

SUSTAINABILITY REPORT

2023

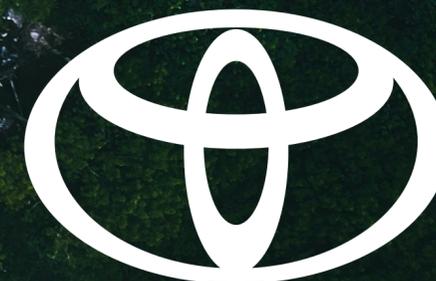




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SER CAETANO MANIFESTO

At Salvador Caetano Auto, we help people moving.

We are passionate. About mobility and about our people. Those with whom we make history and create the future. And today, in the Toyota Group, we are more than 2,500 spread over 2 continents. 2,500 who dream, innovate and make things happen.

We believe in people and in the impact each one of them has, so we work, day after day, to ensure that here they find an excellent home to live, grow and work.

We are focused on mobility. For the past 76 years, we have been helping people move, not only towards their daily destinations, but also towards a better tomorrow. Following our Ser Caetano (Being Caetano) spirit, we cultivate proximity between employees, partners and clients, encouraging the exchange of ideas to face current challenges.

We believe in always doing more and better. Our passion for continuous improvement is reflected in the relentless pursuit of innovation in our products and services, and in the development of new business models in line with market challenges.

But, ultimately, what drives us?

We are driven by ambition and the daily search for evolution. We are driven by our responsibility towards society and the environment. We are driven by cooperation, commitment and trust. We're mobility on the path we travel day after day. This purpose is our universal language, which drives us and takes us further. It's with this restless spirit that we drive change and help build the future.

At Salvador Caetano and within the Toyota Caetano Portugal Group, we enjoy seeing the world with a different perspective: with the confidence that we can change it. And we do change it. Together, we help people move towards a better tomorrow.



WELCOME MESSAGE FROM THE CHAIRMAN OF THE BOARD

At Toyota, we continue to reaffirm our commitment to promoting a more **promising and humane future**. Guided by the values of our founder and aligned with the global priorities of sustainable development, we maintain our path towards building a **fairer, more balanced, and responsible world**. Our Non-Financial Report, more than a set of numbers, **reflects our values and purpose**.

The challenges we all currently face require profound transformations in business practices. We acknowledge the significant impact organizations have on promoting a more equitable society and take responsibility for being agents of positive change.

Throughout our many years of history, we have learned that true progress is only achieved when we put people first. Therefore, we are committed to maintaining an increasingly **inclusive** context that values **diversity** and promotes opportunities for growth and development for our employees, projecting our identity to all partners and stakeholders.

Our commitment to continuous improvement and evolution extends to various dimensions of sustainability. Through the Sustainable Being Program, we will continue our close commitment to **people, the planet, and sustainable mobility business**.

With the vision of 'Helping People Move for a Better Tomorrow,' we see the value of **human capital as a fundamental pillar for the success of our business**. Therefore, we promote a healthy and productive work environment that respects individualities and stimulates key skills. We base our actions on three pillars: diversity, equity, and inclusion; balancing personal, professional, and family life; training and development. Together, they represent an environment that fosters creativity, growth, and continuous evolution, empowering employees to reach their full potential. We are confident that promoting diverse talent empowers our teams and fosters innovation.

For the planet, we keep a focus on optimizing and enhancing the efficiency of our entire **value chain**. Thus, we continue to invest in the production and use of renewable energies, improving waste management, reducing water consumption, and using recyclable products, along with raising awareness among our employees for increasingly environmentally friendly behavior both at work and at home.



WELCOME MESSAGE FROM THE CHAIRMAN OF THE BOARD

Because we operate in the mobility sector, we recognize our responsibility to offer solutions that address future environmental challenges. Therefore, we will continue to invest in **innovation and quality**, introducing increasingly **sustainable and efficient** options to the market. In close collaboration with Toyota Motor Corporation and Toyota Motor Europe, we are a global reference in hybrid and hydrogen vehicles, within a **comprehensive range of electrified solutions**.

We are committed to reducing our environmental impact at every stage of our operation, moving towards **carbon neutrality** and contributing to a cleaner and healthier world.

Because change begins with each of us and collective effort, this document is an expression of our commitment and the values that guide us towards a more promising future. **Together, for a better tomorrow.**

José Ramos
(President & CEO Toyota Caetano Portugal)

WHO WE ARE AND WHAT WE DO



**THE TOYOTA CAETANO
PORTUGAL** UNIVERSE

TOYOTA WAY:
OUR CULTURE

THE GROUP'S
COMPANIES

THE MILESTONES
OF OUR PATH

OUR STAKEHOLDERS:
TOGETHER FOR SUCCESS

THE TOYOTA CAETANO PORTUGAL **UNIVERSE**

Dedicated to the importation and commercialisation of the Toyota and Lexus brands and industrial machinery, the manufacture and marketing of buses, renting services, and fleet management, the Toyota Caetano Portugal Group is a **benchmark in the automotive sector**, with a legacy of more than 75 years.

The need for constant mobility, combined with the global environmental challenges we are facing, drive the Toyota Caetano Portugal Group's daily commitment to establishing itself with **technologically and environmentally advanced mobility services**.

To achieve this, and so that, thanks to our capacity to innovate and respond to challenges, we can maintain our position as a reference in the areas in which we operate, **our success is built on the creation of shared value, towards a society focused on environmental and social well-being, and in a relationship of mutual contribution between our companies and the community**.

Equity and justice, ethics and morality, are the principles of the corporate culture developed by the founder Salvador Fernandes Caetano, from which stem, through his humanistic approach, **relationships of mutual respect and growth** with our stakeholders. In addition to remaining particularly attentive to the concerns and expectations of our employees, partners, and clients,, we also aim to be recognised as an entity that is honest and dynamic in its relationship with the community, committed to continuous improvement, and contributing to addressing the challenges we face as a society, particularly regarding the environment.

Our actions are guided by values that cut across the Toyota Caetano Portugal Group and Salvador Caetano Auto, reflecting the **Ser Caetano (Being Caetano) culture**.





COMMITMENT

BE COMMITTED TO THE CUSTOMER. We build solid relationships that guarantee successful business.

TRUST

BE CLOSE AND RELIABLE. We base our performance on trust and transparency.

COOPERATION

BE COOPERATIVE AND WORK IN TEAM. We value teamwork and respect for others.

RESPONSIBILITY

BE SOCIALLY RESPONSIBLE. We assume the sustainability and balance of society and the environment.

AMBIITION

BE DEMANDING AND AMBITIOUS. We seek evolution, innovation and continuous improvement on a daily basis.

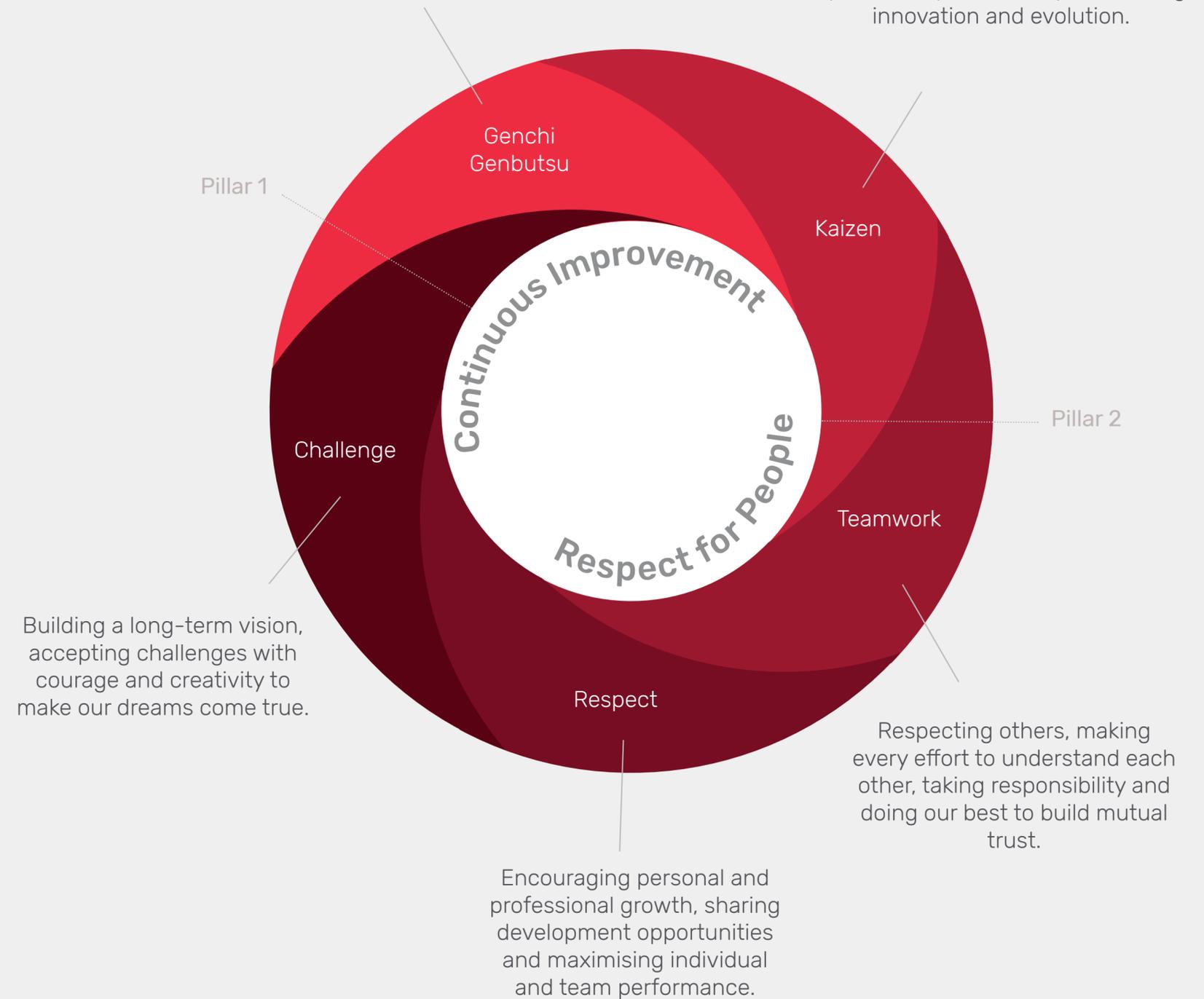


TOYOTA WAY: OUR CULTURE

The Toyota culture, known in the management and production world as the **Toyota Way**, is based on two pillars - **Respect for People** and **Continuous Improvement** - which unfold in a set of principles studied and applied by Toyota Motor Europe (TME). It is inspired by this culture, in conjunction with the Ser Caetano Values, that we run our business.

Japanese term describing the act of "going to the source" as a way of finding the facts, and thus being able to make the right decisions, build consensus and achieve goals efficiently.

Japanese term for "improvement", meaning the continuous improvement that we should seek for our operations, permanently stimulating innovation and evolution.





THE GROUP'S COMPANIES

A BRIEF OVERVIEW

The Toyota Caetano Group, through its constituent companies, operates in various business areas, and although they have individual strategies, they all converge towards the common goal of creating products and services that promote **sustainable mobility in society**.

LEGENDA:

-  Light vehicles
-  Heavy vehicles
-  Machinery and Industrial Equipment

	PRODUCTION	COMMERCIALISATION	SERVICES
TCAP Ovar			
Caetano Auto			
Caetano Auto CV			
Toyota and Lexus Division			
CaetanoBus			
COBUS			
Caetano UK			
KINTO			 
Caetano Renting			
Caetano Renting Senegal			
TCAP DEI			

Toyota Caetano Portugal, S.A.

Toyota Caetano Portugal, S.A. is the parent company of this Group;

It is where the following activities are concentrated:

- **Toyota and Lexus Division** | This is the business unit of Toyota Caetano Portugal appointed by Toyota Motor Europe, which holds the exclusive activity of Importer of the Toyota and Lexus brands, both in the marketing and sale of new vehicles and trusted pre-owned vehicles, through its Exclusive TUC (Toyota Used Cars) and Lexus Select Programmes, complemented by the sale of original Toyota and Lexus parts and accessories. This segment Also included in this segment is the activity of the Toyota and Lexus Hub, where all vehicles are prepared for delivery. This activity is supported by the network of Toyota and Lexus Authorised Dealers and Repairers.
- **Industrial Equipment Division** | This business area is responsible for the import, commercialisation (sale and rental), and after-sales activity of industrial equipment (counterbalanced forklifts and warehouse equipment, as well as presenting other services and business solutions).
- **Ovar Manufacturing Division (industrial segment)** | Manufacture and assembly of Toyota vehicles.





It is the company that owns 11 Toyota dealerships and 7 Lexus dealerships. It also represents the Caetano Colisão and GlassBack brands and is present from Minho to Algarve in 26 Showrooms and Workshops.



It imports and sells the Toyota brand since 1993, in Cape Verde, thus being a pioneer company in the expansion of Salvador Caetano in Africa.



Owned in partnership with Mitsui & Co., Ltd., it is the largest body and bus manufacturer in Portugal, exporting worldwide, adapting its products to different specifications for urban transport, tourism, airport, and minibus services, or offering differentiating solutions for niche markets.



The core business of COBUS is the sale and technical assistance of airport buses worldwide.





Caetano UK

UK subsidiary responsible for the sale, after-sales and supply of parts for Caetano buses in the UK, the main market for CaetanoBus.

KINTO

It is responsible for managing car fleets and operational renting of vehicles, focusing on smart mobility solutions.



Caetano Renting

A company dedicated to the rental of driverless vehicles, mainly of the Toyota and Lexus brands, to various clients, such as rent-a-car companies, other large clients, and occasionally individuals clients.



Caetano Renting | Senegal

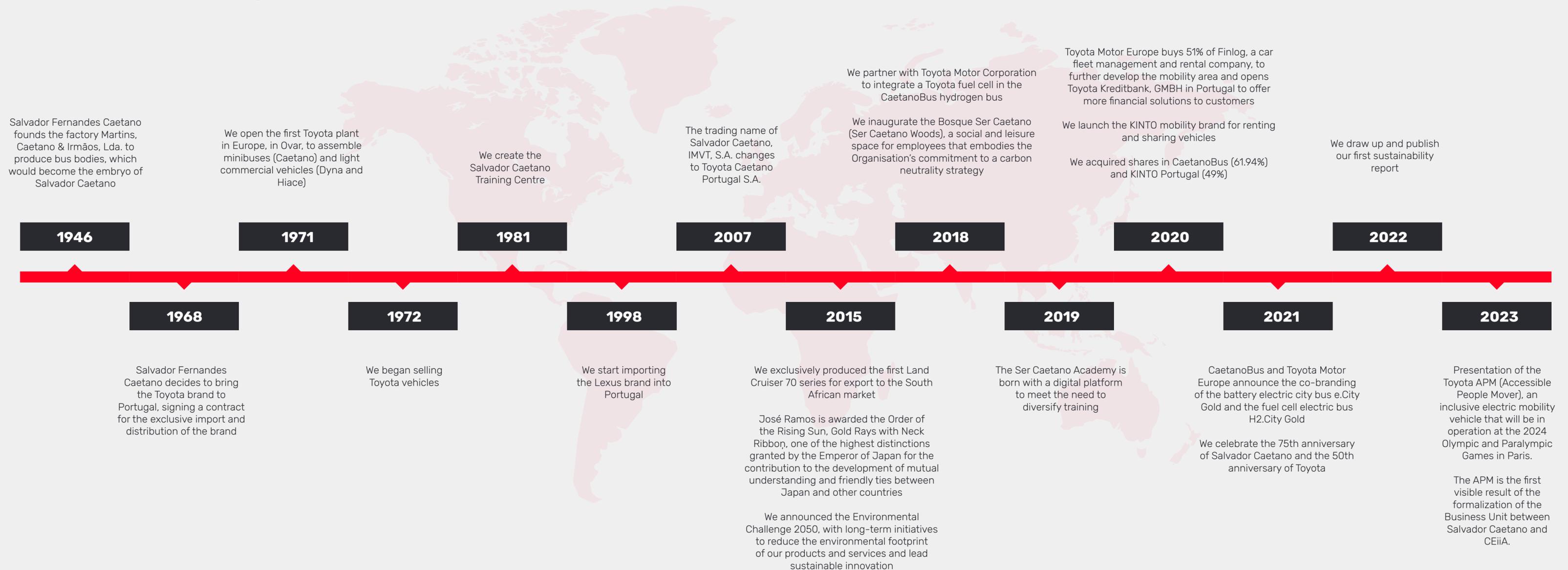
It replicates Kinto's activity in Senegal.





THE MILESTONES OF OUR PATH

The Toyota Caetano Portugal Group has been building a **solid and innovative path in the automotive, industrial, and mobility sectors for over 75 years.**





RELATIONSHIP WITH STAKEHOLDERS: TOGETHER FOR SUCCESS

In the Toyota Caetano Portugal Group, we value the **commitment** and **responsibility of our employees** and **the close and trusting relationship with partners, suppliers, customers, and the community**. This commitment continues to prioritize the focus on the performance of our operations and the sharing of knowledge and best practices with the aim of maintaining the relevance and competitiveness of our portfolio of activities.

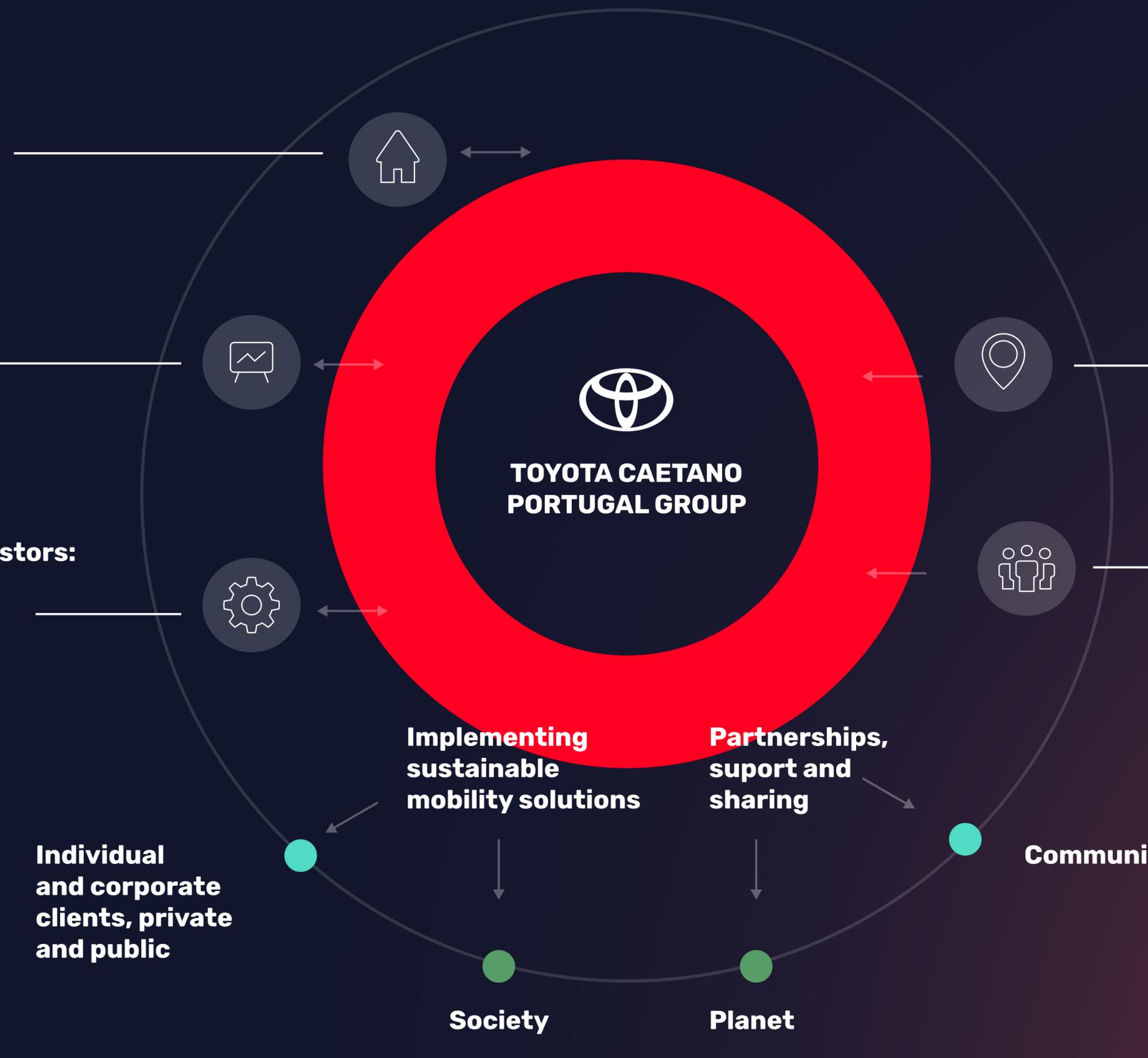
The way we conduct our business is influenced by the perspectives of different **stakeholders**, so for it to thrive it is essential that we involve all the stakeholders in our value chain and establish a continuous and transparent dialogue with them. To achieve this, and with the aim of meeting their needs and expectations and fostering our decision-making process, we rely on a wide range of communication channels. This impact is assessed based on the results of consultation events such as customer and visitor surveys, suggestion and complaint systems, organisational climate barometers, sharing and knowledge forums, supplier surveys, community engagement projects, and written communications.

OUR STAKEHOLDERS:
TOGETHER FOR SUCCESS

State
Regulation
Contribution
Funding

Shareholders and Investors
Investment
Dividends
ESG expectations

**Shareholders and Investors:
SC and TME**
Investment
ESG expectations
Strategic guidelines
Dividends
Supply of vehicles parts



Suppliers
Materials, products
and services

Partners
Materials, products, services and
logistics

**Individual
and corporate
clients, private
and public**

Community

**Implementing
sustainable
mobility solutions**

**Partnerships,
suport and
sharing**

Society

Planet

THE YEAR 2023

02

IN NUMBERS

SER KAIZEN

IN ACHIEVEMENTS

IN QUALITY AND SAFETY (SST)



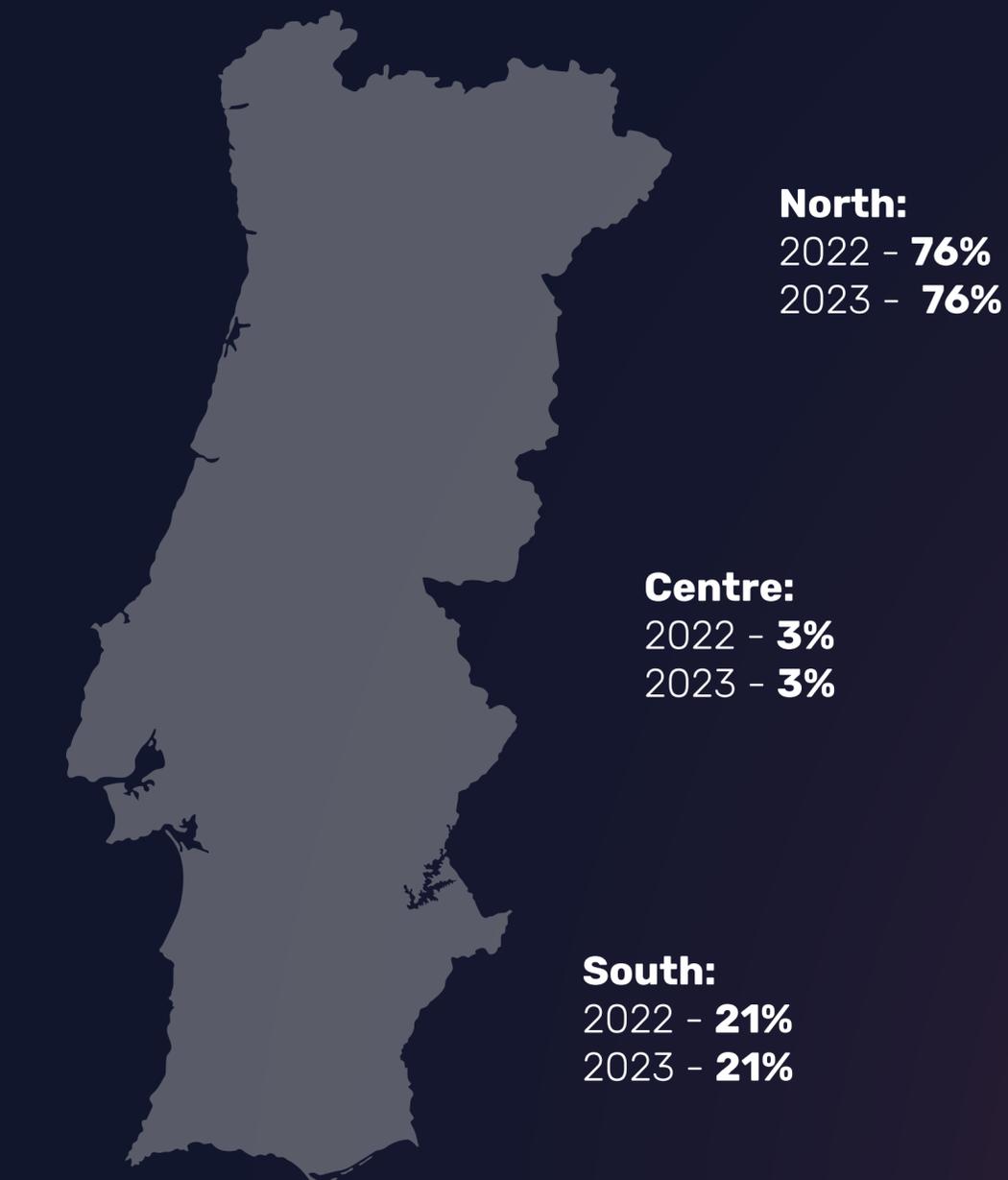
THE YEAR 2023... IN NUMBERS

KEY INDICATORS

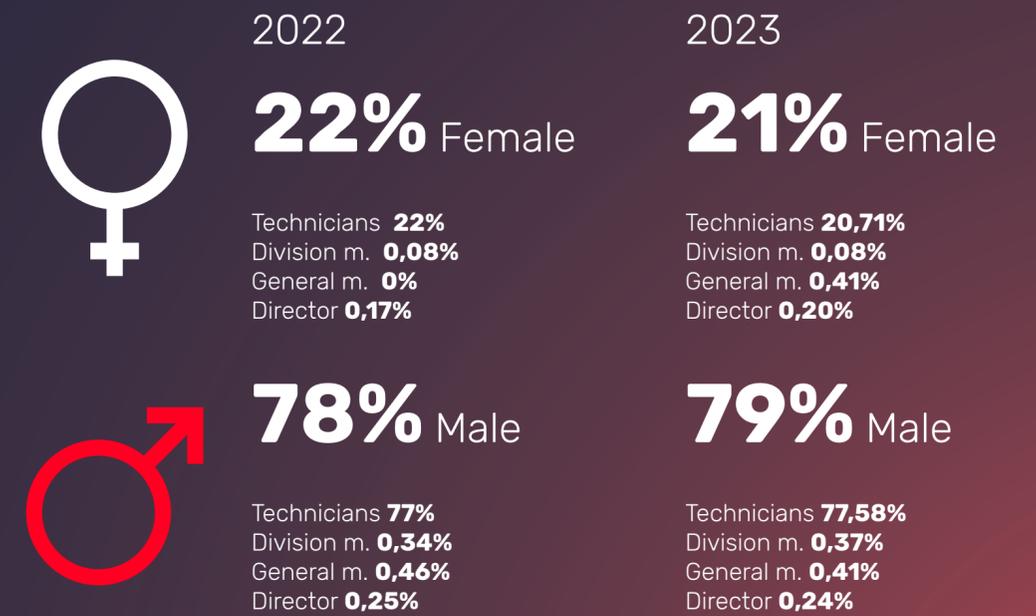
Distribution of employees by company



Distribution of employees by region



Distribution of employees by gender





KEY INDICATORS

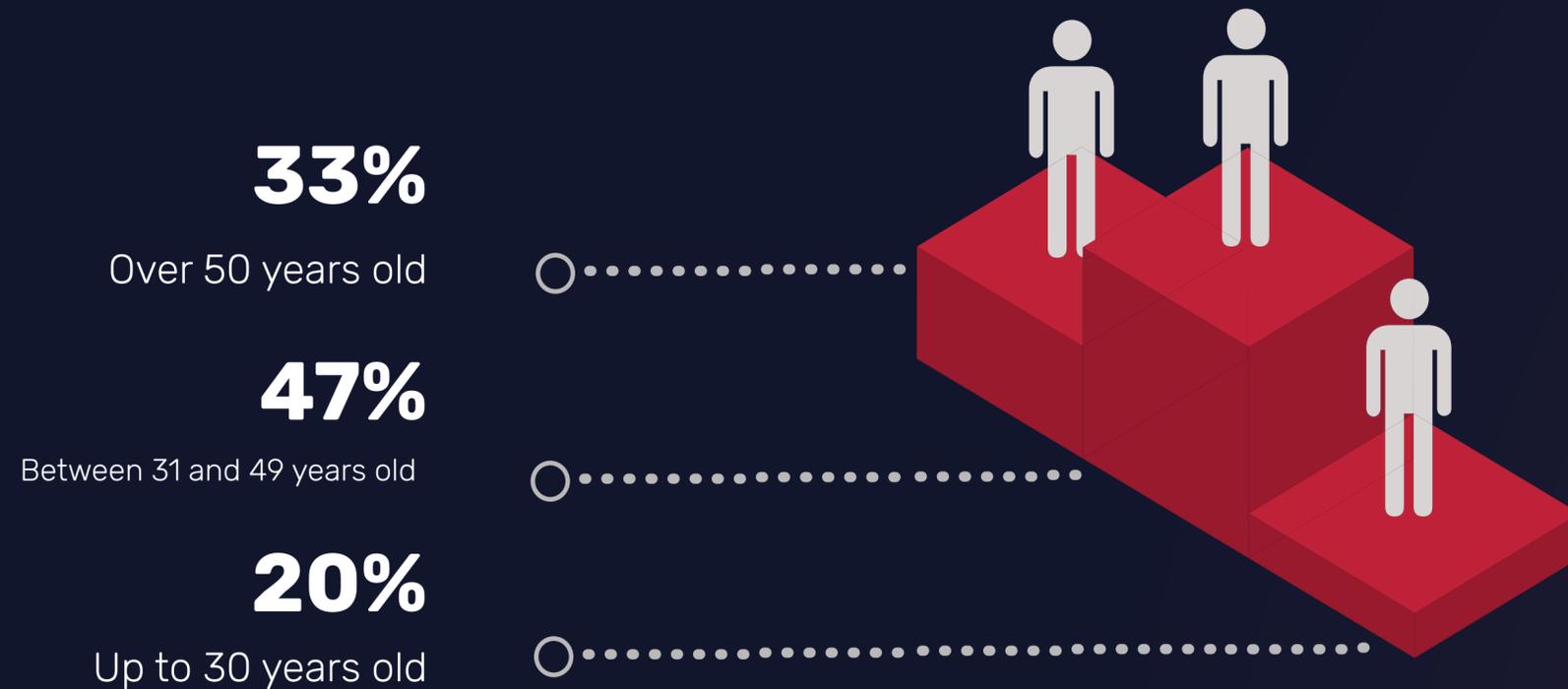
THE YEAR 2023...
IN NUMBERS

Distribution of employees by age

	2022	2023
Up to 30 years old	20%	20%
Between 31 and 49 years old	47%	47%
Over 50 years old	33%	33%

Distribution of employees by category

2022	2023
Technicians 99%	Technicians 98,8%
Division m. 0,42%	Division m. 0,45%
General m. 0,46%	General m. 0,82%
Director 0,42%	Director 0,45%



% employees with disabilities

2022	2023
1,39%	1,8%

SER KAIZEN

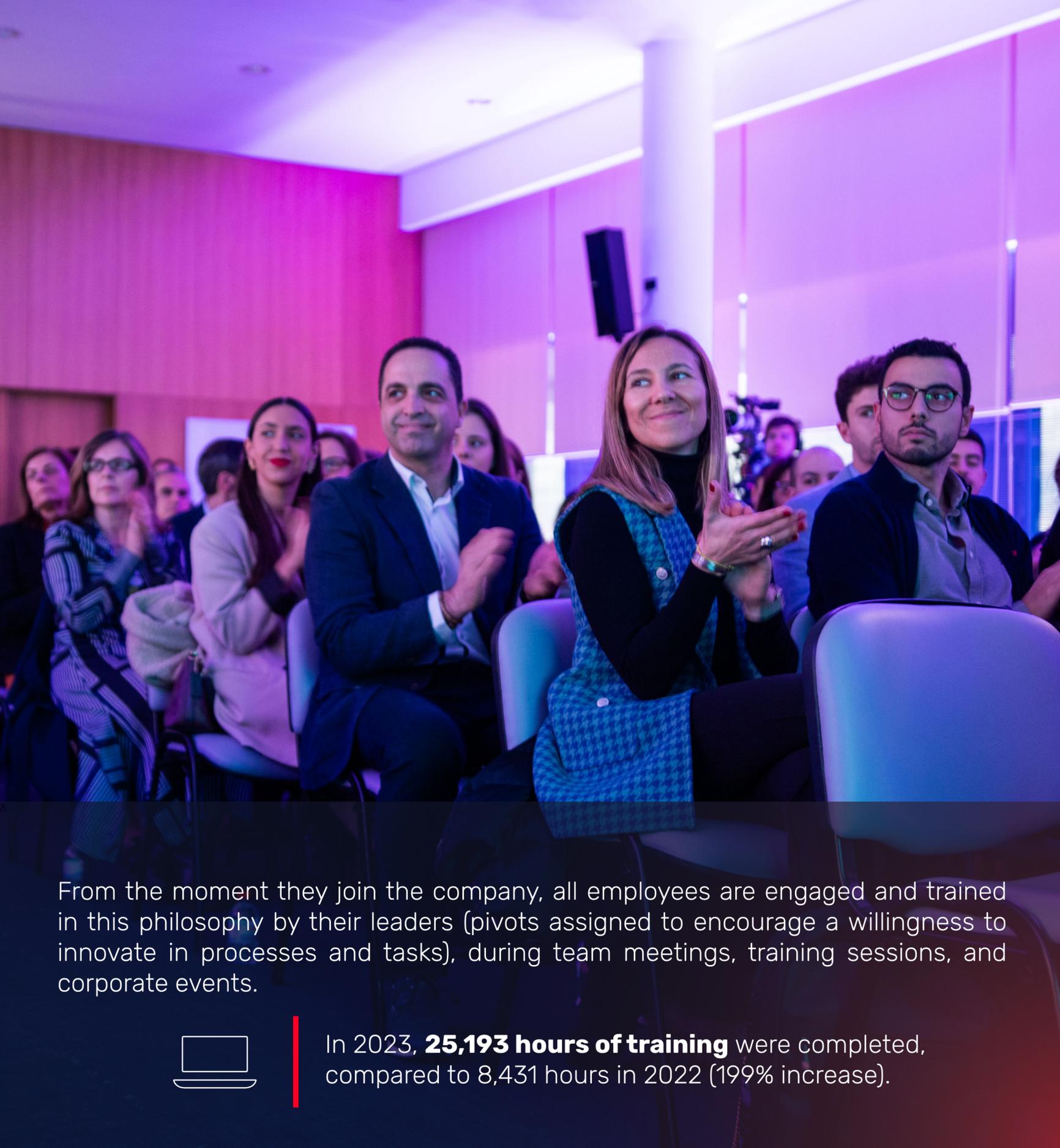
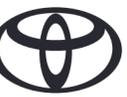
(BEING KAIZEN)

At the core of our work culture lies the **Kaizen philosophy**. It is guided by the search for **continuous improvement**, fostering creativity and innovation. This progression occurs daily through small advances in which people learn, solve problems, and share experiences among teams and business units. In order for this process of learning and innovation to effectively become a way of working, we developed the **Ser Kaizen (Being Kaizen) Programme**.

