



TOYOTA

LET'S GO BEYOND

SUSTAINABILITY
STATEMENT '24

Promoting Sustainable Mobility for all.

Toyota Caetano Portugal, S.A.



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ABOUT THE REPORT

ABOUT THE REPORT

DR:

BP-1

The Toyota Caetano Portugal Group (hereinafter referred to as the Group, TCAP Group) is presenting its third Sustainability Report, covering the period from 1st of January to 31st of December 2024, compared to the same period in 2023. This report includes the sustainability practices of the companies included in the financial consolidation perimeter which manufacture, distribute and commercialise vehicles and parts, provide after-sales services and mobility solutions.

Toyota Caetano Portugal, S.A. is the parent company of the Toyota Caetano Portugal Group and, through its member companies, operates in various business areas. Although each company has its own strategy, they all converge on a common goal: **To be the most progressive and sought-after mobility brand on the market, whereby we actively work to achieve carbon neutrality by 2040 with affordable and flexible solutions for People and the Community**. The Toyota Caetano Portugal Group currently has more than 2,500 professional employees spread across two continents.

The Toyota Caetano Portugal Group is part of Salvador Caetano Auto, with which it remains strongly connected and aligned at a strategic level.

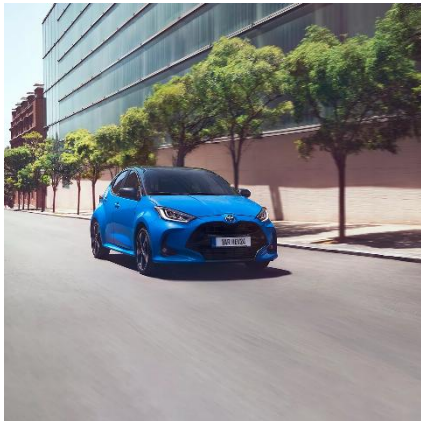


Toyota Caetano Portugal Group Companies



Caetano
Renting

Caetano
Renting
Senegal*



Toyota
Caetano
Portugal

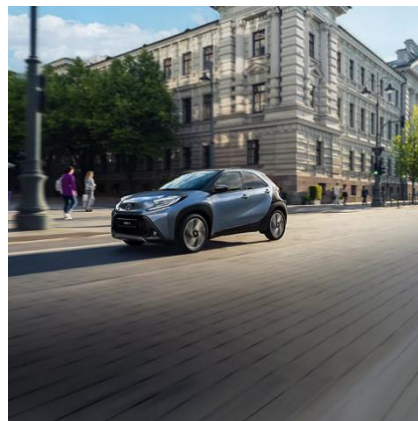
KINTO*



COBUS

Caetano Auto

Caetano Auto
CV



CaetanoBus

Caetano UK

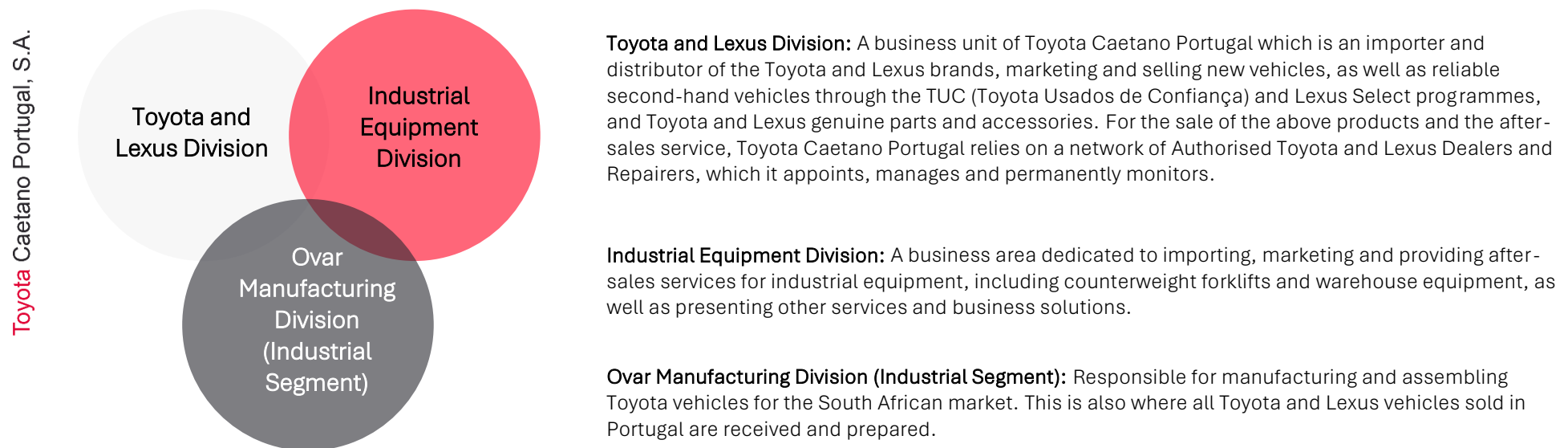
* This company belongs to the TCAP Group, but is not included in the Non-Financial Report as it is part of RNF KINTO EU.

Whenever there is no information on any of the Group companies, these companies are considered already included in the Group information provided. In all other cases, i.e. when there is no information on a specific company that is not included in the Group's information, this will be duly highlighted within the report itself.

The Toyota Caetano Portugal Group companies included in the consolidation using the full consolidation method, in accordance with IFRS 10 - Consolidated Financial Statements, are as follows: Toyota Caetano Portugal S.A., Caetano Auto CV, S.A., Caetano Renting, S.A., Caetano - Auto, S.A., Destaque Mourisco - Sociedade Imobiliária, Lda., and Salvador Caetano Seguros - Mediação de Seguros, Unipessoal Lda. The inclusion of these organisations results from the Group's control, either through the majority of voting rights or through exposure to the returns from the relevant activities.

The companies of the Toyota Caetano Group

Toyota Caetano Portugal S.A. is the parent company of this Group. This is where the following activities are centred:



Caetano Auto

Caetano Auto is the company that covers 10 geographical areas where Toyota dealerships and 7 Lexus dealerships are located. It also represents the Caetano Colisão and GlassBack brands and is present from Minho to the Algarve in 26 Showrooms and Workshops.

Caetano UK

COBUS

COBUS is responsible for the selling and technical assistance of airport buses all over the world.

Caetano Auto Cabo Verde has imported and sold the Toyota brand since 1993, in Cape Verde, thus being a pioneer company in the expansion of Salvador Caetano in Africa.

Caetano Auto CV

Caetano UK is the British subsidiary responsible for the sale, after-sales and supply of bus parts in the United Kingdom.

CaetanoBus, owned in partnership with Mitsui & Co., Ltd., 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.

CaetanoBus

KINTO and Caetano Renting Senegal

KINTO and Caetano Renting Senegal are responsible for managing car fleets and operational renting of vehicles, focusing on smart mobility solutions.

(In this report, Kinto and Caetano Renting Senegal are only considered from a Group perspective and as a strategic partner; however, performance data for these companies has not been included, as this information will be in the Kinto EU report).

Caetano Renting

Caetano Renting is dedicated to the rental of driver-less vehicles, mainly of the Toyota and Lexus brands, to various customers, such as Rent-a-Car companies, other large customers, and occasionally private customers.

This document is structured according to the pillars of Toyota Caetano Portugal's Being Sustainable programme, in which various dimensions were taken into account, including sectoral analysis, the organisation's performance assessment and consultation with Salvador Caetano's Sustainability Committee to identify material issues. The current result is shown in the dual materiality analysis, which expresses its ambition to make an increasingly significant contribution to sustainable development. The analysis details will be presented later in this document.

Pillars of Toyota Caetano Portugal's Being Sustainable programme.

The sustainability statement covers both the upstream and downstream value chain, taking into account the identification of Impacts, Risks and Opportunities (IRO) in the materiality exercise. In any case, the materiality assessment had a priority focus on the TCAP Group's direct activities, and in particular a more detailed analysis of internal impacts, while aspects regarding the value chain were addressed proportionately to their relevance in the context of the company.



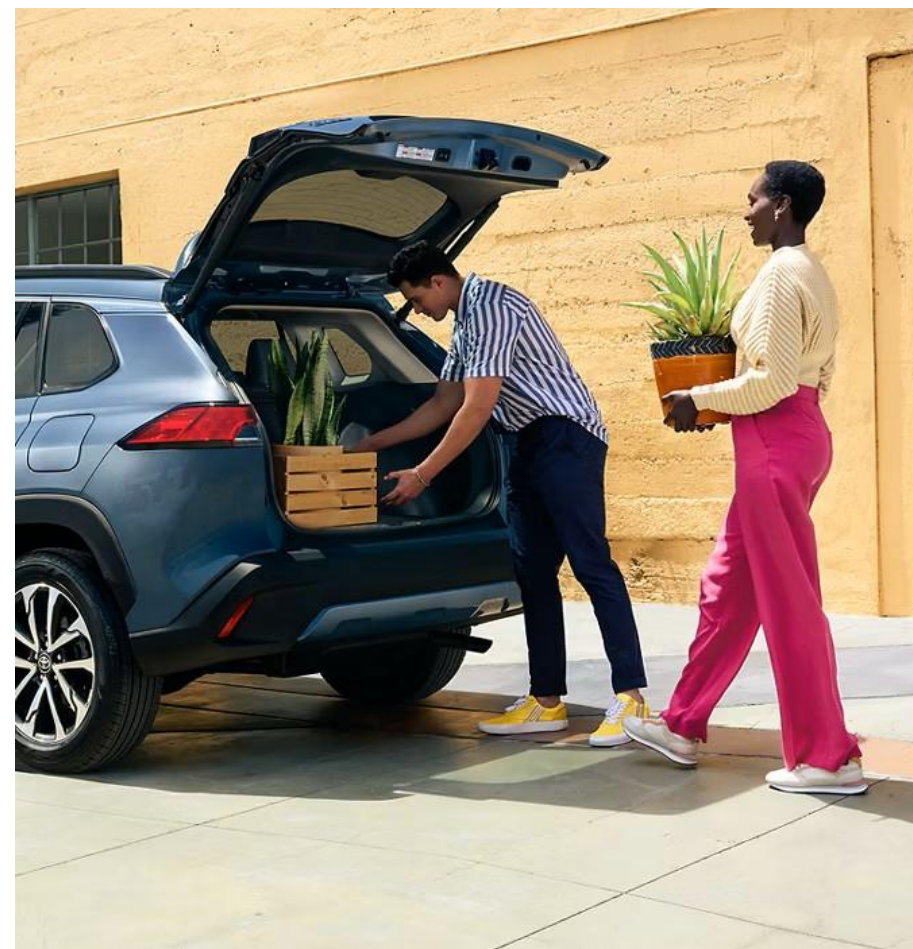
Technical profile

At the beginning of 2024, the Group adopted the European Sustainability Reporting Standards (ESRS), replacing the Global Reporting Initiative (GRI) standards for reporting its sustainability performance information. To this end, the Group presents a new structure for its report, which takes into account the guidelines contained in the ESRS directive and the associated standards and aims to **communicate to its stakeholders the Group's contribution to the various dimensions of sustainability, with a special focus on material issues.**

This 2024 Sustainability Report was developed based on the initial alignment exercise with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) carried out in 2023. In this new Report, the approach adopted in the previous year has been further developed, expanding the collection of information and ensuring greater alignment with ESRS requirements, ensuring that the data is comparable, regulated and accountable. This effort allowed for a more comprehensive response to the required datapoints, reflecting an **evolution in the companies' reporting capacity for the various topics.**

The data provided covers all TCAP Group companies including Toyota Caetano Portugal, S.A. and was collected in order to fulfil the requirements of Decree-Law 89/2017, which implements Directive 2014/95/EU, with regard to the disclosure of non-financial information. In accordance with these laws, the report provides essential data and information to understand the evolution of the performance, position and impact of the Group's activities, both environmentally and socially. The information disclosed is based on a consolidated basis, ensuring that all the Group's relevant operations are duly represented.

Whenever relevant, and in order to provide an evolutionary and comparative view of the main indicators, data on the Group's performance in previous years is presented.



Definitions in the report

DR:

BP-2

In accordance with ESRS 1, section 6.4, the TCAP Group has established the following time horizons for analysing impacts, risks and opportunities:

- **Short term:** Corresponds to the benchmark period in the company's financial statements, generally covering the current annual financial year.
- **Medium term:** Covers the period immediately after the short term, extending up to a maximum of 5 years, allowing for the assessment of medium-range trends and impacts.
- **Long term:** Refers to periods of more than 5 years, allowing strategies and risks to be considered with a more comprehensive and sustainable vision for the future.

In this report, the company has maintained the previously defined time horizons, guaranteeing alignment with the CSRD Directive and ensuring consistency in the assessment and reporting of IRO over time.

Basis for preparing value chain data

Toyota Caetano Group incorporates data from the value chain when preparing its metrics, using indirect sources to ensure a comprehensive assessment of its environmental impact. In order to monitor Greenhouse Gas (GHG) emissions and indirect consumption, the Group adopts recognised methodologies, namely the GHG Protocol, which standardises the calculation of Scope 1, 2 and 3 emissions.

Indirect data is estimated on the basis of specific emission factors, such as those provided by DEFRA¹ in the UK and other official sources, offering a rigorous approach in line with international best practices.

In addition, to verify the origin of the energy consumed, the company purchases Certificates of renewable origin, so that its contribution to reducing emissions associated with electricity consumption is reflected in the market-based method, emphasising the Group's commitment to the energy transition and sustainability.

¹ Department for Environment, Food & Rural Affairs

The metrics for which sector estimates were applied (from the downstream and/or upstream value chain) are identified in the report, including a detailed description of the sources used. In addition, the estimation methods applied are described in the methodologies; for instance, in the case of calculating the GHG emissions associated with the Scope.

Although the adopted method guarantees robust estimates in line with global standards, the level of precision is influenced by the complexity of value chains, dependence on data provided by third parties and limitations inherent to the estimation models used. The Toyota Caetano Portugal Group endeavours to mitigate the limitations associated with the estimates used for monitoring value chain performance and to lend credibility to performance data through periodic reviews and continuous monitoring of metrics and results.

Basis for preparing monetary metrics

The quantitative and qualitative monetary metrics disclosed in this report, which may be subject to a high level of uncertainty, will be identified at the time of presentation, as will the sources of uncertainty, the assumptions used, the approximations made and the judgements made by the TCAP Group in their evaluation and calculation.

Given that this is the first report of the TCAP Group in accordance with the European Sustainability Reporting Standards (ESRS), it is considered that there has been no substitution of comparative metrics and that no changes have been made to the historical data previously presented, since there is no previous data.

Sustainability performance data

As part of the application of dual materiality, 2024 was considered the reference year for this assessment at Toyota Caetano Portugal S.A., this being the first year of implementation of this principle. As such, no material errors were identified in relation to previous periods, so there was no need for additional reporting in this matter.

The Group carried out a dual materiality analysis in accordance with the requirements established by the European Directive on Corporate Sustainability Reporting (CSRD). This process enabled a comprehensive assessment of the impacts, risks and opportunities associated with its activities, guaranteeing strict alignment with regulatory requirements and best sustainability practices. In addition, and with regard to the regulatory framework for the information presented, this Report fully fulfils the requirements of Decree-Law 89/2017, which implements Directive 2014/95/EU on the disclosure of non-financial information into the Portuguese legal system.

Other legislation

As Toyota Caetano Portugal S.A. is covered by the requirements for reporting non-financial information, it is also within the scope of Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020. This regulation establishes a classification system for sustainable economic activities.

In this context, the company also follows the provisions of Commission Delegated Regulation (EU) 2021/2178 of 6 July 2021, which details the disclosure requirements related to the EU Taxonomy. As part of its ongoing commitment, Toyota Caetano Portugal S.A. has begun structuring the internal practices necessary to ensure compliance with the requirements of this new regulation. This aims to highlight the company's current and future activities contribution to sustainable development, particularly with regard to environmental criteria, without prejudice to the social dimension inherent in the organisation's responsible and balanced growth.

This Report also responds to Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 on the establishment of a framework to facilitate sustainable investment, which consists of a classification system for sustainable economic activities.



WELCOME MESSAGE FROM THE CHAIRMAN OF THE BOARD

Toyota Caetano Portugal's Sustainability Report reflects, in a transparent and responsible manner, the progress and challenges encountered by our group of companies in building a more conscious future. **Our actions highlight the intense transformation of the automotive sector, reinforcing our commitment to sustainable mobility, innovation and the development of people.**

In recent years, we have reaffirmed our commitment to creating long-term value, guided by **environmental, social and governance principles**. Sustainability is no longer a differentiator but a **fundamental strategic imperative for business resilience and competitiveness** – and we take this responsibility seriously and with determination.

Our responsibility is clear — we want to lead a more efficient and aware sector

Sustainable and Energy Transition

Energy transition remains one of the fundamental pillars of our vision. We know that a more sustainable future requires concrete action in the present. That's why we've invested in the **electrification of mobility and energy efficiency**, actively contributing to reducing emissions and promoting environmentally-friendly solutions.

But sustainability goes beyond technology: it includes the way we use natural resources, our **commitment to the circular economy** and the **adoption of renewable energies**.

Our responsibility is clear — we want to lead a more efficient and aware sector, minimising impacts and maximising the value we deliver to society.

People

Our employees are the driving force behind our transformation

At Toyota Caetano Portugal, we believe that true progress is only possible when it is put at the service of people.

Our employees are the driving force behind our transformation, which is why we continuously invest in their **training and development, health and well-being**, and in promoting an **inclusive and safe working environment**. Our commitment extends to the communities where we are present. That's why, through our partnerships, **we invest in inclusion, education, well-being and local development initiatives**.

Innovation to Transform Mobility

Innovation is what allows us to reinvent business and mobility. Rather than responding to industry trends, we seek to anticipate future needs, focusing on digitalisation, connectivity and the development of technological solutions and services that make mobility more efficient and affordable for everyone. We know that transforming the automotive sector requires a long term strategic vision and, above all, a genuine commitment to developing solutions that bring benefits to society as a whole.

This report is further evidence that sustainability, in its various dimensions, is not an isolated endeavour, but the result of the **collective dedication of our employees, customers, partners, suppliers and communities**. I would like to sincerely acknowledge everyone who has shared this journey with us.

We remain steadfast in our aim of turning challenges into opportunities and contributing to a fairer, more balanced and sustainable world.

Thank you very much,

José Ramos

Chairman & CEO Toyota Caetano Portugal



THE SUSTAINABILITY STRATEGY

In line with Salvador Caetano Auto's approach, the Toyota Caetano Portugal Group's sustainability strategy stems from its **commitment to Sustainable Mobility, guaranteeing innovation and environmental balance, in the 2025-2030 strategic cycle**. This strategy is based on three main lines of action: Closeness to People, Energy Transition and Business Innovation, which are framed by the principles of Ethical and Responsible Business.



Closeness to People

Create conditions of physical and mental **well-being**, work-life balance, **health and safety**, developing their **skills** to have **qualified talent**.



Energy Transition in activity and offer

Remain committed to the **energy transition** and adopt **responsible water resources and waste management** at all levels of the business.

Integrating the commitment to fight **climate change** by incorporating **decarbonisation, circular economy and water management** at all levels of the business.



Business innovation

Leading the ecological transition through **innovative mobility solutions** with adapted business models that provide a better **customer** experience.



Ethical and Responsible Business

Integrate business management with **governance best practices** adapted to the cultures of the different geographies in which the company operates.

Contribution to the 2030 Agenda



2025-2030 cycle

Promoting **Sustainable Mobility** for **everyone** through **innovation** and in balance with the **environment**, reinforcing our role as an agent of transformation that conducts **business** in an **ethical and responsible** manner for a better tomorrow.



This strategy was developed based on the dual materiality exercise, under the European Union's Corporate Sustainability Reporting Directive (CSRD), which made it possible to identify and prioritise the most relevant sustainability issues for the TCAP Group and its stakeholders. The process enabled a holistic view of the strategy, allowing it to integrate business risks and opportunities with the impacts on the environment and the society.

MILESTONES IN 2024

Employees



New pay slip: A corporate project embraced by the TCAP Group, led by the BRP Association (Business Roundtable Portugal), to give employees a clear view of the costs paid by the company with their remuneration, increasing transparency and employees' financial literacy about the total cost of labour.

Discount portal: Developed at corporate level, it is a savings platform, with various discounts on the purchase of products and services, improving their purchasing power and the quality of life for themselves and their families.

Family Day: 78 years of Salvador Caetano is synonymous with celebrating all those who are part of our community on a daily basis. The event was attended by employees and their families in the Ser Caetano Forest. Through the activities, the participants activated important soft skills such as communication, mutual help, confidence and strategy, combining socialising and healthy competition between families.



Community



Inclusive mobility at the Olympic Games: Production of 260 units of the Accessible People Mover (APM), a small electric utility vehicle, to transport people with special accessibility needs at the Paris 2024 Olympic and Paralympic Games.



Partnership with “Fundação Juventude” (Youth Foundation): We were at the "National Exhibition of Young Entrepreneurs", an event dedicated to innovation and social responsibility, reinforcing our commitment to sustainable and inclusive practices. The event included our organisation as an integral part of the judging panel, and the award of the Salvador Caetano Special Prize, a real work experience in the Group, providing young female entrepreneurs with the opportunity to apply and expand their knowledge and skills both for the labour market and for their own project.

Ajudaris - Creating Happy Stories Together: On World Children's Day, we joined forces with Ajudaris (an association focused on fighting social exclusion by empowering children and young people through education) to celebrate this day in hospitals, in particular the Vila Nova de Gaia Hospital Centre.

Environment



Ser Caetano Forest Ambassadors: The creation of a multidisciplinary team dedicated to animate the space and bringing its many benefits to employees.



Self-consumption Production Unit in Ser Caetano Forest that will transform solar energy into electricity. With this plant, the space will consume 100 per cent green electricity, using only what nature has to offer.

Environment and Safety Week: Environmental and safety awareness event for all employees located in the Vila Nova de Gaia Industrial Perimeter and a day at the Toyota facilities in Ovar.

Business and Partnerships



Used KINTO: Aiming to promote the principles of the circular economy and the reuse of vehicles (Second Life), in 2024 the "Used KINTO" programme was launched, an initiative dedicated to the sale of reliable second-hand vehicles.

Launch of KINTO Charge: Free electric car charging app that allows customers to access a single consumption invoice, providing an overview of all refuelling and charging.

Lexus: 2024 was the best year ever in terms of new vehicles sales, with more than 670 registrations.

Customer experience measurement platform: Development, in partnership with Toyota Motor Europe (TME), of the new pan-European platform for measuring Customer Experience and Sentiment (CX), whose ultimate purpose is to ensure proximity and alignment with the real needs of customers and the trends shown by the markets. TME is using the development work led by TCAP to begin the roll-out process of the new platform to the rest of the European markets.

Lean.PT: In 2024, we were Owner of the 15th edition of the Biannual event that brings together companies interested in the Lean theme in Portugal, promoting the sharing of good practices, joint learning and the adoption of continuous improvement as an integrated management system. The aim is to encourage sustainable business development and generate positive impacts on society.

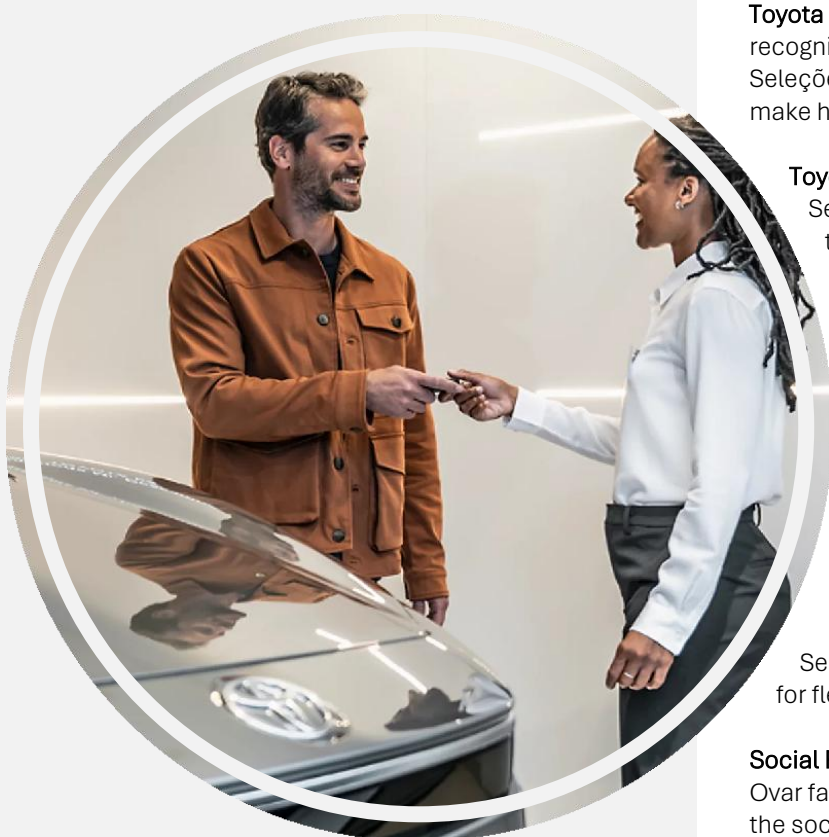
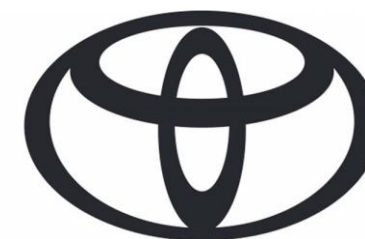
Caixa ESG Awards: Toyota Caetano Portugal was honoured in the 2nd edition of the Caixa ESG Awards for its inclusion of good ESG practices in its management in the sector of its economic activity, demonstrating a high level of commitment to sustainable development goals.



Together,
we'll go
further.

Awards

Toyota Caetano Portugal



Toyota is the Automotive Trusted Make for the 15th consecutive year | Toyota has once again been recognised with the Trusted Make award in the Automotive category by the Portuguese readers of the Seleções do Reader's Digest magazine. It should be noted that this is the 15th consecutive year that the make has received this honour.

