SUSTAINABILITY REPORT 2024





#### NOTE

This Sustainability Report has been developed in compliance with accessibility requirements for people with disabilities. The interactive document has features such as:

- clear semantic structure and navigable via bookmarks;
- texts selectable and readable by screen readers;
- adequate colour contrasts to facilitate reading;
- alternative texts for images and graphics;
- compatibility with assistive technologies.



In order to fully enjoy all the interactive features and ensure an optimal experience, we advise consulting the document using Adobe Acrobat Reader.







#### LETTER TO STAKEHOLDERS

Dear reader,

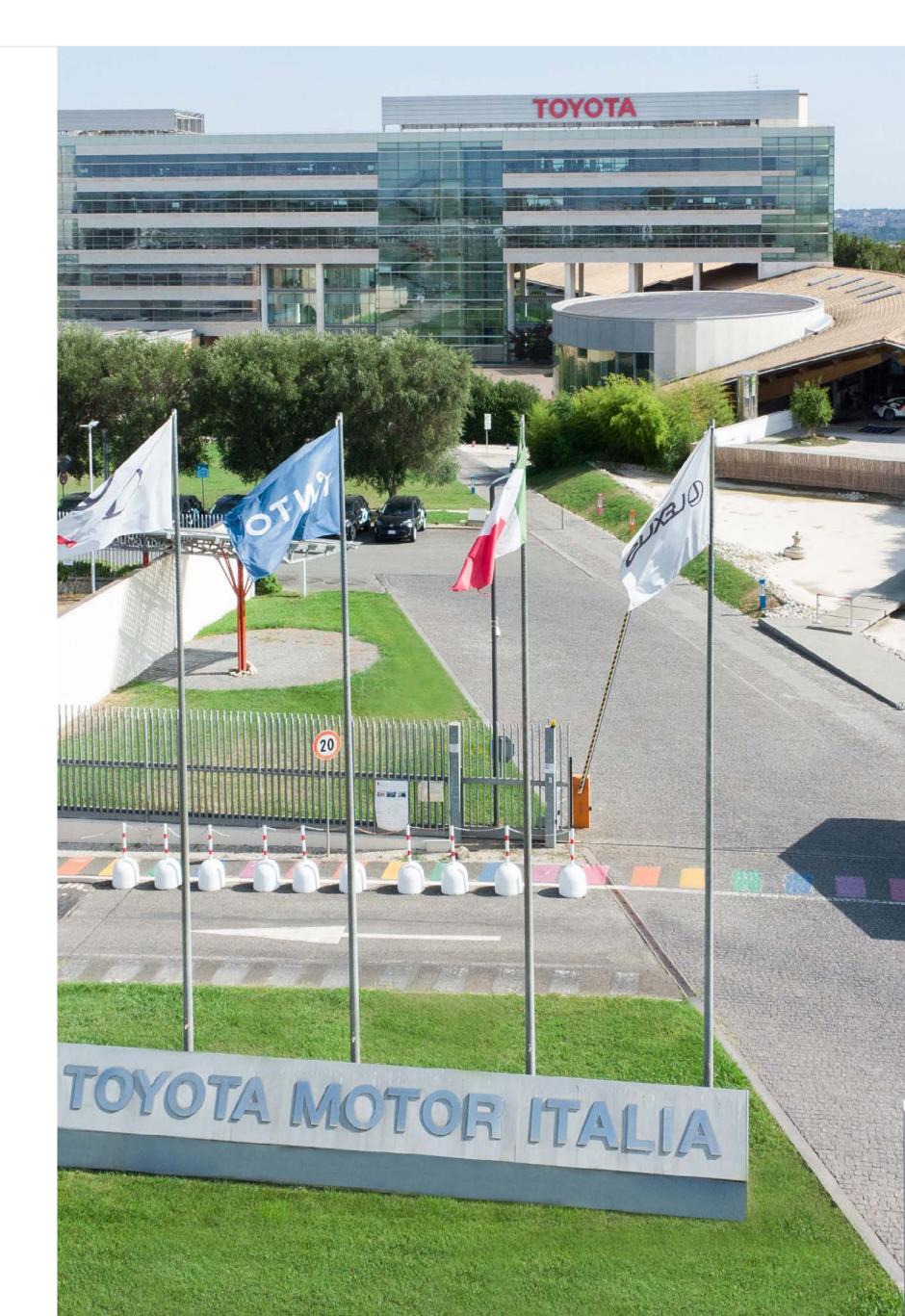
at Toyota we believe that the value of an organization is measured by the positive impact it can generate for people, the environment and the society. The Sustainability Report is the evidence of a collective commitment: a vision shared by all Toyota companies in Italy, united to build with their stakeholders a mobility that respects the environment, improves everyone's life and contribuites to a more inclusive and responsible future.

This vision results into a concrete idea: mobility for all means happiness for all. For us, this means generating tangible well-being, that consists in freedom of movement, safety and respect for the planet. With the "One Toyota" vision, we join people, companies and territories to build resilient communities capable of generating lasting value for the environment and the society.

What leads this journey is our commitment to carbon neutrality, inspired by the Toyota Environmental Challenge 2050 and the United Nations Sustainable Development Goals. By 2040 we aim at the complete car-

bon neutralilty in Europe, involving every level of our business: from products to operational offices, from production plants to the dealer network, up to logistics and services. Thanks to the contribution of Toyota "One team", we transform the vision into concrete actions: energy efficiency in the head office, collaboration with logistics partners and the Green Retailer Program, which makes dealers protagonists of a path of environmental leadership in the territories.

Our response to new mobility needs is an integrated, multi-technological and multi-services approach, which accelerates the transition towards low-emissions models. We offer a complete range of solutions - Full Hybrid, Plug-in Hybrid, Full Electric and Hydrogen Fuel Cell, suitable for different customers and territories. This proposal is accompanied by innovative financial and insurance services to facilitate access to the electrified mobility, as well as 5 mobility services (car sharing, car pooling, medium and long-term car rental and multi-modal mobility platform) to meet new needs in a reliable and sustainable way.



#### LETTER TO STAKEHOLDERS

The integration of products, services and digital platforms, combined with the conscious use of electrified technologies, strengthens our **leadership in electrification** and allows us to rapidly reduce CO<sub>2</sub> emissions in an inclusive and accessible way.

But sustainability, for us at Toyota, means above all putting people at the center – including those who work in our organizations – with a genuine commitment to their growth and well-being.

We promote diversity and inclusion through a **DE&I Board** across the Group and a People Strategy recognized by **Top Employer Italia** and **Great Place to Work®**. At the same time, we support initiatives that enhance dialogue and inspire new generations. Through sports and social projects, we support local communities by promoting inclusion and obstacles overcoming, for a fairer and more accessible world for everyone.

KINTO Italy becoming a Benefit company demonstrates our idea of responsible innovation: a changing that reflects the desire to integrate tecnology, accessibility and brid®, the Toyota ecosystem of services and technologies designed to accompany customers towards an increasingly sustainable mobility, fits into this context. Thanks to the use of Full Hybrid and Plug-in Hybrid technologies, WeHybrid® promotes a responsible and conscious driving style, offering concrete advantages: the more you drive electric, the greater the benefits, such as the reduction of insurance and maintenance costs, as well as the accumulation of green credits convertible into discounts on vehicle renewal.

In order to strengthen this commitment, WeHybrid® Move was created, the new service included in the Toyota Easy Move leasing plan which rewards electric driving with a reduction in the interest rate in the following quarter.

Building a more sustainable, inclusive and responsible mobility is not only our goal: it is our responsibility towards present and future generations. Together with our stakeholders, we face every challenge to generate a positive and shared change.



Alberto Santilli CEO Toyota Motor Italy



Mauro Caruccio
CEO Toyota Financial
Services Italy
and President and
CEO KINTO Italy



Mario La Femina
CEO Toyota Insurance
Management Italia
and Aioi Nissay Dowa
Insurance Company

Highlights



## TOYOTA, LEADER IN THE AUTOMOTIVE INDUSTRY

(CY 2023 - global aggregate data)





OVER 10 MLN OF VEHICLES ANNUAL SALES VOLUME



## 25 MLN

ELECTRIFIED **VEHICLES** INTRODUCED IN THE LAST 27 YEARS

HIGHLIGHTS

### TOYOTA IN THE AUTOMOTIVE MARKET

(CY 2023 - italian market data)

TOYOTA STRENGTHENS
THE THIRD PLACE

OVER 102 THOUSANDS
REGISTRATIONS AND
A MARKET SHARE OF
MORE THAN 6,5%



TOYOTA LEADER
IN THE B-SUV
SEGMENT WITH
YARIS CROSS

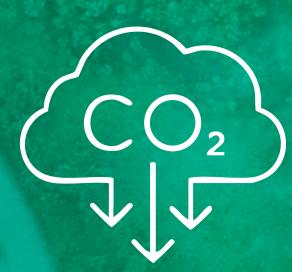




INCREASED
PERFORMANCE OF
KINTO SERVICES

## CARBON NEUTRALITY ROADMAP

HIGHLIGHTS



2030

TOYOTA EUROPE
FACTORIES AND
FACILITIES
CARBON ZERO

(Toyota Italy Carbon Zero)

2035

100% OF NEW
VEHICLES SALES
WITH ZERO
EMISSIONS IN
EUROPE

2040

TOYOTA EUROPE SUPPLIERS, LOGISTICS AND SERVICES

2050

TOYOTA GLOBAL

## ENVIRONMENTAL COMMITMENT OF TOYOTA COMPANIES IN ITALY

HIGHLIGHTS

(apr23 - mar24 data)



100%

Electric energy from renewable sources



100%

of hazardous waste sent for recycling



Progressive
electrification
of the corporate
fleet



Photovoltaic Development Plan

(+360 panels / 250 MWh per/ year / up to 13% of the requirement)



Water consumption monitoring

(from 1 to 5 counters / more / efficient management of the water network)



+7%
TONS of CO<sub>2</sub>
reduction

from the Toyota and Lexus
dealer network
vs Tgt GRP

## SOCIAL COMMITMENT OF TOYOTA COMPANIES IN ITALY

(data apr23 - mar24)

440

employees (+2% vs LY) 99%

with permanent contracts

43

new hires during the year **ZERO** 

accidents at work (second consecutive year)



ninth consecutive year

#### One Toyota Diversity Board

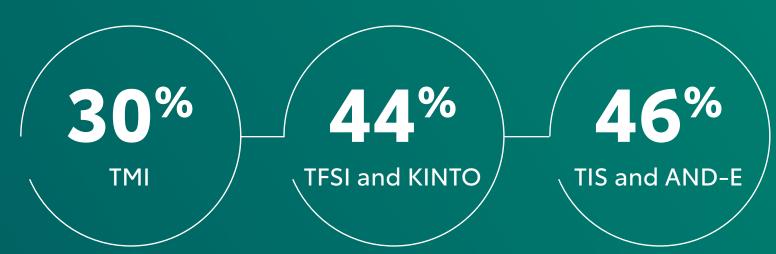
The task of the Diversity Board

- together with the People,

Organization & Culture team – is
to direct and propose activities
in terms of Diversity, Equity and
Inclusion in the 5 companies.



Female employment rate



Toyota Financial Services: **Great Place to Work**for the sixth

consecutive year



Top Employer for the

Qui si lavora bene, secondo il parere dei collaboratori

Great Place To Work.

Certified Dic 2023 - Dic 2024

ITALIA

Toyota Financial Service

HIGHLIGHTS

## SOCIAL COMMITMENT OF TOYOTA COMPANIES IN ITALY

(data apr23 - mar24)

#### TOYOTA & LEXUS FRANCHISE AGREEMENT RENEWAL

53

**Toyota Partners** 

26

**Lexus Partners** 

181

Toyota premises (sales and after sales)

36

Lexus premises (sales and after sales)



85%

of dealers
achieved TSM
(Toyota Service
Management
certification)



### SUSTAINABILITY AND INCLUSION IN SPORTS

HIGHLIGHTS



INCLUSIVE MOBILITY FOR FANS WITH DISABILITIES:
IN COLLABORATION WITH AS ROMA



NO ONE IS EXCLUDED:

PARTNER OF THE 2024 EDITION
OF WEMBRACE GAMES





#### HIGHLIGHTS

## THE GOVERNANCE OF THE TOYOTA COMPANIES IN ITALY

(apr23 - mar24 data)

instances of non-compliance with laws and/or regulations

**ZERO**anti-competitive activities

The 5 Toyota companies in Italy

**ZERO**discrimination
cases

**ZERO**confirmed cases
of corruption

ZERO
instances of
non-compliance
in marketing

### INNOVATION - LAUNCH OF NEW SERVICES

HIGHLIGHTS



## TOYOTA EASY MOVE

New financial leasing solution offered by Toyota

## KINTO FLEX

Flexible and 100% digital monthly car subscription service





## WeHybrid® MOVE

The new service of WeHybrid® eco-system

#### HIGHLIGHTS

### OTHER INITIATIVES

ONE CUSTOMER
CONTACT CENTRE





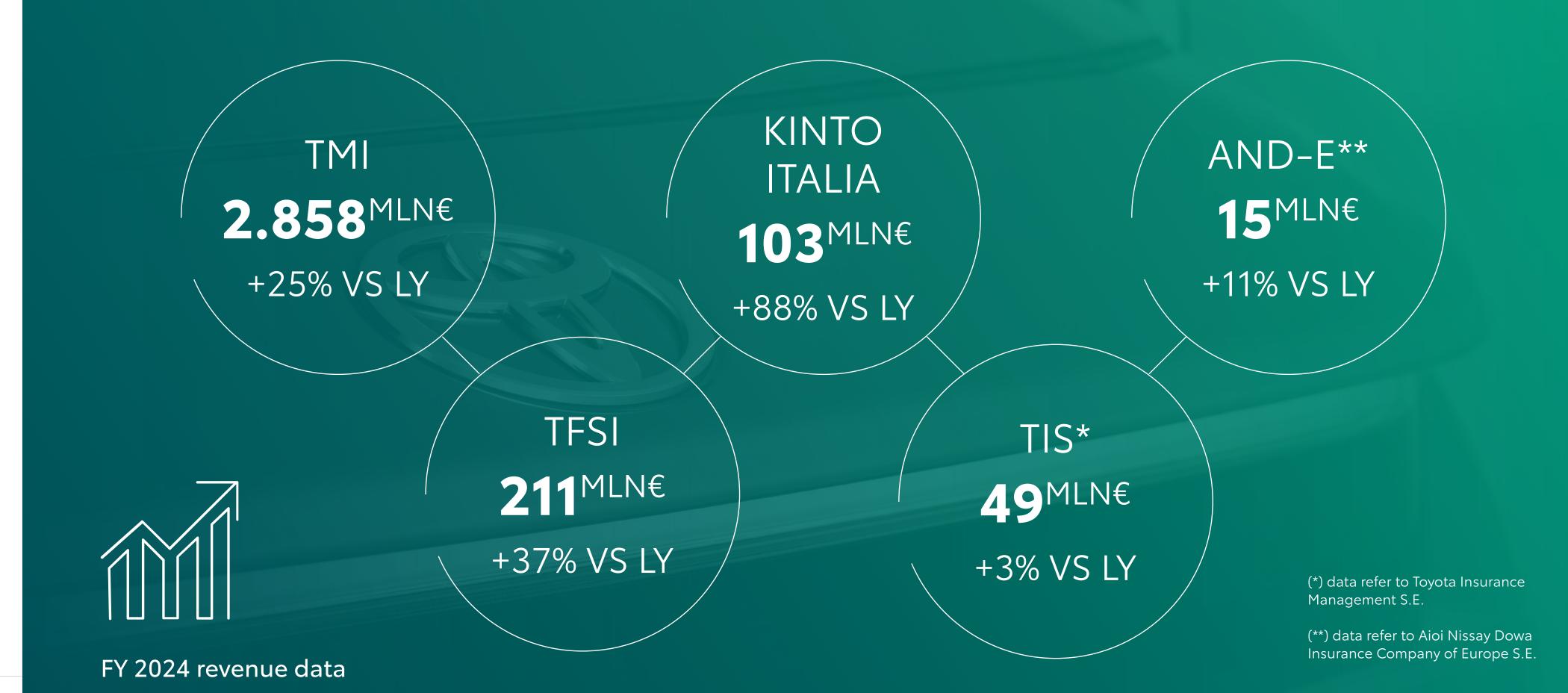
OPENING OF
THE DIGITAL
INNOVATION HUB





### SUSTAINABLE AND SHARED VALUE

HIGHLIGHTS



### ISO CERTIFIED MANAGEMENT SYSTEMS

#### HIGHLIGHTS

	Toyota Motor Italy	Toyota Financial Services Italy	KINTO Italy	Toyota Insurance Services	Toyota and Lexus dealer network
<b>ISO 9001:2015</b> (Quality)	since 2006	since 2022	_	since 2023	_
ISO 14001:2018 (Environmental)	since 2003	_	since 2022	_	since 2008
ISO 45001:2018 (Health and safety at workplace)	since 2011	<u>-</u>	_	-	_
ISO 27001:2022 (Information security)	since 2024	since 2023	_	-	-
ISO 18295:2017 (Customer contact centers)	_	since 2022	_	-	_
ISO 37001:2016 (Anti-bribery)	_	_	since 2023	_	_

HIGHLIGHTS

## WeHybrid® ECOSYSTEM

(data updated to 31 March 2024)

SERVICES
OF THE WeHybrid®
ECOSYSTEM

170
thousands
TONS OF
CO<sub>2</sub> SAVED

103
thousands
WeHybrid®
People

44%

OF THE KM

TRAVELLED IN EV

ON TOTAL KM

RISK OF ACCIDENTS

20

### KINTO, A GREAT YEAR!

KÎNTO ONE

KÎNTO FLEX KÎNTO SHARE KÎNTO JOIN KÎNTO GO

LONG TERM
CAR RENTAL

MEDIUM TERM
CAR RENTAL
(1-3-6-12 monyhs)

CARPOOLING

MULTI-MODAL APP

17.500

**CAR FLEET** 

9.900

USERS (KINTO FLEX + KINTO SHARE)

351 VEHICLES
44 DEALERS
76 HUBS

300 VEHICLES
34 DEALERS

3 CITIES

94 STATIONS

4 AIRPORTS

**56 TON** 

OF CO<sub>2</sub> SAVED

**64.000**EMPLOYEES

**24.000** TRIPS

500+

MOBILITY PROVIDERS

**13.200** PAYING MEMBERS

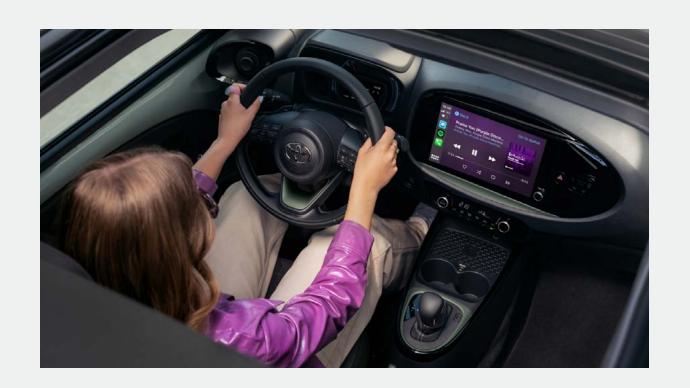
5.000 MUNICIPALITIES COVERED

Zinto Canada Can

HIGHLIGHTS



#### TRENDS IN THE AUTOMOTIVE INDUSTRY



## Electrification and sustainable mobility on the increase

In the four-year period 2020–2023 the automotive industry has faced numerous challenges, such as the pandemic and geopolitical tensions, which have accelerated the transition to electrification and sustainable mobility. The business is no longer limited to the electric transition, but it also embraces artificial intelligence, autonomous driving and shared mobility, transforming car manufacturers in suppliers of mobility services within digitalized ecosystems. In 2023, the demand for electrified vehicles grew, with hybrid cars dominating the market.

## Over 10,5 millions of registrations in 2023 in Europe

The year 2023 marked a turning point for the European automotive market, with over 10,5 million registrations (+13,8% compared to 2022 - <u>UNRAE</u> data). This result highlights a generalised growth in the main markets of the European Union, with Italy leading the expansion with a 18,9% growth - driven by a catch-up demand and incentive policies for low-emission vehicles - followed by the United Kingdom (+17,9%), Spain (+16,7%), France (+16,1%) and Germany (+7,3%).

In Italy, electrified vehicles accounted for 36,2% of new registrations, a 2,1% increase compared to 2022. The European market recorded a 13,9% increase, with Italy leading the expansion (+18,9%). However, the Italian market is still 18,3% below pre-pandemic levels, indicating high growth potential.

Toyota strengthens its third place in 2023 with over 102 thousands registrations and a market share of more than 6,5%

In 2023 Toyota consolidated its own leadership with 102.476 registrations (+7,4%), maintaining a 6,54% market share. The brand established itself as a leader in the B-SUV segment, thanks to the success of Yaris Cross (for more information: Toyota Group announces results in Italy). In addition, Lexus saw a significant expansion, with over 50% of sales of NX in the Plug-in Hybrid version.

Lexus recorded 3.700 registrations, reaching a 1,3% share in the premium segment, thanks to a 100% electrified range.



## Toyota, Leader in the B-SUV segment with Yaris Cross

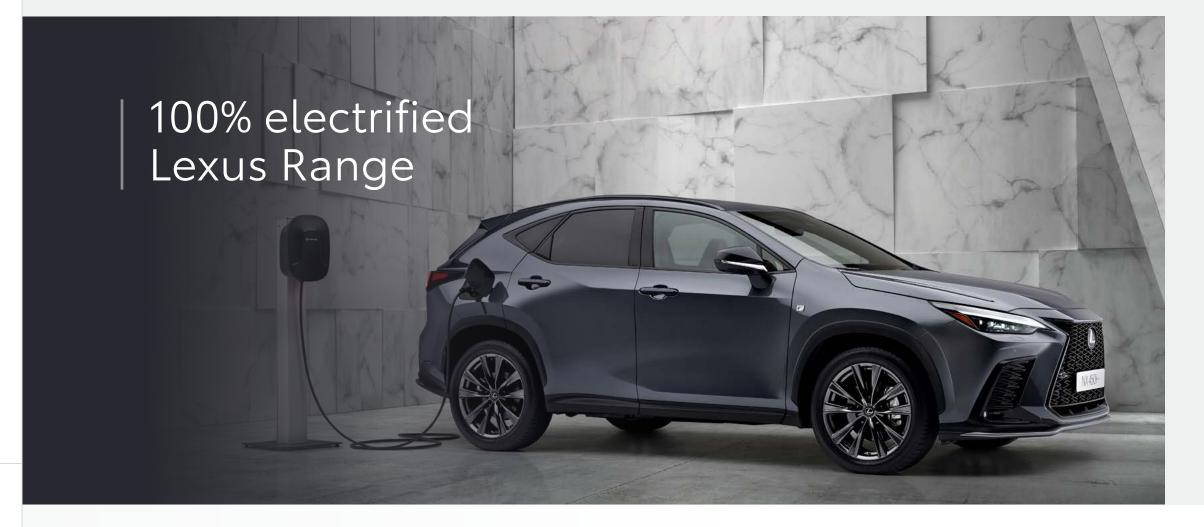
Market trends indicate a continuos expansion of long-term leasing and a growing preference for hybrid vehicles. With the goal of achieving carbon neutrality, Toyota continues to lead the change in the industry by developing advanced technological solutions for sustainable and accessible mobility, offering customers the freedom to choose the technology that best suits their needs.



#### KINTO services on the increase

**KINTO**, the Toyota Group's mobility brand, continues to record extraordinary growth in the new integrated mobility services sector. Among the **asset-based services**, the long-term rental **KINTO One** stands out, strongly expanding with an increase of 80%, together with the flexible medium term rental **KINTO Flex** and the car sharing **KINTO Share**, which today has over 200 electrified vehicles.

At the same time, **platform-based services** are also growing rapidly, such as the corporate carpooling platform **KINTO Join** and the multimodal mobility app **KINTO Go**, demonstrating the market's growing interest in flexible, digital and sustainable mobility solutions.





## PURPOSE AND OVERVIEW OF THE SUSTAINABILITY REPORT

## Toyota mission: happiness for all

The 2024 Sustainability Report of Toyota companies in Italy, now in its fifth edition, represents a concrete commitment to a more sustainable future, in line with the "Toyota Philosophy" and the "Sustainability Fundamental Policy" of the Group. It is not just a report, but an affirmation of Toyota's leadership in responsible innovation and in creation of shared value, with the aim of promoting sustainable practices that meet international standards.

In the report, Toyota in Italy presents an integrated and systemic vision of its impacts, considering economic, environmental and social aspects. 19 key themes have been identified in the three ESG areas (environmental, social and governance), which guide the Group's strategic priorities. These themes have been analyzed in order to evaluate challenges and opportunities, highlighting the concrete actions undertaken. The data stated are compared with those of the previous year, offering a transparent measurement of the progress made and a benchmark for the industry.

The report also includes a comparison with the United Nations <u>Sustainable Development Goals (SDGs)</u> and the ambitious objectives of the <u>Toyota Environmental Challenge 2050</u>. The innovative reporting approach adopted anticipates the standards introduced by EU Directive 2022/2464 (CSRD), with the aim of ensuring transparency and an approach in compliance with the new regulations.

#### Synergy, Transparency, Sustainable Governance

Drafting this report has required a synergic work, involving all the corporate functions of Toyota Motor Italy, Toyota Financial Services Italy, KINTO Italy and the Italian branches of Toyota Insurance Services and AND-E. The Management Team coordination, validated by the CEOs of the various companies, ensured a reliable reporting, consistent with Toyota's commitments to an increasingly sustainable governance. The 2024 Sustainability Report is not just a reporting tool, but an opportunity to strengthen dialogue with stakeholders, showing how Toyota in Italy effectively integrates innovation and sustainability (Message from Toyota CEO K. Sato) into its business model.

#### METHODOLOGICAL NOTE

The **2024 Sustainability Report** of the five Toyota companies in Italy, now in its **fifth editio**n, stands out for its transparency and completeness in ESG reporting, in line with the 2021 GRI Standards.

Companies within the reporting scope are:



Toyota Motor Italy (TMI)



**Toyota Financial Services Italy**(TFSI)



KINTO Italy
Benefit company
(KINTO)



Toyota Insurance
Management,
italian branch
(TIS or Toyota
Insurance Services)

**AND-e** 

Aioi Nissay Dowa
Insurance Company
of Europe,
italian branch
(AND-E or
Aioi Nissay Dowa)

#### METHODOLOGICAL NOTE

In this report, these companies are also referred to as "Toyota companies in Italy", "Toyota companies" or "Toyota Group companies", for a more fluid and integrated reading.

The document consists of two main sections:

- the first one illustrates the companies' commitment in the transition to a sustainable and climate-neutral economy, with integrated policies and strategies under the concept of "One Company Toyota";
- the second one analyses in detail the ESG performance of each company, with a focus on economic, environmental and social impacts, including human rights.

The 2024 Sustainability Report is drawn up on an annual basis and complies with the new edition of the reporting standard "GRI Standards 2021" of the Global Reporting Initiative (GRI), adopting the "in accordance with" option".

The contents were selected using the updated materiality analysis to select the relevant topics, including a comparison with previous periods to ensure comparability.

The reference periods are from 1 April 2023 to 31 March 2024 for Toyota Motor Italy, Toyota Financial Services Italy and KINTO Italy, and from 1 January to 31 December 2023 for Toyota Insurance Services and Aioi Nissay Dowa.

Toyota in Italy integrates sustainability into its business model, actively contributing to the SDGs and promoting decarbonization and innovative mobility.

The Report, available in digital version on the official websites, is an example of concrete commitment towards a sustainable future, with an accurate and verifiable reporting, which reflects the progress made. The 2024 Sustainability Report is available in digital version on the official websites:

www.toyota.it

www.lexus.it

www.toyota-fs.it

www.kinto-mobility.it

www.toyota-im.it

www.and-e.com/it

To stay updated on the numerous initiatives undertaken by Toyota companies in Italy, you can visit the official pages:

Newsroom Toyota Italia

Newsroom Lexus Italia

For any questions or further information, you can contact Toyota in Italy at:

pr.tmi@toyota-europe.com

#### MATERIALITY ANALYSIS



## Materiality Matrix and Toyota System

The construction of the 2024 materiality matrix is a strategic and regulatory moment for the five Toyota companies in Italy, in line with the GRI Standards 2021 and the CSRD Directive. It is an act that **integrates the principles of the Toyota System in sustainability management**, through a participatory process, consistent with the **PULL** logic, based on active listening to stakeholders.



#### 800 stakeholders involved

The matrix is based on direct feedbacks and priorities expressed by actual stakeholders — Top Management, employees, suppliers, customers, dealers, service centres, institutions, local communities and the media — and not on internal forecasts. The process, inspired by Kaizen, involved over 800 stakeholders, marking an evolution compared to the approximately 300 of the previous surveys and strengthening our capacity to understand, in line with the principles of Genchi Genbutsu and Respect for People.



## Introduction to dual materiality

Targeted surveys for each group ensured clear and unfiltered data, improving the analysis quality of the most relevant ESG issues. For the first time, the approach was oriented towards dual materiality, considering both the impacts generated (inside-out) and those suffered (outside-in), strengthening the alignment with the CSRD and the SDGs, with a focus on decarbonisation, circular economy, inclusion and training.



#### Shared value with stakeholders

The results were validated with the direct involvement of the CEOs of the five Toyota companies in Italy, reaffirming the commitment to the "One Company" vision: one identity, multiple energies. The 2024 materiality analysis is thus configured as a real integration between the operating model and social demands, guided by Toyota's founding values — Genchi Genbutsu, Kaizen, Respect, Teamwork. The matrix will be a dynamic and strategic tool, a guide for the sustainable, innovative and shared development of Toyota companies in Italy.

