



TOYOTA BOSHOKU TÜRKİYE

2022

SUSTAINABILITY
REPORT



 TOYOTA BOSHOKU TÜRKİYE

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

For Over a Quarter Century, We Have Been Creating Happy Journeys

As Toyota Boshoku Türkiye, we have been representing Toyota Boshoku Group as one of the most significant production hubs in the Europe & Africa Region since 1997. For over a quarter of a century, we have been producing not only seats and door inner panels but also value and happy journeys for all our stakeholders.

Aware that collaboration is the fundamental requirement for a sustainable world, we work hand in hand with all our stakeholders to make a difference for the 'World' and 'People'.

Today, it is evident that global challenges such as the climate crisis, social inequalities, and ever-changing laws and regulations pose a threat to every business. We understand how critical the role of businesses is, in addressing these issues. Therefore, 'Sustainability' is not just a trendy term for us; it is a value that influences every aspect of our business.

Environment:

Our commitment to environmental protection is firm. Over the past years, we have taken significant steps to reduce our carbon footprint and lessen our impact on the world. Next year, we will crown these efforts with our 'Solar Farm' investment, which will enable us to derive 100% of our energy from renewable sources.

Social:

We are aware that the well-being of the society, including our employees, profoundly impacts every aspect of our business. For many years we have been promoting diversity, equality, and inclusivity while prioritizing the welfare and professional development of our employees.

Furthermore, we value involvement with the society in which we operate, and we consider it essential to both share our expertise and learn from them. The active involvement of our employees in volunteering strengthens our commitment to social progress.

Governance:

Transparency, fairness and accountability are the cornerstones of our business. Through our risk management practices, we aim not only to sustain our company's existence and profitability but also the well-being of all our stakeholders.

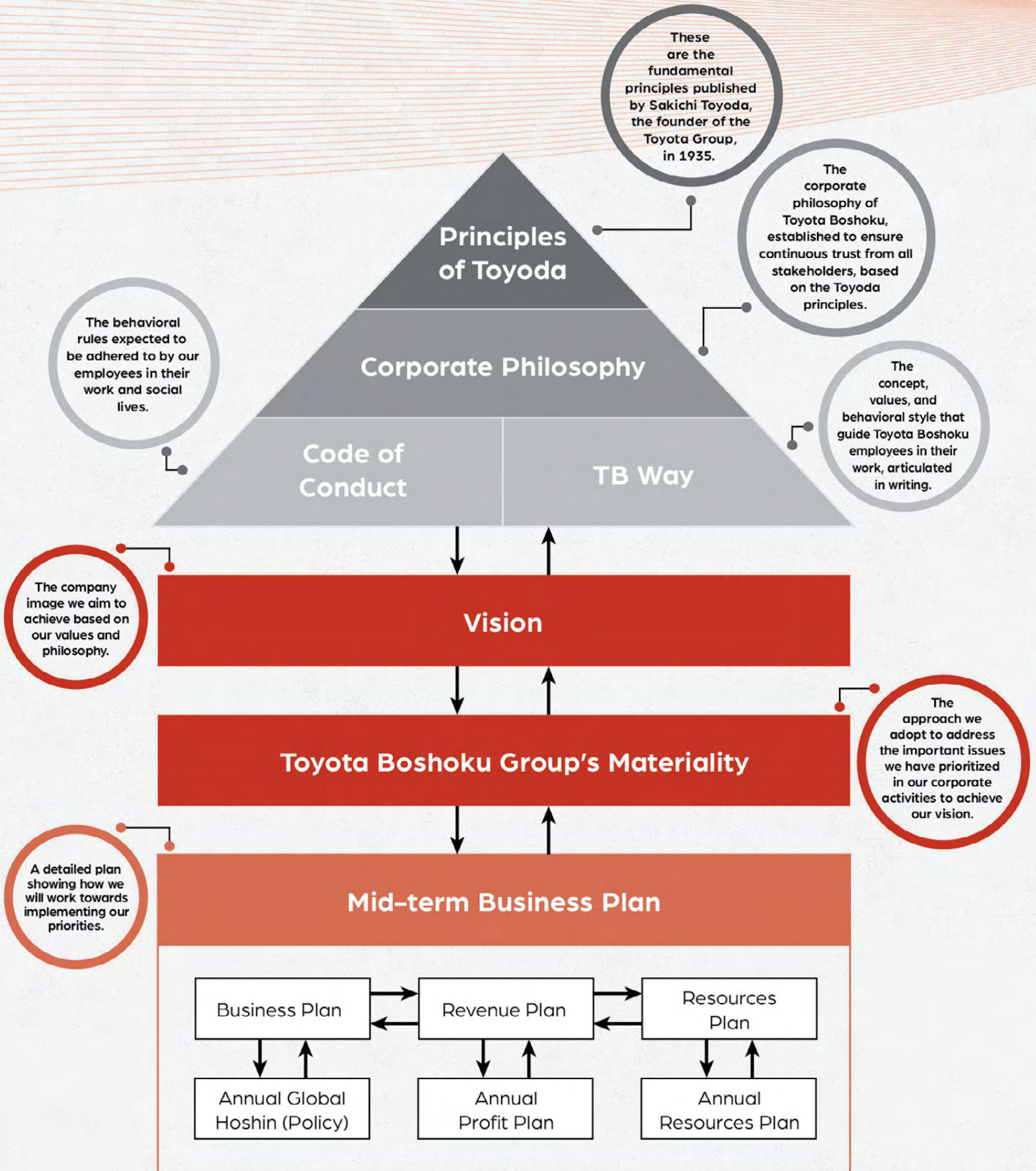
In conclusion, Sustainability is not something that we do; it is who we are. We are proud of the steps that we have taken, but we are also aware that there is much work yet to be done. I thank all our stakeholders who walk hand in hand with us on this journey.

Hakan KONAK
President

Aware that collaboration is the fundamental requirement for a sustainable world, we work hand in hand with all our stakeholders to make a difference for the 'World' and 'People'.



MANAGEMENT CONCEPT



These are the fundamental principles published by Sakichi Toyoda, the founder of the Toyota Group, in 1935.

Principles Of Toyoda

Principles of Sakichi Toyoda (established in 1935)

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



Sakichi Toyoda



Toyoda Prensijleri

Corporate Philosophy

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

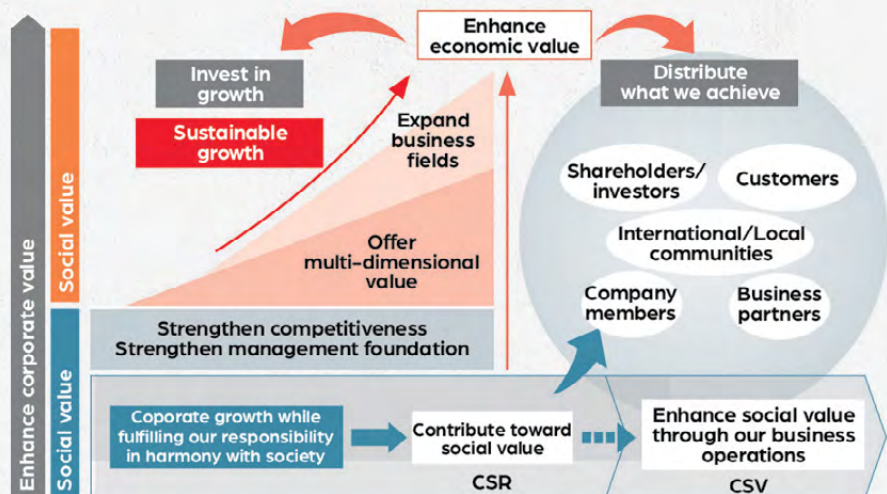
Tb Way (Our values and behavioural principles in concrete terms)

We contribute to society by developing leading-edge technologies and manufacturing high-quality products.

- We meet challenges with courage and creativity, to realize our dreams.
- We carry out kaizen continuously, aiming to achieve higher goals.
- We practice Genchi-Genbutsu by going to the source to analyze problems and find their root causes.
- Once a decision is made, we move quickly to carry out the plan, with passion and a sense of mission.
- We seek to do our best, act professionally and take responsibility for our actions.
- We respect the values of other cultures and accept differences, with an open mind and a global perspective.
- As a good corporate citizen, we do what is right and contribute to society.
- We respect the individual and use teamwork to produce the best result.

The management structure we aim to become

As a good corporate citizen, we will improve economic value through efforts to strengthen our competitiveness and management foundation, and increase corporate value. In addition, we will strive to meet the expectations of our stakeholders while at the same time pursuing sustainable growth.



GATE TO ALL WORK: SAFETY

"Safe work is 'the gate' to all work". This philosophy continues to drive our efforts in occupational health and safety across our company's facilities. Through the development of various structures, internal rules, and machine safety standards aimed at preventing harm, we place the utmost importance on proactive measures to prevent workplace injuries by identifying potential risks. At Toyota Boshoku Türkiye, safety is a collective responsibility, and it requires the commitment of each one of us to ensure our own safety and the safety of others. Through these practices, we aim to serve as a model company and contribute to society through exemplary occupational health and safety practices.

Lost-day
Accident Zero
maintained for
7 years



QUALITY IS OUR TOP PRIORITY

We are dedicated as "One Team One Heart" on absolute quality to provide our customers higher-quality mobile time and space. We pursue safety, quality and comfort in every finished product.

For us, Quality comes before quantity. Therefore each of our workshop member is entitled to stop the production line whenever they detect an abnormality. This allows us to us find and resolve root causes of problems.

Delivered
Defect To
Customers "Zero"
Maintained for
5 years



2022
Efficiency
improvement
rate
3.9%

EFFICIENCY IS OUR BEST PRACTICE

We carry out Kaizen("Never be satisfied with the status quo") mindset in all aspects such as quality, efficiency, and cost. Every employee who encounters this spirit and company culture, focuses on seeking better methods, regardless of office or workshop, to do their work more effectively and with higher quality. Even when excellent results are achieved, we seek answers to the question, 'How can we do it even better?'"

OUR CORE VALUE: EMPLOYEE HAPPINESS

We recognize that our employees are our most valuable assets. We strive to build a homelike warm atmosphere at work and develop our employees to realize their full potential in a spirit of true partnership. This approach enables us to sustain high motivation and retention of our employees.

Employee
satisfaction
ratio
75%



ENVIRONMENT IS OUR RESPONSIBILITY

We promote prosperity while protecting the planet. In this regard, we strive to minimise our carbon footprint by optimizing energy consumption and recycling. We are dedicated to environmental conservation and energy efficiency while complying with laws and regulations. We prioritize taking measures at the source, continually improving our environmental and energy performance, and applying sustainable development principles in our processes. Additionally, we aim to raise awareness through training programs and actively engage with the local society.

**FY'22 Carbon
emission
reduction rate:
2.02%**



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

Since we were established, we have been performing our activities with an ethical, accountable, and responsible management style. We report the value that we create for our stakeholders, our Company performance and our environmental impact in the framework of principles of accountability and transparency. Therefore, we are delighted to present our sustainability approach and the initiative we have taken in this field by this 2022 Sustainability Report which is our second Sustainability Report.

We hope that this report where we explain the practices we performed in social, environmental and governance areas between 1 April 2022 and 31 March 2023 reinforces the already-strong feelings of trust between us and our stakeholders and sets an example for our sector.

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

The report was prepared by internal resources (by Sustainability Department of Toyota Boshoku Türkiye) and the data shared in the report were not subjected to external audit. Unless specified otherwise, the data in our sustainability report reflect the performance of our plants within Toyota Boshoku Türkiye Otomotiv Sanayi ve Ticaret A.Ş. in the fiscal year 2022. We would kindly welcome your feedback and inquiries at the following email address "tbt.info@toyota-boshoku.com".





TOYOTA BOSHOKU IN THE WORLD

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

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

Globally, Toyota Boshoku has 91 companies in 25 countries and employs more than 44,000 people. Toyota Boshoku manages its global operations

by dividing into five regions, which include Japan, Europe & Africa, Americas, Asia & Oceania and China, and has designated regional hubs for each region for organization and optimal management. General management is overseen by the global headoffice in Japan in cooperation with central management regional hubs in each region. The fact that Toyota is a major customer and shareholder of Toyota Boshoku and that our company is Toyota's originating company demonstrates the depth of ties between the two companies.