Toyota C-HR is "Hybrid of the Year" | The Toyota C-HR has been awarded Hybrid of the Year 2024 by Seguro Directo Carro do Ano/Troféu Volante de Cristal, in recognition of the advantages of hybrid technology in the brand's new generation SUV.

Prius Plug-In is "Plug-in Hybrid of the Year" | The Toyota Prius Plug-in has been voted the plug-in hybrid of the Year in 2024 by Seguro Directo Carro do Ano/Troféu Volante de Cristal, recognizing the evolution of the pioneering model of electrified mobility.

Voted Five Star Automotive Make | For the fifth year in a row, Toyota has received this honour, which reaffirms the quality and reliability of its products, as well as customer satisfaction.

Most Reliable Make 2024 | Toyota, with its Lexus Make, topped the list of the most reliable car makes in a survey carried out by DECO Proteste in which 30,000 Portuguese drivers took part.

2024 Van of the Year Award | The Toyota Proace City was honoured at the 8th edition of the Fleet & Service Automotive awarded by **Automotive** Magazine, having been considered the best purchase option for fleet operators.

Social Responsibility Award from the Best of Technological Portugal 2024 | Toyota APM, produced at the Ovar factory, won the Best of Technological Portugal award, promoted by Exame Informática magazine, in the social responsibility category.

Commitment to Sustainability Performance

CDP (Carbon Disclosure Project) ()

The main global platform for corporate environmental disclosure, to promote transparency and environmental accountability, encouraging organisations to measure and publicly disclose their environmental impacts.

2024 result - level B assessment (Management))

2023 result - level C assessment (Awareness))

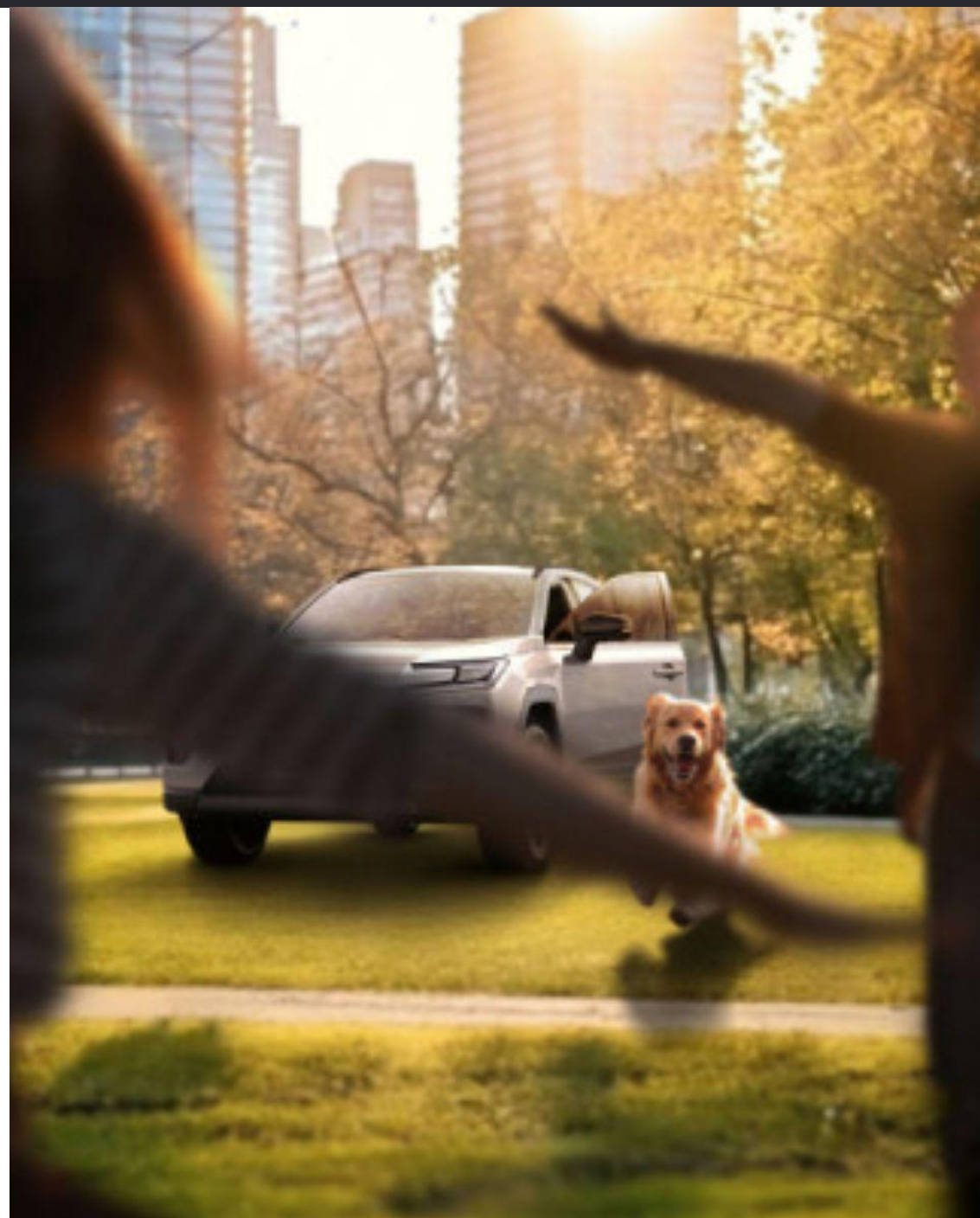
Ecovadis | Award of the Ecovadis gold medal for the first time, placing TCAP in the 97th percentile of companies in the sector.

The EcoVadis score (0 to 100) reflects the company's sustainability management system quality at the time of the assessment. The EcoVadis medals and seals recognise companies that have completed the assessment process and, compared to other companies assessed, have demonstrated a solid management system that addresses the sustainability criteria as described in the certification methodology.

The percentile ranking shows how your score compares to other companies. For instance, if the company is in the 97th percentile, it means that its score is greater than or equal to the score of 97 per cent of all the companies assessed by EcoVadis.

BCSD (Business Council for Sustainable Development) | Charter of Principles

The Charter establishes the principles that constitute the guidelines for good business management and aims to create a voluntary benchmark adapted to companies of various sizes and sectors. It aims to strengthen sustainable management practices based on six principles: Legal Compliance & Ethical Conduct; Human Rights; Labour rights; Prevention, Health and Safety; Environment; and Management.





Caetano Auto

Superbrands, in the B2B arena | This prestigious award honours brands considered exceptional for their performance and dedication, reaffirming Caetano Auto's position of excellence in the market.

Ichiban: Recognising excellence | Toyota Motor Europe (TME) annually awards the Ichiban prize, which in Japanese means "number one", to the best Toyota dealer in each European country.

In 2024, Caetano Auto Porto was chosen in Portugal.

"Customer Experience Performance" | Caetano Auto in Aveiro was honoured by Toyota Portugal.

This award reflects our dedication to customer satisfaction, loyalty and quality service, and reinforces our mission to exceed expectations and consolidate relationships of trust.

Lexus Experience Award | For the second consecutive year, the Lexus Centre in Aveiro has won first place in the *Lexus Experience Award*, a prestigious Lexus Portugal programme that assesses excellence in performance of the make's dealerships.

Caetano Auto Cabo Verde

Recognising the Toyota Brand in Cape Verde | The 30-year award received by Toyota in 2024, in celebration of its 30 years of presence in the Cape Verdean market, is not just a celebration of the length of time it has been in operation, but a recognition of the make's various achievements over the decades as well as of its ongoing commitment to quality, innovation and greater mobility.

Awards



COBUS 

Awards

COBUS

Summary of Certifications: Quality | NP EN ISO 9001 | COBUS is ISO 9001-certified, the world's most recognised standard that sets the requirements for a Quality Management System (QMS). This certification helps organisations to consistently meet the needs of customers and stakeholders by creating a framework that guarantees the quality of goods and services. The standard emphasises continuous improvement and customer focus.

New products and services | COBUS Industries presented its latest advances in electric and hydrogen-powered buses for the efficient transfer of passengers at airports, between terminals and remote aircraft parking positions. These vehicles are designed to offer low energy consumption, promoting sustainability. It is important to highlight two major areas of development:

Sourcing materials | Giving priority to locally sourced materials from Europe, reducing transport costs and minimising the carbon footprint.

Energy commitment | A significant part of our production facilities runs on renewable energy, further reinforcing our commitment to a sustainable future.

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).



An aerial photograph of a winding asphalt road that curves along the edge of a large, calm lake. The road is flanked by a dense forest of green trees. Two cars are visible on the road, one in the foreground and one further ahead. The overall scene is serene and natural.

FOR US, THE FUTURE BEGINS EVERY DAY

01. OUR VISSION AND
COMMITMENT

1.1 Toyota Caetano Portugal Group

The Toyota Caetano Portugal Group

DR:
ESRS 2
BP-1

Toyota Caetano Portugal Group is a benchmark in the automotive sector, dedicated for more than 75 years to the import and marketing of the Toyota and Lexus makes and industrial equipment, automotive assembly and production, the manufacture and marketing of buses, renting services and car fleet management. It offers a continuous response to people's needs through environmentally advanced technological mobility services, while tackling global environmental challenges.

Relationships between companies and communities, based on participation and closeness, allows them to fulfil their commitments centred on environmental and social well-being and the aim of creating benefits for all stakeholders, and enabling the development of their value chain.

The Group's founder, Salvador Fernandes Caetano, idealised fairness and justice, ethics and morality, as the guiding principles for the development of the corporate culture; his humanist stance and the relationships of mutual respect and growth he developed with his stakeholders lead to paying particular attention to the concerns and expectations of the stakeholders, as well as to a continuous improvement philosophy, which is their contribution to society and to tackling current problems.

Key Numbers:



Noted employees:

2,550

Employee breakdown by geographical area:

Portugal
2,401

France
1

United Kingdom
13

Germany
30

Cape Verde
102

Thailand
1



Total revenue:

€658,179,307

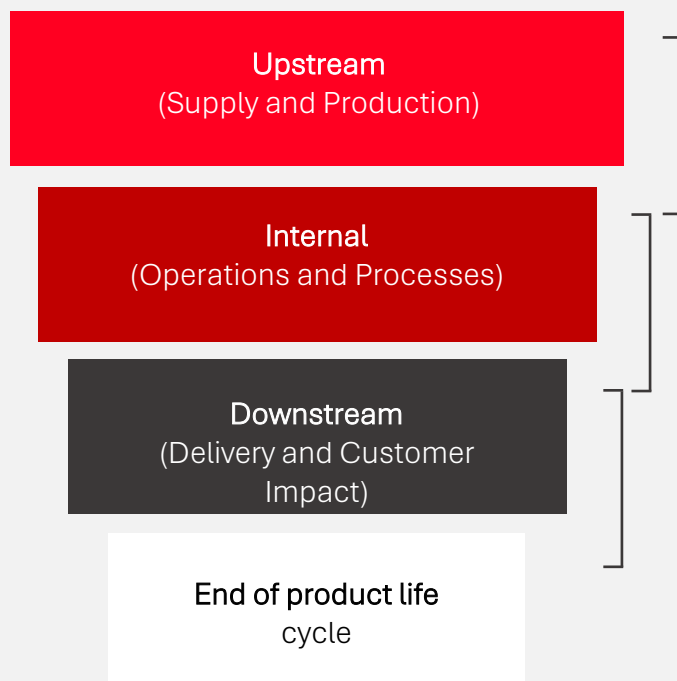
2024															
NATIONAL									ABROAD					ELIMINATIONS	CONSOLIDATED AMOUNT
Motor Vehicles				Industrial Equipment			Other	Motor Vehicles		Industrial Equipment					
Industry	Trade	Services	Rentals	Machinery	Services	Rentals		Industry	Trade	Machinery	Services	Rentals			
REVENUE															
Turnover	317,565	824,707,433	27,360,552	7,074,940	10,878,423	6,237,017	13,958,905	-	70,013,400	36,623,623	41,928	95,564	63,637	(339,202,680)	658,170,307
RESULTS															
Operating income	(18,912)	30,084,127	5,683,143	3,060,058	1,230,665	3,088,336	2,034,522	-	(2,535,784)	2,249,207	(1,799)	55,134	33,755	1,546,687	46,509,139
Financial income	(1,137)	(5,779,442)	(22,506)	(1,887,858)	(98,421)	(47,986)	(105,320)	-	(428,329)	(46,695)	103	-983	-517	-	(8,419,091)
Income tax for the year	-	-	-	-	-	-	-	(8,316,756)	-	-	-	-	-	-	(8,316,756)
Net income from non-controlling interests	(20,049)	23,551,380	4,382,571	1,526,594	1,132,243	3,040,350	(3,647,061)	(1,620,256)	(2,964,113)	1,731,641	(1,696)	54,151	33,238	954,043	28,153,036
OTHER INFORMATION															
Depreciation and amortisation	12,212,009	3,173,102	2,459,882	4,487,267	69,986	80,501	6,110,989	-	-	128,101	-	-	-	(596,484)	28,125,353

The Group is only active in the sectors listed above.

The actions of the Toyota Caetano Portugal Group are guided by cross-cutting values which are reflected in the Ser Caetano culture and transposed in its Corporate Policies, namely the following:

- Being Sustainable Programme
- Performance management and development policy
- Compliance:
 - Company Remuneration Policy
 - Regulation on Conflicts of Interest and Related Party Transactions
 - Whistleblowing Policy
 - Salvador Caetano's Code of Conduct and Professional Ethics
 - Anti-Corruption Code of Conduct
 - Policy for the Prevention of Risks of Corruption and Related Offences
 - Plan for the Prevention of Risks of Corruption and Related Offences
 - Online whistleblowing channel

Value chain



Upstream

Suppliers of components and parts: The TCAP Group imports and uses parts and components from Toyota Motor Corporation (TMC) and Toyota Motor Europe (TME) and other strategic suppliers.

Industrial equipment suppliers: Includes forklifts and industrial machinery, marketed by the Industrial Equipment Division.

Service providers: Car transport companies.

Internal

Manufacture and assembly: The Ovar plant assembles Toyota vehicles and develops micro-mobility projects.

Fleet management and renting: Sustainable mobility is managed through KINTO and Caetano Renting, offering renting and car sharing solutions..

Marketing and distribution: Toyota and Lexus divisions import and sell new and second-hand vehicles, as well as distributing parts and accessories.

Maintenance and after-sales: Caetano Auto and other subsidiaries provide technical assistance, maintenance and repair services for vehicles and equipment.

Downstream

Dealer networks and authorised workshops: Distribution and service are guaranteed by a network of Toyota and Lexus dealers and repairers.

Customer services and innovation in mobility: Sustainable mobility solutions, including electric and hydrogen-driven buses, through CaetanoBus.

End of product life cycle

Partners for waste collection and treatment and the recovery of materials from vehicles and components, with a view to recycling them in order to reduce environmental impact and reintegrate them into new production cycles, reinforcing the commitment to the circular economy.

Partners: Valorcar, Valorpneu, Sogilub, Electrão

1.2. Governance and Sustainability Management

DR:

GOV-1,GOV-2,GOV-3,GOV-4,GOV-5

Management bodies

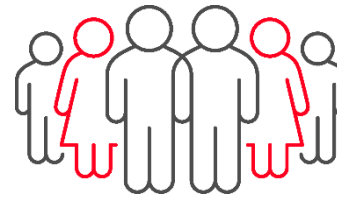
On 31st December 2024, the Toyota Caetano Portugal Group had four executive directors and two non-executive directors. The executive directors are responsible for the day-to-day management of the Company and the non-executive directors are responsible for monitoring, supervising and supporting the strategy definition and decision-making by the Board of Directors.

There is currently no representation of employed persons or other workers on the company's administrative, management and supervisory bodies.

Average ratio between female and male members of the management bodies (Board of Directors and Supervisory Board): 50%

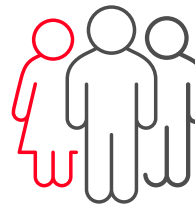
2 members of the Board of Directors are non-executive

Board of Directors:



2 women (33%)
4 men (66%)

Supervisory Board:



1 woman (33%)
2 men (66%)

When analysing the composition of the administrative, management and supervisory bodies, one can see that the company has a **solid set of skills and relevant experience in the automotive sector**, for the products it sells and the geographies in which it operates. The members of these bodies have diverse profiles with academic qualifications in areas such as Economics, Mechanical Engineering, Metallurgy Engineering and Industrial Management, complemented by executive training in leadership, finance, corporate strategy and business management, areas directly related to the organisation's material challenges and opportunities.

This diversity of academic and professional backgrounds provides a holistic and strategic vision of the operation and sustainable development of the business.

The professional experience of the administrative, management and supervisory bodies' members shows a consolidated track record in the automotive sector and in related areas such as mobility, information technology, financial services and construction, enabling them to **anticipate and respond to risks and cross-sector dynamics**. Members have served as chairman or member of the Board of directors of the Toyota Caetano Portugal Group and Salvador Caetano Auto, providing them a **comprehensive view of the business, the market dynamics and the regulatory**

and operational requirements in different geographies. This diversity of experience is reinforced by active participation in sector associations such as ACAP (Associação Automóvel de Portugal - Portuguese Automobile Association), and by institutional representation as Honorary Consuls, broadening knowledge of the economic, political and social contexts that impact the sector.

As far as knowledge on sustainability is concerned, the management bodies as a whole have a more cross-cutting skills base, which has been continuously strengthened through access to experts, executive training programmes and the sharing of good sectoral practices. The areas where this has been happening include: business development with a sustainable focus, corporate governance, neuroscience applied to leadership and international financial reporting standards. **This comprehensive range of knowledge enables the Group to act strategically, keeping up with international trends, regulatory benchmarks and best practices in the sector.**

Expertise in areas such as continuous improvement (Kaizen), energy efficiency, optimised logistics and quality management, combined with skills in human resources management, technological innovation and digital transformation leadership, ensure a **critical and informed reading of the material impacts, risks**

and opportunities arising from the company's operations and its value chain. It should also be noted that regular monitoring of emerging issues at national and international forums and seminars has helped to broaden these skills, enabling the Group to **make decisions that are increasingly articulated with ESG criteria**.

The close connection between the knowledge of management bodies members and sustainability issues is evident in the way in which practices such as continuous improvement, innovation in business models, efficiency in the value chain and the promotion of a responsible, long term corporate culture are integrated. The know-how we have accumulated also allows us to identify strategic opportunities such as internationalisation, mergers and acquisitions, logistics optimisation and the development of sustainable mobility solutions, which are decisive for business resilience and its positive contribution to society and the environment.

The responsibilities of each body with regard to the company's impacts, risks and opportunities, as well as the governance processes, controls and procedures used in IRO management, are reflected in the group's risk policy, which has a four lines of defence model, involving the various levels of the organisation, particularly top management.



The bodies recognise the importance of **sustainability as a strategic vector, stressing that environmental and social challenges represent not only operational and reputational risks, but also opportunities for differentiation, innovation and long term value creation**. This vision is reflected in the support for defining the company's sustainability strategy, participation in internal committees that promote an organisational culture based on ethical values, social responsibility and orientation towards the future, while at the same time addressing ESG issues. This is why the Board of Directors and the Sustainability Committee have the same Chairman.



Sustainability committee

Made up of a multidisciplinary team, the Sustainability Committee is responsible for monitoring and debating the progress of the goals established for the Sustainability Strategy, Social Sustainability, Governance and Compliance, Energy Sustainability, Circular Economy and Water Resources on a quarterly basis, with reports to the Board of Directors of the Toyota Caetano Portugal Group.

Through the Sustainability Committee, under the chairmanship of TCAP's own Chairman of the Board of Directors, the administrative and management bodies take into account sustainability impacts, risks and opportunities, and at the same time make decisions on major transactions and risk management, including any evaluation of compromise solutions on ESG issues. The Group is currently developing its sustainability IRO management structure.

The Sustainability Committee currently plays a central role in identifying and addressing material issues, as well as interacting with the Management bodies.

Targets regarding material impacts, risks and opportunities, as well as the evolution of the issues monitored in terms of sustainability performance, are first monitored by the management of those areas and shared with the Sustainability Committee, which reports them periodically to the Board of Directors. Toyota Caetano Portugal S.A. plans to implement improvements to the monitoring and reporting system in the future, with the aim of strengthening the integration of sustainability into the business strategy.

The Group recognises the strategic importance of strengthening sustainability skills, promoting a governance that is increasingly aligned with ESG principles. At the moment, the structure for supervising these issues is still being consolidated, and mechanisms are being defined to guarantee effective monitoring of ESG issues. To this end, regular training sessions are organised to update knowledge on regulations, sector trends and good sustainability practices, so that management bodies have the tools they need to make informed decisions. In addition, the company has turned to external experts for support in defining its strategy and training its internal teams.



List of Material Impacts, Risks and Opportunities

Sustainability issue: Energy Transition

Impacts

Reducing carbon footprint

Fossil fuel consumption of "traditional" vehicles on the market

Use of non-renewable energy sources for vehicle production and charging

Risks

Volatility of tax incentives, subsidies and financing programmes

Physical risks: availability of the necessary resources for the extraction of raw materials

Opportunities

Adapting to regulatory requirements and restrictions on combustion vehicles to reduce emissions

Adapting cities with electric charging infrastructure

Energy independence through investment in renewable energies (self-consumption)

Business adaptation to reduce GHG emissions and increase business resilience to climate change



Sustainability issue Air pollution

Impacts

Emission of particles and pollutants from the manufacture of vehicles and the combustion of fossil fuels in vehicles (non-GHG)

Risks

Penalties for non-compliance with legal requirements



Sustainability issue: Water management

Impacts

Water consumption

Production of effluents (particularly hydrocarbons) associated with vehicle manufacturing, maintenance and washing activities may contaminate groundwater and surface water, jeopardising local ecosystems and human health

Risks

Scarcity of water resources needed for the activity

Fines and penalties arising from legal non-compliance of effluent emissions

Opportunities

Initiatives to reduce water consumption in operations in order to cut costs and guarantee the availability of resources, through the reuse and storage of water

Sustainability issue: Waste management

Impacts

Production of waste such as batteries and other electronic components in electric vehicles

Unsorted waste production

Risks

Inability of the waste management system to include the recovery of end-of-life batteries

Opportunities

Reducing consumption and waste generation in activities

Sustainability issue: Sustainable Mobility

Impacts

Strategy to promote the purchase of cleaner vehicles

Reduction of GHG and particulate emissions



Opportunities

Monitoring trends and new consumer profiles

Financial and tax incentives for transition

Sustainability issue: Employer brand attractiveness

Impacts

Valuing the value proposition (tangible and intangible benefits)

Risks

Shortage of qualified talent and its impact on productivity

Opportunities

Improved economic benefits

Retaining qualified labour

Sustainability issue: Training and development

Impacts

Development of business-critical skills

Labour force diversity



Opportunities

Requalification/reskilling and upskilling

Sustainability issue: Health, well-being and safety

Impacts

Accidents in the workplace with an impact on employees' physical health

Work-life integration, mental health (workload, flexibility models, leadership and work environment)

Risks

Lack of productivity and motivation

Opportunities

Conditions of balance and well-being

Sustainability issue: Diversity, Equity and Inclusion

Impacts

Equal opportunities

Labour force diversity



Opportunities

Rich and diverse corporate culture, generating greater creativity in business development

Sustainability issue: Involvement with the local community

Impacts

Creating value for the local community through opportunities and programmes



Opportunities

Creation of jobs and local wealth, with increased purchasing power

Strengthening and differentiating the SCA brand in terms of reputation

Sustainability issue: Business ethics and transparency

Impacts

Promoting good governance practices in the business ecosystem and building trust (particularly among employees)

Risks

Reputational risks and potential loss of talent and customers due to ethical issues

Opportunities

Access to capital and investment

Sustainability issue: Responsible value chain

Impacts

Improved health and working conditions for employees in the value chain

Integration of ESG requirements in the hiring and evaluation of suppliers and customers, with an impact on competitiveness and the positioning of the value chain

Risks

Higher hiring costs, with the integration of ESG aspects



Sustainability issue: Customer satisfaction

Impacts

Availability and access to a quality and safe service and product

Opportunities

Customer loyalty and customer retention/growth



Sustainability issue: New Technologies/Innovation

Impacts

Reducing consumption
Integration of new technological solutions into the market, with an impact on consumer convenience



Opportunities

Reduction of operating costs and potential increase in productivity through digitalisation and dematerialisation

Increased competitiveness by integrating technology into products and services

Sustainability issue: Business diversification

Impacts

Impact on the economy and direct and indirect employability (considering the Group's broad ecosystem) and consequent recognition

Risks

Macroeconomic/geopolitical conditions

Opportunities

Access to capital

Competitive edge and scaling up

Sustainability issue: Data protection and Cybersecurity

Impacts

Impact on the economy and direct and indirect employability (considering the Group's broad ecosystem) and consequent recognition

Risks

Cyber-attacks, loss of data and resulting financial and reputational/confidence losses

Legal consequences and fines/sanctions resulting from data loss

Operational interruptions

Integrating sustainability performance into incentive schemes

The Group currently has incentive schemes or remuneration policies indirectly linked to sustainability issues, namely the CAFE (Clean Air for Europe) legislation and the sale of clean vehicles; the maximum remuneration and incentives are discussed and approved annually by the Appointments, Appraisals and Remuneration Committee and evaluated by the Board of Directors.

Remuneration policy: <https://toyotacaetano.pt/remuneracoes/>

There are currently no plans to change the remuneration policy in order to integrate specific goals or impacts regarding sustainability. Environmental, social and governance (ESG) performance metrics are not yet directly considered as benchmarks, nor do they influence the variable component of remuneration. However, the Group recognises the growing importance of these issues in the regulatory and strategic context, and is therefore attentive to their evolution and committed to progressively evaluating the integration of sustainability criteria into the remuneration policy, whenever this proves to be relevant for the value creation and alignment with business goals.

