.932.374	7.340.312	26.759.289
2023	28.813.713		2.111.803	9.845.859	40.771.375

DONATIONS	
2021	1.440.00
2022	1.414.926.76
2023	4.785.930.62

DIVIDEND	
2021	173562427.5
2022	159.297.022.57
2023	177.298.605.15

WAGE SUBSIDIES	
2021	7.225.485.06
2022	13.758.842.72
2023	25.970.703.99

2023 ESG PERFORMANCE INDEX

ECONOMIC PERFORMANCE

ESG Metrikleri	Unit	2021	2022	2023
Local Procurement				
Total procurement*1 amount	TL	827.648.163	1.299.118.788	2.164.279.905
Export amount	TL	445.699.972	602.068.263	1.119.755.562
Domestic procurement amount	TL	381.948.191	697.050.525	1.044.524.343
Number of Export Suppliers	Supplier	35	35	40
Number of Domestic Suppliers	Supplier	39	39	45

*1 Part and material procurement related data.

	Number of Supplier based	Rate	Procurement amount based	Rate
2021	Exports	47%	Exports	54%
	Domestic procurement	53%	Domestic procurement	46%
2022	Exports	47%	Exports	46%
	Domestic procurement	53%	Domestic procurement	54%
2023	Exports	47%	Exports	52%
	Domestic procurement	53%	Domestic procurement	48%

APPENDIX

SOCIAL

WORKPLACE DEMOGRAPHY

ESG Metrics	Unit	2021	2022	2023
Total Employees				
Female	Person	97	119	131
	Rate	9.4%	12.1%	14.2%
Male	Person	931	867	793
	Rate	90.6%	87.9%	85.8%
Work Category				
Field Employee – Female	Person	69	86	91
Field Employee – Male	Person	853	784	710
Office Employee– Female	Person	28	33	40
Office Employee– Male	Person	78	83	83
TOTAL		1.028	986	924
Employment Type				
Indefinite Term of Employment – Female	Person	89	88	26
Indefinite Term of Employment – Male	Person	853	852	4
Definite Term of Employment – Female	Person	8	31	105
Definite Term of Employment – Male	Person	78	15	789
TOTAL		1.028	986	924
Age Distribution				
Between 18 – 30	Female	25	39	54
	Rate	2.4%	4.0%	6%
	Male	309	137	141
	Rate	30.1%	13.9%	15%
Between 31 – 40	Female	52	46	48
	Rate	5.1%	4.7%	5%
	Male	413	433	397
	Rate	40.2%	43.9%	43%
Between 41 – 50	Female	19	33	28
	Rate	1.9%	3.3%	3%
	Male	199	273	237
	Rate	19.4%	27.7%	26%
51 and above	Female	1	1	1
	Rate	0.1%	0.1%	0%
	Male	10	23	18
	Rate	1.0%	2.3%	2%

SOCIAL

WORKPLACE DEMOGRAPHY

ESG Metrics	Unit	2021	2022	2023
Other Groups				
Foreign	Female	1	1	1
	Rate	0.1%	0.1%	0.1%
	Male	2	4	4
	Rate	0.2%	0.4%	0%
People with Disability	Female	1	3	3
	Rate	0.1%	0.3%	0.3%
	Male	31%	33%	34%
	Rate	3.0%	3.3%	3.7%
Employee Category				
"Top Management (General Manager and above)"	Female	0	1	1
	Rate	0%	0.1%	0%
	Male	3	2	3
	Rate	0.3%	0.2%	0.3%
Mid-Level (Manager, Assistant Manager)	Female	8	9	11
	Rate	0.8%	0.9%	1.19%
	Male	26	29	26
	Rate	2.5%	2.9%	2.81%
Other	Female	89	109	119
	Rate	8.7%	11.1%	12.9%
	Male	902	836	764
	Rate	87.7%	84.8%	82.7%
TOTAL		1.028	986	924

Gender & Age Distribution for Top Management		
Age Distribution	Female	Male
Under 30	-	-
Between 30-50	1	2
Over 50	-	1
Number of Top Management People	1	3