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

THE AMERICAS

TOYOTA BOSHOKU AMERICA, INC. - United States

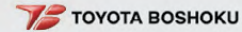
Technical Center Silicon Valley Office	United States
TOYOTA BOSHOKU ARGENTINA S. R. L. SEWTECH ARGENTINA S. R. L.	Argentina
TOYOTA BOSHOKU DO BRASIL LTDA.	Brazil
TOYOTA BOSHOKU CANADA, INC.	Canada
TB SEWTECH DE MEXICO, S. DE R. L. DE C. V. TB KAWATEX DE MEXICO, S. A. DE C. V.	Mexico
SYSTEMS AUTOMOTIVE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



● Global Mainstay Hub
■ Regional Management & Collaboration Hub

Seat Business	 Seats	 Sports seats	 Seat frames	 Executive lounge seat	
Interior & Exterior Business	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Interior Components </div>	 Interior system	 Door trims	 Headliners	 Illuminations
Filter & Power Train Components Business	 Air filters	 Oil filters			

Global Network



EUROPE & AFRICA

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

CHINA

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

JAPAN

TOYOTA BOSHOKU CORPORATION Japan

ASIA & OCEANIA

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



Lexus LS seat

Seats outside of automobiles



Railway seats
(Photo provided by East Japan Railway Company)



Aircraft seats

Exterior components



Bumpers



Fender liners

Others (Textile Components)



Seat fabrics



Seat belt webbings



Curtain-shield airbags

Plastic parts used in internal combustion engines



Intake manifolds



Air cleaners

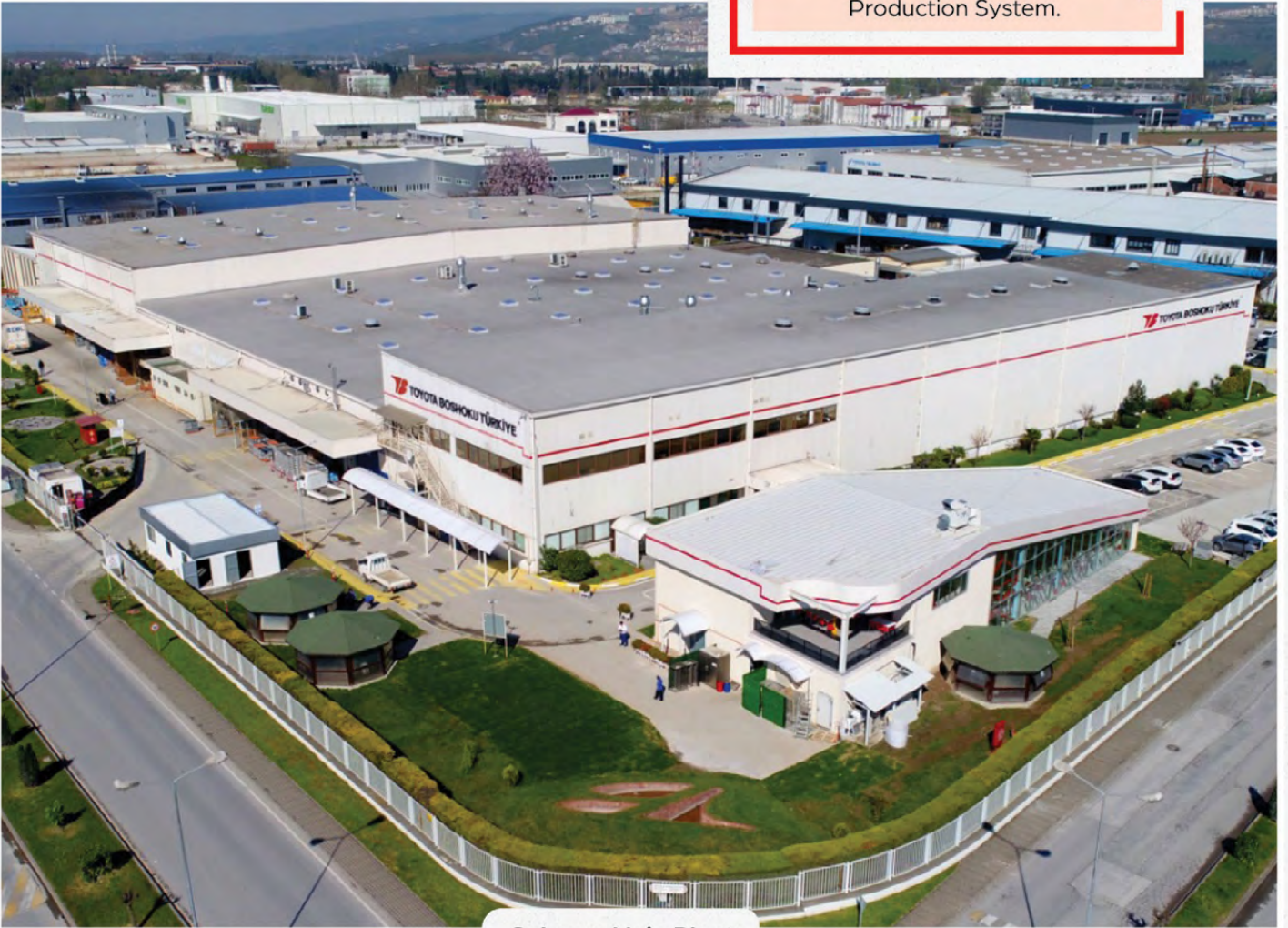


Oil mist separators

We craft happier journeys with our stakeholders.

Toyota Boshoku Türkiye Automotive Industry and Trade Inc. (TBT) is one of Toyota Boshoku's most important production facilities in the Europe & Africa Region. Our company aims to produce automotive seats, door interior panels, instrument panel components and engine air filters just in time and with high quality in our Sakarya Center and Sakarya Metal plants. Our company has an annual production capacity of 280 000 sets.

TBT was established in 1997 and has become one of the leading production facilities of the sector and Sakarya with its wide product range, experience, and technical infrastructure over the years, with the principle of 100% implementation of the Toyota Production System.



Sakarya Main Plant

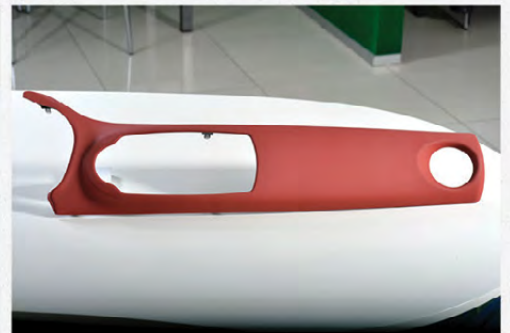
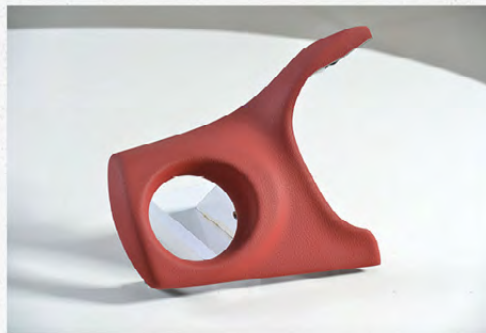
All important components of the automotive seat, from metal frame to plastic injection parts and urethane are produced and turned into finished seat products in our Sakarya Central Factory. In this respect, the company supports its sustainability as a self-sufficient workplace.

Sakarya Main Plant

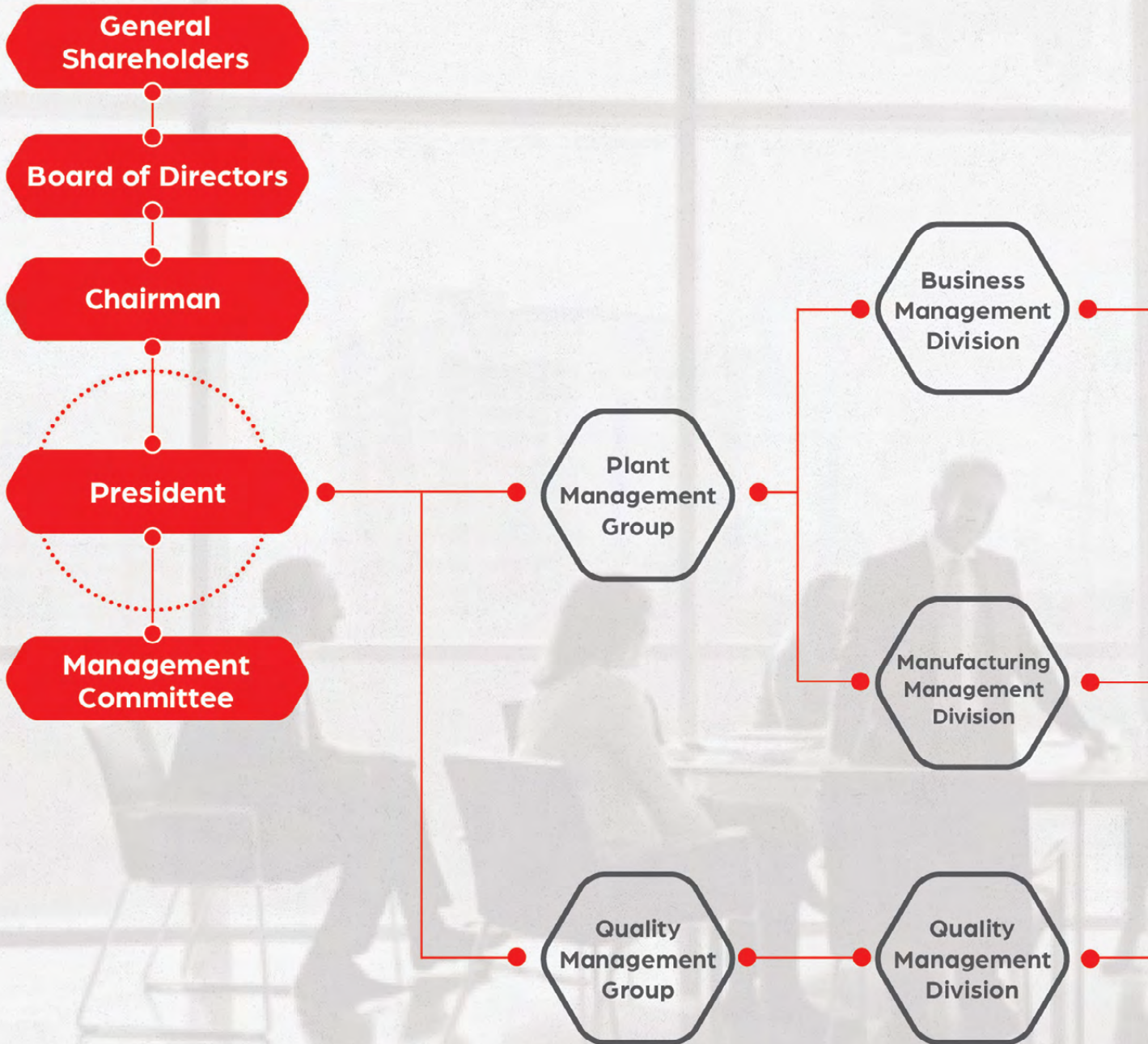
Products	Seat, door panel, instrument panel, air filter
Models	Toyota C-HR, Corolla
Production Processes	Seat assembly, poly urethan production, plastic injection, vacuum forming
Total Area	29,944 m ²
Closed Area	10,900 m ²
Start of Production	November 2001
Number of Employees	713

Sakarya Metal Plant

Products	Seat frame and components
Models	Toyota C-HR, Corolla
Production Processes	Press, welding, cataphoresis coating, assembly
Total Area	63,086 m ²
Closed Area	14,700 m
Start of Production	July 2007
Number of Employees	285