Declaration on due diligence

Toyota Caetano Portugal has due diligence processes in place in order to prevent impacts and risks in its operations and mitigate any adverse situations when they are detected. These processes play a fundamental role in promoting transparency and integrity, ensuring compliance with best corporate governance practices and regulatory requirements.

Through due diligence, the fight against non-compliance in critical areas such as human rights, money laundering and corruption is ensured, promoting a culture of ethics and responsibility. Within this framework, a whistleblowing channel has been implemented for the entire community, which allows the safe and confidential reporting of potential offences, ensuring that any irregularity can be analysed and dealt with by the Compliance team.

In addition, there is an Anti-Corruption Code of Conduct and a Policy for the Prevention of Corruption and Related Offences, which establishes clear guidelines for the prevention and detection of corruption and money laundering, and emphasises the commitment to an upstanding and transparent business environment. The Know Your Customer (KYC) questionnaire is currently being developed, a tool designed to identify potential corruption risks in relationships with suppliers, enabling a careful and preventive assessment of their practices.

Risk management and internal controls for sustainability reporting

The risk assessment approach and the risk prioritisation methodology are carried out through the Dual Materiality process, covering all the Group's operations. This process defines the material sustainability issues and identifies the significant IROs that will be presented in this report.

The Sustainability Committee is responsible for analysing and approving the information included in this report, including the organisation's material issues, as well as the risks identified and the internal controls related to sustainability management and the report itself. The Committee meets quarterly or whenever necessary to analyse and approve sustainability strategies and information.

All risk information can be found in the chapter on Addressing and Managing Impacts, Risks and Opportunities.

1.3. Sustainable Business Model

DR:

SBM-1

The Toyota Way

Teamwork

Respecting others, making every effort to understand each other, taking responsibility and doing our best to build mutual trust.

Respect

Encouraging personal and professional growth, sharing development opportunities and maximising individual and team performance.

Pillar 2: Respect for people



Kaizen

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

Genchi Genbutsu

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.

Challenge

Building a long term vision, accepting challenges with courage and creativity to make our dreams come true.

Pillar 1: Continuous improvement

The business model follows the Toyota Way philosophy and is structured into different divisions and companies:

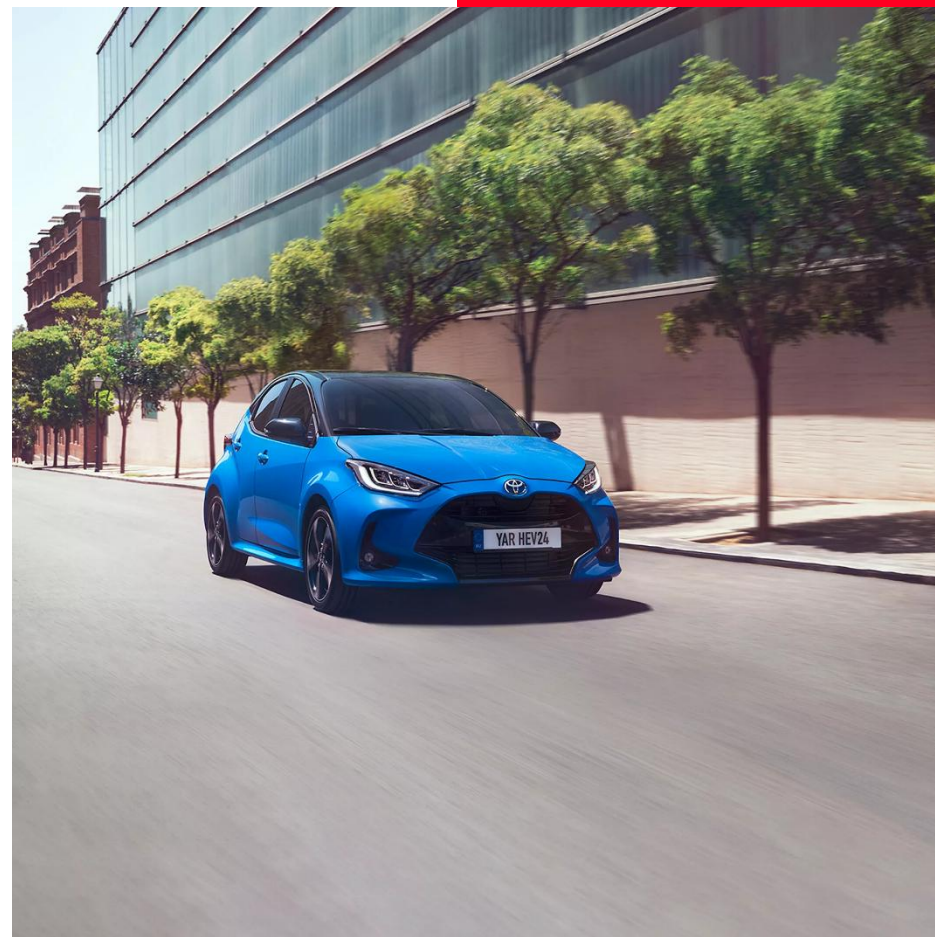
Toyota and Lexus Division

It is the business unit of Toyota Caetano Portugal that is the **exclusive importer and distributor of the Toyota and Lexus brands**, marketing and selling new vehicles and reliable second-hand vehicles through its exclusive Toyota Usados de Confiança and Lexus Select programmes, as well as Toyota and Lexus genuine parts and accessories.

For selling the above vehicles and provide an adequate after-sales service, Toyota Caetano Portugal has appointed a **network of Authorised Toyota and Lexus Dealers and Repairers**. Spread across mainland Portugal and the islands, this network is constantly managed and monitored, always with a view to exceeding Customer expectations.

In order to drive the energy transition, **the strategy is to lead the way in electrification, offering a wide range of technologies** – hybrid (HEV), plug-in hybrid (PHEV), battery electric (BEV) and hydrogen fuel cell electric (FCEV) – presenting **solutions for all user types and profiles, in order to achieve the Group's carbon neutrality by 2040**. In collaboration with business partners Toyota Kreditbank GmbH – Portugal branch (Toyota Financial Services / Lexus Financial Services) and mobility company KINTO Portugal, S.A., customers have a range of **affordable and flexible mobility solutions** at their disposal.

Although the goal of achieving carbon neutrality by 2040 is challenging, Toyota Caetano Portugal is always mindful of its contribution to society, **offering comprehensive and sustainable mobility solutions, with a vision of total decarbonisation within the framework of climate justice**, by developing and testing new technologies in the extreme context of automotive competition, and by always being at the forefront of innovation.



Toyota Caetano Portugal's long-term commitment to society and the environment is also reflected in the "One Toyota, One Tree" initiative, which began in 2005, in which the company plants a tree for every Toyota sold. In 2019, a new initiative was launched: "One Toyota, One Mission", which supports social solidarity projects through invoiced mechanic services.

All these strategies and policies are in line with those of the manufacturer, Toyota Motor Corporation and Toyota Motor Europe, and seek to capitalise on the value of vehicles throughout their life cycle, as well as **recognise the unique value of customers, providing them with a customised and rewarding experience that strengthens their loyalty and relationship with the brand.**

In 2024, the Toyota brand had very favourable results, increasing its sales volume in 2,266 units. This significant growth of 18 per cent allowed the brand to reach 5th place in the light vehicle sales ranking, with a 6.2 per cent share of the Portuguese domestic market (Mainland and Islands), up 0.6 p.p. on 2023.



In 2024, the Lexus brand achieved its best ever results in terms of new vehicles registered (679 units), which corresponded to a market share of 1.1 per cent.

During 2024 there were no changes to either the business model or the value chain.

Industrial Equipment Division

This business area is responsible for the import, marketing (sale or rental) and after-sales activity of industrial equipment (counterweight forklifts and warehouse equipment), as well as providing other services and business solutions. Its main customers are in the industry and logistics sectors. The Industrial Equipment Division's activity, its strategy and its goals are perfectly integrated with the values of the Salvador Caetano Group and aligned

with its stakeholder and represented company, Toyota Material Handling Europe (TMHE).



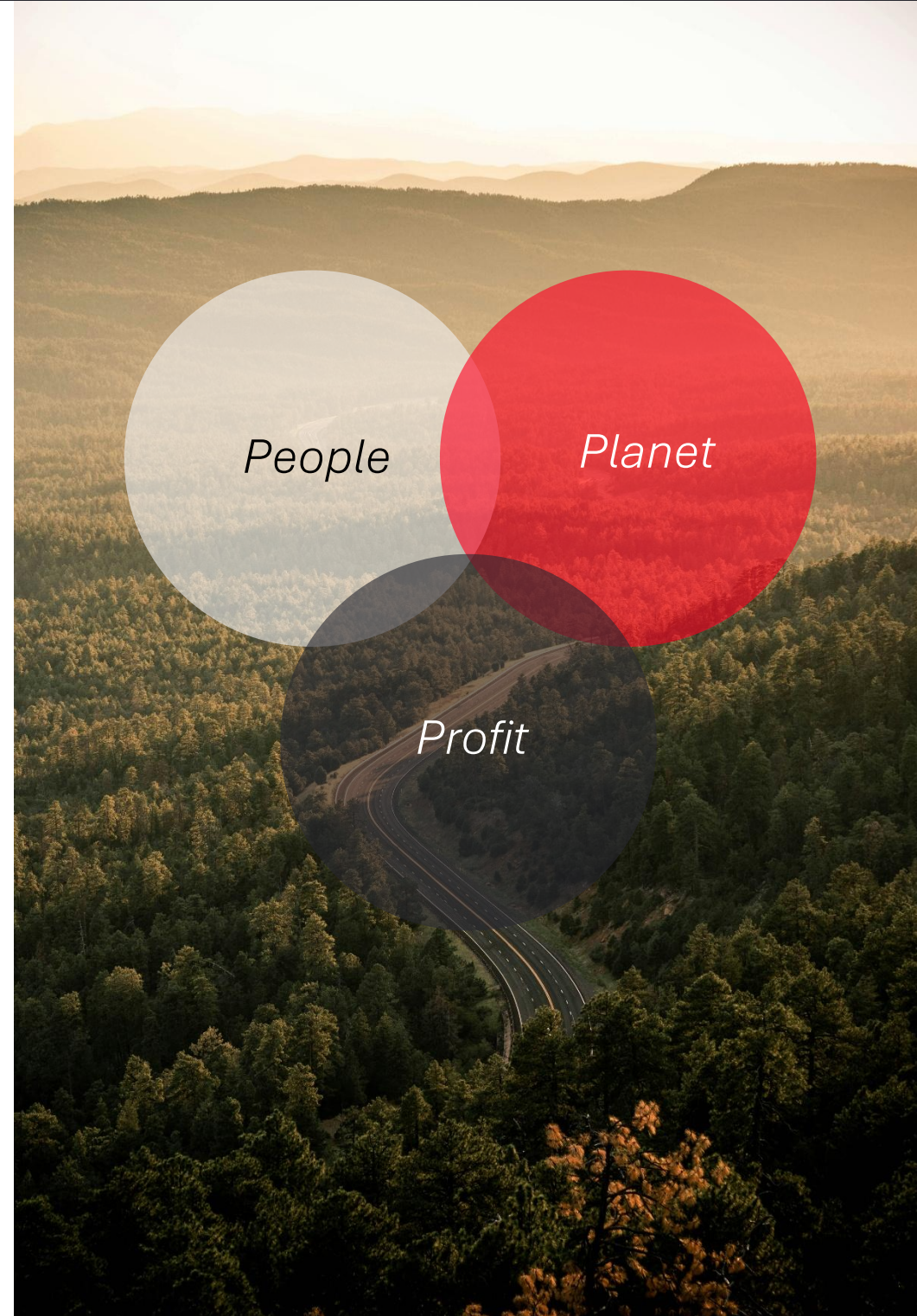
The Lifting Machines market in Portugal accounted for approximately 6,000 units/year and the order/sale of Toyota equipment totalled more than 1,100 units, establishing the company as a benchmark in this business area.

The distribution channels are the sales and service team of the same division. Despite the outlook for economic growth, the international geopolitical situation is highly uncertain and volatile, thus posing a risk to the pursuit of goals.

The shortage of skilled labour was also identified as a specific risk of the activity.

Notwithstanding the above conditions, the brand intends to maintain its strategy of **focusing on customer satisfaction, presenting innovative and flexible proposals and providing excellent service**, consolidating its position as a trusted partner. In this way, it aims to **respond to growing market demand and become a benchmark in the market..**

Sustainability continues to be a fundamental theme for the organisation, which focuses on the People, Planet and Profit trilogy, working continuously to optimise results, both through process efficiency and people actions, and always assuming its social responsibilities towards all stakeholders.



Ovar Manufacturing Division

The **Ovar Manufacturing Division** aims to achieve the Leading manufacturer for compact car profitability, by focusing on a **competitive, long term industrial strategy**.

This strategy integrates **sustainability principles** in all dimensions of the business, namely:

Decarbonisation and Carbon Neutrality

Carbon neutrality is the **common factor** of the entire transformation, with projects geared towards the production of electric vehicles and **reducing CO₂ emissions** throughout the value chain, in line with the **Toyota Environmental Challenge 2040**.

Digital Transformation and Operating Efficiency

Production optimisation, promoting **flexibility**, **automation** and **energy efficiency**, with a positive impact on the environmental footprint.

People Development and Organisational Culture

The focus is on **human development**, **talent retention** and building an **agile, resilient and happy** organisation that generates sustainable value for all its stakeholders.

Sustainable Supply Chain Management

Building a **competitive and sustainable global supplier base** makes it possible to guarantee not only the competitiveness of production, but also **environmental and social responsibility** throughout the supply chain.

Safety and Ergonomics at Work

Security is seen as an **absolute priority**, with an emphasis on **eliminating accidents** and the promotion of **adequate ergonomic conditions**, even in contexts of extended takt-time.

Strategic Partnerships and Innovation

New **business opportunities** are being **identified** and developed **partnerships** that contribute to the energy transition and sustainable development.

The Division is committed to the six pillars of the **Toyota Environmental Challenge 2040** which include:

1. **New vehicles with zero CO₂ emissions** – reduction in CO₂ emissions of Toyota vehicles by 90 per cent by 2050
2. **Zero-emission product life cycle** – eliminate CO₂ emissions in all vehicle production and driving
3. **Zero CO₂ emissions in factories** – eliminate CO₂ emissions in the factory production process, recycle and reuse as much as possible
4. **Minimising and optimising water use**
5. **Establishing a recycling system** – promoting ways of recycling to contribute to an environmentally friendly society
6. **Establishing a future society in harmony with nature** – operationalising projects that contribute to nature conservation



Caetano Auto



integration of people with disabilities. Activities were organised to recognise employees, such as Employee Day, recognition awards, seniority diplomas and distinctions for Ideas and Projects Kaizen..

Caetano Auto, S.A. has two contracts to represent the Toyota and Lexus brands in Portugal. The Toyota brand contract covers ten geographical areas of operation, and the Lexus brand contract seven geographical areas of operation. It also represents the Caetano Colisão and GlassBack brands, and is present from Minho to the Algarve in 26 Showrooms and Workshops.

The company carries out its car retail business on the national market, providing services to Companies, including Fleet Managers and Private Customers.

In line with the positioning of Toyota and Lexus, the brands it represents, Caetano Auto will participate in the strategic direction they have advocated with regard to sustainability and the energy transition, contributing to the electrification of the vehicle fleet in Portugal by promoting and selling electrified vehicles for different user profiles (hybrids, plug-in hybrids, 100% EVs and fuel cells.).

Caetano Auto also sells pre-owned vehicles and multi-brand second-hand vehicles. Its business also includes after-sales services, namely mechanics and collision repair, as well as representing the Glassback brand for glass replacement and repair. The company also promotes car hire and credit intermediation.

Caetano Auto values the commitment and responsibility of its employees, as well as trusting relationships with partners, suppliers, customers and the community. There is a focus on operational performance and knowledge sharing to maintain competitiveness. The company involves all stakeholders in the value chain, establishing a continuous and transparent dialogue to address their needs and expectations, using various means of communication, and evaluating the impact through satisfaction surveys and analysis of complaints and suggestions.

Regarding its sustainability strategy, Caetano Auto **seeks to develop a sustainable business**, better managing the consumption of natural resources, reducing CO₂ emissions, improving energy intensity, promoting a circular economy model and optimising water resources. In terms of **social sustainability**, it promotes diversity, equity and inclusion, namely the recognition of employees, increasing the number of women in the organisation's management – as well as in leadership positions – and the

Caetano Auto Cabo Verde

Caetano Auto CV, S.A. is the organisation responsible for importing and marketing the Toyota brand for the Cape Verdean market, developing its car retail activity in the national market and providing services, namely to Fleet Managers and Private Customers.

With regard to sustainability and energy transition, Caetano Auto CV will begin marketing hybrid models at the end of 2025, having acquired technical training to do so.

In addition to new vehicles, Caetano Auto CV's business also includes after-sales (mechanics and collision repair) and parts sales. **The company has sought to diversify its ranges in line with the brand's global electrification strategy and the Government's ecological guidelines. Regarding social sustainability, it promotes diversity, equity and inclusion.**



CaetanoBus

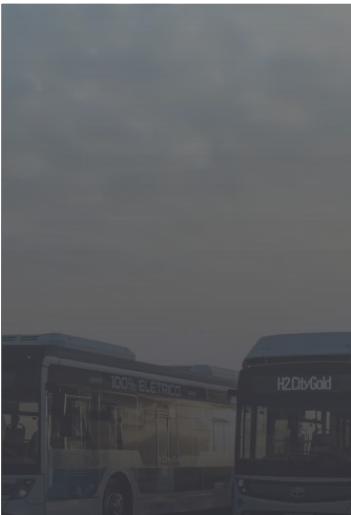
CaetanoBus is one of the main European players in the development and production of 100 per cent electric buses and, in particular, hydrogen solutions. This positioning in sustainable mobility will soon be reinforced with the launch of new models. The main products include:

- 100% electric buses:
e.City Gold Range 8.5 m, 12 m and 18 m. The e.Coach will be launched in 2025.
- Hydrogen buses:
H2.City Gold 12 m, 18 m BRT and in 2027 H2.Coach.
- Airport buses:
Expansion of the COBUS range and in 2026 the H2.Cobus.



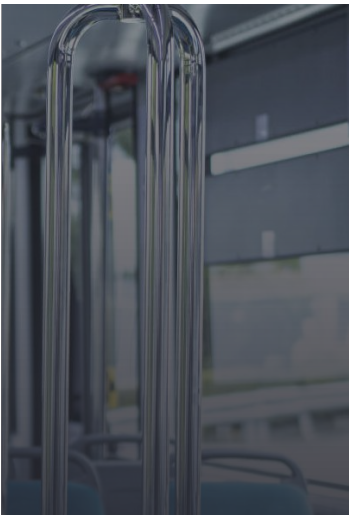
CaetanoBus operates in several markets, with a more significant presence in certain European countries: Portugal, Germany, the United Kingdom, France, Spain and, more recently: Italy, Austria and Hungary. In these markets, no models subject to direct bans in specific markets were identified. In any case, some of the vehicles are developed to comply with specific regulations, such as the European approval (WVTA), which may limit their marketing in markets outside Europe. However, regulatory requirements for countries such as Saudi Arabia, Brazil and the US are being studied.

The **main goals** of CaetanoBus regarding sustainability include:




Product

Continued development of electric and hydrogen-driven buses, reducing the carbon footprint of production processes.



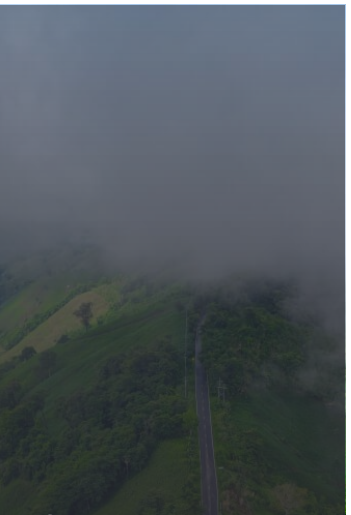
Customers

Promotion of clean mobility solutions for public and private transport operators.




Geographical Areas

Expansion into markets with demanding decarbonisation targets in the transport sector.



Suppliers

Partnerships with suppliers to reduce the environmental footprint in the value chain and participation in sustainable mobility projects with local authorities.



Production

Continue to reduce CO2 emissions per unit produced, with a 34 per cent reduction between 2019 and 2024.

CaetanoBus integrates the entire **value chain** of electric and hydrogen-driven buses production, from design to delivery to the customer, as well as maintenance and after-sales services. The main elements include:

Main activities

Engineering and design, production, testing, certification and marketing of sustainable buses.

Key resources

Battery and fuel cell technology, know-how in sustainable mobility, strategic partnerships (e.g. Toyota).

Distribution channels

Direct sales to transport operators, partnerships with local distributors and participation in public tenders.

Cost and revenue structure

Under a model based on direct sales contracts and after-sales maintenance contracts.

Impacts, risks and opportunities

Growing demand for sustainable public transportation represents a strategic opportunity, while challenges such as the Chinese competition and evolving environmental regulations could impact the supply chain.



Caetano UK

Caetano UK is a wholly-owned subsidiary of CaetanoBus. It represents CaetanoBus' local presence in the UK. It is responsible for sales and after -sales of vehicles and the supply of parts for Caetano buses on the UK market.

The UK is one of the main markets for CaetanoBus, with buses for National Express and its partners and, more recently, zero -emission urban buses for the Abellio London operator. **Caetano UK aims to establish itself as a benchmark company in the UK bus market .**

In terms of products, Levante stands out, totally geared towards tourism. The Levante stands out for its high passenger comfort, technologically advanced safety solutions, modern design and full accessibility for passengers with reduced mobility. Its main suppliers are CaetanoBus, SCANIA and local suppliers.

Caetano UK's sustainability goals are defined by CaetanoBus and subsequently followed by the company.

The main impacts and risks in terms of sales are the Chinese brands, while the main opportunities are the existing synergies through working directly with Toyota UK.

COBUS

COBUS Industries GmbH is a supplier of airport buses worldwide. COBUS is owned by CaetanoBus, as the majority shareholder, and Daimler Truck AG. It is a leader in the development, manufacture and supply of platform buses, related services and integrated solutions. The product portfolio includes buses with different specifications, depending on the capacity required by the customer, optionally powered by diesel or fully electric engines:

COBUS 3000 with a diesel engine and electric e.COBUS, as well as, in the third/fourth quarter of 2026, the hydrogen-driven COBUS Hydra
COBUS 2700 with a diesel engine and electric e.COBUS, as well as the hydrogen-driven COBUS Hydra, following the development of the COBUS 3000 Hydra

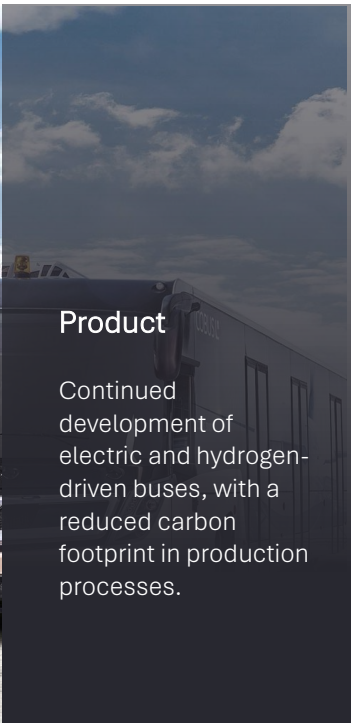
COBUS 2700s with a diesel engine and electric e.COBUS, as well as the hydrogen-driven COBUS Hydra, following the development of the COBUS 3000 Hydra
COBUS Vega L will go into series production in the fourth quarter of 2025, followed by Vega M and S in 2026

COBUS Industries presented the e.COBUS as the first "real airport bus". Currently, around 1/3 of the turnover is electric bus es. COBUS complements its services to customers in terms of infrastructure consultancy with partners such as Daimler Buses and local engineering companies, as well as offering operational, technical and status data on electric buses. **With the completion and testing of the COBUS Hydra, COBUS will once again be the technological leader in airport buses .**

The company's customers are airport operators, airlines and ground service providers. COBUS operates in several markets, with a significant presence in several countries worldwide, having delivered buses to more than 400 airports in around 100 countries. The largest individual COBUS fleets, with approximately 200 buses each, are owned by Emirates and Qatar Aviation Services. The main target markets with the current COBUS portfolio are Europe, the Middle East and North America. Asia and Africa are growing with a possible new portfolio of airport buses.

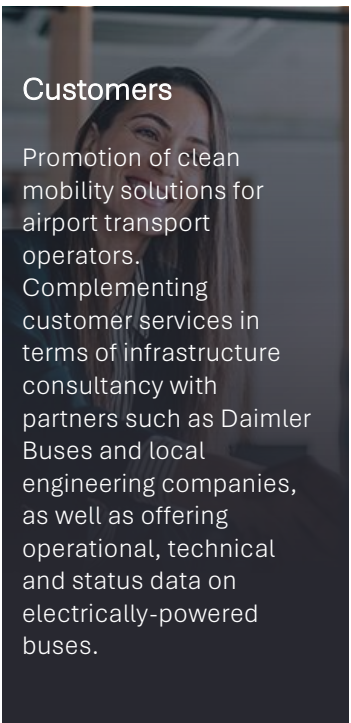
COBUS has not identified any models subject to direct bans in specific markets. However, some of its vehicles are developed to comply with specific regulations, such as the European approval (WVTA), which may limit their marketing in markets outside Europe ; the delivery of batteries from CATL China may be prohibited in the US in the future, and COBUS is currently prohibited from trading with and to countries such as Russia, Iran, North Korea and countries on the EU blacklist.