The programme is based on a **matrix of innovation and continuous improvement**, which includes:

- (1)** the Group's innovation strategy, according to the business context and priorities
- (2)** corporate values
- (3)** all the actions outlined by each company and function to promote performance excellence
- (4)** the expected results





Ser Kaizen

Programme Support Organisation:

- **Salvador Caetano Committee for Innovation and Continuous Improvement:** With the presence of Salvador Caetano's Board of Directors, Management and company leaders, it aims to analyse indicators and actions/challenges in this area, and is held every 3 months.
- **Kaizen Support Team:** It includes employees assigned by each of the companies to accompany the teams, support the leaders in the development of the X Matrix and Hoshins, promote internal actions, and coordinate the indicators with the Alignment, Kaizen & HR Benefits team.
- **Pivots in Teams:** Where required, each team delegates responsibility to one of its members for the operational implementation of the Kaizen tools.
- **Auditors:** Pivots of the companies, teams or employees with appropriate training who take part in cross-company audits.

From the moment they join the company, all employees are engaged and trained in this philosophy by their leaders (pivots assigned to encourage a willingness to innovate in processes and tasks), during team meetings, training sessions, and corporate events.



In 2023, **25,193 hours of training** were completed, compared to 8,431 hours in 2022 (199% increase).



SUCCESS INDICATORS OF THE SER KAIZEN PROGRAMME

for the Salvador Caetano universe

Cost Reduction:

6.040.298€

(An increase of 109% compared to 2022)

Time reduction:

187.595h

(An increase of 47% compared to 2022)

Improvement record:

+4403

(An increase of 50% compared to 2022)

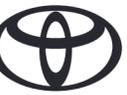
Improvement participation rate:

73%

(An increase of 62% compared to 2022)

SER KAIZEN SHARING ACTIONS

The **Ser Kaizen Webinar** is held every year. In 2023, 4,403 improvements were registered and implemented, which translated into a **record number of ideas and projects.**



OUR YEAR OF 2023 IN ACHIEVEMENTS

TOYOTA

Trusted Brand | Toyota was voted 'Trusted Brand 2023' in the automotive sector for the 14th consecutive year by the Portuguese readers of the Reader's Digest magazine. This is one of the largest annual surveys of domestic consumers, and the election coincides with the moment when Toyota demonstrates full confidence in its products and services by being the first brand to offer a 10-year or 200,000km warranty to all its customers (current and new).

Trusted Brand - Environment | Toyota has once again been voted 'Trusted Brand - Environment' by the readers of the Reader's Digest magazine. Recognised for being a leader in electrification and for its environmentally friendly technology, Toyota has once again been voted, for the 14th consecutive year, the brand that the Portuguese trust the most when it comes to the automotive sector and the environment.

Five-Star Award | The results achieved in the tests and market research carried out as part of the 2023 Five-Star Award have earned Toyota the title of Five-Star Brand in the 'Automotive Brand' category for the 4th consecutive year.

Interbrand | In the Best Global Brands study, Toyota maintained the 6th position in the global brand ranking in 2023.

Ecovadis | Toyota Caetano Portugal - Industrial Equipment Division - in the third year of assessment by EcoVadis, received the silver medal, remaining among the top 25% best evaluated companies. This assessment reflects the organisation's focus on important areas for the sustainability of the business and the planet.

CDP | Toyota Caetano Portugal participated, for the tenth consecutive year, in the sustainable development report by CDP, aimed at encouraging and guiding companies to become leaders in transparency and environmental action. In 2023, it has reached level C (Awareness), indicative of a commitment at awareness level.

Randstad | Salvador Caetano Auto received two distinctions in the 2023 edition of the Randstad Employer Brand Research. We've entered the top 20 most attractive companies to work for and we're back in first place when it comes to the automotive sector. The Randstad Employer Brand Research is an annual study that presents trends in the job market and the companies that stand out the most among the universe of respondents to this survey. It is an independent study with nearly 163,000 participants and 6,022 companies analysed worldwide.



Interbrand



randstad



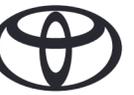
OUR YEAR OF 2023 IN ACHIEVEMENTS

CAETANO AUTO

Ichiban Award for Caetano Auto Aveiro | Caetano Auto Aveiro won the 'Ichiban' prize, awarded by Toyota Motor Europe. 'Ichiban' means 'Number One' in Japanese and is the name of the prestigious prize given to Toyota Dealerships that, among various factors, have distinguished themselves by providing the highest level of customer experience. More than 2,300 Toyota Dealerships in Europe compete annually for this award, with only 50 organisations being recognised and, in Portugal, Caetano Auto Aveiro stood out among its peers.

Superbrands Award | This award recognises the excellence of Corporate brands. Caetano Auto has once again been recognised as a brand of Excellence in Portugal by Superbrands, in the business-to-business dimension. This prestigious recognition aims to honour brands that are considered exceptional for the work they develop.





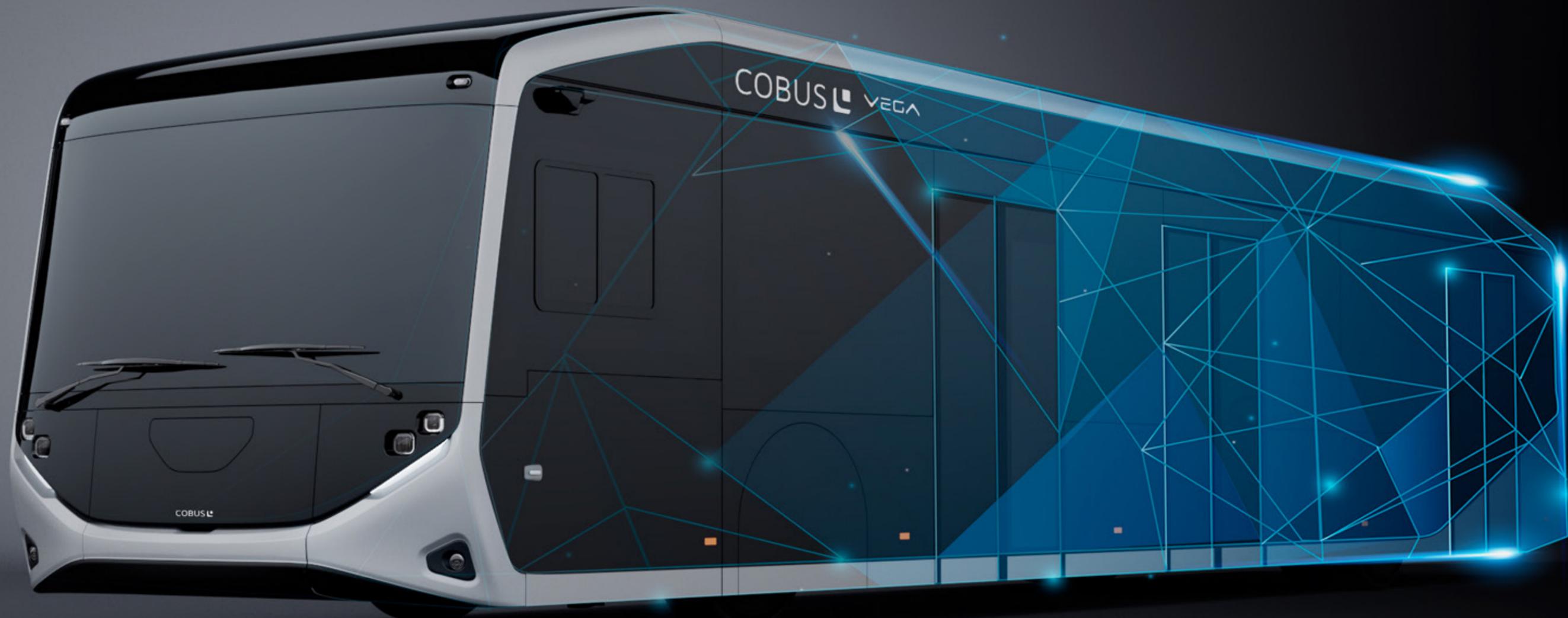
OUR YEAR OF 2023 IN ACHIEVEMENTS

CAETANOBUS

Red Dot award – COBUS Vega | The COBUS Vega Electric Airport Bus was designed to operate with zero emissions and low noise levels. The jury highlighted the environmental friendliness of this bus, as well as its design language, which breaks away from visual norms and creates a unique stylistic touch.



reddot winner 2023





OUR YEAR OF 2023 IN QUALITY AND SAFETY (SST)

The quality and safety of our products and services is guaranteed through an integrated management system that includes Quality, Environment, Occupational Health and Safety. In line with our Toyota Way work philosophy, one of the principles of which is continuous improvement, most Group companies have already obtained certification for this Integrated Management System. We chose multisite certification to promote the sharing of best practices, drive improvement in procedures among companies and technical teams, and contribute to the development of a unified strategy.



Quality

Toyota Caetano Portugal invests in continuous improvement processes throughout all aspects of its operations. In this context, the **Quality Management System Certification is based on the following principles:**

- **Focus on the customer**
- **Leadership**
- **Commitment of the people**



Environment

Toyota Caetano Portugal embraces the ambition to promote excellence in environmental performance by enhancing the environmental performance of its activities, products, and services. It seeks to systematically prevent and mitigate their environmental impact and prioritize the adoption of best practices.

In this context, the primary objective of the **Environmental Management System Certification** is protecting the environment and responding to changes in environmental conditions, in constant balance with socio-economic needs.

Occupational health and safety

For Toyota Caetano Portugal, people are the essence of an organisation and, therefore, the **Certification of the Occupational Health and Safety Management System** is essential for protecting its employees.

Its objectives are as follows:

- Identifying hazards, conducting a risk assessment, and determining control measures;
- Preventing, combating, and minimising risks at source;
- Identifying applicable legal and other requirements;
- Establishing, implementing, maintaining, and improving the OHS Management System;
- Training and raising awareness among employees.

Summary of Certifications:

Quality | NP EN ISO 9001 (Toyota Lexus Division, Ovar Manufacturing Division, Industrial Equipment Division, Caetano Auto, CaetanoBus)

Occupational Health and Safety | NP EN ISO 45001 (Industrial Equipment Division - North, CaetanoBus, Ovar Manufacturing Division)

Environment | NP EN ISO 14001 (Toyota Lexus Division, Ovar Manufacturing Division, Industrial Equipment Division, CaetanoBus)

Energy management | NP EN ISO 50001 (Industrial Equipment Division - North)



Security Committee

Creating a team made up of security technicians and managers with the aim of sharing best practices.

Goals:

- Outlining the corporate OHS policy by implementing a safety culture, which should be adapted to the reality of each company;
- Proposing strategic and corporate guidelines in this area, including requirements for external service providers* in OHS, audits, integration with continuous improvement;
- Proposing cross-cutting awareness-raising initiatives for employees;
- Meeting every six months with SC AUTO's EC to present strategic and corporate proposals as well as macro results;
- Meeting monthly with the local OHS teams to analyse and discuss topics 'on the agenda' and to share practices;
- Organising an annual OHS forum;
- Providing technical support whenever necessary if the service providers and/or qualified in-house OHS technicians are unable to do so;
- Macro analysis of the accident rate of the Salvador Caetano Auto Group with indicators.



**OUR
COMMITMENT
FOR A BETTER
TOMORROW**

OUR VISION FOR
SUSTAINABILITY

IN PARTNERSHIP,
WE BUILD THE FUTURE



OUR VISION FOR SUSTAINABILITY

At Toyota Caetano Portugal Group, we aim to operate a sustainable, progressive, and profitable business, while creating a remarkable place to grow and work. Therefore, we actively work with accessible and flexible solutions for People and the Community, aiming to **achieve carbon neutrality by 2050**. Our ambition is to be recognised as the **most progressive and sought-after mobility brand on the market**.

We are aware of the crucial **challenges of sustainable development** that the automotive and mobility sector are facing, which include relevant factors such as:

Reducing and managing the consumption of natural resources resulting from vehicle production activities;

Properly managing end-of-life waste from vehicles, imposing a circular economy model.

Reducing CO2 emissions, which account for a significant proportion of global greenhouse gas emissions in the automotive sector;

Therefore, it becomes imperative for the sector to provide more long-term ecological responses, from the production process to the end of the product life cycle.

Established by the United Nations, the Sustainable Development Goals (SDGs) have also reinforced the international commitment to a more sustainable and inclusive future for all, through 17 priorities covering the economic, social, and environmental spheres.

Against this backdrop, Toyota Caetano Portugal's commitment to sustainability represents an extension of Salvador Caetano's legacy, characterised by respect and care for people and the community, as well as environmental protection. To this legacy we should add Toyota's global strategy, in particular that of Toyota Motor Europe (TME), which has been outlining an ambitious path of innovation and initiatives aimed at achieving carbon neutrality by 2050.

Therefore, Toyota's contribution to the challenges faced by its sector results in two programmes:

Ser Sustentável Programme 2022-2030

Toyota Caetano Portugal | Salvador Caetano Auto

Toyota 2050 Environmental Challenge

Toyota Motor Europe

TOYOTA      
ENVIRONMENTAL
CHALLENGE 2050





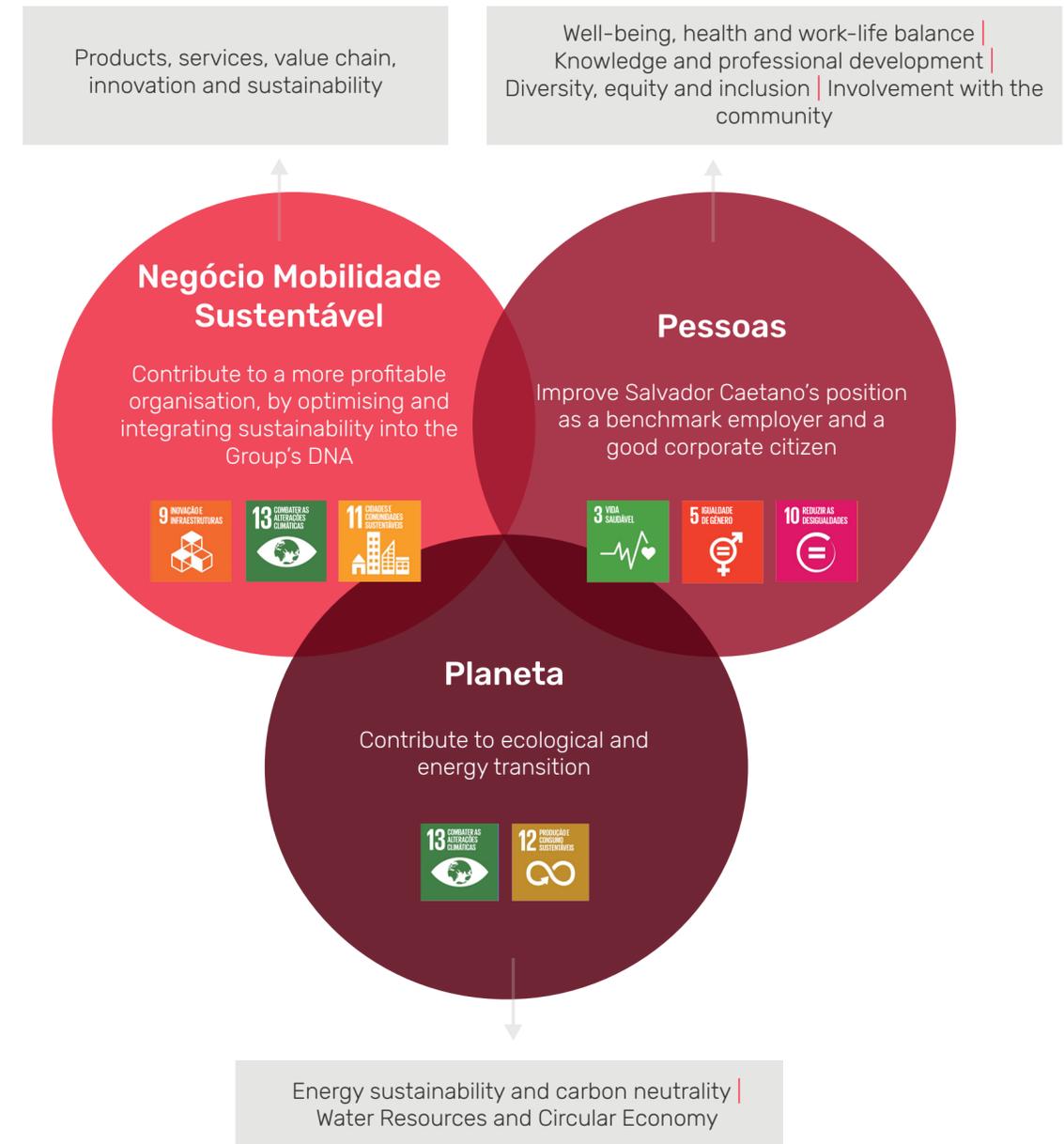
Ser Sustentável Programme 2022-2030

Sustainability has been present in the values and principles of Toyota and Salvador Caetano Auto since their inception. Therefore, evaluating the dimensions of each activity and inspired by this same culture and ambition, our contribution to sustainability focuses on the **well-being of people** – employees and the community – and **contributing to the urgent energy transition**.

With this in mind, Toyota Caetano Portugal created the **Ser Sustentável Programme** in 2022, outlining a set of goals for the **2022-2030 period**. This Programme materialises our **commitment is embodied in the People, Planet, and Sustainable Mobility Business pillars**, with the aim of raising awareness among both **our people and businesses for social and environmental sustainability**.

2022-2030 Commitment:

- Raising awareness to Social and Environmental Sustainability among our People and Companies
- Improving the positioning of the Salvador Caetano brand as an employer
- Investing in Salvador Caetano’s impact on the Community
- Contributing to a more profitable organisation, by better integrating sustainability in the Group’s DNA



These are the 3 pillars on which our commitment is based and through which we structure sustainability in the Group, because

Together, we help people move towards a better tomorrow.

This is the common purpose we want for our companies and the link between them, so that we can continue to strengthen our strategic commitment to sustainable mobility.

In order to ensure that our strategy is increasingly aligned with the sustainability challenges we face daily, we are currently conducting a **Materiality Analysis** to assess which topics are material for the company and its stakeholders.

This analysis is carried out at Salvador Caetano Auto's headquarters, and the result of this process is used to guide the definition of strategic sustainability objectives and the proposed governance model, ensuring a focus on the topics that matter most for our long-term success and for fulfilling our social and environmental responsibilities. The results obtained will also be reflected in Toyota Caetano Portugal's strategy.





IN PARTNERSHIP, WE BUILD THE FUTURE

Because we recognise and believe that only by joining forces will we be able to address the global challenges of the coming decades, we participate in initiatives, forums, and working groups dedicated to sustainability.

BCSD Charter of Principles

The mission of BCSD (Business Council For Sustainable Development) is to assist member companies on their journey towards sustainability, promoting positive impact for stakeholders, society, and the environment. Toyota Caetano Portugal has joined the Principles Charter of BCSD Portugal, a document that gathers Portuguese companies around common commitments to sustainable development for Portugal.

Business Roundtable Portugal

Salvador Caetano Auto is among the 40 Portuguese business groups to join this Association, which aims to accelerate the economic and social growth of the country to ensure a fairer, more prosperous, and sustainable Portugal.

Porto Climate Pact

In 2022, CaetanoBus signed up to this initiative of the Porto City Council with the purpose of bringing society together in a common commitment to ambitious goals for carbon neutrality.



Toyota Caetano Portugal, through the Ovar Manufacturing Division, is taking part in the Mobilising/Green Agendas for Business Innovation programme as part of Component 5 – Capitalisation and Business Innovation of the Recovery and Resilience Plan (PRR), having submitted applications for Phase I ‘Expression of Interest’ (Notice No. 01/C05-i01/2021) and Phase II ‘Final Proposal’ (Notice No. 02/C05-i01/2022), which were approved by IAPMEI.

In this context, it is taking part in 3 Agendas that, in addition to being strongly geared towards strengthening the competitiveness and resilience of the Portuguese economy, namely by increasing exports of goods and services, increasing investment in R&D, changing the specialisation profile of the Portuguese economy by investing in higher value-added, knowledge-intensive activities aimed at international markets and creating skilled jobs, also seek to promote the decarbonisation of the economy and the energy transition, aiming for carbon neutrality by 2050, as set out in the National Energy and Climate Plan 2030 (PNEC 2030).

Be.Neutral

As part of this agenda, Toyota Caetano Portugal recommends, in an initial phase, the development of a small electric utility vehicle for large events (model L7E), which will be in demonstration in 2024 and serve as proof of concept for the development of a new commercial vehicle (model L6E) with high potential to support a more sustainable urban mobility. In this context, we outlined a bi-annual project schedule for each model, comprising the activities for developing these new vehicles and their components. We should note that CEiiA is the co-promoter of the project, being responsible for selecting materials and outlining manufacturing methodologies for the new vehicles. In a second phase, there will be strategic investments aimed at providing Toyota Cetano Portugal with the infrastructures and technological means for the industrialisation of the new small electric utility vehicle for large events (L7E model) and the new commercial vehicle (L6E model) with high potential to support a more sustainable urban mobility. In view of the above, a reduction of 2 tonnes of CO₂ per unit produced is expected (considering an average use of the vehicle of 10,000 km/year), contributing to a reduction of 6,000 tonnes of CO₂ emissions in urban centres.



Alliance for Energy Transition

As part of this Agenda, TCAP intends to ensure the electrification of the Toyota LC 70, manufactured at the Ovar plant, in order to replace the traditional internal combustion engine and related components with an electric powertrain and batteries. In this context, and in an initial phase, we will focus on (i) the development and prototyping of double cabin units for the electric Toyota LC 70 and (ii) the testing and approval of the product in a real environment; for the second phase, we have planned a series of strategic investments aimed at providing TCAP with infrastructures and technological means for the efficient and sustainable production of the new model of electrified vehicle. As a result, TCAP will become the first plant in the world to produce an electric version of the Toyota LC 70, which, besides guaranteeing the high robustness and durability associated with this model, will configure a more environmentally friendly vehicle. We should point out that there are plans to use this vehicle in the mining sector, contributing to the decarbonisation of this industry. In view of the above, a reduction of 18 tonnes of CO₂ per unit produced is expected (considering an average use of the vehicle of 22,500 km/year), contributing to a reduction of 58,500 tonnes of CO₂ emissions associated with the mining sector.

AM2R

As part of this Agenda, TCAP intends to develop and manufacture an electric bicycle for transporting light loads (to be called e-Cargo bike). Specifically, in order to obtain this product, we will develop an R&D project for the new e-Cargo bike in an initial phase, which will include (i) the development and prototyping of the new electric cargo bicycle and (ii) the testing and approval of the product in a real environment and, in a second phase, a series of strategic investments aimed at providing TCAP with the technological means to produce the new type of electrified vehicle, with guaranteed quality, speed and efficiency. Besides being more environmentally friendly (zero CO₂ emissions and zero noise), this vehicle is expected to guarantee a high performance in the light goods delivery market segment, as it will enable a greater number of deliveries in a shorter period of time as a result of the fact that it will be able to circulate on both cycling and pedestrian paths. In terms of technical features, we should highlight the possibility of circulating on cycle and pedestrian paths, a maximum speed of 25 km/h, a range of 65 km, weather protection, interchangeable lighting and batteries, as well as a load capacity of 2,000 litres with a 150 kg load limit. In view of the above, a reduction of 2 tonnes of CO₂ per unit sold is expected (considering an average use of the electric bicycle of 10,000 km/year), contributing to a reduction of 6,000 tons of CO₂ emissions in urban centres.



Mobility & Transport Forum

Focuses on the challenges inherent to Urban Mobility, with an emphasis on the innovative concept of Mobility as a Service (MAAS). During the event, strategies were discussed for the efficient integration of various modes of transportation, such as public transportation, car sharing, and mobility services via mobile applications, with the aim of improving the accessibility and sustainability of transportation systems in urban areas. The discussions emphasised the importance of collaboration between the public and private sectors, along with the adoption of disruptive technologies, to tackle the growing challenges related to congestion, pollution, and equity in urban mobility.

Sustainability Club

Toyota Caetano Portugal is a member of this informal group that brings together organisations on a quarterly basis to discuss how to reconcile long-term business growth with sound economic development, a healthy environment, and human fulfilment.

EU – Latin America and Caribbean (LAC) Business Roundtable

The European Union, with the aim of outlining the roadmap of strategic priorities in which it will invest together with its Latin American and Caribbean partners, organised an event at the European Commission's parliament to discuss the most interesting topics for investment, especially taking into account the digital transition and the transition to a green and sustainable economy. CaetanoBus participated in these roundtables, where it shared the history of CaetanoBus and the company's strategy for decarbonising public transport and adopting hydrogen-powered electric buses.

ZEB Conference (inside Busworld as speaker)

The conference aimed to discuss the current status of Zero-Emission buses in Europe and the plans for the adoption of such vehicles in European cities in the coming years. CaetanoBus shared the company's strategy for decarbonizing public transportation and the experience of European bus operators in adopting hydrogen fuel cell electric bus technology. It also presented the innovative concept of One-Stop-Shop, positioning itself as a leader in the field.



16th ARP National Convention

Discussion forum on the current state of road transportation in Portugal, including the 2023 Bus Portugal fair, which featured the presence of various bus brands, including CaetanoBus. CaetanoBus shared its journey in the development and commercialization of Zero-Emission buses, with a special focus on hydrogen fuel cell electric buses.

COP28

As part of the 2023 United Nations Climate Change Conference (COP 28) in Dubai, CaetanoBus, represented by its CCO, participated in various debates and gave an interview to Reuters about the transition to zero-emission buses. In this interview, the history of the Portuguese company and all its efforts in the development and production of innovative zero-emission buses were discussed, as well as the relationship between the Salvador Caetano Group and Toyota.

Hydrogen Europe Summit

CaetanoBus had the opportunity to participate in roundtable discussions on various topics, sharing its experience as an innovative manufacturer and leader in the market. This conference focused on the latest advances in hydrogen production technologies, commercial applications of hydrogen, hydrogen storage and transportation, and recent market dynamics. CaetanoBus had the opportunity to share its knowledge regarding hydrogen use, specifically the challenges and opportunities it has faced in the development and commercialization of electric and hydrogen fuel cell buses.



Busworld Europe 2023

Considered the largest event dedicated to the bus industry in Europe, the latest developments in the bus sector for the coming years were presented. This year's edition also featured the ZEB Conference, where opportunities and risks for the sector in the coming years were discussed. CaetanoBus showcased the latest updates of its hydrogen fuel cell electric bus model, which is one of the best-selling models in this segment in Europe.

Global Gateway Forum 2023

CaetanoBus was invited by the European Commission to the event, which brings together governments and business representatives to discuss investment needs in various areas. The first day of the Forum focused on green energy and hydrogen, research, and education, supported by a panel discussion. The European Union's Global Gateway strategy aims to mobilize investments worldwide for smart, clean, and secure energy and transportation infrastructures, as well as to strengthen healthcare and educational systems.

OUR COMMITMENT TO PEOPLE



SHARING KNOWLEDGE
AND PROFESSIONAL
DEVELOPMENT

ACADEMI@ SER CAETANO
TRAINING FOR DEVELOPMENT

WE EVALUATE
AND GROW

HEALTH
AND WELL-BEING

RECONCILIATION OF
PERSONAL
AND PROFESSIONAL LIFE

DIVERSITY, EQUITY
AND INCLUSION (DEI)

PEOPLE AT THE CENTRE
OF OUR COMPANIES



As Salvador Fernandes Caetano once advocated, **'the human factor is, as a whole, a company's most valuable asset'**, which is why they are the priority in our strategies and business management.

We are a Group of people for people.

We are aware that by investing in the well-being, development, and training of our employees, we are creating a more motivating and productive working environment. This results in greater satisfaction and retention of talent, promoting the building of cohesive, high-performing teams. Furthermore, by valuing the needs and aspirations of our people, we reflect our respect for and commitment to the growth of each individual, which in turn drives the growth and prosperity of the Group as a whole.



SHARING KNOWLEDGE AND PROFESSIONAL DEVELOPMENT

Knowledge sharing, continuous learning, and skills development have been part of our DNA since the foundation of our organisation. And it was 39 years ago, under the leadership of Salvador Fernandes Caetano – founder of Salvador Caetano – that the **vocation for knowledge** began to take its first steps as a **strategic pillar**, with the creation of the Salvador Caetano Professional Centre. Later on, in order to reflect the Group's culture of knowledge, the professional centre evolved into Academi@ Ser Caetano.

We view knowledge as the **driver for developing our people's competences and skills** and, consequently, as a premise for the quality, continuous progress, and innovation that the Toyota Caetano Portugal Group stands for. Therefore, it also becomes the driving force behind **professional and personal growth**. In a world that is constantly changing, it is crucial to establish mechanisms that prepare our employees to face the challenges of the market and reach their full potential, adding ingenuity and skill to the entire value chain, demonstrating how training puts them at the centre of the business.





ACADEMI@ SER CAETANO

TRAINING FOR DEVELOPMENT



Academi@
ser Caetano

***Preserving the past,
developing the present,
and preparing the
future.***

It is in this commitment that we want to reflect the Ser Caetano training culture, with this academy dedicated to training the employees of Salvador Caetano Auto and the Toyota Caetano Portugal Group and to qualifying young people with technical and professional skills for the job market - including Group companies - opening up opportunities for their personal and professional growth.

The Academi@ Ser Caetano programme has 5 fundamental pillars, anchored in an integrated system of internal and external training, performance management, and talent retention.

Talento Pro
Youth training

Talento Jovem
Internship programme

Talento Interno
Employee training

Talento Sénior
Knowledge Mentors

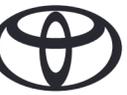
Talento Partilhado
Knowledge in partnership

Internal

External

2022-2030 Commitment:

- Achieving a 98% employability rate for our trainees
- Engaging 9,000 youths through our Academi@ across the country by 2030
- Opening two training centres (Cascais and Faro) by 2025
- Analysing and considering the opening of a Training Centre in Cape Verde by 2025
- Developing the training offer of Academi@ Ser Caetano in the Talent PRO axis for a new age group (ages 18-29), with the creation of, at least, one class in 2023
- Upskilling and refreshing employees for digital transformation to meet future work challenges



Talento Pro (Youth training)

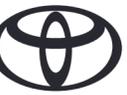
Youth training centres, spread over 7 hubs from the north to the south of Portugal, which offer various **vocational courses** related to the **automotive area** and **industry**.

Training offer:



Developed in partnership with the Institute for Employment and Vocational Training (IEFP), our courses are equivalent to the 12th grade and have a high rate of employability.





Talento Jovem (Internship programme)

An internship programme dedicated mainly to young higher education students whom we welcome at Salvador Caetano Auto in collaboration with educational institutions. It aims to attract and prepare young talents who want to start their careers with us, allowing not only to support them in completing their academic and professional training but also giving us the opportunity to recruit talents with different profiles and skills for our companies.





Talento Interno (Employee training)

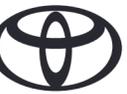
It is based on cross-cutting training plans and advanced development programmes, with the aim of training and developing the skills of employees throughout Salvador Caetano.

Based on a diagnosis of each employee's needs, the training programme is designed to cover the strategic needs of both the Group's companies and their employees.

Within this axis, we pay particular attention to our leadership to ensure they are an example of the Ser Caetano values and a mirror of growth and transformation. The Leadership Programme is part of the advanced integrated development programmes, acting at the level of:

- Strategic leadership, aimed at strategic management and technical specialists.
- Tactical/operational leadership, aimed at middle management and qualified technicians.





Talento Partilhado (Knowledge in partnership)

Partnerships and protocols with educational and teaching support establishments, complementing the development of skills.

ISEP - Porto Economics Institute;

ISCAP - Porto Accounting and Business Institute;

IPAM - Portuguese Institute of Management and Marketing;

Porto Business School;

UA - University of Aveiro;

UC - University of Coimbra;

IPL - Polytechnic Institute of Leiria.





Talento Sênior (Knowledge Mentors)

We aim to promote training in specific areas through a training pool underpinned by the professional value and experience of current and former employees.

We also prioritise knowledge in a flexible version through Academi@ Ser Caetano Digital, where we can develop solely digital or hybrid learning models, accessible to anyone, at any time. This model allows us to meet the new contexts and needs of the new generations and, through a centralised digital platform, respond to challenges in the field of knowledge.

2022: **2.536**

2.200

N. of Employees

2022: **16.104**

172.897

Hours completed

2022: **27.391**

5.170

N. of courses held

2022: **11h**

33h

Average hours
attended/Employee



WE EVALUATE AND GROW

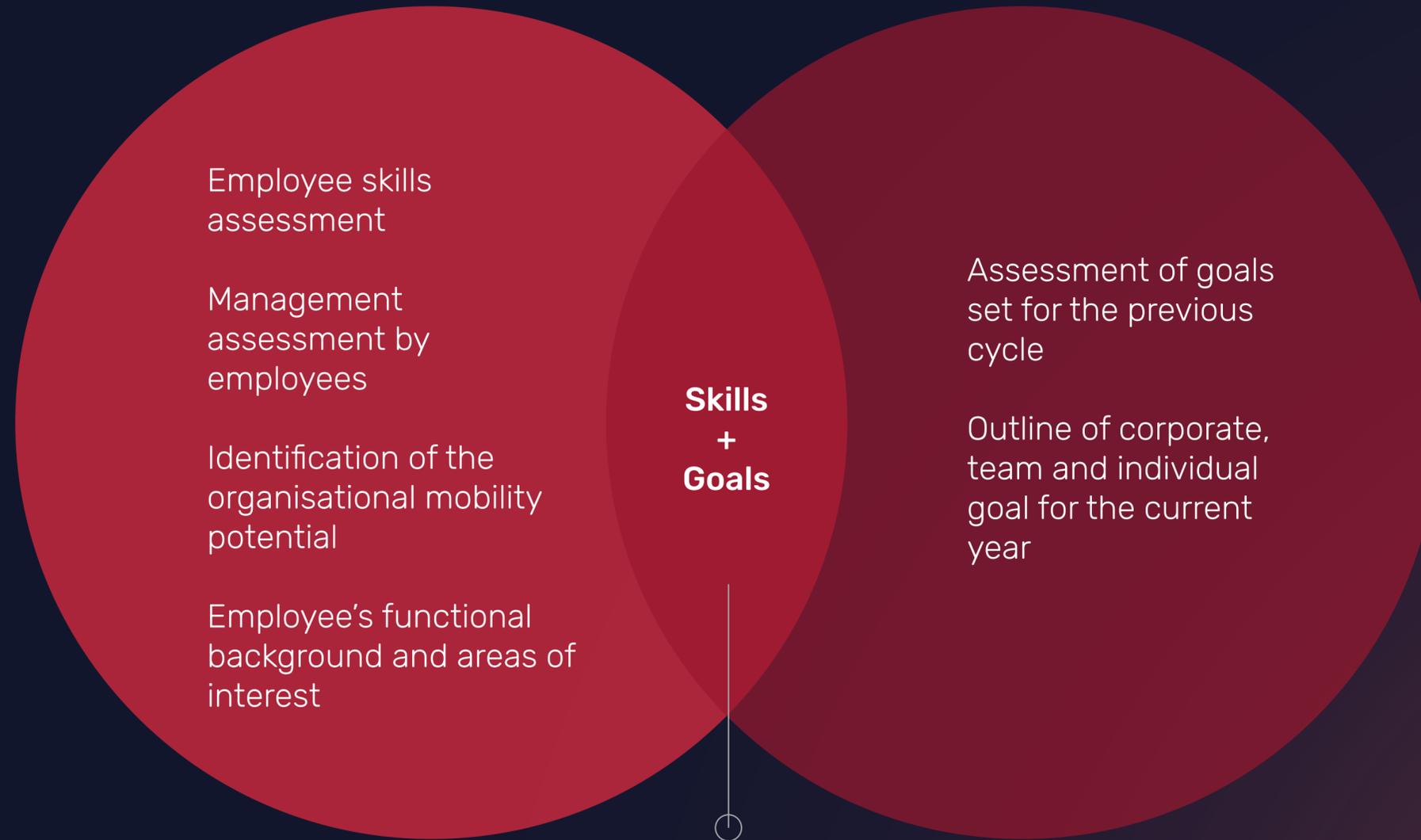
The healthy growth of companies is intrinsically linked to the professional and personal development of their employees. For this to happen, it is crucial to ensure an alignment between employee expectations and company goals, based on a model that identifies individual progress and performance, promoting joint reflection on development and career trajectory.