Our Organizational Structure



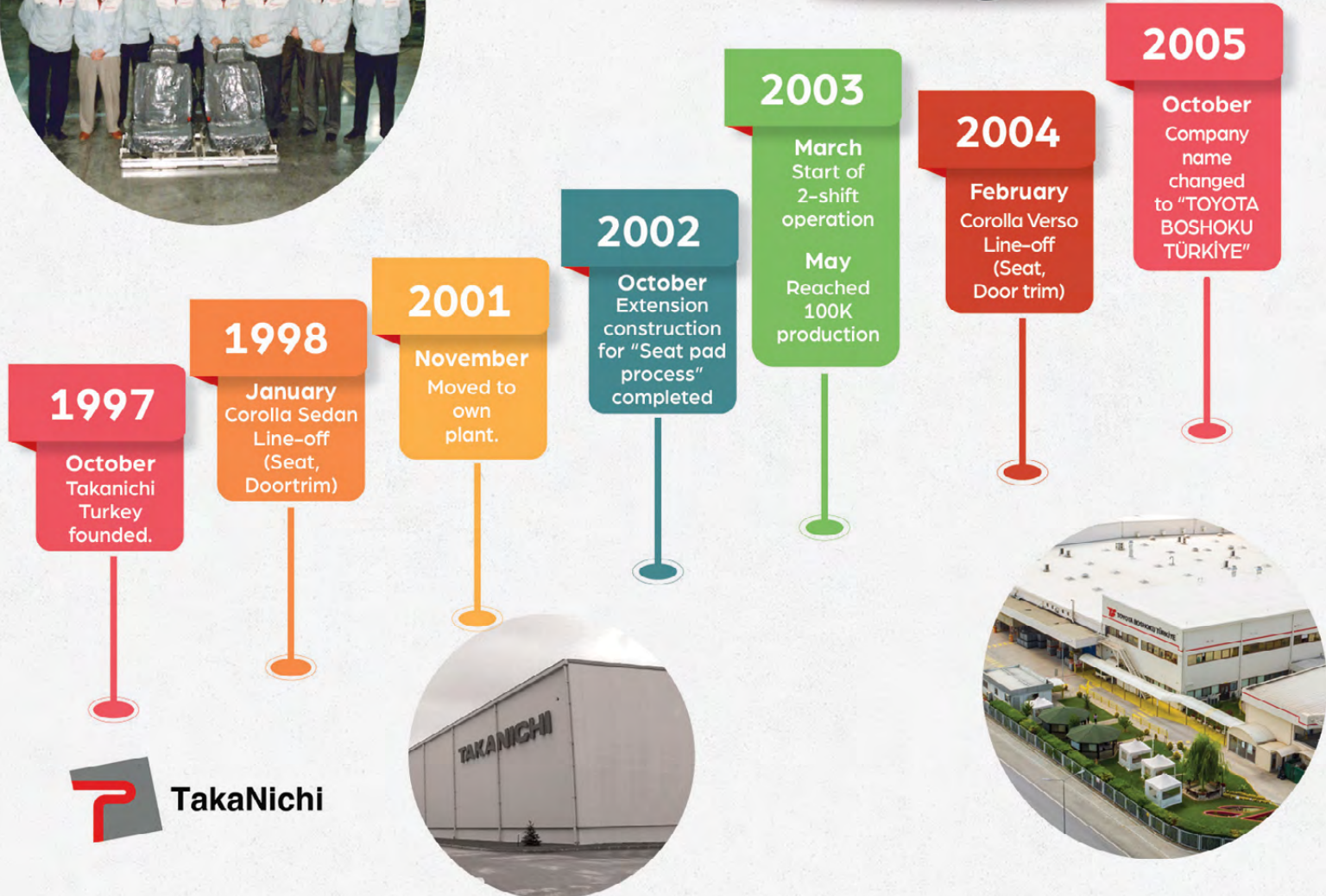
- Human Resources & Administration
- HSE Department
- Sustainability Department
- Accounting & Finance Department
- Information Technology Department

- Seat Manufacturing Department
- Interior & ACL Manufacturing Department
- Frame Manufacturing Department
- Engineering & Maintenance Department
- Production & Logistics Control Department
- Production Development Department

- Quality Engineering Department
- Quality Inspection Department
- Total Quality Management Department
- Project Promotion Department

ABOUT TOYOTA BOSHOKU TÜRKİYE

Since the establishment in 1997, we 2016 have expanded our business in a rapid pace and now with its around 1,000 vehicle set/daily volume, 3 plants and over 2,000 employees, TBT is one of the leading car interior suppliers in Europe.





2007
July
Metal Plant
Grand
Opening
Ceremony

2012
June
Established
TB Sewtech
Turkey
(TBSTR)
as trim
cover plant

2016
August
Start of
3-shift
operation
September
Toyota C-HR
Line-off
(Seat, Doortrim,
I/P part,
Air cleaner)

2020
November
EFQM Turkey
Excellence
Award

2022
We have received
the 'Turkey
Excellence Award'
according to
the EFQM*1
criteria, which is
a management
model developed
by leading
organizations in
Europe.



PURPOSE

We craft
happier journeys
with our
Stakeholders

VISION

Become the
top-class GLOCALIZED
car interior
manufacturer in
Europe.

*Glocalized: Think globally,
act locally*

SLOGAN

All Together,
ONE HEART,
For our Future





25th Anniversary

Our company, founded in 1997, has reached its 25th year. During the ceremony organized with the participation of public officials and our customers, Toyota Boshoku Türkiye's contributions to Sakarya and Türkiye were highlighted.



Turkey Excellence Award

According to criteria of EFQM1* model, a management model developed by leading organizations in Europe, we received "Turkey Excellence Award". This success, also achieved in 2020, was repeated with an award that only 3 organizations nationwide were deemed worthy of.

*1 European Foundation for Quality Management





100% Clean Energy

One of the important developments for us in 2022, was the decision to establish a solar farm aimed at renewable energy production. As a significant milestone in sustainability, we signed a contract with a subcontractor company as the first step of the 12 million euro investment. After a 15-month construction period, we plan to meet all our electricity needs from the solar solar farm in July 2024.

Collaboration with Ministry of National Education

As a part of our community contribution efforts this year, we organized an education program titled "Foundations of Production Shopfloor." In this context, we provided education to 9th-grade students from Sakarya Chamber of Commerce and Industry Motor Vehicle Technology Vocational and Technical High School on the basics of shopfloor, including "Work Safety, Quality, and Efficiency." During the education, where students spent a full day within the Toyota Boshoku Türkiye premises, they also had the opportunity to



experience production by assembling some seat components after a detailed plant tour. Following the education, which reached a total of 100 students, we organized a ceremony attended by government and public institution officials.

Quality Circles Convention

For the first time this year, our company participated in the "Quality Circles Convention" organized by the Quality Association (KalDer) in Ankara. Among the 18 teams participating in the competition, our team received the "2022 Quality Circle Award."



We, at Toyota Boshoku Türkiye are conscious of our responsibilities in environmental and social terms and are striving to fulfil these duties to leave a more liveable world for future generations.

As Toyota Boshoku Türkiye, we are fully aware of our responsibilities in the face of environmental and social challenges and strive to leave a more sustainable world for future generations. Sustainability is at the forefront of our approach, not only in our operational processes but also in every decision and action we take, aiming to create a workplace and a world that can be passed on to future generations.

Business

To increase our global competitiveness, we target not only operational but also management quality. We aim for sustainable business relations by optimizing our operational results, especially SQDC (Occupational Safety, Quality, Shipment, Cost), and prioritizing the satisfaction of all our stakeholders.

Environment

Environmental sustainability has been on Toyota Boshoku's agenda for many years, and as a Toyota Boshoku organization, we structure our activities under the headings of "climate change",

"water scarcity", "resource depletion" and "biodiversity crisis". Our focus in the medium-long term is on minimizing our carbon footprint for all three scopes.

Social

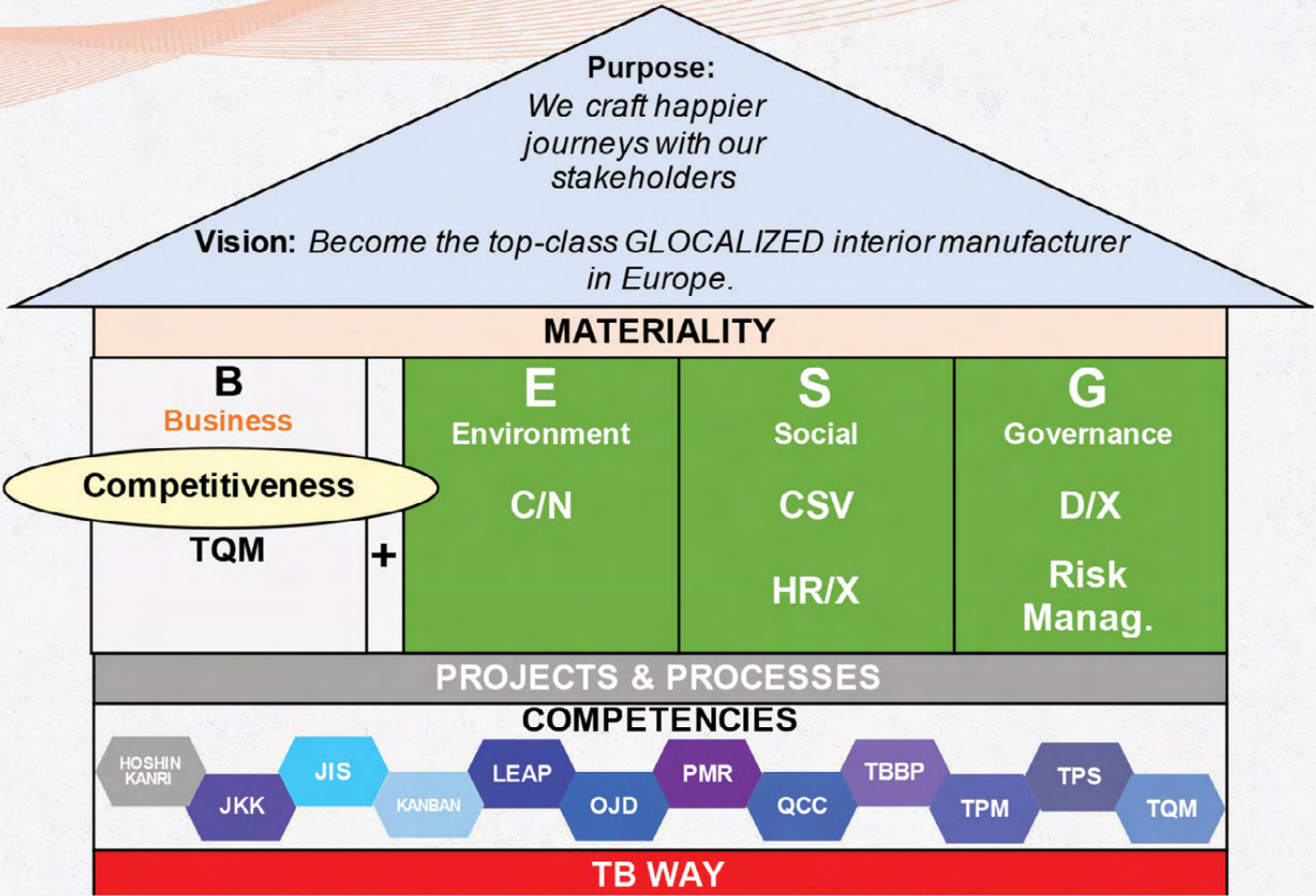
As Toyota Boshoku Türkiye, we aim to increase the well-being of both our employees and all humanity with practices that focus on people. The two most important social issues we focus on in the medium term are Human Resources Transformation and Creating Shared Value (CSV). While we address issues such as diversity, equality, inclusion, improvement of the working environment and talent management under Human Resources Transformation, our focus in Creating Shared Value is to enable "development together" by sharing our corporate competencies with all our stakeholders.

Governance

We use Digital Transformation as a tool to ensure transparency, honesty, and accountability, which are the building blocks of our company, and while digitalizing our operational processes, we care not only about efficiency but also about making the processes transparent. In today's rapidly changing world, Risk Management forms the basis of our strategies, and we prioritize our "risk assessment" perspective in every step taken for both business sustainability and the sustainability of the sense of trust offered to stakeholders.

At Toyota Boshoku Türkiye, we mobilize all our resources to increase Environmental, Social and Governance performance. Every member of our company, from senior managers to employees, embraces sustainability issues and accompanies the company's sustainability journey.

Sustainability is at the forefront of our approach, not only in our operational processes but also in every decision and action we take, aiming to create a workplace and a world that can be passed on to future generations.