#### MATERIAL TOPICS

#### ENVIRONMENT













#### SOCIAL

















#### GOVERNANCE

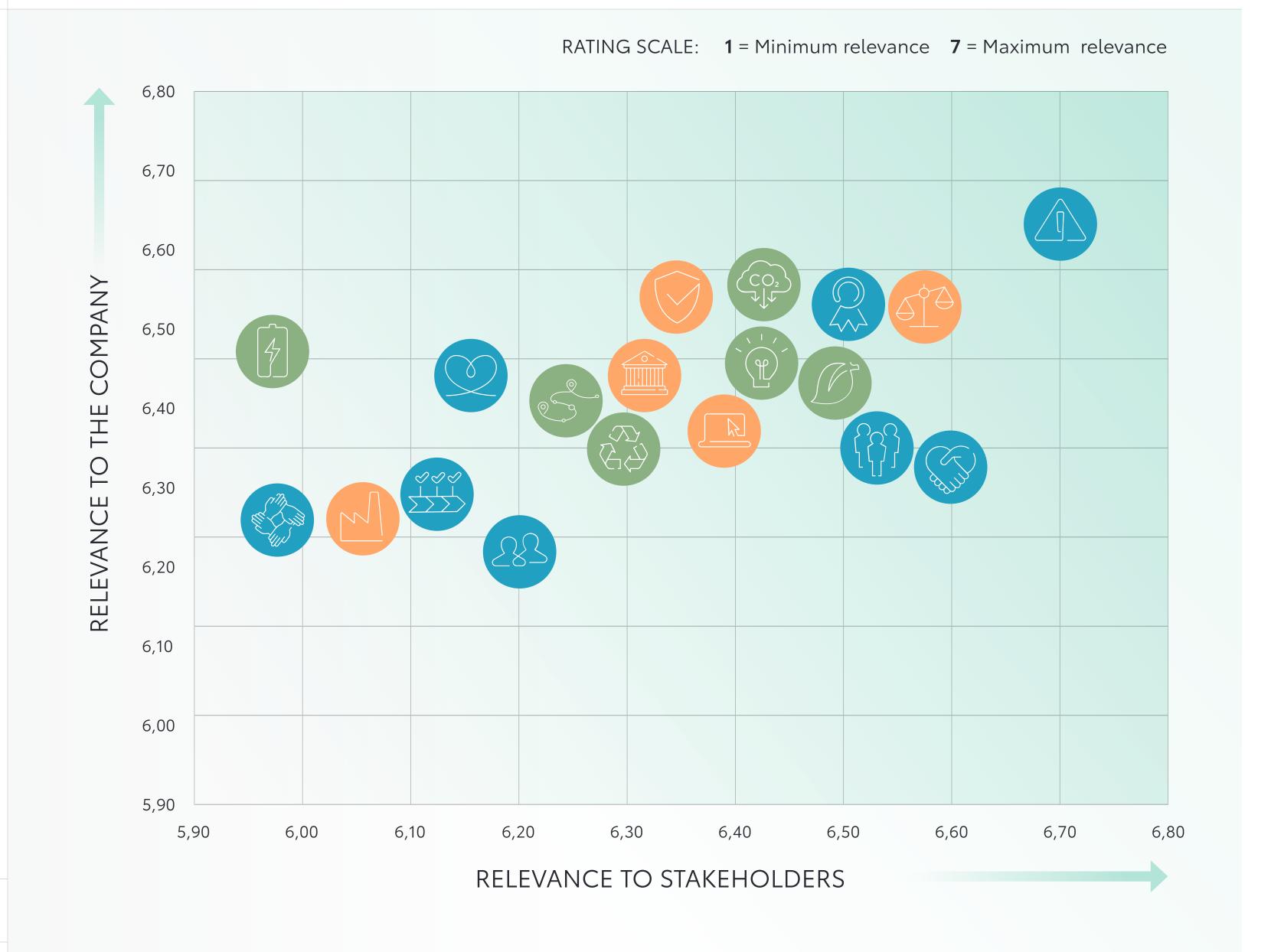














HEALTH AND SAFETY AT THE WORKPLACE



BUSINESS ETHICS AND ANTI-CORRUPTION



QUALITY AND SAFETY OF PRODUCTS AND SERVICES



EMISSIONS MANAGEMENT



**ENERGY EFFICIENCY** 



REDUCTION OF ENVIRONMENTAL IMPACT



EMPLOYEE DEVELOPMENT,
TRAINING AND WELL-BEING



CUSTOMER PRIVACY
AND DATA SECURITY



QUALITY OF WORK RELATIONSHIP



TECHNOLOGICAL INNOVATION AND DIGITALIZATION



SUSTAINABLE CORPORATE GOVERNANCE AND RISK MANAGEMENT



INNOVATIVE AND SUSTAINABLE MOBILITY SERVICES



WASTE MANAGEMENT



CUSTOMER EXPERIENCE



VEHICLE EMISSION AND ELECTRIFICATION



COMMUNITY RELATIONSHIP, SUPPORT AND DEVELOPMENT



SUSTAINABLE VALUE CHAIN



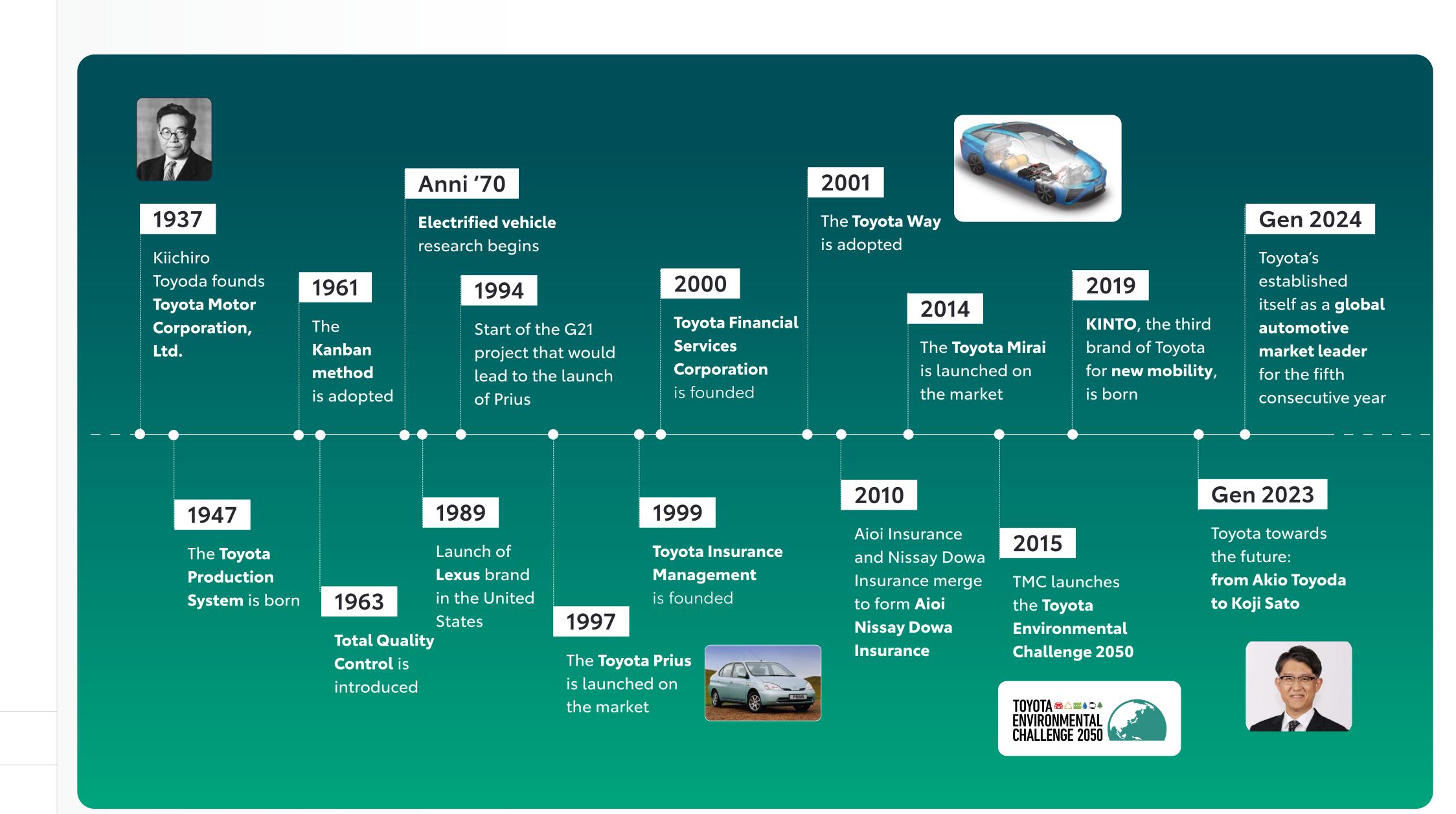
MANAGEMENT OF THE PRODUCTION PROCESS



DIVERSITY AND EQUAL OPPORTUNITY



# THE JOURNEY TOWARDS SUSTAINABILITY





#### 1997

Since 1950 Toyota has established itself globally with iconic models such as the Corolla, investing in innovation. In the 1970s Toyota began research on hybrid propulsion system, becoming a leader in the electrified market. In 1997 it launched the **Prius, the first mass-produced hybrid car.** 

#### 1999

In 1999, Toyota expanded its services with the establishment of **Toyota Insurance Management Ltd** in London, in order to offer quality insurance products to Toyota customers and to support its financial business.





#### 2000

Business expanded to include financial services with the establishment of TFSC: Since the 1980s, Toyota's business has been accompanied by financial services, starting with the first local branches of Toyota Financial and leading up to the establishment of Toyota Financial Services Corporation (TFSC) in the 2000s.

#### 2010

Following several mergers between insurance partners, Aioi Nissay Dowa Insurance was founded in 2010. As part of MS&AD, now one of the ten largest insurance groups in the world, AND-E is an important strategic partner for Toyota, serving as the group's captive insurer.





#### 2014

Toyota Mirai, launched in 2014, is the world's first mass-produced hydrogen sedan, powered by the Toyota Fuel Cell System, which combines fuel cells with hybrid technology components, such as an electric motor and battery. It offers a long range, 5-minute refueling and zero emissions, marking the beginning of sustainable mobility based on hydrogen, a clean and versatile resource for the future.

#### 2019

In 2019, **KINTO** was born, the third global brand of the Toyota Group, a fundamental step in Toyota's transformation into a Mobility Company, created to meet new mobility needs in a simple, sustainable and accessible way for all.





### January 2023

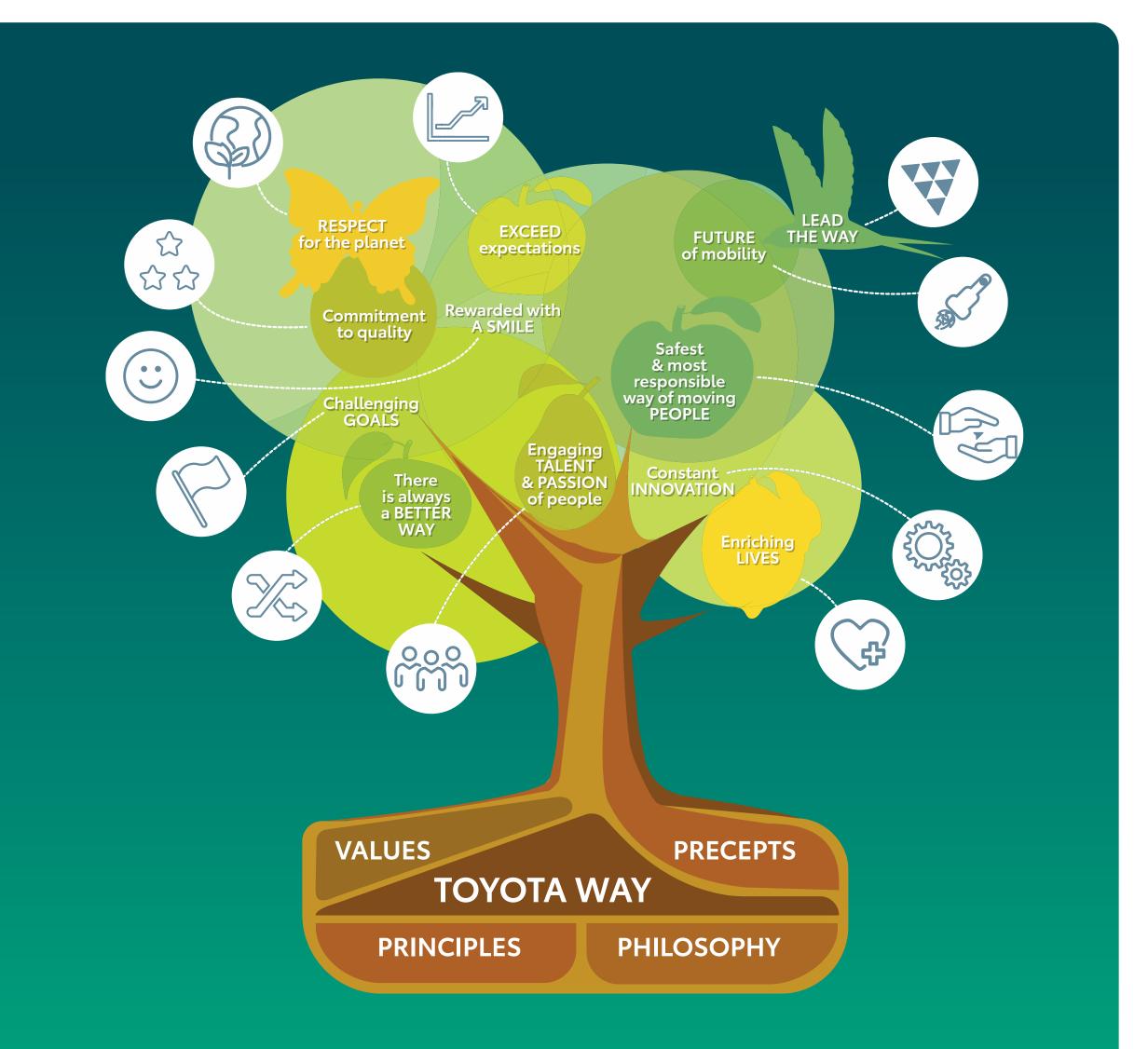
The change in management from Akio Toyoda to Koji Sato marks a new phase focused on innovation and sustainability". e poi "Toyota continues to lead the energy transition and the development of advanced mobility solutions, redefining industry standards.

#### VALUES

Toyota promotes a process of continuous improvement, which is essential to the **Toyota Way**, and fosters a corporate culture that encourages teamwork, individual creativity and pride. Diversity is one of the core values in the selection, training, and development of employees worldwide. In 2011, Toyota formalized the **Toyota Global Vision**<sup>1</sup>, which reflects the core values and the principle of **monozukuri**<sup>2</sup>, based on the responsibility of production processes.

The **Toyota Way**<sup>3</sup>, updated in 2020, is the value system shared by all employees globally. Constantly evolving, it guides daily work and supports Toyota's transformation from a car manufacturer to a mobility services provider, continuing to guide the company as it evolves and adapts to customer needs and market challenges.

- 1 For further information, <u>Toyota Global Vision | Vision & Philosophy | Company | Toyota Motor Corporation Official Global Website</u>
- 2 **Monozukuri** is synonymous with "doing things", the passion or art of doing things. In Toyota it involves maintaining the spirit of the craftsman within industrial production, always seeking to improve quality and reduce costs through Kaizen.
- Toyoda's Five Founding Principles (1935) and Toyota's Guiding Principles (1992, updated in 1997) enhance dedication, creativity, concreteness, gratitude, human relations, cultural respect and collaboration with partners for stable growth. They also define the company's mission: to offer safe and quality products, improving people's lives and responding to customer needs



#### THE TOYOTA WAY PILLARS

#### **Continuous Improvement**



#### Respect for people



#### Challenge

We conceive a longterm perspective, which is able to respond to challenges with courage and creativity, in order to carry out our wishes.

#### Kaizen

We are always improving our work, constantly aiming for innovation and development.

#### Genchi Genbutsu

We practice Genchi
Genbutsu: going
directly to the source
to find the foundations
that allow us to make
correct decisions, gain
consensus and achieve
goals quickly.

#### Respect

We respect others, we strive to understand each other, take responsibility and do our best to build mutual trust.

#### **Teamwork**

We stimulate personal and professional growth, share development opportunities and maximize both individual and group results.

# THE 10 PRINCIPLES OF THE TOYOTA WAY

# "BEFORE YOU SAY YOU CAN'T DO SOMETHING, TRY DOING IT" Sakichi Toyoda

#### **ACT FOR OTHERS**

Keep the perspectives of customers and stakeholders at the centre of our daily commitment, always trying to interpret their point of view.

# WORK WITH INTEGRITY

Constantly consider the impact our work will have on the people around us, with integrity and honesty.

# DRIVE CURIOSITY

Show interest in each individual activity and in understanding the mechanisms that generate them.

# **OBSERVE THROUGHLY**

Exploit human sensitivity through direct observation of the context, to find better and creative solutions (Genchi Genbutsu)

# GET BETTER AND BETTER

Develop skills with the heart, mind and body, in order to meet the everevolving expectations of our customers.

### CONTINUE QUEST FOR IMPROVEMENT

Foster innovative thinking and evolve gradually through *Kaizen*.

### WELCOME COMPETITION

Accept competition, without selfishness, to improve ourselves and create greater value for customers.

# CREATE ROOM TO GROW

By focusing on the essential, we eliminate waste; by managing resources carefully, we create room for growth.

# SHOW RESPECT FOR PEOPLE

No job is individual. We try to make the most of different perspectives, working as a team to achieve goals.

### **THANK PEOPLE**

We owe our existence to our customers, members, partners, stakeholders and communities, and we thank them whenever we possibly can.

### SKILLS OF THE TOYOTA WAY

In Toyota Financial Services and KINTO, the same values have been translated into **6 skills** that are well suited to the world of services.

The values, skills and culture of the Toyota Way are the basis of working life and find specific application in the Kaizen Projects for continuous improvement carried out by TFSI and KINTO.

Since 2004, approximately **600 projects** have been completed, generating total savings of **over 3 million euros**. These tangible results are accompanied by intangible benefits: greater customer-focused efficiency, improved processes and teamwork, and increased partner satisfaction.

#### DO THE RIGHT THING

Act openly and transparently while always demonstrating honesty and integrity. This skill brings together two values of the 2020 TW, namely Work with Integrity and Act for Others.

#### **STAY AHEAD**

Stay ahead, understanding and anticipating times and needs.
This connects with the value
Welcome Competition.

#### **VALUE EVERYONE**

Embrace diversity, enhancing differences and listening to others. This links with the values Show Respect for People and Thank People.

### **BE BOLD**

Be bold, constantly ask questions and be focused on always finding the best possible solution. The corresponding values in this case are Observe thoroughly and Drive Curiosity.

#### ALWAYS EVOLVE

Evolve, change, continuously improve. Create Room to Grow and Continue the Quest for Improvement are the values that inspire us.

#### **TAKE OWNERSHIP**

Build credibility by demonstrating professionalism, take responsibility for achieving personal and team goals. The value referred to is Get Better & Better.

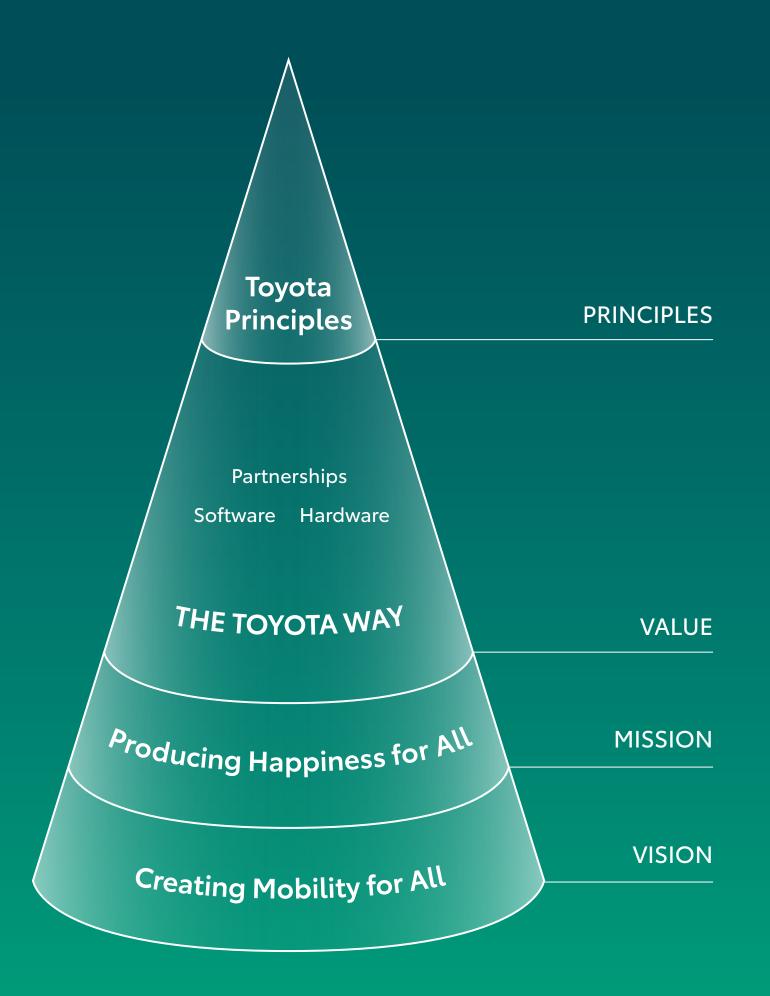
## VISION E MISSION

# Toyota Principles and Toyota Philosophy

Toyota principles are the foundation of the company and reflect the commitment to create value for the world, society and people. Toyota's mission guides the company to foster the development of society and business by adopting sustainable management. During Akio Toyoda's 14-year presidency, values such as "building better cars", "being the best in the community" and "doing good for others" have been ingrained, inspiring the company's products and operations.

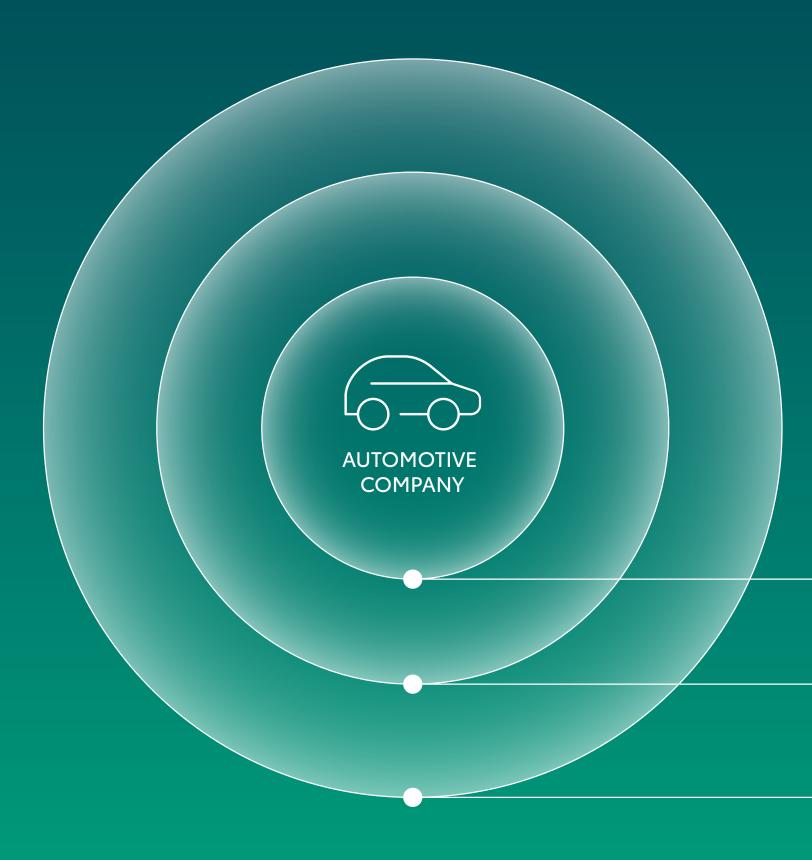
# Creating Mobility for all, producing Happiness for all

Today, Toyota is committed to defining strong and sustainable growth strategies, pursuing the vision of "creating mobility for all" through the mission of "producing happiness for all" and ensuring the freedom of movement without leaving anyone behind. Six key themes have been identified to support this transformation: expanding the value of mobility, safety and reliability, coexistence between humanity and the planet, supporting communities and jobs, collective and active participation, and strong corporate governance. These themes reflect a commitment to inclusive, sustainable, and well-being-oriented mobility.



## TRANSFORMATION INTO A MOBILITY COMPANY

Toyota has embraced the vision of "Let's Change the Future of Cars" and transformed itself into a Mobility Company. The goal is to reduce accidents, pollution and congestion, while improving comfort and driving pleasure. With the **Toyota Mobility Concept**, the company focuses on three strategies: mobility of data and energy, integration into social systems and creation of new value. This approach guides the transition to a mobility society, in collaboration with partners aligned with the vision. Inspired by Sakichi Toyoda, the company addresses this transformation with concrete and continuous actions.



### TOYOTA MOBILITY CONCEPT

Carbon Neutrality and Expansion of the Value of Mobility:
Two Principles of the Toyota Mobility Concept

- 1.0 TRANSITIONING CARS to MOBILITY
- 2.0 EXPANDING MOBILITY ACCESS
- 3.0 SYNERGY OF MOBILITY & INFRASTRUCTURE

# TOYOTA ENVIRONMENTAL CHALLENGE 2050

In 2015, Toyota formalized its environmental strategy for 2050, the <u>Toyota Environmental Challenge 2050</u>, in line with the United Nations Sustainable Development Goals (SDGs). The strategy is divided into six challenges that cover all aspects of Toyota's business, from manufacturing to vehicle use, with the aim of exploring new products and technologies and raising awareness for the nature.

CHALLENGE 6	Establishing a future society in harmony with nature
CHALLENGE 5	Establishing a recycling-based society and systems
CHALLENGE 4	Minimizing and optimizing water usage
CHALLENGE 3	Plant cycle Zero CO <sub>2</sub> emissions
CHALLENGE 2	Life cycle Zero CO <sub>2</sub> emissions
CHALLENGE 1	New vehicle Zero CO <sub>2</sub> emissions

The main challenges include reducing emissions during the production and use of vehicles, optimizing water resources, promoting the circular economy and building a society in harmony with nature. These initiatives are designed to concretely contribute to the progress of various SDGs, aiming at a more sustainable and responsible management of resources.

# TOYOTA ALCOMENTAL CHALLENGE 2050





# TOYOTA ENVIRONMENTAL CHALLENGE 2050

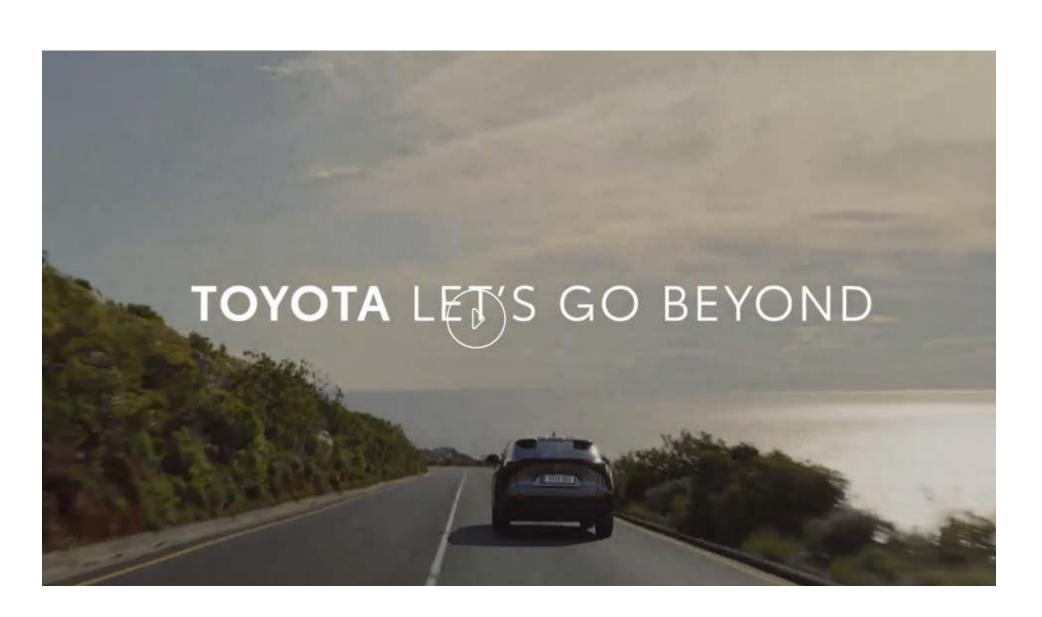




# LET'S GO BEYOND

<u>Let's Go Beyond</u> is Toyota's vision, according to which the goal of zero emissions is only an intermediate step towards a future in which moving makes the world a better place.

Let's Go Beyond is more than a motto: it is the path that Toyota is taking to transform mobility, reduce environmental impact and improve people's lives. It is a journey that continues to evolve with ambition and responsibility. The strategy consists of six Beyonds, as illustrated below.



https://youtu.be/CQnDdkHE3yM



# BEYOND EXPECTATION

#### **EVERY EXPERIENCE COUNTS**

There are those who want an experience that is always memorable, in person or online. There are those who would like to have more advanced safety technologies on board. And then there is Toyota which, in addition to guaranteeing the reliability of its vehicles, offers a world of services and technologies to always be in tune with everyone's needs, in the best possible way.



### BEYOND EMISSIONS

#### EVERY LESS CO<sub>2</sub> EMISSIONS COUNTS

Toyota, committed to sustainability for over 20 years, invests in innovation to reduce emissions. Since 1997 with the first Full Hybrid, it has introduced Plug-in Hybrid, Full Electric and hydrogen vehicles. It continues to focus on zero-emission technologies, with the aim of launching 40 electrified vehicles, offering a complete range to meet the different mobility needs and guarantee lasting sustainability.



### BEYOND ACCIDENTS

#### **EVERY LIFE COUNTS**

Toyota is committed to ensuring the safety and well-being of all road users, going beyond the simple prevention of accidents. This philosophy is reflected in the goal of "Zero Accidents", with the aim of completely eliminating car accidents adopting advanced technologies and innovative safety systems.

### BEYOND INNOVATION

#### **EVERY CELL COUNTS**

With the Toyota Environmental Challenge 2050, we aim to build a better society by reducing the environmental impact of our products and operations. We are exploring the potential of hydrogen, a clean and sustainable energy, not only for mobility, but also for heating homes and powering cities. Every hydrogen cell brings us closer to a more sustainable future, together.



### BEYOND LIMIT

#### EVERY OVERCOME BARRIER COUNTS

For Toyota, every mobility need matters, regardless of physical ability. We are transforming from a car manufacturer into a Mobility Company, promoting inclusive mobility for everyone, from seniors to paralympic athletes. A constant commitment to building a society that moves forward without leaving anyone behind.



### BEYOND BETTER

#### **EVERY CHALLENGE COUNTS**

With over 60 years in motorsport, Toyota Gazoo Racing tests every innovation in the most extreme conditions, from the desert to Le Mans, to bring the best cars to the road. This sporting attitude reflects Toyota's values, driving us to push the limits and thrill the fans of today and tomorrow.



# TOYOTA'S MOST IMPORTANT SUSTAINABILITY INITIATIVES

Koji Sato (CEO of Toyota Motor Corporation) outlined Toyota's strategic priorities to face sustainability challenges in the next decade. The initiatives involve all company areas and require complex choices, balancing environmental objectives with economic sustainability. Toyota is aware that the results will come over time, but believes it is essential to act now with concrete solutions and everyone's contribution, to build a better future.



Strengthening initiatives to carbon neutrality



Developing a society based on a circular economy model



Promoting a collective and active participation



**Enhancing** workplaces



Accelerating digital transformation within organizations

Toyota is stepping up its efforts to achieve carbon neutrality, not only with new vehicles but also with those already on the road, with the goal of a zero-impact society.