At the Toyota Caetano Portugal Group, we have introduced the **Performance and Development Management Policy**, created by Salvador Caetano. This programme encompasses a multifaceted performance evaluation and goal-setting process, based on principles of transparency, dialogue, and equity, which reflect the Group's culture.

In development management and performance evaluation, we have integrated digital performance management and continuous feedback tools that have improved the communication and evaluation processes. This development management is based on a matrix of 'Ser Caetano' strategic competences, encouraging the continuous improvement of results through training tailored to each specific need.

We view the Performance Management Programme as a **model for communication and growth**, through the assessment of competencies and objectives, identifying strengths and areas for development, in order to weigh targets, improvements, employee retention, and compensation.

We believe that this performance management drives effectiveness and working towards a common purpose, helping our people to feel valued, motivated, and empowered for the company's growth, while also developing their own careers.



Potential analysis

**Weighting of all components
for employee retention,
development and remuneration**

HEALTH AND WELL-BEING

We work continuously to carry on the legacy left to us by Salvador Fernandes Caetano, and therefore, responsibility, respect, and care for people reflect the fundamental principles inherent in the Group's management.

It was based on this way of being with others, with a focus on supporting and protecting both our employees and their families, that the **Salvador Caetano Foundation** was created. We care for the well-being and quality of life of those who are part of our daily lives, and therefore, we offer a package of benefits and co-payments in areas such as health and education.

Support and allowances 2023

337.500 euros

- Co-funding of health protection costs
- Awarding of study prizes for student beneficiaries
- Awarding of study allowances for children of deceased beneficiaries
- Awarding of birth, marriage and death allowances
- Payment of INATEL membership and fees





Clube Ser, with its range of initiatives and benefits, is also a response aimed at improving the health and well-being of our employees, while also aiming to foster a sense of belonging among teams.



Cluber Ser +: It offers partnerships, discounts in various areas, events, and support services in companies, having upgraded its partnership tab to the Discounts Portal in 2023. Also in 2023, the reopening of the Ser Caetano Library was celebrated. These types of initiatives not only encourage active participation from our employees but also promote a more positive and rewarding work environment.



Sports Committee: we work on promoting teamwork, strengthening interpersonal bonds, and increasing motivation and well-being. Therefore, we organize both in-person and virtual sports tournaments. In 2023, we held 4 tournaments: Gran Turismo SC, Padel, Table Football, and Futsal, with the participation of 697 employees and 132 teams.



Ser Caetano Clinic: Its purpose is to consolidate the contribution to the health and well-being of employees through nutrition consultations, clinical analyses, nursing services, general and curative medicine, among others. In partnership with TEAM 24, a company specialized in well-being and mental health, our Clinic now has an integrated team certified by the Order of Psychologists, providing online and free support to our employees throughout the year. The support line and chat offer immediate psychological assistance and/or crisis intervention, also operating as a screening mechanism for scheduling video consultations, providing personal and detailed follow-up in critical cases. The use of each of these services is entirely free for employees. Additionally, with TEAM 24, we conducted 2 workshops focused on mental health, 2 blood donations, and vision screenings at several of our locations.



Within the scope of the Clube Ser activities, as a way to increasingly meet the priorities expressed by employees, the following events were organized throughout the year:

11

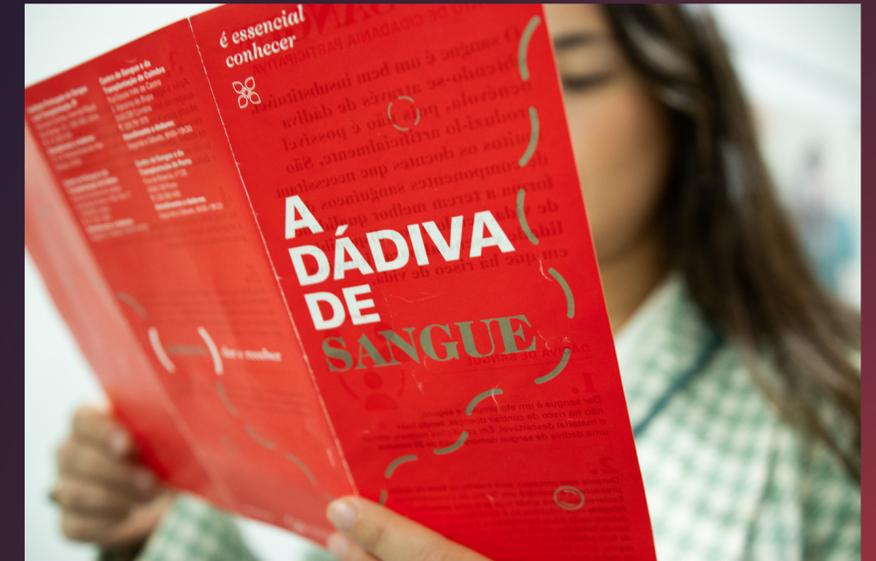
Events

8

Family events

373

Participants



The Ser Caetano Barometer allows for the measurement of commitment and organisational climate, while preserving anonymity and confidentiality. It is carried out using a simple and intuitive platform, on which employees are asked about their experience, both at Salvador Caetano and at their particular company. This platform also provides insights into possible solutions, helping to define strategies and solve problems.

At Salvador Caetano Auto, we also carried out a **Psychosocial Risk Assessment**, with the collaboration of 600 participants. Psychosocial risks arise from deficiencies in the design, organisation, and management of work, as well as from a troubled social work environment, which can have negative effects on the employees' mental health and well-being.

Health and well-being
assessment in the Ser
Caetano Barometer

8/10

in 2023

(7,6 in 2022)

Clube Ser

8,2/10

in 2023





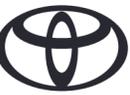
RECONCILIATION OF PERSONAL AND PROFESSIONAL LIFE

We chart our course to provide our People with a balance with their needs and personal well-being, so that they find the Toyota Caetano Portugal Group a pleasant place to live, grow, and work. Promoting work-life balance is essential for building a healthy and productive work environment.

We want to ensure that strategies are devised that provide employees with solutions for a more consistent reconciliation of the three important spheres of their lives - professional, personal, and family life. Therefore, a plan for balancing personal and professional life is currently under development, with goals to be achieved by 2026.

Cultivating closeness and being together.

We believe that closeness is cultivated in the little things, allowing us to strengthen the bonds between our people, customers, and partners and cultivating a sense of belonging. Therefore, we like to create relaxed environments outside the work context where we can be together and get to know each other better.



We recognise and value both our employees and their personal and family lives, so we also want to involve and include their families. Pursuing this mission, we organise annual events that promote this closeness and strengthening of bonds, such as:

Super Day

The **3rd edition of Super Day** allowed 37 children to visit the Group's companies, taking them on a guided tour of their parents' work environment - our facilities in Porto and Gaia - and to explore the Group's various business areas.

Among other activities organised throughout the day, we had the support of the Gaia Biological Park in organising a workshop focusing on environmental awareness, aimed at educating children about **environmental issues.**

Caetano Auto Family Day

In Porto, Caetano Auto sets aside a special day to welcome employees' families, strengthening the bonds between teams and embracing those who, although not working with us, already know us intimately.

CaetanoBus Open Day

The Open Day is an initiative organised by CaetanoBus, bringing together employees and their families at the company's premises. This annual event offers moments of conviviality, with guided tours of the plant, activities for children, and, more recently, a fair dedicated to the circular economy. The initiative aims to strengthen bonds among participants, share experiences, and promote the adoption of more sustainable behaviours.

Employee Day

The plant opened its doors to the families of its employees, revealing the behind-the-scenes of production and providing a unique experience. The event strengthened the bonds among everyone, reinforcing team spirit and gratitude for the dedication of each employee.



Ser Caetano Forest

The Ser Caetano Forest stems from the commitment to both people and the planet. Spanning 6 hectares, it combines nature, biodiversity, and well-being, corporate events, leisure activities, and the promotion of a healthy lifestyle and environmental protection.

The dynamization of this space is supported by the Biological Park and the Gaia City Council, aiming to populate it with native fauna and flora.

1.122

Trees planted since the beginning of the project

28 tCO₂

tonnes of CO₂ captured annually

+185

Participants in events and visits by employees in 2023



In 2023, the following activities took place at the Ser Caetano Forest:

TCAP - NMSC After-Sales Division lunch: after a morning of voluntary work at the Food Bank, the employees enjoyed lunch and social gathering AT the Ser Caetano Forest.

Moving up: a summer internship programme with various activities held in the Forest, attended by 35 participants.

Annual meeting of GSC pensioners: our day-to-day is made of stories and generations that intersect, with connections that are stronger than time itself. Our former employees, now retired, are an example of pride for being part of this journey. One afternoon, 30 of these pensioners gathered at the Ser Caetano Forest to socialise with former colleagues and take part in traditional games.

Lusilectra Day: employees had the opportunity to learn more about the different departments and companies located within the perimeter of the Group's headquarters and to enjoy the Ser Caetano Forest, with 80 employees taking part in team-building activities and traditional games. The day was also an opportunity to plant a peach tree in the Forest.

1st Toyota Go Beyond Race: more than 80 employees, together with their families and friends, took part in a 5km, 5-obstacle course, promoting teamwork and connecting with nature. At the end of the race, there was a lunch for those involved to socialise, followed by the prize-giving ceremony.

Champions Club event: Toyota Caetano Portugal welcomed the Champions for the inaugural event of the seventh edition of the Champions Club. This iconic Club was established in 2016 with the aim of recognising those who stood out from the rest in their contribution to the Brand in the pursuit of its objectives. On one of the days of the event, the Champions were welcomed to the Forest, where they participated in the planting of the commemorative tree for this edition.

Chestnut Roast: the celebration of St. Martin's Day was marked by the harvesting of chestnuts directly from the trees in the Forest, which were then roasted on the typical grill for our employees to enjoy.

DIVERSITY, EQUITY AND INCLUSION

Promoting Diversity, Equity, and Inclusion in organisations is essential for **building the future**. By valuing and celebrating the individual differences of their employees, organisations create **more dynamic and innovative work environments**, capable of **tackling the complex challenges** of today's world. Furthermore, by ensuring equal opportunities for all, we are contributing to **building a fairer and more equal society**.

At Toyota Caetano Portugal Group, we are committed to **encouraging and valuing the principles of diversity, equity, and inclusion**, firmly believing that the plurality of profiles, experiences, and knowledge accelerates the creativity and performance of our teams. We recognize the importance of differences as a **driving force to meet the demands of the mobility sector**, an industry in constant transformation and reinvention. In this context, promoting diverse talent fosters an **environment conducive to innovation and the development of our people and companies**. It's a difference that strengthens and enriches us, ensuring that these values of diversity and inclusion are integrated into a **culture based on dignity and respect for all**.

2022-2030 Commitment:

- 28% of women in leadership positions by 2030
- 28% of women in the organization's staff by 2030
- 2% of persons with disabilities by 2024 and 4% by 2030





DIVERSITY, EQUITY, AND INCLUSION PLAN

Our diversity, equity, and inclusion plan is committed to two areas of action - gender equality and the integration of people with disabilities - both internally and externally, in order to fulfil our commitment to our strategic objectives:

- Promoting an inclusive organisation to attract, develop, and retain top talent, driving innovation and business performance;
- Ensuring employees an environment of equality, inclusion, diversity, and well-being and promoting the same values throughout the value chain and communities;
- Ensuring a balance in the representation of men and women throughout the organisation, especially in leadership positions;
- Promoting the Integration of People with Disabilities, contributing to building an inclusive organisation and making a positive impact on the communities where we operate.

In order to achieve these strategic objectives, we have outlined an action plan divided into different areas:



Training

Training is one of the most powerful tools for driving behavioural change. Therefore, our goal is to develop and tailor training programmes according to the roles of our people.

Leaders: those responsible for their teams and the ultimate decision-makers on who joins them. We must therefore raise awareness of the importance of diverse and inclusive work teams and the benefits for their performance. Always act in accordance with the Organisation's Code of Conduct and Ethics.

Recruiters: they are the first human contact of potential employees with the organisation. It is important to train and raise awareness of diverse and inclusive recruitment processes.

Employees: together, they make up the company's environment. As such, it is important to raise awareness of how to integrate and welcome colleagues, to break down (sometimes unconscious) prejudices, and to learn to live with differences.



Processes

In parallel with training, we must ensure that our internal processes promote D&I.

- Revising and reformulating job advertisements, making them representative and a reflection of D&I within our Organisation.
- Recruitment policy based on the pillars of D&I, ensuring that through the recruitment processes - applicant short lists, inclusive recruitment guidelines, compliance with requirements for integrating people with disabilities, Gender Pay Gap analysis - we stimulate diversity, encouraging it.
- Expanding partnerships to attract applicants.

Positioning and awareness-raising

- Making a public commitment to promoting equality between men and women in communication channels and corporate documents, and by signing the Portuguese Charter for Diversity.
- Creating campaigns to encourage diverse and inclusive recruitment for leadership.
- Organising the Diversity, Equity, and Inclusion Week.
- Preparing annual 'achievement reports' for recruiters and leaders to review the Group's goals and achievements.



PEOPLE AT THE CENTRE OF OUR COMPANIES

Our companies also work daily to continuously cultivate a workplace that prioritises the well-being and happiness of its employees, organising different initiatives with them.

TOYOTA CAETANO PORTUGAL

Re-Start Day: every year on February 24th, an awareness-raising action is carried out among employees to remind them of the lessons learned from President Akio Toyota's visit to the United States Congress in 2010. Perfection is often assumed as a given, and Toyota reminds us that even leaders can face challenges. It is through vulnerability and a willingness to learn from mistakes that true moments of transformation arise.

Festive celebrations, Chestnut Roast, and Christmas Lunch: several initiatives throughout the year related to more common festivities, including the chestnut roast and Christmas lunch for all Ovar employees, with a pause in the production process so that everyone can enjoy this quality time together. During the Christmas lunch all employees were given a Christmas hamper and an Ovar sponge cake.

Recognition by seniority: in Ovar, through the longevity recognition initiative, we honor and celebrate the commitment and dedication of our employees over the years, strengthening the bonds of belonging.

Improvement of facilities: enhancement of the employees' social areas in Ovar, including the addition of more microwaves and new furniture for quick meals.

Company anniversary: to symbolise the anniversary of the Ovar plant, a tree was planted, reinforcing our commitment to sustainability, and a birthday cake was shared with all the employees, promoting a spirit of unity.



CAETANO AUTO

Employee Day: by offering a dedicated day to employees, with various activities, the company is investing in building a positive work environment, strengthening bonds, and contributing to a more cohesive and collaborative team spirit. This also reinforces organizational culture and the construction of a solid corporate identity. By establishing this date based on the birthday of Caetano Auto's founder, Mr. Salvador Caetano, we add a more symbolic meaning, honoring the legacy of our founder and highlighting the importance of tradition and values that have shaped the company.

St John's Festival, Christmas Dinner, and End-of-Year Dinner: these are examples of initiatives to strengthen team spirit, promote integration, celebrate achievements, and provide moments of relaxation. These initiatives not only create a more positive work environment, but also contribute to building a robust and sustainable organisational culture, where employees feel valued, recognised, and motivated.

Ichiban gathering: one of the examples of initiatives to celebrate with employees the recognition of awards we have received, reinforcing external recognition and internally valuing the joint efforts of our employees.

These moments of celebration provide an opportunity for employees to reflect on the positive impact they have had on customer experience and create a positive cycle of motivation to achieve and surpass future goals.

In-house Futsal team and the implementation of a Wellness Centre and Lounge Area: promoting well-being, strengthening team spirit, and improving quality of life in the workplace.

In order to provide a platform for employees to stand out, share their experiences, and be recognised not only for their professional roles, but also for their personality and passion for the automotive world:

Personality of the Month: interviews with Caetano Auto's employees, we want to show their career progress, and give them the opportunity to introduce a personal angle to get to know them.

Conversation on Wheels: an initiative that creates a relaxed and engaging environment through a video experience in which employees drive a vehicle and answer questions related to the automotive world. This not only communicates the Caetano Auto brand, but also highlights the people behind the brand, thus strengthening the relationship between the team and the company.



CAETANO AUTO CV

Food and hygiene products donation: this initiative involved employees, and all the products raised were donated to Tenda El Shadai – an association that rehabilitates drug addicts and alcoholics. The aim of this campaign was to raise awareness of addiction to these substances, where, together with the participants who shared their stories, valuable lessons were learned.

CAETANOBUS

SOS CaetanoBus: In keeping with the Ser Caetano values and fulfilling the legacy left to us by our Founder, CaetanoBus has launched a social responsibility initiative with the aim of helping the most vulnerable employees to overcome the difficulties that are arising in these uncertain times.

Environment and Safety Week: it took place at the CaetanoBus premises in conjunction with Toyota Caetano Portugal, with the aim of promoting environmental awareness and safety at work among all the employees of the Salvador Caetano Auto Group based in the Vila Nova de Gaia Industrial Perimeter. Employees were sensitised to topics on good environmental practices and health and safety at work. There were also sessions of workplace gymnastics where employees were informed and made aware of how to perform the exercises correctly, and health and nutrition screenings were also carried out. A total of around 1.000 employees participated and, as a participation award, gifts, leaflets, vouchers, and magazines were handed out. On the final day, three employees were awarded prizes through a draw as an incentive for everyone to take part in the initiative.



KINTO

MultiCare health insurance: for employees and their families at no extra cost and with no waiting period.

Fruit available in the office.

Flexibility: through a hybrid work policy.

Celebration of commemorative dates: an extra day off for birthdays, a #KINTOBaby kit for employees' children, special dates such as Father's Day and Mother's Day, and special gifts during the holiday season for employees' children.

As a way of promoting leisure activities, and as a partner of the Portuguese Football League, KINTO offers double tickets for 'Primeira Liga' matches every week.

**OUR
COMMITMENT TO
THE PLANET**

3 **2**

TOYOTA 2050
ENVIRONMENTAL
CHALLENGE

WE ARE PAVING THE WAY
FOR OUR ENERGY TRANSITION

WATER RESOURCES

CIRCULAR ECONOMY

THE GOOD PRACTICES
OF OUR COMPANIES



TOYOTA 2050 ENVIRONMENTAL CHALLENGE

The 2050 Environmental Challenge, announced in 2015 by TME, is a response to the urgent need to reduce the increase in the global average temperature by 2050, committing to achieving carbon neutrality by that date. This is a global programme of production and mitigation actions that comprises six separate 'challenges' covering all aspects of the Company, the development of new products and technologies, and the role as a facilitator for people and communities to learn and improve the context and natural environment around them. The Toyota 2050 Environmental Challenge programme has been extended to Salvador Caetano Auto and the Toyota Caetano Portugal Group and consists of the following targets and actions:



Challenge 1

New vehicles with zero CO₂ emissions

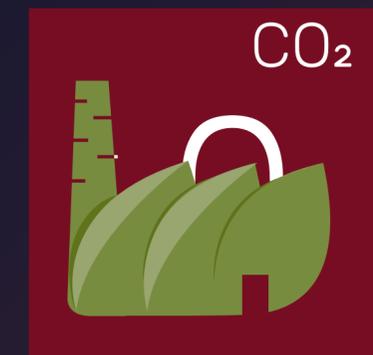
Reducing CO₂ emissions from Toyota vehicles by approximately 90% by 2050 compared to 2010.



Challenge 2

Product Life Cycle with zero emissions

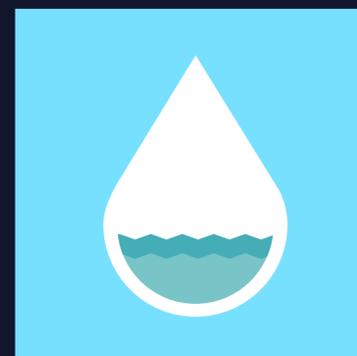
Eliminating CO₂ emissions in all production and driving of Toyota vehicles.



Challenge 3

Zero CO₂ Emissions at the Plants

Eliminating CO₂ emissions in the production process at the plant.



Challenge 4

Minimising and Optimising Water Use

Reducing the amount of water used..



Challenge 5

Establishing a Recycling System

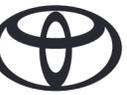
Reducing waste.



Challenge 6

Establishing a Future Society in Harmony with Nature

Reforestation initiatives. Environmental education and awareness.



KEY INDICATORS

Energy consumption within the organisation

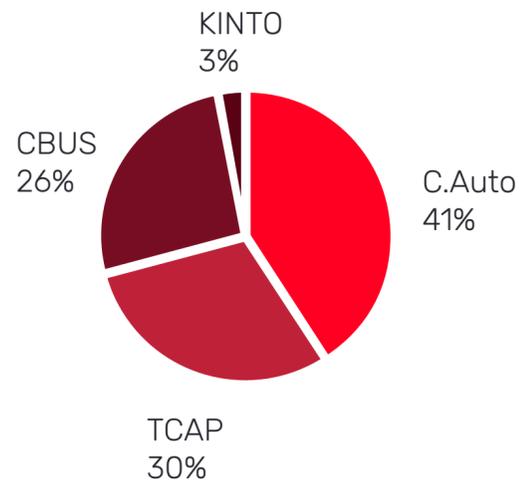
2022
28.894MWh

(-18,2% compared to 2019)

2023
30.957 MWh

(-12,4% compared to 2019)

Distribution of energy consumption by company 2023



Electricity consumption

2022
10.626MWh

(-14,0% compared to 2019)

2023
10.834 MWh

(-12,4% compared to 2019)

Installed power in self-consumption production units

2022
0,02MWp

2023
1,156 MWp

Consumption of fossil fuels

2022
18.265MWheq

(-20,5% compared to 2019)

2023
20.133 MWheq

(-7,7% compared to 2019)

Water consumption

2022
138.690m³

2023
896.392,5 m³



KEY INDICATORS

Waste generated:

2022
1.265ton
 (of which 677 tonnes was
 recyclable waste)

2023
2.367 ton
 (of which 1,394 tonnes was
 recyclable waste)

Scope 1, 2, and 3 emissions

2022
9.364tCO₂eq
 (-16,7% compared to
 2019)

2023
9.844 tCO₂eq
 (-12,5% compared to 2019)

Energy intensity

2022
0,0339kWh/€
 turnover

2023
0,0301 kWh/€
 turnover

Emissions intensity

2022
0,01091kCO₂eq/€
 turnover

2023
0,00957 kCO₂eq/€
 turnover

2022-2030 Commitment:

- Reducing CO2 emissions by 55%, compared to 2019
- Reducing energy consumption by 26%, compared to 2019
- Implementing three projects for decarbonisation in industry, at CaetanoBus, in Gaia and Ovar, and the Ovar plant, with expected savings of 6,702 MWh/year, between 2022 and 2025
- Installing 20 generating units for self-consumption at Toyota Caetano Portugal, CaetanoBus, and Caetano Auto, with 4.9 Kwp of installed power, allowing them to reach an energy autonomy of 26% from 2025.



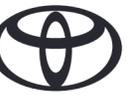
WE ARE PAVING THE WAY FOR OUR ENERGY TRANSITION

Faced with the challenges of climate change, it becomes essential to use instruments to mitigate greenhouse gas emissions and reduce the rise in global average temperature. Among these instruments, **reducing the consumption of fossil energy sources and transitioning to energy from renewable sources stand out**, playing a crucial role in protecting the environment and promoting a safer and more resilient future. We are not only contributing to protecting the planet, but also paving the way for the long-term competitiveness of our companies. Therefore, at the Toyota Caetano Portugal Group, **we are committed to substantially reducing our carbon emissions, as part of our commitment to meeting the targets** set out in the Paris Agreement to **limit the rise in global temperatures to less than 1.5 °C**.

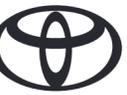
In this context, we are currently **expanding our internal production of electricity from renewable sources**, in addition to the energy we already procure, and **replacing or improving production processes for electrical operation**. Furthermore, **we are expanding the scope of carbon emissions monitoring**, not only to reduce social disparities, but also to strengthen the participation of civil society.

The Toyota Caetano Portugal Group **is committed to carrying out a complete analysis of greenhouse gas emissions resulting from its activity and value chain**, encompassing not only direct emissions from operations (scope 1), but also the indirect emissions resulting from the electricity that is consumed (scope 2), and activities within its value chain (scope 3). Through the disclosure of data in this report, ten years ago, to the Carbon Disclosure Project (CDP), our evaluation resulted in a level C (Awareness).

Our **investment in electrified vehicles** for the domestic market and the consumption of green electricity (from renewable sources) contributed to this result. With regard to scopes 1 and 2, which included the Toyota Lexus Division and the Ovar Manufacturing Division, in 2021, the Industrial Equipment Division (DEI) North and South were also added, **in order to improve the coverage of our footprint analysis**. To ensure the reporting of information in a comparable manner on an annual basis and, consequently, draw **conclusions on contingency measures**, a recalculation of previous years was performed, including the base year (2019). With this, we have been able to **meet the objectives of the Toyota Motor Corporation** of achieving zero CO₂ emissions by 2050, as we have been consistently reducing them.

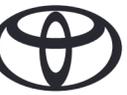


			Emissions (tCO2eq)					
	Perimeter		2019	2020	2021	2022	Change 2019-2022	
Scope 1	Toyota Lexus Division, DEI North and South, and Ovar Manufacturing Division	Location based Market based	1 624,02	1 621,28	1 329	1 585,42 1 585,42	-2,4%	
Scope 2	Toyota Lexus Division, DEI North and South, and Ovar Manufacturing Division	Location based Market based	1 287,27 38,76	1 038,39 36,45	337 11	414,46 79,02	-67,8% Not quantifiable	
Scope 1 and 2	Toyota Lexus Division, DEI North and South, and Ovar Manufacturing Division	Vehicles sold Vehicles produced Billing	0,025 1,100 0,009	0,035 1,371 0,001	0,015 0,529 0,005	0,021 0,451 0,005	-16,5% -58,9% -45,2%	
Scope 3	Toyota Lexus Division and Ovar Manufacturing Division				23 181	24 050		



Energy consumption (MWh) Toyota Lexus Division, DEI North and South, and Ovar Manufacturing Division (Scope 2)

		2019	2020	2021	2022	Var 2019-2022
Electricity	Renewable	2 697,64	1 305,63	1 887	2 270	-15,9%
	Non Renewable	1 921	865	629	305	-84,1%
	Total	4 482	2 059	2 517	3 025	-32,5%
Energy	Petrol	543,44	449,37	236	1 179	117%
	Diesel	7 052,29	937,99	319	1 520	-78,4%
	Propane Gas	3 596	2 297	736	3 795	5,5%
	Total	10 575	3 210	1 292	6 494	-38,5%



	Scope 3 (tCO2eq) Toyota Lexus Division and Ovar Manufacturing Division				
	2019	2020	2021	2022	Var 2019-2022
Upstream transport	2 279	2 279	2 279	842	-63,1%
Waste generated	59,16	19,39	39,77	23,94	-59,5%
Downstream transport	2 963	2 297	2 729	4 161	40,4%
Car manufacturing (purchased goods)	2 002	2 006	1 030	1 339	-33,1%
Use of vehicles by customers (use of products sold)	25 094	24 057	17 863	18 770	-25,2%
End-of-life treatment of products sold	0,31	0,21	0,20	0,19	-38,5%
Emissions from authorised Toyota dealerships/repairers	7 869	7 019	9 771	n.d.	n.d.
% of turnover of the dealers/ Toyota Authorised Repairers considered	80,4%	71,4%	79,1%	n.d.	n.d.

2022-2025 DECARBONISATION PLANS

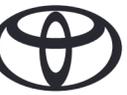
As part of the **Recovery and Resilience Plan (PRR)** and its decarbonisation agenda for Portugal, Toyota Caetano Portugal applied for the **Support to the Decarbonisation of Industry** and received around **30% of support for investment in energy efficiency and electrification**.

Toyota Caetano Portugal's **Decarbonisation Plans** are scheduled for **2022-2025 horizon and are aimed at three industrial units:**

- CaetanoBus in Vila Nova de Gaia and Ovar
- Toyota Caetano Portugal in Ovar

The **PRR** is an initiative adopted by several European Union countries in response to the economic and social crisis triggered by the pandemic. This programme **aims to boost economic recovery and promote the resilience of European economies** through investments in strategic areas such as digitalisation, the green transition, social and territorial cohesion, and digital transformation. The PRR is financed by the European Union's Recovery and Resilience Facility, which provides substantial funds to **support countries in implementing reforms and projects** aimed at strengthening their economies and making them better prepared to face future challenges.





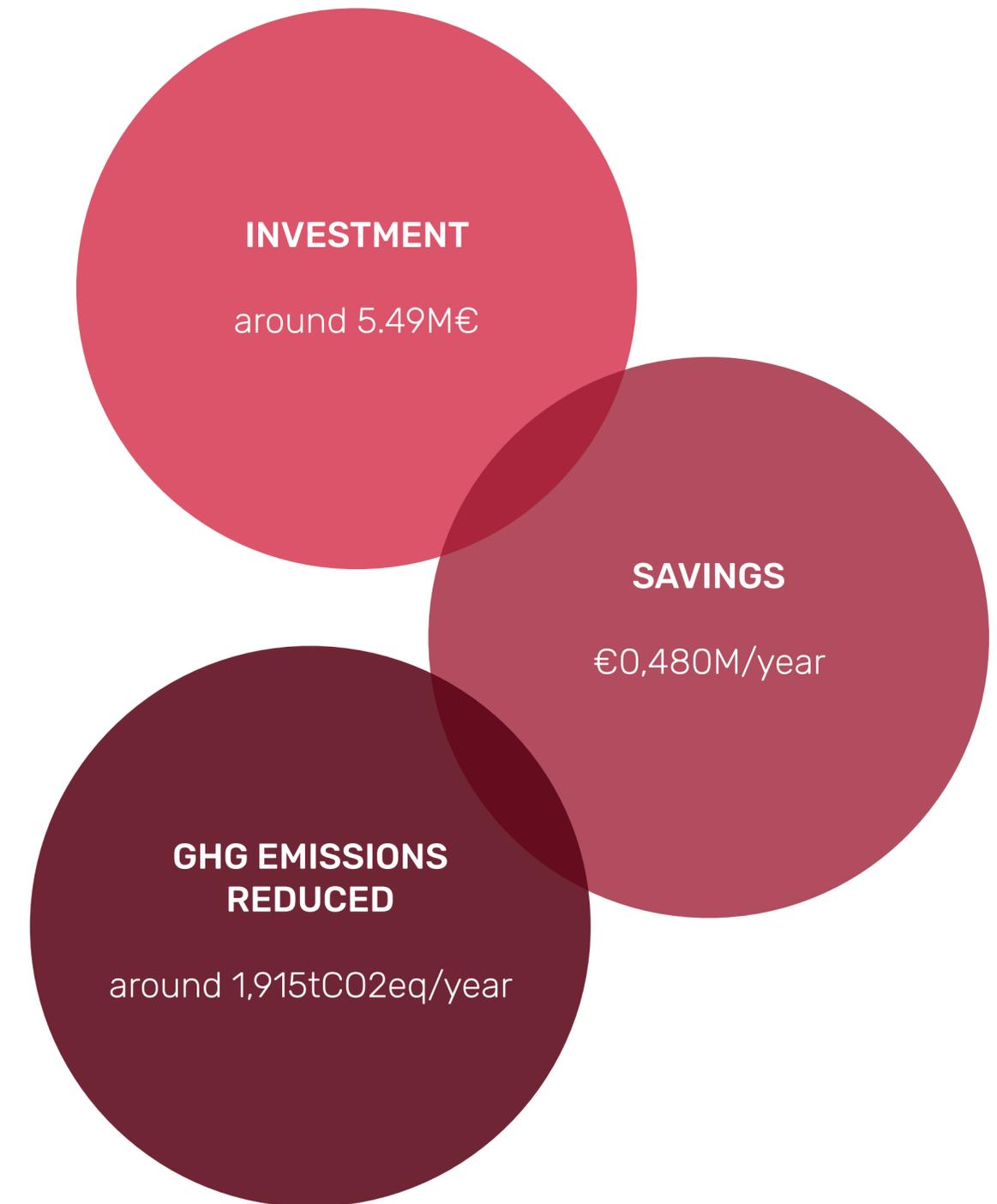
MAIN INITIATIVES FOR THE 2022-2025 DECARBONISATION PLAN

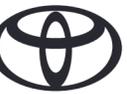
Energy efficiency

- Energy Control and Management System to monitor energy consumption and control loads, reducing the waste of electricity consumption outside the company's working hours
- Self-consumption photovoltaic system for electricity production
- Certification of the Energy Management System according to ISO 50.001 to outline processes - and improve energy performance

Electrification

- Infrastructure for the electrification of the vehicle fleet consisting of the installation of vehicle chargers and creating the respective power supply branch.
- Hydrogen-powered forklift to replace diesel-powered forklifts (Toyota Caetano Portugal Ovar Manufacturing Division)
- Providing end customers with charging tools on the public grid and promoting charging/energy management solutions for homes/businesses.
- Electrification of painting ovens to convert the heating system of the cabins and painting from gas to electricity
- Other initiatives





In view of the very troubled geopolitical context in Europe, arising from the aggression of Ukraine by Russia, we are required to draw up scenarios that foresee an increase in energy costs. We are constantly monitoring the energy market in order to adapt our demand to the most competitive and sustainable offers; we look for alternatives in terms of our own production, investing in the installation of photovoltaic systems for self-consumption of energy and analysing the existing alternatives for production based on wind solutions; we also monitor market offers in terms of long-term power purchase agreements (PPAs - Power Purchase Agreements) for green energy, contributing to the energy transition and ensuring price stability over an extended time horizon.