Policies We Have



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

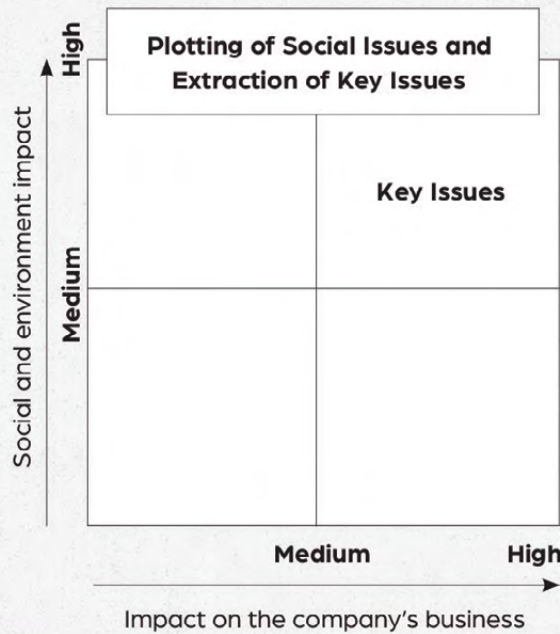
CSV KPI (KPI contributing to enhanced social value)

	CSV KPI	FY 2021 Results	FY 2022 Targets	FY 2022 Results	
Local communities & global society	Compliance G	Implementation level for Guiding Principles	100%	96%	100%
	Confidentiality management G	Number of confidential information leaks	0	0	0
	Compliance with laws and regulations G	Number of bribery violations	0	0	0
	Fair/transparent dealings G	Number of violations of antitrust laws	0	0	0
	Environmental conservation E	CO2 emissions and ratio of CO2 reduction	0	0	0
		Ratio of waste reduction with basic unit (t/units)	2,60%	Reduce 2%	2,02%
		Rate of reduction in water consumption with basic unit (m3/unit)	0.61	Reduce 0.5%/year	0.5
		Number of trees planted as part of reforestation activities	1.3	Reduce 1%/year	1.09
	Number of volunteer activity participants	1,200 trees/year	969 trees/year	2100 trees/year	
	Social contribution S	Number of volunteer activity participants	1 activity per person	1 activity per person	1.3 activity per person
Customers	Customers first S	Prize-winning awards	Zero Award	Minimum 1 award	1 award
	Shareholders	"Disclosing information in a timely and appropriate manner" S G	"Timely information disclosure to Board of Directors and Shareholders."	100%	100%
Company members	Respect for company members S	Designated employment rates of persons with disabilities	3,10%	More than 3.50%	3,65%
		Permanent company members turnover rate	0,02%	Less than 1%	0.2% (20 people)
		Encouragement to take paid holidays (annual leaves)	100%	100%	100%
		Overtime hours (Incidence of working more than 270H/year)	0 person	0 person	0 person
	Safety/Health S	"Number of fatal accidents (company members, temporary workers)"	0	0	0
		Receipt and coverage ratio for legal health check	95%	100%	100%
Business partners	Safety S	Number of fatal accidents by non-Toyota Boshoku group workers or members	Fatal accidents: 0	Fatal accidents: 0	Fatal accidents: 0

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

In the year of 2019, TB Group has transformed its sustainability efforts aligned with the Group's ESG targets through shifting from CSR to CSV. This transformation is integral for TB Group in terms of its ambitions to become a sustainable, leading global company by enhancing corporate value until the end of this decade. Between

April 2019 and July 2020, TB Group carried out a materiality assessment where its material issues have been identified within the scope of the process of drafting the 2022 Mid-Term Business Plan. The table below demonstrates 18 material issues identified through the materiality assessment of TB Group.



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

	Safety	Environment	Comfort
Issues to Resolve through Core Business E S	Product Safety +	Reduction of environmental loads -	Comfortable spaces +
	Reduction of traffic accidents -	Improve productivity +	Promotion of innovation +
	Aging society -	Climate change -	
		Energy and resource conservation -	
		Cooperation with business partners +	
	People	Organisation	
Issues Relating to Sources for Exercising Competitiveness S G	Ensuring diversity +	Compliance -	
	Workstyle innovation +	Governance -	
	Respect for human rights +	Strengthened Information security -	
	Company-member health and work safety -	Fair and equitable procurement +	

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

Toyota Boshoku Group's Materiality

QUALITY OF TIME AND SPACE

1

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

Comfortable spaces

Promotion of innovation



2

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

Product safety

Reduction of traffic accidents

Aging society



3

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

Productivity improvement

Climate change

Energy and resource conservation



4

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

Respect for human rights

Company-member health and work safety



5

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

Governance

Compliance



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

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

● Environmental Topics ● Social Topics ● Governance Topics



As TBT (Toyota Boshoku Turkey), we are striving to enhance our sustainability initiatives in line with the TB Group's sustainability strategies. As part of these efforts, we conducted a prioritization assessment with key internal and external stakeholders to identify TBT's priority issues. Those who participated in this prioritization assessment were sent a survey asking them to rate specific priority issues for TBT based on their importance. The results of this assessment have been ranked from most important to least important.







With the outcomes of this assessment, ten priority issues have been identified for TBT within three main categories: Environmental, Social, and Governance. While six of the materiality issues align with TB Global, four new materiality issues have been identified specifically for TBT, including Responsible Waste Management, Customer Satisfaction and Engagement, Effective Risk and Crisis Management, and Contribution to Local Employment. The materiality matrix illustrates the importance levels of material issues for TBT.

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



■ Existing Material Topics for Toyota Boshoku Global
 ■ New Material Topics for Toyota Boshoku Türkiye

Our Contributions to United Nations Sustainable Development Goals

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

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

*SDG 10 and SDG 17, which are not included in Toyota Boshoku Global, are SDGs that emerged in line with our own Materiality as Toyota Boshoku Türkiye.



Collaborating with stakeholders is necessary to create a sustainable global environment

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





Toyota Boshoku 2050 Environmental Vision


2050 Environmental Vision

Toyota Boshoku's

6

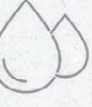
Stretch
Environmental
Goals to 2050

Climate Change

1  Challenge of achieving zero CO2 emissions in Toyota Boshoku group

2  Challenge of achieving zero CO2 emissions in the product life cycle

Water Scarcity

3  Toyota Boshoku grubu üretim proseslerinde geri dönüşümlü su kullanarak "0" atıksu hedefinin tutturulması

Resource Depletion

4  Challenge of minimising natural resources usage

5  Challenge of minimising wastes produced by the Toyota Boshoku group

Biodiversity Crises

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



We are trying to control our greenhouse gas emissions and reduce them, starting from direct emissions.

We work to minimize our greenhouse gas emissions, taking into account the risk of climate change, which is the biggest global threat. In this context, action plans have been created for each scope, especially direct emissions, within the framework of the data obtained by measuring our carbon footprint.

2022 was the year we took the first step in investing in solar energy, which will be sufficient to meet all of our company's electrical energy needs.

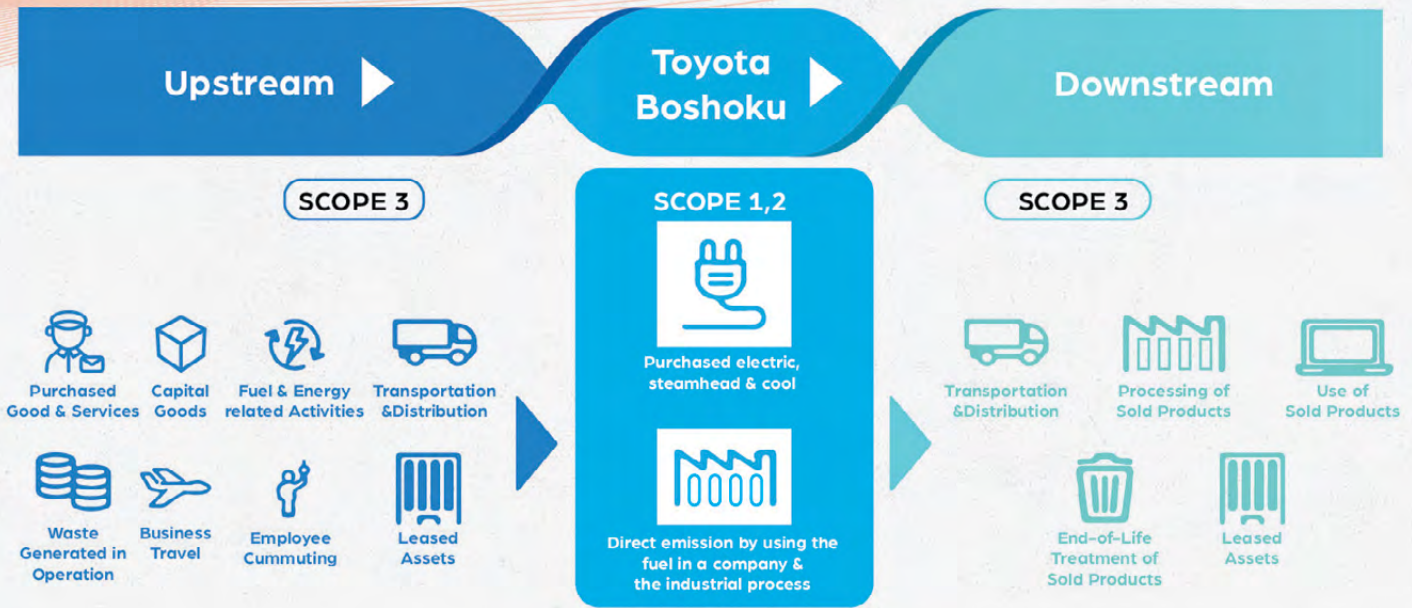
This year was also a year in which we carried out awareness-raising activities and took concrete actions in order to achieve improvements not only in direct but also in indirect emissions. Examples such as trying to reduce the amount of material usage, converting the trucks used to transport raw materials and products to electric, and making improvements in employee service routes are evidence of not only the corporate but also the individual efforts of our employees.

Thanks to the "Solar Farm", the construction of which will be completed in 2024, our two plants in Sakarya and our subsidiary in Düzce, TB Sewtech Turkey, will be providing all of their electrical energy from solar energy.

Greenhouse Gas Emissions				
	Unit	2020	2021	2022
Direct CO ₂ Emissions	t CO ₂ e	7.057	7.152	6.621
Carbon Emissions Reduction Rate per Product	%	3%	3%	3%



The content of Scope 1, 2, and 3 for Toyota Boshoku is as shown in the visual.



At the same time, for the first time in 2022, we calculated our carbon footprint. As a result of this calculation, the Scope 1, 2, and 3 contents for Toyota Boshoku Türkiye are as shown in the table below.

Category	Scope	Flow	Sources	Calculation Indicators	Icons	"TBT (Total -Co ₂ e)"
Category 1	Scope 1	-	Combustion Source	-Type of source (Warm-up, generator) -Amount of source (L m3)		757
	Scope 2		Leased assets	- Annual fuel quantity (L)		140
	Scope 1		Refrigeration equipment emissions	-Equipment type (chiller, freezer etc.) -Total gas volume (kg, L)		1.308
Category 2	Scope 2		Electricity emissions	-Electricity consumption amount (kwh)		1.822
Category 3	Scope 3	Upstream	Raw material Transport	-Type of transport (plane, train etc.)		431
		Downstream	Product Transport	-Amount of fuel used (L)		988
		Upstream	Employee service	-Total fuel consumption (L) -Distance traveled (km)		699
			Business trips	-Type of transport (plane, train, cor etc.) -Distance traveled (km) -Day of stay (number of days)		16
Category 4	Scope 3		Purchased product	- Type of product (row material, screw, screw, adhesive etc.) -Amount of product (L, m3, kg)"		76.485
			Capital Asset	-Type of capital assets (gloves, glasses) -Amount of capital assets (kg)		273
		Downstream	Waste generated in operations	-Amount of waste (kg)		93
Category 5	Scope 3	Upstream	Other services	-Type of visitors (bussines partners, consultant co. etc.) -Traveled distance (km)		16
		Downstream	Waste of products after use	-Amount waste (kg)		486

83.514



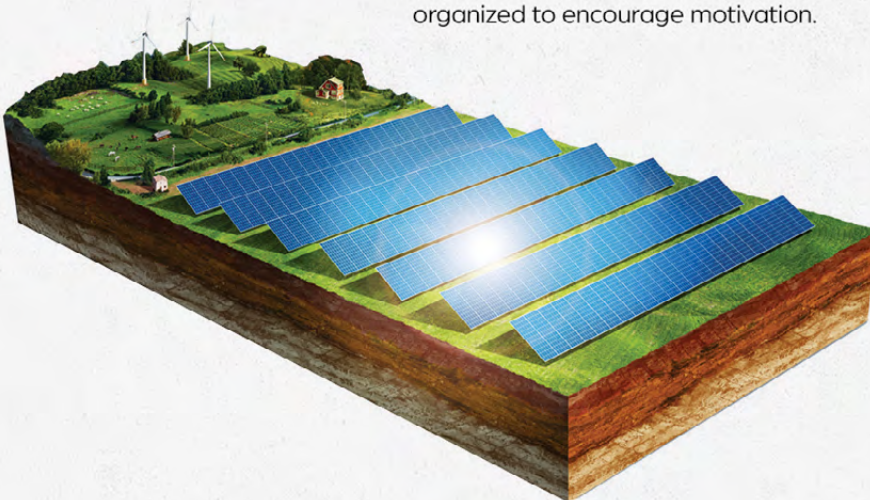
We are striving to keep our energy consumption under control from end to end.