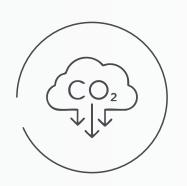
To support a circular economy, Toyota is collaborating with stakeholders to develop ecosystems that integrate the development, production, sales and recovery cycle of materials, promoting responsible use of resources.

Toyota promotes a
"Collective and Active
Participation", enhancing
talents and skills of
every team member in
order to offer value to
customers and create more
inclusive and rewarding
work environments, with
a particular focus on
supporting diversity and
eliminating inequalities.

In improving work
environments, Toyota aims
to create a sustainable
production model,
monozukuri, that combines
productivity and well-being,
making daily work more
satisfying.

To accelerate innovation,
Toyota is focusing on digital
transformation, creating
a solid infrastructure to
manage and connect
the entire cycle of the
organization, from product
and services design to aftersales activity.

# TOYOTA'S ESG PRIORITIES IN EUROPE



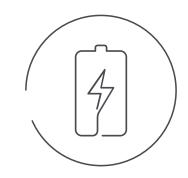
# CARBON NEUTRALITY

Toyota is committed to achieving carbon neutrality throughout the vehicle life cycle, including manufacturing plants and supply chains, aiming to achieve zero CO<sub>2</sub> emissions by 2040.



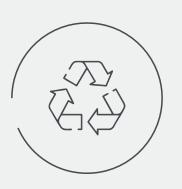
# THE ROLE OF HYDROGEN

Toyota is taking hydrogen into significant consideration in achieving carbon neutrality, in line with the EU Green Deal. Toyota has already launched the second generation of Mirai and is promoting applications for buses, trains, trucks, generators and boats.



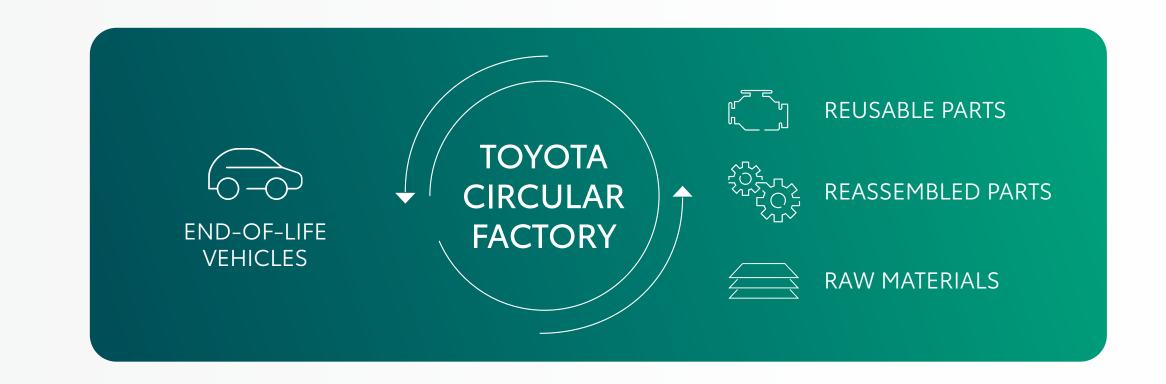
# ELECTRIFICATION LEADERSHIP

Toyota's multi-technology electrification strategy includes BEV, FCEV, PHEV and HEV vehicles, so that customers can choose the most suitable solution based on renewable energy, infrastructure and local government policies.



### CIRCULAR ECONOMY

Toyota integrates the circular economy into its ESG strategy, aiming for full circularity by 2050. Industrial operations and design aim at resource reduction, at recycling and use of disassembled and reusable materials, supported by a dedicated Circular Economy unit.





# DIVERSITY, EQUITY & INCLUSION

As part of its Corporate and Social Responsibility policies, Toyota's "Diversity, Equity & Inclusion" (DE&I) highlights the company's strong commitment to diversity, equity and inclusion as a competitive advantage to create mobility that promotes the well-being of everyone.



# TOYOTA GLOBAL RISK MANAGEMENT STANDARDS (TGRS)

The Toyota Global Risk Management Standards (TGRS) is a risk management methodology, applied in a structured and documented way, aimed at ensuring consistency between corporate risks and strategic objectives.



# ANTI-BRIBERY AND ANTI-CORRUPTION (ABAC)

The ABAC (Anti-Bribery and Anti-Corruption) is a compliance program that aims at preventing illicit behaviors such as corruption, in line with the organizational model provided by Law 231/2001.





# TOYOTA COMPANIES IN ITALY

# TOYOTA ITALY NETWORK

# An integrated vision of sustainability and innovation

The Toyota Network in Italy is an integrated ecosystem of companies that collaborate synergistically to offer innovative and sustainable mobility solutions. This network consists of Toyota Motor Italy, Toyota Financial Services Italy, KINTO Italy and Toyota Insurance Services and Aioi Nissay Dowa Europe (AND-E). Each company contributes in a complementary way to achieving the Network's objectives, combining technological leadership, social responsibility and attention to the environment, in order to promote inclusive and planet-friendly mobility.

### "ONE TOYOTA" VISION

The network companies work in synergy, with the aim of representing the single point of reference for customer mobility.

#### **ONE PROMISE**

be the most innovative and preferred mobility company (Always Better Cars)

### **ONE CUSTOMER**

provide a seamless
omnichannel customer
experience
(Customer 1st)

#### **ONE COMPANY**

TMI, Captives, Dealers and Partners, together to offer a unique and full integrated platform of mobility services and products

THE TOYOTA NETWORK COMPANIES

















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### TOYOTA MOTOR ITALY





Toyota Motor Italy (in short, TMI) is a company of the Toyota Italy Network, controlled by Toyota Motor Europe (TME), which oversees the marketing and distribution activities of Toyota and Lexus vehicles, parts and accessories in the Italian market. TMI carries out its commercial activities in collaboration with other Toyota companies in Italy, such as Toyota Financial Services Italy, KINTO Italy Benefit Corporate, Toyota Insurance Services (SE italian branch), Aioi Nissay Dowa Insurance (SE italian branch).

# TOYOTA

MISSION

Be the most admired, agile and inclusive mobility company in italy by offering advanced and distictive mobility solutions, being ahead of the competition and going beyond customer expectation

3 pillars that guide our Mission are:



#### BEYOND ZERO

Expand products and electrification, strengthen mobility and sustainability, build trust and brand with ESG and New TW Values.



# BEYOND EXPECTATION

Accelerate
transition to a
Mobility Company
through digital
transformation,
agile people, and
seamless customer
experience.



#### BEYOND BETTER

Be the most inclusive, diverse workplace, empowering people to grow, collaborate, innovate, and thrive in a changing environment.

# TOYOTA FINANCIAL SERVICES ITALY





Toyota Financial Services Italy (in short, TFSI) is a regulated and supervised financial intermediary, enrolled in the register pursuant to art. 106 of the Consolidated Banking Act held by the Bank of Italy, which designs and creates innovative financing products, capable of integrating highly customizable purchasing solutions to meet different mobility needs. TFSI's commitment is to put the person-Customer at the center of its attention, also offering, through the network of Toyota and Lexus Dealers, coordinated assistance and consultancy services according to the mobility needs of customers. All this with constant attention to continuous improvement and valorization of people.



#### MISSION

Our commitment is to create value with a complete offer of innovative mobility solutions, through all relevant channels, always remaining in contact with our Customers. And this is possible thanks to the valorization of people and the search for continuous improvement.

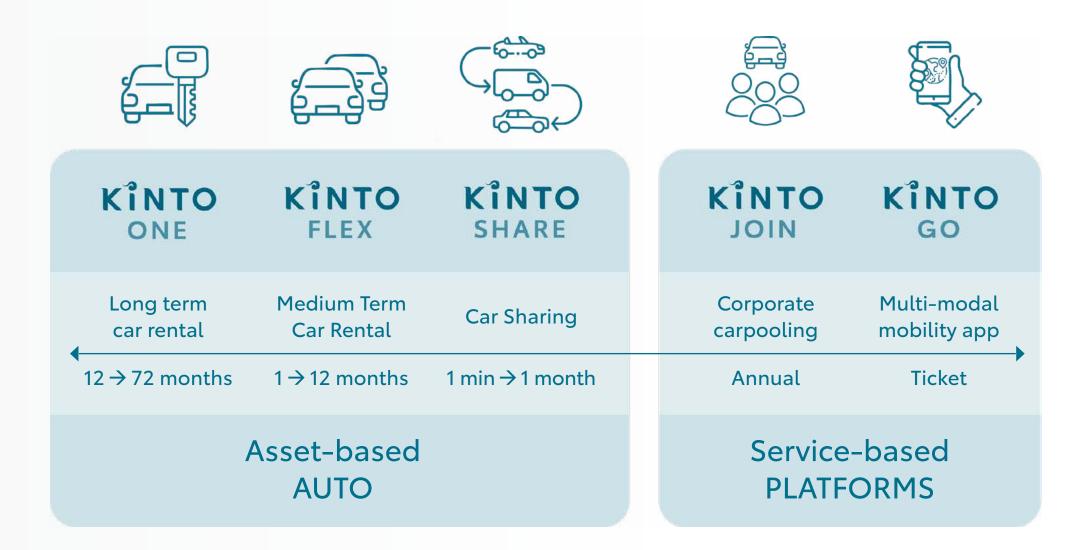
Flexible, accessible and inclusive: our products resemble the world we desire, in which freedom of movement coincides with respect for the environment and the valorization of the individual.

A world where mobility solutions are different and tailor-made: each of them is the end point of our research and the starting point of the journey of each individual, wherever they want to go.



# KINTO ITALIA BENEFIT COMPANY





**KINTO** (キント), derived from the word Kintoun (筋斗雲), which means "flying cloud" in Japanese tales, is the third global brand of the Toyota Group, created to lead the transition to the Mobility Company with inclusive, digital and sustainable mobility solutions for individuals, companies and communities.

KINTO is the Toyota Group's Mobility Brand created to meet new mobility needs: simple, sustainable and accessible to everyone. In addition to the benefits guaranteed by the innovation of Toyota and Lexus multi-technological range, KINTO offers an integrated range of mobility services designed to meet the needs of private individuals and companies.



#### MISSION

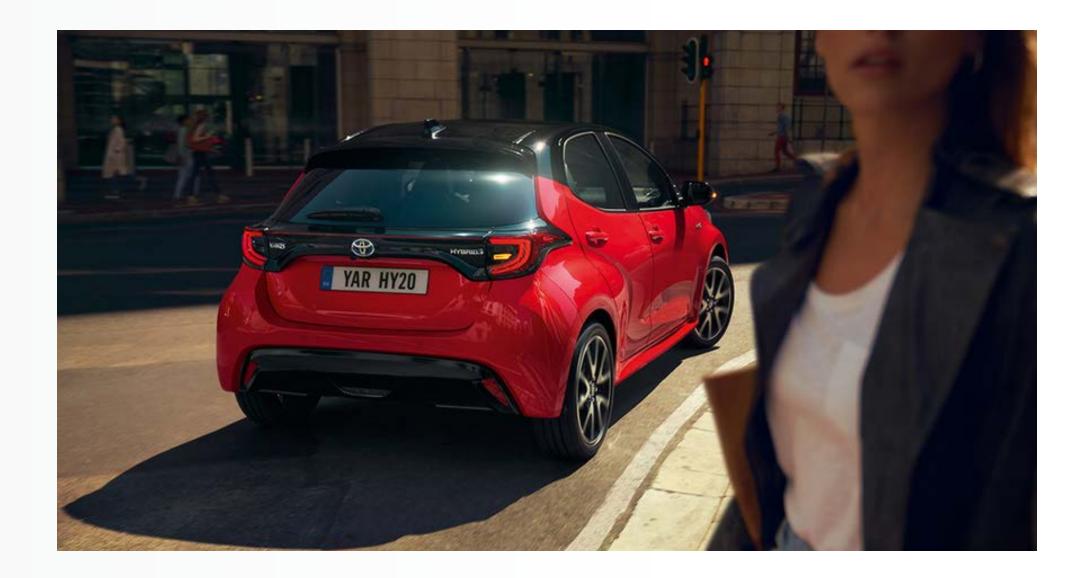
Our commitment is to create a reliable and flexible mobility ecosystem, with innovative solutions that meet the needs of private customers, companies and institutions. We do this through tailor-made services, based on advanced technology and sustainable business models, to make every journey more efficient and with a reduced environmental impact.

Flexibility, accessibility and innovation guide our approach: whether it is car sharing, car rental or multimodal mobility solutions, our goal is to offer integrated and intuitive mobility experiences. A world in which every journey is connected, intelligent and sustainable, contributing to creating more liveable cities and a healthier planet.



# TOYOTA INSURANCE SERVICES



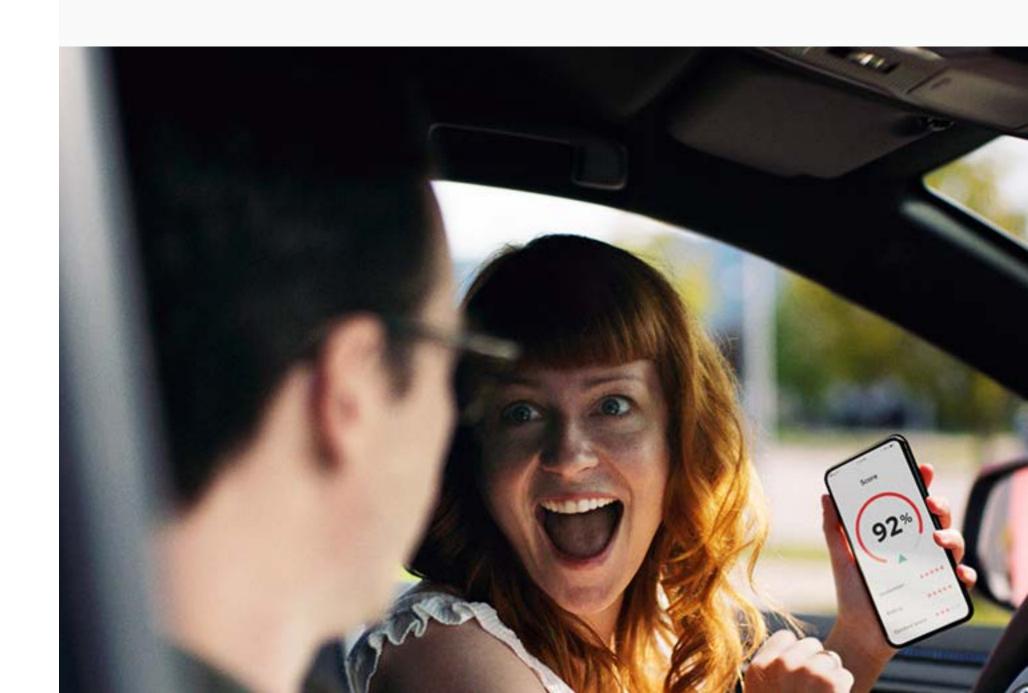


Toyota Insurance Management SE, Italian Secondary Office (in short, TIS) is the official insurance company of the Toyota Italy Network, which was created with the aim of offering flexible and innovative insurance solutions, dedicated exclusively to Toyota and Lexus Customers and Toyota Group Companies. The insurance services offered are designed to promote eco-sustainable and virtuous driving. From a dedicated range of mileage-based car policies to Toyota and Lexus Full Hybrid and Plug In vehicles that reward driving in electric mode, to the "connected" policies that permit to save thanks to a more responsible driving.



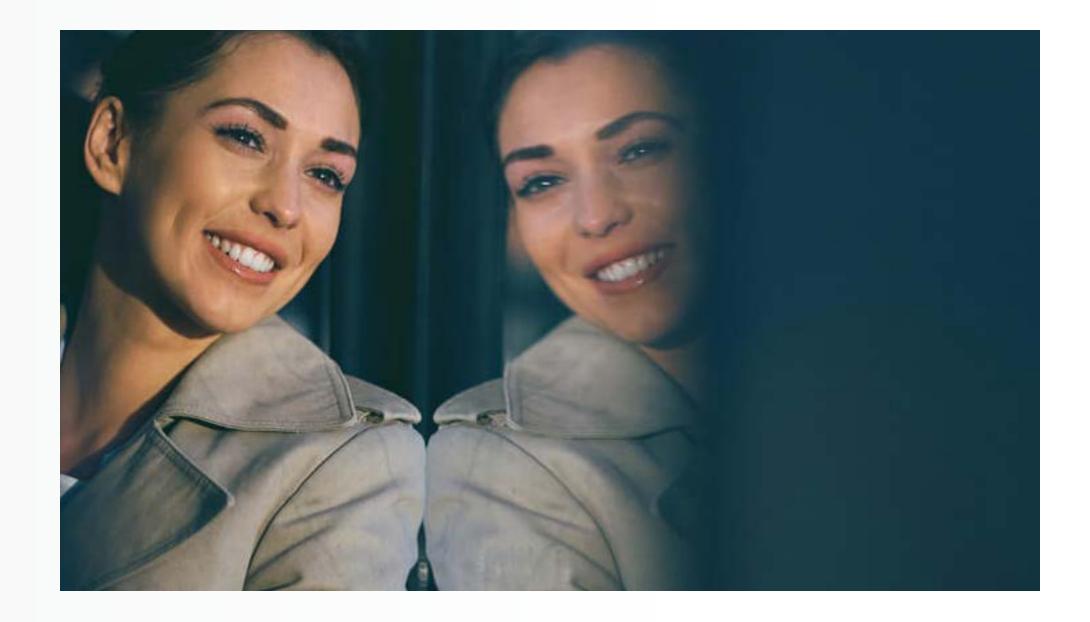
#### MISSION

We are committed to developing insurance services that promote eco-sustainable and virtuous driving. We offer mileage-based car insurance policies for Toyota and Lexus Full Hybrid vehicles that reward the use of electric mode and "connected" solutions that permit to save by driving more carefully and consciously.



# AIOI NISSAY DOWA EUROPE (AND-E)



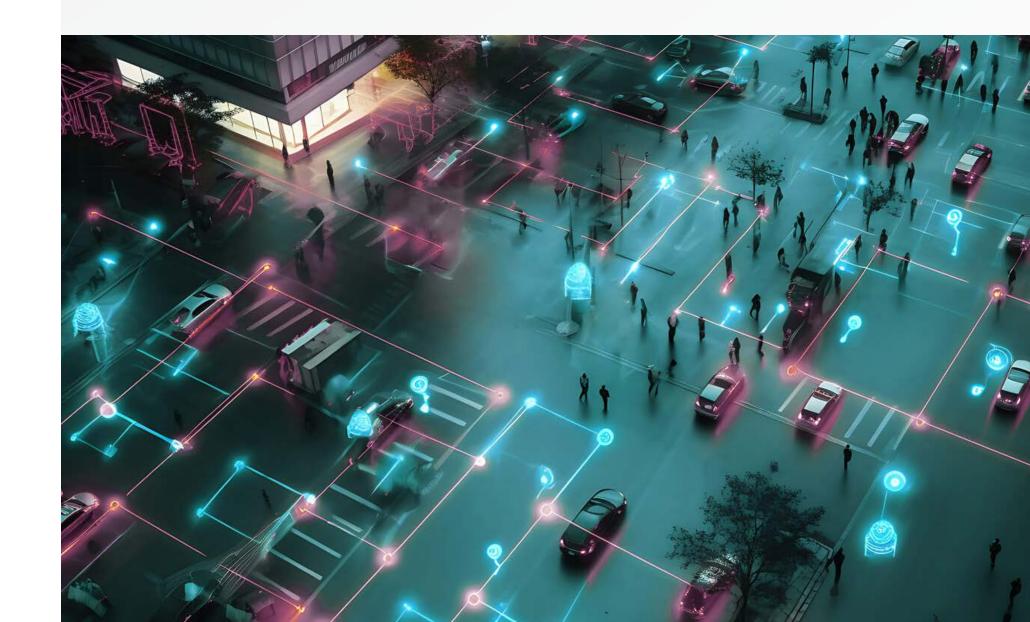


Aioi Nissay Dowa Insurance Company of Europe SE, Secondary Office (AND-E for short) operates in two distinct market areas. On the one hand, it works as a white label insurer, acting on behalf of strategic partners, helping them to provide insurance solutions to their customers. On the other hand, AND-E also acts as a direct insurer for Toyota Group companies, providing them with assistance for their business and employee needs.

# And-e

#### MISSION

Our goal is to be at the forefront of connected mobility protection, a driving force committed to redefining auto insurance and mobility. Our purpose is to make tomorrow's journeys simpler, safer and smarter, and as a leader in connected mobility protection, we understand the unique challenges posed by emerging technologies.





# OUR ESG COMMITMENT

# CARBON NEUTRALITY ROADMAP













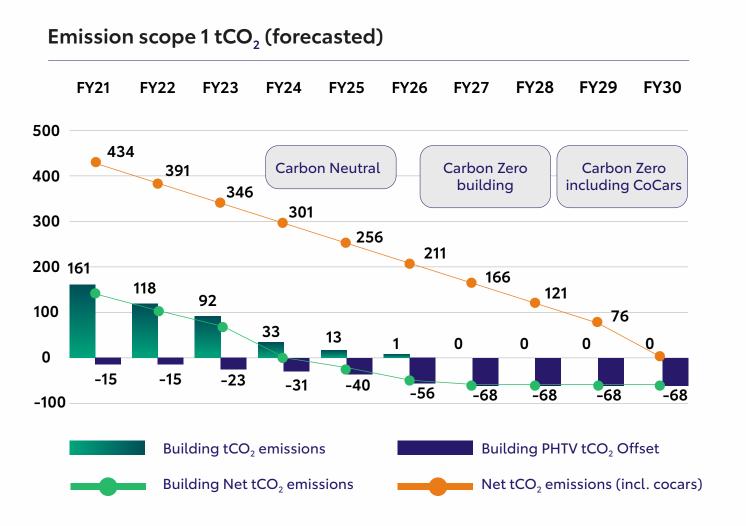
### The One Plan to achieve Carbon Neutrality

The 5 Toyota companies in Italy have defined a plan and a series of actions to achieve Carbon Neutrality, which they have declared and formalised in the One Plan, the common strategic plan. A plan that involves the buildings and structures of Rome Business Centre and Toyota and Lexus sales and aftersales network located across the country.

**FY25: CARBON NEUTRALITY** 

**FY27: CARBON ZERO** 

FY30: CARBON ZERO (+COCARS)



ted a clear strategy with the aim of significantly reducing its environmental impact. Each of the **six challenges** involves vehicle production, logistics and energy resource management, as well as direct interventions on the territory and communities in accordance with the **Sustainable Development Goals (SDGs)**.

With the Toyota Environmental Challenge

2050, launched in 2015, the Group has adop-

This is embodied in the **Carbon Neutrality Roadmap** through which Toyota Motor Corporation defines the concrete and challenging focus for Europe confirming its goal of achieving carbon neutrality globally by 2025.

Toyota in Europe is called to do its part and by 2050 it will achieve 100% CO<sub>2</sub> reduction in all new Toyota and Lexus brand vehicles merketed in Western Europe.











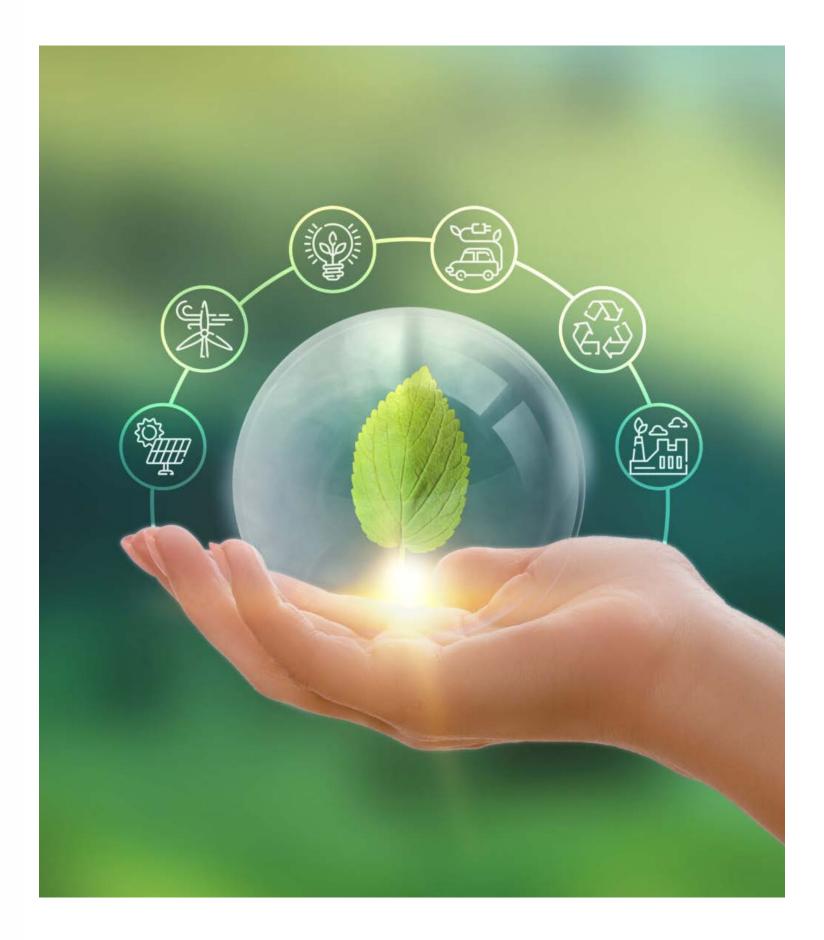
<sup>\*</sup> The One Plan takes into consideration the Toyota Italy Network Fiscal Year, with the exception of the company fleet, whose consumption refers to the TMI Calendar Year. The source used for the emission factors is the "2023 National standard parameters table - Ministry of the Environment".

### TOYOTA ITALY HEADQUARTERS

# Energy Consumption 14 thousands GJ in line with FY 23

In FY 24, Toyota companies' energy consumption in Italy amounted to 13.928 GJ, substantially in line with FY 23, although the calculation shows a slight increase in energy produced from renewable sources (an increase of 60 GJ compared to FY 23) and a slight increase in the total number of company-used vehicles which, thanks to the progressive electrification of the company fleet, does not translate into a related increase in overall fuel consumption (against an increase in the company fleet of approximately 10%, overall fuel consumption increased by only 1% compared to FY23).

Energy consumption is mainly due to the purchase of electricity (100% from renewable sources) used to power the Rome headquarters. Smaller portions of the total are linked to the use of fuels such as natural gas and petrol.









CO<sub>2</sub> emissions

(Scope 1) **456** tCO<sub>2</sub>eq

(Scope 2) **522** tCO<sub>2</sub>eq

(Scope 3) **13.587** tCO<sub>2</sub>eq

(in line with FY 23)

In line with reporting requirements and in accordance with the GHG Protocol Corporate Standard, emissions are divided into three main categories:

- Scope 1 direct emissions
- **Scope 2** indirect emissions from energy consumption
- Scope 3 other indirect emissions

In FY24 direct emissions – Scope 1 – linked to the use of fossil fuels correspond to 455,78 tCO2eq, substantially in line with FY23 (equal to 453,60 tCO2eq after a specific recalculation).

# 100% Electric energy from renewable sources

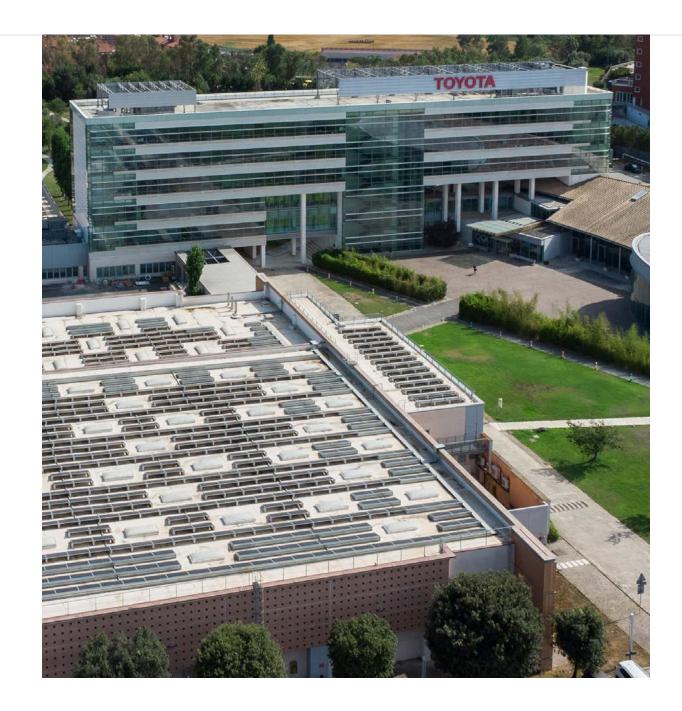
In relation to indirect emissions related to electricity consumption – **Scope 2**, for the 5 Toyota companies in Italy the analysis is carried out both with the Market Based (MB) approach, which assigns a zero CO2eq emission factor for energy consumption from renewable sources, and with the Location Based (LB) approach, which considers the average CO2eq emission factor of the national electricity grid. During FY 24, Scope 2 LB emissions are equal to 521,76 tCO<sub>2</sub>eq, substantially in line with FY 23 (which based on a specific recalculation are equal to 517,45 tCO<sub>2</sub>eq), while MB emissions are equal to 0, thanks to the 100% supply of electricity from renewable sources.

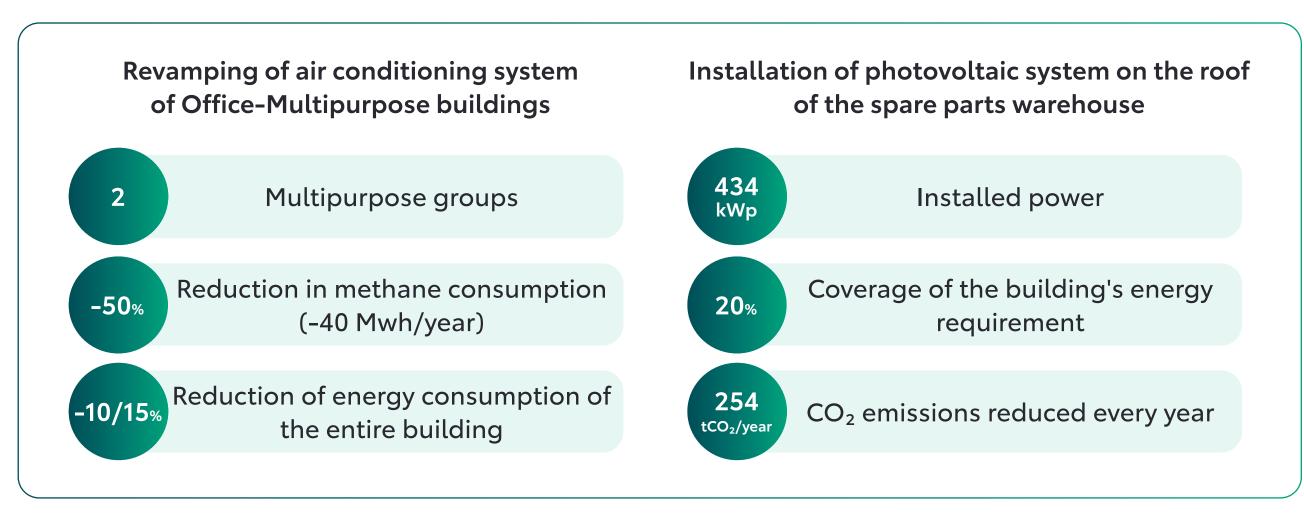
In FY 24 total indirect emissions – **Scope 3** is equal to 13.587 tCO<sub>2</sub>eq. The emissions of the network Dealers were also considered, in addition to those from the activities of the network's logistics partners.