ENERGY TRANSITION PROJECTS 2019-2023

In 2019, we kicked off other energy efficiency and electrification projects, for which we have set 2023 as the deadline for development or start-up. With the measures that have already been introduced, it has been possible to achieve significant energy savings and a corresponding reduction in CO₂ emissions. The results are shown below:

PROJECTS OF EFFICIENCY AND ENERGY TRANSITION 2019-2023

	INVESTMENTS	SAVINGS	REDUCED EMISSIONS
Efficient lighting projects (near completion)			197,71 tCO ₂ eq Scope 1
Installation of ten generating units for self-consumption, to generate electricity from renewable energy sources (values presented for the eight units already in operation)	€ 1 333 125	€301 262	651 tCO ₂ eq Scope 2
Installation of electric vehicle chargers			139 tCO ₂ eq Scope 1 and 2
Conversion of a painting oven from gas to electricity			

ENERGY WITH GUARANTEED ORIGIN

We have been buying electricity from renewable sources through the purchase of Certificates of Renewable Energy with Guaranteed Origin since 2019 for the company Toyota Caetano Portugal S.A..



WATER RESOURCES

Preventing water scarcity is extremely important not only at a global level, but also in Portugal, as we face significant challenges related to the availability of water resources. In a context of climate change and growing pressure on these resources, it is essential to adopt measures for conservation, efficient management, and sustainable use of water to ensure its availability in the long term. As part of the Ser Sustentável Programme, the Toyota Caetano Portugal Group is preparing to implement various measures across different companies within the Group.

Eliminating water losses

Water losses were found to be occurring in the Gaia perimeter and work will begin in 2023 to reduce waste by 70%. Continue installing flow reducers through efficient showers and taps and introducing other consumption reduction solutions and monitoring systems, at Toyota's plant in Ovar and at 4 Caetano Auto facilities by the end of 2024.

Using water from car washing

There are plans to carry out studies on the implementation of WWTP systems at ten Caetano Auto facilities by 2024.

Using rainwater

The installation of a rainwater harvesting system at Toyota's plant in Ovar is under study. On the other hand, we will implement ten systems to reuse rainwater at Caetano Auto.

2022-2030 Commitment:

- Reducing water consumption by 48% by 2030, compared to 2019
- Eliminating losses by 70% in the Gaia Perimeter by 2024, compared to 2019
- Reducing unsorted waste by 40% by 2030, compared to 2019
- Purchasing 15% of sustainable products at Caetano Auto by 2024
- Promoting at least 4 environmental awareness campaigns by 2024
- Installing 10 Water Treatment Plants at Caetano Auto, which allow 70% of the water used to wash vehicles to be reused



CIRCULAR ECONOMY

The transition to a circular economy is fundamental to ensure a sustainable and prosperous future. By adopting practices that promote the reuse, recycling, and reduction of resource waste, we are contributing to reducing our environmental impact, minimising pressure on natural resources, and mitigating climate change, driving economic growth in a sustainable way. At Toyota Caetano Portugal, we recognise the importance of implementing and transitioning to a circular economy to promote resilience and efficiency. Therefore, we study solutions aimed at reducing the use of finite natural resources, minimising waste generation, and promoting the reuse, recycling, and recovery of materials.

Life cycle assessment: In order to identify which products generate waste and what type of waste they are to reduce unsorted waste, we analyse and map the life cycle of products and raw materials at all the Group's facilities.

Reusing transport packaging: To reduce the consumption of raw materials and increase circularity among companies, the metal structures used for transporting parts are disassembled and returned to Toyota Motor Europe for reuse.

Vehicle dismantling system: Through Valorcar's end-of-life vehicle dismantling system, we ensure the proper management of waste related to the vehicle's life cycle. In 2023, 2.430 Toyota and 9 Lexus vehicles were received at the scrapping centres.

Lithium battery recycling: In 2023, 28.610 batteries were collected by Eletrão, which delivers them to a company responsible for sending them to a recycling facility in Europe.

Disposal of cleaning paper: Since 2020, Caetano Auto has adopted the Muafos system for reusing textiles for workshop cleaning, a more economical solution that reduces the use of paper and the production of waste.

Conversion from diesel to electric at COBUS: Since 2019, COBUS has been offering its customers the option to convert their diesel vehicles to electric. To date, 19 COBUS vehicles have been converted, including 3 in 2023.

THE GOOD PRACTICES OF OUR COMPANIES IN PROTECTING THE PLANET

We live in a world that is increasingly aware of the importance of the environment. There is no planet B, so our companies work daily on their **commitment to building a more balanced and sustainable world** for future generations, incorporating good practices into their daily lives that reflect their concern for the preservation of the planet, namely by:

- Developing products and services that meet the challenges of sustainability;
- Digitalising and/or electrifying processes to reduce the impact of operations.

By taking this proactive stance, we are not only contributing to the preservation of the planet, but also strengthening our own resilience, promoting an **organisational culture that values environmental responsibility**. This approach not only allows us to reduce the negative impacts of our business activities on the environment, but also creates **opportunities for innovation and differentiation**.





TOYOTA CAETANO PORTUGAL

Reuse of the industrial effluent: in 2022, TCAP Ovar kicked off the initiative to reuse the industrial effluent, with a reuse of 400 m³, nearly tripling this figure in 2023 with a total of 1,568 m³ reused.

Solar panels: we launched the solar panel installation project in Ovar, divided into two phases. The first phase comprised the installation of the panels and was completed in 2023. The second phase, when they will start being used, is scheduled for 2024. With a self-consumption capacity of 1,073,720 kWh and an estimated annual production of 1,579,000 kWh, we expect to achieve estimated annual savings of €150,000, as well as avoiding approximately 742.13 tonnes of greenhouse gas (GHG) emissions.

Energy efficiency: over the years, the Ovar Division has endeavoured to reduce electricity consumption in various operational areas by replacing lighting equipment with more efficient models, such as LED technology.

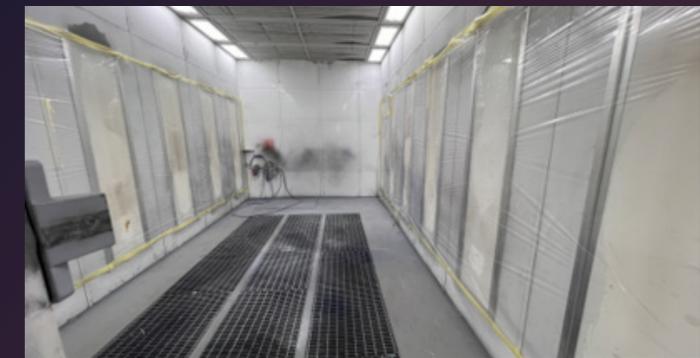
Decarbonisation Roadmap Project: Ovar took part in the initiative promoted by KPMG and Mobinov, with the aim of raising awareness and assisting companies in the Automotive Industry to reduce their carbon footprint. In total, the carbon footprints of 20 pre-selected companies (from the automotive sector) were quantified. Our carbon footprint for 2022 was 24,531 tCO₂eq, WITH Scope 1 and 2 emissions accounting for 4% and 3%, respectively. The activities carried out in the value chain (Scope 3) had the greatest impact in this area, being responsible for emitting 22,844 tCO₂eq in 2022, which accounted for 93% of the total greenhouse gas emissions generated.



CAETANO AUTO

Development of Digital Catalogues and Digital Business Cards: this is a responsible and innovative approach that has made it possible to significantly reduce the production of waste associated with the printing industry and avoid environmental contamination by chemicals used in printing. The transition to digital formats implies lower energy consumption compared to the production and transportation of printed materials, thereby reducing emissions related to logistics and transportation activities. These initiatives not only contribute to environmental preservation, but also reflect the company's commitment to sustainable business practices, providing competitive advantages by attracting consumers and business partners who value environmental responsibility.

Collision energy cost reduction project: with the rising energy costs, the challenge arose of how to mitigate the impact of this change. When comparing the energy consumption of electric booths with that of gas booths, for the same type of repair, there was a 76% energy saving. We managed to increase the use of fast drying varnish in our activity from 17% in 2022 to 60% in 2023, and we also added the compressed air heating procedure to speed up booth cycles. All this resulted in a decrease in gas consumption of 26,000 kW, reducing the energy bill by 14%, despite the increase in cost.





Faro's sustainable garden: By replacing the old spray irrigation system with drip irrigation in the new plantations, we have managed to save around 8m³ of water per month and an estimated saving of €700.00/month, reflecting a significant reduction in car cleaning and garden maintenance costs.

Solar panels: in the first phase of the project, solar plants totalling around 750kWp are being installed, with an annual production of around 1.100 MWh, which would be enough energy to power 1,000 homes for a year. Additionally, this renewable energy production will avoid the emission of 505 tCO₂eq. With this investment we will ensure energy independence from the grid by around 30%, making our operations more sustainable and resilient.





CAETANO AUTO CV

Waste separators: used to facilitate waste disposal, our workshop areas are equipped with bins for different types of waste, using colour-coded containers for easy identification.

Own oil collection system: oil is later collected by oil companies, which ensure that the oil is reused with minimal environmental impact.

Using ecological cleaning products: this is an investment that generates a lower environmental impact, since the products are made from natural and biodegradable materials that have less influence on the environment. Therefore, soil, water, and air pollution are reduced, making it ideal for human health and avoiding health issues.

Reducing energy consumption and waste: through the use of light sensors, designed to switch them off when no one is present. In the workshops, over 80% of the existing bulbs are LED, ensuring energy efficiency as they consume significantly less energy compared to traditional bulbs.

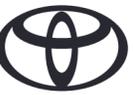
CAETANOBUS

Accounts payable digitalisation project: initiated in July 2023 and implemented until November of the same year, its aim was to dematerialise the accounts payable process, from the arrival of the invoice and the purchase approval process to registration in the Company's Accounts. The project allows monitoring of the entire process, automating non-value-added tasks, accessing relevant information for the process regardless of the location where one is working, and reducing paper consumption throughout the process. It is estimated that the reduction in paper used in the process, not only in the issuing process but also in all the copies printed by the various stakeholders, will amount to 80%.

Solar tubes: in 2023, 256 solar tubes were installed to harness natural lighting inside the CaetanoBus plant in Vila Nova de Gaia, reducing the need for artificial lighting and consequently lowering electricity consumption.



OUR COMMITMENT
TO SUSTAINABLE
BUSINESS MOBILITY



Mobility is an intrinsic need of modern life, essential for connecting people, families, and organisations, **playing a fundamental role in our daily lives** as a **facilitator of contact and promoter of interaction and sharing of experiences**. Every day, we need to move to reach places, fulfil our commitments, and be close to others.

We are aware that the **transition to sustainable mobility** represents a **fundamental shift** in the automotive sector paradigm, driven both by consumer demands and global environmental concerns. It is increasingly important to provide responses by **developing and offering cleaner and more efficient solutions**. This not only meets the growing demand for more environmentally friendly vehicles, but also positions companies as agents of change.

“For us, the future starts every day.”

Therefore, at the Toyota Caetano Portugal Group, we aim to establish ourselves by offering sustainable mobility services.

This investment goes beyond simply manufacturing electric vehicles, encompassing emission reduction technologies, and smart mobility solutions. By adopting this model of sustainable mobility, our companies not only contribute to **reducing their carbon footprint** and preserving the environment, but also open up new opportunities for growth and innovation, **building a smart and progressive business strategy**.

TOYOTA CAETANO PORTUGAL E CAETANO AUTO

They sell **25 electrified models of the Toyota and Lexus brands**. By 2026, we plan to have around 15 ZEVs (zero emission vehicles) available for sale. In Ovar, at our industrial unit, Toyota is committed to developing micromobility projects.

Once again, Lexus was present at **QSP SUMMIT** as the official vehicle. Considered one of the most relevant Management and Marketing Conferences in Europe, the event brings together global leaders who set trends, this year on the theme 'Shaping The Future Leadership'. Once again, Lexus was present at QSP SUMMIT as the official vehicle, this year on the theme 'Shaping The Future Leadership'. With the support of Lexus, the QSP Summit **explores different areas of current affairs: social, economic, environmental, technological, and cultural**. Participants who visited the event's various stages were transported to the venue in various models from the Lexus electrified range. The main models from the Lexus range present at the QSP Summit were: UX 300e - Battery Electric, ES 300h - Hybrid, and NX 450h+ - Plug-in Hybrid.

It is also worth mentioning the **Urban Mobility Talks by Lexus**, which took place at the Matosinhos Cruise Terminal as part of the Porto Design Biennale. These fast-paced conversations discussed **the role of trends and emerging technologies in urban mobility planning**. Numerous design-inspired solutions for making cities more sustainable were shared.





The national presentation of the New Generation Prius Plug-in was also held in Porto, targeting fleet customers and journalists. Following the model presentation, guests embarked on a test drive along national roads and highways. The new Prius PHEV allows for a range of up to 86 km (in combined WLTP cycle) in 100% electric mode, which means that most daily trips can be made in EV mode. If you need to make a longer trip, you still have an efficient hybrid. The Prius has had a profound impact on Toyota and the world since its launch in 1997, establishing itself as an icon of the automotive industry, emphasising electrification and setting future trends. Since the first-generation Prius, the model has been innovative and the brand's flagship technological showcase, debuting some of Toyota's best technologies and systems, materialising Toyota's vision of sustainability with various electrification solutions.

CAETANOBUS

In 2021, CaetanoBus and Toyota announced the co-branding of zero-emission buses – the **100% electric e.City Gold** (197 units in 5 countries) and the hydrogen-powered H2.City Gold (144 units in 9 countries). This strategic alliance reflects Toyota Motor Europe's (TME) goal of expanding zero-emission mobility by leveraging CaetanoBus' long-standing bus business and recent efforts in the development and sales of sustainable buses.

In addition, there are already **+144 eCOBUS buses**. **In total, as far as electric mobility is concerned, there are +500 electric buses in circulation and/or production in +45 countries.**





Change to LFP batteries

e.City Gold Gen1 and Gen2

The replacement of NMC battery technology with the latest generation LFP batteries has improved the layout of batteries on the roof of city buses and consequently increased autonomy, reliability, longevity, competitiveness, and safety. These factors have been decisive in improving CaetanoBus' value proposition in the urban sector and further enhancing the advantage of electric buses over internal combustion engine buses. This is because the increased autonomy ensures daily operation even in demanding weather conditions, as well as over more years, extending the vehicle's life cycle. Furthermore, batteries with LFP technology also have a higher level of recyclability, which also contributes to reducing the ecological footprint at the end of life.

e.COBUS e e.Start* Gen2

As with the development of e.City Gold city vehicles, airport vehicles have also received the latest generation of batteries with LFP technology to replace LTO ones. In addition to changing the battery technology, three different battery configurations with varying capacities were also developed. In addition to the advantages already mentioned for urban vehicles, the main objective for e.Cobus and e.Start was to improve the economic offer by right-sizing the batteries to each customer's operation, optimising the size of the battery pack, and thus increasing the competitiveness of electric airport buses compared to traditional ones with a combustion engine.

*e.Start refers to the project to convert combustion buses into electric buses, initiated in 2013 by CaetanoBus.

RETROFIT H2

CaetanoBus has implemented a series of improvements to the H2.City Gold hydrogen city buses with Fuel Cell to increase their sustainability and competitiveness. Among the various changes, Toyota's new generation 2.5 Fuel Cell, new state-of-the-art LFP batteries, a new battery thermal management module, and Fuel Cell heat recovery result in increased autonomy, performance, and durability.

KINTO

It integrates the Group's global vision of sustainable mobility services, offering flexible transport solutions, from renting to car sharing. It wants to be the solution that appears quickly and that, regardless of where you are or what time it is, takes you wherever you want to go.

- **KINTO One:** offers a complete all-inclusive renting experience, tailored to each customer's needs.
- **KINTO Flex:** rental through a flexible subscription, with the possibility of extension or cancellation, without penalty, with all services included.
- **KINTO Share:** carsharing solution as a way of optimising the consumer's fleet, reducing costs, and easily managing their vehicles.



**OUR COMMITMENT
TO THE
COMMUNITY**

3 = 4

**WHEN THE COMMUNITY
NEEDS US**



We don't stop at our corporate environment; when the community needs us, we act within the scope of our social responsibility. We want to be close and **prioritise community engagement and support**. We constantly pay attention to both situations of vulnerability and the role we can play in raising awareness of the major issues in our society.

We believe that by understanding and responding to local needs, we are **strengthening ties with the community**, building a positive reputation, and establishing a relationship of mutual trust. We believe that by investing in this responsibility, we are contributing to building a fairer and more equitable society, while creating an environment conducive to our own long-term growth and success.

WHEN THE COMMUNITY NEEDS US

PORTO DE FUTURO - EDUCATIONAL VOLUNTEERING

Porto de Futuro is a pioneering educational programme based on partnerships between schools and companies that jointly develop programmes aimed at contributing to a more competitive and dynamic society:

Braço Direito: promoted by Junior Achievement Portugal (JAP) in partnership with the Porto City Council, the initiative aims to provide high school students with a new perspective on their areas of interest, offering them the opportunity to spend a day shadowing volunteers at their workplaces. By promoting educational volunteering, we are assisting in career guidance and making a positive impact on the lives of young people. While this experience is new for students, it offers volunteers the chance to provide these young individuals with their first exposure to the job market. At Salvador Caetano, we not only help people move physically but also guide them towards their future.





At schools: with the support of JAP, volunteers from Salvador Caetano have enthusiastically embraced the opportunity to bring topics such as financial literacy, entrepreneurship, and citizenship into schools. Through various program options, volunteers, supported by teachers, have conducted classroom sessions addressing essential topics for the personal and professional development of young people.

DONATIONS

When we look after each other, everything is easier, so together we want to make a difference. In 2023, we celebrated Christmas with gestures that count, under the motto: Solidarity and Sharing, the true spirit of Christmas, Together with our employees, we collected donations to **help children**, delivered to the Red Cross of Vila Nova de Gaia and Ovar, and for the **homeless**. In addition, part of these donations for the children were mobilised to help a village in Senegal.



PACT FOR MORE AND BETTER JOBS FOR YOUNG PEOPLE

Salvador Caetano is one of the 101 signatories of the Pact for More and Better Jobs for Young People, promoted by the José Neves Foundation, which promotes real change in the current context of vulnerability associated with youth employment. In addition to the debate on best practices and challenges faced by young people and companies, the session also takes stock of the project's start-up and the estimated impact by 2026.

With this partnership, Salvador Caetano commits itself, by 2026 and through a set of targets, to strengthening its commitment to various indicators, namely hiring and retaining young workers, ensuring quality employment for young people, training, developing, and giving young people a voice.





TOYOTA CAETANO PORTUGAL

1 Toyota, 1 mission:

In 2023, under the motto: 'For Acreditar, everyone counts', we joined the Acreditar association, raising €33,000. The initiative featured the usual Toyota donation dynamic, €1 for each mechanic service billed, but this edition went further. Toyota wanted to fill the children's bedrooms with stories adapted to the reality of mobility and promoted an activation where everyone was invited to create an original ending to a story. These stories were included in a special book given to Acreditar.



1 Toyota, 1 tree:

We leave behind more than our footprint, so we look for ways to go further and bring gestures to the present that will bear fruit in the future. For almost 20 years, every time a Toyota is sold, we have planted a tree in a Portuguese town to offset our ecological footprint, having already planted over 195,000 trees from the north to the south of the country.

Paris 2024 Olympic and Paralympic Games:

Underlining its commitment to making Paris 2024 an innovative showcase for inclusive and sustainable mobility at the Paris 2024 Olympic and Paralympic Games. Toyota announced that it will provide sustainable mobility solutions for athletes, officials, volunteers, accredited press, and spectators. The APM (Accessible People Mover) units are joining this showcase to offer a multifunctional vehicle that can transport people with special accessibility needs, which will be produced at the Ovar plant.





TOYOTA CAETANO PORTUGAL

Dream Car Competition:

Toyota is once again challenging the little ones to dream big and let their imagination run wild, drawing the future as they imagine it. This initiative serves as an opportunity to attract new audiences to our brand, as well as an activity that promotes good citizenship and proximity to the local community, involving all children and young people in Portugal up to the age of 15. We therefore rely on the collaboration of our Toyota dealership network to organise this competition locally. As in previous editions, 9 young participants were awarded in 3 age categories nationwide. In addition, the Portuguese winners are also eligible to compete for the world grand prize, where they compete with the winners from all participating countries.

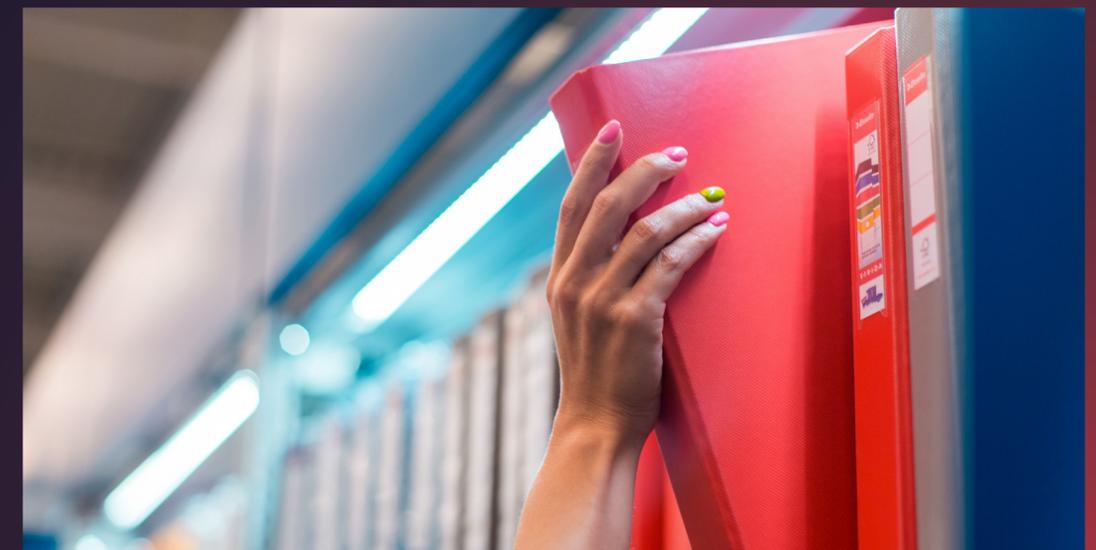


Logistical support Vehicles for SPEA events:

(The Portuguese Society for the Protection of Birds) Toyota's connection with SPEA has been ongoing for several years, facilitated through the provision of Toyota vehicles for events and awareness-raising actions organized by this organization.

Donation of File Folders:

A sharing initiative that supported the activities of four institutions: the Padre Luís Foundation, the Vila do Paraíso Social Centre, ABC do Saber, and the Vilar do Paraíso Theatre Group received a significant quantity of used file folders donated by the Industrial Equipment North Division (DEIN), as a result of the 5S initiative promoted by its Kaizen teams. This initiative conveys the importance of a more comprehensive approach to development, integrating sustainability and social responsibility practices.





TOYOTA CAETANO PORTUGAL

Support from Toyota forklifts to the Food Bank:

The Industrial Equipment Divisions of the North and South each donated 6 and 7 pieces of equipment, respectively, to the Food Bank Against Hunger (BACF) as an expression of their corporate responsibility. This partnership has been established for several years and aims to significantly optimise the BACF's logistics and increasingly strengthen the ties between the two organisations.



Clean up day:

TCAP Ovar joined the environmental preservation movement by celebrating World Cleanup Day, an annual social action programme aimed at combating the global crisis of poorly managed waste, including the challenge of marine waste. In this context, the team headed to Furadouro beach, where, through remarkable teamwork, they collected a 100-liter bag filled with waste. This gesture not only contributed to the conservation of the local environment, but also served as a powerful tool for raising awareness about the vital importance of keeping our beaches and natural environments free from waste and pollution.

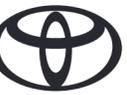
Ovar Plant Eco-Schools Project:

The Toyota Caetano plant in Ovar participated in an Eco-Schools project at Escola EB/JI Combatentes, playing the role of environmental consultant and providing recycled materials for their activities.

Delivery of 'Bolo Rei' and Christmas gifts:

During the Christmas season, TCAP Ovar organises two solidarity initiatives: the delivery of 'Bolo Rei' at Santa Casa da Misericórdia and Christmas gifts at the Ovar Hospital. These simple yet meaningful gestures aim to bring comfort and joy to those in need, strengthening community bonds and promoting the spirit of solidarity.





CAETANO AUTO

At Caetano Auto, we don't just see vehicles as a means of mobility, but also as tools to build connections and support altruistic initiatives that make a difference in people's lives, reflecting our belief that we can make a difference when we put our resources and efforts at the service of the community:

Refood: recognising the vital importance of its initiatives, we made one of our vehicles available to assist in the transport of food at the end of the Agricultural Fair.

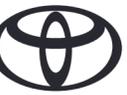


Food Bank: our vehicles not only serve as a means of logistical support for the efficient transport of the food that is collected, but we also rely on the active collaboration of our employees. The dedication and involvement of our team play a crucial role in this process, demonstrating that social responsibility is an intrinsic part of Caetano Auto's culture. In addition, we have embraced the 'Paper for Food' cause, which stands out for its unique approach, combining environmental concerns with the mission of solidarity, where all the paper donated by companies, schools, and institutions becomes a vehicle for food aid for families in



need. We placed labelled boxes for paper collection in the various work sections, thanks to the active participation of all employees. The collected paper is then sent to a container that, when full, is picked up by the Food Bank.

We deeply understand the importance of giving back and being an active part of building a more united and supportive society.



CAETANO AUTO

In **events** such as Trail Flamingos, the St. Eulália Solidarity Walk, the Leixões Harbour Race, the Jornal de Notícias Grand Prix, the Pontis Petrina Solidarity Race, and the Caldas das Taipas Race, our participation goes beyond logistical support. We provide t-shirts to the participants, an initiative that goes beyond visual representation, as it also reflects our commitment to collective identity. That's why we're proud to lend our vehicles, not just as a means of transport, but as a symbol of our active involvement.

Support for events such as Festas de S. Simão and S. Judas Tadeu, Noite de Fados, Rock Rio Febras, and other local celebrations, recognising the fundamental role of these local festivals in promoting joy and community identity. We are also involved in initiatives such as the International Martial Arts Seminar and support for the Esmoriz Volunteer Fire Brigade Days. These initiatives are not just donations or sponsorships; they reflect of our ongoing commitment to being more than a commercial company.



We have an ongoing commitment to being more than an automotive company; we are an active, involved, and supportive member in building a stronger and culturally richer community.

Our active support for Queima das Fitas, Enterro da Gata, and the Tunas Festival is intrinsically linked to our mission of promoting community well-being and strengthening local cultural initiatives, deeply engaging in the life of our student community.

We highlight our involvement in social initiatives with an environmental nature, reflecting our active commitment to preserving our ecosystem and promoting environmental awareness while encouraging more sustainable practices. We aim to inspire changes in behaviour and habits that lead to a more environmentally friendly lifestyle.

'Planting the Future Edition': focus on planting trees and promoting reforestation.

'The Beach is Not an Ashtray': an essential initiative to raise awareness and educate the community about the importance of conserving beaches and oceans.



CAETANO AUTO

Creating exciting experiences plays a key role in strengthening community ties and contributing to social well-being.

Lisbon and Portugal Rally: high-profile automotive events that promote automotive and sporting culture. Through our support for these initiatives, we actively participate in promoting events that foster interest and passion for cars and motorsport in the community.

Eco Rally: emphasises sustainable practices and energy efficiency in the automotive world. Our contribution is focused on promoting technologies and practices aimed at environmental sustainability.

Lexus Drive Experience: it offers a unique opportunity for participants to experience innovations and technological advances in the automotive industry, providing educational and innovative experiences and contributing to a community that is more informed and up-to-date on the latest trends in the sector.





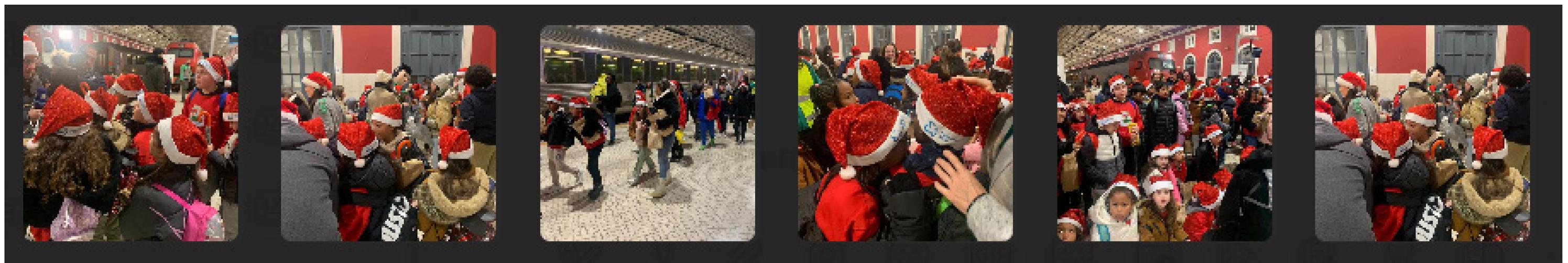
CAETANO AUTO

We recognise the importance of providing equitable opportunities and positive experiences to all children, regardless of their socioeconomic circumstances, combating child inequality.

Christmas Train: an initiative aimed at bringing joy and special moments to underprivileged children. Our support reflects our commitment to social inclusion and the promotion of solidarity within the community, especially during the festive season, a time that often highlights social inequalities. We aim to inspire hope and foster an environment where all children feel they have the potential to achieve great things, regardless of their initial challenges.

At Caetano Auto, we believe in social responsibility and solidarity.

Acreditar's mission: in September and October, we extended the gesture of donating €1 for each Toyota mechanical service to other services, such as Lexus mechanical services, Caetano Colisão, and GlassBack.





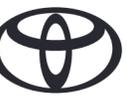
DAYS DEDICATED TO OUR BRANDS

We value opportunities to strengthen ties with our valued customers. By creating a relaxed and festive atmosphere, we provide a platform where business relationships evolve into deeper and more personal connections. That's why we organise events as a tangible expression of our gratitude for our customers' loyalty. By celebrating the loyalty and trust they place in us, we reinforce our commitment to being a brand that values each customer as part of our family.

Toyota Day was back at the Toyota workshops distributed throughout the country to celebrate Toyota Customer Day under the motto: to Party, Everyone Counts. On this day, the network welcomed the brand's customers for a day of celebration, where more than 3,000 customers booked a free check-up for their Toyota. In addition, customers have the opportunity to receive gifts, participate in recreational activities with their families, and even qualify for very special prizes.

Lexus Day and Trade Day: these are not only an opportunity for customers to get to know our products and services, but also to experience the essence of our brand. From test drives to quick check-ups, we aim to make access to our services convenient and friendly. On these days, our company becomes our customers' home.





CAETANO AUTO CV

In partnership with a local association Manoamano Offroad, Caetano CV redesigned three gardens in different parts of the country:

- **Alcatraz Garden** – Alcatraz – Island of Maio
- **Achada Lém Children’s Garden** – Santa Catarina – Island of Santiago
- **Violeta Childern’s Garden** – Milho Branco- São Domingo – Island of Santiago

With the commitment to promote education and social reintegration, we made donations to charitable organisations, non-profit groups, and community projects, making an impact on the lives of people in need, especially with school kits and support for football and basketball teams in schools in Achada Grande.

Before



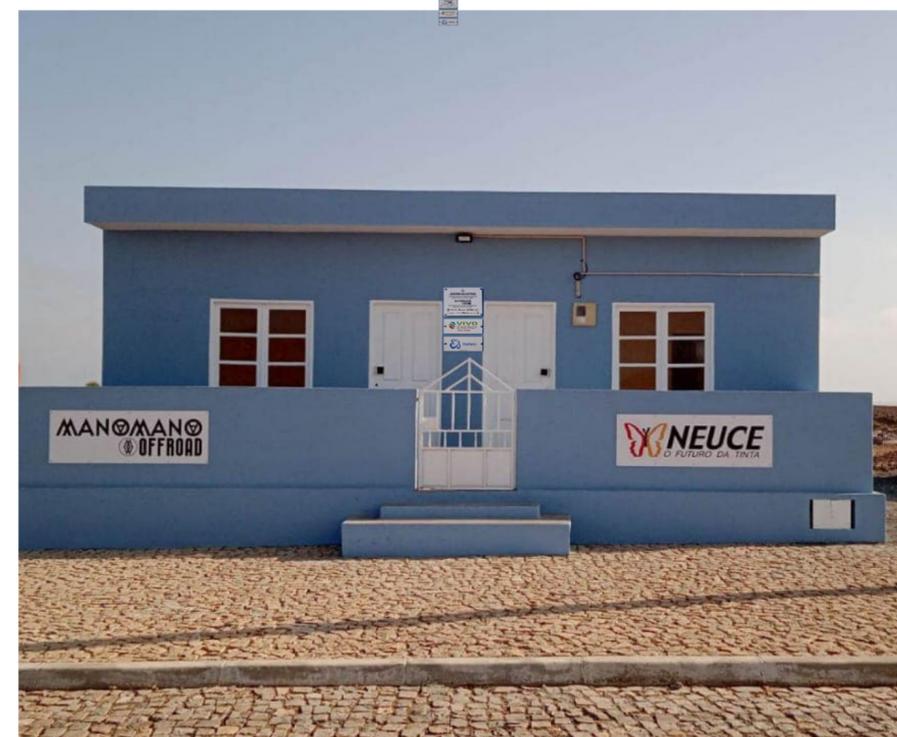
After



Before



After

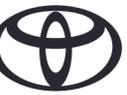


Before



After





CAETANOBUS

- **Solidarity initiative:** the RDE team mobilised over the Christmas season to donate food and hygiene products to the Ronald McDonald Foundation.

KINTO

- **Christmas Angels:** KINTO teamed up with Toyota Financial Services (TFS) for the second consecutive year to join the Salvation Army in supporting the 'Christmas Angels' initiative. The project encouraged each of the 53 participants to sponsor a child from underprivileged families regularly supported by the Salvation Army, fulfilling their dream of receiving a Christmas gift.