The use of renewable energy is an integral element for TBT considering our goal to achieve Zero Emissions by the end of 2050. Environmental and energy management activities are carried out within the framework of the 2050 Environmental Vision, TB Way, ISO 14001, and ISO 50001 system standards. All environmental risks are evaluated using a 5x5 risk matrix, and corrective actions are implemented.

All energy sources in our company are listed, and among these sources, the equipment causing the highest energy consumption is defined as a "Important Energy Source." Plans to reduce primary energy sources are monitored in connection with the 2030 CO2 reduction plan.

Moreover, an environmentally focused perspective is one of the fundamental pillars of our company. In this context, studies are conducted, considering life cycle analyses (LCA) to minimize or eliminate the environmental impacts originating from our facilities.

In line with this, theoretical and practical information about environmental and energy policies is provided to our employees and visitors to instil basic awareness and competency. Employee participation in waste separation at the source and reducing energy usage is facilitated through various activities, and various competitions are organized to encourage motivation.





Energy Usage and Emissions				
Non-Renewable Direct Energy	Unit	2020	2021	2022
Diesel	litre	1,200	2,792	2,000
Natural Gas	Sm ³	217,393	220,494	182,941
Non-Renewable Indirect Energy	Unit	2020	2021	2022
Electricity	kWh	12,130,135	12,002,455	11,461,166
Electricity/per product	kWh/product	53.911	51.074	56.668

As can be seen from the table above, there are fluctuations in our company's use of diesel, natural gas, and electricity. The idea of minimizing the environmental impact caused by the fluctuations in our usage, which continues due to various crises in recent years (such as COVID, chip crisis, etc.), and is expected to persist due to the impact of production volumes, has been the main reason behind our investment in a solar farm.



We are working towards our goal of zero waste water by 2050.

Since 2018, water consumption and waste material quantity have been accepted as Key Performance Indicators (KPIs) and added to our hoshin. Water scarcity and consumption are also addressed in the 2050 Environmental Vision Plan, as depicted in the figure. Wastewater treatment at TBT is of significant importance in line with our environmental vision. We treat water in full compliance with the regulations

of Industrial Zones and the Water Pollution Control directive. Wastewater at TBT first goes through a chemical treatment plan where hazardous chemicals are eliminated, then it goes to a biological treatment facility before being discharged into the Industrial Zone sewer. TBT's water discharge complies with legal requirements for parameters such as COD, BOD, pH, zinc, copper, lead, nickel, suspended solids, etc.

Water Scarcity:

Toyota Boshoku Group's effort to achieve zero wastewater through water recycling in the production process.

Due to climate change and the increase in the world population, it is expected that 4 billion people will experience water scarcity and water stress by 2050 (7.2 billion in 2013 - 9.7 billion in 2050). Toyota Boshoku Group uses water in product cleaning and painting processes. However, in the future, the group plans to achieve zero wastewater production in the manufacturing processes by replacing current processes with a waterless process, treating, and recycling wastewater, and establishing a circulation system using rainwater.

Additionally, the tables below show the total water volume drawn, wastewater discharge, water consumption, and usage per unit of production in our company. We believe that by collecting and calculating this data, we can effectively manage our water management processes.

Total Volume of Water Drawn				
	Unit	2020	2021	2022
Third-Party Waters (Mains Waters etc.)	m3	10,325	10,961	7,127
Rainwater	m3	350	225	254
Well Water	m3	2,598	3,357	4,050
Water consumption	m3	13,273	14,543	11,431
Water consumption per product	m3	0.06	0.07	0.07

Regarding water consumption in our facilities, we manage it through three sources:

Mains water:

Sourced from SASKI (Sakarya Water and Sewerage Administration) and used in kitchen and lavatories, industrial consumption (paint process), and cooling water. It is discharged into the Industrial Zone sewer.

Rainwater:

After treatment, used in lavatories in our facilities and discharged again into the Industrial Zone sewer.

Well water:

Used for garden irrigation and discharged into the ground.



Concerning our water management processes, we have an ambitious water goal to achieve by 2050. Aligned with Toyota Boshoku's 2050 Environmental Vision, global and local goals have been set. The aim is to have "0" wastewater in production processes by 2050, using recycled water. Annual goals are set in this direction, and improvement efforts are made to reduce our water usage.





We are not only striving to reduce our waste but also making efforts to reintegrate it for reuse.

Under the 2050 Environmental Vision Plan, Toyota Boshoku has strongly encouraged 3R activities to minimize waste generated during processes:

Reduce: Decreasing the amount of waste.

Reuse: Using materials again.

Recycle: Transforming discarded materials into useful resources.

Since 2007, the company has achieved zero direct landfill waste. Moving forward, Toyota Boshoku Group is committed to minimizing waste, expanding its efforts globally, and continuing initiatives that enhance the efficient use of resources. This includes the development of design and construction methods, recycling technologies, and various initiatives, including achieving 100% material recycling.

Within our company, waste generated from offices, production lines, cafeterias, storage areas, and clinics is separated and collected at the source, following waste management principles specified in laws and regulations. This

ensures that waste is managed in a manner that does not harm human and environmental health.

Employee participation in waste separation at the source and reducing energy usage is facilitated through various activities, and competitions are organized to encourage employee motivation.



As part of our social responsibility, during the 2022 Environmental Month, a "Recycling Competition" was held, where projects created from waste materials collected from employees were auctioned, and the proceeds were donated to the TEMA Foundation.

To achieve relevant goals in our facilities, optimization efforts such as Milkrun optimization, reduction of waste generated from production, scrap reduction initiatives, and the design of machinery, equipment, and processes that consume less energy during new project process design are carried out. Materials like plastic injection rails and scrap are crushed and reused. For example, in 2021, Milkrun optimization efforts resulted in a reduction in carbon emissions per vehicle and approximately 340 tons/year.

In the context of the circular economy, we manage our waste sustainably by monitoring and calculating the amount of waste transformed into raw material inputs, the recyclability/circularity ratio of the produced products, and the rate of reused/recycled packaging. The relevant data is presented in the tables below.



Amount of waste converted as raw material input				
	Unit	2020	2021	2022
Plastic Waste Recycling	kg	87,680	129,562	137,062

Amount of packaging waste recycled/reused				
	Unit	2020	2021	2022
Paper and Cardboard Packaging	kg	68,960	67,760	60,600
Plastic Packaging	kg	39,860	36,140	36,480
Wooden Packaging	kg	72,500	63,800	60,980



We are striving to manage our waste in a way that minimizes harm to the world.

The tables below share data on waste quantities categorized by type and disposal methods for the last three years.

Total Waste				
By Type	Unit	2020	2021	2022
Hazardous waste	kg	246.165	262.817	242.946
Non-hazardous waste	kg	2.098.410	2.088.252	1.881.300
Total waste	kg	2.344.575	2.351.069	2.124.246
By Disposal Method	Unit	2020	2021	2022
Energy recovery	kg	2.344.575	2.351.069	2.124.246
Regain	kg	0	0	0
Waste incineration	kg	0	0	0
Total Disposal Waste	kg	2.344.575	2.351.069	2.124.246



Total Waste					
By Type		Unit	2020	2021	2022
Hazardous Waste	Waste oil	kg	5.304	6.826	7.354
	Contaminated packaging	kg	136.080	151.080	138.320
	Pad	kg	38.060	46.100	36.460
	Contaminated waste	kg	33.880	32.020	29.830
	Treatment Sludge	kg	4.680	3.960	5.780
	Toner-cartridge	kg	0	60	12
	Fluorescent	kg	780	140	100
	Electronic waste	kg	460	1.400	580
	Accumulator	kg	0	0	2.140
	Battery	kg	0	30	0
	Sodium hydroxide	kg	0	0	0
	Antifreeze waste	kg	0	0	0
	Other acids	kg	160	0	120
	Medical waste	kg	5	31	37
	Paint waste	kg	420	0	1.360
	Glue	kg	13.260	8.780	7.720
	Isocyanate	kg	160	3.260	3.320
	Poliol	kg	8.380	6.260	8.000
	Airbag	kg	240	80	60
	Pressure vessel	kg	4.120	880	166
Mold seperator	kg	0	1.900	1.137	
Waste boron oil	kg	0	0	0	
Isolation material	kg	0	0	450	
Non-hazardous waste	Wood	kg	72.500	63.800	60.980
	Paper-Cardboard	kg	68.960	64.760	60.600
	Plastic	kg	39.860	40.560	36.480
	Other plastic	kg	205.120	99.342	114.976
	Metal	kg	1.594.580	1.718.920	1.522.320
	Cable waste	kg	1.220	2.200	720
	Copper waste	kg	490	510	484
	Pvc	kg	115.680	98.160	84.740

It is evident that the predominant source of waste generation is non-hazardous waste, metal which amounts to 1,522,320 kg.



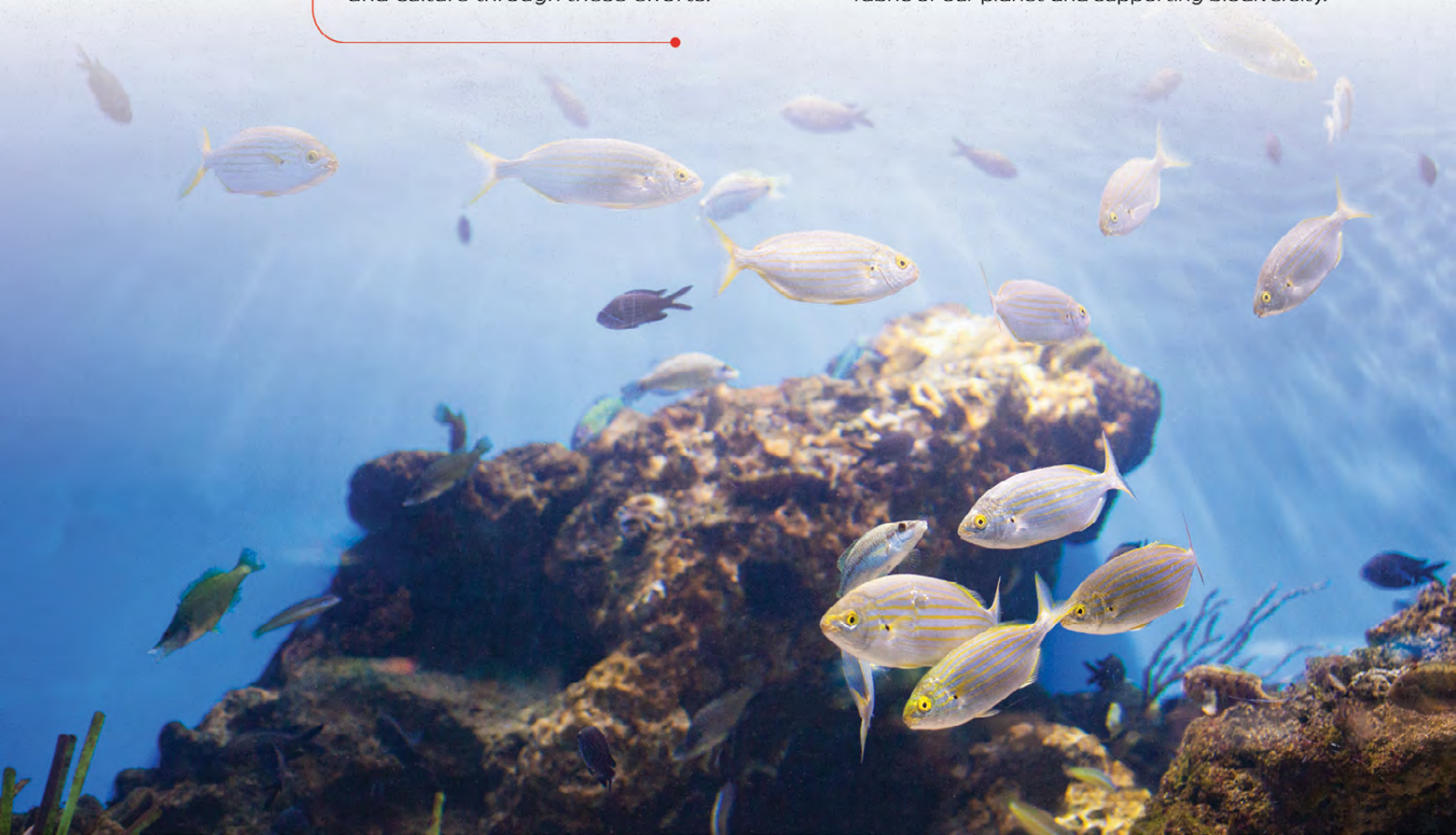
We are aware of our responsibility towards biodiversity

Toyota Boshoku Group's 2050 Environmental Vision carries significant responsibility in the face of the biodiversity crisis. We are confronted with a loss of 13 million hectares of forests worldwide every year, which is roughly equivalent to one-third of the land area of Japan. This situation threatens biodiversity and has adverse effects on our environment.