The **main COBUS goals** in terms of sustainability include:



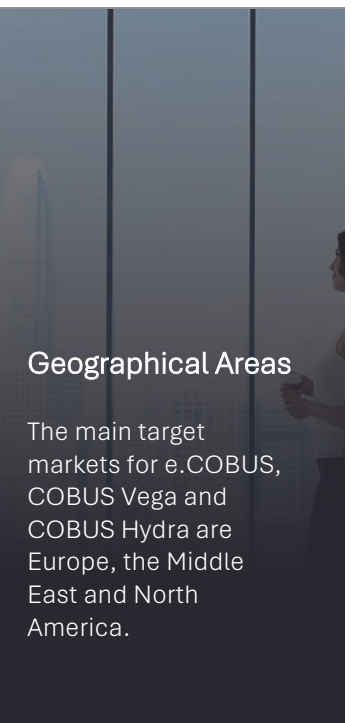
Product

Continued development of electric and hydrogen-driven buses, with a reduced carbon footprint in production processes.



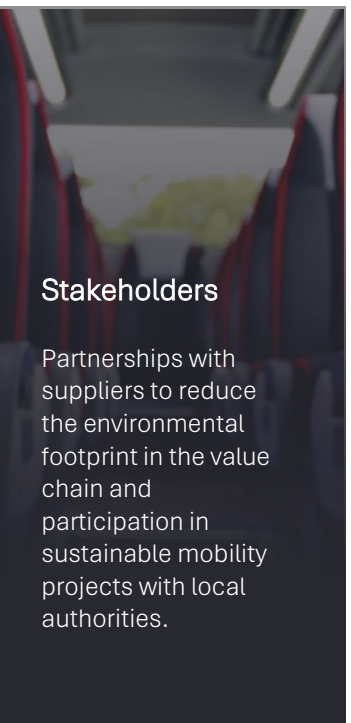
Customers

Promotion of clean mobility solutions for airport transport operators. Complementing customer services in terms of infrastructure consultancy with partners such as Daimler Buses and local engineering companies, as well as offering operational, technical and status data on electrically-powered buses.



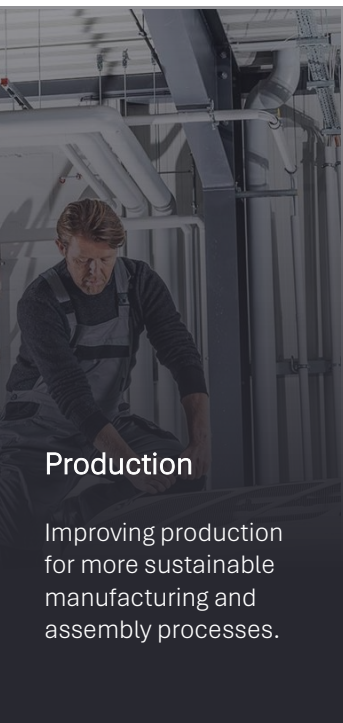
Geographical Areas

The main target markets for e.COBUS, COBUS Vega and COBUS Hydra are Europe, the Middle East and North America.



Stakeholders

Partnerships with suppliers to reduce the environmental footprint in the value chain and participation in sustainable mobility projects with local authorities.



Production

Improving production for more sustainable manufacturing and assembly processes.

The main elements of the value chain include:

Main activities

Production and marketing of sustainable buses for airports and airlines and ground service providers and after-sales support.

Key resources

Know-how from manufacturing partners (shareholders) - CaetanoBus and Daimler Buses. Infrastructure consultancy with partners such as Daimler Buses and local engineering companies, as well as offering operational, technical and status data on electrically-powered buses.

Distribution channels

Direct sales or in co-operation with local agencies, representatives and dealers.

Impacts, risks and opportunities

The growth in demand for sustainable airport transport is a strategic opportunity. Development of a low-cost airport bus product to reach low-price markets against Chinese competition.



KINTO

KINTO Portugal, S.A. is a company dedicated to car fleet management and operational car hire. KINTO Portugal has an associated company – Caetano Renting Senegal, S.A., whose mission is to replicate KINTO Portugal's activity in the Senegalese market.

In 2021, KINTO PORTUGAL began its strategic transition path, accelerating the company's evolution into a player **in sustainable mobility solutions and services “Mobility as a Service (MaaS)”** - for people and cities. In 2023, KINTO introduced a new product to the market, KINTO Share. This product is a solution that offers daily car hire from the outset, with customers being able to book a car for 30 minutes or up to 30 days.

In 2024, the average fleet of vehicles assigned to this type of service had more than quadrupled compared to the same period last year. This product is available to both private individuals and companies and can only be hired for as long as is strictly necessary, either via a mobile application or website, such as KINTO Flex, or from a car dealer who is a member of the programme.

KINTO has also reinforced its electrified fleet, which includes BEV, PHEV and HEV vehicles, also one of its strategic lines.

KINTO Portugal ended the last fiscal year with 39 per cent of its orders in this type of vehicle (versus 47.4 per cent in FY23 and 29.7 per cent in FY22). **There has thus been a rapid evolution in the transformation of company fleets towards vehicles in circulation with lower CO₂ and particulate pollutants emissions.**

Also related to the electrified fleet, in 2024 KINTO launched KINTO Charge, a free electric car charging app, providing an overview of all refuelling and charging, allowing an effective management by KINTO users.

On the other hand, promoting the **principles of the circular economy and the reuse or recovery** (“Second Life”) of motor vehicles, KINTO launched "KINTO second-hand vehicles" in 2024 to sell reliable second-hand cars with an 18-month warranty, guaranteed scheduled maintenance, a history of all servicing and the possibility of financing.

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None of the TCAP Group's divisions or companies are active in the fossil fuel sector (coal, oil and gas), i.e. they do not derive revenues from the exploration, mining, extraction, production, processing, storage, refining or distribution, including transport, storage and trade, of fossil fuels, as defined in Article 2(62) of Regulation (EU) 2018/1999 of the European Parliament and of the Council.

TCAP Group is currently drawing up its action plan to assess its significant products and services in relation to sustainability goals. The results of this initiative will be presented in the next reporting year, reflecting its ongoing commitment.

Stakeholders

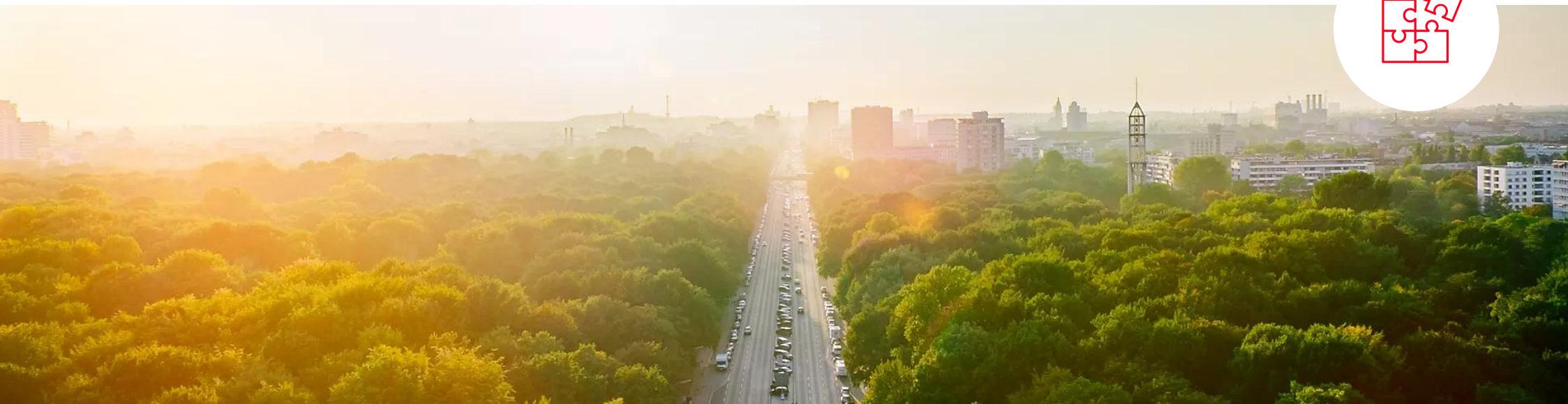
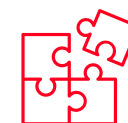
DR:
SBM-2

At the Toyota Caetano Portugal Group, commitments and responsibilities to the different stakeholders are valued. We continue to **focus on the performance of its operations and the sharing of knowledge and best practices**, with the aim of maintaining the relevance and competitiveness of its activities portfolio.

The way in which the Toyota Caetano Portugal Group carries its business is influenced by the outlooks of the different interest groups, favouring the prosperity of both the Group and its stakeholders. In this process, involvement is through **continuous and transparent dialogue**. The Group currently uses various means of communication to find out about and respond to needs and expectations, such as customer and visitor surveys, mechanisms for submitting suggestions and complaints, barometers for gauging the organisational climate and employee satisfaction, sectoral knowledge and sharing forums, community engagement projects and customer competitions.


Finally, the results of stakeholder engagement are analysed by the TCAP Group's management bodies and used as a basis for strategic decision-making, ensuring that stakeholder expectations and concerns are incorporated into business development.

Recommendations for stakeholder engagement include sharing the main results with consultation participants, joining strategic partnerships such as the GATE Alliance and the AFL, and participating in forums or working groups for the development of the sector.




The TCAP Group's stakeholders are organised into two main groups:

External



State

Compliance with tax regulations and standards, guaranteeing contributions to the sector and benefiting from institutional support.



Customers

Offering sustainable mobility solutions, ensuring satisfaction, quality and trust in products and services.




Society

Contribution to the socio-economic development of local communities.




Suppliers

A relationship based on transparency and responsibility, guaranteeing compliance with purchasing criteria.




Investors

Focus on value creation and strategic growth based on ESG principles.



Partners

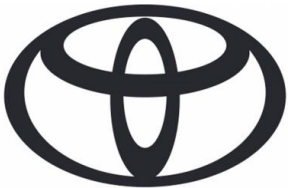
Collaboration for innovation in materials, technology, logistics and sustainable mobility.




Salvador Caetano and Toyota Motor Europe (TME) shareholders

They play a strategic role through investments, alignment with ESG expectations, strategic guidelines definition, dividend distribution and vehicle parts supply.


Internal





Employees

It seeks to prioritise the well-being of its employees and value them as the Group's main asset.



Management bodies

Strategic vision and alignment with business organisational needs.

Strategic partnerships, forums and working groups

GATE Alliance

COBUS is a member of GATE Alliance, actively participating in various working groups that focus on **strengthening safety, efficiency and sustainability in aviation**. Gate Alliance's main initiatives include: commitment to sustainability; product innovation; internal sustainability measures; tailor-made solutions and knowledge sharing.

IAEMA (International Airport Equipment Manufacturers' Association) – COBUS
IAEMA promotes and supports the commercial interests of the aviation ground support equipment community, including manufacturers, distributors, rebuilders and end users (airlines, ground service providers).

ALF
KINTO is a member of the Portuguese Leasing, Factoring and Renting Association.

AE Minho Sustainability Forum
CaetanoBus presented all the efforts and successes the company has had in recent years in its more sustainable strategy of developing and producing zero-emission buses.



Lisbon Energy Summit

CaetanoBus emphasised the potential of hydrogen for public transport, based on its experience in European markets and the fact that the Portuguese company is a pioneer in the development of zero-emission buses, particularly those powered by hydrogen.



Portugal Smart Cities Summit 2024

With the ongoing challenges of urban transport, pollution and the need for sustainable mobility solutions, zero-emission Bus Rapid Transit(BRT) systems offer an important solution for the future.



Security Forum

Participation in the 5th edition of the Security Forum, in the area of Prevention and Security in Portugal. At this forum, CaetanoBus' environment and safety department was part of the panel: Current and Future Challenges of Fire&Security in the various economic areas, with the theme "Internal Security Plan: simulated drills and fire brigade".

BCSD Charter of Principles

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

Business Roundtable Portugal

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

Mobilising/Green Agendas for Business Innovation Projects

Through the Ovar Manufacturing Division, Toyota Caetano Portugal 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 (RRP), 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), both approved by IAPMEI.

To this end, it participates in 3 Agendas which, besides being strongly geared towards strengthening the competitiveness and resilience of the Portuguese economy, 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).

- 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 way, TCAP will position itself as the first plant in the world to manufacture an electric version of the Toyota LC 70. It should be noted that this new vehicle is expected to be used in the mining sector, contributing to its decarbonisation.

- BeNeutral

As part of this Agenda, in the 1st semester TCAP completed the development and production of 260 units of the APM, a small electric utility vehicle for large events (model L7E), which was on display at the Paris 2024 Olympic Games and will serve as a proof of concept for the development of a new commercial vehicle with high potential to support a more sustainable urban mobility. 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 TCAP 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.

- AM2R

As part of this Agenda, TCAP intended to develop and manufacture an electric bicycle for transporting light loads (to be called the e-Cargo bike). However, in the first half of 2024, the Company formalised its intention to withdraw from the consortium to the consortium leader, as the project in question no longer fits in with its strategic goals for the future. The process is currently at the procedural formalities stage with the official authorities.

In this reporting cycle, during consultation with its main stakeholders, the Toyota Caetano Group has gathered information on their interests and views regarding the Group's strategy and business model. We recognise the importance of understanding these expectations in order to better articulate the strategy and business model with shared expectations.

Within the structuring of this report and its dual materiality, **these consultations are carried out focussing on the Group's strategy and business model, and the results have been included in the development of the dual materiality**. The Group is committed to developing mechanisms to collect and analyse this information systematically and present more concise information in the next report.

The next steps include implementing more robust feedback mechanisms and holding regular consultations with stakeholders. **The Group hopes that these actions will strengthen its relationship with them**, influencing them to align their strategies and business models with the Group's vision for sustainability. More information will be disclosed in the next sustainability reports.

Since 2022, the TCAP Group has had two bodies to manage knowledge on the views and interests of the stakeholders affected with regard to sustainability-related impacts. The first of these bodies is the , Compliance Committee, which manages incidents of non-compliance and prepares annual reports on complaints. The second is the Sustainability Committee, which meets quarterly to analyse performance information and make decisions on sustainability issues, and its Chairman is the Chairman of the Board of Directors.



1.4. Addressing and Managing Impacts, Risks and Opportunities

Dual materiality analysis

DR:

IRO-1

IRO-2

GOV-5

The prioritisation of sustainability issues in the environmental, social and governance areas stems from the dual materiality analysis (impact and financial outlook) developed by the Toyota Caetano Portugal Group in 2024. The purpose of the dual materiality analysis exercise is to assess the impact of the Group's activities on people and the environment (inside-out materiality) and the financial effects of the external environment on the Group's business (outside-in materiality). In other words, after a first diagnostic stage, Impacts, Risks and Opportunities are analysed using criteria and a scale in line with the CSRD recommendations. This assessment, in turn, determines which sustainability issues are priorities for the Group and underpin the Sustainability Strategy, as well as the issues covered for reporting..



On Dual Materiality in the TCAP Group

The dual materiality analysis conducted by the Toyota Caetano Portugal S.A. Group identified material issues across the business, without segmentation by operating unit or region. However, it is recognised that certain segments of the value chain present specific risks stemming from adverse impacts. To strengthen the effectiveness of risk management, the Group considers it essential to map critical risk factors more granularly in order to improve the mitigation approach and the management of material impacts.

The assessment considered both the impacts arising from the company's direct activity and those resulting from its value chain, covering upstream and downstream commercial relationships. However, at this stage, a detailed analysis has not been carried out that specifically associates each impact with an activity or sector of the value chain. By revising this exercise in future reporting cycles, the Group is committed to continually improving its approach, making it more robust and comprehensive.

In this first materiality exercise, no direct consultation was carried out with the communities potentially affected by the company's impacts. However, the company recognises the importance of integrating these perspectives in the future and is evaluating ways to include more comprehensive methodologies to better understand the effects of its negative and positive impacts on society and the environment.

Diagnosis

The identification of material issues was based on an analysis of sustainability trends in the sectors in which the Group operates and was complemented by benchmarking with companies in the sector. To ensure a cross-cutting approach, internal and external consultation was carried out with stakeholders..



Internal Consultation

Gathering employee perceptions through a focus group with ten participants from different levels and areas.

Conducting six interviews with various leaders:

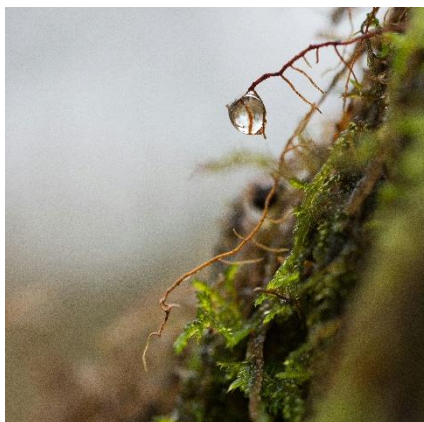
- Two interviews with the Board of Directors
- An interview with the Executive Board
- Three interviews with key managers, including:
 - General Management
 - Legal and Compliance Management
 - Corporate Management, People, Brands and Communication

External Consultation

Obtaining insights from clients and institutional partners, whose contributions helped enrich the analysis and identification of material themes.

These were collected through four interviews with strategic, business and financial partners, as well as two interviews with associates.

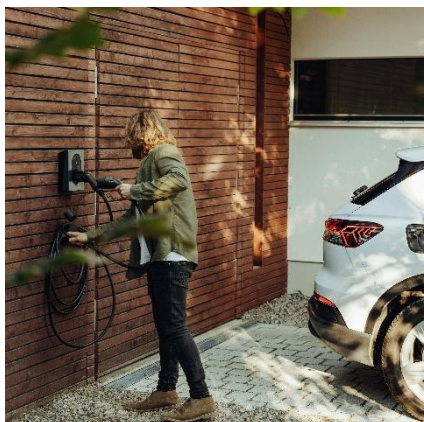
Once the consultation had taken place, the diagnostic stage concluded with the identification of the following sustainability issues:

**Environment:**

- Climate change
- Energy Transition
- Waste management
- Water management
- Air pollution

**Employees (Social):**

- Employer brand attractiveness
- Training and development
- Health, well-being and safety of spaces
- Diversity, equity and inclusion

**Offer and Service (Economic):**

- Customer satisfaction
- Sustainable mobility
- New technologies / Innovation
- Business diversification

**Governance:**

- Business ethics and transparency
- Data protection and Cybersecurity
- Responsible value chain

**External Social:**

- Involvement with the local community

Evaluation of Impacts, Risks and Opportunities

Once the sustainability issues had been identified, the Impacts on people and/or the environment – Impact Materiality – and the Risks and Opportunities – Financial Materiality – were identified and assessed according to the criteria suggested by the CSRD. This assessment was carried out in a workshop that brought together a multidisciplinary team from the Group's strategic areas.

A 4-level Likert scale was used to assess the IRO, both for Impact Materiality and Financial Materiality:

1. Negligible (low materiality)	2. Moderate	3. Significant	4. Critical (high materiality)
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Impact Materiality

In order to guarantee a robust impact materiality assessment in line with best practices, the following criteria were considered and scored for each Impact, according to the Likert scale described above:

- **Scale:** Intensity or severity of the impact.
- **Scope:** The breadth of the impact, measured by the number of people affected or the geographical extent.
- **Irremediable Character:** It refers to the irreversibility of a negative impact.
- **Likelihood:** Frequency or likelihood of potential impacts occurring.

For **positive impacts**, materiality was analysed using two different approaches:

- For real impacts, prioritisation was based on scale and scope.
- For potential impacts, scale, scope and likelihood were considered.

In the case of **negative impacts**, the scale, scope and the irremediable character were taken into account, i.e. The Group's ability to reverse these negative impacts.

Financial materiality

As part of the financial materiality assessment, the Group identified and analysed risks and opportunities, classifying their origin to distinguish whether they result from impacts generated by the company's activity or from dependencies on critical resources. The analysis allowed to establish connections between the material impacts and the risks and opportunities arising from them. In addition, the influence of strategic dependencies was considered, assessing how resources that are essential to the company's operations may have associated risks or opportunities in the medium and long term. It is important to emphasise that not all material issues present risks and opportunities directly associated with dependencies.

The Group recognises the importance of having an increasingly integrated and detailed view and will therefore improve the exercise in future reporting cycles and deepen its financial materiality analysis.

The assessment of risks and opportunities for the purposes of determining dual materiality is, for the time being, separate from the Group's overall business risk management process. However, given the importance of an integrated approach, the company intends to increase convergence between these analyses in the next reporting cycles, in line with best practices and regulatory requirements.

Qualitative thresholds were used to assess the scale of the financial effects, and the definition of quantifiable thresholds will be considered for the next financial year. In the process of determining financial materiality, risks and opportunities were scored according to the Likert scale described above, following two fundamental criteria: criteria considered for each Impact.

- **Magnitude:** Determined by the criticality of the risk or opportunity, considering the impact on cash flows, funding, capital costs and other strategic factors such as quality and prices.
- **Likelihood:** Refers to the frequency or likelihood of occurrence of the identified risks or opportunities.

At the moment, the company does not yet have a formalised system for characterising the nature of the effects and the time horizons associated with each risk and opportunity. However, it intends to strengthen this analysis in the future, ensuring a more robust approach in line with ESRS 1 requirements.

Result

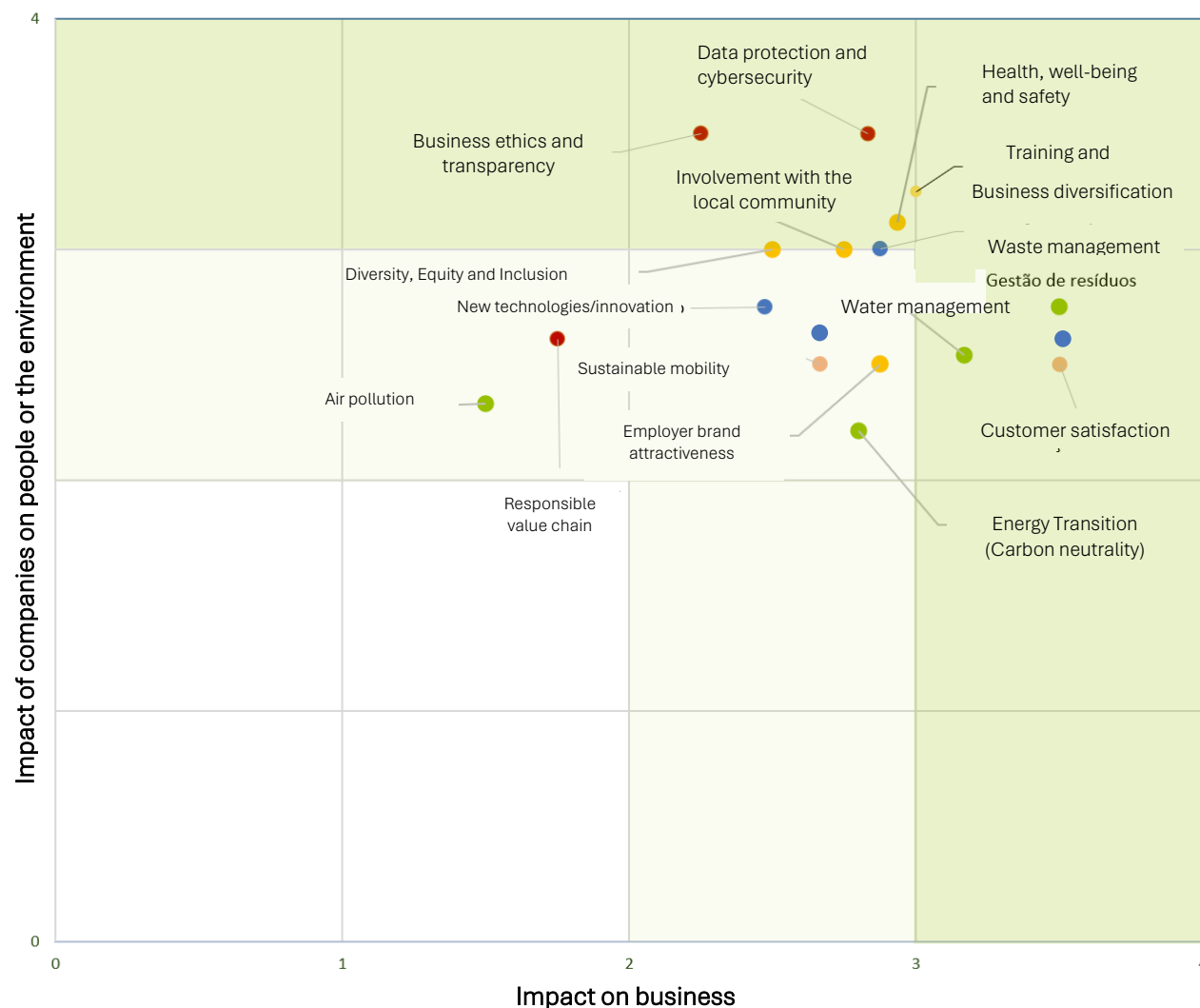
The materiality assessment process resulted in the drawing up of the materiality matrix, which identifies the most relevant issues for the Group. In this context, topics that score above 3 (on a scale of 1 to 4) are considered priorities for integration into the Sustainability Strategy, while topics with a score above 2 are assessed as material and consequently included in the company's reporting.

This analysis made it possible to identify actual and potential positive and negative impacts on the environment and society, considering both the company's direct activity and its value chain..

The result of the analysis was as follows:

- Environment
- Economic
- Social
- Governance

All the disclosure requirements covered by the company's sustainability statements are listed below, with the respective material sustainability issues of the TCAP Group.



In addition, specific disclosures were considered, as described in IRO 1, and no additional quantitative or qualitative thresholds were applied beyond those defined in the general materiality criteria.

ESRS 1 General Requirements	No material theme
ESRS 2 General Disclosures	No material theme
ESRS E1 Climate Change	Material - Energy Transition
ESRS E2 Pollution	Material - Air Pollution
ESRS E3 Water and Marine Resources	Material - Water Management
ESRS E4 Biodiversity and Ecosystems	Non-Material
ESRS E5 Resource Use and Circular Economy	Material - Waste Management
ESRS S1 Own Labour	Material - Employer Brand Attractiveness, Health, Safety and Wel-being
ESRS S2 Workers in the Value Chain	Material - Training and Development
ESRS S3 Affected Communities	Material - Community Engagement
ESRS S4 Consumers and End Users	Material - Customer Satisfaction
ESRS G1 Business Conduct	Material - Business Ethics and Transparency
Specific Disclosures	Cybersecurity

It should be noted that the review of sustainability issues in the next reporting year is provided for in the requirements, allowing the analysis to be continually refined and adapted to the sector's regulatory requirements and dynamics.