APPENDIX

SOCIAL

ESG Metrics

Education Level			
	Female	Male	Total
Elementary School	1	34	35
Secondary School	8	80	88
High School	70	495	565
Vocational High School	18	121	139
University	30	58	88
Master's Degree	4	5	9
Doctorate	-	-	-
Total Employees	131	793	924

NEW HIRES AND TURNOVER

ESG Metrics	Unit	2021	2022	2023
New Hires and Turnover				
Total New Hires	Person	65	58	50
Office Employees	Person	11	24	13
Field Employees	Person	54	34	37
Total Turnover	Person	187	129	108
Office Employees	Person	19	15	10
Field Employees	Person	98	114	98
Age Distribution				
New Hires (Male)	Person	53	23	7
	Rate	81.5%	39.7%	14%
Turnover (Male)	Person	160	92	79
	Rate	85.6%	71.3%	73%
New Hires (Female)	Person	12	35	43
	Rate	18.5%	60.3%	86%
Turnover (Female)	Person	27	37	29
	Rate	14.4%	28.7%	27%

NEW HIRES AND TURNOVER

ESG Metrics	Unit	2021	2022	2023
Age Distribution				
New Hires (Between 18 – 30)	Person	61	40	40
	Rate	93.8%	69.0%	80.0%
Turnover (Between 18 – 30)	Person	124	82	42
	Rate	66.3%	63.6%	38.9%
New Hires (Between 31 – 40)	Person	3	15	7
	Rate	4.6%	25.9%	14.0%
Turnover (Between 31 – 40)	Person	40	28	42
	Rate	21.4%	21.7%	38.9%
New Hires (Between 41 – 50)	Person	1	3	3
	Rate	1.5%	5.2%	6.0%
Turnover (Between 41 – 50)	Person	16	16	22
	Rate	8.6%	12.4%	20.4%
New Hires (Between 51 – 60)	Person	0	0	0
	Rate	0.0%	0.0%	0.0%
Turnover (Between 51 – 60)	Person	7	3	1
	Rate	3.7%	2.3%	0.9%
New Hires (Over 60)	Person	0	0	0
	Rate	0.0%	0.0%	0.0%
Turnover (Over 60)	Person	0	0	1
	Rate	0.0%	0.0%	0.9%
Total		252	187	158

APPENDIX

ADDITIONAL BENEFITS

ESG Metrics	Unit	2021	2022	2023
Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees				
Life insurance	Person	0	20	21
Health care	Person	1028	986	924
Disability and invalidity coverage	Person	1028	986	924
Parental Leave	Person	1028	986	924
Retirement Provision	Person	1028	986	924
Stock Ownership	Person	0	0	0

BENEFITS

	ESG Metrics	Unit	2021	2022	2023
Parental Leave					
TOTAL	Employees Entitled to Parental Leave	Person	95	73	75
	Employees Who Took Parental Leave	Person	95	73	75
	Employees Who Returned to Work After Parental Leave	Person	95	73	75
	"Employees Who Were Still Employed 12 months After Taking Parental Leave"	Person	93	66	69
		Rate	98%	90%	92%
FEMALE	Employees Entitled to Parental Leave	Person	4	4	5
	Employees Who Took Parental Leave	Person	4	4	5
	Employees Who Returned to Work After Parental Leave	Person	4	4	5
	"Employees Who Were Still Employed 12 months After Taking Parental Leave"	Person	4	3	4
		Rate	100%	75%	80%
MALE	Employees Entitled to Parental Leave	Person	91	69	70
	Employees Who Took Parental Leave	Person	91	69	70
	Employees Who Returned to Work After Parental Leave	Person	91	69	70
	"Employees Who Were Still Employed 12 months After Taking Parental Leave"	Person	89	63	65
		Rate	98%	91%	93%

EMPLOYEE TRAINING AND DEVELOPMENT

ESG Metrics	Unit	2021	2022	2023
Training hours per employee				
Training hours per employee	Hour	24.3	27.6	28.5
Training hours per employee (by Gender)				
Female	Hour	2.358.6	3.282.0	3.733.5
Male	Hour	22.637.3	23.911.9	22.714.5
Training hours per employee (by Work Category)				
Field Employee	Hour	22.418.4	23.994.6	22.857.0
Office Employee	Hour	2.577.4	3.199.3	3.591.0
Subcontractor	Hour	1.400.0	1.372.0	1.428.0
Contract Workers	Hour			
Training hours per employee (by Employee Category)				
Top Management	Hour	54.0	181.0	67.0
Mid-Level	Hour	844.8	949.0	303.0
Other	Hour	24.096.2	26.063	26.106