In an active effort to combat this challenging issue, Toyota Boshoku commits to planting 1.32 million trees. Reforestation activities aim not only to protect forests but also to contribute to the preservation and restoration of the habitats of endemic species, thus supporting rich biodiversity. The Group aims to play a crucial role in integrating the benefits of biodiversity into our lives and culture through these efforts.

Toyota Boshoku Türkiye adopts an environmentally conscious approach and collaborates with the Ministry of Forestry Sakarya Provincial Directorate as part of our corporate social responsibility. We organize tree planting activities in the Akyazı region. On November 11, 2022, during the Tree Planting Day event, we planted 1.050 saplings. The special event was attended by TBT Management, volunteer staff, and employees of the Ministry of Forestry Sakarya Office. In this way, we exceeded our 2022 goal of planting 969 trees.

In March 2023, with the support of the Ministry of Forestry Sakarya Provincial Directorate, we planted another 1.050 trees. Our goal is to continue reforestation efforts with approximately 5.000 trees by the year 2026. With these efforts, we are committed to preserving the green fabric of our planet and supporting biodiversity.





We are investing in various environmental activities and measures

Within the TB group, months such as “Environmental Awareness Month” (June) and “Energy Conservation Awareness Month” (February) have been defined to increase environmental awareness. Throughout the year, we organize various activities to create awareness, starting with these months.

To ensure the participation of all employees, we conduct competition activities such as waste minimization competitions, waste recycling competitions, environmental kaizen competitions, and energy awareness tests.

In collaboration with the Ministry of Forestry Sakarya Provincial Directorate, we actively participate in tree planting activities in various locations in the region twice a year, planting as many trees as the number of our employees.

Additionally, our employees engage in the “Plogging” activity in different areas of the region, where they not only stay healthy by walking but also contribute to a cleaner environment by picking up litter.

To extend our impact beyond our employees and increase environmental awareness in our social sphere, we have created recycled products such as benches, bird nests, and dog hou-

ses from non-hazardous waste generated by our factory. These items were then gifted to our sister school.

To both enhance the environmental awareness of all our employees and fulfill our legal responsibility, we provide training for our top management and all employees. These training sessions, in which our president also participates, are held multiple times a year. Participants in environmental training undergo an exam after the training to ensure that they meet a certain level of environmental consciousness. The training topics can be listed as follows:

Legal Environmental Training

ISO 14001 Environmental Management System Training

ISO 50001 Energy Management System Training

ISO50001 Enerji Yönetim Sistemi Eğitimi

As Toyota Boshoku Türkiye, we are also investing in various environmental activities and protections. The expenditures we have made for these environmental investments demonstrate our company’s willingness to continue such environmental investments in the coming years. The table below shows the expenses we have incurred for these investments.

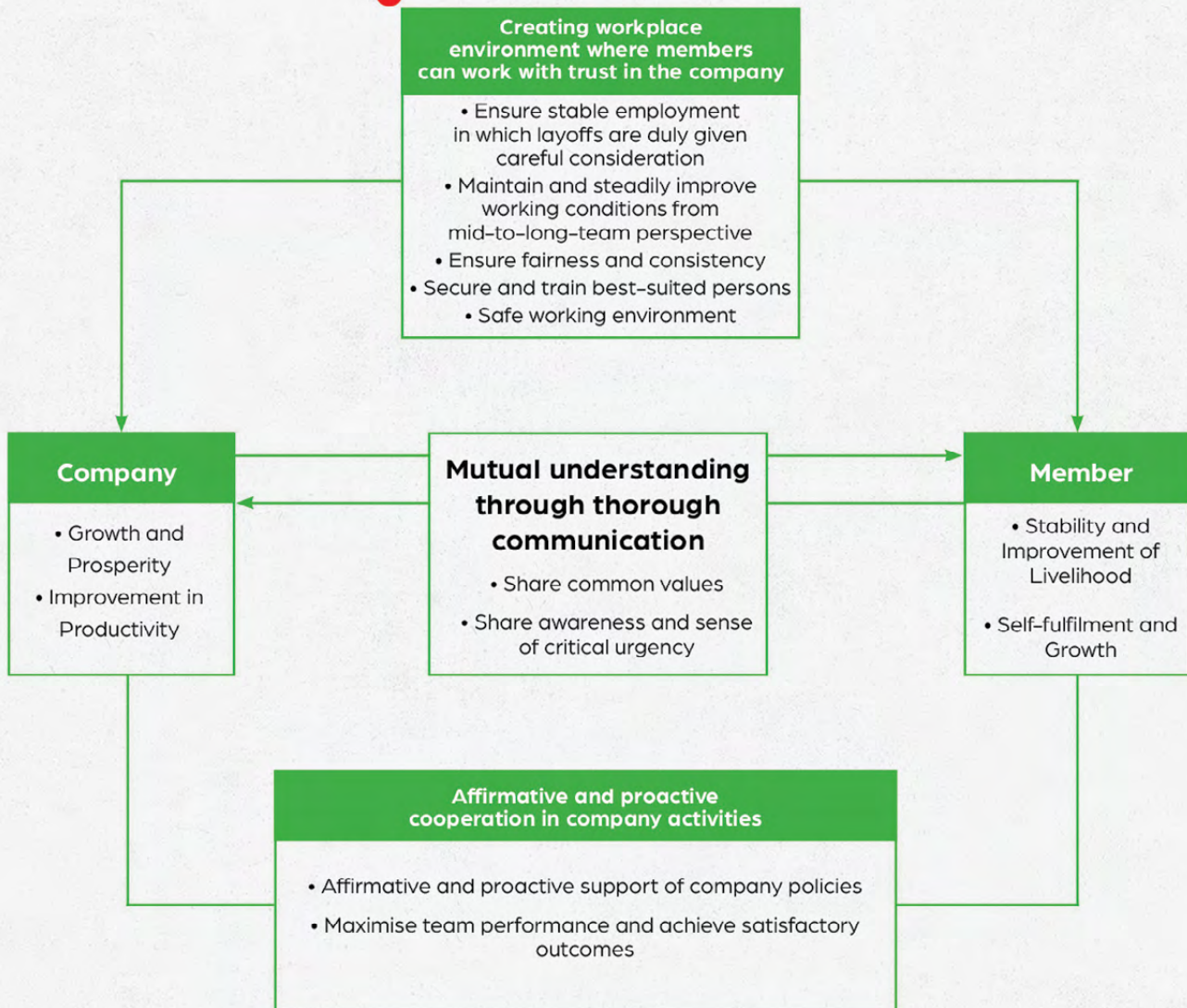
Investments on Environmental Activities (TL)	2020	2021	2022
Total	267.901	669.154	546.662

Lastly, in our company’s 2023 investment plans, in addition to digitalization investments driven by medium to long-term planning, new project investments, renewal, capacity expansion, and carbon neutralization investments take precedence. The total budget allocated for these investments is €7.8 million.



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

Establish a relationship of mutual trust and respect between employees and the company.



We value and embrace diversity, encompassing all nations, age groups, genders, and physical abilities.

77

As part of our ongoing efforts to create a "Welcoming Workplace for All," we are actively increasing the representation of female employees, both in our offices and on the shop floor.

Trend in the number of female employees



2019	2020	2021	2022
9.0%	9.0%	9.4%	12.0%

Employment of persons with disabilities

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

We are making efforts to create an inclusive working environment that supports individuals with different types of disabilities, including physical, hearing, and cognitive impairments, ensuring their comfort and productivity. Taking our approach to inclusivity a step further, in the year 2022, we employed six wheelchair users. These individuals, working in various production processes, have become integral parts of Toyota Boshoku Türkiye.

We are creating people-friendly processes and environments

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



Employment rate of persons with disabilities

2019	2020	2021	2022
3.4%	3.1%	3.1%	3.7%



Basic Approach

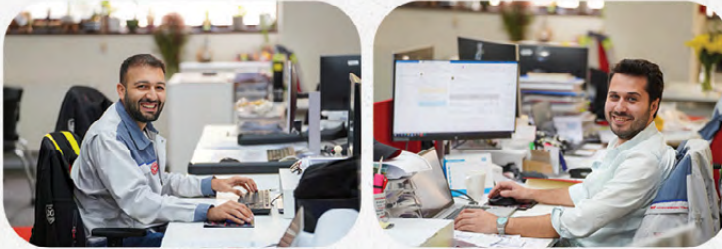
At Toyota Boshoku Türkiye, we approach our employees with honesty and fairness, commit to a non-discriminatory work environment, and ensure that employees fully and accurately exercise their labour rights.

Pay Equality

Our salary system, established in collaboration with external consultants, is based on a grade-based structure that guarantees there is no wage inequality due to gender or physical disability.

Flexible Hours and Remote Work Application

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



Percentage
of office
employees
benefiting from
flexible work:
64.5%

Percentage
of office
employees
benefiting from
remote work:
68.5%



FlexWay

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



EMPLOYEE DEVELOPMENT

Vocational and Technical Programs

Necessary legal and technical training for our employees' development is systematically conducted from their first day on the job. Our employees, in addition to their academic qualifications, undergo training and examination processes to acquire and certify new competencies in various fields beyond their graduation.

Training hour for employee:
22 saat

FY'22 vocational and technical training spendings
92.084€



Employee Development Program, LEAP

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

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



Training hour per employee in FY'22:
11

Total spendings on training in FY'22:
30,710 €





INTRACOMPANY TRANSFERS

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

Through our 'Intra-Company Transfer (ICT)' program, we send our employees to different Toyota Boshoku facilities as well as premises of our customer, to help them with their career and enhance expertise as temporary and annual assignments. This allows them to experience different cultures and work environments.

Furthermore, as part of this initiative, we systematically implement international certification processes within our organization to assess and track English language proficiency.

The number of employees benefited from ICT (Global):

19

The number of employees benefited from ICT (Local):

4

SKILL COMPETITIONS

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

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



The number of employees who participated in the Europe-Africa Region Skill Competition:

56

The number of employees who participated in the Global Skill Competition:

24



QUALITY CONTROL CIRCLES

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

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

Number of registered Quality Control Circles in company:
94

Participation ratio to Quality Control Circles:
86%



Receiving an Award at Global Convention.



EMPLOYEE SATISFACTION

Employee
Satisfaction
Ratio:

75%

Happy Employees, Happy Company



See page 73
for detailed
perception
survey
results

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

1. Alignment (Employee Involvement)

Our employees have a say in the purpose, vision, and strategy development processes and regularly receive information about the company's current status. It is our fundamental principle that every employee understands the purpose of their work to foster a culture of ownership.

Strategy Meetings and Hoshin Catchball

Our employees play an active role in annual strategy workshops, ensuring systematic participation in the company's goals and direction for the next fiscal year.



2. Systematic Employee Relations

To collect the opinions, complaints, and suggestions of our employees, we regularly hold meetings on a monthly basis where we gather with employees at all grades. We conduct our communication according to agile principles.

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

Clearance rate: 97%

TBT App

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



3. Employee Motivation and Well-Being



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

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

The number of travel activities organized since 2017: **44**

Number of participants in the trips: **3147**

Average activities per person for FY'17-22:

3.3 activities

Number of travel activities for FY'22: **7**

Number of participants for FY'22: **520**

Satisfaction rate for social activities:

98%



Earthquake

On February 6th, our team of 20 volunteers, trained through previous sessions with AFAD, supported search and rescue operations in Hatay during the earthquake, successfully bringing 13 individuals back to life. These search and rescue efforts were conducted in full cooperation with AFAD.