Impacts, risks and opportunities

DR:
SBM-3

The dual materiality analysis carried out by the TCAP Group is in line with the criteria established in the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). This exercise made it possible to identify material impacts related to its direct economic activities, covering the operations and main areas of activity and the IROs relevant to its business. However, the current process does not yet include, in a structured way, a detailed assessment of how these impacts are concentrated along the company's business model, value chain and strategy. This is due to the lack of granularity at the level of geographical areas, assets, distribution channels, facilities, resource inputs and outputs.

In addition, the Group is developing a formal sustainability due diligence process, currently adopting a structured approach to identifying, assessing and prioritising its most significant impacts. In this sense, there is a Risk Management system that assumes a continuous process of risk assessment, being an integral part of the normal decision-making and management processes. In 2024, the Group continued the update of its risk management model, which began in 2022, focussing on the system for monitoring and controlling the most relevant risks in its areas of activity. During this exercise, risks and opportunities were identified in terms of Compliance and Cybersecurity, Human Capital, Business and Finance and the Environment.

With regard to the decision-making process and internal control procedures in the context of financial materiality and sustainability management, there is still no formally structured approach, as this exercise was carried out for the first time in 2024. However, the Group recognises the importance of developing an integrated model that links the management of sustainability risks and opportunities with the governance and internal control mechanisms already in place. In this regard, there are plans to define this future approach, which will make use of internal tools and resources already available, to effectively and continuously monitor the implementation of the strategic guidelines in this matter..

The process of identifying, assessing and managing impacts and risks related to sustainability has not yet been integrated into the TCAP Group's general risk management model. Nevertheless, the Group recognises the importance of this consolidation and will ensure that ESG risks and opportunities are incorporated into its structure in the future.

Carrying out the Dual Materiality exercise represented a significant first step in structuring the ESG risk assessment, enabling a more in-depth understanding of the material impacts and their implications for the business. From this analysis, the company was able to identify the material issues that were considered when defining its sustainability strategy. However, the assessment of specific opportunities for the business has not yet been detailed or formally integrated into the overall risk management model. Recognising this need, the Group began developing an Action Plan, the aim of which is to improve sustainability opportunities identification and management.

Economic Activities and Material IROs

Despite the limited granularity of the exercise, the Group endeavoured to ensure that its direct economic activities were associated with each material sustainability issue, providing a comprehensive view of the strategic IROs for the company.

TOPICAL STANDARD	SUSTAINABILITY ISSUE	ASSOCIATED COMMERCIAL ACTIVITY
G1	Governance	Manufacture, trade and use of vehicles
E1	Climate change (Energy)	Manufacture, trade and use of vehicles
E2	Pollution	Manufacture, trade and use of vehicles
E3	Water and Marine Resources	Manufacture, trade and use of vehicles
S1	Own Labour	Manufacture, trade and maintenance
S2	Value Chain Workers	Manufacture, trade and use of vehicles
S3	Affected Communities	Manufacture, trade and use of vehicles
S4	Consumers and End Users	Vehicle trade and sale
	Sustainable Mobility	Manufacture, trade and use of vehicles
	New Technologies/Innovation	Manufacture, trade and use of vehicles
	Business Diversification	Manufacture, trade and use of vehicles

The IROs identified for each of the material sustainability issues correspond directly with the ESRS Topical Standards, with the exception of the Data Protection and Cybersecurity issue, whose reporting will follow the base level of the Minimum Disclosure Requirements.

At the moment, it is not possible to disclose any changes to material impacts, risks and opportunities compared to the previous reporting period, as the Group carried out its first dual materiality analysis in 2024. The Group will revisit this exercise on a regular basis, and any changes to the material Sustainability Issues and, consequently, to the identified IROs, will be indicated.

A silhouette of a person stands with their back to the camera, looking out over a vast, flat landscape under a twilight sky. The sun is low on the horizon, creating a warm, orange glow that silhouettes the person and the distant trees. The overall mood is contemplative and serene.

WHAT MOVES US

02. BETTER CLOSENESS TO PEOPLE

2.1. TCAP Group employees

(ESRS 2 SBM-2, SBM-3, ESRS S1)

Strategy

DR:
S1.SBM-2

The way Toyota Caetano Portugal Group approaches its relationship with its Employees is described in the chapter 'Sustainable business model' in the sub-chapter 'Stakeholders' of this document.”.

DR:
S1.SBM-3

In this reporting cycle, the Toyota Caetano Portugal Group, aware that employee management influences the capacity for innovation, competitiveness and the fulfilment of strategic goals, decided to include the entire own labour. This way, the Group seeks to ensure that the impacts, risks and opportunities (IRO) identified in relation to own labour are directly integrated into this report, into the strategy and into the business model, from a sustainability perspective.

Given the importance of its workforce, the Group continuously monitors the risks and opportunities that affect it, guaranteeing people management practices that are linked to sustainability and the personal and professional development of all employees.

In this report, the term 'employees' refers to workers, both employed and self-employed, who have an employment relationship with one of the Group's companies, as well as self-employed workers or workers provided by third-party companies. All these people carry out their duties in the companies' activities and in the geographies in which they operate and are subject to the potential material impacts of these activities.

Negative impacts for employees:

- Work-life integration, mental health (workload, flexibility models, leadership and work environment) (generalised)
- Accidents in the workplace with an impact on employees' physical health (individual incidents)

Main social internal positive impacts:

- Valuing the value proposition (tangible and intangible benefits)
- New models to attract talent
- Employee skills development
- Labour force diversity
- Equal opportunities

The Toyota Caetano Portugal Group recognises that its workforce is a fundamental factor in the success of its business model and, for this reason, companies are aware of the material risks and opportunities associated with managing their human resources.



These financial effects originated from the following **Impacts**:

- Valuing the value proposition (tangible and intangible benefits) can be a risk if the company doesn't offer competitive benefits, jeopardising employee retention and motivation
- Implementing new progression models to attract talent, as the automotive sector requires specialised profiles
- Developing employees' skills in order to reduce gaps in the workforce, making it easier to adapt to new market demands
- Workforce diversity can stimulate innovation and benefit organisational culture
- Accidents in the workplace that have an impact on the physical health of employees hold a significant risk and can impact productivity and generate high costs
- Work-life integration, mental health (workload, flexibility models, leadership and work environment) can be affected by work pressure and rigid organisational models, leading to *burnout* and absenteeism
- Equal opportunities in career development can combat demotivation at work

Risks

- Shortage of talent and its impact on productivity
- Lack of productivity and motivation

Opportunities

- Improved economic benefits
- Retaining qualified labour
- Retraining and *reskilling*
- Conditions of personal balance and well-being
- Rich and diverse corporate culture, generating greater creativity in business development

It is worth highlighting the need to develop employees' skills due to the positive impact on materiality, in line with new market demands, especially regarding the adoption of more sustainable practices and low-carbon technologies. To this end, the company is committed to retraining and skills development, providing training aimed at emerging positions and making it easier for workers to adapt to the new sector demands. This investment contributes to professional development, of employees' employability and the organisation competitiveness.

The Group recognises that, within its manufacturing operations, employees may be more susceptible to occupational risks, particularly work-related injuries. **The company is aware of the importance of safety in the production environment and adopts strict measures to minimise these risks**, including safety protocols, continuous training in accident prevention and monitoring of working conditions.

Outside the factory environment, the company has so far no data on significant negative material impacts affecting groups of employees with particular characteristics, such as employees with some degree of disability or working in contexts that are outside the Group's standard of action. It should be noted that no cases or signs of forced labour or child labour were identified in the company's direct operations.

The transition plan to reduce negative impacts on the environment and develop greener operations (presented in the chapter 'Better Energy Transition in Activity and Offer') has been designed to avoid and minimise any impacts on the workforce. Although the Group has not yet carried out a more in-depth study to understand the potential impacts, it expects to be able to present more detailed information in future reports.

Managing Impacts, Risks and Opportunities

DR:
S1.MDR-P; S1-1 and S1-3

Respect for workers' equality, rights and safety; excellence in corporate management

The Toyota Caetano Portugal Group is driven by the values of its parent company - Salvador Caetano Auto -, and is committed to excellence in corporate management and the active promotion of ethical and responsible behaviour in its businesses.

Code of Conduct and Professional Ethics

As stated in the of Code of Conduct and Professional Ethics, the Toyota Caetano Portugal Group respects and is committed to promoting the fundamental rights of its employees and ensuring decent working conditions. These provisions are framed in national labour legislation, the Universal Declaration of Human Rights, and the UN Guiding Principles on Business and Human Rights.

a) **Child labour or forced labour**

Do not accept any form of child labour or forced labour, nor tolerate such practices by third parties who supply it with products or services

b) **Young workers**

In the case of young workers (under 18 years of age), but who have reached the minimum legal working age, the Group guarantees their employment in accordance with the applicable law and protects them from any type of activity that could jeopardise their health or safety.

c) **Acts of violence**

To prohibit acts of physical or psychological violence with the aim of harming the dignity of the Employee or creating a hostile environment, including sexual harassment, and condemn any form of coercion or physical or verbal violence.

d) **Equal opportunities**

To orientate its labour policies towards promoting equal opportunities and respect for People in harmony with the Ser Caetano Values. Discriminatory behaviour based on race, ethnicity, nationality, social origin, age, gender, ideology, political opinion, religion or any type of physical or social condition is therefore not permitted.

e) **Gender equality**

Ensuring gender equality across the board, as well as gender pay, eliminating discrimination and valuing technical skills and attitude. Based on these practices, it must also encourage diversity from its Management to its Governing Bodies, assuming itself as a Group capable of addressing the challenges of an increasingly global and inclusive world.

This Code applies to the members of the governing bodies of Salvador Caetano Auto companies, including the TCAP Group, as well as to all other people who work for or provide services to the organisation, regardless of the company to which they belong and the type of employment relationship. It also applies to Agents, External Auditors and other entities that provide permanent or occasional services to any Group company.

The Code is approved by the Toyota Caetano Portugal Board of Directors and extends to all its directly or indirectly owned entities.

The Compliance Committee is responsible for implementing and monitoring the application of the Code of Conduct and Professional Ethics, as well as its interpretation, clarifying issues and integrating omitted cases.

Anti-Corruption Code of Conduct

The Anti-Corruption Code of Conduct applies to Salvador Caetano Auto SGPS, S.A., all its subsidiaries and all its employees, regardless of the nature of the contractual relationship, the position or the country in which they work. The management bodies of the Group's companies are responsible for promoting the implementation of appropriate procedures and control systems for monitoring compliance with the Code and any other complementary rules approved by the Group for the prevention of corruption.

Recruitment Policy

The Group believes that the principles of equality, diversity and inclusion are fundamental pillars for building fairer, more balanced and innovative working environments, contributing to organisational performance. It therefore undertakes to prevent any discrimination against current or potential employees based on personal characteristics such as race, ethnic and social origin, culture, religion, nationality, age, disability, sexual orientation, gender, gender identity and psycho-behavioural profile, health information, ideology or political opinion.

For this reason, recruitment, selection and hiring processes are conducted on the basis of merit and competence.

Candidate pool based on diversity principles

To promote diversity and ensure that selection is based on merit, it is essential to start from a diverse base of candidates for each vacancy. To this end, job adverts use inclusive communication, which includes publicising diversity and inclusion policies, among other actions aimed at obtaining a wide range of applications.

Performance Management and Development Policy

This programme, designed by Salvador Caetano, includes a multi-faceted performance evaluation based on principles of transparency, dialogue and fairness that reflect the Group's culture. It is the annual process that promotes the continuous development of employees and managers through structured, transparent and evidence-based dialogue. This process integrates a set of digital tools for performance management, improving the processes of communication, assessment, valorisation and growth. This development management is grounded in skills-based assessment, structured around the 'Ser Caetano' strategic skills matrix, and driven by the definition and assessment of corporate, team and individual goals. With this process, we obtain relevant outputs for talent mapping, training plans according to identified development needs, and organisational mobility.

External Companies Regulation

This Regulation, updated in 2023, sets the mandatory requirements regarding Occupational Health and Safety (OHS) and the Environment, which must be complied with at the Salvador Caetano Group's Vila Nova de Gaia industrial perimeter facilities, in order to eliminate or reduce the risks of accidents and occupational disease in the external companies activities. There is also a concern to train and inform staff through awareness-raising and training activities and to promote environmental protection.

Company’s Remuneration Policy

The Company's Remuneration Policy applies to the members of the management and supervisory bodies of Toyota Caetano Portugal, S.A. It establishes that the setting of remuneration amounts must take into account, as a general principle, the duties performed by each member, the economic condition of the Company and the market situation at any given time, as provided by Law no. 50/2020, of 25 August, the CMVM regulations and the Companies Code.

In order to verify this policy application, the Appointments, Appraisals and Remuneration Committee must annually receive evidence of the financial and non-financial elements to be taken into account when awarding fixed and variable remuneration, validating it in accordance with the criteria and methods set in the Policy.

In the case of Caetano UK, it has a Salary review policy that includes the following assumptions:

- a. Salary reviews must be carried out on an annual basis.
- b. Any interim bonuses must be approved by the Group's Chief Executive Officer.
- c. Salary increases for any employee earning more than £20,000 per year must be approved in writing by the Group’s Chief Executive.

Equality and Non-Discrimination Policy (Applicable to all Portuguese Group companies)

Information on rights and duties with regard to equality and non-discrimination is made available internally to employees, in compliance with Article 24(4) of the Labour Code, in which employees are informed of the General Provisions on Equality and Non-Discrimination.

There is an **internal procedure** available to all employees outlining the process to be followed in the event of harassment at work, as well as a Code of Good Conduct for preventing and combating harassment at work, as well as regular training in this matter.

The **Toyota Caetano Portugal Group's Diversity, Equity and Inclusion Plan** is centred on two main lines of action: gender equality and the integration of people with disabilities.

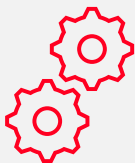
In order to implement the aforementioned Plan, partnerships were made with associations, such as the Salvador Association, to promote the employability of people with disabilities.

The Group is working to increase the representation of women and aims to reach 30% female employees in the organisation by 2030 and 28% of leadership positions held by women. The Group believes that diversity strengthens not only the culture, but also the sustainability of the business.

Salvador Caetano's Social Media Policy

The Policy aims to provide all the company's employees with clear guidelines on how they should refer to the Group and its brands on the different social media, whether as individuals or as employees.

The aim of this document is to support all employees in participating in social conversations related to the Group, giving them a voice and enabling them to recommend the various companies, brands, their products, services and activities to the public, but also to raise awareness of the risks posed by social media.



Academi@ Ser Caetano (Ser Caetano Academy)

The Group's Policies are communicated at Academi@ Ser Caetano, because of their reach among employees.

All employees also have access to **Academi@ Digital** (Digital Academy) where courses dedicated to personal and professional development are available.

Safety and accident prevention policies:

TCAP | Caetano Auto | Caetano Renting | CaetanoBus

Occupational Health and Safety Policy:

In order to manage the practices associated with Occupational Health and Safety, the **Security Committee** was set up, made up of a team of technicians who are responsible for reviewing and implementing the Occupational Health and Safety (OHS) Policy. This team meets monthly with the local OSH teams and occasionally with top management to monitor the Group's accident rate, and also with the following objectives:

- Defining the corporate Occupational Health and Safety (OHS) Policy, which will result in the adoption of a safety culture adapted to the reality of each company;
- Proposing strategic and corporate guidelines in this matter, namely OHS requirements for external service providers, audits and integration with the continuous improvement process;
- Analysing the TCAP Group's accident rate from a macro perspective using its own indicators;
- Proposing cross-cutting awareness-raising initiatives for employees;
- Meeting with senior management every six months to present strategic and corporate proposals as well as high-level results;
- Meeting monthly with the local OHS teams to analyse and discuss 'hot topics' and share information;
- Organising an annual OHS forum;
- Providing technical support where this is not possible for service providers or qualified in-house OHS technicians;

For Toyota Caetano Portugal, people are at the centre of its organisation and its activities. In this sense, the **Certification of the Occupational Health and Safety Management System** (applicable to TCAP DEIN, TCAP Ovar and CaetanoBus) is essential for the protection of employees, in order to:

- 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 of employees.

The Group's companies work every day to ensure that their employees have a pleasant workplace, in harmony with their needs and personal well-being. To this end, companies manage a set of certified Management Systems in an integrated manner, carry out audits and implement the corresponding corrective actions.

Caetano Auto Cabo Verde (CV)

Caetano Auto CV follows the provisions of the legislation in force in Cape Verde, promoting the continuous training and skills development of its employees. The company is firmly committed to promoting ethical and responsible business practices by applying the best occupational health and safety practices and providing a safe and inclusive working environment for all employees.

Caetano UK

The Corporate Safety Policy establishes the responsibilities of directors and other employees in this area. This Policy is set out in Salvador Caetano's Occupational Health and Safety Manual, which should be available to all employees at their place of work. New employees are encouraged to familiarise themselves with this Policy when they take up their duties. Any worker who deliberately violates a company rule or a legal requirement relating to health and safety, or who fails to take adequate measures to protect their health and safety as well as that of others, will be liable to disciplinary action.

Caetano UK has a **Policies and Practices Yellow Book**

The Salvador Caetano Group of companies operates in the bus and coach sector through subsidiaries throughout the UK. It is crucial that the Group is organised in such a way that subsidiaries can operate on a consistent basis, working within certain rules. The 'Yellow Book' was created to provide Salvador Caetano with this framework. Although it doesn't contain rules for every eventuality, it establishes basic regulations and requirements that are essential to guarantee adequate control within the Group.

COBUS

COBUS has implemented a number of actions to prevent work-related injuries, such as regular safety instructions for all employees and the legally mandatory maintenance of all safety equipment. In addition, all employees travelling outside Germany have worldwide health insurance. There is also a **Workers' Council** which represents the interests of all employees.

Communication with all stakeholders

The Toyota Caetano Portugal Group endeavours to **continuously ensure that its policies are communicated through various channels and in a clear and accessible manner to all stakeholders**, both those who are responsible for putting them into practice (e.g. employees and suppliers) and those who have an interest in their implementation, including investors and other stakeholders.

These policies are available on the corporate intranet, which is accessible to all employees, and their contents are further developed through training at Academi@ Ser Caetano (Ser Caetano Academy), which is also available to all employees.

Information about the policies is also available to the outside world and can be consulted on the Toyota Caetano Portugal website, ensuring transparency and allowing suppliers, investors and other stakeholders to consult and understand the company's commitments in terms of ethics, sustainability and compliance.

In this way, Toyota Caetano Portugal ensures that its policies are effectively disseminated, which allows them to be correctly understood and disseminated throughout the organisation and its value chain.

In 2024, there were no changes to the Group's employee Policies.

Engagement with employees

The Group conducts its business and engagement with its employees in accordance with the principles set out in its Code of Conduct and Professional Ethics and the following set of values:

Team spirit: The Group's employees, regardless of their role, act in a spirit of mutual help and knowledge sharing, with loyalty and transparency, avoiding conflicts of interest and behaviours that could affect the company's corporate image.

Innovation and Initiatives: At the Toyota Caetano Portugal Group, new ideas must be actively encouraged as a means of constantly improving products and services.

Employees must therefore be completely open to the implementation of new work processes and tools, endeavouring to update their knowledge and develop their professional skills.

Interpersonal relationships

Just as the Group is committed to promoting a friendly environment, which is essential for the well-being and good performance of its employees, these are also required to help building a good working environment, based on principles of loyalty, mutual respect, politeness and fairness. This will be possible if they adopt an attitude of cooperation, teamwork and accountability, in the pursuit of excellence and fulfilment.



WE BELIEVE THAT EVERY INITIATIVE
MAKES A DIFFERENCE IN BUILDING A
SUSTAINABLE FUTURE.



DR:
S1-2

The Toyota Caetano Portugal Group follows the Kaizen philosophy and has implemented the Kaizen Programme for employees so that they can present their ideas and projects, contributing to the continuous improvement of the business. There is currently a set of tools and procedures for valuing employee opinions, where they are recorded, integrated and ultimately influence decision-making. Department or Service Directors, as well as the HR support area, are responsible for providing the tools and making the dialogue with employees operational.

Ser Caetano Barometer

The **Barometer makes it possible to monitor the level of commitment and the organisational climate, guaranteeing anonymity and confidentiality.** The survey is answered on a simple and intuitive platform, through which employees are asked about their experience, both in the Group and in their particular company. This platform also suggests possible solutions for resolving conflicts, helping to define strategies, solve problems and evaluate the effectiveness of dialogue with employees.

The high percentage (94 per cent) of responses demonstrates the employees' confidence that their opinion is being transmitted through a secure channel and that the issues raised in it will be followed up.

This tool, available to all Group employees, together with the [whistleblowing channel](#) open to all stakeholders are the two existing mechanisms for expressing concerns and needs to be addressed.

Communication Mechanisms

Information is collected both through surveys and through communication between the manager and the employee through the Performance Management and Development (PMD) process, as well as through consultation at the time of leaving. As a complement, the whistleblowing channel can be used so that employees can be heard anonymously.

In the case of CaetanoBus, the employees' perspective is also gathered through the Workers' Committee.

Psychosocial risk assessment

Psychosocial risk assessment makes it possible to diagnose and analyse the needs of all employees in order to optimise the performance of their role in the organisation and thus carry out a diagnostic assessment of the organisational environment, with an emphasis on psychosocial risk factors and employee well-being. This exercise is complemented by a survey.

Specific measures to find out the perspectives of employees who may be particularly vulnerable to impacts and/or marginalised

In the course of 2024, no specific measures were taken specifically to find out the perspectives of potentially vulnerable or marginalised groups among its employees.

However, active and continuous listening to employees is promoted throughout their time with the company, across the board and inclusively, through different means, such as the Performance Management and Development (PMD) process and the organisational climate Barometer. These tools make it possible to systematically collect employees' perceptions, concerns and suggestions, including possible situations of vulnerability, even if they are not specifically segmented as such.

In addition, during the materiality analysis process, internal consultation was carried out with a heterogeneous group of employees, safeguarding diversity in terms of age, seniority in the company, roles and business areas. This approach aims to take into account different perspectives and experiences within the organisation, emphasising the company's commitment to inclusion and to building a working environment where everyone feels heard and represented.

DR:
S1-3

Toyota Caetano Portugal has a Compliance team which is responsible for applying the rules and principles regarding whistleblowing handling. This team monitors the handling of complaints submitted through the appropriate channel and consequently implements action plans to correct and mitigate possible occurrences.

In accordance with the Code of Conduct and Professional Ethics, the Group advocates transparent and fair business practices and does not tolerate any active or passive form of bribery, corruption or influence peddling.

In this sense, employees of Salvador Caetano and the Toyota Caetano Portugal Group must refuse any offers that could be considered or interpreted as an attempt to influence the company or the employee. In the event of doubt, employees are encouraged to report the situation in writing to their line manager, via email or the whistleblowing form.

Compliance Committee

The Compliance Committee is made up of the regulatory compliance officer – a director of Salvador Caetano Auto – and three Salvador Caetano members from the legal, legal-labour and human resources departments. This Committee meets quarterly, and whenever necessary, and is responsible for:

- Implementation of the Code of Conduct and Professional Ethics;
- Resolving conflicts of interest and detecting potential illegalities;
- Receiving and processing any complaints made by any means, including the whistle-blowing channel, guaranteeing confidentiality.
- Implementation of policies and procedures related to the fight against corruption, money laundering and terrorist financing.

The members of the Compliance Committee receive regular training in compliance, including the confidential handling of complaints.

Academi@ Digital (Digital Academy) | Connect

The structuring pieces and processes in place are actively publicised on Academi@ Digital (Digital Academy) and through Connect, which is the internal communication platform.

Protection against retaliation

The Anti-Corruption Code of Conduct states that no employee may be retaliated against or penalised for delays or failure to conclude business deals as a result of refusing to allow, agree to or participate in prohibited conduct. Anyone who, in good faith, reports practices that may constitute a violation of the Code may not be subject to retaliation, reprimand or any penalising or discriminatory consequences on the part of the Group or its employees.

DR:
S1-4

The Group always endeavours to act responsibly with regard to its employees. The following policies and initiatives are in place to guarantee their protection:

Data Protection Policy	Internal Mobility Policy ²	OHS policies	Employee retraining	Ergonomic practices
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² The Internal Mobility Policy reflects the commitment of Salvador Caetano Auto and the Toyota Caetano Portugal Group to a culture of learning and development. Within this framework, all available vacancies must be publicised internally before the search for external candidates begins. Besides promoting employee motivation and a sense of belonging, it reduces labour force turnover.

Accommodating the skill transition

In order to mitigate the impact on employees of, for example, the energy transition, training and retraining is offered to them, ensuring that the workforce is prepared for the challenges inherent in the activity and guaranteeing the maintenance of jobs. This training is provided through Academi@ Ser Caetano (Ser Caetano Academy) and partnerships with organisations such as BRP (Business Roundtable Portugal) Association and IEFP (Instituto do Emprego e Formação Profissional - Portuguese Institute for Employment and Vocational Training) .

Employee benefits

The '**Ser Caetano Value Proposition**' is based on values, attributes and benefits. In line with its strategy and guiding values, the Group offers its employees a package of benefits in areas such as: career development and progression, culture and sustainability, health and well-being, flexibility, conditions and access to the workplace, as well as a range of economic and flexible benefits, in order to attract, retain and reward employees.