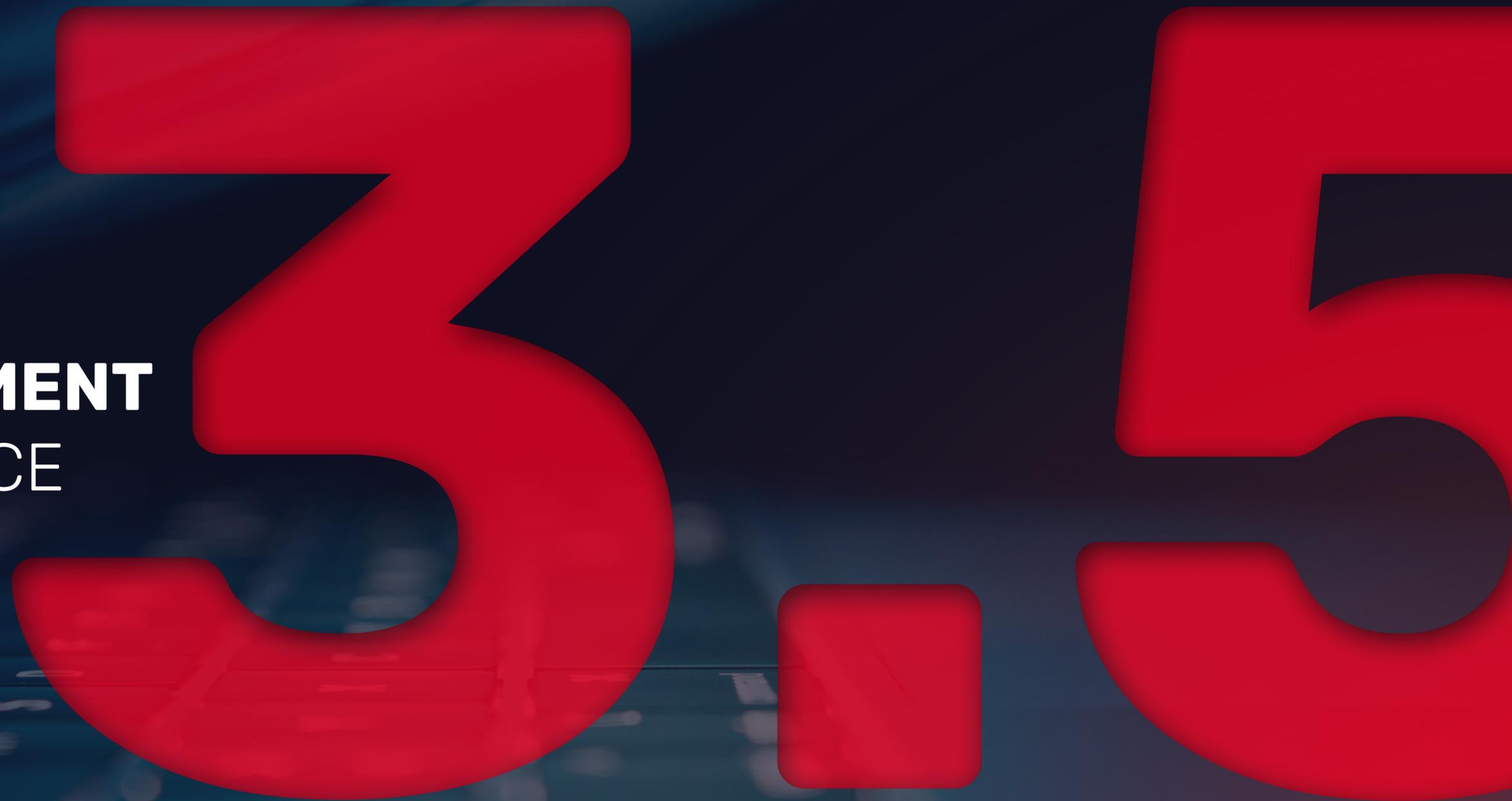
Alongside this initiative, we also had the 'Porta Solidária' project, which serves around 450 meals a day to the homeless and other disadvantaged people in Porto. Under the motto: 'never turn your eyes away from a poor person', KINTO raised awareness of the need to collect food.

The mission of KINTO and TFS was not only to promote the project but also to recruit sponsors among their employees.

- **Blue November:** a campaign to raise awareness of male diseases. The challenge was for employees to join the Movember movement during the month of November, with the proceeds going to the Portuguese Association of Prostate Patients. At the end of the month, KINTO took a photo of the 3 participants to share on its social media. For each 'like' received, €1 was donated to the association, resulting in a total raised amount of €300.



OUR COMMITMENT
TO GOVERNANCE



GOVERNANCE AND
RESPONSIBLE MANAGEMENT

CYBERSECURITY AND
INFORMATION PROTECTION

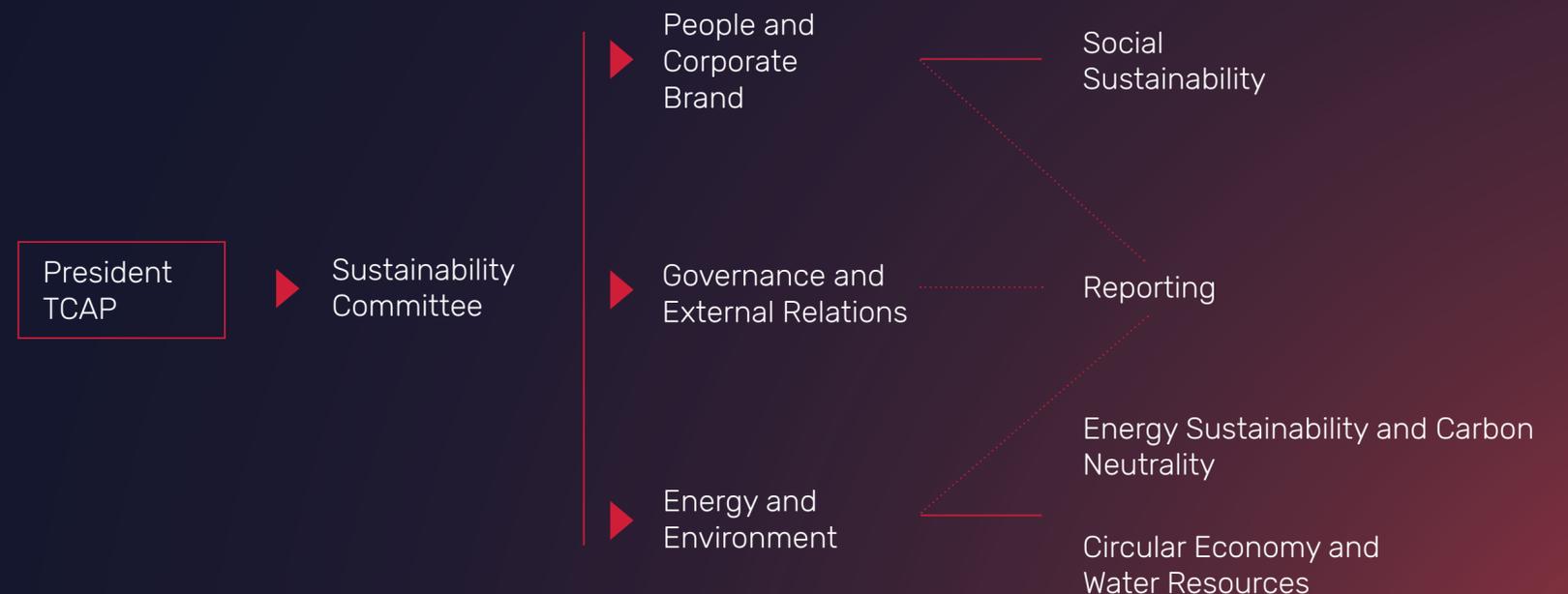


GOVERNANCE AND RESPONSIBLE MANAGEMENT

The Toyota Caetano Portugal Group follows the philosophy of Salvador Caetano, prioritising the best corporate management practices. This includes promoting responsible, transparent, and ethical behaviour in all business areas and relationships with employees, customers, shareholders, and partners. To ensure this, it maintains a robust governance structure, with governing bodies, supervisory committees, and a strict Governance Policy, which is constantly reviewed and improved. It has also set up a Compliance Committee to ensure compliance with regulations and policies throughout the Group.

BETTER GOVERNANCE WITH THE SUSTAINABILITY COMMITTEE

As part of the Ser Sustentável Programme, the Sustainability Committee was set up, responsible for monitoring the progress of the established objectives on a quarterly basis, with reports to the Board of Directors of both Salvador Caetano and the Toyota Caetano Portugal Group. This Committee consists of a multidisciplinary team from both groups, with José Ramos, president of Toyota Caetano Portugal, as chairman, emphasising the importance of this issue for the company's top management.





COMPLIANCE

The committee is made up of the compliance officer – the director of Salvador Caetano Auto – and three Salvador Caetano members from the legal, legal-labour and human resources departments, respectively. It meets quarterly and whenever necessary.

Monitors:

- The implementation of the Code of Conduct and Professional Ethics;
- The resolution of conflicts of interest and the detection of potential illegalities;
- The receipt and processing of any complaints, made by any means, namely through the complaints channel;
- The implementation of anti-corruption and anti-money laundering and terrorist financing policies and procedures.

To support good corporate practices and foster responsible and transparent management, Salvador Caetano has established a set of company-wide policies, codes, regulations and mechanisms:

Company remuneration policy, aimed at setting the remuneration of the members of the Company's governing and supervisory bodies, in accordance with the Company's business strategy, interests and sustainability. The values established are driven by principles of clarity, transparency, equity, proportionality and equality. (Recommendation of the Portuguese Corporate Governance Institute)

Regulations on conflicts of interest and related party transactions to prevent, identify and resolve situations in which a member of a governing body may have his/her independence compromised or may act with interests other than those of the Company. (Compliance with International Accounting Standard 24 and the Securities Code)



Policy on reporting irregularities, with mechanisms for the timely detection of irregularities (such as illegal practices, breaches related to the violation of laws, regulations, deontological standards or professional ethics), and their rectification. (Recommendation of the Portuguese Corporate Governance Institute)

Salvador Caetano's Code of Conduct and Professional Ethics, which standardises and makes clear to everyone – internally and externally – what our fundamental duties and values are and helps to further relationships with all stakeholders based on trust and integrity.

Online whistleblowing channel, which allows complaints to be formalised and processed systematically by any stakeholder. Since its implementation, 12 complaints were received for the whole Salvador Caetano universe, of which one concerning Toyota Caetano Portugal and another one concerning CaetanoBus, both related to labour issues and already solved. Annually, the Compliance Committee draws up a report for the Board of Directors with all the complaints received and their handling.

Main governance milestones in 2023:

- Completion of the development of the corruption risk matrix;
- Update to the company's risk policy;
- Generalised training for employees in the prevention of money laundering and terrorist financing – covered 118 TCAP employees
- Generalised training in the prevention of workplace harassment – covered 89 TCAP employees

Main commitments for 2024:

- Generalised training in the prevention of corruption
- Launch of the process to identify major suppliers and customers (KYC)



CYBERSECURITY AND INFORMATION PROTECTION

Cybersecurity and information protection are essential to protect business information and personal data, **ensuring privacy and the overall digital ecosystem of the Toyota Caetano Group. The combination of information protection and cybersecurity is key to ensuring that the company can make decisions on the implementation and adoption of measures to prevent cyberattacks, mitigate associated risks, and ensure compliance with EU and national legislation** on data protection and cybersecurity.

Information systems are at the core of the Group and, as therefore, the existence of a **security culture** is considered **strategically important** to provide all employees and partners with a clear understanding of their responsibilities regarding information security and cybersecurity. Any security breach, whether intentional, due to negligence, or criminal activity, can have a significant impact on the confidentiality, integrity, and availability of information, which could negatively affect the quality of the company's operations, profitability, and reputation. In this context, **the Toyota Caetano Group ensures that all employees have access to the information they need to carry out their activities, while requiring them to respect the information security controls in place and to commit to the the values of confidentiality, integrity, and availability.**

In 2023, the Toyota Caetano Group continued to adopt various security programmes consisting of various technical and organisational information security and cybersecurity measures in different areas, namely information security management, operational and network security, physical security, incident management, information classification and protection, access control, risk analysis, and training:

- **Toyota Caetano Portugal:** Completion of the implementation of version 8.0 of the All Toyota Security Guidelines (ATSG) programme, comprising 119 security controls. These security controls have been defined by Toyota Motors Corporation.
- **KINTO Portugal:** completion of the FY22 version of the Global Information Security Guidelines (GISG) programme, 204 security controls, and launch of the implementation of the FY24 version, 352 security controls.



- **Other companies:** implementation of the Salvador Caetano Security Guidelines (SCGSG) programme, 98 security controls. Programme created by the Salvador Caetano Group in line with ISO 27002 and ATSG 8.0.

The governance model is common to all the programmes, which means that the information security policies are cross-cutting, and the programmes are managed by NiW, IT Services and Consulting S.A., a Salvador Caetano group company with ISO 27001:2022 certification.

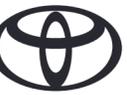
In the area of **employee training and awareness**, 4 phishing drills were held for all employees during 2023. The completion of information security training is mandatory for all employees and is conducted annually. In 2023, there were 3 e-learning training courses: (1) Good practices in information security; (2) Phishing quiz, and (3) Information security policies. In addition, all TCAP employees received face-to-face training.

In view of the adoption of teleworking, the increase in cybercrime, and the evolution of the techniques used by cybercriminals, the Company is not only constantly **monitoring and auditing** its systems, but is also planning to **implement additional technical and organisational measures** to address these new risks.

INFORMATION TECHNOLOGY AND CYBERSECURITY RISKS

The practice of IT risk management and cybersecurity shows how the company **identifies, assesses, monitors, and manages the risks** that may affect its business, operations, and financial results. This approach is essential to ensure that the company can make informed decisions and mitigate risks that may jeopardise its performance or reputation. An effective approach to risk can help a company protect its assets and ensure the continuity of its business.

Identifying IT and cybersecurity risks is crucial to assess the Group's exposure to uncertainty.



ABOUT THE REPORT

Reporting Period and Scope

Toyota Caetano Portugal publishes its second sustainability report, covering the period from January 1, 2023, to December 31, 2023. It compares this period with the corresponding period in 2022 and aims to present its contribution to sustainability dimensions to its stakeholders, focusing on material topics. The report covers the performance of Toyota Caetano Portugal S.A., Caetano Auto S.A., Caetano Auto CV, KINTO Portugal, S.A., CaetanoBus - Fabricação de Carroçarias, S.A., and COBUS Industries GmbH in terms of qualitative information. For quantitative information, it covers Toyota Caetano Portugal S.A., Caetano Auto S.A., Caetano Auto CV, KINTO Portugal, S.A., Caetano Renting, S.A., CaetanoBus - Fabricação de Carroçarias, S.A., Caetano UK Limited, and COBUS Industries GmbH, all belonging to the Toyota Caetano Portugal Group. Whenever it's not possible to report information about a particular company to ensure the mentioned scope, this will be duly identified. Additionally, relevant information about the Group's performance in previous years is presented to allow for an evolutionary and comparative view of key indicators.

Materiality and Document Structure

To identify material topics, corresponding to the pillars of the "Being Sustainable" Program, and consequently structure the document, sectoral analysis, performance analysis of Toyota Caetano Portugal, and input from the Salvador Caetano Sustainability Committee were considered. We are currently formalizing our materiality analysis, always with the perspective of increasing our ambition to make a more relevant contribution to sustainable development.

Decree-Law No. 89/2017 of July 28 and Global Reporting Initiative (GRI)

The information included in this Report meets the requirements of Decree-Law No. 89/2017 of July 28, which transposes Directive 2014/95/EU regarding the disclosure of non-financial information, covering Toyota Caetano Portugal S.A. To comply with these regulations, the document provides sufficient data and information for understanding the evolution of performance, position, and impact of the Group's activities on environmental and social matters, including information on workers, gender equality, non-discrimination, as well as human rights, anti-corruption, and anti-bribery efforts. The report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, version 2021.

Aligned with the European Taxonomy

Being subject to the requirements for reporting non-financial information, Toyota Caetano Portugal is also within the scope of Regulation (EU) 2020/852 of the European Parliament and of the Council of June 18, 2020 – concerning the establishment of a framework to promote sustainable investment, consisting of a classification system for sustainable economic activities, and Delegated Regulation (EU) 2021/2178 of the Commission, dated July 6, 2021. Accordingly, employees have begun the process of structuring internal practices to comply with the disclosure requirements of the new European Taxonomy and demonstrate the contribution of their activities to sustainable development (current and future) from an environmental standpoint, without neglecting the social dimension.

As of December 31, 2021, Toyota disclosed for the first time the eligibility status of its economic activities regarding climate mitigation and adaptation objectives concerning its turnover and operational expenses (OpEx). As of December 31, 2022, and in response to the growing regulatory demands beyond eligibility, Toyota also determined the alignment of these activities with climate objectives, assess-

ing the applicability of technical assessment criteria and minimum social safeguards. It determined the percentage of its turnover, operational expenses (OpEx), and capital expenses (CapEx) associated with environmentally sustainable economic activities in accordance with the provisions of the Taxonomy Regulation.

Doubts and Clarifications:

Requests for additional information, further clarifications, or suggestions regarding this document can be sent to gisela.passos@toyotacaetano.pt.



APPENDIX



APPENDIX 1 METHODOLOGICAL NOTES

Carbon footprint

Scope 1: Only emissions resulting from the consumption of fossil fuels were considered.

Scope 2: Only emissions resulting from electricity consumption were considered.

Scope 3: Only emissions arising from upstream and downstream logistics, waste treatment, use of vehicles sold, processing of end-of-life vehicles and emissions from Toyota and Lexus dealerships were considered.

In this report we report location-based and market-based values. The location-based method reflects the average intensity of emissions from networks where energy consumption occurs (using mainly data from average network emission factors). The market-based method reflects electricity emissions chosen deliberately (or for lack of choice) by companies. It derives from emission factors from contractual instruments, which include any type of contract between two parties for the sale and purchase of bundled energy with attributes on energy production, or for claims of non-bundled attributes. (Source: GHG Protocol Scope 2 Guidance). In market-based emissions, we consider that those associated with electricity are zero, since we acquire certificates of origin that guarantee that the electricity comes from renewable sources.



Emission factors

	Factor	Value	Unit	Source
Electricity	KWh	0.470	KgCO2e	Directive 2006/32/CE
Propane	Kg	2637.70	KgCO2e/tep	Order No. 17313/2008
Diesel	Kg	3098.20	KgCO2e/tep	Order No. 17313/2008
Petrol	Kg	2897.30	KgCO2e/tep	Order No. 17313/2008
Natural gas	m3	2683.70	KgCO2/GJ	Order No. 17313/2008
Transport of vehicles by sea	ton/km	0.05840	KgCO2e	DEFRA Conversion Factors 2021
Transport of parts by sea	ton/km	0.01323	KgCO2e	DEFRA Conversion Factors 2021
Waste (by destination)				
• Landfill		215,848		
• Recycling	ton	212,802	KgCO2e	DEFRA Conversion Factors 2021
• Incineration		1,234		
• Biological treatment		21,294		

Source: Directive 2006/32/EC, Ministerial Order No. 63/2008 and Order No. 17313/2008

* 1000 litres of diesel = 0.835 t

* 1000 litres of petrol = 0.77 t

* 1000 m3 of natural gas = 0.8404 t

Amendments to information disclosed in 2021

Emissions (tCO2eq)



		2019 reported (Toyota Lexus Division, North & South IED [Industrial Equipment Division], and Manufacturing Division of Ovar)	2019 IED	2019 amended (2019+IED)	Reported in 2020 (Toyota Lexus Division, North & South IED, and Manufacturing Division of Ovar)	2020 IED	2020 ajustado (2020+DEI)
Scope 1		1 194	430,38	1 624,02	1 323	318,76	1 621,28
Scope 2	<i>Location based</i>	1 204	83,50	1 287,27	968	70,49	1 038,39
	<i>Market based</i>	0	38,76	38,76	0	36,45	36,4
Consumos energia (MWh) TCAP S.A. (TCAP NMSC, DEI-N, DEI-S e Fábrica Ovar)							
		2019 reported (Toyota Lexus Division, North & South IED [Industrial Equipment Division], and Manufacturing Division of Ovar)	2019 IED	2019 amended (2019+IED)	Reported in 2020 (Toyota Lexus Division, North & South IED, and Manufacturing Division of Ovar)	2020 IED	2020 ajustado (2020+DEI)
Electricity	Renewable	2 561	136,42	2 697,64	1 194	111,20	1 305,63
	Non-renewable	1 921			865		
	Total	4 482			2 059		
Fossil fuels	Petrol	3 96	147,83	543,44	252	197,06	449,37
	Diesel	6 583	469,05	7 052,29	661	277,36	937,99
	Propane Gas	3 596			2 297		
	Total	10574,57	616,88	11 191,46	3210,32	474,42	3 684,74



APPENDIX 2 Correlation table Decree-Law N°. 89/2017

This table maps the disclosure of the elements required in the reporting template for disclosure of non-financial information, recommended by the CMVM (Portuguese Securities Market Commission). This model, applicable to companies issuing securities admitted to trading on a regulated market, results from the convening of the applicable legal framework.

Chapters	Subchapters	Content matching and localisation
A. INTRODUCTION	1. Description of the Company's general policy on sustainability issues, indicating any changes to the previously approved policy.	SR23 TCAP 03. OUR COMMITMENT FOR A BETTER TOMORROW (learn more about)
	2. Description of the methodology and the reasons for its adoption in the reporting of non-financial information, as well as any changes that have occurred in relation to previous years and the reasons for such changes.	SR23 TCAP About the report (learn more about)
B. BUSINESS MODEL	1. General description of the business model and organisational structure of the Company/Group, showing the main business areas and markets where it operates (if possible with organisational charts, graphs or functional charts).	SR23 TCAP 01. ABOUT US AND WHAT WE DO > The Toyota Caetano Portugal Universe (learn more about) A&R 2023/ SMR THE BUSINESS MODEL AND TOYOTA CAETANO GROUP COMPANIES (learn more about) A&R / TCAP Corporate Governance Report Part II / B. Corporate Bodies and Committees / II. Administration and Supervision / c) Composition / Point 21 (learn more about)
C. MAIN RISK FACTORS	1. Identification of the main risks associated with the topics being reported on, and arising from, the Company's activities, products, services or commercial relationships, including, where applicable and whenever possible, the supply and subcontracting chains.	A&R 2023 / SMR TCAP THE RISKS OF BUSINESS (learn more about)
	2. Indication of how these risks are identified and managed by the Company.	A&R 2023 / TCAP Corporate Governance Report Part I, C. Internal Organisation, chapter III. Internal Control and Risk Management (learn more about)



3. Explanation of the internal functional division of powers, including the governing bodies, commissions, committees or departments responsible for identifying and managing/monitoring risks.

SR23 TCAP | GRI Index: 2-12 and 2-13
 A&R 2023 / TCAP Corporate Governance Report | Part I, C. Internal Organisation, chapter II e chapter III. Internal Control and Risk Management **(learn more about)**
 A&R 2023 / TCAP Corporate Governance Report | THE RISKS OF BUSINESS

4. Express indication of the new risks identified by the company in relation to those reported in previous years, as well as those which are no longer so.

A&R 2023 / SMR | THE RISKS OF BUSINESS **(learn more about)**

In 2021, Toyota Caetano Portugal's risk policy was the object of a reorganisation, which resulted in the review of the identification and treatment of the Company's risks.
 In addition, the exchange rate risk was disregarded, since it is no longer of such importance as to warrant inclusion in the survey of risks affecting the Company.

5. Indication and brief description of the main opportunities that are identified by the Company in the context of the topics being reported on.

A&R 2023 / SMR | THE RISKS OF BUSINESS **(learn more about)**

D. POLICIES IMPLEMENTED

-

i. ENVIRONMENTAL POLICIES

1. Description of the Company's strategic objectives and of the main actions to be undertaken to achieve them.

SR23 TCAP | 03. OUR COMMITMENT FOR A BETTER TOMORROW **(learn more about)** and 3.2. WITH THE PLANET **(learn more about)**

2. Description of key performance indicators outlined.

SR23 TCAP | GRI Index: 301-306
 SR23 TCAP | 3.2. WITH THE PLANET **(learn more about)**

3. Indication, in relation to the previous year, of the degree of achievement of those objectives, at least by reference to:

-



SR23 TCAP | GRI Index: 301-306

SR23 TCAP | 3.2. WITH THE PLANET ([learn more about](#))

With regard to environmental indicators, the objective of reducing water consumption continued to be pursued, with a decrease of 1.5% compared to the previous year. Waste sent for recycling has increased by 30%.

In 2022 there were changes in the monitoring of some indicators, in order to make them more detailed. However, this change makes comparison with the previous year impossible. This is the case of paper consumption, where the target was set at 3% less than in 2021. The paper purchase records have been altered, so it was not possible to ascertain consumption with certainty. A similar example happens with gas consumption. Gas consumptions were adjusted in 2022, since not all its sources of consumption were being measured, and it was not possible to effectively compare them with the previous year.

On the other hand, the goal regarding the reduction of electricity consumption, which has been increasing, was not achieved.

Toyota Caetano Portugal has also redefined its goals, which are now even more adjusted to the commitment established with its sustainability strategy. Thus, the Organisation aims to:

- Reduce CO2 emissions by 55%, compared to 2019;
- Reduce energy consumption by 26%, compared to 2019;
- Install 21 production units for self-consumption at Toyota Caetano, CaetanoBus and Caetano Auto, achieving 25% of energy autonomy starting in 2025;
- Implement three projects for decarbonisation in industry, for CaetanoBus in Gaia and Ovar and the Ovar plant;
- Reduce water consumption by 48% by 2030, compared to 2019;
- Reduce unsorted waste by 40% by 2024/2030, compared to 2019;
- Purchase 15% of sustainable products at Caetano Auto by 2024;
- Reduce unsorted waste by 40% by 2024/2030, compared to 2019;
- Eliminate losses by 70% in the Gaia Perimeter by 2024, compared to 2019.

i. Sustainable use of resources

ii. Pollution and climate change

SR23 TCAP | GRI Index: 302 and 305

SR23 TCAP | 3.2. WITH THE PLANET ([learn more about](#))

iii. Circular economy and waste management

SR23 TCAP | GRI Index: 301 and 306

SR23 TCAP | 3.2. WITH THE PLANET > Circular economy ([learn more about](#))



	iv. Protecting biodiversity	SR23 TCAP 3.2. WITH PEOPLE (learn more about) > Reconciliation of personal and professional life > Ser Caetano Forest
	1. Description of the Company's strategic objectives and of the main actions to be undertaken to achieve them.	SR23 TCAP 03. OUR COMMITMENT FOR A BETTER TOMORROW (learn more about) and 3.1. WITH PEOPLE (learn more about)
	2. Description of key performance indicators outlined.	SR23 TCAP GRI Index: 2-7, 2-8, 201-1, 204-1, 401-1, 401-2 SR23 TCAP 3.1. WITH PEOPLE (learn more about)
	3. Indication, in relation to the previous year, of the degree of achievement of those objectives, at least by reference to:	-
	i. Company commitment to the community	SR23 TCAP GRI Index: 201-1 SR23 TCAP 3.4. WITH THE COMMUNITY (learn more about)
ii. SOCIAL AND TAX POLICIES	ii. Subcontracting and suppliers	Supplier evaluation is periodically carried out, although there may be interim reassessments whenever relevant. The department managers together with the quality department evaluate all suppliers according to established criteria. Suppliers with a potential significant impact on the Management Systems will also be assessed, for example, suppliers of equipment calibration, maintenance, waste management, among others that imply compliance with legal requirements. With regard to evaluation criteria, certification according to the normative references, namely ISO 14001 and 26000, stands out. When the qualification survey is sent out, suppliers are informed of the Management and Continuous Improvement Policy, the supplier evaluation criteria and the Code of Good Conduct. A model for assessing suppliers in terms of environmental impact is already planned to be included.
	iii. Consumers	SR23 TCAP 02. THE YEAR 2023 > In quality and safety (learn more about)
	iv. Responsible investment	No green bonds were acquired/issued.
	v. Stakeholders	SR23 TCAP GRI Index: 2-29 SR23 TCAP 01. ABOUT US AND WHAT WE DO > Relation with stakeholders: together for success (learn more about)
	vi. Tax information	SR23 TCAP GRI Index: 201-4
	iii. WORKERS AND GENDER EQUALITY	1. Description of the Company's strategic objectives and of the main actions to be undertaken to achieve them.


AND NON-DISCRIMINATION

2. Description of key performance indicators outlined. SR23 TCAP | GRI Index: 2-7, 405-1

3. Indication, in relation to the previous year, of the degree of achievement of those objectives, at least by reference to:

-

i. Employment

SR23 TCAP | GRI Index: 2-7, 2-8, 2-20, 401-1, 401-2

ii. Organisation of work

SR23 TCAP | 3.1. WITH PEOPLE > Reconciliation of personal and professional life **(learn more about)**

iii. Health and safety

SR23 TCAP | GRI Index: 403-8, 403-9 and 403-10
SR23 TCAP | 02. THE YEAR 2023 > In quality and safety **(learn more about)**

iv. Social relations

SR23 TCAP | GRI Index: 2-30

v. Training

SR23 TCAP | GRI Index: 205-2 and 404
SR23 TCAP | 3.1. WITH PEOPLE > Sharing knowledge and personal development **(learn more about)**
As part of the Regulations and Code of Conduct and Ethics, training was provided to 1502 Employees, corresponding to a total of 381 hours of training. Personal Data Protection training was provided to 998 Employees, corresponding to a total of 434 hours of training. And finally, as part of Good Practices in Information Security & Cybersecurity, training was provided to 2206 Employees, corresponding to a total of 2199,5 hours of training.

vi. Equality

SR23 TCAP | GRI Index: 405
SR23 TCAP | 3.1. WITH PEOPLE > Diversity, Equity and Inclusion **(learn more about)**
Salvador Caetano Auto Code of Professional Conduct and Ethics | CHAPTER II. OPERATING PRINCIPLES **(learn more about)**

iv. HUMAN RIGHTS

1. Description of the Company's strategic objectives and of the main actions to be undertaken to achieve them.

Salvador Caetano Auto Code of Professional Conduct and Ethics | CHAPTER II. OPERATING PRINCIPLES **(learn more about)**

2. Description of key performance indicators outlined.

Currently, we have no performance indicators outlined in the area of Human Rights.



3. Indication, in relation to the previous year, of the degree of achievement of those objectives, at least by reference to:

-

i. Due diligence procedures

Their identification is available in the Code of Conduct and Ethics.
It is not yet possible for this organisation to present the degree of achievement of these objectives.

ii. Risk prevention measures

Their identification is available in the Code of Conduct and Ethics.
It is not yet possible for this organisation to present the degree of achievement of these objectives.

iii. Court cases

There are no prosecutions for human rights violations.

**v. COMBATING
CORRUPTION AND
ATTEMPTS AT
BRIBERY**

1. Corruption prevention: measures and instruments adopted to prevent corruption and bribery; policies implemented to dissuade these practices among employees and suppliers; information on the compliance system indicating the respective functional heads, if any; indication of legal proceedings involving the Company, its directors or employees related to corruption or bribery; measures adopted in public procurement, if relevant.

SR23 TCAP | 3.5. WITH GOVERNANCE > Governance and Responsible Management **(learn more about)**
SR23 TCAP | GRI Index: 2-23, 2-26, 205
Regulation on conflicts of interest and related party transactions TCAP
Policy on the reporting of irregularities TCAP
Salvador Caetano Auto Code of Professional Conduct and Ethics | CHAPTER II. OPERATING PRINCIPLES **(learn more about)**

2. Prevention of money laundering (for issuers subject to this framework): measures to combat money laundering; indication of the number of cases reported each year.

SR23 TCAP | 3.5. WITH GOVERNANCE > Governance and Responsible Management **(learn more about)** SR23 TCAP | GRI Index: 2-23, 2-26
Policy to prevent money laundering and terrorist financing Salvador Caetano

3. Codes of ethics: indication of any code of ethics to which the company has adhered or implemented; indication of the respective mechanisms for implementing and monitoring compliance with the code, if applicable.

Salvador Caetano Auto Code of Professional Conduct and Ethics **(learn more about)**
SR23 TCAP | 3.5. WITH GOVERNANCE > Governance and Responsible Management **(learn more about)** SR23 TCAP | GRI Index: 2-23, 2-26

4. Managing conflicts of interest: measures to manage and monitor conflicts of interest, namely requiring managers and employees to sign declarations of interests, incompatibilities and impediments.

SR23 TCAP | GRI Index: 2-15
Corporate Governance Report TCAP | Items 50 and 90
Regulation on conflicts of interest and related party transactions TCAP
Policy on the reporting of irregularities TCAP



Chapters	Subchapters	Content matching and localisation
1. IDENTIFICATION OF STANDARDS FOLLOWED IN THE REPORTING OF NON-FINANCIAL INFORMATION	<p>Identification of the standards / guidelines followed in the preparation of the non-financial information, including the respective options, as well as other principles considered in the Company's performance, if applicable.</p> <p>If the Company refers to the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda, include the identification of those to which the Company is committed to contributing, indicating the measures taken, in each year, towards achieving the goals set for each of these SDGs. That is, identify concrete actions, projects or investments aimed at achieving this SDG.</p> <p>That is, identify concrete actions, projects or investments aimed at achieving this SDG.</p>	<p>The report was prepared with reference to the Global Reporting Initiative (GRI) Standards, 2021 version. Find out more at SR23 TCAP About the report (learn more about).</p> <p>The measures, actions, projects and investments aimed at the pursuit of the objectives set out in relation to the SDGs associated with the Sustainable Living Programme (SR23 TCAP 03. OUR COMMITMENT FOR A BETTER TOMORROW (learn more about)) are presented throughout the report, which follows the structure of the pillars of the Programme.</p>
2. IDENTIFICATION OF THE SCOPE AND METHODOLOGY FOR CALCULATING INDICATORS	<p>Description of the scope and calculation methodology (including the calculation formula) for the indicators presented, as well as the limitations of this reporting.</p> <p>Whenever possible, a table should be presented showing the correspondence between the indicators presented and the principles or objectives considered, indicating the place where the information is detailed (e.g., the page of the separate report for reporting non-financial information, the annual report, another document or the company's website)</p>	<p>SR23 TCAP GRI Index</p> <p>SR23 TCAP About the report (learn more about)</p> <p>SR23 TCAP Methodological notes (learn more about)</p>
3. EXPLANATION IN CASE OF NON-IMPLEMENTATION OF POLICIES	<p>If the Company does not apply policies with respect to one or more issues, the non-financial reporting provides an explanation for this.</p>	<p>Not applicable</p>
4. OTHER INFORMATION	<p>Additional elements or information that, despite not being included in the previous points, are relevant for the understanding, framing and justification of the relevance of the non-financial information disclosed, namely regarding the networks/consortium of entities linked to issues of sustainability and responsibility of the organisations that it integrates/to which it belongs, whether at national or international level, and sustainability commitments that the Company has voluntarily undertaken, at local or global level.</p>	<p>SR23 TCAP 03. OUR COMMITMENT FOR A BETTER TOMORROW > Together, we build the future (learn more about)</p>



Useful links

-  RUG TCAP 23 (Single Management Report)
-  R&C TCAP 23
-  Corporate Governance Report
-  Salvador Caetano Code of Ethics
-  Regulations on conflicts of interest and related party transactions



EU GREEN TAXONOMY

ENVIRONMENTALLY SUSTAINABLE ECONOMIC ACTIVITIES AND INDICATORS

WHAT IS IT?

Taxonomy is the theory or nomenclature of scientific descriptions and classifications. Thus, the green taxonomy consists of the description and classification of economic activities that are sustainable from an environmental point of view.

From the EU, as it was in the European Union that a common classification for all Member States was born.

WHAT IS ITS IMPORTANCE?