ESG Metrics	Unit	2021	2022	2023
Training Hours				
Vocational Development	Hour	7.646	4.773	1.039
Personel Development	Hour	7.062	7.696	10.781
Health, Safety and Environment	Hour	6.930	11.832	14.088
Other	Hour	3.357	2.892	568
Total Training Hours	Hour	24.995	27.193	26.476

ESG Metrics	Kadın	Erkek	Toplam
Number of employees reviewing regular performance and career evelopment reviews			
	Female	Male	Total
Employee	131	797	928
Trainee	24	53	77
Sub Contractor	-	-	-
Receival rate	-	26.476	27.193

ESG Metrics	Unit	2021	2022	2023
Number of employees trained in ethics	Person	989	1.004	-
Success rate of training completion	Rate	100%	100%	-

APPENDIX

HEALTH AND SAFETY

ESG Metrics	Grup	Group	2021	2022	2023
Accidents					
Near Miss Frequency Rate (NMFR)	Company	Case	18	21	17
		Rate	9.09	12.22	8.82
	Sub contractor	Case	0	5.00	6.00
		Rate	0.00	2.91	3.11
Total Recordable Incident Rate (TRIR)	Company	Case	5.00	4.00	5.00
		Rate	2.53	2.33	2.59
	Sub contractor	Case	0.00	3.00	1.00
		Rate	0.00	1.75	0.52
High-Consequence Incident rate	Company	Case	0.00	0.00	0.00
		Rate	0.00	0.00	0.00
	Sub contractor	Case	0.00	0.00	0.00
		Rate	0.00	0.00	0.00
Fatality rate	Company	Case	0.00	0.00	0.00
		Rate	0.00	0.00	0.00
	Sub contractor	Case	0.00	0.00	0.00
		Rate	0.00	0.00	0.00
Lost time due to occupational accidents	Company	Case	0.00	0.00	1.00
		Rate	0.00	0.00	0.52
	Sub contractor	Case	0.00	0.00	0.00
		Rate	0.00	0.00	0.00
Occupational Disease Rate (ODR)	Company	Case	0.00	0.00	0.00
		Rate	0.00	0.00	0.00
	Sub contractor	Case	0.00	0.00	0.00
		Rate	0.00	0.00	0.00

ESG Metrics	Unit	2021	2022	2023
Health and Safety (HSE) Committee				
Number of established HSE committees	Number	7	8	9
Number of participants of HSE committee	Person	19	19	19
Number of representative employees in HSE committee	Person	8	8	8
Health and Safety training				
Number of company employees	Person	1096	1030	923
Provided training time	Hour	7920	8056	7384
Training time per Company Employee	Hour	12	12	12

ECONOMIC PERFORMANCE

ENERGY AND EMISSION

ESG Metrics	Unit	2021	2022	2023
Non-Renewable Direct Energy				
Gasoline	liter	0	0	0
Diesel	liter	2.792	2.000	1.530
Natural gas	m ³	220.494	182.941	185.911
Non-Renewable Indirect Energy				
Non-Renewable Indirect Energy	kWh	12.002.455	11.461.166	9.834.507
Energy Obtained from Renewable Energy Source				
Direct CO2 Emissions (Scope 1)	t CO2 e	3.759	2.405	1.962
Indirect CO2 Emissions (Scope 2)	t CO2 e	5.263	3.604	0
Carbon emissions per product (Scope 1)	kg-CO2e/ product	16.9	11.9	9.0
Carbon emissions per product (Scope 2)	kg-CO2e/ product	23.7	18	0
Gases included in emission calculation	CO ₂ , Refrigerants-Air Conditioning Gases(HFC's)			