In order to manage the IROs related to its employees, the Group has a number of specific **approaches and action plans**:

TCAP Caetano Auto	Besides having a Quality, Environment and Occupational Health and Safety Policy in place, the company regularly carries out internal and external audits and risk assessments, and implements the necessary plans and corrective actions in relation to work-related injuries.
Caetano UK	<p>At Caetano UK, regardless of the severity, an accident suffered by an employee or other person as a result of work-related activities must be reported as soon as possible to the safety advisors, through the internal accident report and by filling in the accident book.</p> <p>Serious accidents, as typified in the Health and Safety Manual, must be reported immediately to the Health & Safety Executive, the Chief Executive and the Group's insurers.</p> <p>Serious and very serious incidents must be reported to the Group Chief Executive.</p> <p>Each subsidiary and each Division must complete a report every month in the format required by the Manual, to be included in the management documents.</p> <p>The agenda for each meeting of the Board of Directors and Divisions must include an item on Health and Safety under permanent business.</p>
COBUS	COBUS has a Work Policy that allows for a hybrid regime to provide flexibility and improve work-life balance.

As well as **training** on Occupational health and safety

TCAP CaetanoBus Caetano Renting	All Toyota Caetano Portugal Group employees are trained in Occupational Health and Safety and in good environmental practices. In addition, workers are consulted on this issue twice a year.
Caetano UK	Workers are free to contact their management at any time about any identified risk.
COBUS	COBUS provides training for people's development. Team-building events are also held.

Accident prevention

The Group's companies have organised a series of initiatives to prevent or mitigate significant negative impacts on their own workforce, in particular workplace accidents that have an impact on employees' physical health. These initiatives also aim to provide a balance between work and personal life and safeguard mental health.

TCAP | Caetano Renting

In order to ensure the safety of employees, all protective equipment is provided according to the duties performed. As a complement to these measures, the company carries out:

- Recurrent specialised training to raise awareness and inform employees on the prevention of work-related injuries and occupational diseases;
- Internal and external audits are carried out regularly to ensure compliance with the best occupational safety practices.

Caetano Auto

The measures implemented at Caetano Auto include:

- Daily Kaizen meetings;
- Actions to prepare for external audits;
- Dissemination of Occupational Health and Safety initiatives via the QAS Portal.

After measures are implemented, employees are consulted and potential negative impacts are monitored through the Ser Caetano Barometer.

This is followed by a risk survey and analysis, resulting from risk assessments carried out with a partner specialised in the field. In addition, all Caetano Auto employees received training in Occupational Health and Safety and the Environment through the Ser Caetano Academy.

CaetanoBus

Given the need to implement mitigation measures, CaetanoBus has adopted a procedure for assessing work-related injuries. This includes a multi-sectoral analysis to identify improvements and eliminate or reduce the likelihood of recurrence.

The company carries out regular maintenance on the equipment and provides the appropriate training to enable employees to operate specific equipment. In addition, periodic questionnaires are also carried out to check compliance with current rules and procedures.

Caetano Auto CV

Caetano Auto CV has put in place a set of strategic initiatives to mitigate the risks and negative impacts related to employee health, safety and well-being:

- **Regular training and awareness-raising sessions** on safety at work for all employees, with an emphasis on safety procedures, the use of personal protective equipment and first aid;
- **Preventive Maintenance of Equipment and Infrastructure**; these are carried out periodically to check that they comply with safety regulations;
- **Psychological support** provided in a Polyclinic to reduce stress and improve mental health;
- **Adoption of the Diversity and Inclusion Policy**, promoting an inclusive and respectful work environment;

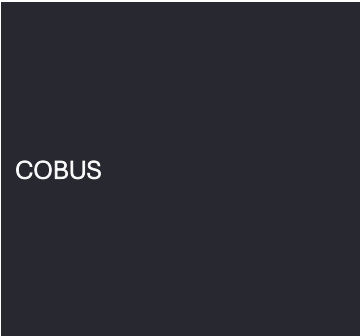
The company carries out the following initiatives to try to eliminate work-related hazards and minimise risks:

- **Guarantee that the equipment is in proper working condition**, through periodic maintenance, and that it has all the necessary safety devices;
- **Carrying out maintenance work on air conditioning equipment** by certified technicians;
- **Use of Personal Protective Equipment** when necessary;
- **Slippery pavement signs** where applicable;
- **Creation of pedestrian circulation routes** in the workshops.

Caetano UK

Caetano UK puts into practice a series of initiatives, such as:

- Painting the floor to identify dangerous areas;
- Improved lighting systems;
- Weekly meetings to share information on safety and work planning.



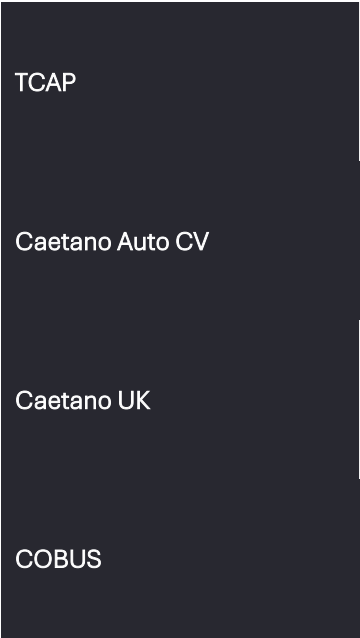
COBUS carries out a series of measures to prevent work-related injuries, including:

- Regular equipment maintenance;
- The air conditioning units are serviced by certified technicians;
- Personal protective equipment in the workshop for all work carried out there;
- Specific procedures and personal protective equipment for working on electric/HV vehicles;
- Signage (e.g. identifying exits and fire extinguishers), fire extinguishers and fire protection doors.

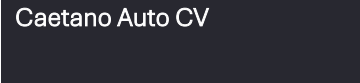
All employees are aware of the Policy in force and the Chief Operating Officer closely monitors and observes the workforce to detect dangerous behaviours or practices on a daily basis.

The Group's companies are certified under a number of Management Systems and also by Ecovadis.

The Group has a series of processes through which it identifies the necessary and appropriate measures to deal with actual or potential negative impacts on its employees.



The Toyota Caetano Group carries out consultations with its employees on Occupational Health and Safety and machinery and work equipment (Decree-Law no. 50/2005, of 25 February), an initial diagnostic survey, training and a final survey to evaluate the training in Environment, Health and Safety at Work, if it lasts more than 10 hours or if it is important.



Caetano Auto CV carries out consultation and the Organisational Climate Barometer surveys and meetings



Annual inspections are carried out by safety consultants who, at the end, present a report and a statement on the company's safety conditions and provide suggestions for reducing existing risks.



COBUS is ISO 9001-certified and is following the Kaizen methodology with Matrix X.

With regard to mitigating the material risks for the company arising from its impacts and dependencies on its employees, in particular the risks of talent shortages and the consequent impact on productivity, turnover and loss of knowledge, absenteeism and lack of productivity and motivation, the Group has a number of tools for this purpose, which are presented below:

TCAP	It regularly carries out internal and external audits and risk assessments and implements the necessary plans and corrective actions to mitigate the risks of lack of productivity and motivation, loss of knowledge, turnover and absenteeism. Employee surveys are carried out annually (Ser Caetano Barometer).
Caetano Auto CV	It carries out carries out consultation and the Organisational Climate Barometer surveys and meetings.
COBUS	It has a people retention and motivation programme through which it identifies the actions needed to address potential negative impacts on its employees.

The Group explores opportunities regarding its employees, in particular the improvement of economic benefits, conditions of balance and well-being, the retention of qualified labour, reskilling and the rich and diverse corporate culture, generating greater creativity in business development. The implementation of the Kaizen Philosophy is a mechanism for innovation that allows the organisation and its employees to be active agents of opportunity.

Targets and metrics

DR:
S1-5

The TCAP Group has a set of targets related to monitoring the IROs of its employees, expressed in the 2022-2030 Commitment, namely:

Training



Reach

50%

employability rate in SC Auto companies by 2030.

Increase to

10%

the integration rate of female trainees by 2030.

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 by 2030.

Achieve

1,400

trainees per year by 2030

Consider

opening

Training Centres outside Portugal, according to existing needs.

Achieve 100% of

critical
competences

for the business by 2030.

Gender equality

Reach

28%

of leadership positions held by women
by 2030

Achieve

30%

of the organisation's staff occupied by women in 2030

Integrate

4%

of people with disabilities by 2030



CaetanoBus monitors its management indicators through the Hoshin Plan, Caetano Auto is working on defining a set of targets and Caetano UK aims to maintain a record of zero accidents per year.

The Group endeavours to involve employee representatives in setting targets, measuring progress and identifying lessons learnt or improvements resulting from their performance.

TCAP Caetano Auto	As part of the Security Committee's activities, a diagnosis was carried out to identify the current state of Occupational Health and Safety. The teams were then been made aware on these issues.
CaetanoBus	The company has Workers' Representatives for Safety at Work and a Workers' Committee. An annual survey is also carried out to gauge general Security concerns, which is used to align goals for the following year. Monthly meetings and visits to workplaces are held. There is a plan for monitoring actions and performance indicators.
COBUS	Within the 'Matrix X Initiatives, Targets for Improvement' and goals in different areas, all employees are committed to monitoring their performance regarding the goals set in the annual appraisal interviews, in direct dialogue with their supervisors.

Characteristics of the company's employees

DR: S1-6

For the 2024 employee data report, in line with the Group's Financial Statement Report, data will be reported taking into account the average over the period, a methodology that has changed from the 2023 report, where the data was reported as at 31 December.

In the case of Caetano Auto Cabo Verde, the data presented is reported as at 31 December 2024.

		TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	TCAP Group
Total employees		564	940	893	13	32	6	102	2,550
By gender	Male	391	742	793	11	21	2	72	2,032
	Female	173	198	100	2	11	4	30	518

		TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	TCAP Group
Total permanent employees		453	683	624	13	32	6	102	1,913
By gender	Male	319	548	548	11	21	2	72	1,521
	Female	134	145	76	2	11	4	30	402
By region	North	221	246	624	0	0	6	0	1,097
	Centre	162	105	0	0	0	0	0	267
	Greater Lisbon	70	170	0	0	0	0	0	240
	Oeste and Vale do Tejo	0	59	0	0	0	0	0	59
	Setúbal Peninsula	0	80	0	0	0	0	0	80
	Alentejo	0	0	0	0	0	0	0	0
	The Algarve	0	33	0	0	0	0	0	33
	Autonomous Region of the Azores	0	0	0	0	0	0	0	0
	Autonomous Region of Madeira	0	0	0	0	0	0	0	0
	Leicestershire, United Kingdom	0	0	0	13	0	0	0	13
	Germany	0	0	0	0	30	0	0	30
	France	0	0	0	0	1	0	0	1
	Thailand	0	0	0	0	1	0	0	1
	Ilha do Santiago (Santiago Island)	0	0	0	0	0	0	90	90
	Ilha do Sal (Sal Island)	0	0	0	0	0	0	12	12
Total temporary employees		110	247	16	0	0	0	2	375
By gender	Male	71	194	11	0	0	0	1	277
	Female	39	53	5	0	0	0	1	98
By region	North	37	71	16	0	0	0	0	124
	Centre	55	25	0	0	0	0	0	80
	Greater Lisbon	18	81	0	0	0	0	0	99
	Oeste and Vale do Tejo	0	28	0	0	0	0	0	28

	Setúbal Peninsula	0	19	0	0	0	0	0	19
	Alentejo	0	0	0	0	0	0	0	0
	The Algarve	0	23	0	0	0	0	0	23
	Autonomous Region of the Azores	0	0	0	0	0	0	0	0
	Autonomous Region of Madeira	0	0	0	0	0	0	0	0
	Ilha do Santiago (Santiago Island)	0	0	0	0	0	0	1	1
	Ilha do Sal (Sal Island)	0	0	0	0	0	0	1	1
Total employees without a guarantee		0	1	2	0	0	0	0	3
By gender	Male	0	1	1	0	0	0	0	2
	Female	0	0	1	0	0	0	0	1
By region	North	0	1	2	0	0	0	0	3
	Centre	0	0	0	0	0	0	0	0
	Greater Lisbon	0	0	0	0	0	0	0	0
Total full-time employees		564	713	261	13	28	6	102	1,687
By gender	Male	391	566	240	11	21	2	72	1,303
	Female	173	147	21	2	7	4	30	384
By region	North	259	288	261	0	0	6	0	814
	Centre	217	133	0	0	0	0	0	350
	Greater Lisbon	88	174	0	0	0	0	0	262
	Oeste and Vale do Tejo	0	0	0	0	0	0	0	0
	Setúbal Peninsula	0	82	0	0	0	0	0	82
	Alentejo	0	0	0	0	0	0	0	0
	The Algarve	0	36	0	0	0	0	0	36
	Autonomous Region of the Azores	0	0	0	0	0	0	0	0
	Autonomous Region of Madeira	0	0	0	0	0	0	0	0
	Leicestershire, United Kingdom	0	0	0	13	0	0	0	13
	Germany	0	0	0	0	26	0	0	26
	France	0	0	0	0	1	0	0	1
	Thailand	0	0	0	0	1	0	0	1
	Ilha do Santiago (Santiago Island)	0	0	0	0	0	0	90	90
	Ilha do Sal (Sal Island)	0	0	0	0	0	0	12	12
Total part-time employees		0	1	0	0	4	0	0	5
By gender	Male	0	0	0	0	0	0	0	0
	Female	0	1	0	0	4	0	0	5
By region	North	0	0	0	0	0	0	0	0

Centre	0	0	0	0	0	0	0	0
Greater Lisbon	0	0	0	0	0	0	0	0
Oeste and Vale do Tejo	0	0	0	0	0	0	0	0
Setúbal Peninsula	0	0	0	0	0	0	0	0
Alentejo	0	0	0	0	0	0	0	0
The Algarve	0	1	0	0	0	0	0	1
Autonomous Region of the Azores	0	0	0	0	0	0	0	0
Autonomous Region of Madeira	0	0	0	0	0	0	0	0
Germany	0	0	0	0	4	0	0	4

The assumptions used to compile the data took into account the following criteria:

- 1) Active Employees and Professional Internships/DL are considered employees.
- 2) Data is reported as the average for the reporting period (sum of the number of employees at the end of each month/12) rounded to the nearest cent, except for Caetano Auto Cabo Verde.

Turnover rate

	TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	TCAP Group
Total company departures	3 ¹	10 ²	15 ²	3 ³	1	0 ²	28	60
Turnover rate	1%	1%	2%	23%	3%	0%	27%	-

1. 1 death and 2 retirements were considered departures; the remaining mutual agreements were not considered as such.
(2) The number of permanent staff was taken into account, while the number of departures included active employees and professional internships.
3) All employees are hired based on a contract of indefinite duration and are permanent employees.

DR:
S1-7

	TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	TCAP Group
Employed persons who are not employees	43 ¹	6	0	0	16 ²	0	0	65
Employed persons who are not employees covered by the definition of 'people with contracts with the company to provide labour'	0	6	0	0	9	0	0	15
Employed persons who are not employees covered by the definition of 'Workers supplied by a company primarily engaged in <<employment activities>>'	0	0	0	0	7	0	0	7

1. Temporary workers, traineeships, surveillance service (concierge), catering service and subcontracted employees providing health (head office medical centre) and cleaning services.
2. Are employed persons

The following methodologies and assumptions were used to compile data on the number of employees

- TCAP
- Internal records of external organisations
- Caetano UK
- They are all permanent full-time employees, currently working in bus workshops, administrative services and component sales.

DR:

S1-8

	TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	TCAP Group
Employed persons covered by collective agreements	564	940	893	0	0	6	0	2,403
%	100%	100%	100%	0%	0%	100%		94.23%
Own employed persons covered by conventions for each country in which they have a significant number of employees in the EEA	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0	-
Own employed persons covered by region, outside the EEA	0	0	0	0	0	0	0	0
%	0%	0%	0%	0%	0%	0%	0	-
Number of employed persons working in organisations with worker’s representatives	564	940	893	0	3	0	0	2,400
%	100%	100%	100%	0%	100%	0%	0	-
Percentage of own workforce covered by collective agreements, by region	North	46%	34%	100%	0%	0%	0	-
	Centre	38%	14%	0%	0%	0%	0	-
	Greater Lisbon	16%	27%	0%	0%	0%	0	-
	Oeste and Vale do Tejo	0%	9%	0%	0%	0%	0	-
	Setúbal Peninsula	0%	10%	0%	0%	0%	0	-
	Alentejo	0%	6%	0%	0%	0%	0	-
	The Algarve	0%	9%	0%	0%	0%	0	-
	Autonomous Region of the Azores	0%	0%	0%	0%	0%	0	-
	Autonomous Region of Madeira	0%	0%	0%	0%	0%	0	-

DR:

S1-9

		TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	TCAP Group
Senior Management		8 ¹	14 ²	6 ²	2 ³	2 ⁴	2 ²	5	39
Genre	Male	5	13	5	1	1	1	4	30
		63%	93%	83%	50%	50%	50%	80%	77%
	Female	3	1	1	1	1	1	1	9
		38%	7%	17%	50%	50%	50%	20%	23%

1. Considers the governing bodies plus the deputy directors and the supervisory board
2. Allocation of the Strategic Functional Plan was used, taking into account the Organisational Model defined by the company.
3. Unpaid managers were considered

		TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	TCAP Group
Number of workers by age group	<30	132	181	204	2	4	0	24	547
	%	23%	19%	23%	15%	13%	0%	24%	-
	>= 30 and <50	237	409	441	1	9	0	61	1,158
	%	42%	44%	49%	8%	28%	0%	60%	
	>=50	195	350	249	10	19	6	17	846
	%	35%	37%	28%	77%	59%	100%	17%	-

DR:

S1-10

TCAP, Caetano Renting, Caetano Auto, CaetanoBus

All employees earn a salary equal to or greater than the legal minimum wage in force in Portugal.

Caetano UK

The company complies with the minimum wage amounts set by the Government and pays within the average range for positions in the region.

COBUS

In Germany, it is not permitted by law to hire workers below the minimum wage. That's why none of the workers earn less than the minimum wage. Salaries are set and reviewed according to the length of employment in the company, the skills and development of the employee, the position and responsibility in the company.

DR:

S1-11

	TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	TCAP Group
Employed persons covered by any public social protection benefit or scheme, against loss of income due to a major life event (illness, unemployment, work-related injuries and acquired disability, parental leave and retirement)	564	-	893	13	32	6	102	1,610

DR:
S1-12

		TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	TCAP Group	
Total employed persons with disabilities		9*	21*	13*	0	1	1*	0	45	
		%	2%	2%	1%	0%	3%	17%	0	1.7%
By gender	Male	6	18	12	0	1	0	0	37	
		%	1.5%	2.4%	1.5%	0%	3%	0%	0	1.8%
	Female	3	3	1	0	0	1	0	8	
		%	1.8%	1.5%	1%	0%	0%	17%	0	1.5%

*For accounting purposes, we identify employees with 60% or more disability.

DR:
S1-13

		TCAP*	Caetano Auto*	CaetanoBus*	Caetano UK	COBUS	Caetano Renting*	Caetano Auto Cabo Verde	TCAP Group	
Total employed persons participating in regular performance and career development reviews		482	855	351	13	8	4	5	1,718	
By gender		%	85.5%	91%	39%	100%	25%	67%	0	67%
	Male		336	666	300	11	5	1	0	1,319
		%	60%	71%	34%	85%	16%	17%	0	65%
	Female		146	189	51	2	3	3	0	394
		%	26%	20%	6%	15%	9%	50%	0	76%

By category

Directors or management positions		34	12	9	0	3	1	5	64
	%	6%	1%	1%	0%	9%	17%	5%	-
Executives		7	4	3	0	3	0	-	17
	%	1%	1%	0%	0%	9%	0%	-	-
Managers		44	90	59	0	3	1	-	197
	%	8%	10%	7%	0%	9%	17%	-	-
Salesmen/saleswomen		14	136	0	2	7	0	-	159
	%	2%	14%	0%	15%	22%	0%	-	-
Operational		187	318	126	4	3	0	-	638
	%	33%	34%	14%	31%	9%	0%	-	-
Technical staff		161	34	154	0	10	2	-	361
	%	29%	4%	17%	0%	31%	33%	-	-
Administrative		35	261	0	2	2	0	-	300
	%	6%	28%	0%	15%	6%	0%	-	-

*Active employees with at least 6 months' seniority are eligible for the performance appraisal process (GDD).

		TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	TCAP Group
Average number of training hours		64.49	29.55	14.45	-	0.22	59.42	1.63	30.42
By gender	Male	63.46	30.07	13.81	-	0.24	29.25	1.85	28.67
	Total hours	24814	22313	10947.5	-	5	58.5	133	58271
	Female	66.81	27.59	19.57	-	18	74.50	1.10	37.28
	Total hours	11558	5462.5	1957	-	2	298	33	19310

Health and safety metrics

DR:
S1-14

	TCAP DEI North	TCAP DEI South	TCAP NMSC	TCAP Gaia	TCAP DAF	CaetanoBus	Caetano Auto	Caetano Auto CV	Caetano Renting	Caetano UK	COBUS
Percentage of workers from own labour covered by the company's Health and Safety Management System	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Number of deaths due to work-related injuries and work-related health problems of workers in their own labour force.	0	0	0	0	0	0	0	0	0	0	0
Number of deaths due to work-related injuries and work-related health problems of other workers working on the company's premises. Incidents on the premises involving service providers/ subcontractors	0	0	0	0	0	0	0	0	0	0	0
Number of recordable work-related accidents.	11	3	1	2	0	11	60	0	0	0	0
Rate of recordable work-related accidents.	58.68	14.89	5	49	*	58.68	32.565	0	0	0	0

Number of cases of work-related health problems among employed persons subject to legal restrictions on data collection.	*	*	*	*	*	*	*	*	*	*	*
Number of working days lost due to work-related injuries and deaths resulting from work-related accidents, work-related health problems and deaths due to illness, of employed persons.	*	*	*	*	*	0	*	*	*	*	*

*No information available

The Management System and the Occupational Health and Safety legal requirements of some Toyota Caetano Group companies are audited by external organisations, including APCER, SGS and (SIAWISE).

CaetanoBus	CaetanoBus’ Management Systems (ISO 45001, ISO 14001 and ISO 9001) are audited by an external organisation (APCER).
Caetano UK	There is currently no Health and Safety Management System in place at Caetano UK.
COBUS	COBUS is ISO 9001-certified and the German Occupational Health and Safety Directive is followed in every respect.

Work-life balance

DR:
S1-15

		TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	TCAP Group
Total employed persons entitled to family leave		564	-	893	13	32	6	102	1,610
		%	100%	100%	100%	100%	100%	100%	-
Percentage of employed persons who have used their licences		4%	-	18.3%	15.4%		0	0	-
Employed persons who used their licences	Male	15	-	143	1	2	0	0	-
		%	3%	16%	8%		0	0	-
	Female	9	-	21	1	0	0	0	-
		%	2%	2%	8%		0	0	-

DR:
S1-16

		TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde
Gender pay gap, using gross hourly wage		-2%	5%	-29%	34%	-	28%	25%
Gross hourly wage	Male	8.24	6.71	6.65	20.81	-	31.04	501.09
	Female	8.42	6.39	8.57	13.65	-	22.46	378.18
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)		-	-	-	2.37	-2.73	-	7.58

DR:

S1-17

The Group did not record any cases in 2024 regarding incidents, complaints or impacts on human rights, nor did it record any cases presented through national contact points for OECD multinational companies. However, in 2024 seven complaints were lodged via the whistleblowing channel.

2.2 Supply Chain

(ESRS S2)

Strategy

DR:
ESRS 2 IRO-1
ESRS 2 SBM-2
ESRS 2 SBM-3

The Toyota Caetano Portugal Group includes in the scope of reporting the workers who contribute to its value chain, thus ensuring a comprehensive analysis of the labour impacts resulting from its strategy and business model. The Group is committed to the United Nations Global Compact Principles and its Guiding Principles on Business and Human Rights with regard to the workers in its value chain. However, it recognises that it is not yet possible to include all workers in the value chain as there are limitations in visibility and traceability at certain links in the supply chain.

In this first dual materiality exercise, the identification and assessment of Impacts, Risks and Opportunities (IRO) considered both the Group's direct and indirect activities. However, the significant negative impacts on workers in the Group's value chain were not ranked from the point of view of their systemic or one-off incidence, but rather their nature, likelihood and criticality. Nevertheless, the Group is aware that in future reporting cycles it will have to assess potential impacts on the value chain of issues related, for example, to the exploitation of minerals needed for vehicle production.

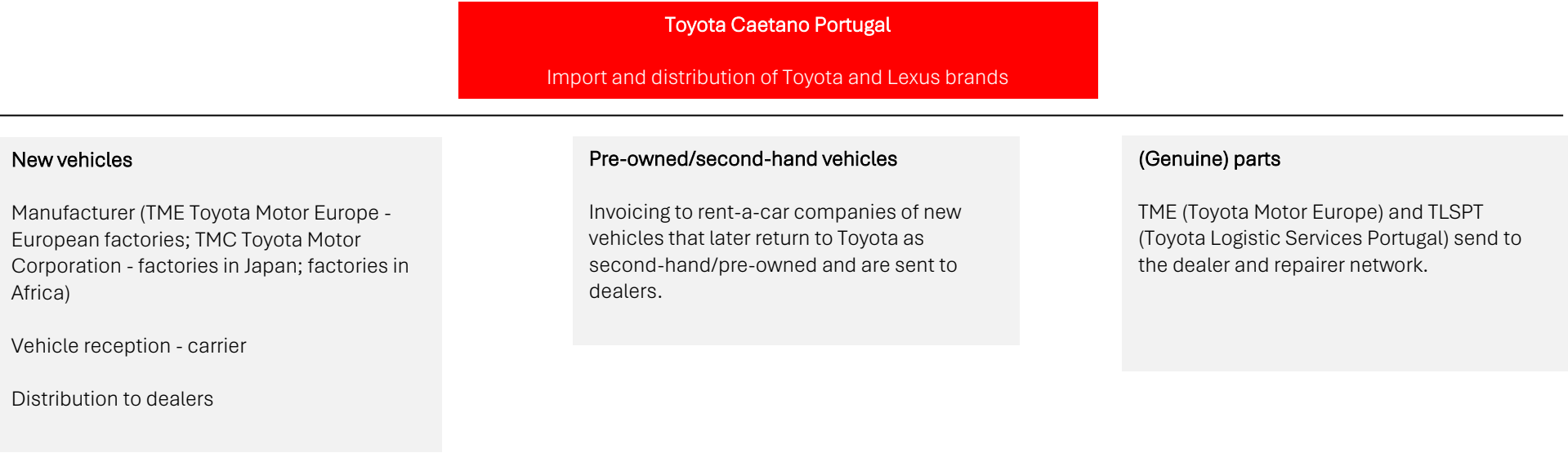
In the future, the Group is committed to strengthening monitoring and deepening visibility of indirect workers in the value chain, ensuring a more comprehensive and transparent approach to labour impacts.