In order to achieve these results, at the business center some specific initiatives have been implemented that accelerate the path towards carbon neutrality. The interventions completed in 2024 have led to significant results.

# Photovoltaic development

In 2024, the decarbonisation process continued with the installation of photovoltaic systems also on the roof of the Training Centre. The Training Centre's photovoltaic system, which covers an area of approximately 2.000 m2, is made up of 360 latest-generation bifacial SunPower panels, with a nominal power of 505 Wp each. This system has a production capacity of approximately 250 MWh of energy per year, covering up to 13% of the energy needs of the entire site.





# OPTIMIZING THE USE OF WATER RESOURCES



# MANAGEMENT OF THE WASTE HEADQUARTERS





### 14,5 ML of water consumed in FY24

Toyota's environmental strategy considers the optimization of water use a key element for the protection of the environment and the territory. At Toyota's headquarters in Italy, since it is not used in production activities, the water collected is mainly used for water-sanitary purposes, fire-fighting and for irrigation and car wash activities. Since 2020, the company started an improving process of the water consumption monitoring aimed at optimizing and making the management of the water network more efficient by increasing the number of counters from one to five. Total consumption in FY 24 is 14,51 ML (Megalitres).

### 88 Ton of waste produced in FY 24

In FY 24, Toyota managed 88,36 tons of waste. In general, the majority of special waste managed by the company comes from the spare parts warehouse and is proportional to the volumes of spare parts managed. In particular, the percentage of hazardous special waste is very low (1,6%) with a recovery process rate of 100%. As for non-hazardous special waste (98,4% of total special waste), the recovery process rate is 94,5%.

# 100% of hazardous waste directed to disposal

Hazardous waste, such as batteries from electrified vehicles, were treated in compliance with current regulations and managed safely by the Reneos and COBAT consortia, ensuring the safety and correct treatment of hazardous materials.

Within Toyota Motor Italy spare parts warehouse, collaboration with logistics partners is continuous, leading to a significant reduction in the use of packaging and to the improvement of the spare parts distribution logistics to the dealer network.

# CONTRIBUTION OF TOYOTA AND LEXUS DEALER NETWORK



### Green Retailer Program

As part of the One Plan, Toyota Motor Europe aims for retailers to be carbon neutral by 2040. The Green **Retailer Program (GRP)** is the strategic initiative that guides Toyota and Lexus dealers towards environmental leadership, in line with ESG objectives and the corporate sustainability vision, strengthening their role as **Best Mobility Partner in local commu**nities.

By 2025, the GRP foresees:

- -18% CO<sub>2</sub> emissions for 80% of dealers
- -3% water consumption for 80% of dealers
- **Elimination of single-use plastic** for 80% of dealers

These goals are part of a broader energy transition and decarbonization strategy, which also involves suppliers, logistics and services by 2040.

The program is based on a participating and training approach, involving Dealer Operators and Environmental Managers through workshops to share best practices and monitor progress. The GRP is integrated into the ISO 14001:2015 Environmental Management System, adopted by Toyota Italy since 2003 and extended to the network since 2008, to guarantee the regulatory compliance and the spread of sustainable management models.

In 2023, a pilot scheme was launched for the environmental optimization of new sites, with the aim of eliminating CO<sub>2</sub> emissions, use of external water resources and single-use plastic in new constructions and renovations. After the initial test with a pilot dealer, the project was extended to all sales locations and, subsequently, to aftersales locations.

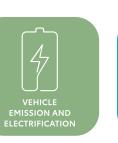


of the environmental compliance of the Toyota network in Italy..

# LEADERSHIP IN ELECTRIFICATION AND MULTI-TECHNOLOGY APPROACH













Toyota adopts a multi-technology approach to electrification. Each technology contributes to the transition to a sustainable future, meeting different mobility needs. Today Toyota is the only company that can boast in its range all four electrified solutions with very low or zero environmental impact.

For Toyota, it is crucial to be able to offer the right electrified solution, at the right time, in every geographical area of the world. The strategy focuses both on the expansion of zero-emission solutions, such as battery electric and hydrogen (complementary), and on the continuous improvement of ultra-low emission technologies, such as plug-in hybrid and Full Hybrid. The latter remains central for its accessibility, independence from the charging network and minimal emissions, with NOx more than 90% lower than legal limits.









### HEV Full Hybrid Electric

Vehicles equipped with two technologies, one electric engine and one internal combustion engine.

# PHEV Plug-in Hybrid Electric

Full Hybrid Electric system equipped with a larger capacity battery that is recharged from an external plug, as well as from the internal combustion engine.

# BEV 100% Battery Electric

Pure electric, entirely powered by the electric engine and the battery is recharged from an external plug.

# FCEV

Hydrogen Fuel Cell Electric

Vehicle with hydrogen technology, whose only emissions consist of water vapor.

In the first 6 months of 2024, the Toyota group achieved a market share of 7,3% with over 72.000 registrations

In the Passenger Car market, Toyota is the first foreign brand in the general ranking, with a market share of 7,5% and over 66.500 registrations. Lexus closes the first half of 2024 with over 2.800 registrations and a share of 1,8% in the premium market, in sharp growth compared to the same period in 2023.





# Toyota leads the hybrid market

In Full Hybrid power, Toyota leads the market with over 50% share thanks to successful models such as Yaris, Yaris Cross and the new Toyota C-HR, which place themselves in the top three positions in this power supply. The new Toyota C-HR, now also available with Plug-in Hybrid powertrain, in particular recorded a +3.2% (vs 2023) in the C SUV segment with almost 8.000 registrations.

Along this line, Toyota sets itself the objective of reaching 90% of sales of electrified vehicles in Europe by 2025, with Full Hybrid and Hybrid Plug-in representing 80% of the total, while the remaining 10% will be zero-emission.

# EMISSIONS OF TOYOTA COMPANIES' FLEET IN ITALY



In reference to emissions, Toyota continues to be in line with the  $CO_2$  reduction targets set by the European Union, which required manufacturers achieved average fleet emission values of no more than 95 g/km by 2021. This goal has been achieved and consolidated thanks to the progressive electrification of the entire range, which has allowed the spread of highly efficient vehicles, with low emissions and equipped with the highest safety standards.

Models such as Aygo X, Yaris, Toyota C-HR, Corolla and Prius Plug-in Hybrid declare  $CO_2$  emission values below the 95 g/km threshold for most versions in the range. The introduction of the New Yaris Hybrid (64 g/km), the RAV4 Plug-in Hybrid (22 g/km), the New Mirai hydrogen and the Lexus UX 300e electric crossover has made it possible to concretely start the path of further reducing emissions, in line with the European objective of reducing average fleet  $CO_2$  by 15% by 2025.

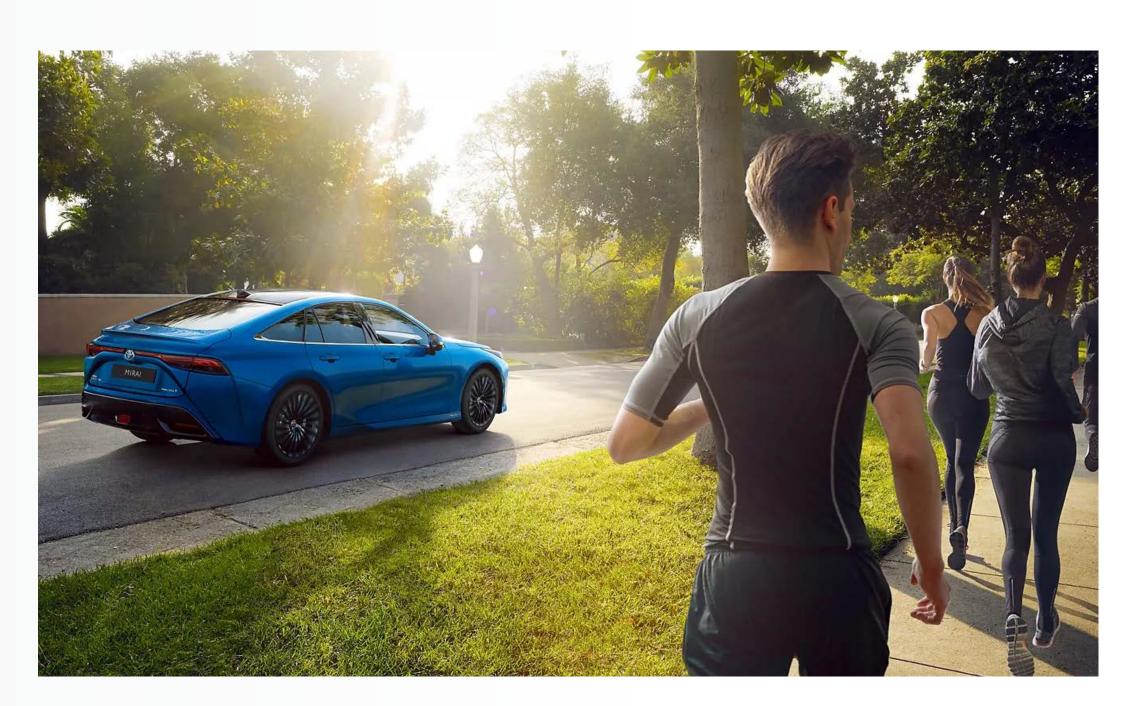
Since 2023, Toyota introduced its first 100% electric model (BEV), the bZ4X, to its range, which will be joined in the coming years by further models of the new bZ (beyond Zero) family, dedicated exclusively to zero-emission mobility.

Toyota's strategic objective is clear: to achieve 100% reduction in CO<sub>2</sub> emissions in new vehicles sold in Europe by 2035, through a range composed exclusively of zero-emission models, supported by electric, plug-in hybrid, hydrogen fuel cell and new-generation battery technologies.

# THE ROLE OF HYDROGEN: HYDROGEN SOCIETY

Toyota plans to launch new electric models (BEV) in Europe and will also launch fuel cell vehicles (FCEV), aiming for carbon neutrality by 2050. For thirty years, the company has been investing in hydrogen, a renewable resource with high energy density and easy to transport, comparable to traditional fuels.

The spread of FCEVs depends on the infrastructure development. In Italy, the DAFI Directive provides for a network of hydrogen refueling stations operating over long distances by the end of 2025.



### HYDROGEN LEADERSHIP PLAN



Hydrogen is crucial for Toyota in Italy, which is investing in fuel cell technology and the use of hydrogen in commercial vehicles. With the **Hydrogen Leadership Plan**, Toyota aims to consolidate its leadership in the industry, with concrete applications and measurable objectives.

**H2 Leadership**: in 2022, the Toyota Italy Network achieved first place as a leader in the industry. The company's ambition is now to confirm its leadership in 2023 and to reach a market share of 25% in 2025.

**Network development**: a significant acceleration in the presence of the hydrogen refueling station network in the territory is expected starting from the end of 2025/beginning of 2026 thanks to the investments of the National Recovery and Resilience Plan (PNRR).

**H2 Bus opportunities**: significant opportunities for buses are expected to emerge in the coming months.

#### TMI main actions:

- Promotion of hydrogen mobility at national and international tables.
- Proactively support the activity of the H2IT association.
- Develop an H2 ecosystem through partnerships with strategic stakeholders and business partners.
- Development of a project related to Taxi and NCC (rental with driver).
- Use of KINTO One/Share as a preferential channel for the sale of Mirai.

# Wehybrid® Technology and Services for a sustainable mobility











WeHybrid® is an integrated ecosystem of technologies and services that promotes sustainable mobility, rewarding customers based on mileage travelled in electric mode. The program is available on all Full Hybrid (HEV) and Plug-in Hybrid (PHEV) models.

#### WeHybrid® Insurance

Insurance premium based on actual driving. You only pay for the km driven in thermal mode, within a monthly minimum and maximum.



Whatch the spot

### WeHybrid® Challenge

A virtual competition for those who have purchased a new Toyota model (the latest being the New Toyota C-HR), after having booked it online, which awards **Toyota Green Credits** convertible into KINTO Go vouchers (HEV) or for charging (Toyota Charging Network, PHEV), based on the % of electric driving.

### WeHybrid® Service

**10% or 20% discount** on ordinary maintenance when exceeding a certain mileage threshold.

#### WeHybrid® Credit

With **Toyota Easy Next** the more you drive in EV mode, the more Toyota Green Credits you earn to use at the end of the plan to purchase a new Toyota.

### WeHybrid® Race

The "Race Live" involves members of the same community in challenges to promote sustainable driving and support urban redevelopment projects in collaboration with Retake, and the "Race Drive" consists of personal challenges to improve the sustainable driving skills of the users by rewarding them with KINTO Go mobility vouchers.

### WeHybrid® School

**Training via app and bookable lessons**, to learn how to make the most of the potential of Full/Plugin Hybrid and the WeHybrid® program.

#### WeHybrid® Move

NEW

Included in the Toyota Easy Move leasing, it rewards electric driving with a reduction in the interest rate in the following quarter, upon reaching predefined electric driving thresholds, in compliance with the contractual requirements.











In response to the global challenges of mobility and sustainability, Toyota has begun a profound transformation process from a car manufacturer to a Mobility Company, with the aim of ensuring safe, accessible and low environmental impact mobility for everyone.

In Europe, the launch of the KINTO brand (2019) dedicated to integrated mobility services is considered a strategic initiative.

**KINTO** responds to a growing need for innovative, shared, connected, electrified and automated transport solutions, generating concrete benefits for people, the environment and communities.

#### The KINTO offer combines:

#### **Asset-Based**

Flexible rental of electrified vehicles from 1 minute to 6 years



#### Service-Based

MaaS digital services for smart travels without owning the vehicle



Long-term car rental



Flexible medium term car rental



Car Sharing for private individuals and companies

Carpooling for corporate mobility

transport, trains, taxi

and parking payment





KINTO













KINTO: THE NEW MOBILITY GENERATION

# KINTO ONE: LONG-TERM CAR RENTAL SERVICE





### Car fleet of 17.500 vehicles

Data updated to 31 March 2024

**KINTO One** is the long-term car rental service of Toyota and Lexus, dedicated to private individuals, professionals, companies and Public Administrations.

It offers the possibility of driving vehicles from the electrified and multi-technological range of the Group - Full Hybrid, Plug-in Hybrid, 100% electric (BEV) and Fuel Cell - with an all-inclusive formula that includes maintenance, insurance and assistance. Available for both new and used cars, it provides flexible contracts from 12 to 72 months and relies on the official network of Toyota and Lexus Dealers, guaranteeing a dedicated and personalized consultancy and assistance service. KINTO One is the ideal solution to accompany the transition to zero-emission mobility, with a unique offer in the Italian territory for its breadth and completeness.



# KINTO FLEX: FLEXIBLE MEDIUM TERM CAR RENTAL





9.900 Users
(KINTO FLEX + KINTO SHARE)

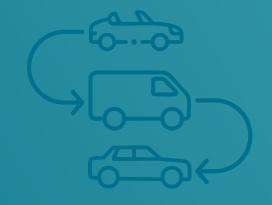
**351** cars, **44** dealer, **76** hubs

KINTO Flex is Toyota and Lexus flexible medium term car rental service, designed for individuals, professionals and companies looking for a versatile solution without long-term commitments. Completely digital, it allows you to choose and drive the car that best suits your needs for periods of 1 to 12 months, with an all-inclusive formula that includes insurance, maintenance and assistance, with no down payment or security deposit.

Available in **over 40 Toyota and Lexus sites**, KINTO Flex is ideal for experimenting with electrified mobility, managing temporary needs or accompanying the transition to zero-emission solutions. As integral part of the KINTO ecosystem, it promotes simple, flexible and sustainable mobility.



# KINTO SHARE: CAR SHARING SERVICES





### Over 9.900 registered users, 300 active vehicles in 94 stations, 4 airports and 34 dealers

Data updated to 31 March 2024

KINTO Share is Toyota car sharing service, aimed at private individuals, companies and local authorities, based on a constantly expanding fleet of electrified vehicles - Full Hybrid, Plug-in Hybrid and 100% electric - with low emissions. Active in numerous Italian cities, it allows you to rent a car flexibly, from a few minutes to 30 days, directly via the app. Born in 2018 as YUKÕ with Toyota and becoming KINTO Share in 2020, the service aims to reduce traffic and emissions, offering a concrete alternative to private cars and supporting the transition towards more sustainable mobility. Also available in a Corporate version, it allows companies to optimize the management of their fleets. As integral part of the KINTO ecosystem, KINTO Share combines sustainability, digitalization and convenience to promote more efficient urban and corporate mobility.



# KINTO JOIN: CARPOOLING AND CORPORATE MOBILITY SERVICE





KINTO Join is the Toyota Group's digital corporate carpooling service, an integral part of the KINTO ecosystem, designed to make the commute more sustainable. Active in Italy since 2020, it is aimed at companies and public bodies that wish to reduce the environmental impact of their employees' daily commute, optimising the use of private cars through the ride-sharing. The platform allows you to plan and certify shared journeys, promoting the reduction of traffic, emissions and individual costs, while improving parking management and contributing to greater well-being at work.

**KINTO Join** also promotes forms of soft mobility such as walking and cycling, actively **supporting integration into corporate and public Home-Work Travel Plans**. Furthermore, thanks to environmental reporting and a welfare-oriented approach, it is a concrete tool for organizations that want to adopt innovative, sustainable and community-based solutions for corporate mobility.

56 Tons of CO<sub>2</sub> recovered and over 64,000 potential active users

Data updated to 31 March 2024



# KINTO GO: THE MULTIMODAL MOBILITY APP





KINTO Go is the multimodal mobility app, developed according to the Mobility-as-a-Service (MaaS) model to offer a simple, integrated and personalized travel experience. Designed to meet daily and leisure needs, it promotes an efficient and sustainable mobility model and allows you to plan your trips throughout Italy through a wide range of mobility solutions: local public transport, trains, taxis and parking payments.

Thanks to a single app, **KINTO Go**, users can organize their trips and **purchase tickets for different mobility services even in a single transaction**, in order to save time and have all tickets available on the app.

**KINTO Go** is a concrete step towards a more intelligent, sustainable and people-centered mobility, helping to reduce environmental impact and simplify access to transport services on a national scale.



# TOYOTA'S SOCIAL COMMITMENT IN ITALY

Toyota's mission of "producing happiness for all" - which we find within the Toyota Philosophy - guides all our strategic choices and translates into a concrete commitment to promote the sustainable development of society and the company, adopting a sustainability-oriented management approach.

In this context, the social commitment is a fundamental pillar of our strategy, reflecting the belief that people and communities are at the center of every growth and innovation path. These are not simple philanthropic interventions, but a model of integrated responsibility, in which social initiatives are intertlinked with environmental and governance policies, contributing to a more fair and inclusive future.

For Toyota companies in Italy, this vision translates into concrete actions that involve all our stakeholders:

- Valorization of people within the company, in terms of welfare, training and inclusion, to build a fair and motivating workplace;
- Involvement of the supply chain and the role of dealers in spreading Toyota values and adopting responsible practices;
- Attention to customers, with innovative solutions that improve the quality of life and encourage sustainable mobility;
- Relationships with local and international commuties through collaborations with institutions and associations to promote inclusion and sustainable development.











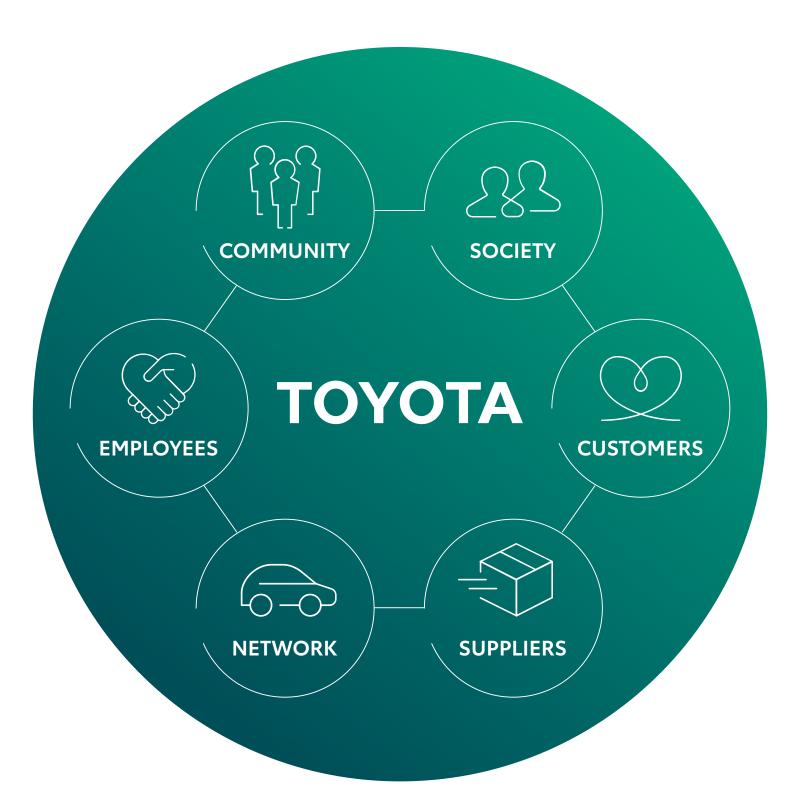




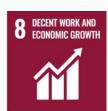
















71

# TOYOTA'S PEOPLE: **EMPLOYEES**

440 employees of Toyota companies in Italy +2% vs LY

99% with permanet contracts

The attention that Toyota reserves for its employees, combined with the constant search for innovation and continuous improvement, today finds expression in the **new People Strategy**, guided by the claim "Embrace Change, Play the Future". In a constantly evolving context, developing learning agility and the ability to manage change is essential to

remain protagonists of the market.









Toyota continues to invest in six strategic pillars, in line with the path started in recent years:

- Toyota Way Values promoted through the 5C (Competences) model and the Diversity, Equity & Inclusion (DE&I) policies;
- Attracting and retaining talents to ensure the presence of the best human resources in the company;
- Development of the entire personel's skills, with programs dedicated to professional growth;
- Innovative training based on involving methodologies and cutting-edge tools;
- **Engagement activities** to foster a dynamic and motivating
- Welfare and Wellbeing with solutions capable of meeting the needs of all employees;

Through this strategy, Toyota confirms its commitment to creating a work environment that values people, promoting inclusion, growth and wellbeing.

## PEOPLE STRATEGY PILLARS **ATTRACT AND RETAIN TALENT DEVELOPMENT & LEARNING** TOYOTA **CULTURE** 5C + DE&I **WELLFARE & WELLBEING ENGAGEMENT**

# TOYOTA CULTURE: 5C AND TOYOTA WAY

The values that guide the company are the **5C** (Courage, Collaboration, Coaching, Curiosity and Creativity). The 5C are an evolution of the Toyota Way principles and represent the system of "core" skills on which the entire population is evaluated in the annual appraisal process.

	2020 TOYOTA WAY		5C
1	Welcome competition	1	COURAGE
2	Work with integrity	'	
3	Continue the quest for improvement	2	CREATIVITY
4	Get better and better	Z	
5	Thank people	3	COACHING
6	Create room to grow	3	
7	Drive curiosity	1	CURIOSITY
8	Observe thoroughly	4	
9	Mostrare rispetto per le persone		COLLABORATION
10	Agire per gli altri	5	

## DIVERSITY, EQUITY AND INCLUSION (DE&I)



The five Toyota companies in Italy continue to promote **Diversity**, **Equity and Inclusion** (**DE&I**) **policies**, aiming for female empowerment and an **inclusive corporate culture**. For Toyota, DE&I is a strategic pillar for a sustainable future. Valuing diversity of experiences and skills is essential to face an evolving market. The company supports an open and respectful environment, where each person feels an active part of the common success.



#### Among the main initiatives:

- The **Diversity Board One Toyota**, active since October 2023, with representatives from all Group companies, to strengthen the culture of diversity;
- Collaboration with Valore D, with activities such as the **Diversity Talk** and the **Inspiring Girls project**, in which Toyota employees participate as ambassadors to inspire students through their own experiences.

#### **TOYOTA DIVERSITY TALKS**

Toyota confirmed its commitment to DE&I with the second edition of the Diversity Talk, organized with Valore D at the Rome headquarters of the

five companies. The event involved company leaders who shared experiences on the value of inclusion. Among the initiatives presented there is the Back to School program, with extra leave for parents, and moments of discussion such as Diversity Labs and Diversity Lunches to promote an inclusive environment. Toyota was also the first car manufacturer to sign the Valore D Manifesto, making concrete commitments on gender equality and inclusive innovation.

For further information:

<u>Toyota advances its com-</u>

<u>mitment to diversity and in-</u>





clusion with the second edition of "Toyota Diversity Talks"

#### **TOYOTA AND INSPIRING GIRLS**

Toyota renews its commitment to gender equity by joining the Inspiring Girls project with Valore D for the second year, to counter stereotypes and encourage new generations to follow their ambitions. Fifteen Toyota testimonials met with students to share experiences and encourage overcoming prejudices.

The commitment is also reflected within the company, with the Diversity & Inclusion Board, well-being policies and the introduction of Gender Neutral Toilets to ensure inclusivity for all gender identities.

For further information: <u>Toyota and Inspiring Girls: a renewed commitment to gender equity and future of new generations</u>



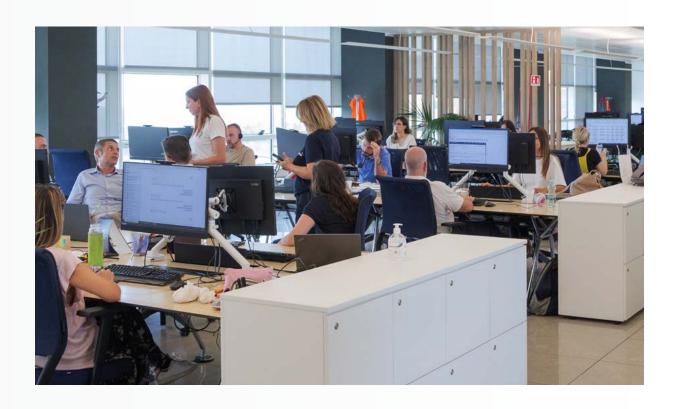


### ATTRACT AND RETAIN TALENT



## 43 new hires during the year

Attracting and selecting talent is central to the Toyota Italy Network and the global organization. Toyota focuses on the growth of people, starting from the selection of the best profiles. In a competitive industry such as the automotive, technical skills, creativity and work ethics are essential for innovation and quality. A careful selection ensures qualified teams and is a strategic investment to build a dynamic workforce, capable of facing future challenges and opportunities.



**TMI** data of the last 4 years (2020-2024) job rotations 9 15 assignments localizations from to TMI and 20 from TMI to others Toyota TMI to other group companies companies Only for the year 2023 (other Toyota companies in Italy) **TFSI and KINTO** 15 cross company assignments job rotations (from TFSI, KINTO and TMI) TIS and AND-E

international

assignment for

AND-E

cross company

assignments

(1 for TIS e

1 for AND-E)

#### OTHER SPECIFIC INITIATIVES

#### Toyota Motor Italy

- **Diversification of recruitment channels** based on the required profile;
- Creation of an official and dedicated Linkedin profile for selection;
- Update of the assessment tool and the TRS (Total Reward Statement);
- Introduction of the **company "buddy" figure** in the onboarding process, as a reference point for the new resource.

## Toyota Financial Services Italy e KINTO Italy

- Use of multiple channels (web portal, university, headhunting company) to attract qualified candidates;
- Modern assessment tool for a complete evaluation, with a dedicated area for the Total Reward Statement.

#### Toyota Insurance Services e AND-E

- Definition of an induction plan to integrate the new hires and make them understand the company's activities beyond their own area of action;
- **Update of the official portal** with the inclusion of a section dedicated to collecting applications.

### ONE TOYOTA ACADEMY





**52 training hours per capita** provided to
Toyota Motor Italy
employees

Toyota continues to invest in the development of human potential with an innovative training plan, aimed at all employees of the five companies in Italy. The program is based on three directions: transformation into a mobility company, data-driven evolution and growth as a digital company. At the center, the One Toyota Academy: an integrated training structure for employees and dealers, aimed at promoting common values, strategic coherence and synergies between roles.

The key element is **WEGROW**, a digital platform based on Social Learning, which offers an interactive and collaborative training experience, structured on three pillars:

- **Smart Learning**: personalized contents by role and interests;
- Social Learning: discussion with experts and colleagues;
- Knowledge Management: company materials and spontaneous contributions.

Toyota has also developed a rich and involving training catalogue, and in 2023 launched **EVOLVE** – Next level learning experience project, in collaboration with SDA Bocconi, to offer dynamic paths in line with business needs.

Once the mapping of soft and hard skills (Sales & Marketing) was completed, a new skill framework was defined, the basis of a three-year plan connected to the **T25 strategy**, aimed at supporting sustainable growth and the implementation of the business plan.

### OTHER SPECIFIC INITIATIVES PER COMPANY





#### Toyota Motor Italy

**Shadowing Program**: new hires have the opportunity to shadow an executive to observe dynamics and processes that guide company decisions;

**360 Bocconi Project**: structured feedback on the 5C, analyzed with managers and colleagues;

**People Partner**: each employee can choose a contact person for One2One meetings on development and well-being;

**Discovery Insight**: focus on team development, with dynamics analysis and coaching programs, in particular for the Top Management and the Field;



#### Toyota Financial Services and KINTO Italy

 Annual training plan drawn up on the basis of Managers requests for the skills development of the individual team members;

Training also extended to the following topics:

- Compliance (Privacy, Anti-Money Laundering, Antitrust, Legislative Decree 231, Code of Conduct)
- Project Management (PDCA, TBP) and People Management (Raising People, Management in the Cloud);
- **Soft Skills** (Communication, Time Management);
- Managerial Training, Data Analytics, Foreign Languages, Balance Sheet Analysis



#### Toyota Insurance Services and AND-E

**Annual training plan** drawn up on the basis of requests for the development of technical skills;

- Compliance / Governance (Privacy, Anti-Money Laundering, Antitrust, Legislative Decree 231, Code of Conduct, IT Security);
- **Soft Skills** (Effective communication, Toyota Way and 5C, etc.).



### **ENGAGEMENT**

A further priority for Toyota is to maintain a high level of engagement among its resources. In this sense, Toyota's imprint marks the initiatives and activities that are structured on the basis of the following drivers:

- CULTURE: with the aim of rediscovering and experiencing the cultural foundations that play a significant role for companies;
- VALUE: with the aim of exerting behaviours linked to the development of the 5C, on the basis of shared needs and through leisure time;
- **PARTNERSHIP**: to make each employee feel an active part of the launch and promotion of products.