We are going through a new era, of awareness of the need for a more sustainable economy in environmental terms and of the urgent need to implement measures that will make it possible to carry out the transition to it.

The sustainability of the economy in environmental terms was thus enshrined by the European Union as an objective to be pursued by companies, directing investments towards sustainable projects and activities, with a view to meeting the European Union's climate and energy targets for 2030 and thus achieving the objectives of the European Green Deal.

In this context of Sustainable Finance, so that there is effective comparability, a common classification system for sustainable economic activities or a taxonomy of the European Union was created.

APPLICABLE LAW

Of particular relevance is the legal regime implemented by Regulation (EU) 2020/852, of the European Parliament and of the Council, of 18 June 2020 (Taxonomy Regulation) and Delegated Regulation (EU) 2021/2178, of the Commission, of 6 July 2021 (Delegated Regulation).

At national level, the «Circular on the capital market and sustainability: Information and organization requirements and the supervisory approach of the CMVM», issued by the CMVM on 21-12-2021, which specifies the perspectives and expectations CMVM supervisory cross-sectional guidelines on this matter for the year 2022, as well as the «Annual Circular Issuers 2023» issued by the CMVM.

MANDATORY REPORT

Toyota Caetano Portugal, as an Issuer, which falls under the category of non-financial companies, is legally obliged to publish non-financial information.

In 2022, Toyota Caetano Portugal had a new legal obligation to include, in its non-financial statement, information on the form and extent of the association of the company's activities with economic activities that are qualified as sustainable from the point of view environmental. Thereby, Toyota Caetano Portugal is obliged to disclose:

- a) The proportion of its turnover resulting from products or services associated with economic activities that are qualified as sustainable from an environmental point of view under the terms set out in the Taxonomy Regulation; and
- b) The proportion of its capital expenditures and the proportion of its operating expenses related to assets or processes associated with economic activities that are qualified as environmentally sustainable under the terms set out in the Taxonomy Regulation.



EU GREEN TAXONOMY

ELIGIBLE ACTIVITY AND ALIGNED ACTIVITY

The economic activities qualified as sustainable from an environmental point of view for the present purpose are only the activities provided for in articles 3 and 9 of the Taxonomy Regulation, which may consubstantiate a restricted view of the sustainable activities carried out by Toyota Caetano Portugal.

We are therefore guided in this matter by the concepts set out in the said Regulations, without prejudice to the fact that Toyota Caetano Portugal carries out activities included in its corporate purpose that could be considered sustainable, but which do not currently have a legal framework.

In this way, and for the purposes of determining to what degree an investment is sustainable from an environmental point of view, Toyota Caetano Portugal considered only and exclusively the activities that fall within the definition of the Taxonomy Regulation, namely:

An economic activity qualifies as environmentally sustainable if that economic activity:

- a) Substantially contribute to one or more of the environmental objectives set out in article 9, pursuant to articles 10 to 16 of the Taxonomy Regulation;
- b) Not significantly harm any of the environmental objectives set out in Article 9 pursuant to Article 17 of the Taxonomy Regulation;
- c) Is exercised in accordance with the minimum safeguards provided for in article 18 of the Taxonomy Regulation; and
- d) Satisfy the technical assessment criteria that have been established by the Commission pursuant to Article 10.º, paragraph 3, Article 11.º, paragraph 3, Article 12.º, paragraph 2, Article 13.º, nº 2, of article 14.º, nº 2, or of article 15.º, nº 2 of the Taxonomy Regulation.

In this context, we used the EU Taxonomy Compass.

It is a constantly growing tool in terms of classified activities, as it is updated as delegated acts of the Taxonomy Regulation are published.

HOW DO WE REPORT

Following the adoption of the Taxonomy Regulation, Toyota Caetano Portugal identified its environmentally sustainable economic activities, with the aim of:

- Measuring sustainable investments;
- Reorient capital flows towards sustainable investments;
- Protect investors from greenwashing;
- Promote transparency in economic and financial operations, defining what is “green” through a common language.

Indeed, by increasing investment in environmentally sustainable activities, Toyota Caetano Portugal has the following main objectives:

- Mitigate climate change;
- Adapt the business to climate change;
- Use resources in a sustainable way;
- Moving towards a circular economy;
- Prevent and control pollution;
- Protect and recover the biodiversity of ecosystems.

Based on the description of the activities mentioned in Annexes I and II of the Climate Act, Toyota Caetano Portugal carried out a survey of its environmentally sustainable economic activities.

The information is presented this year in accordance with Annex II of the Delegated Act, in the form of a table.



Proportion of turnover for products or services associated with economic activities aligned with the taxonomy

Economic activities (1)	Code(s) (2)	Absolute turnover (3) (by accounting rules)	Proportion of turnover (4)	Substantial contribution criteria							"Do not significantly harm" criteria							Proportion of turnover aligned by taxonomy, year 2023 (18)	Proportion of turnover aligned by taxonomy, year 2022 (19)	Category (enabling activity) (20)	Category (transition activity) (21)	
				Mitigation of climate change (5)	Adaptation to climate change (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Mitigation of climate change (11)	Adaptation to climate change (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Minimal safeguards (17)						
		€	%	%	%	%	%	%	%	s/n	s/n	s/n	s/n	s/n	s/n	s/n	s/n	%	%	C	T	
A. ELIGIBLE ACTIVITIES FOR TAXONOMY																						
A.1. Environmentally sustainable activities (aligned with taxonomy)																						
Turnover from environmentally sustainable activities (aligned by taxonomy) (A.1)		0	0															0	0			
A.2. Activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy)																						
Turnover of activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy) (A.2)		0	0																			
Total (A.1. + A.2)		0	0																			
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY																						
Turnover of activities not eligible for taxonomy) (B)		511 570 632	100																			
Total (A + B)		511 570 632	100																			



Proportion of CapEx of products or services associated with economic activities aligned by the taxonomy

Economic activities (1)	Code(s) (2)	Absolute turnover (3)	Proportion of turnover (4)	Substantial contribution criteria							"Do not significantly harm" criteria							Minimal safeguards (17)	Proportion of CapEx aligned by taxonomy, year 2023 (18)	Proportion of CapEx aligned by taxonomy, year 2022 (19)	Category (enabling activity) (20)	Category (transition activity) (21)
				Mitigation of climate change (5)	Adaptation to climate change (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Mitigation of climate change (11)	Adaptation to climate change (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)							
		€	%	%	%	%	%	%	%	s/n	s/n	s/n	s/n	s/n	s/n	s/n	s/n	%	%	C	T	
A. ELIGIBLE ACTIVITIES FOR TAXONOMY		503 116	0,10															0,10	0,02			
A.1. Environmentally sustainable activities (aligned with taxonomy)																						
Electricity generation (panels)		503 116	0,10	100	100					S	S	S	S	S	S	S	S	0,10	0,02			
CapEx of environmentally sustainable activities (aligned by taxonomy) (A.1)		503 116	0,10															0,10	0,02			
A.2. Activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy)																						
CapEx of activities eligible for the taxonomy but not environmentally sustainable (activities not aligned with the taxonomy) (A.2)		0																				
Total (A.1. + A.2)		503 116	0,10															0,10	0,02			
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY		511 067 516	99,90															99,90	99,98			
Turnover of activities not eligible for taxonomy) (B)		511 067 516	99,90															99,90	99,98			
Total (A + B)		511 570 632	100															100	100			



Economic activities (1)	Code(s) (2)	Absolute turnover (3)	Proportion of turnover (4)	Substantial contribution criteria						"Do not significantly harm" criteria						Minimal safeguards (17)	Proportion of OpEx aligned by taxonomy, year 2023 (18)	Proportion of OpEx aligned by taxonomy, year 2022 (19)	Category (enabling activity) (20)	Category (transition activity) (21)			
				Mitigation of climate change (5)	Adaptation to climate change (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Mitigation of climate change (11)	Adaptation to climate change (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)								
		€	%	%	%	%	%	%	%	s/n	s/n	s/n	s/n	s/n	s/n	s/n	%	%	C	T			
A. ELIGIBLE ACTIVITIES FOR TAXONOMY																				0,14	0,12		
A.1. Environmentally sustainable activities (aligned with taxonomy)																				0,14	0,12		
Bank guarantee/environmental insurance		1 741	0,00	100	100					s	s	s	s	s	s	s	0,00	0,00					
Tree planting		84 433	0,02	100	100					s	s	s	s	s	s	s	0,02	0,01					
Use of WWTPs (CBUS, OVAR AND PDI)		15 076	0,00	100	100					s	s	s	s	s	s	s	0,00	0,00					
Water supply		77 279	0,02	100	100					s	s	s	s	s	s	s	0,02	0,03					
Installation, maintenance and repair of energy efficient equipment		45 990	0,01	100	100					s	s	s	s	s	s	s	0,01	0,01					
Installation, maintenance and repair of vehicle charging stations		344 230	0,07	100	100					s	s	s	s	s	s	s	0,07	0,02					
Installation, maintenance and repair of energy performance measurement and control equipment		2 460	0,00	100	100					s	s	s	s	s	s	s	0,00	0,00					
Non-hazardous waste management		79 457	0,02	100	100					s	s	s	s	s	s	s	0,02	0,03					
Environmental consulting		21 024	0,00	100	100					s	s	s	s	s	s	s	0,00	0,01					
Installation of water treatment plants		33 176	0,01	100	100					s	s	s	s	s	s	s	0,01	0,00					
OpEx of environmentally sustainable activities (aligned by taxonomy) (A.1)																							
A.2. Activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy)																							
OpEx of activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy) (A.2)																							
Total (A.1. + A.2)		704 866	0,14														0,14	0,12					
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY																				99,86	99,88		
Turnover of activities not eligible for taxonomy) (B)		510 865 766	99,86														99,86	99,88					



Total (A + B)	511 570 632	100	100	100
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EU GREEN TAXONOMY

VOLUNTARY REPORT

Toyota Caetano Portugal carries out activities included in its corporate purpose that could be considered sustainable, but which are not yet included in the EU Green Taxonomy.

We refer to the company's main activity, which consists of the purchase and sale of motor vehicles whose manufacture is considered by the Green Taxonomy as an eligible activity.

Indeed, it is understandable that the activity of manufacturing motor vehicles that meet environmental objectives is already identified by the taxonomy, however, its sale is nothing more than fulfilling its purpose, of getting the product to the consumer, without any changes to the product.

Therefore, Toyota Caetano Portugal voluntarily reports what it considers to be a sustainable activity, which consists of the sale of motor vehicles.



APPENDIX 4 TABLE OF GRI INDICATORS

GRI Universal Standards		
GRI 1 - Foundation 2021		Location/Answer
GRI 1	Reporting in accordance with the GRI Standards Requirement 8: Provide a statement of use	SR23 TCAP About the report (learn more about)
GRI 1	Reporting in accordance with the GRI Standards Requirement 7: Publish a GRI Content Index	The present table.
GRI 2 - General Disclosures 2021		Location/Answer
The organisation and its reporting practices		
GRI 2-1	Organisational details	<ul style="list-style-type: none"> • Legal name: Toyota Caetano Portugal, S.A. • Ownership structure and legal form: Public company, listed on the Lisbon Stock Exchange (Euronext Lisbon). • Location of head office: Vila Nova de Gaia, Portugal • Countries of operation: Portugal, Cape Verde, Germany and the United Kingdom
GRI 2-2	Entities included in the organisation's sustainability reporting	SR23 TCAP About the report (learn more about)
GRI 2-3	Reporting period, frequency and contact point	SR23 TCAP About the report (learn more about)
GRI 2-4	Restatements of information	N.a.
GRI 2-5	External assurance	This report has not been subject to External assurance.
Activities and workers		
GRI 2-6	Activities, value chain and other business relationships	SR23 TCAP The Toyota Caetano Universe Portugal (learn more about) and Relation with stakeholders: United for Success (learn more about)

		Toyota Caetano Portugal, S.A.	2022	2023
GRI 2-7	Employees	Total number of employees	624	585
		Breakdown by gender		
		Men	419	404
		Women	205	181
		Breakdown by region		
		Vila Nova de Gaia	313	258



Carregado	77	81
Ovar	225	235
Lisbon	9	11
Total number of permanent employees	460	585
Breakdown by gender		
Men	318	404
Women	142	181
Breakdown by region		
Vila Nova de Gaia	235	258
Carregado	64	81
Ovar	153	235
Lisbon	8	11
Total number of temporary employees	164	39
Breakdown by gender		
Men	99	27
Women	65	12
Breakdown by region		
Vila Nova de Gaia	78	10
Carregado	13	3
Ovar	72	25
Lisbon	1	1
Total number of non-guaranteed hours employees	0	0
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0



Region 2	0	0
Region 3	0	0
Total number of full-time employees	624	585
Breakdown by gender		
Men	419	404
Women	205	181
Breakdown by region		
Vila Nova de Gaia	313	258
Carregado	77	81
Ovar	225	235
Lisbon	9	11
Total number of part-time employees	0	0
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0
Region 2	0	0
Region 3	0	0
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations in the number of employees during the reporting period and between reporting periods	Increase in employees in 2022 associated with increased activity.	
Caetano Auto, S.A.	2022	2023
Total number of employees	883	918
Breakdown by gender		
Men	703	727
Women	180	191



Breakdown by region		
Algarve	54	58
Aveiro	43	41
Cascais/Oeiras	60	57
Coimbra	42	41
Lisbon	122	118
Litoral (Coast)	56	78
Minho region	72	77
Porto	185	181
Setúbal	96	99
Sintra	55	66
Santa Maria da Feira	42	45
Head Office - Gaia	56	57
Total number of permanent employees	715	714
Breakdown by gender		
Men	566	566
Women	149	148
Breakdown by region		
Algarve	43	37
Aveiro	37	36
Cascais/Oeiras	42	40
Coimbra	38	35
Lisbon	91	88
Litoral (Coast)	44	62
Minho region	55	56
Porto	156	156
Setúbal	84	82
Sintra	44	46



Santa Maria da Feira	35	35
Head Office - Gaia	46	45
Total number of temporary employees	139	172
Breakdown by gender		
Men	112	133
Women	27	39
Breakdown by region		
Algarve	8	18
Aveiro	4	5
Cascais/Oeiras	17	16
Coimbra	4	6
Lisbon	25	23
Litoral (Coast)	12	15
Minho region	14	20
Porto	22	25
Setúbal	10	10
Sintra	9	16
Santa Maria da Feira	7	9
Head Office - Gaia	7	9
Total number of non-guaranteed hours employees	10	15
Breakdown by gender		
Men	10	13
Women	0	2
Breakdown by region		
Algarve	1	0
Aveiro	0	0
Cascais/Oeiras	0	0



Coimbra	1	0
Lisbon	3	5
Litoral (Coast)	0	0
Minho region	0	0
Porto	2	1
Setúbal	2	6
Sintra	1	2
Santa Maria da Feira	0	0
Head Office - Gaia	0	1
Total number of full-time employees	715	714
Breakdown by gender		
Men	566	566
Women	149	148
Breakdown by region		
Caetano Auto - Algarve	43	37
Caetano Auto - Aveiro	37	36
Caetano Auto - Cascais/Oeiras	42	40
Caetano Auto - Coimbra	38	35
Caetano Auto - Lisbon	91	88
Caetano Auto - Litoral (Coast)	44	62
Caetano Auto - Minho region	55	56
Caetano Auto - Porto	156	152
Caetano Auto - Setúbal	84	82
Caetano Auto - Sintra	44	46
Caetano Auto - Santa Maria da Feira	35	35
Caetano Auto Head Office - Gaia	46	45
Total number of part-time employees	19	17
Breakdown by gender		



Men	15	15
Women	4	2
Breakdown by region		
Caetano Auto - Algarve	2	3
Caetano Auto - Aveiro	2	0
Caetano Auto - Cascais/Oeiras	0	1
Caetano Auto - Coimbra	0	0
Caetano Auto - Lisbon	3	2
Caetano Auto - Litoral (Coast)	1	1
Caetano Auto - Minho region	2	1
Caetano Auto - Porto	6	3
Caetano Auto - Setúbal	0	1
Caetano Auto - Sintra	1	2
Caetano Auto - Santa Maria da Feira	0	1
Caetano Auto Head Office - Gaia	2	2
Methodologies and assumptions used	Full-time equivalent (FTE) at the end of the reporting period	
Caetano Auto CV, S.A.	2022	2023
Total number of employees	102	101
Breakdown by gender		
Men	78	73
Women	24	28
Breakdown by region		
Ilha do Santiago (Santiago Island)	92	89
Ilha do Sal (Sal Island)	10	12
Total number of permanent employees	101	101
Breakdown by gender		
Men	78	73



Women	23	28
Breakdown by region		
Ilha do Santiago (Santiago Island)	91	89
Ilha do Sal (Sal Island)	10	12
Total number of temporary employees	1	0
Breakdown by gender		
Men	0	0
Women	1	0
Breakdown by region		
Ilha do Santiago (Santiago Island)	1	0
Ilha do Sal (Sal Island)	0	0
Total number of non-guaranteed hours employees	0	0
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0
Region 2	0	0
Region 3	0	0
Total number of full-time employees		
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0
Region 2	0	0
Region 3	0	0



Total number of part-time employees		
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0
Region 2	0	0
Region 3	0	0
Methodologies and assumptions used	Total employees at the end of the reporting period	
Caetano Renting, S.A.	2022	2023
Total number of employees	5	6
Breakdown by gender		
Men	1	2
Women	4	4
Breakdown by region		
Vila Nova de Gaia	5	6
Total number of permanent employees	6	6
Breakdown by gender		
Men	1	2
Women	5	4
Breakdown by region		
Vila Nova de Gaia	6	6
Total number of temporary employees	0	0
Total number of non-guaranteed hours employees	0	0
Total number of full-time employees	5	6
Breakdown by gender		



Men	1	2
Women	4	4
Breakdown by region		
Vila Nova de Gaia	5	6
Total number of part-time employees	0	0
Describe the methodologies and assumptions used to compile the data, including whether the numbers are reported:		
In head count, full-time equivalent (FTE), or using another methodology;	Total number of employees at the end of the reporting period	
At the end of the reporting period, as an average across the reporting period, or using another methodology;	December 31	
Kinto Portugal	2022	2023
Total number of employees	102	106
Breakdown by gender		
Men	65	61
Women	37	45
Breakdown by region		
Porto	89	91
Lisbon	13	15
Total number of permanent employees	90	90
Breakdown by gender		
Men	56	54
Women	34	36
Breakdown by region		
Porto	78	77
Lisbon	12	13
Total number of temporary employees	12	7



Breakdown by gender		
Men	9	6
Women	3	1
Breakdown by region		
Porto	11	4
Lisbon	1	3
Total number of non-guaranteed hours employees	0	0
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0
Region 2	0	0
Region 3	0	0
Total number of full-time employees	102	106
Breakdown by gender		
Men	65	61
Women	37	45
Breakdown by region		
Porto	89	91
Lisbon	13	15
Total number of part-time employees	0	0
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0



Region 2	0	0
Region 3	0	0
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
CaetanoBus	2022	2023
Total number of employees	827	864
Breakdown by gender		
Men	724	775
Women	103	89
Breakdown by region		
Greater Porto region	827	864
Total number of permanent employees	595	864
Breakdown by gender		
Men	521	775
Women	74	89
Breakdown by region		
Greater Porto region	595	864
Total number of temporary employees	2	2
Breakdown by gender		
Men	2	2
Women	0	0
Breakdown by region		
Greater Porto region	2	2
Total number of non-guaranteed hours employees	0	0
Total number of full-time employees	827	864
Breakdown by gender		
Men	724	775
Women	103	89



Breakdown by region		
Greater Porto region	827	864
Total number of part-time employees	0	0
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations in the number of employees during the reporting period and between reporting periods	Increase in employees associated with increased activity.	
Caetano UK	2022	2023
Total number of employees	12	12
Breakdown by gender		
Men	10	10
Women	2	2
Breakdown by region		
Leicestershire, United Kingdom	12	12
Total number of permanent employees	12	12
Breakdown by gender		
Men	10	10
Women	2	2
Breakdown by region		
Leicestershire, United Kingdom	12	12
Total number of temporary employees	0	0
Total number of non-guaranteed hours employees	0	0
Total number of full-time employees	12	12
Breakdown by gender		
Men	10	10
Women	2	2
Breakdown by region		



Leicestershire, United Kingdom	12	12
Total number of part-time employees	0	0
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations in the number of employees during the reporting period and between reporting periods	Increase in employees associated with increased activity.	
COBUS	2023	2022
Total number of employees	29	29
Breakdown by gender		
Men	23	20
Women	6	9
Breakdown by region		
Germany	29	28
France	0	1
Total number of permanent employees	29	29
Breakdown by gender		
Men	23	29
Women	6	9
Breakdown by region		
Germany	29	28
France	0	1
Total number of temporary employees	0	0
Total number of non-guaranteed hours employees	0	0
Total number of full-time employees	26	24
Breakdown by gender		
Men	23	20
Women	3	4



Breakdown by region		
Germany	26	23
France	0	1
Total number of part-time employees	3	5
Breakdown by gender		
Men	3	5
Women	0	0
Breakdown by region		
Germany	3	5
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations in the number of employees during the reporting period and between reporting periods	Increase in employees associated with increased activity.	

GRI 2-8 Workers who are not employees

Toyota Caetano Portugal, S.A.	2022	2023
Total number of workers who are not employees and whose work is controlled by the entity	53	68
Describe the most common types of worker and their contractual relationship with the organisation;	Workers hired by a temporary work agency.	Temporary workers, internships, surveillance service (concierge), catering service and subcontracted employees providing health services (head office medical centre).
Describe the type of work they perform	Cleaning and maintenance; business support activities (internships)	Business support activities (internships), health services (medical centre), cleaning, catering, factory maintenance



		and facilities surveillance.
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations during the reporting period and between reporting periods	Increase in 2022 associated with temporary production needs at the Ovar plant.	
Caetano Auto, S.A.	2022	2023
Total number of workers who are not employees and whose work is controlled by the entity	19	17
Describe the most common types of worker and their contractual relationship with the organisation;	Interns	Technicians
Describe the type of work they perform	Mechanics/ Administrative staff	Mechanics/ Administrative staff
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations during the reporting period and between reporting periods	Significant fluctuations mainly associated with the departure of temporary workers	n.a.
Caetano Auto CV, S.A.	2022	2023
Total number of workers who are not employees and whose work is controlled by the entity	n.a.	n.a.
Caetano Renting, S.A.	2022	2023
Total number of workers who are not employees and whose work is controlled by the entity	0	0
Kinto Portugal	2022	2023
Total number of workers who are not employees and whose work is controlled by the entity	4	7
Describe the most common types of worker and their contractual relationship with the organisation;	Temporary workers. Parking attendants (vehicles/logistics) and administrative work in the Contract Management team.	
Describe the type of work they perform	Handling, delivery and cleaning of vehicles.	



Methodologies and assumptions used	Total number of employees at the end of the reporting period	
CaetanoBus	2022	2023
Total number of workers who are not employees and whose work is controlled by the entity	10	10
Describe the most common types of worker and their contractual relationship with the organisation;	After-sales Assistance in customer countries	
Describe the type of work they perform	After-sales Assistance in customer countries	
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations during the reporting period and between reporting periods	n.a.	n.a.
Caetano UK	2022	2023
Total number of workers who are not employees and whose work is controlled by the entity	-	-
COBUS	2022	2023
Total number of workers who are not employees and whose work is controlled by the entity	4	8
Describe the most common types of worker and their contractual relationship with the organisation;	CaetanoBus employees	
Describe the type of work they perform	After-sales assistance	
Methodologies and assumptions used	Average over the reporting period	
Describe significant fluctuations during the reporting period and between reporting periods	n.a.	n.a.

No information for: Caetano Renting, S.A. and Caetano UK.

Governance

GRI 2-9 Governance structure and composition

Describe the governance structure, including committees of the highest governance body:

The Company has adopted a governance model that advocates the separation of the governing and supervisory bodies, as well as a double supervisory mechanism, consisting of a Supervisory Board and a Statutory Auditor. The company also has a remuneration committee which in 2022 began to cover nominations and appraisals. The Salvador Caetano Group, of which TCAP is a part of, has established a compliance committee and a sustainability committee, whose activities and policies are cross-cutting to all group companies.



List the committees of the highest governance body that are responsible for decision-making on and overseeing the management of the organisation's impacts on the economy, environment, and people:

The decision-making body is the Board of Directors. This body is assisted by the Compliance Committee and the Sustainability Committee.

Describe the composition of the highest governance body and its committees by:

- **Executive or non-executive members:** On 31 December 2023 the company had 4 executive directors and 3 non-executive directors. The executive Directors are responsible for the day-to-day management of the Company and the non-executive Directors have a general duty to monitor, supervise and support the strategy and decision-making of the Board of Directors.
- **Independence:** Independent directors are not taken into account, since they are appointed by the majority shareholders of the company
- **Tenure of the members of the highest governance body:** 4 years
- **Number of other significant positions and commitments held by each member, and the nature of the commitments:** All company directors are directors in other companies of their respective groups, i.e. the Salvador Caetano Group or Toyota Caetano Portugal Group
- **Gender:**
 - Board of Directors:
 - 2022 and 2023: 2 women and 4 men;
 - Compliance Committee:
 - 2021 and 2022: 2 women and 2 men;
 - Sustainability Committee:
 - 2022 and 2023: 9 men and 6 women
- **Under-represented social groups:** NA
- **Competences relevant to the impacts of the organisation:** Competences assessed by the Nomination, Appraisal and Remuneration Committee, in accordance with the internal operating regulations of the Board of Directors ([learn more about](#)).
- **Stakeholder Representation:** NA

Nomination and selection processes for the highest governance body and its committees:

The members of the Board of Directors are elected by the General Meeting of Shareholders for a renewable period of four years. It is their responsibility to carry out all the management acts necessary to carry out the operations inherent to their corporate purpose, in the best interests of the Company, its shareholders and employees. The General Meeting may also elect two substitute directors. The requirements for the nomination of the members of the Board of Directors are described in the Internal Regulation of the Board of Directors ([learn more about](#)). These requirements are deemed adequate to verify the suitability of the profile, knowledge and experience to the function to be performed.

GRI 2-10 Nomination and selection of the highest governance body

Describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: Criteria set out in the Internal Regulation of the Board of Directors ([learn more about](#))



- **Views of stakeholders (including shareholders):** Shareholders decide on nominations by voting at a General Meeting
- **Diversity:** Board of Directors comprising 6 directors, 2 of whom are women.
- **Independence:** The directors are not considered independent.
- **Competences relevant to the impacts of the organisation:** If in accordance with the requirements set out in the Board's internal regulations ([learn more about](#))

Report whether the chair of the highest governance body is also a senior executive in the organisation:
Yes

If the chair is also a senior executive, explain their function within the organisation's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated:

GRI 2-11 Chair of the highest governance *body*

The highest governance body has the following functions. Chairman of the Board of Directors: Toyota Caetano Portugal, S.A.; Caetano Auto, S.A.; CaetanoBus – Fabricação de Carroçarias, S.A.; Caetano Auto CV, S.A.; Fundação Salvador Caetano. Member of the Board of Directors: Caetano Renting. The Salvador Caetano Group is a family-run economic group, thus management is centred on the same group of people. Despite this overlapping of functions, there is no conflict of interest, as the functions are carried out in companies of the same group. Without waiver, the company approved a regulation for the management of possible conflicts of interest.

Describe the role of the highest governance body and of senior executives in developing, approving, and updating the organisation's purpose, value or mission statements, strategies, policies, and goals related to sustainable development: The Board of Directors is assisted in its functions by various departments, including risk analysis and, since 2022, by the Compliance Committee and the Sustainability Committee.
Describe the role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impacts on the economy, environment, and people, including:

GRI2-12 Role of the highest governance body in overseeing the management of impacts

- **Whether and how the highest governance body engages with stakeholders to support these processes:** The Board of Directors is directly involved in all processes, with the Chairman of the Board of Directors being the highest responsible for the Committee, being present at all meetings and participating in all work.
- **How the highest governance body considers the outcomes of these processes:** All the results of this Sustainability Committee are known by the Board of Directors, which will integrate them into its governance strategies.

Describe the role of the highest governance body in reviewing the effectiveness of the organisation's processes as described and report the frequency of this review: Since the Chairman of the Board is directly involved in the Sustainability Committee, he has direct access to all the information that he then shares with the other Directors and Top Managers. The Sustainability Committee meets quarterly.

Describe how the highest governance body delegates responsibility for managing the organisation's impacts on the economy, environment, and people, including:

GRI 2-13 Delegation of responsibility for managing impacts

- **Whether it has appointed any senior executives with responsibility for the management of impacts:** The chairman of the Board of Directors is also the chairman of the sustainability committee.
 - **Whether it has delegated responsibility for the management of impacts to other employees:** No.
- Describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organisation's impacts on the economy,



environment, and people: Since 2022, the Compliance Committee prepares annual reports on complaints received and report to the Board of Directors of Salvador Caetano. As for the Sustainability Committee, it was set up in 2022 and meets on a quarterly basis to analyse strategic indicators and make decisions taking into account the strategic alignment.

GRI 2-14 Role of the highest governance body in sustainability reporting

The Sustainability Committee is responsible for analysing and approving the information reported, including the organisation's material issues, and its chairman is also chairman of the Board of Directors. It meets quarterly, and reviews and approves the strategy and information to be reported, whenever necessary.

GRI 2-15 Conflicts of interest

Describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated: In addition to the Code of Conduct and Ethics, we are governed by the Regulation on Conflicts of Interest and Transactions with Related Parties (https://toyotacaetano.pt/wp-content/uploads/sites/24/2022/10/Regulamento-Partes-relacionadas_PT_Versao-31.08.2022.pdf)

Report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to:

- **Cross-board membership:** TCAP administrators are administrators in various other GSC or TME companies.
- **Cross-shareholding with suppliers and other stakeholders:** no TCAP shareholder is a TCAP manager.
- **Existence of controlling shareholders:** Salvador Caetano Auto
- **Related parties, their relationships, transactions, and outstanding balances:** In accordance with the Regulation on conflicts of interest and transactions with related parties

GRI 2-16 Communication of critical concerns

	2021	2022
Describe whether and how critical concerns are communicated to the highest governance body		
Report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period		

GRI 2-17 Collective knowledge of the highest governance *body*

During the reporting period, no specific measures were developed to increase the collective knowledge, skills and experience of the highest governance body on sustainable development.

Describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organisation's impacts on the economy, environment, and people:

GRI 2-18 Evaluation of the performance of the highest governance body

The evaluation is carried out by human resources and reported to the Nomination, Appraisal and Remuneration Committee, in accordance with its internal regulations, which shall decide on it.

Report whether the evaluations are independent or not, and the frequency of the evaluations: Annual and carried out by the nominations, evaluations and remunerations committee.



Describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organisational practices: The evaluations have a direct impact on the applicable variable remuneration, and may, at the limit, lead to its replacement under the terms of the applicable law.

Describe the remuneration policies for members of the highest governance body and senior executives, including:

- **Fixed pay and variable pay:** No attraction bonuses or recruitment incentive payments are awarded
- **Sign-on bonuses or recruitment incentive payments:**
- **Termination payments:** Payments in accordance with the law.
- **Clawbacks:** No
- **Retirement benefits:** Yes

Describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organisation's impacts on the economy, environment, and people.:

The setting of the remuneration amounts of the members of the corporate bodies shall take into account principles such as matching the objectives and long-term interests of the Company, its customers, employees and shareholders, and Equality. Variable pay is based on an annual individual performance assessment, which is based on a set of quantitative indicators that should be in line with the strategic objectives of the company, and on qualitative aspects considered essential for the long term sustainability of the business, namely qualitative indicators aligned with the *Ser Caetano* Values (Ambition/Commitment/Confidence/Cooperation/Responsibility).

Find out more in the current Remuneration Policy (<https://toyotacaetano.pt/wp-content/uploads/sites/24/2022/09/POLITICA-DE-REMUNERACOES-DA-SOCIEDADE-27.10.2021.pdf>)

Describe the process for designing its remuneration policies and for determining remuneration, including:

Nomination, Appraisal and Remuneration Committee responsible for determining the remuneration, in accordance with the Remuneration Policy in force (<https://toyotacaetano.pt/wp-content/uploads/sites/24/2022/09/POLITICA-DE-REMUNERACOES-DA-SOCIEDADE-27.10.2021.pdf>)

- **Whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration:** Nomination, Appraisal and Remuneration Committee responsible for determining the remuneration process. An independent commission.
- **How the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration:** Opinions are not obtained.
- **Whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organisation, its highest governance body and senior executives:** No

GRI 2-19 Remuneration policies

GRI 2-20 Process to determine remuneration



- **Report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable:** The remuneration policy was approved by the Nominations, Appraisal and Remuneration Committee and the shareholder's general meeting. In addition, remunerations are approved by the Committee.

GRI 2-21 Annual total compensation ratio¹

Toyota Caetano Portugal, S.A.	2022	2023
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	8.53	7.94
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	0	3.09
Caetano Auto, S.A.	2022	2023
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	6.48	7.16
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	0	7.23
Caetano Auto CV, S.A.	2022	2023
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	7.80	7.36
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	0	0
Caetano Renting, S.A.	2022	2023

¹ The remuneration ratio between the highest paid individual and the average salary of all other employees (excluding the highest paid individual). Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)



Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	14,73	3,64
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	0	-0,44
Kinto Portugal	2022	2023
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	7,83	8,13
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	0	1,44
CaetanoBus	2022	2023
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	6,82	6,37
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	0	0
Caetano UK	2022	2023
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	2,06	0
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	0	0



No information for: COBUS

Strategy, policies and practices

GRI 2-22 Statement on sustainable development strategy

Chairman's message

Salvador Caetano is committed to complying with the best corporate management practices, actively promoting responsible and ethical conduct in the way it conducts its business, honoring the Be Caetano principles and values. <https://salvadorcaetano.pt/wp-content/uploads/sites/43/2022/11/Codigo-de-Etica-Profissional-%E2%80%93-Salvador-Caetano.pdf>

GRI 2-23 Policy commitments

GRI 2-24 Embedding policy commitments

We develop our business responsibly. For this reason, we monitor compliance with the rules and principles contained in our Code of Conduct and Ethics, focusing on accuracy and transparency.

GRI 2-25 Processes to remediate negative impacts

The organization does not currently have an effective and transversal process to mitigate potential negative impacts.

GRI 2-26 Mechanisms for seeking advice and raising concerns

An anonymous reporting channel is available to all employees. <https://gsc.wemake.pt/reporting-channel/d4d5c>

Significant instances of non-compliance with laws and regulations	business units	2022	2023
Instances for which fines were incurred	no.	0	0
Instances for which non-monetary sanctions were incurred	no.	0	0
Total	no.		