Workers covered

In this first reporting exercise, due to a lack of visibility and detailed data on the entire value chain, it has not yet been possible to accurately identify all the types of workers who may be materially affected by the Group's operations and its value chain. However, this report already includes workers who:

- i) work for the company itself
- ii) work for entities in the upstream value chain
- iii) work for entities in the downstream value chain

Perimeter of the value chain:



Rigour in ethical principles

Regarding the risk of child labour, forced or compulsory labour, no geography or product was identified where this is more significant within the company's value chain. From the outset, there has been a concern to implement control and compliance mechanisms that safeguard these issues throughout the chain.

The Group adopts a preventive approach so that its suppliers strictly comply with the principles of ethics and social responsibility and are aware of the importance of this issue. The Group is therefore obliged to ensure that its operations respect human rights and labour standards.

Influence on the value chain

TCAP recognises that its actions can generate significant positive impacts in the value chain, especially for local communities through various opportunities and programmes.

Opportunities

It should be noted that the value chain presents material risks and opportunities associated with labour conditions, sustainability and the supply of raw materials. These can be summarised as follows:

- Creation of jobs and local wealth, with increased purchasing power;
- Strengthening and differentiating the Salvador Caetano brand in terms of reputation.

The opportunities stem from the impacts identified below:

- Extraction and use of minerals and rare metals for the manufacture of components;
- Improved health and working conditions for employees in the value chain;
- Integration of ESG requirements in the hiring and evaluation of suppliers and customers, with an impact on competitiveness and the positioning of the value chain.

Employees exposed to risks

Within the value chain, the Group that could be most susceptible to negative impacts includes assembly line workers and factory workers. Although they are mostly unionised and have access to labour protection mechanisms, they can face challenges related to working conditions, demanding hours or changes in production that affect their stability.

Strikes in the transport sector represent another impact factor, as they can compromise the supply chain and logistics, affecting the company's operations and the labour stability of the workers involved.

Finally, indirect workers, which include service providers and workers in subcontracted companies, may be more vulnerable to labour risks, depending on existing regulations and contractual protection. The Group recognises the importance of fair and safe working conditions for all workers in its value chain, reinforcing practices that guarantee respect for labour rights and mitigating potential negative impacts.

Challenges and Opportunities associated with addictions

The material risks and opportunities arising from the impacts and dependencies of workers in the value chain are directly reflected in the company's operational and strategic dynamics. On the **risks** side, we highlight the challenges associated with strikes or problems with suppliers, which could jeopardise supplies and have a negative impact on activity. In addition, limitations in raw materials that result in supply difficulties can cause stock shortages, which is a critical factor, and that was particularly clear during the pandemic, when disruptions in the supply chain led to significant delays and the need for operational adjustments .

These potential supply failures result in a decreased production capacity, affecting the efficiency and predictability of processes.

On the other hand, there are significant **opportunities** that can be exploited to optimise operations and reduce costs. The decision to unload all the vehicles at a single port allows synergies to be created in the customs process, which has resulted in a reduction in costs. In addition, the option to centralise the vehicles at the Ovar facility, from where they are later distributed to the network, guarantees greater logistical efficiency and better stock management.

Another opportunity is the availability and visibility of stock for the entire network, as vehicles are accessible for sale without the need to travel unnecessarily. Finally, to avoid costs and inefficiencies in transporting vehicles between different locations, when a vehicle reaches its display limit at a dealership, the dealer can take it over, optimising the management of stock and reducing the logistical impact. These opportunities translate into greater process optimisation, operating efficiency and cost reduction within the value chain.

Managing Impacts, Risks and Opportunities

DR:
S2-1

Relations with suppliers

The Group has a [Supplier Policy](#) underlying the management of its material IROs related to workers in the value chain. This Policy reflects the Group's position that acting with integrity in the relationships it establishes with its Customers and Suppliers is a prerequisite for a successful long term relationship.

To this end, all Employees must behave with a high degree of professionalism and correctness in their dealings with Customers and Suppliers. The Group and its Employees undertake to ensure that they comply with the regulations and practices, particularly those relating to safety, which are in force in their Companies, and refrain from maintaining commercial relations with Suppliers who are not in line with the rules in force.

Human rights in the value chain

As expressed in its Code of Conduct and Professional Ethics, the Group respects and undertakes to put into practice the fundamental rights of its stakeholders, as determined by the Universal Declaration of Human Rights, and in accordance with applicable national labour legislation.

Measures to prevent and minimise impacts on human rights

From the moment suppliers are selected, there is an active concern to confirm that they operate in accordance with the Group's ethical principles and in full respect of Human Rights, prohibiting the use of child labour, harassment or any other practice that violates workers' fundamental rights. TME (Toyota Motor Europe) provides guidelines in this area, which the Group also follows: <https://www.toyota-europe.com/sustainability/sustainable-supply-chain>.

The company has a Whistleblowing Channel accessible to all stakeholders, including workers in its value chain, where any irregularity can be reported safely and confidentially. This channel makes it possible to detect and mitigate potential breaches or bad practices within the organisation or its supply chain.

The **Data Protection Policy** is another essential tool, ensuring that personal information of employees and partners is managed securely and in compliance with applicable legislation.

The Group also ensures that its operations meet strict safety and quality standards, including responsible management of chemical products, mitigating environmental and labour risks. The focus on **ISO 9001 certification** should be noted, confirming the commitment to quality and the continuous improvement of processes, so that all operations comply with regulatory requirements and internationally recognised good practices.

With the policies and initiatives above, the company ensures responsible management of the impacts and risks associated with the workers in its value chain, promoting a safe and ethical environment.

In 2024, the Group has no records of cases of non-compliance with the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work or the OECD Guidelines for Multinational Enterprises involving workers in the value chain.

DR:
S2-2

The company includes the opinions of the workers in its value chain when managing the actual and potential impacts that could affect them. This promotes an environment where communication is open and transparent. Whenever a situation does not occur properly, employees have the opportunity to flag up any problems or concerns, allowing issues to be shared and all stakeholders to be involved.

Engagement tools

The Whistleblowing Channel is the main tool for identifying situations that could have a negative impact on workers in the value chain. Through this channel, countermeasures or corrective actions are evaluated, so that any irregularity reported is analysed and dealt with. This approach makes it possible to correct inappropriate behaviour and implement continuous improvements in the Group's processes.

Engagement effectiveness

The effectiveness of the dialogue with workers in the value chain is assessed based on the resolution of identified situations and the implementation of action plans to mitigate problems and prevent recurrences. If, after implementing these measures, there is a change in behaviour and the previously identified situations no longer occur, this means that the dialogue has been effective and has resulted in concrete improvements in the value chain.

Suppliers selection

One of the decisive factors in choosing suppliers is determining their approach to social and labour issues, to ensure that they operate according to high standards of ethics, human rights and have labour practices that fit in with the Group's internal requirements.

In addition, there is a concern to work with suppliers who demonstrate a commitment to sustainability and social responsibility, and those with high scores in recognised rankings and certifications, such as the Carbon Disclosure Project (CDP) and other ESG performance assessments, are valued. By applying these criteria, the company confirms that its business partners are guided by policies that protect workers' rights and provide fair labour conditions.

Supplier assessment

Suppliers are regularly assessed and fundamental aspects such as the quality of the service provided and compliance with deadlines are analysed. It is also checked that they fulfil the required requirements and certification standards, such as the applicable ISO standards. The assessment is adjusted according to the stage of the business relationship. In addition to the aforementioned assessments, there are also audits based on the Toyota Way and the Kaizen philosophy, focused on continuous improvement and covering aspects such as product quality, operating efficiency, labour practices, environmental impact and business ethics. It should also be noted that the company carries out due diligence processes to mitigate risks within its value chain.

The company has developed the **"Know Your Customer"**, survey, which aims to increase the monitoring and identification of potential risks. This questionnaire allows for greater transparency in the relationship with suppliers, as well as to adopt measures for responsible management of the value chain.

DR:
S2-3

One of the main mechanisms used is the continuous monitoring of situations reported through the Whistleblowing Channel, allowing risks and negative impacts to be mitigated. When a situation is flagged up, the company conducts a case analysis, identifying its root causes and implementing actions to correct it and prevent future occurrences.

Whistleblowing Channel

The Group’s Whistleblowing Channel is available to all its stakeholders, including workers in the value chain, so that they can raise their concerns directly with the company and be responded to. More information is available on the [Canal](#). The Compliance team has an email address for this purpose.

Whistleblower Protection

All information that directly or indirectly makes it possible to infer the identity of the whistleblower is confidential and is restricted to those responsible for receiving or following up on complaints. The identity of the whistleblower is only disclosed in the event of a legal obligation or court decision. In this regard, the entire complaint management system is protected by appropriate technical and organisational measures to protect data and other information.

The conditions of protection against acts of retaliation can be found in Article 6 of Law 93/2021 of 20 December, which only applies to reports of the offences referred to in this Law.

The company, in strict compliance with all the provisions of the general regime for whistleblower protection, ensures all the necessary and appropriate means to protect the whistleblower from any form of threat or retaliation, making the fight against acts that undermine the dignity of justice and workers one of its main mottos.

As described on the Whistleblowing Channel website, the whistleblower does not have to identify him/herself and can choose to remain anonymous. However, it is advisable to identify him/herself in order to benefit from whistleblower protection, as long as you meet the requirements of Law 93/2021 of 20 December.

DR:
S2-4
S2.MDR

Approach applied to material issues

With regard to actions on sustainability issues, it is worth noting that in regarding safety, the risks and factors that gave rise to them were identified. It is also important to note that there are different levels of maturity in the safety culture of the group's various companies.

Given the possibility of insufficient compliance with security rules by external organisations, initiatives have been set up to control their risk:

Monthly Security Committee meetings with the participation of 100% of Toyota Caetano Portugal Group companies	Implementation of 75% of the action plan based on the results of the consultation with workers	Awareness-raising leaflets on occupational health and safety issues for 100% of Toyota Caetano Portugal Group employees	Action plan based on the results of periodic audits of the safety system	Greater involvement and operational coordination between occupational health teams and safety technicians	Frequent safety audits and/or inspections of the work on the premises in order to monitor and evaluate the effectiveness of the actions implemented in the plan.
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Although these measures originate in employee management, good practices adopted extend to the entire value chain, promoting a culture of safety and risk prevention that also includes the workers of suppliers and partners.

Monitoring and follow-up to promote safety

The Security Committee team is responsible for monitoring the plans within its sphere of influence, ensuring that actions are implemented and contingency plans are created whenever necessary. Progress will be reported regularly to the Sustainability Committee, enabling to continuously assess the effectiveness of the measures adopted.

A proactive attitude is encouraged in accountability for preventing work-related injuries and meeting all compliance obligations applicable to the activity, as well as other obligations resulting from dialogue with stakeholders and other applicable requirements. Employees are continually made aware of the activities and practices related to occupational health and safety by reinforcing the safety culture.

The best techniques are adopted to eliminate or minimise risks to workers, service providers and stakeholders and the participation and consultation of workers and their representatives in the planning, implementation and performance evaluation of Occupational Health and Safety management is ensured.

The Group is aware that effective health and safety management underpins good business principles and must be implicit in goals setting and decision-making. However, there is currently no specific action plan for managing material impacts, risks and opportunities relating to workers in the value chain.

Action plan

Following the Dual Materiality analysis — which included listening to and involving stakeholders in the value chain — a strategy for this area will be developed: targets, goals (KPIs) and actions to mitigate negative impacts, boost positive impacts and manage the identified risks and opportunities. Each company or structure will be responsible for monitoring these roadmaps in order to fulfil the goals set, triggering contingency plans whenever necessary.

Targets and metrics

DR:
S2-5
S2.MDR-T

The Group's companies have been working to develop responsible and sustainable practices throughout the value chain, covering the social, environmental and governance dimensions. These actions prevent and mitigate negative impacts on workers in the value chain and provide decent working conditions, respect for human rights, health, safety and well-being, and foster positive impacts through training.

At the same time, the Group has been updating its risk management model since 2022, focusing on the system for monitoring the most relevant risks in its fields of activity. In this context, in terms of human capital, health and safety, the difficulty in achieving the goal of zero accidents in the workplace was identified as a material risk due to the different levels of maturity in the safety culture of the Group's companies and the presence of external organisations and suppliers that carry out risky activities.

The Group also recognises the importance of having processes and mechanisms to prevent, mitigate or repair negative impacts in the value chain that are effective, but also understandable and accessible to those to whom they are addressed. It is therefore committed to providing the necessary means for employees and workers to be aware of the actions underway and to be able to rely on these processes as a means of maximising opportunities, preventing risks and correcting any adverse impacts. When developing and monitoring the targets associated with this issue, dialogue with workers will be valued, using a participatory approach that not only allows performance to be monitored, but also identifies opportunities for improvement.

2.3. Involvement with the community

(ESRS S3)

Strategy

DR:
ESRS 2 SBM-2
ESRS 2 SBM-3
S3.SBM-3

In this reporting cycle, the Toyota Caetano Portugal Group considered impacts on stakeholders associated with its own operations, with a particular focus on the local community, and no particular impacts on these were identified.

In the next sustainability report, a broader scope could be considered, to include other communities affected not only by the Group's operations, but also in its value chain.

Promoting employment and economic strength

In the course of the Dual Materiality analysis, the positive impact of creating value for the local community was identified and considered material, in particular through the creation of jobs and the qualification of local communities, inherent in the vehicle trade activities and those of local business partners. The Toyota Caetano Group actively contributes to improving the living conditions of its employees and their families, namely through the Salvador Caetano Foundation. Outside the European Union, the Group promotes the well-being of employees and families, particularly through the opportunities and qualifications offered to young women in Senegal and Cape Verde.

In the course of the exercises carried out in this reporting cycle, no direct influence by the activities of the Toyota Caetano Group was identified on indigenous communities, on communities established at one or both ends of the value chain, or on communities established along the value chain.

Impacts	Opportunities
<p>Associated with the development of its vehicle trade and maintenance activities outside Portugal and those of its business partners, the Group considers the creation of skilled jobs to be a positive impact, particularly in local communities. In this context, the Group's active contribution through Caetano Renting Senegal and Caetano Auto Cabo Verde stands out, where it employs and trains local labour.</p> <p>It is important to note that in this first materiality exercise the Group did not identify any negative impact arising from its activity.</p> <p>None of the material opportunities identified relate specifically to an affected group, as it has not been possible to develop an insight into how particular communities may be more exposed to risks arising from the Group's activities.</p>	<p>With regard to financial effects, the Group has identified two material opportunities arising from impacts related to affected communities:</p> <ul style="list-style-type: none">• The opportunity to create jobs and local wealth, with an increase in the purchasing power of the affected communities in the long term.• The opportunity to strengthen and differentiate the brand in terms of reputation in the long term.

Managing Impacts, Risks and Opportunities

<p>DR: S3-1</p>

In carrying out their activities, TCAP Group companies recognise the need to contribute to the sustainable development of the places where they operate and to maintain cooperative relations with the Communities. This contribution to the management of IROs related to affected communities has enabled the Group to implement a series of tools and actions, namely:

- Support for social, cultural and academic institutions;
- Opening the Whistleblowing Channel to all stakeholders, including all the communities where it operates;
- Investment in facilities to reduce environmental impact;
- Agreements and partnerships in favour of the Community, for example, [Junior Achievement Portugal](#), partnerships and protocols with educational institutions and educational support organisations, [Pact for More and Better Jobs for Young People](#);
- Intervention in the communities where Toyota Caetano Portugal Group companies facilities are located.

The Group governs its approach to Human Rights in the communities where it operates in accordance with the Code of **Conduct and Professional Ethics**, as described in the chapter on employee issues.

Dialogue with communities

Dialogue with communities takes place through existing agreements and partnerships in the fields of education, economic activity and social responsibility.

Mitigating impacts on Human Rights

In addition to its position on Human Rights described in its Code of Ethics and Conduct and the vision explained in its Recruitment Policy, the Group subscribes to the Charter of Principles of the Business Council for Sustainable Development (BCSD) Portugal, a document that brings companies together around common commitments to sustainable development.
This demonstrates the Group's commitment to respecting and promoting the fundamental rights of its employees, ensuring decent working conditions, as determined by the Universal Declaration of Human Rights and in accordance with the applicable national labour legislation.

Cases of non-compliance should be reported through the monitoring procedures of the whistleblowing channel, its disclosure in the Sustainability Report and the MERCO study (Corporate Reputation Business Monitor).

DR:
S3-2

Although the Group has not yet a formal strategy for getting to know the opinions of the communities and specific groups within the affected communities, the procedure currently includes a preliminary dialogue with the institutions, municipalities and partners of the Toyota Caetano Portugal Group. This sharing of information makes it possible to review strategies and create measures to improve and implement mechanisms that meet the needs of the community. In the same vein, stakeholders are consulted and their contributions inform decision-making.

After this initial interaction, dialogue with the community takes place continuously and in various stages, ensuring close and effective communication through regular visits to partners, participation in events and initiatives, as well as non-face-to-face whenever necessary. Interaction can be initiated by the company or its stakeholders, materialising in a dynamic and proactive way, strengthening relationships and responding quickly to mutual challenges and opportunities.

Depending on the nature of the issue, contact is made by the management of Toyota Caetano Portugal Group companies, the Executive Board, Chief Executives, Heads of Division or Department Managers. If the issue is of an operational nature, the dialogue with the community is conducted by the respective areas and structures of the companies.

DR:

S3-3

As with all its stakeholders, the Group makes its Whistleblowing Channel available to affected communities. Each of the Group's brands and companies also has its own complaints channels available to the entire community, as well as its own call centre to collect feedback from the communities in which it operates: <https://gsc.wemake.pt/reporting-channel/d4d5c>

The Compliance team is responsible for monitoring issues raised through the whistleblowing channel, guaranteeing anonymity and confidentiality under the laws of whistleblower protection.

DR:

S3-4

Currently, there is no specific action plan for managing the impacts, risks and opportunities related to affected communities. However, it should be noted that no incidents related to Human Rights were identified in the communities where the Group operates during the period covered by this Report.

The Group carried out a Dual Materiality analysis that included consultation with stakeholders in the community. This is a fundamental process for identifying actual and potential material impacts, which will allow to develop specific roadmaps setting targets, goals, key performance indicators (KPIs) and actions underway or planned to mitigate risks, boost positive impacts and manage the opportunities associated with communities. Each team will be responsible for monitoring the roadmap for their area, ensuring that actions are implemented and that contingency plans are set if necessary. Progress will be reported regularly to the Sustainability Committee to assess the effectiveness of the measures adopted.

In this context, the Group's companies are already developing initiatives aimed at having a positive impact on the communities in which they operate. These actions, centred on social responsibility and support for community initiatives, cover areas such as training, entrepreneurship, social inclusion and environmental initiatives. These programmes are designed to empower communities, foster local development opportunities and ensure a positive and sustainable social and environmental impact. The approach used makes it possible to continuously integrate the needs of communities into the Group's sustainability strategy. In addition, any tensions caused by the prevention or mitigation of negative impacts are assessed, with the aim of seeking balanced and sustainable solutions.

The set up of a network of sustainability ambassadors in each of Salvador Caetano's companies and, consequently, in the Toyota Caetano Portugal Group is expected. This network will play a very important role in identifying, mapping and monitoring community-related initiatives, enabling more effective management of impacts and opportunities. Through this mapping it will be possible to measure the impact of actions on the community so that they contribute to mitigating risks and increasing positive impacts. The network of

ambassadors will enable greater collaboration between Group companies and other stakeholders to find more comprehensive solutions to the challenges faced by affected communities.

The Group provides all the necessary means and processes to keep the community informed of ongoing initiatives, which will provide greater confidence in the existing mechanisms and active participation in order to maximise opportunities, mitigate impacts and manage risks. Transparency and the continuous involvement of stakeholders are key to reinforcing this trust and ensuring that the actions implemented effectively address the needs identified.

Continuous monitoring, clear communication of progress and active collaboration with affected communities are essential pillars to ensure that the approach adopted makes a significant contribution to sustainable development and the creation of shared value.



2.4 Customers

Strategy

DR:
S4-1

In this reporting cycle, the Toyota Caetano Group includes in the disclosure all customers, namely consumers and end users, who are likely to be materially affected by the organisation's operations, products and services, as well as by the commercial relationships along its value chain.

The Group recognises that these impacts can take different forms and are influenced by the company's strategy, business model and operating structure. For this reason, these impacts are managed based on their materiality, both in direct operations and along the value chain.



Customer categories covered include:

- Customers of vehicles and mobility solutions
- Customers of renting and leasing services

In the contexts in which it operates, no significant negative impacts related to customers were identified, in a general or systemic way, whether associated with isolated incidents or specific commercial relationships. On the other hand, a significant positive impact that stands out is the availability of and access to high quality and safe products and services. It should be noted that the material Impacts, Risks and Opportunities (IROs) identified by the Group apply to all customers, without specific distinctions by age group or other demographic criteria.

In this context, the Group recognises that **customer loyalty, as well as maintaining and growing its customer base, are essential strategic factors in ensuring the sustainability and competitiveness of the business**. In order to seize the opportunity to build customer loyalty, the Group is committed to **providing mobility solutions that guarantee high standards of safety, efficiency and reliability** for its consumers and end users.

In the future, the Group plans to carry out an in-depth analysis of the potential risks that could affect consumers or end users with specific characteristics, in order to obtain a more comprehensive understanding of these risks. This analysis will make it possible to manage engagement with these stakeholders more effectively, from a risk perspective, and to strengthen the understanding of IROs.

Managing Impacts, Risks and Opportunities

When it comes to customer satisfaction, Toyota Caetano Portugal follows the One Care philosophy, in which it places **the customer and their experience at the centre of its operations**, understanding **customers as its primary concern in order to guarantee quality** in every aspect of its business.

The main policies and procedures for managing relationships with all consumers and end users are as follows:

Financing policies	<p>These policies establish the fundamental principles applicable to financing processes, guaranteeing legal compliance and consumer protection.</p> <p>These include:</p> <ul style="list-style-type: none">• Legal regime for late payment• Consumer Rights and Duties• Non-fulfilment of credit agreements and out-of-court support network• Risk of default• PERSI - Out-of-Court Procedure for Settlement of Defaults• Extraordinary scheme to protect customers with mortgage contracts in default• Out-of-court conflict resolution• Electronic Complaints Book
Protection of personal data in financing	<p>These procedures ensure that personal data is handled securely and transparently throughout the financing process. These include:</p> <ul style="list-style-type: none">• Processing and protection of personal data• Call recording• Updating personal data• Retention and deletion of personal data

Data protection policy and consent	The data protection policy is developed based on criteria defined centrally by Toyota Motor Europe (TME). It is then reviewed locally by the dealership teams to ensure that it is in line with legislation and the best practices of Compliance..
Consent procedure for future communications	<p>Consent for future communications is managed separately for each brand. The respective policies can be found at the following links:</p> <ul style="list-style-type: none">• Toyota• Lexus

Code of Ethics and Conduct

The Toyota Caetano Portugal Group's commitment to promoting the fundamental rights of its Customers is expressed in its Code of Ethics and Conduct, as indicated throughout Chapter 02 Better Closeness to People.

In addition, Toyota actively promotes training and awareness-raising on human rights through webinars and an annual and mandatory e-learning programme, continually stressing the importance of the subject to its employees.

Safeguarding Customers' Rights

Salvador Caetano and the Toyota Caetano Portugal Group have a whistleblowing channel available to the entire community, which allows situations that may represent human rights violations or other behaviour contrary to the organisation's ethical principles to be reported safely and confidentially.

In addition to this tool, the Group adopts the same approach to safeguarding the rights of its Customers, in line with the approach adopted for Suppliers and Employees, as described in the previous chapters.

Currently, there is no formal mechanism in the Group's downstream value chain for collecting complaints about non-compliance with the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work or the OECD Guidelines for Multinational Enterprises made by customers. However, the importance of this monitoring is recognised and there is a commitment to carry out this work during the next reporting cycles.

As part of its commitment to transparency and corporate responsibility, the Group will set up a structured process to monitor and report potential cases of non-compliance, ensuring the identification and mitigation of risks associated with customers. This approach will integrate the continuous assessment of our value chain practices, reinforcing our social responsibility and alignment with international human rights and consumer protection standards.

Customer Communication

Customers play a central role in defining quality for Toyota Caetano Portugal, since their opinions and experiences reflect the degree of fulfilment of the standards set by the company. Feedback from consumers provides concrete and relevant information, allowing for the continuous improvement of products, services and internal processes. Toyota maintains a **transparent and open dialogue** with its customers, acknowledging both compliments and points for improvement.



Engagement with customers

DR:
S4-2

Its work is based on the 'Quality from Concept to Customer' approach, evaluating the entire customer journey and drawing up action plans to correct errors in processes and procedures. In this way, the opinions and experiences of consumers and end users are analysed and integrated into business decisions through recommendation questionnaires and satisfaction interviews, so that the necessary improvements can be made. **Information gathering and customers feedback analysis help to plan new products, raise quality standards and improve how we work..**

Toyota also uses the Voice of the Customer (VOC) system to monitor alerts and opportunities for improvement, guaranteeing timely responses. VOC triggers structured internal reflection, with reports being sent to the Network (encompassing all dealerships), acting as a 'call to action' to adjust operational strategies and practices.

The dialogue with the consumer takes place throughout their entire journey, from the first contact with a potential customer, with a greater point of contact after the sale. This approach makes it possible to analyse, for example, the reasons for missing an opportunity (such as opting for another brand or postponing the purchase), as well as understanding the decision criteria and comparisons with competing brands. A customer sentiment study is still being implemented, which will allow the profile of customer sentiment on the criteria assessed to be analysed.