In addition to actively participating in the search and rescue operations, a donation of 350,000 euros was provided for earthquake relief in the region. Within this framework, a total of 40 prefabricated houses were delivered to their new owners in Hatay, in coordination with Toyota Otomotiv Sanayi Türkiye.



Robot donation

To support education, we donated robots to SATSO Motor Vehicles Technology Vocational and Technical Anatolian High School.





Factory tours

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

Rear seat safety belt training

We continued our "Rear Seat Safety Belt" training program that we started in 2013.



Tree planting

This year, we planted 2100 trees with the participation of our top management and employees.





We operate with the aim of maintaining the health and safety of our employees, production processes, and workplace within our occupational health and safety (OHS) approach. At TBT, we implement our OHS approach in line with fundamental objectives such as the TB Way, the 'Safety First' principle, the 'Zero Accident' goal, and OHS Policy. We evaluate and categorize all risks and make appropriate improvements in all our processes.

The Health, Safety, and Environment department, OHS specialists, workplace physicians, and environmental experts play a guiding role in these activities, ensuring the participation of all employees in related activities. We address our occupational health and safety approach through employee awareness training and continuously improve it through lessons learned from accidents and near-miss incidents.

Troubleshooting rule in Abnormal Situations:

We encourage our employees to notice any abnormalities in machinery and work areas and to apply the 'Stop, Call, and Wait' rule when any abnormality is detected.



At our Anzen Dojo (workplace safety training area), we aim to increase awareness among new and existing employees through theoretical and practical safety training.

During safety patrols, which include top management, we identify potential problem areas and take preventive measures.

Additionally, company-wide 'hazard prediction (kiken yochi)' activities are conducted, where every factory employee identifies occupational safety risks specific to their work area.

Utilizing Toyota Boshoku's global information network, we analyze processes based on various accident and near-miss incident data, implementing necessary precautions.

Our ultimate goal in all these approaches and practices is to transform the perception of occupational safety from mere compliance with rules, into a cultural change where employees genuinely prioritize their own and others' safety.

Occupational Health & Safety			FY		
Accidents	Group	Unit	2020	2021	2022
Near Miss	Company	Total/Year	16	12	21
	Subcontractor	Total/Year	3	5	4
Accident frequency rate	Company		0,00	1,03	0,00
	Subcontractor		1,10	0,00	0,00
Fatalities	Company	Total/Year	0,00	0,00	0,00
	Subcontractor	Total/Year	0,00	0,00	0,00
Lost-time Accidents	Grup	Unit	2020	2021	2022
Lost-time accident rate	Company		0,00	0,00	0,00
	Subcontractor		0,00	0,00	0,00
Accident rate	Company		0,00	0,00	0,00
	Subcontractor		0,00	0,00	0,00



Our Customers

Toyota Motor Manufacturing
Türkiye, Denso Toyota
Boshoku South Africa

At Toyota Boshoku Türkiye, we believe in the “customer-first” approach as the foundation of our business philosophy. We understand that in today’s highly competitive landscape, customers have more choices than ever before, and their expectations continue to evolve. This is why we are committed to placing our customers at the heart of everything we do.

Customer
Satisfaction
Ratio:

98%



Receiving 2022 Quality Award from TME (Toyota Motors Europe).



From the visit of Mr. Şahin, Toyota Motor Manufacturing Türkiye president.

We are tier 1 supplier that offer to our customers sustainable quality and sustainable delivery. In terms of safety, comfort, and image, the seat in particular is a strategic component for both the OEM and the end user. As a result, our customers are incorporated as part of the strategic partnerships that aid in the creation and advancement of hoshin initiatives. Given that TBT and Toyota share similar historical foundations, there is a strategic partnership between TBT and TMMT, our primary customer. The majority of TBT’s annual turnover, comes from TMMT.

A customer satisfaction survey is undertaken to assess our relationships with customers, and improvement measures are implemented in response to the results. In addition, necessary improvement activities are carried out based on instant feedback at the customer meetings held periodically during the process.

With the principle of “Customer First,” which is the first of the three fundamental components of TQM (Total Quality Management), we maintain customer relations management within the scope of authorities and responsibilities as an operational unit, at all stages of sustainable value generation. In order to guarantee complete customer satisfaction throughout the lifespan of value, our linked TIT services such as, quality, logistics, and project management operate on a project basis and on a business-to-business basis.





We are Building Happiness Together with Our Stakeholders

In our corporate philosophy at Toyota Boshoku, our stakeholders, and our relationships with them are defined as follows:

Society

Aiming for harmonious growth with society as a responsible corporate citizen.

Conducting corporate activities in full compliance with corporate ethics, demonstrating honesty and transparency.

Operating as a corporate entity that values the global environment by committing to providing clean and safe products.

Being aware of being a part of the society and contributing to creating a better society.

Customers

Offering excellent products that satisfy our customers by aiming to develop innovative technology and products.

Shareholders

Responding to the trust of our shareholders with an innovative management approach focused on future development.

Employees

Building a foundation on a mutual trust-based employer-employee relationship, respecting our employees, and creating a safe and comfortable workplace environment.

Business Partners (Suppliers)

Ensuring long-term and stable growth by aiming to mutually improve with our business partners.



The statement "We produce happier journeys together with our stakeholders," which aligns with our company's purpose, indicates that prioritizing stakeholder relationships is among our top priorities.

The strategies underlying our stakeholder relationships, centered around happiness, are as follows:



To place our stakeholders at the heart of our strategy, we continuously gather feedback from them. We systematically collect this feedback through the "TBT Communication with Stakeholders

Matrix," which evaluates each stakeholder through an impact-interest matrix. Detailed guidelines on how to communicate with each stakeholder are specified in this matrix.



TBT Communication With Stakeholders Matrix

Stakeholder	Group	Needs	Expectations	Surveys	Operational Reporting	Operational Follow-up	Collaborative Projects	Top Management Meetings (Annual)	Periodical Meetings	Sustainability Report Explanation
				Yearly	When Necessary	Daily	When Necessary	Yearly	Periodical	Yearly
Employee	-	<input type="checkbox"/> Business continuity <input type="checkbox"/> An innovative working environment that continually evolves in a family setting <input type="checkbox"/> Formation of corporate culture <input type="checkbox"/> Global company	<input type="checkbox"/> Healthy and safe working environment <input type="checkbox"/> Education <input type="checkbox"/> Promotion <input type="checkbox"/> Appreciation, reward <input type="checkbox"/> Job continuity, timely payment <input type="checkbox"/> Ensuring legal rights	0						
				0						
				0						
Customer	-	<input type="checkbox"/> Product with 100% Delivery Performance and 100% Quality Performance by accommodating the customer's special request (SQAM). <input type="checkbox"/> Fulfillment of change requests	<input type="checkbox"/> Compliance with legal requirements <input type="checkbox"/> Accommodation of customer-specific requests (SQAM) <input type="checkbox"/> Products in line with 100% Delivery Performance <input type="checkbox"/> Products in line with 100% Quality Performance <input type="checkbox"/> Analysis and resolution of post shipment quality issues <input type="checkbox"/> Fulfillment of change requests	0			0	0	0	
				0	0					
				0	0					
Governance Stakeholders	Shareholders	<input type="checkbox"/> Profitability <input type="checkbox"/> Fulfillment of established rules while ensuring customer satisfaction.	<input type="checkbox"/> Profitability and improvement of productivity <input type="checkbox"/> Compliance with legal requirements <input type="checkbox"/> Compliance to TBCU, TBJ policies, and procedures <input type="checkbox"/> Alignment with the strategic plan <input type="checkbox"/> Compliance to company hoshins (quality objectives)	0						
				0			0		0	
	Company Head	<input type="checkbox"/> Compliance with relevant laws and regulations.	<input type="checkbox"/> Keeping up with current practices and regulations.	0					0	
				0				0		
				0				0		
Business Partners	Direct Suppliers	<input type="checkbox"/> Keeping up with current practices and regulations.	<input type="checkbox"/> Legal regulations notification <input type="checkbox"/> Technical specification notification <input type="checkbox"/> Change notification <input type="checkbox"/> Quality requirements notification <input type="checkbox"/> Planning and logistical requirements notification <input type="checkbox"/> Supplier performance notification	0						
				0						
	Indirect Suppliers			0						
				0	0				0	
				0	0				0	
Society	Non-Governmental Organisations	<input type="checkbox"/> Meeting societal expectations <input type="checkbox"/> Collaborative projects	<input type="checkbox"/> Increase in the number of CSV projects undertaken by the company, including their involvement. <input type="checkbox"/> Demonstrating the company's commitment to continuous self-improvement.	0			0		0	
				0			0		0	
				0	0				0	
				0			0		0	
				0			0		0	
				0			0		0	
	Neighbours	<input type="checkbox"/> Being able to act together in emergency situations (e.g., natural disasters)		0			0			
				0			0			
				0			0			
	Others		<input type="checkbox"/> Dünyaya ve topluma ortak kalkınma sağlama		0			0		
					0			0		
					0			0		0
0							0		0	
0							0		0	
	<input type="checkbox"/> To not be affected by potential negative consequences of company activities. <input type="checkbox"/> To be able to benefit from the employment opportunities provided by the company.	<input type="checkbox"/> Ensuring that waste does not have a negative impact on the environment. <input type="checkbox"/> Reducing emissions and ensuring they occur in an environmentally-friendly manner. <input type="checkbox"/> Creating more and diverse employment opportunities.	0			0				
			0			0				
			0			0				



Our business and governance stakeholders consist of three main groups

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

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

Mitsui Bussan: Holds a 10% stake.

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

TBEU and Mitsui Bussan are the shareholders

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

The global awards received by TBJ and TBEU over the years serve as examples of how well they have met shareholder expectations. The Shareholder Perception Survey, first implemented in 2021, has systematized the process of capturing shareholder expectations.





Member Collaborations: TAYSAD, KalDer, SKD

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

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

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

In 2022, Toyota Boshoku Türkiye once again won the EFQM Turkey Excellence Award from KalDer, pro-

ving its commitment to and adoption of the EFQM Model. Within the framework of Total Quality Management (TQM) efforts, TBEU has set a goal for all operations under its umbrella to embrace the EFQM Model, with the aim of being nominated for the EFQM award in all TBEU-related operations by 2025.

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

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





We are committed to conducting our corporate activities in a fair and transparent manner, adhering to ethical principles.

Compliance

To ensure strong corporate governance and transparent stakeholder relationships, we attach great importance to business ethics and compliance. We demonstrate our commitment to being a good corporate citizen and full compliance, by wholeheartedly embracing the ethical values presented in the "TB Group Code of Conduct", which we define as 'the behavioral rules expected to be followed by our employees in their work and social lives.' The Code of Conduct consists of three main sections: business activities, relationships between employees and the company, and relationships with the society. You can access our Code of Conduct on our website.

Since 2012, TBT has been organizing the "Corporate Ethics Month" every September to increase awareness. During the "Ethics Month," top-level executives from TBJ, TBEU, and TBT convey messages to employees regarding business ethics. Leaders make commitments during Asakai meetings attended by all managers, and employees also engage in group discussions related to ethics. In this month, various activities related to ethics are conducted, including a compliance survey involving all employees. Encouraging employees to attend mandatory ethics training is also. In case of any situation contrary to business ethics and compliance, our employees can directly reach the "Ethics' Hotline," managed by TBEU.

Furthermore, all our stakeholders can report misconduct and other issues through the "Speak UP" system, which is managed by an independent organization, via our website.

Governance

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

According to the company's articles of association, the Board of Directors meets quarterly, and decisions and reports are made. As a reflection of the compliance approach, there is no "sole authorized representative" system, and every decision requires the joint signature of two individuals with the relevant signing authority. In addition to sworn full certification services, the "Independent External Audit" service, which became mandatory with the New Turkish Commercial Code (TCC) in 2014, has been performed since 2003 in accordance with TB's global policy.

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

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



Risk Management

Risk management is a significant component of TBT's corporate governance structure to mitigate risks that would adversely affect TBT and its stakeholders. Therefore, risk management at TBT is directed by the company's top management. Effective risk management means identifying, taking preventive measures, informing employees in case of danger, and minimizing damage in unexpected scenarios before risks and crises occur for TBT.

The Risk Committee, responsible for Corporate Risk Management within TBT, is chaired by the TBT President and is directly involved in risk identification activities. The risks managed by TBT are identified as "operational, regulatory, cybersecurity, information technology, financial risks, equipment pact risks, human resources," following the IATF16946 KYS guidelines, and action plans have been developed.