Fines for instances of non-compliance with laws and regulations t	business units	2022	2023
Fines for instances of non-compliance with laws and regulations that occurred in the current reporting period	no.	0	0
	€	0	0
Fines for instances of non-compliance with laws and regulations that were paid in previous reporting periods;	no.	0	0
	€	0	0
Total	no.	0	0
	€	0	0

GRI 2-27 Compliance with laws and regulations

GRI 2-28 Membership associations

SR23 TCAP | 03. OUR COMMITMENT FOR A BETTER TOMORROW > Together, we build the future [\(learn more about\)](#)

Stakeholder engagement


GRI 2-29 Approach to stakeholder engagement

AEP and ACAP

GRI 2-30 Collective bargaining agreements

The Collective Contract that regulates the activity of the Automobile Sector is signed between ACAP and SINDEL/FETESE and SITECS (UGT tendency), published in the Bulletin of the Ministry of Labour (1st series), n.º 37, of October 8, 2010 and which was the subject of Extension Ordinance No. 3/2011, published in the Diário da República, 1st series, of January 3, 2011.

GRI 3 - Material Topics 2021

Location/Answer

Disclosures on material topics
GRI 3-1 Process to determine material topics
SR23 TCAP | About the report ([learn more about](#))
GRI 3-2 List of material topics
SR23 TCAP | About the report ([learn more about](#))
GRI Topic Standards

Location/Answer

GRI 201 - Economic Performance 2016
GRI 201-1 Direct economic value generated and distributed

Toyota Caetano Portugal, S.A.	2022	2023
Direct economic value generated	405 772 433 €	453 338 220 €
Economic value distributed	498 098 152 €	554 901 941 €
Economic value retained	-92 325 719 €	-101 563 721 €
Caetano Auto, S.A.	2022	2023
Direct economic value generated	243 432 721 €	280 651 983 €
Economic value distributed	231 886 955 €	41 113 667 €
Economic value retained	11 545 766 €	239 538 316 €
Caetano Auto CV, S.A.	2022	2023
Direct economic value generated	16 524 966 €	19 800 556 €
Economic value distributed	16 524 966 €	21 067 556 €
Economic value retained	0 €	-1 267 000 €
Caetano Renting, S.A.	2022	2023
Direct economic value generated	35 756 404 €	38 953 378 €
Economic value distributed	26 722 511 €	3 073 191 €
Economic value retained	9 033 893 €	35 880 187 €



Kinto Portugal	2022	2023
Direct economic value generated	100 070 932 €	110 276 075 €
Economic value distributed	58 734 685 €	48 617 432 €
Economic value retained	41 336 247 €	61 658 643 €
CaetanoBus	2022	2023
Direct economic value generated	56 893 217 €	111 280 951 €
Economic value distributed	58 493 401 €	-35 485 838 €
Economic value retained	-1 600 184 €	146 766 789 €
Caetano UK	2022	2023
Direct economic value generated	20 347 793 €	47 691 276 €
Economic value distributed	36 435 708 €	48 616 030€
Economic value retained	-16 087 914 €	-924 754€
COBUS	2022	2023
Direct economic value generated	34 409 751 €	50 053 348 €
Economic value distributed	18 044 566 €	29 409 587 €
Economic value retained	16 365 185 €	20 643 761 €

GRI 201-2

Financial implications and other risks and opportunities due to climate change

Climate change poses serious threats to humanity. As such, its impacts are reflected in its entire existence, of which business is also a part.

Its effects are manifested through:

- Raw materials, for their costs and/or scarcity;
- Legal, by the increasing regulation on GHG emissions;
- Social, due to growing awareness and impact on communities;
- For the sum of all in our activity.

The volatility of raw material costs, especially those of fossil origin, impacts not only on our production processes, but also on the consumers of our products and services. Therefore, we invest in technologies that provide our operations with more efficient solutions capable of mitigating the impact of our production chain. But, that's not all. The investment in technology, plus the investment in R&D, is also intended to offer the market mobility solutions increasingly in line with the response to environmental challenges. Challenges to which entities should commit themselves and help bring about change.



Thus, we gear our activities towards a growing development and availability of sustainable mobility services and solutions. With a focus on electric, hybrid and hydrogen vehicles, and a wide range of services that enable people to circulate in a more efficient and environmentally sustainable way.

Regarding TCAP, Caetano Auto, Caetano Renting, and Caetano Bus, this information can be found in the Annual Report and Accounts 2023 TCAP ([learn more about](#)).

Regarding the procedure at Caetano UK, British legislation obliges employees to join a pension fund at the time of hiring, also determining a minimum monthly contribution of 8%. Currently, in general, at Caetano UK, its employees deduct 5% with a 3% company contribution. Even if required to join the pension fund, employees can ask to leave at the end of the first month. However, companies are required to carry out internal awareness raising campaigns for joining the fund every 3 years.

The remaining companies in the TCAP Group currently have no obligations relating to defined benefit plans or other retirement plans.

GRI 201-3 Defined benefit plan obligations and other retirement plans

Portugal		
Toyota Caetano Portugal, S.A.	2022	2023
Grants	4 216 900 €	4 684 663 €
Total	4 216 900 €	4 684 663 €
Caetano Auto, S.A.	2022	2023
Grants	79 000 €	88 749 €
Total	79 000 €	88 749 €
Caetano Auto CV, S.A.	2022	2023
Total	0 €	0 €
Caetano Renting, S.A.	2022	2023
Total	0 €	0 €
Kinto Portugal	2022	2023
Grants	224 €	0 €
Total	224 €	0 €
CaetanoBus	2022	2023
Grants	51 616 €	93 869 €
Investment grants, research and development grants, and other relevant types of grant	453 419 €	500 798 €
Financial incentives	175 798 €	0 €

GRI 201-4 Financial assistance received from government



Total	680 833 €	594 668 €
Caetano UK	2022	2023
Total	0 €	0 €
COBUS	2022	2023
Total	0 €	0 €

The following companies do not receive financial assistance: Caetano Auto CV, Caetano Renting S.A. and Caetano UK.

In none of the companies does the government have a stake in the shareholding structure of the organisation.

GRI 202 - Market Presence 2016

GRI 202-1 Ratios of standard entry level wage by gender compared to local minimum wage

Toyota Caetano Portugal, S.A.	2022	2023
DAF		
Male	1,24	1,18
Female	1,35	1,38
DEI North and South		
Male	1,03	1,09
Female	1,01	1,13
DPC and Gaia		
Male	1,00	1,00
Female	1,06	1,25
NMSC		
Male	1,21	1,18
Female	1,21	1,24
Ovar		
Male	1,00	1,09
Female	1,00	1,09
Caetano Auto, S.A.	2022	2023



Caetano Auto - Algarve		
Male	0,78	1,09
Female	0,78	1,09
Caetano Auto - Aveiro		
Male	0,78	1,09
Female	0,78	1,09
Caetano Auto - Cascais/Oeiras		
Male	0,78	1,09
Female	0,78	1,09
Caetano Auto - Coimbra		
Male	0,78	1,09
Female	0,81	1,11
Caetano Auto - Lisbon		
Male	0,78	1,09
Female	0,78	1,09
Caetano Auto - Litoral (Coast)		
Male	0,78	1,00
Female	0,78	1,09
Caetano Auto - Minho region		
Male	0,78	1,09
Female	0,78	1,09
Caetano Auto - Porto		
Male	0,78	1,00
Female	0,78	1,00
Caetano Auto - Setúbal		
Male	0,78	1,09
Female	0,78	1,09



Caetano Auto - Sintra		
Male	0,78	1,09
Female	0,78	1,00
Caetano Auto - Sta. Maria Feira		
Male	0,78	1,09
Female	0,78	1,08
Caetano Auto Head Office - Gaia		
Male	1,00	1,18
Female	0,83	1,12
Caetano Renting, S.A.	2022	2023
Male	1,52	1,51
Female	1,79	1,75
Kinto Portugal	2022	2023
Male	1,06	1,12
Female	1,06	1,12
CaetanoBus	2022	2023
Male	1,00	1,00
Female	1,00	1,00
Caetano UK	2022	2023
Male	0,99	1,00
Female	0,99	1,00

The minimum wage considered in the calculations corresponds to the standard national minimum wage (€705 in 2022 and €760 in 2023), with the exception of Caetano UK, where the national minimum wage for over 23 years hold is £9.5 per hour updated in April 2023 to £10.42 per hour. No information for: Caetano Auto CV, S.A. and COBUS.

GRI 202-2 Proportion of senior management hired from the local community

Toyota Caetano Portugal, S.A.	2022	2023
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Percentage of senior management at significant locations of operation that are hired from the local community	33,3%	
DAF	0,0%	100,0%
DEI North and South	0,0%	100,0%
DPC and Gaia	100,0%	100,0%
NMSC	0,0%	100,0%
Ovar	100,0%	100,0%
Caetano Auto, S.A.	2022	2023
Percentage of senior management at significant locations of operation that are hired from the local community	40,0%	
Algarve	100,0%	100,0%
Aveiro	0,0%	100,0%
Cascais/Oeiras	0,0%	100,0%
Coimbra	0,0%	0,0%
Lisbon	100,0%	100,0%
Litoral (Coast)	0,0%	0,0%
Minho region	0,0%	100,0%
Porto	100,0%	100,0%
Setúbal	0,0%	100,0%
Sintra	0,0%	100,0%
Santa Maria da Feira	0,0%	100,0%
Head Office - Gaia	75,0%	100,0%
Caetano Renting, S.A.	2022	2023
Percentage of senior management at significant locations of operation that are hired from the local community	0,0%	0,0%
KINTO	2022	2023



Percentage of senior management at significant locations of operation that are hired from the local community	20,0%	100,0%
CaetanoBus	2022	2023
Percentage of senior management at significant locations of operation that are hired from the local community	0,0%	0,0%
Caetano UK	2022	2023
Percentage of senior management at significant locations of operation that are hired from the local community	0,0%	0,0%

No information for: Caetano Auto CV, S.A. and COBUS.

GRI 204 - Procurement Practices 2016

GRI 204-1

Proportion of spending on local suppliers

Procurement budget that is spent with local suppliers	2022	2023
Caetano Auto, S.A.	99,9%	99,87%
Kinto Portugal	96,0%	99,7%
Caetano Bus	49,1%	51,2%
Caetano UK	40,7%	104,1%

The geographical definition of 'local' adopted for the companies mentioned is Portugal, except in the case of Caetano UK, which is the United Kingdom. The definition used for 'significant business units' is "Workshops and Stands in Portugal" for Caetano Auto, "Production Centres" for Caetano Bus, and "All operations" for Caetano UK.

No information for: Toyota Caetano Portugal S.A., Caetano Auto CV and Caetano Renting.

GRI 205- Anti-corruption 2016



		Operations assessed for risks related to corruption	2021	2022
GRI 205-1	Operations assessed for risks related to corruption	Number of operations assessed for risks related to corruption	0	1
		Percentage of operations assessed for risks related to corruption	0.0%	0.01%
		Significant risks related to corruption identified through the risk assessment	The risk matrix was completed in 2023.	
GRI 205-2	Communication and training about anti-corruption policies and procedures	The anti-corruption policies and procedures have been approved with the Salvador Caetano holding company, and their cross-cutting communication (governing bodies, other employees, business partners and other stakeholders) is planned for 2024.		
GRI 205-3	Confirmed incidents of corruption and actions taken	During the reporting period, there were no confirmed cases of corruption or corruption-related legal proceedings against the organisation or its employees.		
GRI 206 – Anti-competitive behaviour 2016				
GRI 206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	There are no pending or completed legal actions during the reporting period regarding anti-competitive behaviour and violations of anti-trust and anti-monopoly legislation in which the organisation was identified as a participant.		
GRI 301 – Materials 2016				
GRI 3 – Material Topics 2021 3-3-	Management of material topics	Given the industrial component of our business, carried out by TCAP's Ovar Manufacturing Division and CaetanoBus, we are aware of the importance of the efficient management of materials and their use, as reflected in the Water Resources and Circular Economy pillar of the <i>Ser Sustentável</i> Programme. We are certified under a set of Management Systems, which we manage in an integrated way, including an Environmental Management System (ISO 14001), which covers the divisions Toyota Lexus, Ovar Manufacturing Plant and Industrial Equipment and CaetanoBus. We join forces to mitigate waste in our production chain and continuously improve our practices. Find out more in the SR23 TCAP "3.2. WITH THE PLANET" > "Circular economy"		
GRI 301-1	Materials used – by weight or volume	As a result of the multiplicity of our supply chain, we do not have a transversal and standardized data collection system		
GRI 301-2	Recycled input materials used	As a result of the multiplicity of our supply chain, we do not have a transversal and standardized data collection system		
GRI 302 – Energy 2016				
GRI 3 – Material Topics 2021 3-3-	Management of material topics	Given the industrial component of our business, carried out by TCAP's Ovar Manufacturing Division and by CaetanoBus, and the high energy consumption associated with these activities, we are aware of the importance of our contribution to the reduction and efficiency in energy consumption, as reflected in the pillar Energy Sustainability and Carbon Neutrality of the <i>Ser Sustentável</i> Programme. We are certified		



under a set of Management Systems, which we manage in an integrated way, including an Environmental Management System (ISO 14001), which covers the divisions Toyota Lexus, Ovar Manufacturing Plant and Industrial Equipment and CaetanoBus and an Energy Management System (ISO 50001), which certifies the Industrial Equipment Division - North.

A plan for energy transition from fossil to renewable energy sources is underway, so as to minimise the impact of our activities while producing more efficient mobility solutions to serve society. Find out more in the SR23 TCAP | "3.2. WITH THE PLANET" > " We chart a path for our home's energy transition"

GRI 302-1 Energy consumption within the organisation

Toyota Caetano Portugal, S.A.	Business units	2022	2023
Total energy consumption within the organisation	MWh	10 308	9 191
Total fuel consumption within the organisation from non-renewable sources	MWh	7 180	6 122
Diesel	MWh	1 701	1 526
Petrol	MWh	1 699	1 787
Butane/Propane/LPG	MWh	3 526	2 512
Natural gas	MWh	254	297
Total electricity consumption	MWh	3 203	3 019
Caetano Auto, S.A.	Business units	2022	2023
Total energy consumption within the organisation	MWh	12 712	12 868
Total fuel consumption within the organisation from non-renewable sources	MWh	7 270	7 337
Diesel	MWh	807	803
Petrol	MWh	4 148	4 235
Butane/Propane/LPG	MWh	1 077	819
Natural gas	MWh	1 238	1 481
Total electricity consumption	MWh	5 415	5 420
Caetano Auto CV, S.A.	Business units	2022	2023
Total energy consumption within the organisation	MWh	222	n.d.
Total fuel consumption within the organisation from non-renewable sources	MWh	0	n.d.



Total electricity consumption	MWh	222	n.d.
Caetano Renting, S.A.	Business units	2022	2023
Total energy consumption within the organisation	MWh	39	27
Total fuel consumption within the organisation from non-renewable sources	MWh	36	27
Diesel	MWh	16	10
Petrol	MWh	21	17
Total electricity consumption	MWh	3	0
Kinto Portugal	Business units	2022	2023
Total energy consumption within the organisation	MWh	758	790
Total fuel consumption within the organisation from non-renewable sources	MWh	755	790
Diesel	MWh	487	274
Petrol	MWh	263	516
Natural gas	MWh	5	0
Total electricity consumption	MWh	3	0
CaetanoBus	Business units	2022	2023
Total energy consumption within the organisation	MWh	5 105	8 125
Total fuel consumption within the organisation from non-renewable sources	MWh	2 908	5 719
Diesel	MWh	132	382
Petrol	MWh	400	395
Butane/Propane/LPG	MWh	344	487
Natural gas	MWh	2 033	3 915
Total electricity consumption	MWh	2 198	2 406
Caetano UK	Business units	2022	2023
Total energy consumption within the organisation	MWh	685	772



Total fuel consumption within the organisation from non-renewable sources	MWh	131	141
Diesel	MWh	0	0
Petrol	MWh	0	0
Butane/Propane/LPG	MWh	0	0
Natural gas	MWh	131	141
Total electricity consumption	MWh	554	641
Total electricity sold	MWh	554	641

There is no consumption of fuels from renewable sources, heating, cooling or steam.
No information for: COBUS

GRI 302-2 Energy consumption outside of the organisation There is no energy consumption outside of the organisation.

GRI 302-3

Energy intensity

Energy intensity ratio	Business units	2022	2023
Toyota Caetano Portugal, S.A.	Total energy consumption by billing value in thousands of euros	0,026	0,021
Caetano Auto, S.A.		0,052	0,044
Caetano Auto CV, S.A.		0,014	n.d.
Caetano Renting S.A.		0,001	0,001
Kinto Portugal		0,008	0,007
Caetano Bus		0,096	0,073
Caetano UK		0,03	0,02

GRI 302-4 Reduction of energy consumption

Toyota Caetano Portugal, S.A.	Business units	2022	2023
Amount of reductions in energy consumption achieved as a result of conservation and efficiency initiatives	J	0	25,6
Caetano Auto, S.A.	Business units	2022	2023
Amount of reductions in energy consumption achieved as a result of conservation and efficiency initiatives	MWh	361	399



Kinto Portugal	Business units	2022	2023
Amount of reductions in energy consumption achieved as a result of conservation and efficiency initiatives	MWh	10	10

Types of energy included in the reductions: whether fuel, electricity, heating, cooling, steam or all:
Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it:
Standards, methodologies, assumptions and/or calculation tools used:

No information for: Caetano Auto CV, S.A., Caetano Renting, S.A., CaetanoBus, and Caetano UK.

GRI 302-5 Reductions in energy requirements of products and services

There were no significant reductions in the energy requirements of products and services sold.

GRI 303 - Water and Effluents 2018

GRI 3 - Material Topics 2021 | 3-3- Management of material topics

We comply with the legal requirements regarding water withdrawal and discharge, namely those established by permits and authorisations granted to our business units. We are also certified under a set of Management Systems, which we manage in an integrated way, including an Environmental Management System (ISO 14001), which covers the divisions Toyota Lexus, Ovar Manufacturing Plant and Industrial Equipment and CaetanoBus and a Quality Management System (ISO 9001), which, in addition to the previous ones, also covers Caetano Auto.

Aware of the importance of efficient management of water resources, it is reflected in the pillar Water Resources and Circular Economy of the *Ser Sustentável* Programme. Find out more in the SR23 TCAP | "3.2. WITH THE PLANET" > "Water resources"

Description of how the organisation interacts with water: Toyota Caetano Portugal, S.A., Caetano Auto, CaetanoBus and Caetano UK consume water supplied by third parties and also have their own water withdrawal that serves the industrial production units. Water is mostly used to wash vehicles in all the companies mentioned. Regarding the discharge of effluent, the TCAP, CaetanoBus and Caetano Auto units present the respective discharge authorization. In Caetano UK's case, the water is mostly used for washing the vehicles.

GRI 303-1 Interactions with water as a shared resource

Description of the approach used to identify water-related impacts: Consumption and legal requirements. Authorizations for the discharge of effluents are subject to evidence of compliance with the analysis of the physical and chemical parameters of the effluent downstream of the hydrocarbon separator

Description of how water-related impacts are addressed: Consumption control and quarterly monitoring.

Explanation of the process for setting any water-related goals and targets that are part of the organisation's approach to managing water and effluents, and how they relate to public policy and the local context of each area with water stress: Legal requirements imposed in permits.

GRI 303-2 Management of water discharge-related impacts

The minimum standards for effluent discharge are defined in the discharge authorisation from the municipal water authority.

GRI 303-3 Water withdrawal



Toyota Caetano Portugal, S.A., Caetano Auto, S.A., CaetanoBus and Caetano UK	Business units	2022	2023
Total water withdrawal from all areas	Megalitres	792	871
Total water withdrawal from all areas without water stress	Megalitres	792	871
Groundwater	Megalitres	24	54
Freshwater ²	Megalitres	24	54
Other types of water ³	Megalitres	0	0
Third-party water	Megalitres	768	817
Freshwater	Megalitres	768	817
Other types of water	Megalitres	0	0
Total water withdrawal from all areas with water stress	Megalitres	0	0

No information for: Caetano Auto CV, S.A., Caetano Renting, S.A. and Kinto Portugal.

GRI 303-4 Water discharge

Toyota Caetano Portugal, S.A., Caetano Auto, S.A., CaetanoBus and Caetano UK	Business units	2022	2023
Total water discharge to all areas by destination	Megalitres	803	871
Surface water + groundwater	Megalitres	35	54
Total water discharge by freshwater and other types of water	Megalitres	803	871
Freshwater	Megalitres	803	971
Other types of water	Megalitres	0	0
Total water discharge to all areas with water stress	Megalitres	0	0

No information for: Caetano Auto CV, S.A., Caetano Renting, S.A. and Kinto Portugal.

GRI 303-5 Water consumption

Toyota Caetano Portugal, S.A., Caetano Auto, S.A., CaetanoBus and Caetano UK	Business units	2022	2023
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² total dissolved solids ≤1,000 mg/L

³ total dissolved solids >1,000 mg/L



Total water consumption from all areas	Megalitres	803	897
Total water consumption from all areas with water stress	Megalitres	0	0

Water storage was not identified as causing a significant water-related impact.
 No information for: Caetano Auto CV, S.A., Caetano Renting, S.A. and Kinto Portugal.

GRI 305 - Emissions 2016

GRI 3 - Material Topics 2021 | 3-3- Management of material topics

Aware of the role that our sector plays in accelerating decarbonisation by offering sustainable mobility solutions, we also have the responsibility to manage the impact of our own activities in terms of emissions, reflected in the pillar Energy sustainability and carbon neutrality of the *Ser Sustentável* Programme. Within the scope of various decarbonisation plans, we have been implementing various energy efficiency initiatives and setting up an energy management and monitoring system that enables us to improve performance. We are also certified under a set of Management Systems, which we manage in an integrated way, including an Environmental Management System (ISO 14001), which covers the divisions Toyota Lexus, Ovar Manufacturing Plant and Industrial Equipment and CaetanoBus and an Energy Management System (ISO 50001), which certifies the Industrial Equipment Division - North. Find out more in the SR23 TCAP | "3.2. WITH THE PLANET" > " We chart a path for our home's energy transition"

GRI 305-1 Direct (Scope 1) GHG emissions

Total direct (Scope 1) GHG emissions	Business units	2022	2023
Toyota Caetano Portugal, S.A.	tCO2eq	1 777	1 497
Caetano Auto, S.A.		1 753	1 763
Caetano Auto CV, S.A.		0	0
Caetano Renting S.A.		9	7
Kinto Portugal		197	202
CaetanoBus		632	728

Emission factors can be consulted in the SR23 TCAP | Methodological notes ([learn more about](#)) No information for: CaetanoBus and Caetano UK.

GRI 305-2 Energy indirect (Scope 2) GHG emissions

Total location-based energy indirect (Scope 2) GHG emissions	Business units	2022	2023
Toyota Caetano Portugal, S.A.	tCO2eq	1 416	1 419
Caetano Auto, S.A.		2 545	2 547



Caetano Auto CV, S.A.	104	104
Caetano Renting S.A.	1	0
Kinto Portugal	1	0
CaetanoBus	1 033	1 131

Emission factors can be consulted in the SR23 TCAP | Methodological notes ([learn more about](#)) No information for: CaetanoBus and Caetano UK.

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

It is not yet possible to estimate scope 3 emissions for Toyota Caetano Portugal. A partial analysis of emissions from Toyota Caetano Portugal, S.A. can be found in the SR23 TCAP | "3.2. WITH THE PLANET" > " We chart a path for our home's energy transition" ([learn more about](#))

GRI 305-4 GHG emissions intensity

Emissions intensity ratio	Business units	2022	2023
Toyota Caetano Portugal, S.A.	Total emissions by billing value in thousands of euros	0,008	0,006
Caetano Auto, S.A.		0,018	0,015
Caetano Auto CV, S.A.		0,006	0,005
Caetano Renting S.A.		0,000	0,000
Kinto Portugal		0,002	0,002

GRI 305-5 Reduction of GHG emissions

Toyota Caetano Portugal, S.A.	Business units	2022	2023
GHG emissions reduced as a direct result of reduction initiatives	tCO ₂ eq	Installation of Energy Recovery Plants	9,42
Scopes in which reductions took place		Scope 1 and 2	Scope 1 and 2
Caetano Auto, S.A.	Business units	2022	2023
GHG emissions reduced as a direct result of reduction initiatives	tCO ₂ eq	-	52,07
Scopes in which reductions took place		Scope 1 and 2	Scope 1 and 2
Caetano Auto CV, S.A.	Business units	2022	2023
GHG emissions reduced as a direct result of reduction initiatives	tCO ₂ eq	0	0
Kinto Portugal	Business units	2022	2023



GHG emissions reduced as a direct result of reduction initiatives	tCO ₂ eq	2	2
Scopes in which reductions took place		Scope 2	Scope 2

The base year taken into consideration is 2019, as it is the last year with normal consumption values, without activity stoppages caused by the Covid-19 pandemic.
 Emission factors can be consulted in the SR22 TCAP | Methodological notes ([learn more about](#))
 No information for: Caetano Renting, S.A., CaetanoBus and Caetano UK.

GRI 306 - Waste 2020

GRI 3 - Material Topics 2021 | 3-3- Management of material topics

We are aware of the importance of the efficient management of natural resources, as reflected in the pillar Water Resources and Circular Economy of the *Ser Sustentável* Programme. We are certified under a set of Management Systems, which we manage in an integrated way, including an Environmental Management System (ISO 14001), which covers the divisions Toyota Lexus, Ovar Manufacturing Plant and Industrial Equipment and CaetanoBus. We join forces to mitigate waste in our production chain and continuously improve our practices. Find out more in the SR23 TCAP | "3.2. WITH THE PLANET" > "Circular economy"

Reason for omission of the remaining companies: The remaining companies do not have environmental certification

GRI 306-1 Waste generation and significant waste-related impacts

CaetanoBus: The waste is mostly from the bus painting activity and operation and maintenance of the facilities/product.

CaetanoBus:

Measures taken, including circularity measures, to prevent waste generation in the organisation's own activities and *upstream* and downstream in its value chain, and also to manage significant impacts of the waste generated:

- Informing/training employees to reduce the amount of hazardous waste (the waste of raw material/chemicals).
- When developing new products opt for materials with a longer life cycle and promote ecodesign.
- Reuse of waste (scrap metal, aluminium, wood) generated in the production of buses in materials used at the facilities.
- Study of the amount of solvent in contaminated waste (new waste).
- Monthly verification of the type of forwarding/treatment of non-recoverable hazardous waste and research into better alternatives for recyclability.

GRI 306-2 Management of significant waste-related impacts

The processes used to collect and monitor waste-related data: Waste is managed by CaetanoBus. The GERESI application is used for the registration of the Waste Accompaniment Dockets (WAD) and the registration of consignees' licences and transporters' licences. Portuguese Environment Agency Official Platform (Siliamb).



GRI 306-3 Waste generated

Toyota Caetano Portugal, S.A.	Unidades	2022	2023
Peso total dos resíduos gerados	t	879	927

CaetanoBus	Business units	2022	2023
Total weight of waste generated	t	564	835

CaetanoAuto	Unidades	2022	2023
Peso total dos resíduos gerados	t	750	602

GRI 306-4 Waste not destined for final disposal

CaetanoBus	Business units	2022	2023
Total weight of waste not destined for disposal	t	375	557
Total weight of hazardous waste not destined for disposal per recovery operation	t	11	s.d.
Preparation for reuse	t	10	s.d.
Within the organisation	t	0	s.d.
Outside of the organisation	t	10	s.d.
Recycling	t	1	s.d.
Within the organisation	t	0	s.d.
Outside of the organisation	t	1	s.d.
Other recovery operations	t	0	s.d.
Within the organisation	t	0	s.d.
Outside of the organisation	t	0	s.d.
Total weight of non-hazardous waste not destined for disposal per recovery operation	t	351	s.d.
Preparation for reuse	t	2	s.d.
Within the organisation	t	0	s.d.
Outside of the organisation	t	2	s.d.
Recycled	t	349	s.d.
Within the organisation	t	0	s.d.
Outside of the organisation	t	349	s.d.



	TCAP	Business units	2022	2023
	Total weight of waste not destined for disposal	t	688	720
	Total weight of hazardous waste not destined for disposal per recovery operation	t	s.d.	s.d.
	Preparation for reuse	t	s.d.	s.d.
	Within the organisation	t	s.d.	s.d.
	Outside of the organisation	t	s.d.	s.d.
	Recycling	t	s.d.	s.d.
	Within the organisation	t	s.d.	s.d.
	Outside of the organisation	t	s.d.	s.d.
	Other recovery operations	t	s.d.	s.d.
	Within the organisation	t	s.d.	s.d.
	Outside of the organisation	t	s.d.	s.d.
	Total weight of non-hazardous waste not destined for disposal per recovery operation	t	s.d.	s.d.
	Preparation for reuse	t	s.d.	s.d.
	Within the organisation	t	s.d.	s.d.
	Outside of the organisation	t	s.d.	s.d.
	Recycled	t	s.d.	s.d.
	Within the organisation	t	s.d.	s.d.
	Outside of the organisation	t	s.d.	s.d.
	CaetanoAuto	Business units	2022	2023
	Total weight of waste not destined for disposal	t	292	189
	Total weight of hazardous waste not destined for disposal per recovery operation	t	s.d.	s.d.
	Preparation for reuse	t	s.d.	s.d.
	Within the organisation	t	s.d.	s.d.
GRI 306-4 Waste not destined for final disposal				
GRI 306-4 Waste not destined for final disposal				



Outside of the organisation	t	s.d.	s.d.
Recycling	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Other recovery operations	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Total weight of non-hazardous waste not destined for disposal per recovery operation	t	s.d.	s.d.
Preparation for reuse	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Recycled	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.

CaetanoBus	Business units	2022	2023
Total weight of waste destined for disposal by waste composition	t	169	287
Total weight of hazardous waste destined for disposal per disposal operation	t	41	-
Incineration (with energy recovery)	t	16	-
Within the organisation	t	0	-
Outside of the organisation	t	16	-
Incineration (without energy recovery)	t	-	-
Landfill	t	4	-
Within the organisation	t	0	-
Outside of the organisation	t	4	-
Other disposal operations	t	21	-

GRI 306-5 Waste destined for final disposal



Within the organisation	t	0	-
Outside of the organisation	t	21	-
Total weight of non-hazardous waste destined for disposal per disposal operation	t	157	-
Incineration (with energy recovery)	t	131	-
Within the organisation	t	0	-
Outside of the organisation	t	131	-
Landfill	t	27	-
Within the organisation	t	-	-
Outside of the organisation	t	27	-

GRI 306-5 Waste destined for final disposal

TCAP	Business units	2022	2023
Total weight of waste destined for disposal by waste composition	t	191	207
Total weight of hazardous waste destined for disposal per disposal operation	t	s.d.	s.d.
Incineration (with energy recovery)	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Incineration (without energy recovery)	t	s.d.	s.d.
Landfill	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Other disposal operations	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Total weight of non-hazardous waste destined for disposal per disposal operation	t	s.d.	s.d.
Incineration (with energy recovery)	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.



Outside of the organisation	t	s.d.	s.d.
Landfill	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.

CaetanoAuto	Business units	2022	2023
Total weight of waste destined for disposal by waste composition	t	458	412
Total weight of hazardous waste destined for disposal per disposal operation	t	s.d.	s.d.
Incineration (with energy recovery)	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Incineration (without energy recovery)	t	s.d.	s.d.
Landfill	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Other disposal operations	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Total weight of non-hazardous waste destined for disposal per disposal operation	t	s.d.	s.d.
Incineration (with energy recovery)	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Landfill	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.

GRI 306-5 Waste destined for final disposal



GRI 308-1 New suppliers that were screened using environmental criteria

Currently, because of the vast number of companies, we do not have a cross-sectional system for continuous monitoring of our suppliers in relation to compliance with the defined environmental criteria. As such, we cannot provide accurate and up-to-date information on these criteria.

GRI 308-2 Negative environmental impacts in the supply chain and actions taken

GRI 401 – Employment 2016

GRI 3 – Material Topics 2021 | 3-3- Management of material topics

At Toyota Caetano Portugal we believe that People are at the centre of everything and, therefore, are part of our strategy, and are a key part of the *Ser Sustentável* Programme. Our business model follows the Toyota Way Philosophy, which is based on two pillars, one of which is Respect for People, through which we aim to (i) encourage personal and professional growth, share development opportunities and maximise individual and team performance; and (ii) Teamwork, in respecting others, making every effort to understand each other, taking responsibility and doing our best to build mutual trust. We also have policies and regulations in place such as the Company's Remuneration Policy ([learn more about](#)), Code of Conduct and Ethics ([learn more about](#)), equality and non-discrimination policy ([learn more about](#)) and procedures in place for situations of harassment at work ([learn more about](#)). In 2023, several initiatives were developed to promote employment. Find out more in the SR23 TCAP | "3.1. WITH PEOPLE" ([learn more about](#)).