# PEOPLE AT THE CENTRE OF INNOVATION: THE TOYOTA INNOVATION EXPLORERS PROGRAM

Toyota Motor Italy, Toyota Insurance Services and Aioi Nissay Dowa Insurance have presented the new Corporate Entrepreneurship program promoted in collaboration with Elis Innovation Hub, to spread the culture of innovation, involving all employees and enhancing creativity, entrepreneurship and skills. The Toyota Innovation Explorers Program promotes diversity and inclusion, putting people at the centre. The goal is to stimulate innovative ideas and projects from every level of the organization, transforming employee projects into real startups and inspiring a culture of open and inclusive innovation that aims to simplify business processes, improve internal collaboration and support ESG objectives. The best projects will be selected and implemented, contributing to the future of sustainable mobility and a stimulating work environment.

For further information: <u>People at the centre of innovation</u>: <u>Toyota Motor Italy launches the Innovation Explorers Program</u>







### WELFARE E WELLBEING



In line with Toyota's vision that puts people at the centre, new initiatives have been introduced for the physical and psychological wellbeing of employees, particularly in Toyota Financial Services Italy and KINTO Italy.

The main measures activated include:

**30 paid hours per year for medical visits**, also valid for temporary staff;

**Psychological counseling service**, available for all employees, temporary workers and interns of the 5 Toyota companies, even during working hours;

**Company shuttle** bookable via KINTO Join, for employees of all Group companies;

**Free check-ups** at affiliated facilities, for all employees of TFSI and KINTO Italy;

People Performance Management (PPM) assessment tool updated with the Total Reward Hub module, for a complete overview of remuneration and welfare.

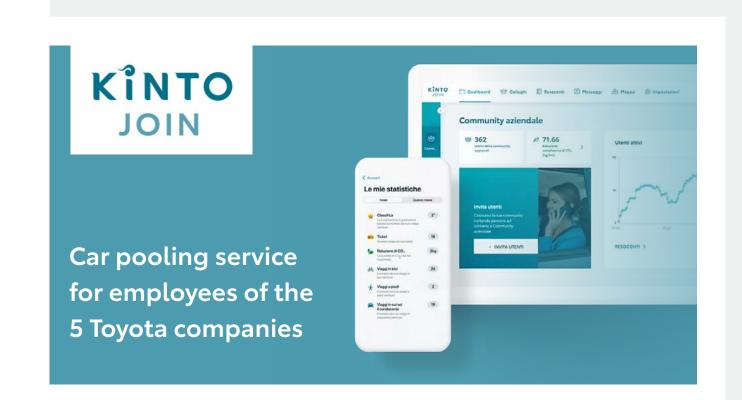
# TOYOTA MOTOR ITALY IS THE TOP EMPLOYER FOR THE NINTH CONSECUTIVE YEAR

Toyota Motor Italy, certified for the ninth year as a **Top Employer** by the Top Employer Institute, stands out for its



People Strategy "Embrace Change, Play the Future", promoting talent, growth, and agility. The company offers mentoring, coaching, shadowing, and encourages entrepreneurship through Innovation Explorers. It supports well-being with flexible work, healthcare, and psychological counseling, confirming its commitment to diversity, inclusion, and a people-centred, innovative workplace.

For further information: <u>Toyota Motor Italy is certified</u> <u>Top Employer for a workplace of excellence</u>





# TOYOTA FINANCIAL SERVICES ITALY IS A GREAT PLACE TO WORK FOR THE SIXTH CONSECUTIVE YEAR

Place to Work® certification for the sixth consecutive year, thanks to the flexibility, innovation and inclusion that characterize its work environment. The recognition reflects a strong sense of belonging among employees, who appreciate the culture based on the Toyota Way. Among the most appreciated services are the free psychological counseling, hybrid work and the People Performance Management system. In addition, the company promotes diversity and inclusion through the Diversity Board and consolidates the One Toyota strategy to enhance training and internal synergies.

For further information: <u>Toyota Financial Services is</u> a <u>Great Place To Work®</u>

# THE EVALUATION SYSTEM OF SKILLS AND PERFORMANCE



The 5 Toyota companies in Italy have a system for evaluating skills and performance for all employees, based on two pillars: **Competency Appraisal** and **Performance Appraisal**.

- Competency Appraisal: a tool designed to measure the alignment of employee behavior with corporate values and to identify development opportunities with a medium-long term perspective.
- Performance Appraisal: evaluates the results achieved in a defined timeframe with a focus on the short term, ensuring constant monitoring of individual and collective performance with the aim of promoting a meritocracy and incentive system based on clear and measurable criteria.

Thanks to this integrated approach, Toyota ensures the constant improvement of internal skills and strengthens the culture of responsibility and performance, key elements for the success and competitiveness of the company.

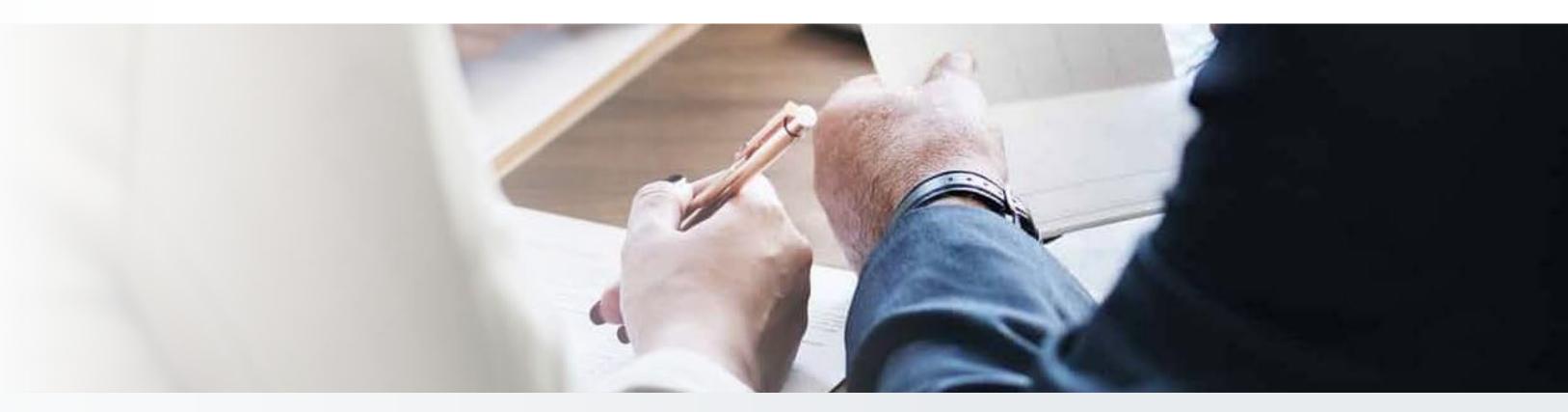


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### REMUNERATION POLICIES







#### Toyota Motor Italy

In FY23, as every year, the Base Salary Review and Bonus processes were activated for all collaborators, including those in the warehouse. The Performance Appraisal assigns qualitative and quantitative objectives, with annual bonuses linked to MBOs and cash tables communicated in advance. The Competency Appraisal evaluates skills for the purpose of possible increases, in compliance with budgets and benchmarks. The policies defined by Toyota Motor Europe apply to the CEO.

## Toyota Financial Services Italy and KINTO Italy

Remuneration policies follow the TFSC guidelines for the EAR Region (Europe, Africa and Russia), with increases, bonuses and payments approved upon proposal of the CEO-DG. Decisions, based on corporate and individual objectives, respect collective agreements, benchmarks and budgets, and are reported to the Board of Directors. CEO-DG and managers are evaluated with structured processes; members of the Board do not receive additional payments.

## Toyota Insurance Services and Aioi Nissay Dowa Europe

In 2023, the regular salary review was carried out. Each employee was assessed based on performance and skills, with possible bonuses, salary increases, or promotions depending on the objectives achieved and the technical, behavioral, and managerial skills developed. The decisions reflect company results, the approved budget, and market benchmarks.

# HEALTH AND SAFETY: A FUNDAMENTAL VALUE FOR PEOPLE



The five Toyota companies in Italy focus on health and safety, an element that is integrated into the Toyota Way principles and the principle of respect for people.

Training is a key element, also extended to dealers, with specific modules on health and safety. Initiatives include: personalized check-ups, psychological support, fire drills, shared emergency plans, monitoring of external activities via dedicated software, KPIs and digital near miss reports via App and QR code.

During the "Safety Month", the culture of prevention is promoted. All near misses are tracked and shared with other Toyota centres in Europe, to spread best practices.

## ISO 45001 - certified management system

The management system complies with ISO 45001, 9001 and 14001 standards and includes audits, constant monitoring and risk assessments for each role, in line with Legislative Decree 81/08. In the event of accidents, the measures of Model 231 are applied with checks by the Supervisory Body.

#### **Zero** accidents at work

In the reference period, Toyota companies in Italy achieved the goal of zero accidents at work.



## DEALER NETWORK





The Dealer network plays a fundamental strategic role for Toyota, representing the direct connection with the Customer and the local implementation of its values. With the renewal of the 2024–2028 franchise contract, the network has 53 Toyota and 26 Lexus partners, for a total of 181 Toyota and 36 Lexus sites throughout Italy.

Toyota enhances the network with the **Best Retailer in Town (BRiT) program**, which rewards the dealers most aligned with the company values. The BRiT Award system monthly evaluates performance in three areas:

- VLV (Vehicle Life Value): vehicle management throughout the life cycle, including used vehicles and KINTO mobility;
- CLV (Customer Life Value): management of customer relationship, sales and aftersales;
- **Performance**: results in terms of registrations, coupons, financing, used and rental.

The 15 Dealers with the highest BRiT score are rewarded with an exclusive experience, participating in a trip with the Top Management of Toyota and Lexus.



### 85% of Toyota and Lexus Network obtained TSM Certification

At the same time, a modernization plan was launched with training and tutoring, which led **85% of the network to obtain the TSM** (Toyota Service Management) certification, the highest level ever achieved by the Toyota Italy Network.



## TOYOTA: N°1 BRAND in Car Dealer Satisfaction

(DealerStat 2024)

Toyota took first place in the DealerSTAT24 ranking, with an average score of 4,24 out of 5, confirming the strong relationship of trust with Italian dealers. The company achieved excellent results in key areas such as Sales Management, ESG Sustainability (4,58) and KINTO Mobility (4,50). Lexus also stood out in its category for its mobility and sustainability solutions, consolidating the Group's leadership.

#### For further information:

Toyota takes 1st place in car dealer satisfaction

#### **DEALER NETWORK**

## NEW RETAIL CONCEPT E NEW CORPORATE IDENTITY

Toyota new Retail Concept and new Corporate Identity renew the brand identity and ensure a unique and distinctive purchasing experience tailored to the specific needs of each customer. The heart of the showroom is the Customer Hub, an interactive space with digital technologies to configure the car and discover the services. The path includes the entire Toyota offer: new cars, certified used cars, KINTO mobility, test drives and the Beyond Zero area for sustainable mobility. The goal is to transform the showroom into a central contact point for the customer's "omnichannel" journey, combining digital marketplace and physical relationship with the "human touch" of the dealer.

For further information: <u>Toyota Motor Italy presents</u> <u>the innovative "Showroom Concept" for a customers</u> <u>need-oriented experience</u>







## SUPPLIERS





The supply is strategic for Toyota, with rigorous criteria in the selection of suppliers: competitiveness, quality, reliability and economic stability. Toyota companies adopt **control tools** to verify the alignment of partners with corporate values, with particular attention to **conflicts of interest and corruption**.

As required by the Codes of Ethics, the anti-corruption commitment is extended to suppliers through three steps:

- Reputation and integrity control;
- Sharing of Toyota Anti-Corruption Policy;
- Declaration of compliance by the supplier.

TMI requires partners to comply with environmental standards, ethical behavior, absence of conflicts of interest and respect for privacy. It also promotes local sourcing and supplier mapping based on quality, environment and safety, verifying certifications such as ISO 9001, 14001, 45001 and 27001.

TFSI and KINTO Italy start relationships only after thorough checks on integrity and compliance with regulations, including the Code of Ethics and Antitrust. Each new supplier is assessed by the requesting department and TFSI performs audits for compliance with Circular 288 of the Bank of Italy.

Toyota companies thus evaluate **the impact of each supplier** on operational continuity and sustainability of the supply chain.



## CUSTOMERS: THE CUSTOMER EXPERIENCE







The Toyota and Lexus strategy is based on the **Customer First** and **Quality First** principles, with the aim of offering increasingly personalized, digital and sustainable mobility experiences, exceeding expectations and building relationships of trust.

The Toyota Italy Network, with the network of Dealers, is the direct contact point with the customer and oversees the implementation of the brand's values. **The Dealers are actual consultancy and assistance centres**, supported by operational tools fundamental to guarantee quality and consistency.





#### Among the main initiatives:

- TOM EV 2 (Target Organizational Model): the evolution of the Dealer organizational model redefines roles, responsibilities and processes in line with the new Retail Concept, integrating face-to-face and digital.
- New Mobility Sales Process (NMSP): accompanies each phase of a fluid and hybrid Customer Journey, integrated with the new mobility formulas.
- eCare Program: generates business opportunities thanks to timely contact for maintenance interventions, with effects on customer retention and bookings from online service booking.
- Service-to-Sales with Toshiko system: enables lead generation during maintenance services.
- Remote Vehicle Check: TSM standard that sends videos to customers during maintenance to increase transparency and customer experience.

# 93,7% in the Customer Satisfaction Index (CSI) and 4,8★ on Google My Business

Toyota Financial Services offers customers customizable financing solutions, with flexible formulas designed to adapt to different mobility and financial management needs. Through the My Finance App, users can access their contract in a simple and intuitive way, consult the details of the financial plan at any time, monitor upcoming deadlines and have all the information necessary for the conscious and responsible management of their financing. This approach offers customers maximum freedom and security in the financial management of their mobility, thanks also to a customer service that goes beyond simple assistance, positioning itself as a real point of reference.





The product rebranding has introduced the concept "One step forward to go further", which includes:

**Toyota Easy Next**, leading product, with Flexibility, Final Choices, WeHybrid® Credit, Guaranteed Future Plus Value (linked to actual kilometers travelled).

**Toyota Easy Move**, launched in 2024, it is a flexible and modular financial leasing, which allows you to customize the duration, fee and mileage. At the end of the plan, the customer can redeem, return or replace the vehicle. Toyota Easy Move includes access to WeHybrid® Move, which rewards electric driving with discounts on the interest rate.

**Toyota Easy Pay**, digital payment system integrated into web-app, allows you to pay for workshop interventions in a single solution or in 3 interest-free instalments. The communication took place through social campaigns, Toyota.it and Toyota-fs.it websites, as well as in the dealership.

#### One customer Contact Center

It was recorded an improvement in **Net Promoter System (NPS)** indices for sales and service, the result of a targeted investment in enhancing network performance. Key initiatives include:

- NPS 2.0 platform, which allows for the analysis of customer feedback in real time and the implementation of targeted interventions.
- Tutorship program for less performing dealers, with support and personalized training.

As part of the One Company strategy, the 5 Toyota companies in Italy have established a **unified Customer Contact Center** which offers integrated access to mobility, financing, insurance and after-sales services.



# QUALITY AND SAFETY OF PRODUCTS AND SERVICES



### Toyota and Lexus Vehicles 5-Star Euro NCAP

Quality is a pillar for Toyota, with a constant focus on continuous improvement to ensure safe and high-quality vehicles. Toyota and Lexus models, equipped with advanced safety tools, regularly obtain the 5-star Euro NCAP, the highest European recognition in terms of safety.

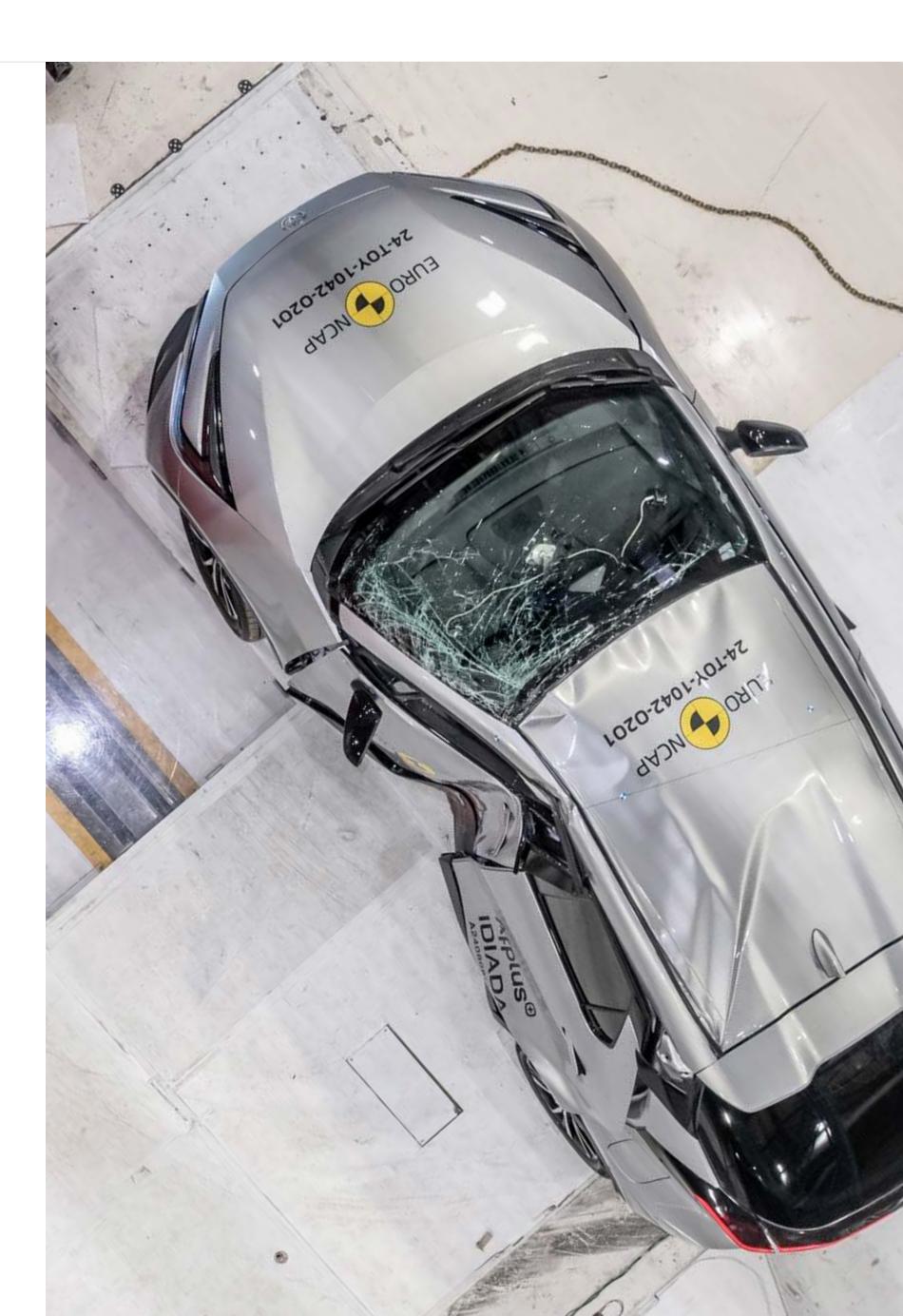
The technical department of Toyota Motor Italy analyses the faults reported by customers or the network, verifying their nature:

- potential impact on **safety**,
- non-compliance with approval regulations,
- impact on vehicle performance.

The results are formalized in a technical report and sent to the Main Branch (Toyota Motor Corporation). Depending on the severity and frequency of the cases, TMC can launch a recall campaign, requesting the return of the vehicles involved for a prompt resolution of the problem and the prevention of adverse events.

These campaigns reflect the commitment to safety and quality, and are part of the feedback system that allows TMC and the production plants to introduce improvement interventions in **subsequent cycles**, in line with the **kaizen principles**.

Toyota has also developed an **online system** that allows customers, via chassis number (VIN), to check whether their vehicle is subject to recall. The tool is accessible via the **My Toyota app** or at a **Toyota Authorized Dealer or Service Center.** 



## COMMUNITY SUPPORT



Toyota considers the relationship with the territory a pillar of its culture and strategy, and promotes, in collaboration with institutions and partners, projects of sustainable mobility, social inclusion and collective well-being.



#### Inspiring Girls (from 2022)

Toyota joins the international project promoted by **Valore D** to overcome gender stereotypes and bring students closer to the world of work.

#### **Special Olympics**

Since 2020, Toyota has been actively partnering to promote the inclusion of people with intellectual disabilities through sports. It supported the **2024 Winter Games** and the **2023 World Games in Berlin**, also involving its employees as volunteers.

#### BNKR Toyota Wheel Park

First accessible skatepark in Italy (since 2018), dedicated to people with reduced mobility, home to inclusive events such as the "Beam up skate contest".

#### WEmbrace Sport 2024

Toyota is Main Partner of the event by **Bebe Vio** e **art4sport** to promote an inclusive and sustainable society, in line with the vision "Let's Go Beyond".

#### Il Cielo Itinerante

Toyota is Mobility Partner of the "Italia Brilla – Costellazione" project, supporting the spread of STEM disciplines with a Toyota PROACE equipped for traveling scientific events.



#### Lexus and WeWorld Onlus

The collaboration continues to promote "The Red Sound", the solidarity horn against violence on women, as part of the International Day.

#### Retake – Aria a Colori

With **Retake ETS**, Toyota has created the "Transmission" mural in the San Paolo Metro in Rome with photocatalytic paints that absorb smog. The project combines urban art, sustainability and the WeHybrid® program, a symbol of the connection between people, technology and the environment.



Since 2022 an active partnership to support hospitalized children with recreational activities and listening, in the name of the centrality of the person and collective weel-being.



#### KINTO & FAI

KINTO Italy and FAI - Fondo per l'Ambiente Italiano (The Italian Environment Fund) continue together their path of reducing environmental impact. With this objective, KINTO Italy has joined the FAI Corporate Golden Donor membership program.

# "START YOUR IMPOSSIBLE"

Sports are an integral part of Toyota's culture, in line with the global message "Start Your Impossible", which promotes freedom of movement and overcoming personal limits. These initiatives reinforce Toyota's commitment to sustainable, low-emission mobility and also include Corporate Social Responsibility projects related to sustainability.





### Diversity & inclusion

Toyota is a historic partner of **CONI** and the **Italian Paralympic Committee** and is global partner of **Special Olympics**.



## Sustainable mobility for significant major event

**KINTO** renews its <u>partnership</u> with <u>Lega Serie A as Official Mobility</u> <u>Provider 2023/24</u>, providing Full Hybrid Electric vehicles for events such as <u>Coppa Italia and Supercoppa</u>. KINTO is also the <u>official supplier of the Divisione Calcio a 5</u>. It is also present with <u>Bologna FC</u> (through a Toyota network dealership).





#### UNSTOPPABLE WITH AS ROMA

The "Unstoppable – Let's overcome obstacles" 2023–24 project, with the support of the Arvalia Civil Protection, facilitates the transfer of Giallorossi fans with motor disabilities to the Stadio Olimpico. As AS Roma's Main Global Partner, Toyota, through KINTO, has provided a fleet of electrified vehicles to transport disabled people and their companions during matches and to support anti-violence centers, family homes and social structures during the week.

#### "TIENI IN GIOCO LA VITA" (ROAD SAFETY)

Toyota and KINTO also renew their commitment to road safety for new generations with the third edition of the project <u>"Tieni in Gioco la Vita"</u>, the educational program that involved 145 Roman students in a path of awareness of safe driving.





## TOYOTA BRINGS SUSTAINABLE MOBILITY TO 2024 GIRO D'ITALIA

For the sixth consecutive year, Toyota is Mobility Partner and Official Car of Giro d'Italia, with a fleet of over 60 electrified vehicles (Full Hybrid, Plug-in Hybrid, Full Electric and Fuel Cell, such as bZ4X and Mirai). The vehicles have traveled more than 3.400 km, contributing to the reduction of CO<sub>2</sub> emissions, the improvement of air quality and safety, thanks to Toyota T-Mate technology.

Particular attention also from **KINTO**, a Toyota Group brand dedicated to mobility services, with numerous initiatives aimed at reaffirming the brand's commitment to ensuring everyone full freedom of movement without barriers and limitations, in total safety and respect for the environment.

## A SOCIETY IN HARMONY WITH NATURE



### Green Month Campaign

Toyota companies in Italy actively promote environmental education and conservation projects, in line with the Toyota Environmental Challenge 2050. Every year, in June, **Green Month** is celebrated, coinciding with the UN World Environment Day.

In 2024, Toyota Italy launched several initiatives:

- Company vegetable garden, to promote food sustainability and donate products to Casa Ronald.
- Renewed collaboration with 3Bee, with 200 nectariferous plants and technological hives to monitor biodiversity.
- Installation of 360-panel photovoltaic system, reducing CO<sub>2</sub> emissions and covering part of the headquarters' energy needs.

These actions strengthen Toyota's commitment to **environmental sustainability** and **ESG objectives**.







### Toyota Oasis

Toyota Oasis is a project launched in 2023 at Toyota headquarters in Italy, aimed at protecting and monitoring local biodiversity. In collaboration with 3Bee, the Nature-tech company, the initiative focuses on pollinating insects, vital for biodiversity. In 2024, the project was expanded with the introduction of 200 nectariferous plants and two new technological hives, bringing the total number of monitored bees to 600.000. The initiative also includes an educational path to raise employee awareness of the importance of protecting pollinators and biodiversity.

#### For further information:

A concrete commitment to the invironment:

<u>Toyota promotes sustainability with the Green Month Campaign</u>

Toyota promotes sustainabilityla and commitment to the environment with the 2024

Green Month Campaign











The five Toyota companies in Italy work in synergy to offer a complete range of services related to sustainable mobility. The governance of the companies follows a complex structure, with specific regulations and control procedures that guarantee effective management of ESG (Environmental, Social & Governance) issues.



Alberto Santilli
CEO Toyota Motor Italy



Mauro Caruccio
CEO Toyota Financial Services Italy
and President and CEO KINTO Italy



Mario La Femina
CEO Toyota Insurance Management Italia
and Aioi Nissay Dowa Insurance Company



TOYOTA

















3 Italian companies (TMI, TFSI, KINTO Italy) with the following characteristics:

	Board of Directors	Board of Auditors	Other Control Specifications
Toyota Motor Italia S.p.A.	3 Members (President, CEO, Councilor)	3 Full Members + 2 Deputised Members	Code of Conduct, Model 231 and Supervisory Body, Internal Audit,
			Legal Auditor, Committee Structure
Toyota Financial Services	3 Members	3 Full Members	Code of Conduct, Model 231 and
Italia S.p.A.	(President, CEO, Councilor)	+ 2 Deputised Members	Supervisory Body, Internal Audit
•			and Risk Management, Compliance
			and AML Function, Legal Auditor,
			Committee Structure.
KINTO Italia S.p.A.	5 Members	3 Full Members	Code of Conduct, Model 231 and
Benefit company	(President-CEO and 4 Councilors)	+ 2 Deputised Members	Supervisory Body, Internal Audit
Berrette company			and Risk Management (outsourced
			to TFSI), Legal Auditor, Committee
			Structure.

2 secondary offices of companies with registered offices abroad with the following characteristics:

	CDA (Consiglio di Amministrazione)	Rappresentanti locali	Altre Specifiche di controllo	
Toyota Insurace Services and AND-E	Boards of Directors of foreign companies are ultimately responsible	Both branches are represented in Italy by a Chairman/CEO and a Supervisor.	Model 231 and Supervisory Body, Risk Management and Compliance	
Both are branches of foreign companies with registered offices in Germany and Luxembourg respectively.	for their oversight and governance.		Functions, Committee Structure.	



### Toyota Motor Italia S.p.A.

It is a subsidiary company of Toyota Motor Europe, based in Belgium.

The company operates in the Italian market as a point of reference for the development and implementation of the Toyota Group's sustainable mobility strategies.

Board of Directors	Board of Auditors	Internal Committees
It is composed of three members, selected among the managers of the Toyota Italy Network.	It is made up of three effective auditors and two deputi- sed, appointed with a three-year term.	They are responsible for monitoring and approving projects and corporate activities in the various strategic
The Chairman of the Board of Directors is a senior manager (Vice Chairman) of the sole shareholder, Toyota Motor Europe.	All members in office are appointed by the Shareholders' Meeting and meet the requirements set out in current legislation.	sectors.  The main Governance Body is the Steering Committee, which includes all Top Management and is responsible for:
All three members of the Board of Directors are male and hold proxies to represent the Toyota Motor Italy company.	<ul><li>With regard to ESG issues, the Board of Auditors performs the following functions:</li><li>Supervision of the adequacy of the organizatio-</li></ul>	<ul> <li>defining the company's ESG Guidelines;</li> <li>approving Sustainability reporting, ensuring a process compliant with international standards.</li> </ul>
The Board members are elected every three years by the Shareholders' Meeting.	nal, administrative and accounting structure in relation to ESG aspects;	All approval flows are managed and tracked through the Take Every Decision (TED) system, a digital applica-
The skills of the members are evaluated on the basis of the expertise gained within the Toyota Italy Network.	<ul> <li>Monitoring of ESG regulatory developments, ensuring compliance with new reporting require- ments;</li> </ul>	tion that allows all corporate decisions to be governed and documented, including those taken by the Steering Committee.
	<ul> <li>Review and guarantee of ESG processes, with particular attention to the prevention of conflicts of interest.</li> </ul>	



### Toyota Financial Services Italia S.p.A.

It is a subsidiary company of Toyota Financial Services UK (TFS UK) based in the United Kingdom.

It is a regulated and supervised financial intermediary, enrolled in the register pursuant to art. 106 of the Consolidated Banking Act held by the Bank of Italy, which designs and creates innovative financing products, capable of integrating highly customizable purchasing solutions to meet the various mobility needs..

#### **Board of Directors**

# The Board of Directors of TFSI is composed of three members, selected from among the Toyota Network executives, in accordance with regulatory requirements, and elected every three years by the Shareholders' Meeting.

It includes 1 executive member and 2 non-executive members. The Chairman, a non-executive figure, is also CEO of the Europe/Africa Region of Toyota Financial Services and has separate legal representation from the CEO-DG, who has autonomous powers.

The official CVs of the members report any additional roles. The Board of Directors has, among others, the following tasks:

- Approve corporate guidelines and ESG policies.
- Supervise the effectiveness of organizational processes.
- Ensure compliance with the Supervisory regulations issued by the Regulatory Bodies in terms of governance.
- Ensure compliance with the Supervisory regulations of the Bank of Italy in terms of governance.
- Manage conflicts of interest, discussed at the Board of Directors.