WASTES

ESG Metrics	Unit	2021	2022	2023
By Waste Type				
Hazardous Wastes	Ton	262.817	242.946	225.724
Non-Hazardous Wastes	Ton	2.088.252	1.881.300	1.987.345
Total Wastes	Ton	2.351.069	2.124.246	2.213.069
By Disposal Method				
Energy Recovery	Ton	2.351.069	2.124.246	2.213.069,0
Recovery	Ton	-	-	-
Landfill	Ton	-	-	-
Waste Incineration	Ton	-	-	-
Other	Ton	-	-	-
Total Waste Disposals	Ton	2.351.069	2.124.246	2.213.069

APPENDIX

ESG Metrics		Unit	2021	2022	2023
By Waste Type					
Hazardous Wastes	Waste Oil	kg	6.826	7.354	6.920
	Contaminated Packaging	kg	151.080	138.320	135.760
	Sponge	kg	46.100	36.460	23.480
	Contaminated Waste	kg	32.020	29.830	32.706
	Treatment Sludge	kg	3.960	5.780	5.050
	Toner Cartridge	kg	60	12	11
	Fluorescent	kg	140	100	54
	Electronic Waste	kg	1.400	580	2.546
	Battery	kg	0	2.140	0
	Battery (Cell)	kg	30	0	67
	Sodium Hydroxide	kg	0	0	0
	Antifreeze Waste	kg	0	0	0
	Other Acids	kg	0	120	40
	Medical Waste	kg	31	37	36
	Paint Waste	kg	0	1.360	500
	Adhesive	kg	8.780	7.720	13.180
	Isocyanate	kg	3.260	3.320	1.934
	Polyol	kg	6.260	8.000	2.570
	Airbag	kg	80	60	105
	Pressurized Container	kg	880	166	55
	Mold Release Agent	kg	1.900	1.137	0
	Waste Drilling Oil	kg	0	0	0
	Insulation Material	kg	0	450	0
Non-Hazardous Wastes	Wood	kg	63.800	60.980	62.020
	Paper-Cardboard	kg	64.760	60.600	83.780
	Plastic	kg	40.560	36.480	14.410
	Other Plastic	kg	99.342	114.976	153.708
	Metal	kg	1.718.920	1.522.320	1.525.180
	Cable Waste	kg	2.200	720	3.073
	Copper Waste	kg	510	484	994
	PVC leather	kg	98.160	84.740	73.920

ENVIRONMENTAL INVESTMENTS

ESG Metrics		Unit	2021	2022	2023
Environmental Investments					
Operating expenses of environmental activities		TL	452.953	546.662	767.132
Environmental protection investments		TL	216.201	63.825.128	2.247.500.359
Total		TL	669.154	64.371.790	2.248.267.491

REUSED/RECYCLED PACKAGING WASTE

ESG Metrics	Unit	2021	2022	2023
Reused/Recycled Packaging Waste				
Paper and Cardboard Packaging	kg	60.600	67.760	83.780
Plastic Packaging	kg	36.480	36.140	30.900
Wooden Packaging	kg	60.980	63.800	62.020
Reused/Recycled Materials				
Plastic	kg	134.180	142.120	146.133
Organic waste from facilities	kg	38.634	36.615	36.000

WATER

ESG Metrics	Unit	2021	2022	2023
Total Volume of Water Withdrawn				
Surface water (Including bogs, lakes, rivers and streams)	m ³	-	-	-
Groundwater	m ³	3.357	4.050	379.00
Seawater	m ³	-	-	-
Rainwater	m ³	255	254	-
Produced water	m ³	-	-	-
Third-party water (City water etc)	m ³	10.961	7.127	-

Discharge				
Surface water (Including bogs, lakes, rivers and streams)	m ³	-	-	-
Groundwater	m ³	-	-	-
Seawater	m ³	-	-	-
Third-party water (Sewerage etc)	m ³	-	-	-
Consumption				
Water consumption	m ³	20.955.00	21.229.00	22.110.00
Water consumption per product	m ³	0.09	0.10	0.10

QUALITY AND INTEGRATED MANAGEMENT SYSTEM CERTIFICATIONS

Management System	Year
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ISO 14001	2004
ISO/TS 16949	2013
IATF 16949	2018
EFQM	2019
ISO 50001	2020
ISO 45001	2022

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