GRI 401-1 New employee hires and employee turnover

Toyota Caetano Portugal, S.A.	Business units	2022	2023
Total new employee hires	no.	104	81
New employee hires by age group	no.	104	81
< 30	no.	59	44
>= 30 and <50	no.	43	33
>= 50	no.	2	4
New employee hires by gender	no.	104	81
Men	no.	64	53
Women	no.	40	28
New employee hires by region	no.	104	81
North	no.	88	54
Centre	no.	0	3
South	no.	16	23
Island	no.	0	1
Rate of new employee hires by age group			



< 30	%	10.9%	7,6%
>= 30 and <50	%	7.9%	5,7%
>= 50	%	0.4%	0,7%
Rate of new employee hires by gender			
Men	%	11.8%	9,1%
Women	%	7.4%	4,8%
Rate of new employee hires by region			
North	%	16,2%	9,3%
Centre	%	0,0%	0,5%
South	%	2,9%	4,0%
Island	%	0,0%	0,2%
Total employee turnover by age group		no.	71
			57
< 30	no.	31	18
>= 30 and <50	no.	25	18
>= 50	no.	15	21
Total employee turnover by gender		no.	71
			57
Men	no.	53	36
Women	no.	18	21
Total employee turnover by region		no.	71
			57
North	no.	61	0
Centre	no.	0	17
South	no.	10	0
Island	no.	0	40
Employee turnover rate by age group			
< 30	%	5.7%	3,1%
>= 30 and <50	%	4.6%	3,1%
>= 50	%	2.8%	3,6%
Employee turnover rate by gender			



Men	%	9.8%	6.2%
Women	%	3.3%	3.6%
Employee turnover rate by region			
North	%	11.2%	6,9%
Centre	%	0.0%	0,0%
South	%	1.8%	2,9%
Island	%	0.0%	0,0%
Caetano Auto, S.A.	Business units	2022	2023
Total new employee hires	no.	155	111
New employee hires by age group	no.	155	111
< 30	no.	71	36
>= 30 and <50	no.	74	56
>= 50	no.	10	19
New employee hires by gender	no.	155	111
Men	no.	126	89
Women	no.	29	22
New employee hires by region	no.	155	111
North	no.	64	55
Centre	no.	11	17
South	no.	80	39
Island	no.	0	0
Rate of new employee hires by age group			
< 30	%	8.3%	4,1%
>= 30 and <50	%	8.6%	6,3%
>= 50	%	1.2%	2,1%
Rate of new employee hires by gender			
Men	%	14.7%	10,0%



Women	%	3.4%	2,5%
Rate of new employee hires by region			
North	%	7.5%	6,2%
Centre	%	1.3%	1,9%
South	%	9.3%	4,4%
Island	%	0.0%	0,0%
Total employee turnover by age group	no.	131	98
< 30	no.	40	23
>= 30 and <50	no.	56	36
>= 50	no.	35	39
Total employee turnover by gender	no.	131	98
Men	no.	103	83
Women	no.	28	15
Total employee turnover by region	no.	131	98
North	no.	40	35
Centre	no.	6	9
South	no.	61	54
Island	no.	0	0
Employee turnover rate by age group			
< 30	%	2.9%	2,6%
>= 30 and <50	%	5.3%	4,1%
>= 50	%	4.4%	4,4%
Employee turnover rate by gender			
Men	%	10.6%	9,4%
Women	%	2.0%	1,7%
Employee turnover rate by region			
North	%	4.7%	4,0%
Centre	%	0.7%	1,0%



South	%	7.2%	6,1%
Island	%	0.0%	0,0%
Caetano Renting, S.A.	Business units	2022	2023
Total new employee hires	no.	0	1
Total employee turnover by age group	no.	0	1
Caetano Auto CV, S.A.	Business units	2022	2023
Total new employee hires	no.	2	3
New employee hires by age group	no.	2	3
< 30	no.	1	2
>= 30 and <50	no.	0	0
>= 50	no.	1	1
New employee hires by gender	no.	2	3
Men	no.	1	3
Women	no.	1	0
New employee hires by region	no.	2	3
Santiago	no.	2	3
Sal	no.	0	0
Region 3	no.	0	0
Rate of new employee hires by age group			
< 30	%	1,0%	2,0%
>= 30 and <50	%	0,0%	0,0%
>= 50	%	1,0%	1,0%
Rate of new employee hires by gender			
Men	%	1,0%	3,0%
Women	%	1,0%	0,0%
Rate of new employee hires by region			
Region 1	%	2,0%	3,0%



Region 2	%		
Region 3	%		
Total employee turnover by age group	no.	19	15
< 30	no.	5	5
>= 30 and <50	no.	13	10
h>= 50	no.	1	0
Total employee turnover by gender	no.	19	15
Men	no.	11	6
Women	no.	8	9
Total employee turnover by region	no.	19	15
Santiago	no.	18	14
Sal	no.	1	1
Region 3	no.	0	0
Employee turnover rate by age group			
< 30	%	5,0%	5,0%
>= 30 and <50	%	12,9%	9,9%
>= 50	%	1,0%	0,0%
Employee turnover rate by gender			
Men	%	10,9%	5,9%
Women	%	7,9%	8,9%
Employee turnover rate by region			
Region 1	%	17,8%	13,9%
Region 2	%	1,0%	1,0%
Region 3	%	0,0%	0,0%
Kinto Portugal	Business units	2022	2023
Total new employee hires	no.	21	16
New employee hires by age group	no.	21	16



< 30	no.	10	8
>= 30 and <50	no.	10	7
>= 50	no.	1	1
New employee hires by gender	no.	21	16
Men	no.	14	7
Women	no.	7	9
New employee hires by region	no.	21	16
North	no.	19	6
Centre	no.	0	0
South	no.	2	10
Island	no.	0	0
Rate of new employee hires by age group			
< 30	%	9,9%	7,4%
>= 30 and <50	%	9,9%	6,5%
>= 50	%	1,0%	0,9%
Rate of new employee hires by gender			
Men	%	13,9%	6,5%
Women	%	6,9%	8,3%
Rate of new employee hires by region			
North	%	18,8%	5,6%
Centre	%	0,0%	0,0%
South	%	2,0%	9,3%
Island	%	0,0%	0,0%
Total employee turnover by age group	no.	13	10
< 30	no.	4	1
>= 30 and <50	no.	8	7
>= 50	no.	1	2
Total employee turnover by gender	no.	13	10



Men	no.	9	8
Women	no.	4	2
Total employee turnover by region	no.	13	10
North	no.	13	10
Centre	no.	0	0
South	no.	0	0
Island	no.	0	0
Employee turnover rate by age group			
< 30	%	4,0%	0,93%
>= 30 and <50	%	7,9%	6,48%
>= 50	%	1,0%	1,85%
Employee turnover rate by gender			
Men	%	8,9%	7,41%
Women	%	4,0%	1,85%
Employee turnover rate by region			
North	%	12,9%	10,0%
Centre	%	0,0%	0,0%
South	%	0,0%	0,0%
Island	%	0,0%	0,0%
CaetanoBus	Business units	2022	2023
Total new employee hires	no.	216	188
New employee hires by age group	no.	216	188
< 30	no.	83	75
>= 30 and <50	no.	115	92
>= 50	no.	18	21
New employee hires by gender	no.	216	1886
Men	no.	192	180



Women	no.	24	8
New employee hires by region	no.	216	188
North	no.	216	188
Centre	no.	0	0
South	no.	0	0
Island	no.	0	0
Rate of new employee hires by age group			
< 30	%	10,0%	8,7%
>= 30 and <50	%	13,9%	10,6%
>= 50	%	2,2%	2,4%
Rate of new employee hires by gender			
Men	%	23,2%	20,8%
Women	%	2,9%	0,9%
Rate of new employee hires by region			
North	%	26,1%	21,8%
Centre	%	0,0%	0,0%
South	%	0,0%	0,0%
Island	%	0,0%	0,0%
Total employee turnover by age group	no.	104	129
< 30	no.	40	35
>= 30 and <50	no.	51	72
>= 50	no.	13	22
Total employee turnover by gender	no.	104	129
Men	no.	94	112
Women	no.	10	17
Total employee turnover by region	no.	104	129
North	no.	104	129
Centre	no.	0	0



South	no.	0	0
Island	no.	0	0
Employee turnover rate by age group	-		
< 30	%	4,8%	4,1%
>= 30 and <50	%	6,2%	2,5%
>= 50	%	1,6%	2,5%
Employee turnover rate by gender			
Men	%	11,4%	13,0%
Women	%	1,2%	2,0%
Employee turnover rate by region			
North	%	12,6%	14,9%
Centre	%	0,0%	0,0%
South	%	0,0%	0,0%
Island	%	0,0%	0,0%
Caetano UK	Business units	2022	2023
Total new employee hires	no.	4	2
New employee hires by age group	no.	4	2
< 30	no.	1	2
>= 30 and <50	no.	0	0
>= 50	no.	3	0
New employee hires by gender	no.	4	2
Men	no.	1	2
Women	no.	3	0
New employee hires by region	no.	4	2
United Kingdom	no.	4	2
Rate of new employee hires by age group			
< 30	%	8,3%	16,7%



>= 30 and <50	%	0,0%	0,0%
>= 50	%	25,0%	0,0%
Rate of new employee hires by gender			
Men	%	8,3%	16,7%
Women	%	25,0%	0,0%
Rate of new employee hires by region			
United Kingdom	%	33,3%	16,7%
Total employee turnover by age group	no.	2	2
< 30	no.	1	2
>= 30 and <50	no.	0	0
>= 50	no.	1	0
Total employee turnover by gender	no.	2	2
Men	no.	0	2
Women	no.	2	0
Total employee turnover by region	no.	2	2
United Kingdom	no.	2	2
Employee turnover rate by age group			
< 30	%	8,3%	16,7%
>= 30 and <50	%	0,0%	0,0%
>= 50	%	8,3%	0,0%
Employee turnover rate by gender			
Men	%	0,0%	16,7%
Women	%	16,7%	0,0%
Employee turnover rate by region			
United Kingdom	%	16,7%	16,7%

GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

n.a. (Caetano UK has no temporary or part-time employees)

GRI 403 - Occupational Health and Safety 2018



GRI 3 - Material Topics 2021 | 3-3- Management of material topics

We work every day to ensure that our People may find here a pleasant place to live, grow and work, in balance with their personal needs and well-being. We are certified under a set of Management Systems, which we manage in an integrated way, including an Occupational Health and Safety Management System (ISO 45001) which certifies CaetanoBus and the Industrial Equipment Division - North. Find out more in the SR23 TCAP | "02. The Year 2023" > "In Quality and Safety".

GRI 403-8 Workers covered by an occupational health and safety management system

	2022	2023
Number of employees and workers who are not employees but whose work and/or workplace is controlled by the organisation		
...who are covered by such a system	2,397	-
...who are covered by such a system that has been internally audited	2,397	-
...who are covered by such a system that has been audited or certified by an external party	2,397	-
Percentage of employees and workers who are not employees, but whose work and/or workplace is controlled by the organisation		-
...who are covered by such a system	100%	-
...who are covered by such a system that has been internally audited	100%	-
...who are covered by such a system that has been audited or certified by an external party	100%	-

GRI 403-9 Work-related injuries

Toyota Caetano Portugal, S.A.	2022	2023
Number of fatalities as a result of work-related injuries	0	0
Number of high-consequence work-related injuries (excluding fatalities)	33	1
Employees	33	1
Workers who are not employees	0	0
Rate of high-consequence work-related injuries (excluding fatalities)		
Employees	19,2%	18,5%
Workers who are not employees	s.d.	s.d.
Number of work-related injuries subject to mandatory reporting	0	1



Employees	0	1
Workers who are not employees	0	0
Rate of work-related injuries subject to mandatory reporting		
Employees	0	1
Workers who are not employees	0	0
If the rates were calculated based on 200,000 or 1,000,000 hours worked	200 000	200 000
Main types of work-related accidents		
Employees	Forklift/pallet truck operation	Maintenance operators
Workers who are not employees	n.d.	n.d.
Number of hours worked	1 042 907	1 084 000
Employees	1 042 907	1 084 000
Workers who are not employees	n.d.	n.d.
Work-related hazards that pose a risk of high-consequence injury	<ul style="list-style-type: none"> - Repair work/maintenance of facilities; - Improper use of electrical equipment, cutting tools/perforating tools, ladders; - Driving vehicles; - Use of damp flooring; - Lack of fire detection in some compartments; - Possible manipulation of dangerous chemical products with repercussions on the genetic make-up; - Possible improper use of electrical extension cords; - Maintenance/repair/cleaning of transformer stations; - Use of stairs to access floors; - No fire detection in corridors; - Exposure to infectious and contagious disease viruses. 	



Actions taken or underway to eliminate other work-related hazards and minimise risks

Guarantee that the equipment is in proper working condition, through periodic maintenance, and that it has all the necessary safety devices;

- Maintenance of air conditioning equipment by certified technicians;
- Implementation of workplace exercise at workstations;
- Use of Personal Protective Equipment when necessary;
- Existence of specific procedures and Individual Protective Equipment for work on the electrical systems of hybrid/electric vehicles;
- Slippery pavement signs where applicable;
- Speed limitation within the premises at 20km/h
- Creation of pedestrian circulation routes in the workshops.

Caetano Auto, S.A.	2022	2023
Number of fatalities as a result of work-related injuries	0	0
Number of high-consequence work-related injuries (excluding fatalities)	48	0
Employees	48	0
Workers who are not employees	0	0
Rate of high-consequence work-related injuries (excluding fatalities)		
Employees	522,7%	0
Workers who are not employees	0	0
Number of work-related injuries subject to mandatory reporting	6	0
Employees	6	6
Workers who are not employees	-	0
Rate of work-related injuries subject to mandatory reporting		
Employees	522,7%	0
Workers who are not employees	0	0



If the rates were calculated based on 200,000 or 1,000,000 hours worked	200 000	200 000
Main types of work-related accidents		
Employees	Particles thrown into the eyes, sprains and strains..	Sprains\distensions (bad manners and bad postures) and shocks\strikes (tools and objects)
Workers who are not employees	0	0
Number of hours worked	1 836 640	1 772 000
Employees	1 828 320	1 772 000
Workers who are not employees	s.d.	s.d.



Work-related hazards that pose a risk of high-consequence injury

- Incorrect use of gardening equipment;
- Contact with people carrying infectious diseases;
- Possible inadequate maintenance of the air conditioning system;
- Inadequate mechanical handling of loads;
- Falling objects on the upper and lower limbs;
- Handling of chemical products;
- Possible breakage of packaging/glass materials;
- Inadequate use of stepladders / ladders;
- Improper performance of welding operations;
- Possible malfunctioning of the equipment;
- Improper use of hand tools;
- Improper sanding/polishing operation;
- Inadequate preparation of paint for car painting;
- Possible inefficiency of the ventilation/exhaust system;
- Handling glass fragments;
- The suction cup comes loose from the glass during movement;
- Contact with high voltage electrical current in interventions in the electrical system of hybrid/electric vehicles;
- Pressure vessels;
- Damp floor;
- Driving vehicles on public roads and within the premises;
- Circulation of workers/external people in the vicinity of suspended loads and machinery, equipment and vehicles in operation



<p>Actions taken or underway to eliminate other work-related hazards and minimise risks</p>	<ul style="list-style-type: none"> - Guarantee that the equipment is in proper working condition, through periodic maintenance, and that it has all the necessary safety devices; - Maintenance of air conditioning equipment by certified technicians; - Implementation of workplace exercise at workstations; - Use of Personal Protective Equipment when necessary; - Existence of specific procedures and Individual Protective Equipment for work on the electrical systems of hybrid/electric vehicles; - Slippery pavement signs where applicable; - Speed limitation within the premises at 20km/h - Creation of pedestrian circulation routes in the workshops. 	
<p>Caetano Renting, S.A.</p>	<p>2022</p>	<p>2023</p>
<p>Number of fatalities as a result of work-related injuries</p>	<p>0</p>	<p>0</p>
<p>Number of high-consequence work-related injuries (excluding fatalities)</p>	<p>0</p>	<p>0</p>
<p>Number of work-related injuries subject to mandatory reporting</p>	<p>0</p>	<p>0</p>
<p>Work-related hazards that pose a risk of high-consequence injury</p>	<ul style="list-style-type: none"> - Driving and/or manoeuvring vehicles within the premises; - Incorrect food preservation; - Dampness on the floor due to cleaning; - Possible improper use of household extension cords (overloading); - Execution of repairs/maintenance work on the facilities, by external entities; - Exposure to infectious and contagious disease viruses. 	



<p>Actions taken or underway to eliminate other work-related hazards and minimise risks</p>	<ul style="list-style-type: none"> - Slippery pavement signs where applicable; - Ensure that the maintenance/repair services of the facilities are carried out in compliance with all safety requirements. 	
Kinto Portugal	2022	2023
<p>Number of fatalities as a result of work-related injuries</p>	0	0
<p>Number of high-consequence work-related injuries (excluding fatalities)</p>	0	0
<p>Number of work-related injuries subject to mandatory reporting</p>	0	0
<p>Work-related hazards that pose a risk of high-consequence injury</p>	<ul style="list-style-type: none"> - Driving and/or manoeuvring vehicles within the premises; - Incorrect food preservation; - Dampness on the floor due to cleaning; - Possible improper use of household extension cords (overloading); - Execution of repairs/maintenance work on the facilities, by external entities; - Exposure to infectious and contagious disease viruses. 	
<p>Actions taken or underway to eliminate other work-related hazards and minimise risks</p>	<ul style="list-style-type: none"> - Slippery pavement signs where applicable; - Ensure that the maintenance/repair services of the facilities are carried out in compliance with all safety requirements. 	
CaetanoBus	2022	2023
<p>Number of fatalities as a result of work-related injuries</p>	0	0
<p>Number of high-consequence work-related injuries (excluding fatalities)</p>	1	2
<p>Employees</p>	1	2
<p>Workers who are not employees</p>	n.d.	n.d.
<p>Number of work-related injuries subject to mandatory reporting</p>	n.d.	n.d.
<p>Employees</p>	n.d.	n.d.



Workers who are not employees	n.d.	n.d.
Rate of work-related injuries subject to mandatory reporting	n.d.	2
Employees	n.d.	2
Workers who are not employees	n.d.	n.d.
If the rates were calculated based on 200,000 or 1,000,000 hours worked	n.d.	No information
Main types of work-related accidents	n.d.	n.d.
Employees	hit by objects and hyper-efforts	minor injuries (knocks, bumps and bruises)
Workers who are not employees		
Number of hours worked	s.d.	s.d.
Employees	s.d.	s.d.
Workers who are not employees	s.d.	s.d.
Work-related hazards that pose a risk of high-consequence injury	Direct or indirect contact with electricity, traffic accidents (fork-lift truck, bus and bus bodies handling, being run over), cargo handling (manual or mechanical), concentration of flammable products and contact/exposure to dangerous parts of equipment.	
Actions taken or underway to eliminate other work-related hazards and minimise risks	Awareness-raising, training and information for employees, definition of appropriate routes, compliance with safety instructions, use of personal protective equipment, periodic and corrective maintenance, installation of SADI (automatic fire detection system), safe talks and safety lessons	
Caetano UK	2022	2023
Number of fatalities as a result of work-related injuries	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0
Number of work-related injuries subject to mandatory reporting	0	0



<p>Work-related hazards that pose a risk of high-consequence injury</p>	<p>Direct or indirect contact with electricity, traffic accidents (fork-lift truck, bus and bus bodies handling, being run over), cargo handling (manual or mechanical), concentration of flammable products and contact/exposure to dangerous parts of equipment.</p>
<p>Actions taken or underway to eliminate other work-related hazards and minimise risks</p>	<p>Awareness-raising, training and information for employees, definition of appropriate routes, compliance with safety instructions, use of personal protective equipment, periodic and corrective maintenance, installation of SADI (automatic fire detection system).</p>

No workers excluded from this content. The rates were calculated on the basis of 1,000,000 hours worked. No information for: Caetano Auto CV, S.A..

GRI 403-10 Work-related ill health

Toyota Caetano Portugal, S.A.	2022	2023
Number of fatalities as a result of work-related ill health	0	0
Employees	0	0
Workers who are not employees	0	0
Number of cases of work-related ill health	2	11
Employees	2	11
Workers who are not employees	0	0
Types of work-related ill health	Musculoskeletal disorders	



<p>Work-related hazards that pose a risk of ill health</p>	<p>Work-related hazards that pose a risk of ill health:</p> <ul style="list-style-type: none"> - possible inadequate maintenance of the air conditioning system; - possible presence of rodents; - exposure to infectious and contagious disease viruses; - improper use of cleaning equipment/materials; - manual handling of loads; - improper use of hand tools; - prolonged use of laptop computer with non-ergonomic office equipment. <p>Actions taken:</p> <ul style="list-style-type: none"> - indoor air quality analysis; - awareness for preferential use of natural ventilation; - implementation of workplace exercise - maintenance of the pest control programme; - raising workers' awareness of correct positioning when manually handling loads. 	
Caetano Auto, S.A.	2022	2023
Number of fatalities as a result of work-related ill health	0	0
Employees	0	0
Workers who are not employees	0	0
Number of cases of work-related ill health	0	0
Employees	0	0
Workers who are not employees	0	0
Types of work-related ill health	n.d.	n.d.



<p>Work-related hazards that pose a risk of ill health</p>	<ul style="list-style-type: none"> - Presence of rodents; - Possible inadequate maintenance of the air conditioning system; - Contact with chemicals in the car wash; - Contact with people carrying infectious diseases; - Carrying out prolonged tasks at the desk; - Poor posture when moving loads manually; - Improper use of hand tools; - Performing work requiring demanding postures; - Workbenches not adjustable in height. 	
<p>Caetano Renting, S.A.</p>	<p>2022</p>	<p>2023</p>
<p>Number of fatalities as a result of work-related ill health</p>	<p>0</p>	<p>n.d.</p>
<p>Number of cases of work-related ill health</p>	<p>0</p>	<p>n.d.</p>
<p>Work-related hazards that pose a risk of ill health</p>	<ul style="list-style-type: none"> - Exposure to infectious and contagious disease viruses; - Use of air conditioning / ventilation systems - Carrying out prolonged tasks at the desk; - Use of cleaning equipment/materials (broom, bucket, Hoover, etc.) in an improper way. 	
<p>Kinto Portugal</p>	<p>2022</p>	<p>2023</p>
<p>Number of fatalities as a result of work-related ill health</p>	<p>0</p>	<p>0</p>
<p>Number of cases of work-related ill health</p>	<p>0</p>	<p>0</p>
<p>Work-related hazards that pose a risk of ill health</p>	<ul style="list-style-type: none"> - Exposure to infectious and contagious disease viruses; - Use of air conditioning / ventilation systems - Carrying out prolonged tasks at the desk; - Use of cleaning equipment/materials (broom, bucket, Hoover, etc.) in an improper way. 	



CaetanoBus	2021	2022
Number of fatalities as a result of work-related ill health	0	0
Employees	0	n.d.
Workers who are not employees	0	n.d.
Number of cases of work-related ill health	2	n.d.
Employees	2	n.d.
Workers who are not employees	n.d.	n.d.
Types of work-related ill health		
Employees	Ear injuries: noise	n.d.
Workers who are not employees, but whose work and/or workplace is controlled by the organisation	n.d.	n.d.
Work-related hazards that pose a risk of ill health	Chronic tendonitis: Repetitive movements, overloads and vibrations Ear injuries: noise	
Caetano UK	2021	2022
Number of fatalities as a result of work-related ill health	0	0
Number of cases of work-related ill health	0	0
Work-related hazards that pose a risk of ill health	Chronic tendonitis: Repetitive movements, overloads and vibrations Ear injuries: noise	

GRI 404 - Training and Education 2016

GRI 3 - Material Topics 2021 | 3-3- Management of material topics

At Toyota Caetano Portugal, knowledge is the engine driving the development of the community and of our business. Through it, we aim to promote a balance of opportunities, with such ambition reflected in the pillar Knowledge and professional development of the *Ser Sustentável* Programme. Find out more in the SR23 TCAP | "3.1. WITH PEOPLE" > "Sharing knowledge" and "We evaluate and grow" ([learn more about](#))

GRI 404-1 Average hours of training per year per employee

Toyota Caetano Portugal, S.A.	2022	2023
Average hours of employee training by gender	34	34



Men	30	30
Women	42	42
Average hours of employee training by employee category		
Clerk	40	-
Technicians I, II, III and IV	43	-
Management (Division, Department and Services)	46	-
Caetano Auto, S.A.	2022	2023
Average hours of employee training by gender	13	36
Men	12	38
Women	17	35
Average hours of employee training by employee category		
Mechanics/Mechatronics	2	39
Receptionist	10	33
Salesman	28	48
Clerks	13	34
Caetano Renting, S.A.	2022	2023
Average hours of employee training by gender	52	51
Men	70	26
Women	48	63
Average hours of employee training by employee category		
Technician	76	69
Head of station	70	52
Kinto Portugal	2022	2023
Average hours of employee training by gender	13	18
Men	13	16
Women	12	19
Average hours of employee training by employee category		
Technicians I, II, III and IV	12	16



Sales Consultant	19	27
Clerk	12	15
CaetanoBus	2022	2023
Average hours of employee training by gender	7	-
Men	7	-
Women	6	-
Average hours of employee training by employee category		-
Carpenter	2	-
Electrician	4	-
Mechanic/Mechatronic	11	-
Painter	4	-
Locksmith	3	-
Caetano UK	2022	2023
Média de horas de formação dos empregados por género	2	2
Homens	2	2
Mulheres	4	2
Média de horas de formação dos empregados por categoria	6	2

No information for: Caetano Auto CV, S.A..

GRI 404-2 Programmes for upgrading employee skills and transition assistance programmes

Programmes implemented and assistance provided to upgrade employees' skills include training programmes in the areas of Personal Development, IT, Occupational Health and Safety, Management, Administration and Leadership, Foreign Languages and Placement in the Organisation. As yet there are no career transition assistance programmes offered to facilitate continued employability and end-of-career management due to retirement or termination of employment.

GRI 404-3 Percentage of employees receiving regular performance and career development reviews

Toyota Caetano Portugal, S.A.	2022	2023
Percentage of employees receiving regular performance and career development reviews	81,4%	44,3%
Men	56,4%	33,2%
Women	25,0%	11,1%



Caetano Auto, S.A.	2022	2023
Percentage of employees receiving regular performance and career development reviews	65,3%	103,6%
Mechanics	14,7%	14,0%
Panel beaters/Painters	17,0%	16,8%
Receptionists	10,7%	10,7%
Salespeople	13,0%	14,6%
Sales clerk	6,1%	6,3%
Administrative	3,8%	3,6%
Caetano Renting, S.A.	2022	2023
Percentage of employees receiving regular performance and career development reviews	80,0%	80,0%
Men	20,0%	20,0%
Women	60,0%	60,0%
Kinto Portugal	2022	2023
Percentage of employees receiving regular performance and career development reviews	100,0%	85,0%
Men	63,4%	53,0%
Women	36,6%	32,0%
Percentage of employees receiving regular performance and career development reviews	100%	X%
Category 1	1,0%	5,0%
Category 2	1,0%	13,0%
Category 4	98,0%	67,0%
CaetanoBus	2022	2023
Percentage of employees receiving regular performance and career development reviews	0,0%	0,0%
Men	0,0%	0,0%
Women	0,0%	0,0%
Percentage of employees receiving regular performance and career development reviews	0,0%	0,0%



Category 1	0,0%	0,0%
Category 2	0,0%	0,0%
Category 4	0,0%	0,0%
Caetano UK	2022	2023
Percentage of employees receiving regular performance and career development reviews	100,0%	100,0%
Men	83,3%	83,3%
Women	16,7%	16,7%

No information for: Caetano Auto CV, S.A..

GRI 405 - Diversity and Equal Opportunity 2016

GRI 3 - Material Topics 2021 | 3-3- Management of material topics

At Toyota Caetano Portugal, we want to contribute to a diverse, inclusive and representative future. The theme of diversity and equal opportunities is also underpinned by our Code of Conduct and Ethics (**learn more about**), equality and non-discrimination policy (**learn more about**) and by the procedures in place for situations of harassment in the workplace (**learn more about**).

The shareholders safeguarded the diversity of gender, age, qualifications and professional background in the selection of members of the governing and supervisory bodies as provided for in Article 245-A CVM (1)(r) as amended by Decree-Law No. 89/2017 of 28 July. In the current composition of the Board of Directors, the principles of diversity of gender, age, professional qualifications and professional background are considered to be safeguarded.

Learn more about our practices and commitments in the area of diversity, equity and inclusion and intergenerational sharing, as reflected in the pillar Diversity, Equity and Inclusion of the *Ser Sustentável* Programme in the SR23 TCAP | "3.1. WITH PEOPLE" > "Diversity, Equity and Inclusion" (**learn more about**).

GRI 405-1 Diversity of governance bodies and employees

Toyota Caetano Portugal, S.A.	2022	2023
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	50,0%	71,4%
Women	50,0%	28,6%
Age Group		
< 30	0,0%	0,0%



>= 30 and <50	0,0%	0,0%
>= 50	100,0%	100,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Percentage of employees per employee category		
Director		
Gender		
Men	50,0%	50,0%
Women	50,0%	50,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	0,0%	0,0%
>= 50	100,0%	100,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Chief Executive		
Gender		
Men	0%	100,0%
Women	0%	0,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	0,0%	0,0%
>= 50	0,0%	100,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Head of Division		
Gender		



Men	80,0%	66,7%
Women	20,0%	33,3%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	0,0%	16,7%
>= 50	100,0%	83,3%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Technician		
Gender		
Men	66,5%	67,4%
Women	33,5%	32,6%
Age Group		
< 30	25,4%	24,2%
>= 30 and <50	39,6%	41,8%
>= 50	34,9%	34,0%
Other diversity indicators		
Disability =>60%	2,1%	2%
Caetano Auto, S.A.	2022	2023
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	100,0%	100,0%
Women	0,0%	0,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	0,0%	0,0%
>= 50	100,0%	100,0%



Other diversity indicators		
Disability =>60%	0,0%	0,0%
Percentage of employees per employee category		
Director		
Gender		
Men	100,0%	66,7%
Women	0,0%	33,3%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	100,0%	33,3%
>= 50	0,0%	66,7%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Chief Executive		
Gender		
Men	100,0%	100,0%
Women	0,0%	0,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	45,5%	20,0%
>= 50	54,5%	80,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Head of Division		
Gender		
Men	100,0%	0,0%
Women	0,0%	0,0%



Age Group		
< 30	0,0%	0,0%
>= 30 and <50	100,0%	0,0%
>= 50	0,0%	0,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Technician		
Gender		
Men	78,9%	78,7%
Women	21,1%	21,3%
Age Group		
< 30	18,0%	16,3%
>= 30 and <50	44,9%	45,5%
>= 50	37,1%	38,3%
Other diversity indicators		
Disability =>60%	1,2%	1,7%
Caetano Auto CV, S.A.	2022	2023
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	100.0%	-
Women	0.0%	-
Age Group		
< 30	0.0%	-
>= 30 and <50	66.7%	-
>= 50	33.3%	-
Percentage of employees per employee category		
Chief Executive		
Gender		



Men	100,0%	100,0%
Women	0,0%	0,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	100,0%	100,0%
>= 50	0,0%	0,0%
Head of Division		
Gender		
Men	75,0%	75,0%
Women	25,0%	25,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	100,0%	100,0%
>= 50	0,0%	0,0%
Technicians		
Gender		
Men	36,4%	30,8%
Women	63,6%	69,2%
Age Group		
< 30	9,1%	25,0%
>= 30 and <50	72,7%	58,3%
>= 50	18,2%	16,7%
Caetano Renting, S.A.	2022	2023
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	60,0%	33,3%
Women	40,0%	66,7%
Age Group		



< 30	0,0%	0,0%
>= 30 and <50	0,0%	0,0%
>= 50	100,0%	100,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Percentage of employees per employee category		
Director		
Gender		
Men	0,0%	50,0%
Women	100,0%	50,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	0,0%	0,0%
>= 50	100,0%	100,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Chief Executive		
Gender		
Men	0,0%	0,0%
Women	0,0%	0,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	0,0%	0,0%
>= 50	0,0%	0,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Head of Division		



Gender		
Men	0,0%	0,0%
Women	0,0%	0,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	0,0%	0,0%
>= 50	0,0%	0,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Technicians	0,0%	0,0%
Gender		
Men	25,5%	25,5%
Women	75,5%	75,5%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	25,0%	0,0%
>= 50	75,0%	100,0%
Other diversity indicators		
Disability =>60%		
Kinto Portugal	2022	2023
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	66,7%	80,0%
Women	33,3%	20,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	0,0%	20,0%
>= 50	100,0%	80,00%



Other diversity indicators		
Disability =>60%	0,0%	0,0%
Percentage of employees per employee category		
Director		
Gender		
Men	100,0%	100,0%
Women	0,0%	0,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	0,0%	0,0%
>= 50	100,0%	100,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Chief Executive		
Gender		
Men	0,0%	0,0%
Women	0,0%	0,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	0,0%	0,0%
>= 50	0,0%	0,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Head of Division		
Gender		
Men	100,0%	0,00%
Women	0,0%	0,0%
Age Group		



< 30	0,0%	0,0%
>= 30 and <50	0,0%	0,0%
>= 50	100,0%	0,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Technician		
Gender		
Men	63,4%	57,9%
Women	36,6%	42,1%
Age Group		
< 30	14,9%	17,8%
>= 30 and <50	71,3%	65,4%
>= 50	13,9%	16,8%
Other diversity indicators		
Disability =>60%	1,0%	0,9%
CaetanoBus	2022	2023
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	0,0%	66,7%
Women	100,0%	33,3%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	0,0%	16,7%
>= 50	100,0%	83,3%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Percentage of employees per employee category		
Chief Executive		



Gender		
Men	0,0%	0,0%
Women	0,0%	0,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	0,0%	0,0%
>= 50	0,0%	0,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Head of Division		
Gender		
Men	100,0%	100,0%
Women	0,0%	0,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	75,0%	0,0%
>= 50	25,0%	100,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Technicians		
Gender		
Men	87,5%	89,7%
Women	12,5%	10,3%
Age Group		
< 30	21,3%	22,3%
>= 30 and <50	51,4%	49,8%
>= 50	27,4%	27,9%
Other diversity indicators		



Disability =>60%	1,1%	1,6%
Caetano UK	2022	2023
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	50,0%	50,0%
Women	50,0%	50,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	100,0%	100,0%
>= 50	0,0%	0,0%
Percentage of employees per employee category		
All categories of employees		
Gender		
Men	50,0%	50,0%
Women	50,0%	50,0%
Age Group		
< 30	0,0%	0,0%
>= 30 and <50	100,0%	100,0%
>= 50	0,0%	0,0%

GRI 414 - Supplier Social Assessment 2016

GRI 414-1	New suppliers that were screened using social criteria	Currently, because of the vast number of companies, we do not have a cross-sectional system for continuous monitoring of our suppliers in relation to compliance with the defined environmental criteria.
GRI 414-2	Negative social impacts in the supply chain and actions taken	As such, we cannot provide accurate and up-to-date information on these criteria.

GRI 416 - Customer Health and Safety 2016

GRI 416-1	Assessment of the health and safety impacts of product and service categories	As a result of our business model, which focuses essentially on automotive distribution, the assessment of impacts on health and safety of product categories is carried out by the producers. However, the products sold comply with the approval processes, complying with safety requirements.
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	



Toyota Caetano Portugal, S.A.	2022	2023
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	42	48
...with regulations resulting in a fine or penalty	0	0
...with regulations resulting in a warning	42	48
...with voluntary codes	0	0
Caetano Auto, S.A.	2022	2023
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	21	-
...with regulations resulting in a fine or penalty	0	-
...with regulations resulting in a warning	21	-
...with voluntary codes	0	-
Caetano Renting, S.A.	2022	2023
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	0	0
Kinto Portugal	2022	2023
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	31	0
...with regulations resulting in a fine or penalty	0	0
...with regulations resulting in a warning	31	n.a.
...with voluntary codes	0	0
Caetano UK	2022	2023
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	0	0

No information for: Caetano Auto CV, S.A. and CaetanoBus.

GRI 417 - Marketing and Labelling 2016

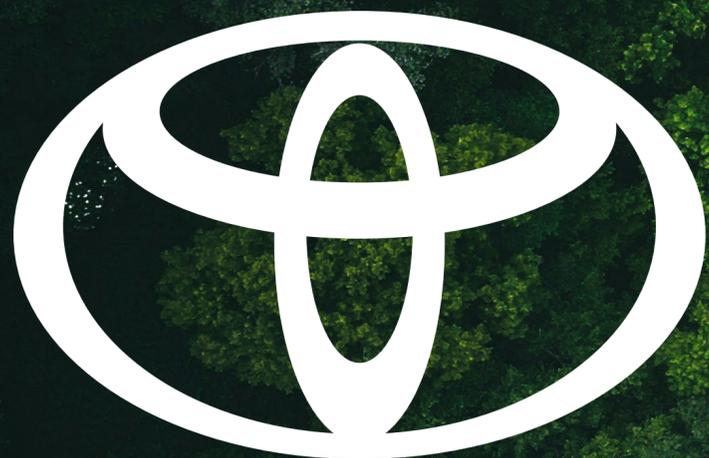
GRI 417-3 Incidents of non-compliance concerning marketing communications

Toyota Caetano Portugal, S.A.	2022	2023



Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship	1	0
...with regulations resulting in a fine or penalty	1	0
...with regulations resulting in a warning	0	0
...with voluntary codes	0	0
Caetano Auto, S.A.	2022	2023
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship	0	0
Kinto Portugal	2021	2022
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship	0	0
CaetanoBus	2021	2022
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship	0	0
Caetano UK	2021	2022
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship	0	0

No information for: Caetano Auto CV, S.A. and Caetano Renting, S.A..



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