#### **Board of Auditors**

#### It is made up of three effective auditors and two deputised, appointed with a three-year term;

All members in office are appointed by the Shareholders' Meeting and meet the requirements set out in current legislation;

the Board of Auditors performs supervisory functions regarding:

- Compliance with the law and the statute.
- Compliance with the principles of correct administration.
- Adequacy of the organizational, administrative and accounting structure of the company.

#### Internal Committees\*

The CEO makes use of specific corporate committees, with analysis and consultancy functions in the various operational areas.

To ensure an effective flow of information, the Chief of Controls and Governance Coordination facilitates the management of internal communications and compliance with regulatory requirements.

\* Toyota Financial Services Italy (TFSI) is subject to the Governance provisions of Circular no. 288 of the Bank of Italy as a regulated financial intermediary. The requirements set by the reference legislation in relation to the members of the Board of Directors and the Board of Auditors are also confirmed by the competent Supervisory Authority (Bank of Italy). Toyota Financial Services Italy annually updates a report on its organizational structure, transmitted to the Bank of Italy, containing detailed information on: - Top management bodies and corporate committees; - Corporate structures and functions; - Composition of corporate bodies and assigned responsibilities.

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### KINTO Italia S.p.A. - Benefit company

It is a subsidiary company of KINTO Europe based in Germany, dedicated to the development of integrated mobility solutions and shared mobility services.

Board of Directors	Board of Auditors	Internal Committees
The Board of Directors is composed of five, selected among the Toyota/KINTO Network executives and	It is made up of three effective auditors and two deputi- sed, appointed with a three-year term.	The CEO makes use of specific corporate committees with analysis and consultancy functions in the variou
elected every three years by the Shareholders' Meeting. It includes 1 executive member (the President, who is also the Chief Executive Officer) and 4 non-executive members.	All members in office are appointed by the Shareholders' Meeting and meet the requirements set out in current legislation.	operational areas.
The skills are evaluated on the basis of the expertise	Compliance with the law and the statute.	
gained within the Toyota/KINTO Network.	Compliance with the principles of correct admini-	
The official CVs report any additional positions, which can be consulted when the positions are renewed.	<ul> <li>Adequacy of the organizational, administrative</li> </ul>	
The Board of Directors has the following duties:	and accounting structure of the company.	
Approve corporate guidelines and ESG policies.		
• Supervise the effectiveness of organizational processes.		
• Ensure strategic governance, with the President directly involved.		





### **Toyota Insurance Services and Aioi Nissay Dowa (AND-E)**

Both are branches of foreign companies with registered offices in Germany and Luxembourg respectively, admitted to carry out their insurance business in Italy by virtue of the principle of mutual recognition.

Representation in Italy	Decision-making and control powers	Internal Committees	
Both branches are represented in Italy by a Chairman/CEO and a Supervisor, appointed by the Board of Directors of the two foreign companies.  The provision of a Supervisor in secondary offices is provided for by the Italian Civil Code. The Chairman also holds the role of CEO.	Decision-making and management control powers are attributed to the Supervisors and the CEO.  The CEO and the Supervisor are supported by employees, some of whom also have signing powers according to a specific system of delegations (so-called "POD"), in line with the Organization Chart, which is subject to periodic review and modification (therefore there is no local governing body).  The CEO and the Supervisor approve strategies and policies regarding sustainable development and exercise control over the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, the environment and people, limited to business concerning the secondary office, in compliance with the policies and statements approved and expected by the Parent Company.	The CEO and the Supervisors make use of specific corporate committees, with analysis and consultancy functions in the various operational areas.	
	The results of these processes are analyzed and studied with a view to improvement actions;  As regards the delegation of responsibility for managing the organization's impacts on		
	the economy, the environment and people, organizations exercise corporate functions required to comply with local procedures approved by the Supervisors.  Top Management meets, approximately, on a weekly basis.		

#### MEMBERSHIP OF ASSOCIATIONS

Membership in various associations is of fundamental importance for Toyota companies in Italy, as it offers the opportunity to actively participate in dialogue and collaboration within the automotive, financial and insurance industries. In particular:

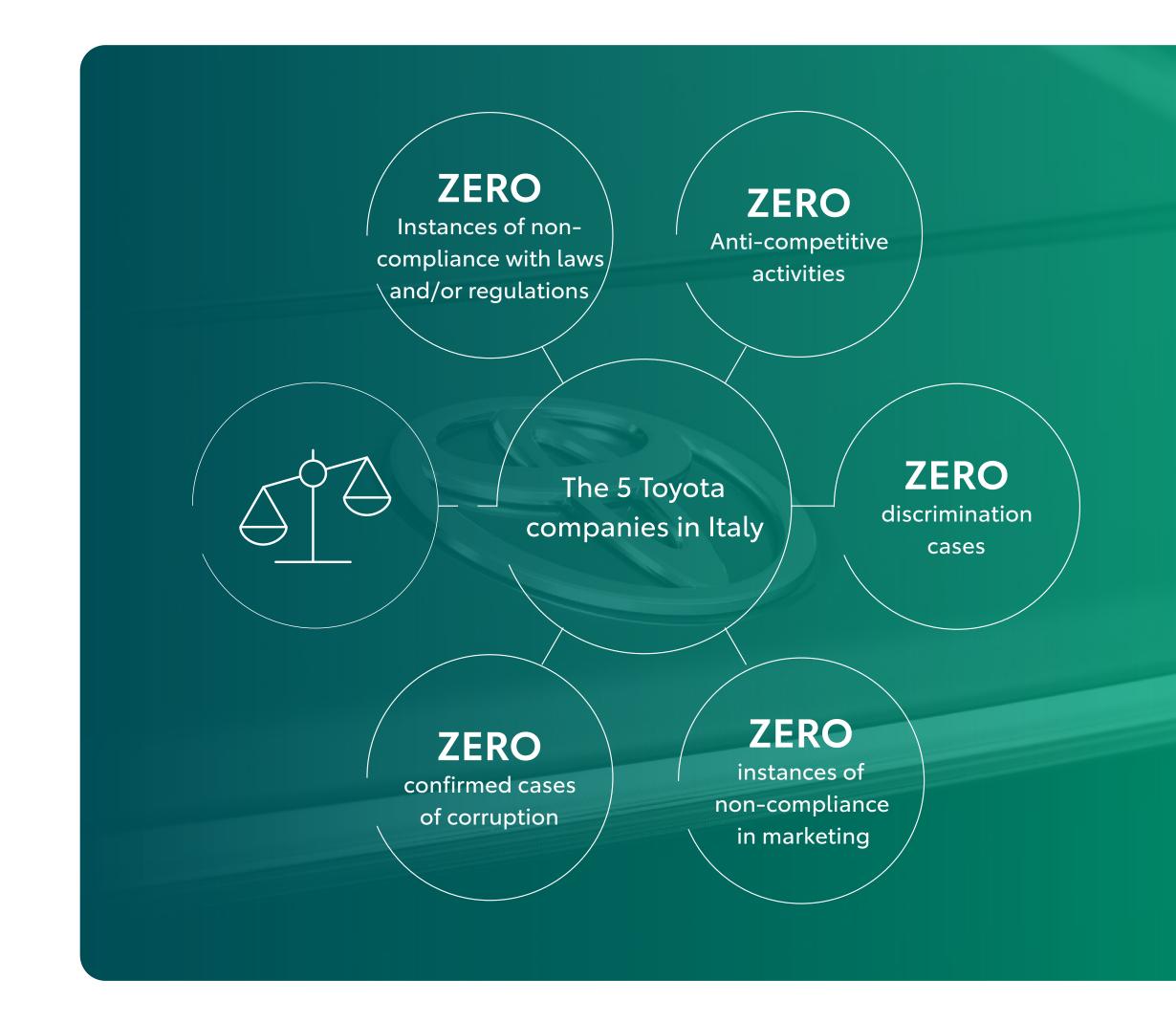
**Toyota Motor Italy (TMI)** is associated with: CONFINDUSTRIA, UNRAE, VALORE D, HRC, H2IT Italia;

**Toyota Financial Services Italy (TFSI)** is associated with: ASSOFIN, the Financial Banking Conciliator and AICOM;

**KINTO Italy** participates in the activities of ANIASA (National Association of the Car Rental, Sharing Mobility and Digital Automotive Industry);

Toyota Insurance Services Italy (TIS) is associated with the IIA "Italian Insurtech Association" (Italian reference association for protagonists in the insurance supply chain who intend to innovate and develop products and offers to face the new challenges launched by the digital consumer).

**AND-E** participates in the associative activities of ANIA (ANIA is a voluntary non-profit association that promotes the culture of safety and prevention in the insurance sector. It represents the Italian insurance sector with the Government, Parliament, political institutions, trade unions and social forces, and brings together the entities that manage and cover various insurance risks).



# KINTO ITALY BECOMES A BENEFIT COMPANY







Since 19 january 2024, KINTO Italy has officially become a Benefit company, embracing a model that integrates business objectives with a concrete commitment to the well-being of people, communities and the environment. This milestone strengthens the transformation path of the Toyota Group, which is evolving from a simple car manufacturer to a Mobility Company, with the aim of offering innovative, accessible, inclusive and sustainable mobility solutions.

Benefit Companies are distinguished by their ability to generate a positive and measurable long-term impact, going beyond profit and actively contributing to the common good. With this in mind, KINTO Italy integrates into its statute specific objectives in **three key areas**:



## COMPANY AND STAKEHOLDERS

In offering our mobility services we operate **not only with private customers**, but also with companies and public administrations and we personalize our offer based on our customers' requests, to offer an ecosystem of services that can satisfy everyone's needs.



#### **ENVIRONMENT**

Our mobility services offer customers a combination of electrified cars from the Toyota and Lexus range with latest-generation low-environmental impact engines and innovative and digital mobility platforms. Environmental sustainability and the spread of a mobility ecosystem that reduces emissions to the environment are central to KINTO's vision and to the offer of different solutions to customers.



#### COMMUNITY AND PEOPLE

We want to offer everyone maximum freedom of movement through the development and dissemination of services accessible to everyone. We also promote people's well-being through special projects aimed at promoting inclusive mobility models.



With this evolution, KINTO Italy consolidates its vision of a mobility that creates shared value, generating concrete benefits for society, the environment and future generations.

# ONE TOYOTA GOVERNANCE: STRATEGIC MEETINGS





Alignment between Top Management of the five companies of the group (including GMs reporting to the MD)

WEEKLY FREQUENCY



Alignment between the heads of the People (HR) functions of the five companies of the group

> MONTHLY FREQUENCY



Strategic alignment on sustainability and ESG of the five companies of the group

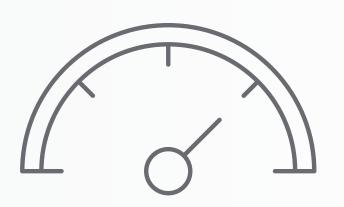
QUARTERLY FREQUENCY

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# THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM



### Toyota Motor Italy (TMI)



#### **Internal Audit**

It has an **Internal Audit** function, which develops an annual activity plan;

The plan is approved by the Board of Directors and shared with the Board of Auditors;

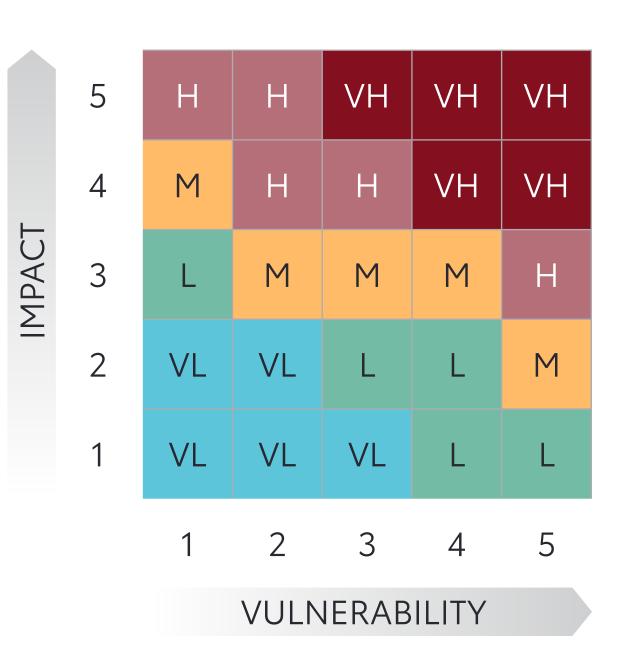
The periodic checks aim to evaluate reliability and adequacy of the internal control system and the organizational structure as well as the regularity of company activities, including those outsourced;

#### Risk Management

It has a **risk assessment methodology s**hared with the parent company TME (TGRS) according to which:

- the risk is identified and assessed through a materiality matrix based on vulnerability and maximum, although potential, impact;
- the company activities and the main areas of risk assessment are identified;
- risk management systems and reporting tools are used;
- the risk assessment is submitted to a Committee with the presence of the Company Management to identify the Top Risks and the main countermeasures adopted or to be implemented.

The TGRS methodology was also adopted during the revision of the DVR (Risk Assessment Document).



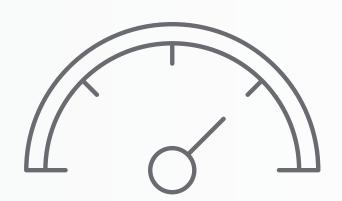
Risk Assessment Matrix according to TGRS

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#### THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

# SUSTAINABLE CORPORATE GOVERNANCE AND RISK MANAGEMENT

## Toyota Financial Services Italy (TFSI)



#### **Internal Audit**

It conducts periodic checks to assess:

- Reliability and adequacy of the internal control system and organizational structure;
- Information system security (ICT Audit);
- Effectiveness of the business continuity plan and the Disaster Recovery;
- Regularity of business activities, including outsourced ones;
- Compliance of the distribution network with banking and financial transparency regulations;
- Monitoring of regulatory compliance at all company levels

#### Risk Management & ESG

Identifies and monitors corporate risks, including climate and environmental ones, in accordance with the expectations of the Bank of Italy. Applies the global Policies & Procedures established by the TFSC Credit Risk Management Committee for TFSI and KINTO.

#### Compliance

Monitoring the risk of non-compliance avoids:

- Judicial or administrative sanctions.
- Financial losses.
- Reputational damage.

The Compliance function ensures compliance with laws, regulations and supervisory provisions.

It communicates the results of the control activity to the Supervisory Authority (Bank of Italy) on the occasion of the Annual Compliance Report.

#### Anti-money laundering (AML)

It manages the monitoring of regulatory obligations in the field of anti-money laundering and terrorist financing.

It conducts an annual AML self-assessment to verify the degree of risk exposure and the effectiveness of the control system.

It communicates the results of the control activity to the Supervisory Authority (Bank of Italy) on the occasion of the Annual Anti-Money Laundering Report.

#### Supervision and Regulation

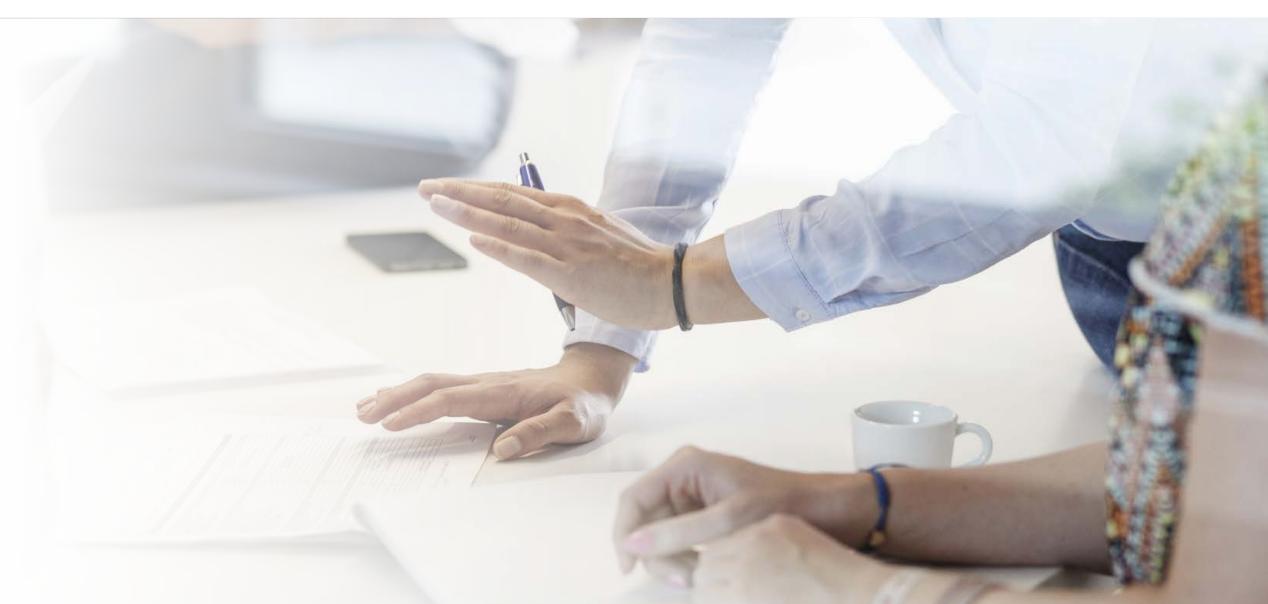
All control functions (Audit, Compliance & ALM, Risk Management) operate according to regulations, policies and corporate procedures aligned with the regulations for financial intermediaries.

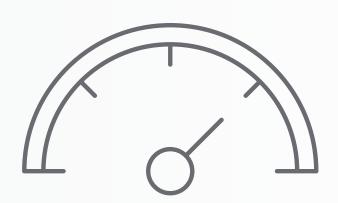
TFSI's organizational structure is detailed annually in a report submitted to the supervisory authority.

#### **TOYOTA**

## THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM







## KINTO Italy (KINTO)

#### Internal Audit and Risk Management

Internal audit and risk management activities are external and entrusted to TFSI, which carries them out through its Internal Audit and Risk Management function, based on a consultancy agreement.

#### Compliance and Antitrust

Regarding compliance, KINTO Italy promotes a Code of Ethics that emphasizes integrity, transparency and responsibility, encouraging open and respectful communication to build relationships of trust;

Regarding antitrust, the company adopts a program compliant with European and Italian laws, which includes training, risk management and measures to prevent anti-competitive practices, with incentives for compliance and sanctions for violations.

## Toyota Insurance Services (TIS) e Aioi Nissay Dowa (AND-E)

#### **Internal Audit**

Internal control is entrusted to internal corporate functions, in coordination with:

- The functions of the Parent Company (Risk, Compliance and Audit);
- External Auditors and Reviewers.

A single Chairman/CEO and a single Data Protection Officer (DPO) are foreseen for both branches.

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#### THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

## BUSINESS ETHICS AND ANTI-CORRUPTION

### Toyota's Policies

Toyota Motor Italy (TMI), Toyota Financial Services Italy (TFSI) and KINTO Italy have adopted the Organization and Management Model pursuant to Legislative Decree 231/2001, to prevent crimes and raise awareness of significant illicit activities.

#### Measures adopted by TMI:

- Code of Ethics and updated Whistleblowing Procedure (Legislative Decree 24/2023)
- Anti-corruption Policy, also extended to commercial partners, with ABAC self-assessment activities.
- Corporate compliance program and Risk Register that includes Privacy and Antitrust risks.
- Internal Compliance Officer for monitoring and regulatory alignment.

#### Measures adopted by TFSI:

- Code of Conduct: replaces the old Code of Ethics, valid for TFSI and KINTO Italy.
- Toyota Speak-up Policy: alongside the Whist-

- leblowing procedure already in force.
- Anti-Corruption Policy: "Global Policy on Anti-Bribery and Anti-Corruption" (ABAC).
- Corporate Compliance: plan to ensure regulatory compliance and best practices.
- Compliance Officer: internal figure in TFSI with anti-money laundering and second-level control role.
- Environmental Risks Appendix: describes the impact of climate and environment on company activities.

#### Measures adopted by KINTO:

 Adoption of Model 231 and Code of Conduct since 2024.

#### Measures adopted by TIS and AND-E:

- Commitment to sustainable development based on the Toyota Guiding Principles.
- Adoption of Model 231 and company policies such as Anti-corruption, Anti-fraud, Conflict of Interest, Internal Audit, Outsourcing & Procurement.

 Compliance with European provisions (EIOPA) and community regulations for governance and customer protection.

#### Communication and dissemination:

- Informative emails to all staff.
- Documents available on intranet and official websites.
- Contractual clauses that bind partners and suppliers to respect the policies.

Toyota thus promotes its policies by integrating global elements with local requirements, clearly defining roles and responsibilities and constantly monitoring strategies. The goal is to ensure transparency, sustainability and support the harmonious development of society, the economy and the environment.

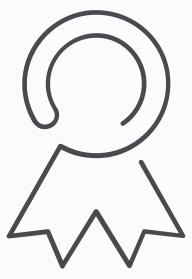


#### THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM





## International ISO Standard certified management Systems



Management system certifications are a central objective for Toyota companies in Italy, and demonstrate a concrete commitment to continuous improvement, responsible management of resources and compliance with international standards.

They ensure operational effectiveness, regulatory compliance and strengthen the Group's competitiveness and sustainability. They also consolidate the trust of customers, suppliers and partners, aligning Toyota with global best practices and strategic corporate values.

	Toyota Motor Italy (TMI)	Toyota Financial Services Italy (TFSI)	KINTO Italy	Toyota Insurance Services	Toyota and Lexus dealer network
<b>ISO 9001:2015</b> (Quality)	since 2006	since 2022	_	since 2023	_
ISO 14001:2015 (Environment)	since 2003	<del>-</del>	since 2022	<del>-</del>	since 2008
ISO 45001:2018 (Health and Safety at WorkPlace)	since 2011	_	_	<del>-</del>	_
ISO 27001:2022 (Information Security)	since 2024	since 2023	_	_	_
ISO 18295:2017 (Customer Contact Centres)	_	since 2022	_	_	_
ISO 37001:2016 (Anti-bribery)	_	_	since 2023	_	_

## PERFORMANCE PLANNING AND MEASUREMENT TOOLS



# Corporate and department Hoshin Kanri

Strategic planning tools that define the vision and mission of the company and individual departments, in line with European guidelines.

#### Toyota Global Risk Management Standards (TGRS)

Internal control and risk
management system,
applied in a structured,
documented and
periodically verified manner,
to guarantee full coherence
with company goals.

# M.B.O. System (Management By Objectives)

Methodology adopted by the Company Management to **define specific goals** for each organizational position, with a variable remuneration system linked to their achievement.

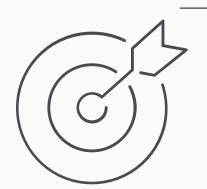
#### **Bonus Cash Tables**

Tables that establish the amount of the bonus that can be accrued, based on the individual and company performance actually achieved. This information is accessible to all employees.

## Performance evaluation system

Eevaluation system for all people in the company, including the highest governing body, with annual evaluation and intermediate verification (Mid-Year Check). Recovery plans in case of deviations from objectives. It evaluates individual and company performance.

Objectives include economic, environmental and social impacts.



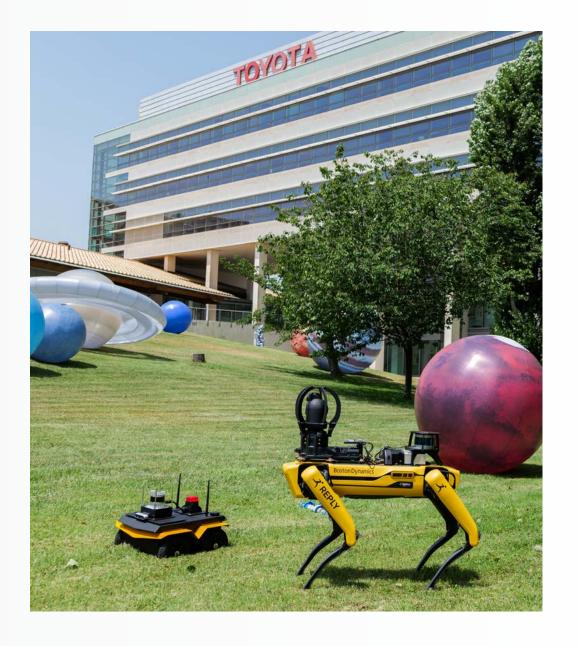
This approach ensures transparency, consistency and strategic alignment, promoting effective resource management and continuous improvement of business performance.

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# INNOVATION AND TECHNOLOGY: DIGITALIZATION OF PROCESSES



Digitalization is now central to the daily activities of the 5 Toyota companies, integrated into the "New Way of Working" model that facilitates business and relationships with stakeholders, Business Partners and Dealers. Toyota invests in internal and external talent, promoting continuous innovation.





An example is the **Digital Innovation Hub** inaugurated in June 2023 at the Italian headquarters, conceived as a center of excellence for innovation, promoting coworking, creativity and diversity. Toyota believes that enhancing people's talent and passion is essential to offer safe, inclusive and sustainable mobility.

## An example of initiative: project PAPERLESS in Toyota Motor Italy (TMI)

Objective: To progressively reduce the use of paper, improving environmental sustainability in the company in line with the challenges of the Toyota Environmental Challenge 2050;

**Results achieved**: In the first implementation period of the project (Jan – Apr 2024) a reduction of approximately

**30.000 printed sheets was achieved** with a consequent positive impact on the environment (a saving of approximately 180 kg of CO2, 7.800 MJ of energy and 11 thousand liters of water);

**Significant KPIs**: A saving of approximately 600 thousand PIA (Environmental Impact Points) equivalent to approximately 1.500 km traveled by car;

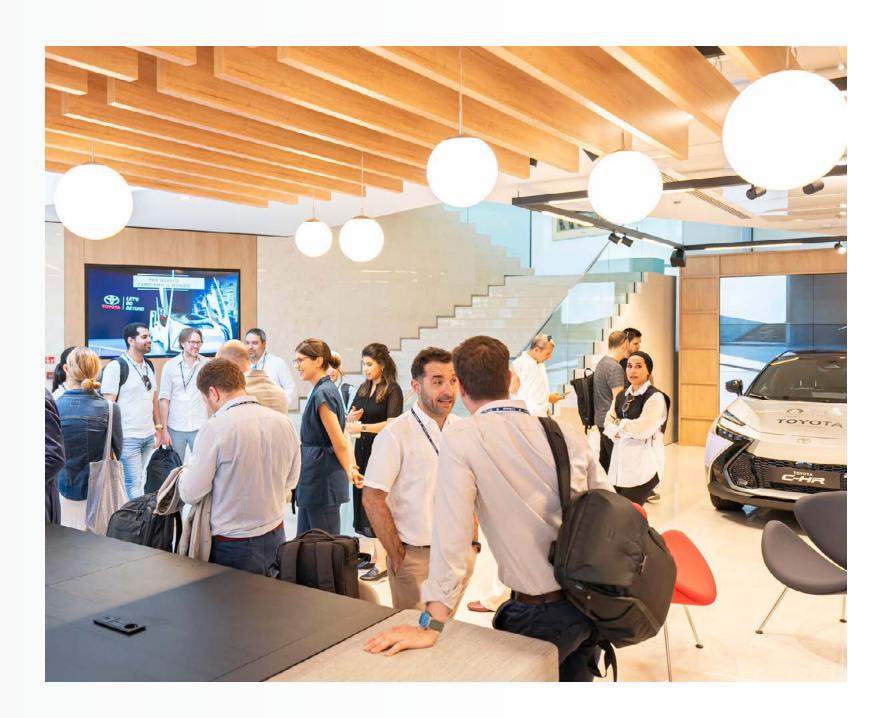
**Initiatives**: Digitalization of processes, including digital management of report printing in the Warehouse department and the adoption of a digital dashboard to improve efficiency and data protection;

**Next steps**: Expand the project to other company departments and monitor further reductions with consequent improvements in environmental impact and efficiency gains.

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### INITIATIVES OF OPEN INNOVATION





**Toyota Italy's Open Innovation strategy** aims to build solid relationships with universities, research centers, startups and technology partners, creating a collaborative ecosystem for the development of innovative ideas. In addition, Toyota has collaborated with **19 universities**, hosting **over 700 students** in sustainable mobility initiatives. These activities have strengthened the employer branding and favored talent acquisition.

# Toyota Financial Services (TFSI) commitment in financial innovation

In February 2023, Toyota Financial Services Italy completed a securitization transaction to raise financial resources through the sale of financing. One year later, in February 2024, the "Koromo Italy Auto ABS of Toyota" received the Best EMEA Structured Finance Debt Issue 2023 award from the International Financing Review (IFR), recognizing the success of the initiative. The award, collected by the TFSI Treasury Team in London on 18 March 2024, underlines TFSI's commitment to financial innovation and the trust gained in the financial markets.

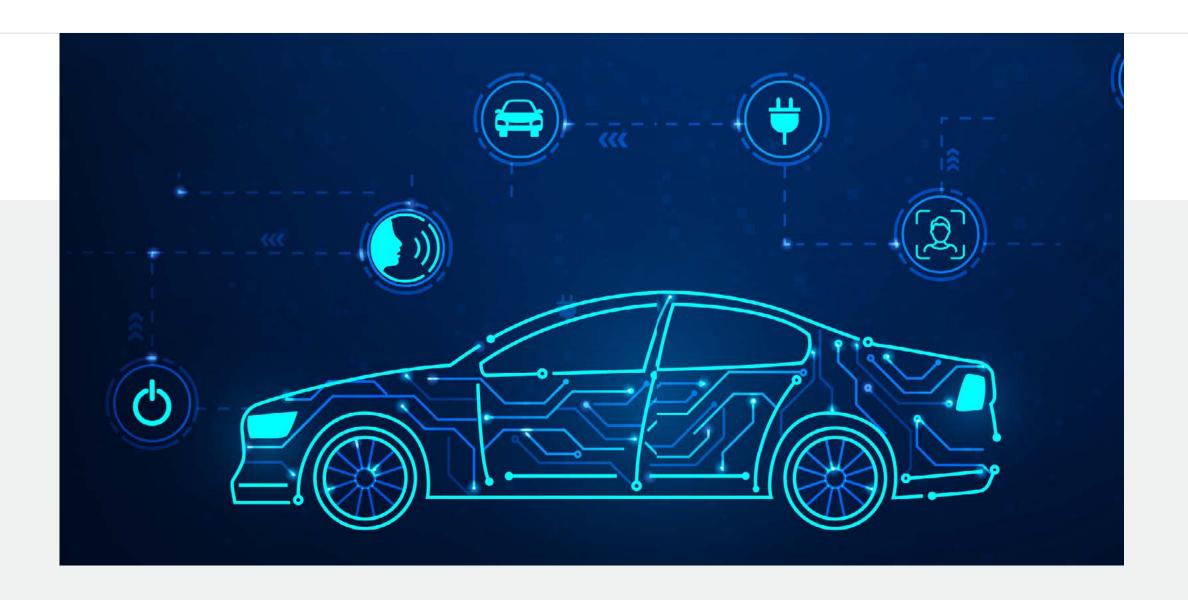


#### INITIATIVES OF OPEN INNOVATION

# THE LUISS BUSINESS SCHOOL AUTO AND MOBILITY OBSERVATORY PRESENTED THE RESEARCH REPORT ON ARTIFICIAL INTELLIGENCE

The LUISS Business School's Auto and Mobility Observatory, born from the collaboration with CARe - Center for Automotive Research and Evolution of the Guglielmo Marconi University and which sees the collaboration of UNRAE together with several automotive brands, including Toyota, presented, on 18 June 2024, the Research Report "The new era of the car: the Automobile Sapiens". The aim of the Research is to explore the impact of Artificial Intelligence (AI) in the automotive industry, predicting a revolution with "software-defined" vehicles (SDV) that will go from 3,4% of the market in 2021 to 90% by 2030. The Automobile Sapiens will be able to interact with the user, learn and act autonomously, personalizing the driving experience. Toyota, at the forefront of AI application, integrates advanced technologies such as Toyota T-Mate and develops artificial intelligence to ensure safety and driving assistance, aiming for a future with autonomous and personalized vehicles through the new AreneOS operating system.