Risks and action plans are presented at risk management meetings. In addition, action plans have been shared at the TBEU Regional Risk Committee meetings held annually since 2018. Risks have been evaluated using risk assessment methodology.

**CİNSİYET
EŞİTLİĞİ,
KADINLARIN
DEĞİL TÜM
İNSANLIĞIN
SORUNUDUR.**

ÖN YARGILARA
HAYIR DEYİN



EŞİTLİĞE
EVET DEYİN

TOYOTA BOSHOKU TÜRKİYE



Quality: Our top priority

We are committed to delivering absolute quality to enhance our customers' mobile time and space experiences.

The products that are manufactured by TBT are produced by related product safety standards. In compliance with the laws and regulations of the countries where our products are manufactured and sold, we aim to ensure maximum level of protection in case of a road accident and/ or give the minimum harm to consumer. Thus, we have implemented processes based on the safety and regulatory characteristics in production and quality control processes to prevent the production and/or shipment of defected products.

We take required actions and steps to assure the quality of our work and conduct analyses to prevent any defect occurrence at our plants.

At TBT, we adopt the "Following process is your customer" approach, a strategy aimed at ensuring that products not meeting our quality standards never reach the end user. Each TBT line personnel is authorized to stop the line in case of any abnormal situation. In this regard, we implement "(In an abnormal situation) Stop! Call! Wait!" meaning "Stop the line and work. Call your supervisor and wait for his/her instructions". This approach enables us to take root cause based actions which aims to prevent a defect flow-out to customer.

Since 2017, in alignment with Toyota Boshoku's worldwide guidelines, we've dedicated ourselves to reduction of in-process defects and proactively identify their root causes, leading to 5 con-

secutive years of delivering defect-free products to our customers.

Since acquirement of ISO9002 in 1999, we aim to enhance customer satisfaction through effective application quality management system,

We have been awarded with Achievement Award in Quality by Toyota Motor Europe for our quality performance in 2022.

including processes for improvement. Currently our system and processes are established, implemented, maintained and continually improved in accordance with IATF 16949 standard.

Yet sticking to "Open the door, it's a big world outside" philosophy and with the goal of enhancing job quality and culture of development, in 2019, TBT started to implement EFQM model, to take its holistic perspective and increase benchmarking opportunities. TBT has been awarded with "EFQM Türkiye Excellence Award" in both 2020 and 2022.





We prioritize data integrity and information security, ensuring that all systems and information are managed with utmost care and responsibility.

At TBT, "data and information" cover both information and communication technologies as well as other areas. Data and information in all relevant areas are managed through various database systems, applications, sharing platforms, file servers, reports, presentations, documents in work and meeting areas, and documents within the scope of QDMS (Quality Document Management System). Numerous systems have been implemented to store, access, and protect the integrity of all data and information. When it comes to data access and employee efficiency, the principle of location-independent work is considered. Virtual and highly available systems, positioned end-to-end and equipped with interactive security layers, safeguard all our information and enable us to access it from anywhere.

Furthermore, in accordance with the ethical values of our company, All Toyota Security Guideline (ATSG), J-SOX, and GDPR, data protection

procedures, and KVKK (Personal Data Protection Law) Policy, in-service training, Information Security Awareness Month, Employee Information Security Guides, and similar approaches are employed to ensure awareness of information privacy and the confidentiality of personal data. Data and information exchange with all stakeholders in our company is managed within the framework of PDP Policy and Privacy Procedures. Interested stakeholders can access to general information about TBT on our website. Depending on authorization and responsibility, access to information and reports can be obtained through TBTNET portals such as QDMS, LOGO, and PDK-S (Employee Attendance Management System).

Lastly, various tests, including phishing and penetration tests are conducted within our company to understand the effectiveness of information security approaches. Phishing tests create fake emails that could lead to data breaches, monitor user perceptions and responses, and conduct improvement and training activities. Penetration tests are performed with both internal and external vectors to analyze any vulnerabilities and create immediate mitigation plans. With the support of TBJ Headquarters and External Security Operations Center, all digital transactions are monitored in real-time to detect any anomalies in our IT systems.



“

Comprehensive training on information security is provided to our employees, and efforts are made to increase awareness of information security during the Information Security Awareness Month.

”



Governance and Financial Performance Indicators

Economic Value Created	Unit	2020	2021	2022
Economic Value Created (Revenue)	TL	1.448.171.260	2.146.948.631	3.359.064.044
Economic Value Distributed				
Operating Expenses	TL	1.304.350.710	1.980.020.852	3.128.372.430
Benefits to Employees	TL	156.496.546	205.778.490	429.620.334
Benefits to Government	TL	51.079.618	91.481.037	93.086.850
Benefits to Capital Providers	TL	25.742.136	173.562.428	159.297.023
Benefits to Society	TL	7.950	1.440	1.414.927
Total	TL	1.537.676.961	2.450.844.246	3.811.791.563
Financial Aids from the State	Unit	2020	2021	2022
Tax Deductions / Credits	TL	1.098.722	2.000.000	4.400.000
Incentives	TL	6.123.356	7.225.485	13.758.843

Social Performance Indicators

By Gender	Unit	2020	2021	2022
Male	Person	994	931	867
	Ratio	91,0%	90,6%	87,9%
Female	Person	98	97	119
	Ratio	9,0%	9,4%	12,1%
TOTAL		1.092	1.028	986

By Employment Type	Unit	2020	2021	2022
Office Member – Female	Person	32	28	33
Office Member – Male	Person	87	78	83
Field Member – Female	Person	66	69	86
Field Member – Female	Person	907	853	784
TOTAL		1.092	1.028	986

By Contract Type	Unit	2020	2021	2022
Indefinite Term Employment – Female	Person	97	89	88
Indefinite Term Employment – Male	Person	903	853	852
Definite Term Employment – Female	Person	1	8	31
Definite Term Employment – Female	Person	91	78	15
TOTAL		1.092	1.028	986

Age Distribution of Employees	Unit	2020	2021	2022
Age 18 - 30	Female	24	25	39
	Ratio	2,2%	2,4%	4,0%
	Male	375	309	137
	Ratio	34,3%	30,1%	13,9%
Age 31 - 40	Female	59	52	46
	Ratio	5,4%	5,1%	4,7%
	Male	427	413	433
	Ratio	39,2%	40,2%	43,9%
Age 41 - 50	Female	15	19	33
	Ratio	1,4%	1,9%	3,3%
	Male	181	199	273
	Ratio	16,6%	19,4%	27,7%
Age 51 - 60	Female	0	1	1
	Ratio	0%	0,1%	0,1%
	Male	10	10	23
	Ratio	0,9%	1,0%	2,3%
Over age 60	Female	0	0	0
	Ratio	0%	0%	0%
	Male	0	0	1
	Ratio	0%	0%	0,1%
TOTAL		1.091	1.028	986

Total Number of Top-Level Executives		
Age Distribution	Gender	
	Female	Male
Under age 30	-	-
Age 30-50	1	1
Over age 50	-	1
Total Number of Top-Level Executives	1	2

Education Distribution of Employees			
	Female	Male	Total
Elementary School	2	38	40
Middle School	8	92	100
High School	67	547	614
Vocational High School	15	123	138
University	25	61	86
Master's Degree	2	5	7
Doctorate	-	1	1
Intern	10	30	40
Employees Total	129	897	1.026

Occupational Health & Safety			FY		
Accidents	Group	Unit	2020	2021	2022
Near Miss	Company	Total/Year	16	12	21
	Subcontractor	Total/Year	3	5	4
Accident frequency rate	Company		0,00	1,03	0,00
	Subcontractor		1,10	0,00	0,00
Fatalities	Company	Total/Year	0,00	0,00	0,00
	Subcontractor	Total/Year	0,00	0,00	0,00
Lost-time Accidents	Grup	Unit	2020	2021	2022
Lost-time accident rate	Company		0,00	0,00	0,00
	Subcontractor		0,00	0,00	0,00
Accident rate	Company		0,00	0,00	0,00
	Subcontractor		0,00	0,00	0,00

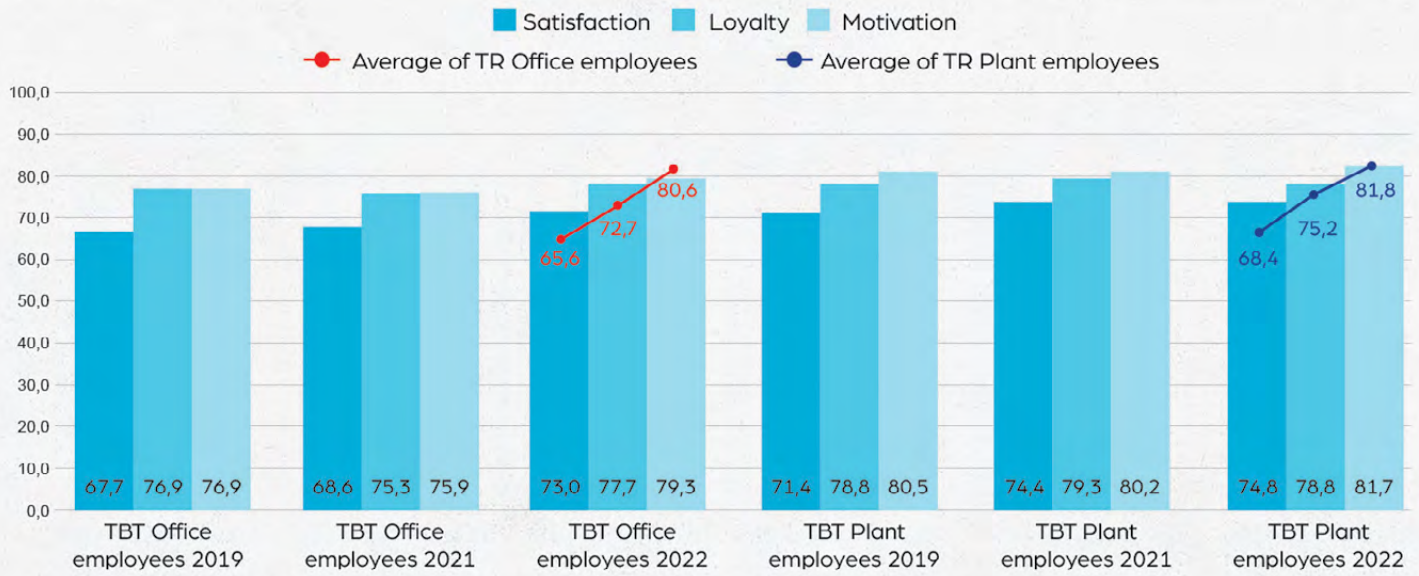
Work Force				
Other Groups	Unit	2020	2021	2022
Foreign	Female	1	1	1
	Ratio	0,1%	0,1%	0,1%
	Male	4	2	4
	Ratio	0,4%	0,2%	0,4%
Disabled	Female	2	1	3
	Ratio	0,2%	0,1%	0,3%
	Male	34	31	33
	Ratio	3,1%	3,0%	3,3%
By Management Level	Unit	2020	2021	2022
Top-Level	Female	0	0	1
	Ratio	0%	0%	0,1%
	Male	3	3	2
	Ratio	0,3%	0,3%	0,2%
Middle-Level	Female	6	8	9
	Ratio	0,5%	0,8%	0,9%
	Male	29	26	29
	Ratio	2,7%	2,5%	2,9%
Other	Female	94	89	109
	Ratio	8,6%	8,7%	11,1%
	Male	967	902	836
	Ratio	88,6%	87,7%	84,8%
TOTAL				986

Number of employees that are subjected to a regular performance and career development evaluation			
	Female	Male	Total
Number of Employees	119	867	986

Orientation and promotion program success rate for newly hired (0-2) employees	Unit	2020	2021	2022
	Ratio	99,73%	99,81%	95,23%

Trainings	Unit	2020	2021	2022
Creer Development	hours	3.524	7.646	4.773
Personal Development	hours	5.044	7.062	7.696
Occupational Health & Safety	hours	5.100	6.930	11.832
Other (ex. Leadership)	hours	362	3.357	2.982
Total hours of training	hours	14.030	24.995	27.283

Trainings	Unit	2020	2021	2022
Number of people who completed training on corruption-related risks	person	-	988	985



*According to the Employee Satisfaction Survey Results by Mia Araştırma

OUR AWARDS		
From Governmental Institutions	From Customers	From Various Organizations
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