For further information: <u>The Luiss Business School's Auto and Mobility Observatory has presented the Research Report on Artificial Intelligence</u>



# Luiss Business School





# RESULTS AND PERFORMANCE INDICATORS



## ENVIRONMENTAL PERFORMANCE

Energy consumed within the organization*							
Energy Consumption by type	Apr 23 - Mar 24	Apr 22 - Mar 23					
	Total GJ	Total GJ					
Natural Gas	1.564	1.597					
Purchased electricity (total) of which 100% purchased from certified renewable sources	5.694	5.774					
Self-produced electricity (total) of which 100% self-produced from renewable sources	1.813	1.623					
Electricity produced and sold/reintroduced into the grid of which 100% produced from renewable sources	170	121					
Automotive gasoline	5.027	4.972					
Total energy consumption	13.928	13.846					

<sup>\*</sup> Following an improvement process of the reporting system and in order to guarantee their comparability, the data relating to the consumed energy from April 22 to March 23 have been restated compared to those published in the previous Report. For previously published historical data, please refer to the 2023 Sustainability Report.

GRI 303-3 Water withdrawal									
Water withdrawal by withdrawal source (Megalitres)*	Apr 23 - Mar 24		Aprile 22 - Marzo 23						
	All areas	Water-stressed areas	All areas	Water-stressed areas					
Surface water (total)	14,51	_	12,37	_					
Groundwater (total)	14,65	_	14,50	_					
Prelievo idrico totale	29,16	_	26,87	_					

<sup>\*</sup> The water withdrawn comes entirely from fresh water sources.



#### **ENVIRONMENTAL PERFORMANCE**

GRI 305-1 Direct GHG emissions (Scope 1)

GRI 305-2 Indirect GHG emissions from energy consumption (Scope 2)

GRI 305-3 Other indirect GHG emissions (Scope 3)

Emissioni (tCO2e)	Apr 23 - Mar 24	%	Apr 22 - Mar 23	%
Scope 1	455,78	3%	453,60	3%
Scope 2	521, 76	4%	517,45	4%
Scope 3	13.587,49	93%	13.946,13	93%
Scope 3 - Dealers consumption	6.005,25	44%	6.095,71	44%
Scope 3 - Logistics partners consumption	7.582,24	56%	7.850,42	56%
Total Emissions of CO <sub>2</sub>	14.565,03	100%	14.917,18	100%

- \* The source used for the Scope 1 emission factors is the "Table of national standard parameters 2022 Ministry of the Environment".
- \* following an improvement process of the reporting system and in order to guarantee their comparability, the data relating to Scope 1 and Scope 2 from April 22 to March 23 have been restated compared to those published in the previous Report. For previously published historical data, please refer to the 2023 Sustainability Report.
- \* CO<sub>2</sub> emissions calculated with the "Location-based method", the source used for the emission factors used to calculate emissions is "ISPRA 2022 Atmospheric emission factors of greenhouse gases in the national electricity sector and in the main European countries". Considering that all the electricity consumed comes from renewable sources, the emissions calculated with the "Market-based method" are equal to 0 t CO<sub>2</sub> for both the period April 23 March 24 and the period April 22 March 23.
- \* For the calculation of Scope 3 emissions, the perimeter considered, in addition to including the two logistics operators in charge of moving towards Toyota Dealer network locations in Italy, components and vehicles, also includes the Dealers. For the calculation, it has been considered the quantity of diesel, electricity, methane and LPG estimated on the basis of the activities and volumes attributable to Toyota.



#### ENVIRONMENTAL PERFORMANCE

#### GRI 306-3 Waste generated; GRI 306-4 Waste diverted from disposal; GRI 306-5 Waste directed to disposal

#### Waste by type and disposal method (t)

Disposal method	Apr 23 - Mar 24			Apr 22 - Mar 23			
	Hazardous	Non hazardous	Total	Hazardous	Non hazardous	Total	
Recovery, including energy recovery	0,8	83,8	84,6	2,4	67,5	69,8	
Incineration (thermodestruction)	0,6	2,0	2,6	0,0	0,0	0,0	
Landfill	0,0	0,0	-	0,0	0,0	0,0	
Other (chemical-physical treatment)	0,0	1,1	1,1	0,0	1,6	1,6	
Total	1,4	86,9	88,4	2,4	69,1	71,5	



GRI 401-1 – New emp	loyee hires a	and employee	e turnover, Ti	MI						
Number of hires	Hiring									
	Apr 23 - M	lar 24			Apr 22 - M	Apr 22 - Mar 23				
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total		
Men	1	6	0	7	1	-	-	1		
Women	1	1	0	2	2	5		7		
TMI	2	7	0	9	3	5	0	8		
GRI 401-1 Percentage of new	employee hire	s and employee t	urnover, TMI							
Hiring rate	Hiring									
	Apr 23 - M	lar 24			Apr 22 - M	Apr 22 - Mar 23				
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total		
Men	25%	7%	0%	32%	17%	0%	0%	17%		
Women	25%	2%	0%	27%	67%	9%	0%	76%		
TMI	50%	9%	0%	59%	84%	9%	0%	93%		
GRI 401-1 New termination of	of employment	and employee tu	rnover, TMI							
Number of terminations	Turnover									
	Apr 23 - M	lar 24			Apr 22 - M	Apr 22 - Mar 23				
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total		
Men	0	5	0	5	-	3	-	3		
Women	0	2	0	2	1	1	-	2		
TMI	0	7	0	7	1	4	0	5		
GRI 401-1 Percentage of new	termination of	femployment and	d employee turn	over, TMI						
Percentage of employee	Turnover									
turnover	Apr 23 - M	lar 24			Apr 22 - M	lar 23				
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total		
Men	0%	5%	0%	5%	0%	3%	0%	3%		
Women	0%	4%	0%	4%	33%	2%	0%	35%		
TMI	0%	10%	0%	10%	33%	5%	0%	38%		



Number of hires	Hiring								
	Apr 23 - M	ar 24			Apr 22 - M	ar 23			
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	
Men	1	13	0	14	7	7	_	14	
Women	2	5	0	7	4	8	-	12	
TFSI e KINTO	3	18	0	21	11	15	_	26	
GRI 401-1 Percentage of new	employee hire	s and employee t	urnover, TFSI an	d KINTO					
Hiring rate	Hiring								
	Apr 23 - M	ar 24			Apr 22 - M	ar 23			
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	
Men	1%	8%	0%	3%	64%	12%	0%	17%	
Women	1%	3%	0%	1%	80%	17%	0%	18%	
TFSI and KINTO	1%	6%	0%	2%	69%	14%	0%	17%	
GRI 401-1 New termination of	of employment	and employee tu	nover, TFSI and	KINTO					
Number of terminations	Turnover								
	Apr 23 - M	ar 24			Apr 22 - M	Apr 22 - Mar 23			
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	
Men	1	5	1	7	2	2	_	4	
Women	1	2	0	3	1	4	-	5	
TFSI and KINTO	2	7	1	10	3	6	0	9	
GRI 401-1 Percentage of new	termination of	employment and	d employee turn	over, TFSI and KII	OTV				
Percentage of employee	Turnover								
turnover	Apr 23 - M	ar 24			Apr 22 - M	ar 23			
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	
Men	1%	3%	1%	1%	18%	3%	0%	5%	
Women	1%	1%	0%	1%	20%	9%	0%	7%	
TFSI and KINTO	1%	2%	0%	1%	19%	6%	0%	6%	



Number of hires	Hiring								
	Apr 23 - Ma	r 24			Apr 22 - M	ar 23			
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	
Men	1	3	1	5	-	3	-	3	
Women	1	7	0	8	3	1	_	4	
TIS and AND-E	2	10	1	13	3	4	-	7	
<b>GRI 401-1 Percentage of new</b>	employee hires	and employee tu	rnover, TIS and A	AND-E					
Hiring rate	Hiring								
	Apr 23 - Ma	r 24			Apr 22 - M	ar 23			
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	
Men	20,00%	60,00%	20,00%	38,46%	0%	10%	0%	9%	
Women	12,50%	87,50%	0,00%	61,54%	75%	6%	0%	15%	
TIS and AND-E	32,50%	147,50%	20,00%	100,00%	75%	9%	0%	12%	
GRI 401-1 New termination o	of employment a	nd employee turr	nover, TIS and AN	ND-E					
Number of terminations	Turnover								
	Apr 23 - Ma	r 24			Apr 22 - Mar 23				
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	
Men	0	1	0	1	1	2	_	3	
Women	0	3	1	4	-	-	-	-	
TIS and AND-E	0	4	1	5	1	2	_	3	
<b>GRI 401-1 Percentage of new</b>	termination of e	employment and	employee turno	ver, TIS and AND	-E				
Percentage of employee	Turnover								
turnover	Apr 23 - Ma	r 24			Apr 22 - M	ar 23			
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	
Men	0%	100%	0%	100%	0%	7%	0%	9%	
Women	0%	75%	25%	100%	0%	0%	0%	0%	
TIS and AND-E	0%	175%	25%	200%	25%	4%	0%	5%	



Total number of employees	divided by part-tin	ne/full-time, by gender						
Part-time/Full-time TMI	Apr 23 - Mar 2	24		Apr 22 - Mar	Apr 22 - Mar 23			
	Men	Women	Total	Men	Women	Total		
Full-time	149	55	204	153	57	210		
Part-time	1	9	10	0	11	11		
TMI	150	64	214	153	68	221		
Total number of employees	divided by contrac	t type and gender						
Contract type	Apr 23 - Mar 2	24		Apr 22 - Mar	Apr 22 - Mar 23			
	Men	Women	Total	Men	Women	Total		
Permanent contract	150	64	214	153	65	218		
Temporary contract	0	0	0	_	3	3		
Apprenticeship contract	0	0	0	_	_	0		
TMI	150	64	214	153	68	221		
Total number of workers who	o are not employe	es divided by contract t	pe and gender					
Contract type	Apr 23 - Mar 2	24		Apr 22 - Mar	23			
	Men	Women	Total	Men	Women	Total		
Interim staff	3	3	6	2	2	4		
Internship	3	4	7	_	2	2		
Other collaborators	0	0	0	_	_	0		
TMI	6	7	13	2	4	6		

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Note: 100% of the employees are covered by labour agreements applied by the organization



GRI 102-8 Information	مانينا ما امريت ميك كان	/f     +:				
Total number of employees of Part-time/Full-time TMI	Apr 23 - Mar			Apr 22 - Mar	23	
	Men	Women	Total	Men	Women	Total
Full-time	90	65	155	83	62	145
Part-time	0	6	6	_	5	_
TFSI and KINTO	90	71	161	83	67	150
Total number of employees	divided by contrac	t type and gender				
Contract type	Apr 23 - Mar 2	24		Apr 22 - Mar	23	
	Men	Women	Total	Men	Women	Total
Permanent contract	90	71	161	79	65	144
Temporary contract	0	0	0	4	2	6
TFSI and KINTO	90	71	161	83	67	150
Total number of workers wh	o are not employe	es divided by contract ty	pe and gender			
Contract type	Apr 23 - Mar 2	24		Apr 22 - Mar	23	
	Men	Women	Total	Men	Women	Total
Permanent contract	16	11	27	9	11	20
Temporary contract	1	1	2	2	_	2
Other collaborators	17	10	27	12	6	18
TFSI and KINTO	34	22	56	23	17	40

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Note: 100% of the employees are covered by labour agreements applied by the organization



Total number of employees	divided by part-tin	ne/full-time, by gender						
Part-time/Full-time TMI	Jan-Dec 2023			Jan-Dec 2023	Jan-Dec 2023			
	Men	Women	Total	Men	Women	Total		
Full-time	35	27	62	32	23	55		
Part-time	0	3	3	_	4	4		
TIS and AND-E	35	30	65	32	27	59		
Total number of employees	divided by contrac	t type and gender						
Contract type	Jan-Dec 2023			Jan-Dec 2023	Jan-Dec 2023			
	Men	Women	Total	Men	Women	Total		
Permanent contract	34	29	63	32	26	58		
Temporary contract	1	1	2	<del>-</del>	1	1		
TIS and AND-E	35	30	65	32	27	59		
Total number of workers who	o are not employe	es divided by contract ty	pe and gender					
Contract type	Jan-Dec 2023			Jan-Dec 2023	3			
	Men	Women	Total	Men	Women	Total		
Permanent contract	0	2	2	1	3	4		
Temporary contract	0	0	0	_	1	1		
Other collaborators	1	0	1	_	1	1		
Other category	0	0	0	_	_	_		
					5	6		

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Note: 100% of the employees are covered by labour agreements applied by the organization



received communication

GRI 205-2 Communicati	on and train	ning about anti-cor	ruption policies	and procedures,	TMI			
Professional category		and percentage of Boar	-	•	rganization's anti-corru	ption policies and		
	FY23			FY22	FY22			
	Men	Women	Total	Men	Women	Total		
Board members	3	0	3	3	_	3		
Percentage	100%	0%	100%	100%	0%	100%		
Senior executives	18	1	19	13	1	14		
Percentage	100%	100%	100%	100%	100%	100%		
Managers	34	4	38	37	5	42		
Percentage	100%	100%	100%	100%	100%	100%		
Employees	98	59	157	100	62	162		
Percentage	100%	100%	100%	100%	100%	100%		
Percentage of Board members who received communication	100%	0%	100%	100%	0%	100%		
Total employees who received communication	153	64	217	150	68	218		
Percentage of employees who	100%	100%	100%	100%	100%	100%		



employees

GRI 205-2 Communicati	ion and train	ing about anti-cor	ruption policies	and procedures,	TMI			
Professional category	Total number employee cat	and percentage of Boar	rd members and emp	oloyees who have beer	n trained about anti-cor	ruption, divided by		
	FY23			FY22	FY22			
	Men	Women	Total	Men	Women	Total		
Board members	3	0	3	3	_	3		
Percentage	100%	0%	100%	100%	0%	100%		
Senior executives	18	1	19	13	1	14		
Percentage	100%	100%	100%	100%	100%	100%		
Managers	34	4	38	37	5	42		
Percentage	100%	100%	100%	100%	100%	100%		
Employees	98	59	157	100	62	162		
Percentage	100%	100%	100%	100%	100%	100%		
Total trained Board members	3	0	3	3	_	3		
Percentage of trained Board members	100%	0%	100%	100%	0%	100%		
Total trained employees	153	64	217	150	68	218		
Percentage of trained	100%	100%	100%	100%	100%	100%		



#### GRI 205-2 Communication and training about anti-corruption policies and procedures, TMI

Total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, divided by business partner type

Typology		FY23	FY22
Strategic suppliers	Business partners who received communication	155	86
	Percentage	100%	100%
Relevant suppliers	Business partners who received communication	n.a.	52
	Percentage	n.a.	100%
Other type of suppliers	Business partners who received communication	355	332
	Percentage	100%	100%
Total business partners who received communication		510	470
Percentage of business part	ners who received communication	100%	100%



Professional category	Total number and percentage of Board members and employees to whom the organization's anti-corruption policies and procedures have been communicated, divided by employee category						
	FY23			FY22			
	Men	Women	Total	Men	Women	Total	
Board members	5	_	5	5	_	5	
Percentage	71%	0%	71%	71%	0%	71%	
Senior executives	8	2	10	2	_	2	
Percentage	100%	100%	100%	25%	0%	20%	
Managers	14	7	17	3	_	3	
Percentage	100%	100%	100%	27%	0%	17%	
Employees	67	62	98	15	9	24	
Percentage	100%	100%	100%	23%	16%	20%	
Percentage of Board members who received communication	5	-	5	5	_	5	
Total employees who received communication	71%	0%	71%	71%	0%	71%	
Percentage of employees who received communication	90	71	161	20	9	29	
Percentuale dipendenti formati	100%	100%	100%	24%	13%	19%	



comunicazione

Professional category	Total number and percentage of Board members and employees who have been trained about anti-corruption, divided by employee category						
	FY23			FY22			
	Men	Women	Total	Men	Women	Total	
Board members	5	_	5	5	_	5	
Percentage	71%	0%	71%	71%	0%	71%	
Senior executives	2	_	2	8	2	10	
Percentage	25%	0%	20%	100%	100%	100%	
Managers	3	_	3	11	7	18	
Percentage	27%	0%	17%	100%	100%	100%	
Employees	15	9	24	64	58	122	
Percentage	64	58	122	64	58	122	
Total trained Board members	23%	16%	20%	100%	100%	100%	
Percentage of trained Board members	5	_	5	5	-	5	
Total trained employees	71%	0%	71%	7	_	7	
Percentage of trained employees	20	9	29	83	67	150	
Percentuale dipendenti che hanno ricevuto	24%	13%	19%	100%	100%	100%	



#### GRI 205-2 Communication and training about anti-corruption policies and procedures, TFSI and KINTO

Total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, divided by business partner type

Typology		FY23	FY22
FOI & Strategic providers	Business partners who received communication	18	13
	Total Business partners	49	13
	Percentage	37%	100%
Consultants and other types	Business partners who received communication	28	25
	Total Business partners	117	25
	Percentage	24%	100%
Dealers	Business partners who received communication	54	91
	Total Business partners	54	91
	Percentage	100%	100%
Total business partners who received communication		100	129
Percentage of business partne	rs who received communication	45%	100%



Professional category	Total number and percentage of Board members and employees to whom the organization's anti-corruption policies and procedures have been communicated, divided by employee category						
	FY23			FY22			
	Men	Women	Total	Men	Women	Total	
Board members	_	_	_	_	_	_	
Percentage	0%	0%	0%	0%	0%	0%	
Senior executives	2	1	3	2	1	3	
Percentage	100%	100%	100%	100%	100%	100%	
Managers	5	1	6	5	1	6	
Percentage	100%	100%	100%	100%	100%	100%	
Employees	25	25	50	25	25	50	
Percentage	100%	100%	100%	100%	100%	100%	
Percentage of Board members who received communication	-	-	-	_	-	_	
Total employees who received communication	0%	0%	0%	0%	0%	0%	
Percentage of employees who received communication	32	27	59	32	27	59	
Percentuale dipendenti formati	100%	100%	100%	100%	100%	100%	



received communication

Professional category	Total number and percentage of Board members and employees who have been trained about anti-corruption, divided by employee category						
	FY23			FY22			
	Men	Women	Total	Men	Women	Total	
Board members	_	_	_	_	_	_	
Percentage	_	_	_	_	_	<del>-</del>	
Senior executives	2	1	3	2	1	3	
Percentage	100%	100%	100%	100%	100%	100%	
Managers	5	1	6	5	1	6	
Percentage	100%	100%	100%	100%	100%	100%	
Employees	25	25	50	25	25	50	
Percentage	100%	100%	100%	100%	100%	100%	
Total Board members who received communication	_	_	_	_	_	_	
Percentage of Board members who received communication	0%	0%	0%	0%	0%	0%	
Total employees who received communication	32	27	59	32	27	59	
Percentage of employees who	100%	100%	100%	100%	100%	100%	

Total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, divided by divided by business partner type

	FY23	FY22
Business partners who received communication	83	83
Total business partners	83	83
Percentage	100%	100%



Apr 23 - Mar 24	Apr 22 - Mar 23
0	
0	_
3	_
3	_
Apr 23 - Mar 24	Apr 22 - Mar 23
0	_
0	_
0,000	_
0	_
Apr 23 - Mar 24	Apr 22 - Mar 23
431.424	445.536
	0 0 3 3 Apr 23 - Mar 24 0 0,000 0 Apr 23 - Mar 24

<sup>\*</sup> Injury rates are calculated by multiplying the ratio of the number of injuries to hours worked by 1,000,000.



GRI 403-9 Work-related injuries, TFSI and KINTO						
Work-related injuries	Apr 23 - Mar 24	Apr 22 - Mar 23				
Number of deaths as a result of work-related injuries	0					
Number of work-related injuries with serious consequences (excluding deaths)	0	_				
Number of recordable work-related injuries	0	_				
TFSI and KINTO	0	_				
Rate of work-related injuries *	Apr 23 - Mar 24	Apr 22 - Mar 23				
Rate of deaths as a result of work-related injuries	0	_				
Rate of work-related injuries with serious consequences (excluding deaths)	0	_				
Rate of recordable work-related injuries	0	_				
TFSI and KINTO	0%	_				
Hours worked	Apr 23 - Mar 24	Apr 22 - Mar 23				
TFSI and KINTO	282.434,23	256.656				

<sup>\*</sup> Injury rates are calculated by multiplying the ratio of the number of injuries to hours worked by 1,000,000.



GRI 403-9 Work-related injuries, TIS and AND-E		
Work-related injuries	CY23	CY22
Number of deaths as a result of work-related injuries	0	_
Number of work-related injuries with serious consequences (excluding deaths)	0	_
Number of recordable work-related injuries	0	_
TIS and AND-E	0	_
Rate of work-related injuries *	CY23	CY22
Rate of deaths as a result of work-related injuries	0	_
Rate of work-related injuries with serious consequences (excluding deaths)	0	_
Rate of recordable work-related injuries	0	_
TFSI and KINTO	0	_
Hours worked	CY23	CY22
TIS and AND-E	110.187	103.412

<sup>\*</sup> Injury rates are calculated by multiplying the ratio of the number of injuries to hours worked by 1,000,000.



GRI 404-1 Average hours of training per year per employee, Dealers					
Hours of training provided to Dealers and Dealership staff divided by topic	Apr 23 - Mar 24	Apr 22 - Mar 23			
New/Used/Fleet Sales Training (Sales Advisor, Customer Advisor, Contact Advisor)	22.518	16.492			
New Models Training (Sales Advisor, Service Advisor, Workshop Master Technician)	19.322	15.543			
After-Sales Training (Technical, Parts & Service, ecc.)	12.373	9.102			
Managerial Training (First Line Management Program, Customer Development Manager, Environmental Manager)	4.926	18.124			
Totale	59.139	59.261			



GRI 404-3 Percentage of employees receiving regular performance and career development reviews, TMI							
	Apr 23 - Mar	24		Apr 22 - Mar	Apr 22 - Mar 23		
	Men	Women	Total	Men	Women	Total	
Executives	100%	100%	100%	100%	100%	100%	
Managers	100%	100%	100%	100%	100%	100%	
Employees	100%	100%	100%	100%	100%	100%	
Total TMI	100%	100%	100%	100%	100%	100%	

GRI 404-3 Percentage of employees receiving regular performance and career development reviews, TFSI and KINTO							
	Apr 23 - Mar 2	24		Apr 22 - Mar	Apr 22 - Mar 23		
	Men	Women	Total	Men	Women	Total	
Executives	100%	100%	100%	100%	100%	100%	
Managers	100%	100%	100%	100%	100%	100%	
Employees	100%	100%	100%	100%	100%	100%	
Total TFSI and KINTO	100%	100%	100%	100%	100%	100%	

GRI 404-3 Percentage of employees receiving regular performance and career development reviews, TIS and AND-E							
	Jan - Dec 23			Jan - Dec 22			
	Men	Women	Total	Men	Women	Total	
Executives	100%	100%	100%	100%	100%	100%	
Managers	100%	100%	100%	100%	100%	100%	
Employees	100%	100%	100%	100%	100%	100%	
Total TIS and AND-E	100%	100%	100%	100%	100%	100%	



GRI 405-1 Diversity in governance bodies and am	GRI 405-1 Diversity in governance bodies and among employees, TMI					
Distribution of the Board members by age range and gender	Apr 22 - Mar 23					
	Men	Women	Total			
Age range < 30 years	0	0	0			
Age range 30-50 years	1	0	1			
Age range < 50 years	2	0	2			
Total	3	0	3			
	Rate					
Age range < 30 years	0%	0%	0%			
Age range 30-50 years	33%	0%	33%			
Age range < 50 years	67%	0%	67%			
Total	100%	0%	100%			



TMI Employees	Employees	s divided by profe	ssional category	y, gender and ag	e range			
	Apr 23 - M	ar 24			Apr 22 - M	ar 23		
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Executives	0	8	11	19	-	10	7	17
Men	0	8	10	18	-	9	7	16
Women	0	0	1	1	-	1	-	1
Managers	0	24	14	38	-	31	11	42
Men	0	21	13	34	-	27	10	37
Women	0	3	1	4	-	4	1	5
Employees	7	112	38	157	9	118	35	162
Men	4	66	28	98	6	68	26	100
Women	3	46	10	59	3	50	9	62
Total	7	144	63	214	9	159	53	221
Men	4	95	51	150	6	104	43	153
Women	3	49	12	64	3	55	10	68
Diversity in governance	bodies and among	employees in per	centages					
TMI Employees	Employees divided by professional category, gender and age range							
	Apr 23 - M	ar 24			Apr 22 - M	ar 23		
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Executives	0%	4%	5%	9%	0%	59%	41%	8%
Men	0%	42%	53%	95%	0%	53%	41%	94%
Women	0%	0%	5%	5%	0%	6%	0%	6%
Managers	0%	11%	7%	18%	0%	74%	26%	19%
Men	0%	55%	34%	89%	0%	64%	24%	88%
Women	0%	8%	3%	11%	0%	10%	2%	12%
Employees	3%	52%	18%	73%	6%	73%	22%	73%
Men	3%	42%	18%	62%	4%	42%	16%	62%
Women	2%	29%	6%	38%	2%	31%	6%	38%
Total	3%	67%	29%	100%	4%	72%	24%	100%
Men	2%	44%	24%	70%	3%	47%	19%	69%
Women	1%	23%	6%	30%	1%	25%	5%	31%



Diversity of governance	ce bodies and employees	belonging to protected	d categories			
	Employees be	elonging to protected c	ategories			
	Apr 23 - Mar 2	24		Apr 22 - Mar	23	
	Men	Women	Total	Men	Women	Total
Executives	0	0	0	-	_	-
Managers	0	0	0	_	_	_
Employees	9	4	13	10	4	14
Technicians	0	0	0	-	_	-
Total	9	4	13	10	4	14
	Employees be	elonging to protected c	ategories			
	Apr 23 - Mar 2	24		Apr 22 - Mar	23	
	Men	Women	Total	Men	Women	Total
Executives	0%	0%	0%	0%	0%	0%
Managers	0%	0%	0%	0%	0%	0%
Employees	6%	3%	8%	10%	6%	9%
Total	6%	3%	8%	7%	6%	6%
Ratio between female	and male basic salary			Apr 23 - Mar	24 Ap	r 22 - Mar 23
				Women to Mo	en Ratio Wo	omen to Men Ratio
Executives				81%	759	%
Managers				99%	969	%
Employees				102%	100	)%
Technicians				0%	0%	
Ratio between total fe	emale and male remuner	ation		Apr 23 - Mar	24 Ap	r 22 - Mar 23
				Women to Mo	en Ratio Wo	omen to Men Ratio
Executives				78%	759	%
Managers				99%	939	%
Employees				102%	100	)%



GRI 405-1 Diversity in governance bodies and among employees, TFSI and KINTO						
Distribution of the Board members by age range and gender	Apr 22 - Mar 23					
	Men	Women	Total			
Age range < 30 years	0	0	0			
Age range 30-50 years	1	0	1			
Age range < 50 years	3	0	3			
Total	3	0	3			
	Rate					
Age range < 30 years	0%	0%	0%			
Age range 30-50 years	0%	0%	0%			
Age range < 50 years	100%	0%	100%			
Total	100%	0%	100%			



TFSI and KINTO Employees	Employees divided by professional category, gender and age range								
	Apr 23 - M	ar 24			Apr 22 - M	lar 23			
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	
Executives	0	2	7	9	_	4	6	10	
Men	0	2	5	7	_	2	6	8	
Women	0	0	2	2	_	2	-	2	
Managers	0	13	8	21	_	12	6	18	
Men	0	10	4	14	_	9	2	11	
Women	0	3	4	7	_	3	4	7	
Employees	9	103	19	131	16	91	15	122	
Men	5	55	8	68	11	47	6	64	
Women	4	48	11	63	5	44	9	58	
Total	9	118	34	161	16	107	27	150	
Men	5	67	17	89	11	58	14	83	
Women	4	51	17	72	5	49	13	67	
Diversity in governance bodie	s and among	employees in per	centages						
TFSI and KINTO Employees	Employees divided by professional category, gender and age range								
	Apr 23 - M	ar 24			Apr 22 - M	lar 23			
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	
Executives	0%	2%	6%	6%	0%	40%	60%	7%	
Men	0%	2%	4%	6%	0%	20%	60%	80%	
Women	0%	0%	2%	2%	0%	20%	0%	20%	
Managers	0%	10%	6%	14%	0%	67%	33%	12%	
Men	0%	8%	3%	11%	0%	50%	11%	61%	
Women	0%	2%	3%	6%	0%	17%	22%	39%	
Employees	7%	83%	15%	106%	13%	75%	12%	81%	
Men	4%	44%	6%	55%	9%	39%	5%	52%	
Women	3%	39%	9%	51%	4%	36%	7%	48%	
Total	7%	95%	27%	130%	11%	71%	18%	100%	
Men	4%	54%	14%	72%	7%	39%	9%	55%	
11/0 120 0 12	3%	41%	14%	58%	3%	33%	9%	45%	
Women	370	4170	14/0	3070	370	3370	970	4370	



Diversity of governance	ce bodies and employees	belonging to protected	d categories			
	Employees be	elonging to protected c	ategories			
	Apr 23 - Mar 2	24		Apr 22 - Mar	23	
	Men	Women	Total	Men	Women	Total
Executives	0	0	0	_	_	_
Managers	0	0	0	_	_	_
Employees	9	4	13	10	4	14
Total	9	4	13	10	4	14
	Employees be	elonging to protected c	ategories			
	Apr 23 - Mar 2	24		Apr 22 - Mar	23	
	Men	Women	Total	Men	Women	Total
Executives	0%	0%	0%	0%	0%	0%
Managers	0%	0%	0%	0%	0%	0%
Employees	6%	3%	8%	10%	6%	9%
Total	6%	3%	8%	7%	6%	6%
Ratio between female	and male basic salary			2024	20	)23
				Women to M	en Ratio W	omen to Men Ratio
Executives				80%	80	)%
Managers				112%	11	8%
Employees				93%	10	0%
Ratio between total fe	emale and male remuner	ation		Apr 23 - Mar	24 A <sub>I</sub>	or 22 - Mar 23
				Women to M	en Ratio W	omen to Men Ratio
Executives				89%	82	2%
Managers				116%	1C	6%
Employees				92%	89	70/



GRI 405-1 Diversity in governance bodies and among employees, TIS and AND-E						
Distribution of the Board members by age range and gender	Apr 22 - Mar 23					
	Men	Women	Total			
Age range < 30 years	0	0	0			
Age range 30-50 years	1	0	1			
Age range < 50 years	0	0	0			
Total	1	0	1			
	Rate					
Age range < 30 years	0%	0%	0%			
Age range 30-50 years	0%	0%	0%			
Age range < 50 years	0%	0%	0%			
Total	0%	0%	0%			



TIS and AND-E Employees	Employees	divided by profe	ssional category,	gender and age	range			
	Apr 23 - Ma	ar 24			Apr 22 - M	ar 23		
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Executives	0	2	2	4	_	1	2	3
Men	0	2	1	3	-	1	1	2
Women	0	0	1	1	-	-	1	1
Managers	0	8	2	10	_	4	2	6
Men	0	8	1	9	_	4	1	5
Women	0	0	1	1	_	-	1	1
Employees	5	40	6	51	4	42	4	50
Men	1	21	1	23	_	25	_	25
Women	4	19	5	28	4	17	4	25
Total	5	50	10	65	4	47	8	59
Men	1	31	3	35	-	30	2	32
Women	4	19	7	30	4	17	6	27
Diversity in governance bodie	s and among e	employees in perd	centages					
TIS and AND-E Employees	Employees divided by professional category, gender and age range							
	Apr 23 - Ma	ar 24			Apr 22 - M	ar 23		
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Executives	0,00%	50,00%	50,00%	100,00%	0%	33%	67%	5%
Men	0,00%	66,67%	33,33%	100,00%	0%	33%	33%	67%
Women	0,00%	0,00%	100,00%	100,00%	0%	0%	33%	33%
Managers	0,00%	80,00%	20,00%	100,00%	0%	67%	33%	10%
Men	0,00%	88,89%	11,11%	100,00%	0%	67%	17%	83%
Women	0,00%	0,00%	100,00%	100,00%	0%	0%	17%	17%
Employees	9,80%	78,43%	11,76%	100,00%	8%	84%	8%	85%
Men	4,35%	91,30%	4,35%	100,00%	0%	50%	0%	50%
Women	14,29%	67,86%	17,86%	100,00%	8%	34%	8%	50%
Total	7,69%	76,92%	15,38%	100,00%	7%	80%	14%	100%
Men	2,86%	88,57%	8,57%	100,00%	0%	51%	3%	54%
Women	13,33%	63,33%	23,33%	100,00%	7%	29%	10%	46%
	•	-						



GRI 405-1 Divers	ity in governance b	odies and among	employees, TIS a	and AND-E		
Diversity of governan	ce bodies and employees	belonging to protected	d categories			
	Employees be	elonging to protected c	ategories			
	Apr 23 - Mar 2	24		Apr 22 - Mar	23	
	Men	Women	Total	Men	Women	Total
Executives	0	0	0	_	_	_
Managers	0	0	0	_	_	_
Employees	2	1	3	2	_	2
Total	2	1	3	2	_	2
	Employees be	elonging to protected c	ategories			
	Apr 23 - Mar 2	24		Apr 22 - Mar	23	
	Men	Women	Total	Men	Women	Total
Executives	0%	0%	0%	0%	0%	0%
Managers	0%	0%	0%	0%	0%	0%
Employees	8%	0%	4%	8%	0%	4%
Total	6%	0%	3%	6%	0%	3%



# ECONOMIC PERFORMANCE

GRI 201-1 Direct economic value generated and distribuited - TMI						
Distribution of economic value (€)	Direct economic value g	enerated and distributed				
	Apr 23 - Mar 24	Apr 22 - Mar 23				
Reclassified production costs	2.813.147.642	2.221.875.491				
Remuneration of employees and collaborators	22.528.805	20.689.578				
Remuneration of the Public Administration	20.876.742	7.958.192				
Remuneration to Shareholders	1.596.491	1.596.490				
Remuneration to the community	0	0				
Remuneration to Lenders	9.844.118	1.274.592				
Total economic value distributed	2.868.993.798	2.253.394.343				
Retained economic value (net profit)	15.695.983	35.036.919				



#### **ECONOMIC PERFORMANCE**

Distribution of economic value (€)	Direct economic value g	Direct economic value generated and distributed	
	Apr 23 - Mar 24	Apr 22 - Mar 23	
Supplier Remuneration	56.723.442	87.740.716	
Remuneration of employees and collaborators	10.335.030	10.335.030	
Central and peripheral administration	29.549.679	22.400.190	
Remuneration to Shareholders	14.361.375	1.596.491	
Remuneration to the community	_	_	
Total economic value distributed	110.969.526	122.072.427	
Retained economic value (net profit)	42.596.656	1.596.491	
GRI 201-1 Direct economic value generated and distribuited -	KINTO		
Distribution of economic value (€)	Direct economic value g	Direct economic value generated and distributed	
	Apr 23 - Mar 24	Apr 22 - Mar 23	
Reclassified production costs	/1 801 186	26 843 165	

Distribution of economic value (€)	Direct economic value	Direct economic value generated and distributed	
	Apr 23 - Mar 24	Apr 22 - Mar 23	
Reclassified production costs	41.801.186	26.843.165	
Remuneration of employees and collaborators	2.620.443	2.079.593	
Remuneration of the Public Administration	445.809	55.291	
Remuneration to Shareholders	0	0	
Remuneration to the community	0	0	
Remuneration to Lenders	12.656.730	2.761.382	
Total economic value distributed	57.524.168	29.927.407	
Retained economic value (net profit)	6.349.088	3.956.778	



GRI 204-1 Proportion of spending on local suppliers - TMI										
Product/service category	Proportion of spending on local suppliers by product/service category									
	Apr 22 - Mar 23	3								
	Italy		Abroad (Europe	an Union)	Total	<b>%</b> 13 94% 2% 0%				
	Expense	%	Expense	%	Expense	%				
Purchase of new vehicles, accessories and genuine spare parts	-	0%	2.059.751.913	94%	2.059.751.913	94%				
Media and advertising	44.265.687	2%	_	0%	44.265.687	2%				
Vehicle recall campaigns	_	0%	6.525.089	0%	6.525.089	0%				
Subtotal	44.265.687	2%	2.066.277.002	94%	2.110.542.689	96%				
Total expenditure towards suppliers	2.197.772.798									

Product/service category	Proportion of spending on local suppliers by product/service category									
	Apr 23 - Mar 24	ŀ								
	Italy		Abroad (Europe	an Union)	Total					
	Expense	%	Expense	%	Expense	%				
Purchase of new vehicles, accessories and genuine spare parts		0%	2.876.850.159	94%	2.876.850.159	94%				
Media and advertising	59.908.741	2%	_	0%	59.908.741	2%				
Vehicle recall campaigns		0%	6.850.309	0%	6.850.309	0%				
Subtotal	59.908.741	2%	2.883.700.468	94%	2.943.609.209	96%				
Total expenditure towards suppliers	3.052.516.497									



Product/service category	Proportion of spending on local suppliers by product/service category							
	Apr 22 - Mar 23	3						
	Italy		Abroad (Europ	ean Union)	Total	Total		
	Expense	%	Expense	%	Expense	%		
Finance fees vs Dealer network	34.392.583	57%	_	0%	34.392.583	57%		
Operational costs (including Staff Costs, Travel & Communication, Research and consulting, Other)	9.961.279	16%	1.880.023	3%	11.841.302	19%		
IT Expenses	5.958.408	10%	1.120.255	2%	7.078.663	12%		
Sales & Marketing	4.976.649	8%	_	0%	4.976.649	8%		
Subtotal	55.288.918	91%	3.000.278	5%	58.289.196	96%		
Total expenditure towards suppliers	60.859.925							

Product/service category	Proportion of spending on local suppliers by product/service category							
	Apr 23 - Mar 24							
	Italy		Abroad (Europe	an Union)	Total			
	Expense	%	Expense	%	Expense	%		
Finance fees vs Dealer network	40.488.108,90	64%	_	0%	40.488.109	64%		
Operational costs (including Staff Costs, Travel & Communication, Research and consulting, Other)	8.562.905,02	14%	1.293.281,74	2%	9.856.187	16%		
IT Expenses	5.636.497,69	9%	914.386,72	1%	6.550.884	10%		
Sales & Marketing	4.347.343,38	7%	64.925,00	0%	4.412.268	7%		
Subtotal	59.034.854,99	94%	2.272.593,46	4%	61.307.448	98%		
Total expenditure towards suppliers	62.835.626							



GRI 204-1 Proportion of spending on local suppliers - TFSI and KINTO										
Product/service category	Proportion of s	spending on loca	al suppliers by produc	t/service category	,					
	Jan - Dec 22									
	Italy		Abroad (Europ	ean Union)	Total	% 1% 34% 33% 0%				
	Expense	%	Expense	%	Expense	%				
Claims	334.911	1%	0	0%	334.911	1%				
Fees	11.564.679	34%	0	0%	11.564.679	34%				
Administrative costs	4.323.496	13%	7.006.371	20%	11.329.867	33%				
Personel costs	0	0%	0	0%	0	0%				
Commissions	10.995.732	32%	0	0%	10.995.732	32%				
Subtotal	27.218.818	80%	7.006.371	20%	34.225.189	100%				
Total expenditure towards suppliers	34.225.189									

Product/service category	Proportion of s	Proportion of spending on local suppliers by product/service category						
	Jan - Dec 23							
	Italy		Abroad (Europ	ean Union)	Total			
	Expense	%	Expense	%	Expense	%		
Claims	925.224	2%	0	0%	925.224	2%		
Fees	14.857.566	35%	0	0%	14.857.566	35%		
Administrative costs	7.415.227	18%	6.235.183	15%	13.650.410	32%		
Personel costs	127.935	0%	0	0%	127.935	0%		
Commissions	12.651.170	30%	0	0%	12.651.170	30%		
Subtotal	35.977.122	85%	6.235.183	15%	42.212.305	100%		
Total expenditure towards suppliers	42.212.305							



GRI 204-1 Proportion of spending on local suppliers - TIS and AND-E										
Product/service category	Proportion of s	pending on loca	al suppliers by product	t/service category	vice category					
	FY 22									
	Italy		Abroad (Europ	ean Union)	Total					
	Expense	%	Expense	%	Expense	%				
Claims	334.911	1%	0	0%	334.911	1%				
Fees	11.564.679	34%	0	0%	11.564.679	34%				
Administrative costs	4.323.496	13%	7.006.371	20%	11.329.867	33%				
Personel costs	0	0%	0	0%	0	0%				
Commissions	10.995.732	32%	0	0%	10.995.732	32%				
Subtotal	27.218.818	80%	7.006.371	20%	34.225.189	100%				
Total expenditure towards suppliers	34.225.189									

Product/service category	Proportion of s	Proportion of spending on local suppliers by product/service category						
	FY 23							
	Italy		Abroad (Europ	ean Union)	Total			
	Expense	%	Expense	%	Expense	%		
Claims	925.224	2%	0	0%	925.224	2%		
Fees	14.857.566	35%	0	0%	14.857.566	35%		
Administrative costs	7.415.227	18%	6.235.183	15%	13.650.410	32%		
Personel costs	127.935	0%	0	0%	127.935	0%		
Commissions	12.651.170	30%	0	0%	12.651.170	30%		
Subtotal	35.977.122	85%	6.235.183	15%	42.212.305	100%		
Total expenditure towards suppliers	42.212.305							



GRI 204-1 Proportion of spending on local suppliers - AND-E e TIS											
Annual percentage change	Proportion of	spending on loca	l suppliers by produc	t/service category	gory						
	FY 23										
	Italy		Abroad (Euro	pean Union)	Total						
	Expense	%	Expense	%	Expense	%					
Claims	176,26%	124%	0,00%	0%	176,26%	124%					
Fees	28,47%	4%	0,00%	0%	28,47%	4%					
Administrative costs	71,51%	39%	-11,01%	-28%	20,48%	-2%					
Personel costs	0,00%	0%	0,00%	0%	0,00%	0%					
Commissions	15,06%	-7%	0,00%	0%	15,06%	-7%					
Subtotal	0,00%	0%	0,00%	0%	0,00%	0%					
Total expenditure towards suppliers	23,34%										



Professional category		Total number and percentage of Board members and employees who have been trained about anti-corruption divided by employee category						
	Apr 23 - Mai	24		Apr 22 - Ma	r 23			
	Men	Women	Total	Men	Women	Total		
Board members	3	0	3	3	_	3		
Total Board members	3	0	3	3	_	3		
Percentage	100%	0%	100%	100%	0%	100%		
Senior Executives	18	1	19	13	1	14		
Total Senior Executives	18	1	19	13	1	14		
Percentage	100%	100%	100%	100%	100%	100%		
Managers	34	4	38	37	5	42		
Total Managers	34	4	38	37	5	42		
Percentage	100%	100%	100%	100%	100%	100%		
Employees	98	59	157	100	62	162		
Total Employees	98	59	157	100	62	162		
Percentage	100%	100%	100%	100%	100%	100%		
Total trained Board members	3	0	3	3	_	3		
Percentage of trained Board members	100%	0%	100%	100%	0%	100%		
Total trained employees	153	64	217	150	68	218		
Total percentage of trained employees	100%	100%	100%	100%	100%	100%		



Professional category	Total number and percentage of Board members and employees who have been trained about anti-corruption divided by employee category							
	Apr 23 - Mar	· 24		Apr 22 - Mai	r 23			
	Men	Women	Total	Men	Women	Total		
Board members	3	0	3	3	_	3		
Total Board members	3	0	3	3	_	3		
Percentage	100%	0%	100%	100%	0%	100%		
Senior Executives	18	1	19	13	1	14		
Total Senior Executives	18	1	19	13	1	14		
Percentage	100%	100%	100%	100%	100%	100%		
Managers	34	4	38	37	5	42		
Total Managers	34	4	38	37	5	42		
Percentage	100%	100%	100%	100%	100%	100%		
Employees	98	59	157	100	62	162		
Total Employees	98	59	157	100	62	162		
Percentage	100%	100%	100%	100%	100%	100%		
Total Board members who received communication	3	0	3	3	_	3		
Percentage of Board members who received communication	100%	0%	100%	100%	0%	100%		
Total employees who received communication	153	64	217	150	68	218		
Total percentage of employees who received communication	100%	100%	100%	100%	100%	100%		



# GRI 205-2 Communication and training about anti-corruption policies and procedures - TMI

Total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, divided by business partner type

Typology		Apr 23 - Mar 24	Apr 22 - Mar 23
Strategic suppliers	Business partners who received communication	155	86
	Total business partners	155	86
	Percentage	100%	100%
Relevant suppliers	Business partners who received communication	n.a.	52
	Total business partners	n.a.	52
	Percentage	n.a.	100%
Other type of suppliers	Business partners who received communication	355	332
	Total business partners	355	332
	Percentage	100%	100%
Total business partners who received c	ommunication	510	470
Percentage of business partners who received communication		100%	100%



Professional category	Total number and percentage of Board members and employees who have been trained about anti-corruption, divided by employee category							
	Apr 23 - Mar 24			Apr 22 - Ma	Apr 22 - Mar 23			
	Men	Women	Total	Men	Women	Total		
Board members	5	_	5	5	_	5		
Total Board members	7	_	7	7	_	7		
Percentage	71%	0%	71%	71%	0%	71%		
Senior Executives	8	2	10	2	_	2		
Total Senior Executives	8	2	10	8	2	10		
Percentage	100%	100%	100%	25%	0%	20%		
Managers	14	7	17	3	_	3		
Total Managers	14	7	17	11	7	18		
Percentage	100%	100%	100%	27%	0%	17%		
Employees	67	62	98	15	9	24		
Total Employees	67	62	98	64	58	122		
Percentage	100%	100%	100%	23%	16%	20%		
Total trained Board members	5	_	5	5	_	5		
Percentage of trained Board members	71%	0%	71%	71%	0%	71%		
Total trained employees	90	71	161	20	9	29		
Total percentage of trained employees	100%	100%	100%	24%	13%	19%		



communication

Professional category	Total number and percentage of Board members and employees who have been trained about anti-corruption divided by employee category							
	Apr 23 - Mar 24			Apr 22 - Ma	Apr 22 - Mar 23			
	Men	Women	Total	Men	Women	Total		
Board members	7	_	5	5	_	5		
Total Board members	7	_	7	7	_	7		
Percentage	71%	0%	71%	71%	0%	71%		
Senior Executives	2	_	2	8	2	10		
Total Senior Executives	8	2	10	8	2	10		
Percentage	25%	0%	20%	100%	100%	100%		
Managers	3	_	3	11	7	18		
Total Managers	11	7	18	11	7	18		
Percentage	27%	0%	17%	100%	100%	100%		
Employees	15	9	24	64	58	122		
Total Employees	64	58	122	64	58	122		
Percentage	23%	16%	20%	100%	100%	100%		
Total Board members who received communication	5	-	5	5	_	5		
Percentage of Board members who received communication	71%	-	71%	7	_	7		
Total employees who received communication	20	9	29	83	67	150		
Total percentage of employees who received	24%	13%	19%	100%	100%	100%		



# GRI 205-2 Communication and training about anti-corruption policies and procedures - TFSI and KINTO

Total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, divided by business partner type

ness partners who received munication l business partners	49	13
l business partners	19	
	<del>1</del> 2	13
entage	37%	100%
ness partners who received munication	28	25
l business partners	117	25
entage	24%	100%
ness partners who received munication	54	91
l business partners	54	91
entage	100%	100%
	100	129
nication	45%	100%
r	business partners entage ness partners who received munication business partners	business partners 24% ness partners who received munication business partners 54 entage 100% 100



Professional category	Total number and percentage of Board members and employees who have been trained about anti-corruption, divided by employee category							
	FY 23			FY 22	FY 22			
	Men	Women	Total	Men	Women	Total		
Board members	_	_	_	_	_	_		
Total Board members	_	_	_	_	_	_		
Percentage	0%	0%	0%	0%	0%	0%		
Senior Executives	2	1	3	2	1	3		
Total Senior Executives	2	1	3	2	1	3		
Percentage	100%	100%	100%	100%	100%	100%		
Managers	6	1	7	5	1	6		
Total Managers	6	1	7	5	1	6		
Percentage	100%	100%	100%	100%	100%	100%		
Employees	26	28	54	25	25	50		
Total Employees	26	28	54	25	25	50		
Percentage	100%	100%	100%	100%	100%	100%		
Total trained Board members	_	_	_	_	_	_		
Percentage of trained Board members	0%	0%	0%	0%	0%	0%		
Total trained employees	32	29	61	32	27	59		
Total percentage of trained employees	100%	100%	100%	100%	100%	100%		



GRI 205-2 Communication and trainir	ng about anti-corruption policies and procedures - 115 and AND-E
Professional category	Total number and percentage of Board members and employees who have been trained about anti-corruption, divided by employee category

	divided by employee category						
	FY 23			FY 22			
	Men	Women	Total	Men	Women	Total	
Board members	-	_	_	_	_	-	
Total Board members	_	_	_	_	_	_	
Percentage	-	_	_	_	_	-	
Senior Executives	2	1	3	2	1	3	
Total Senior Executives	2	1	3	2	1	3	
Percentage	100%	100%	100%	100%	100%	100%	
Managers	6	1	7	5	1	6	
Total Managers	6	1	7	5	1	6	
Percentage	100%	100%	100%	100%	100%	100%	
Employees	26	28	54	25	25	50	
Total Employees	26	28	54	25	25	50	
Percentage	100%	100%	100%	100%	100%	100%	
Total Board members who received communication	_	_	_	_	_	_	
Percentage of Board members who received communication	0%	0%	0%	0%	0%	0%	
Total employees who received communication	32	29	61	32	27	59	
Total percentage of employees who received communication	100%	100%	100%	100%	100%	100%	



GRI 205-2 Communication and training about anti-corruption policies and procedures - TIS and AND-E							
Total number and percentage of business partners to whom the organization's anti-corruption policies and procedures FY23 FY22 have been communicated, divided by business partner type							
Business partners who received communication	85	83					
Business partners in total	85	83					
Percentage	100%	100%					









#### **DECLARATION OF USE**

The Toyota Italy Network has reported the information in the Table of GRI Indicators below, for the reporting period between 1 April 2023 and 31 March 2024 for the companies TMI, TFSI and KINTO Italy and between 1 January 2023 and 31 December 2023 for the companies TIS and AND-E, in compliance with the GRI Standards ("in Accordance with" approach).

GRI 1 used: GRI 1: Foundation 2021

<b>GRI Standard</b>	Disclosure	Page number/notes	Omission		
			OMITTED REQUIREMENTS	REASON	EXPLANATION
GRI 2: General di	sclosures (2021)				
The organization	and its reporting practices				
2-1	Organizational details	Pag. <u>26-27</u> ; <u>48-53</u>			
2-2	Entities included in the organization's sustainability reporting	Pag. <u>26-27</u>			
2-3	Reporting period, frequency and contact point	Pag. <u>26-27</u>			
2-4	Restatements of information	Pag. <u>26-27</u>			
2-5	External assurance	This Sustainability Report is not subject to Assurance			
Value Chain					
2-6	Activities, value chain and other business relationships	Pag. <u>83-85</u>			
2-7	Employees	Pag. <u>12</u> ; <u>72-75</u> ; <u>119-121</u>			
2-8	Workers who are not employees	Pag. <u>119-121</u>			
Sustainable corp	orate governance and risk management				
2-9	Governance structure and composition	Pag. <u>93-106</u>			
2-10	Nomination and selection of the highest governance body	Pag. <u>93-106</u>			
2–11	Chair of the highest governance body	Pag. <u>93-106</u>			
2-12	Role of the highest governance body in overseeing the management of impacts	Pag. <u>93-106</u>			
2-13	Delegation of responsibility for managing impacts	Pag. <u>93-106</u>			

<b>GRI Standard</b>	Disclosure	Page number/notes		Omission	
			OMITTED REQUIREMENTS	REASON	EXPLANATION
2-14	Role of the highest governance body in sustainability report	Pag. <u>93-106</u>			
2-15	Conflicts of interest	Pag. <u>93-106</u>			
2-16	Communication of critical corcerns	Pag. <u>93-106</u>			
2–17	Collective knowledge of the highest governance body	Pag. <u>93-106</u>			
2-18	Performance evaluation of the highest governance body	Pag. <u>107</u>			
2-19	Remuneration policies	Pag <u>81</u> ; <u>107</u>			
2-20	Process to determine remuneration	Pag <u>81</u> ; <u>107</u>			
2-21	Annual total compansation ratio		a), b), c)	Confidentiality constraints	Data subjected to confidentiality constraints
Strategy, policies	and practices				
2-22	Statement on sustainable development strategy	Pag. <u>5-6</u>			
2-23	Policy commitments	Pag. <u>105</u>			
2-24	Embedding policy commitments	Pag. <u>105</u>			
2-25	Processes to remediate negative impacts	Pag. <u>28-30</u>			
2-26	Mechanisms for seeking advice and raising concerns	Pag. <u>105</u>			
2-27	Compliance with laws and regulations	Pag. <u>16</u> ; <u>93-106</u> ;			
2-28	Membership associations	Pag. <u>99</u>			
Stakeholder enga	agement				
2-29	Approach to stakeholder engagement	Pag. <u>28-30</u>			
2-30	Collective bargaining agreements	Pag. <u>119-121</u>			
Disclosures on ma	aterial topics				
GRI 3: Manageme	ent of material topics (2021)				
3-1	Process for determining material topics	Pag. <u>28-30</u>			
3-2	List of material topics	Pag. <u>28-30</u>			
MATERIAL TOPIC:	Sustainable corporate governance and Risk Management				

<b>GRI Standard</b>	Disclosure	Page number/notes	Omission		
			OMITTED REQUIREMENTS	REASON	EXPLANATION
GRI 201 Economic	Performance (2016)				
3-3	Management of material topics	Pag. <u>93-106</u>			
201-1	Direct economic value generated and distributed	Pag. <u>19</u> ; <u>144-145</u>			
MATERIAL TOPIC:	Sustainable value chain				
GRI 204 Procuren	nent practices (2016)				
3-3	Management of material topics	Pag. <u>83-85</u>			
204-1	Proportion of spending on local suppliers	Pag. <u>146-150</u>			
MATERIAL TOPIC:	Business ethics and anti-corruption				
GRI 205 Anti-corr	uption (2016)				
3-3	Management of material topics	Pag. <u>93-106</u>			
205-2	Communication and training about anti-corruption policies and procedures	Pag. <u>151-159</u>			
205-3	Corfirmed incidents of corruption and actions taken	Pag. <u>15</u> ; <u>99</u>			
GRI 206 Anti-com	petitive Behavior (2016)				
3-3	Management of material topics	Pag. <u>85</u> ; <u>105</u>			
206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	Pag. <u>15</u> ; <u>99</u>			
MATERIAL TOPIC:	Reduction of environmental impact				
Energy efficiency	and (in particular for GRI 302 and GRI 305)				
GRI 302 Energy (2	2016)				
3-3	Management of material topics	Pag. <u>11</u> ; <u>56-70</u>			
302-1	Energy consumption within the organization	Pag. <u>57</u> ; <u>112</u>			
GRI 303 Water an	d effluents (2018)				
3-3	Management of material topics	Pag. <u>11</u> ; <u>59</u>			
303-3	Water withdrawal	Pag. <u>59</u> ; <u>112</u>			
<b>GRI 305 Emission</b>	s (2016)				

<b>GRI Standard</b>	Disclosure	Page number/notes		Omission	
			OMITTED REQUIREMENTS	REASON	EXPLANATION
3-3	Management of material topics	Pag. <u>11</u> ; <u>56-70</u>			
305-1	Direct GHG emissions (Scope 1)	Pag. <u>57</u> ; <u>113</u>			
305—2	Energy consumption indirect GHG emissions (Scope 2)	Pag. <u>57</u> ; <u>113</u>			
305-3	Other indirect GHG emissions (Scope 3)	Pag. <u>57</u> ; <u>113</u>			
GRI 306 Waste (2	2020)				
3-3	Management of material topics	Pag. <u>11</u> ; <u>59</u>			
306-1	Waste generation and significant waste-related impacts	Pag. <u>59</u>			
306-2	Management of significant waste-related impacts	Pag. <u>59</u>			
306-3	Generated waste	Pag. <u>59</u> ; <u>114</u>			
306-4	Waste diverted from disposal	Pag. <u>59</u> ; <u>114</u>			
306-5	Waste directed to disposal	Pag. <u>59</u> ; <u>114</u>			
MATERIAL TOPIC:	Employee development, training and well-being				
MATERIAL TOPIC:	Quality of work relationship				
GRI 401 Employm	nent (2016)				
3-3	Management of material topics	Pag. <u>12</u> ; <u>73-75</u> ; <u>115-118</u>			
401-1	New employee hires and employee turnover	Pag. <u>12</u> ; <u>73-75</u> ; <u>115-118</u>			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pag. <u>79</u> ; <u>119-121</u>			
GRI 404 Training	and Education (2016)				
3-3	Management of material topics	Pag. <u>76-77</u> ;			
404-1	Average hours of training per year per employee	Pag. <u>76-77</u> ; <u>133</u>			
404-3	Percentage of employees receiving regular performance and career development reviews	Pag. <u>80</u> ; <u>134</u>			
MATERIAL TOPIC:	Diversity and equal opportunities				
GRI 405 Diversity	and Equal Opportunity (2016)				
3-3	Management of material topics	Pag. <u>12</u> ; <u>15</u> ; <u>72-74</u> ; <u>99</u>			
405-1	Diversity of governance bodies and employees	Pag. <u>135-143</u>			

<b>GRI Standard</b>	Disclosure	Page number/notes	Omission		
			OMITTED REQUIREMENTS	REASON	EXPLANATION
405-2	Ratio of basics salary and remuneration of women to men	Pag. <u>137</u> ; <u>140</u> ; <u>143</u>			
GRI 406 Non-disc	rimination (2016)				
406-1	Incidents of discrimination and corrective actions taken	Pag. <u>15</u> ; <u>99</u>			
MATERIAL TOPIC:	Health and safety in the workplace				
GRI 403 Occupati	onal Health and Safety (2018)				
3-3	Management of material topics	Pag. <u>12; 19</u> ; <u>82</u>			
403-1	Occupational health and safety Management System	Pag. <u>12; 19</u> ; <u>82</u>			
403-2	Hazard identification, risk assessment and incident investigation	Pag. <u>12</u> ; <u>19</u> ; <u>82</u>			
403-3	Occupational health services	Pag. <u>12</u> ; <u>19</u> ; <u>82</u>			
403-4	Worker participation, consultation and communication on occupational health and safety	Pag. <u>12; 19; 82</u>			
403-5	Worker training on occupational health and safety	Pag. <u>12; 19; 82</u>			
403-6	Promotion of worker health	Pag. <u>12; 19; 82</u>			
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pag. <u>12</u> ; <u>19</u> ; <u>82</u>			
403-8	Workers covered by an occupational health and safety Management System	Pag. <u>12; 19; 82</u>			
403-9	Work-related injuries	Pag. <u>12</u> ; <u>82</u> ; <u>130-132</u>			
MATERIAL TOPIC:	Quality and safety of products and services				
GRI 416 Customei	r Health and Safety (2016)				
3-3	Management of material topics	Pag. <u>88</u>			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents of non- compliance concerning the health and safety impacts of products and services were recorded during FY24.			

# GRI CONTENT INDEX

<b>GRI Standard</b>	Disclosure	Page number/notes		Omission	
			OMITTED REQUIREMENTS	REASON	EXPLANATION
GRI 417 Marketing	and labeling (2016)				
3-3	Management of material topics	Pag. <u>86-88</u> ;			
417-3	Incidents of non-compliance concerning marketing communications	Pag. <u>15</u> ; <u>86-88</u> ; <u>99</u>			
MATERIAL TOPIC: (	Customer privacy and data security				
418 Customer Priv	acy (2016)				
3-3	Management of material topics	Pag. <u>19</u> ; <u>86-88</u> ;			
418-1	Substantiated complaints concerning breaches of Customer Privacy and losses of Customer data	Pag. <u>19</u> ; <u>86-88</u> ; <u>106</u>			
OTHER MATERIAL	TOPICS				
MATERIAL TOPIC:	Technological innovation and digitalization				
3-3	Management of material topics	Pag. <u>108-110</u>			
TEMA MATERIALE:	Community support and development				
3-3	Management of material topics	Pag. <u>14</u> ; <u>71</u> ; <u>89-92</u>			
TEMA MATERIALE:	Vehicle emission and electrification				
3-3	Management of material topics	Pag. <u>61-63</u>			
TEMA MATERIALE:	Innovative and sustainable mobility services				
3-3	Management of material topics	Pag. <u>20</u> ; <u>65-70</u>			

# TOYOTA