The operationalisation of this dialogue falls within the scope of the relationship manager and the recommendation manager, in order to monitor and act on both the relationship with the customer (complaints analysis, for example) and the recommendation made by the customer.

In addition, there is also an IROs and GDPR manager for customers and their satisfaction.



DR:
S4



Quality at Toyota Caetano Portugal

Quality sits at the core of everything we do. True to the principle of Kaizen, Toyota is always looking for ways to improve so that it can ensure that it provides the best quality products and services to customers.

The quality strategy is based on the Jikotei Kanketsu philosophy, which means 'ensuring that defects never pass on to the next stage'. This means that anyone, including factory workers, who identifies a problem with a part or process can raise an alert, and potentially stop production, so that a solution can be found. This approach ensures consistent quality at every stage of the process.

The priority is to ensure that vehicles are safe and reliable. For this reason, its performance is continuously monitored through various quality control methodologies. Whenever a component that does not fulfil the established standards is identified, corrective measures are immediately implemented.

In addition, through vehicle recalls, customer service campaigns and satisfaction initiatives, Toyota ensures that any quality problems are quickly identified and resolved. Brands are concerned about the safety of vehicles and their users.

Before a model is put on the market, preventive technical campaigns are organised to ensure that all vehicles are properly examined. Any faults found before the car is sold are corrected promptly. If the manufacturer detects the fault when the vehicles are already in circulation, proactive communication is made to customers so that they go to the workshops and have the situation examined.

Vehicle improvement and optimisation issues are dealt with proactively. All owners of vehicles sold by Toyota Caetano Portugal and covered by special service campaigns are contacted directly, by registered letter, so that, depending on their availability, they can take their vehicles to the Toyota/Lexus Workshop Network.

Toyota Caetano Portugal provides various channels, open to the community, for them to express their concerns, needs or complaints, and ensures that these are duly analysed and dealt with.

Channels available include the following:

- Electronic Complaints Book, accessible via the official website [Toyota](#) or directly at [Complaints Book](#);
- Online contact form, available to the public at: [Toyota Contact Form](#);
- Satisfaction surveys carried out after the provision of services or purchase of vehicles, enabling direct feedback from customers to be collected;
- Monitoring of social media by the Marketing team, which identifies comments associated with negative experiences. These cases are referred to the Customer Experience department, which follows up appropriately and sends a personalised response;
- [Whistleblowing channel](#), accessible to the entire community, allows to safely and confidentially report situations that may violate ethical principles or affect consumer rights.

Monitoring and Ensuring Effectiveness

The effectiveness of communication channels is continuously monitored by sales and after-sales managers through visits and meetings with dealers. This makes it possible to guarantee the monitoring of these issues and the development of appropriate action plans.

In addition, Toyota has implemented the 'Best Retailer in Town' (BRIT) recognition programme, which assesses compliance with improvement plans and analyses deviations between the current situation and the ideal situation.

This monitoring is carried out in 3 phases:

1. Continuous control and monitoring by the teams responsible;
2. Evaluation through BRIT, ensuring that the dealership stands out in its sphere of influence;
3. Ichiban Recognition, which rewards effort and excellence in customer relations.

For each of the areas of activity, there is also an action to share good practices, through Toyota Motor Europe (TME).

Customer Trust

The fundamental principles of Toyota's quality assurance system, including 'Customer First', 'Quality First' and Genchi Genbutsu are transmitted and followed at all Toyota's organisational levels.”.

In order to obtain customer feedback, satisfaction surveys are carried out after services have been provided. Initially, they are sent via email, with a short questionnaire in clear and objective language, in order to maximise participation. In a second phase, a telephone interview is conducted by the call centre to assess the quality of the service provided in more detail.

With the same aim of enhancing customer trust, the company provides a whistleblowing channel, with mechanisms to protect whistleblowers, in accordance with Law 93/2021 of 20 December, which establishes the general system for protecting whistleblowers.



S4-4

Managing Impacts, Risks and Opportunities

Currently, there is no general action plan for managing material impacts, risks and opportunities relating to consumers and end users. Instead, action plans are developed on an ad hoc basis, as concrete needs or opportunities for improvement are identified.

Whenever faults or errors are detected, their origin is analysed and corrective measures are adopted in liaison with the relevant areas — be it product, planning and logistics, or technical support.

Also in terms of Kaizen philosophy, there is proactivity and constant attention to identifying causes and effects so that the most appropriate measures can be developed for each situation.

At the same time, 'Toyota Restart Day' is celebrated worldwide on 24 February, a date that marks the brand's commitment to reflection, renewal and recovering a sense of purpose. This day was established in 2010, following incidents that affected the company's reputation, and **symbolises the ongoing commitment to learn from past challenges and constantly improve its processes, with the aim of offering high quality and safe vehicles to customers.**

Recognising the problems faced, Toyota has made a **commitment to strengthen its focus on the quality and safety of its products** by putting into practice the brand's fundamental principles, such as “Customer First” e “Genchi Genbutsu” (Go to the site, see for yourself and understand the situation).

Thus, during this period internal awareness-raising activities are carried out, sharing real-world cases, for quality and continuous improvement, covering **product, service, processes and procedures**. The aim is to foster a proactive attitude towards preventing errors or incidents, anticipating potential safety and quality problems, identifying their causes and promoting appropriate solutions. Through this exchange of experiences and best practices, the aim is to standardise effective

resolutions, ensuring that the whole organisation learns from mistakes and reinforces the focus on the customer journey.

Internal communication is carried out clearly and objectively, ensuring that the message is understood and internalised by all employees, contributing to a **culture of excellence**.

Additional Measures to improve results

In order to improve social performance among consumers and end users, various initiatives have been implemented within the scope of service campaigns, with the aim of ensuring that they reach as many customers as possible with maximum effectiveness and efficiency.

One of these initiatives involves updating databases, ensuring that it is possible to contact the current owner of the vehicle, even when they are not the original owner. This action is being carried out in liaison with organisations such as the IMT (Institute for Mobility and Transport), the Car Registry (Registo Automóvel) and ACAP (Associação Automóvel de Portugal - Portuguese Automotive Association).

An initiative is also being implemented within the framework of compulsory periodic inspections, so that vehicles covered by these service campaigns only pass the inspection after carrying out the technical campaign.

The '100% Campaigns' Committee was also set up, made up of a multidisciplinary team with representatives from the marketing, sales, technical and other areas. The Committee's mission is to design integrated strategies to strengthen customer awareness, ensuring more effective communication and compliance with recommended technical interventions.

Customer satisfaction indicators

The effectiveness of the service campaigns is assessed based on the success rate, i.e. the proportion of vehicles covered that have already undergone the relevant technical intervention.

With regard to the Restart Day initiative, this is evaluated through the sharing of information by the dealer network, which are invited to report on the actions they have taken in this area. Voice of the Customer (VOC) also makes it possible to evaluate progress in terms of customer satisfaction.

VOC can also detect neutral or negative responses, which generate automatic alerts so that the necessary measures can be taken and the alert resolved within 48 hours. For Toyota, a customer who makes a complaint is a customer who provides an opportunity for improvement to which attention should be paid.

Another indicator used is the complaints ratio, whose decrease is interpreted as a sign of the effectiveness of the measures adopted, helping to reduce breaches of expectation and increase consumer satisfaction levels.

Whenever there is a problem, an action plan is drawn up, not only to address the specific case, but also to standardise the solution throughout the network. Steps are as follows:

- Informing teams of the appropriate way to act;
- Sharing of good practices and successful solutions throughout the Toyota structure;
- Adoption of preventive measures, where applicable, in the design, marketing and sale of products.

The processes aimed at preventing, managing and correcting material negative impacts on consumers and end users are accessible, structured and effective in their implementation and the results obtained.

The processes are available through the following channels:

- **Smiles 2.0 Portal:** All concessions have access to this platform, which allows permanent and proactive monitoring of situations related to the customer experience.
- **VOC reports:** These are sent out monthly, allowing critical areas to be identified and giving rise to internal meetings to analyse cases and set corrective measures.

- **Periodic training:** Teams receive specialised training, with specific modules aimed at managing complaints and identifying opportunities for improvement.
- **Internal evaluation:** The level of customer satisfaction is analysed on a regular basis, cross-referencing data with compliance with internal business standards and integrating the results into the Best Retailer in Town (BRIT) evaluation system.
- **Customer Relation:** App used to manage complaints and monitor the resolution process in liaison with the responsible dealership.
- **Power BI:** Used to analyse complaint processes in detail, making it possible to identify patterns (such as the concentration of complaints by vehicle age) and detect opportunities for improving the service or product.

The effectiveness of these processes is monitored through two main indicators, namely the Customer Satisfaction Index and the Complaints Ratio.

Risk mitigation and prevention measures

In order to make the process swift and effective, risk mitigation and prevention measures are implemented, such as:

1. **Customer Satisfaction Analysis:** The first step in this process is to analyse customer satisfaction as soon as they come into contact with the dealership.
2. **Complaints Management:** Complaints are collected through a specific portal, which allows the process registration and monitoring, complaint detailed analysis, supporting documents attachment and comments and interactions monitoring, and follow-up with the respective teams.
3. **Mystery Shopper Initiative:** There are regular 'mystery shopper' initiatives, which allow the entire service to be evaluated and customer satisfaction measured for subsequent improvements.

Toyota has a Risk Committee responsible for assessing and managing critical situations that could jeopardise the brand's reputation, particularly those related to quality problems. These critical cases can come from consumer protection authorities, legal proceedings, media engagement and consumer relations

situations that cause injuries or serious situations. All these cases are escalated to the TME in case of need.

This Committee has communication protocols with the brand in place, and new action protocols are defined for each type of situation, if required.

As an additional preventative measure, we carry out so-called 'Dummy Processes', consisting of simulating real or hypothetical cases with the aim of training teams to know how to act in different critical scenarios. These exercises ensure that teams remain prepared and familiar with the required procedures.



- Special conditions for loyal customers, particularly on vehicles over 5 years old, with benefits on services such as maintenance, among others.
- Up to 10 years guarantee, in addition to the legal 3 years guarantee. This extension is offered if the customer has it vehicle serviced by the brand and is valid until the next service.
- Up to 10 years guarantee, with no mileage limit, on hybrid car batteries, provided the customer carries out an annual test, included in the service, from the 5th year or after 100,000 km.
- 10-year guarantee or up to 1 million kilometres on bZ4X and UX250h batteries, provided a test is carried out after 8 years or 100,000 km.

To ensure effective management of material impacts on consumers and end users, Toyota Caetano Portugal allocates specialised human and technological resources from the parts, sales and technical support teams. It also provides support tools and processes, such as the CRM Portal, Smiles Portal and satisfaction surveys.

Targets and metrics

DR:
S4-5

Target Setting and Monitoring

The targets set at customer level relate to the sales recommendation rate and the after-sales recommendation rate, and these targets are set by TME according to the product type and the location of operations, among other criteria.

Data relating to these targets is collected on a daily basis, with each Concession having access to the information that concerns it. These are shared in a specific committee called the Customer Experience Committee.

The following information is presented in this committee:

- Relevant retrospectives and highlights;
- Results and evolution of indicators;
- Benchmark against TME's results;
- Evaluation of Dealers performance (with the aim of finding the root cause and implementing the necessary action plans and improvements).

One of the main analysis tools is the comparison between the Employee' Recommendation Ratio, Complaint Ratio and Internal Recommendation Ratio. This comparison provides a more complete picture of customer satisfaction and internal alignment with the organisational culture, helping to make more effective adjustments to action plans and to identify improvements in terms of customer experience.

Ideally, a high Recommendation Ratio should correspond to a lower Complaint Ratio, reflecting quality service and good brand perception. When this relationship is not clear, it may indicate that there are specific aspects of the customer experience that generate dissatisfaction. In other words, even when the overall perception is positive, it is essential to analyse further in order to take targeted action.

The Employee Internal Recommendation Ratio is also a relevant indicator, as it shows the level of internal engagement and satisfaction, and directly influences the way in which employees provide customer service.

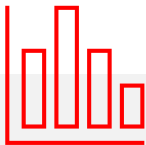
Sustainability in motion: Company initiatives

Training and Development | Academi@ Ser Caetano (Ser Caetano Academy)

Talento Pro - Youth training

Training offer:

Bodywork Repair and Painting Technician,
Automotive mechatronics Technician,
Welding Technician,
Sales Technician



965

young people in training

14.5%

employability rate TCAP

92.2%

overall employability rate

124,204

internship hours in TCAP companies

54

ongoing courses

9.3%

drop-out rate (accumulated annual rate Jan-Dec'24)

5.5%

absenteeism rate (average monthly rate Jan-Dec'24)

Internal Talent – Employee Training

Global training

2,543

employees

88.743 h

taken

1,508

courses taken

35 h/average

attended/employee

1,713

training content made available

Academi@ Ser Caetano (Ser Caetano Academy)

2,546

employees

133,099

number of training hours provided

27,925

number of courses held

25,840

number of hours attended

Leadership Programme

16

actions

221

participants

91%

satisfaction rate

81%

training effectiveness

Specialised Health and Safety Training

Speed Course Training for management and administration: with the aim of technically and scientifically identifying skills within the scope of occupational safety and health (OSH) activities

Vocational Training - TSST Scientific Refresher Course: in order to scientifically and technically update skills required to continue practising as a TSST or TST, according to their professional profile (developing, coordinating and controlling prevention and protection activities against occupational risks).



Training new parts professionals

Caetano Auto has taken a significant step forward by promoting the first integration and training session for newly hired professionals in the parts department, reinforcing its commitment to training talent through learning and socialising.

Training Certificates

Delivery of Training Certificates for Painting courses taught by the Painting Training Centre, a unit of the CaetanoBus Academy.

Fire Brigade training

Over the course of 2024, CaetanoBus provided quarterly in-house training to the Fire Brigade on these topics: how to use open-circuit self-contained breathing apparatus, extinguishing agents, search and rescue and drill assessment.

TWoW! Learning Portal

With the aim of reinforcing knowledge and engagement with Toyota culture and the Toyota Way of Working philosophy, from 2024 onwards all KINTO Employees will have access to TWoW! Learning Portal. This e-learning platform offers a wide range of diverse materials that can be consulted at any time, providing an excellent opportunity for continuous development and updating knowledge.

Internships Recognition

At the end of the internships, TCAP Ovar trainees were recognised for their commitment and given a gift as a token of thanks and motivation.

Professional training, workshops and coaching

At COBUS, professional training including soft skills workshops and coaching is provided, adapted to the needs of the employee's job; high quality appraisals for employees.

HEALTH AND WELL-BEING

9 events

(4 in family)

5 sports

tournaments (with the participation of 770+ employees)

6 workshops

(with the participation of 730+ employees)

2 blood donations

(with the participation of +80+ employees)

World Mental Health Day

Recognising the growing importance of mental health in the workplace, Caetano Auto distributed small gestures of care: each employee received a personalised card with an awareness message and a chocolate, reminding them that it's important to take a moment to look after themselves and their well-being.



Support for participation in BioRace

For the first time, Caetano Auto Aveiro supported employee enrolment in the BioRace race, an obstacle course inspired by special forces, designed to test endurance, strength and team spirit on a challenging course that promotes individual and collective overcoming in an atmosphere of cooperation and fun.



World Yoga Day

The Ser Caetano Forest was the perfect setting for celebrating the Solstice and International Yoga Day, promoting the physical and mental well-being of employees, but also reinforcing sustainability and the connection with nature.

Because Every Person Counts

Toyota Caetano Portugal's Human Resources departments are promoting a monthly initiative called 'Because Every Person Counts', with the aim of getting employees to reflect and motivate them with questions as simple as: being grateful, getting out of your comfort zone, being optimistic, what can bring a smile, among others.

KAIZEN

375 Ser Kaizen (Being Kaizen) teams

€1,137,317 cost reduction

69.468 h time reduction

4.079 registered improvements

59,4% rate of participation in improvements

10.376 h of training

Ser Kaizen (Being Kaizen) Webinar

It recognises and values the best continuous improvement initiatives developed in the teams, promoting a spirit of innovation and collaboration. It's an opportunity to highlight projects that reflect the Kaizen principles and their positive impact on the organisation.

Forum 'A Partilhar é que a gente se entende' ('It's by sharing that we understand each other')

The forum includes internal meetings dedicated to exchanging best practices, experiences and challenges among teams. The aim is to promote collaboration, encourage continuous improvement and strengthen the culture of sharing within the organisation.

Kaizen Diary Awards

In 2024, CaetanoBus continued to recognise the best ideas implemented by its people on a monthly and annual basis, promoting competitiveness, valuing people and debating the impact that small changes have on an organisation.

EMPLOYEE DAY

Caetano Auto brought together its employees to acknowledge and value their contribution to the company's success through a moment of reflection on the route taken, the challenges overcome and the achievements made.

TCAP Ovar provided its employees with a moment of relaxation and fun in the TCAP Ovar forest, with team building activities that strengthened the bonds between the different departments.



CELEBRATION OF COMMEMORATIVE DATES

Saint John: Caetano Auto, TCAP DAF and Caetano Renting, CaetanoBus

Christmas party: Caetano Auto. TCAP Ovar

Pink October: Caetano Cabo Verde organised a series of activities to celebrate the movement, with the aim of not only raising awareness among employees, but also conveying the importance of prevention with early diagnosis.

International Women's Day by sharing experiences of what it's like to be a woman, a mother and have a professional career – CaetanoBus

Father's Day and Mother's Day: preparation of a souvenir that reinforces the importance of wearing PPE to ensure safety. – CaetanoBus; TCAP OVAR

Company anniversary: Celebrating and recognising those who stand out for their dedication throughout the year - CaetanoBus.
Valuing the dedication and commitment of our employees over the years, recognising those with 10, 20, 30 and 40 years of service and also employees at the end of their careers. – TCAP Ovar

Labour Day: to celebrate the dedication and resilience of our employees, who work every day to build a sustainable future. - CaetanoBus

Welcome kit: Caetano Auto, TCAP, Caetano Renting



COMMUNITY SUPPORT

Vehicle lending

Support for the food bank

Our vehicles can go beyond mobility, becoming tools of solidarity that impact lives and, in this sense, Caetano Auto and Toyota Caetano Portugal DEI have actively contributed by providing vehicles for the efficient transport of the food collected and equipment to support logistics, respectively.

Partnership with Oficina: Caetano Auto and Oficina have entered into a strategic partnership to boost culture and mobility. With the lending of Toyota vehicles by Caetano Auto in Braga and Guimarães, Oficina strengthens its transport capacity, providing efficiency and comfort for artists, technicians and the entire team.

Caetano Auto and Doctors of the World: in order to facilitate the mobility of its teams in the field, we have donated a Hiace van so that they can continue to provide medical and humanitarian assistance efficiently.

Vehicle lent for IPO children's charity event - delivery of toys to the IPO together with the newspaper A Bola and Rostos. – Caetano Auto



Health and well-being:

Blood donation: Caetano Auto has joined forces with the Blood and Transplant Institute of Porto to promote a **blood donation** at the Braga facilities.

Assistance during the bathing season: Caetano Auto celebrated its partnership with Summer Priority by closely monitoring this organisation's dedication to ensuring bathing assistance and maritime rescue coordination on the beaches of Vila Nova de Gaia, an essential mission for the community.

Support for youth sport: Caetano Auto Cabo Verde delivered basketball equipment to the Guardiões de Achada Youth Club, a demonstration of the company's commitment to the development of sport in Cabo Verde, especially with regard to young people.



Educ

Porto de Futuro partnership – corporate volunteering: based on partnerships between schools and companies that jointly develop programmes aimed at contributing to a more competitive and dynamic society; Braço Direito (Right Arm): promoted by Junior Achievement Portugal (JAP) in partnership with Porto City Council, it aims to give secondary school students a new perspective on their areas of interest, with the opportunity to accompany volunteers to their workplace for a day. With the support of JAP, Salvador Caetano volunteers organise classroom sessions in schools on topics such as financial literacy, entrepreneurship and citizenship, which are important for young people's personal and professional development.

Sharing good practices: TCAP Ovar welcomed Cercivar for a session on sharing of good practices, where they presented their progress and achievements in the inclusion of people with disabilities in society and the labour market, stressing the importance of diversity and inclusion.



Road safety and education campaign on Sal Island: Caetano Auto Cabo Verde's support represents an important step in training future generations to be aware of their responsibility in traffic.

Rehabilitation of the municipality of Ribeira Grande de Santiago's kindergarten, the municipality of Tarrafal's kindergarten and the school in Calheta São Miguel: this project represents a significant milestone for educational development in the region, as it offers a space dedicated to early childhood education, which is essential for children's growth and learning. Caetano Auto Cabo Verde's support for the solidarity project is a testimony of the ongoing commitment to social and educational development in the region.

Support for training in Cape Verde: Caetano Auto Cabo Verde supported the Dretu Foundation - a project run by the office of the first lady of Cape Verde - with the mobility of trainees for training as family assistants, meeting the country's metrics for increasing the formalisation of domestic work by empowering women for better professional training.



Hackathon: CaetanoBus challenged Escola 42 Porto to organise a hackathon, an initiative in which participants developed innovative solutions to real problems faced by different teams in the company.

Inspiring Career Camp Programme: A group of young people from the Inspiring Career Camp programme visited CaetanoBus with the important aim of finding out more about possible professional areas to embrace in the future.

A group of students from the ESAN school visited CaetanoBus with the aim of understanding the continuous improvement methods implemented here and realising which management tools they can use in their day-to-day life.

Reforestation

1 Toyota, 1 Tree: Since 2005, every time a Toyota is sold, a tree is planted in a Portuguese town.

'Planting the Future' project: With the first reforestation initiative, in partnership with the AgoraAveiro association, Caetano Auto team in Aveiro joined other partners and volunteers to plant hundreds of native trees on land indicated by the municipality of Estarreja.



Green City Project: Caetano Auto Cabo Verde supported the Green City Project aimed at raising awareness of the importance of trees, the impacts of climate change and the need to create social awareness for the benefit of all, including the next generations. Caetano Auto CV contributed with 50 saplings of fruit trees that were planted in the Achada Grande Trás area.

Donations and support for institutions:

CrescerSer association delivery: with the motto 'in every gesture, a smile'. With every smile, the magic of making a difference. Employees of the headquarters perimeter in Vila Nova de Gaia joined in the Christmas spirit of sharing and left their donations, from clothes, toys and even food. We made a difference at Christmas for the CrescerSer association (Casa do Vale and Casa de Cedofeita). The purpose of this collection was also to collect blankets and warm clothes for the homeless.

1 Toyota, 1 Mission: an initiative that, since 2021, has mobilised the entire Toyota network, customers and partners to support and address the needs of the communities around us, in a true spirit of social intervention. For every mechanic service billed at our workshops, Toyota donates €1 to support a cause. In 2024, Toyota partnered with CASA - Centro de Apoio ao Sem Abrigo (Homeless Support Centre), donating more than €30,000.

Solidarity Meals: TCAP offers meals to the Oliveira do Douro Social Centre.

Support for the IPSS Casa do Vale: Toyota Caetano Portugal supports IPSS Casa Do Vale, taking on the cost of the necessary intervention on a Toyota PROACE, allowing the Casa Do Vale institution to keep its activities and support for young people and teenagers at social risk in Campanhã.

Magic Firefly Campaign: TCAP Ovar hosted Cercivar to promote the magic firefly campaign, with the aim of raising donations to support the organisation's activities and services. Caetano Auto in Alfragide, Cascais and Sintra have teamed up with CECD Mira Sintra (Education Centre for Citizens with Disabilities) in the 'Magic Firefly Campaign'.

Volunteer Fire Brigade

In light of the fires that ravaged several regions of Portugal over the summer, the management of TCAP Ovar and its employees joined forces to make donations to the Ovar Volunteer Fire Brigade, in recognition of their tireless work.



Collection of donations

TCAP Ovar collaborated with the Maceda Parish Council to collect donations for the CASA institution and with the Red Cross to support vulnerable families and children.

CaetanoBus made some donations to the Valbom and S. J. da Madeira Volunteer Fire Brigades.

Delivery of Bolo Rei (Christmas Cake) and Christmas Gifts

TCAP Ovar organised two charity events: delivery of Bolo Rei to Santa Casa da Misericórdia and Christmas presents to children hospitalised at Ovar Hospital, bringing a little joy to those who need it most.

Ronald Mcdonald Children's Foundation Solidarity Gala

Caetano Auto's support for families of sick children undergoing hospital treatment.



KINTO, in collaboration with the Ronald McDonald Foundation, has donated €0.50 for each service booked online by customers, giving the Foundation a solidarity cheque for €7,500.

Distribution of Bolo Rei (Christmas Cake)

Caetano Auto in Porto has joined forces to support a charitable cause: the distribution of Bolo Rei to the underprivileged.

Supporting CASCI – Centro de Acção Social do Concelho de Ílhavo

The Social Action Centre of the Municipality of Ílhavo (CASCI) is an IPSS (voluntary organisation) which sell products created by its users to offer to customers who visited the Caetano Auto space during Toyota Day.

Christmas Train

Caetano Auto supports the Christmas Train, helping to fight child inequalities and provide positive opportunities for those who need it most.

Operation Red Nose

Caetano Auto is a Smiles Partner of Operation Red Nose, helping to bring joy to hospitalised children with a regular donation.

Solidarity Christmas

Caetano Auto Cabo Verde supported the 'Solidarity Christmas' event at Achada Grande Trás Primary School, with the slogan 'One student, one package, a thousand smiles', reviving the Christmas spirit at the school and promoting moments of socialising and creativity among the students.

Caetano Auto Cabo Verde contributed to the Solidarity Christmas in partnership with the Red Cross, focused on promoting conviviality and socialising between the elderly and children in the town of Matão.

'Little Christmas Angels' campaign

For the third year in a row, we partnered with the Salvation Army in the 'Little Christmas Angels' campaign, in which a KINTO employee sponsors a child, giving them the joy of receiving the Christmas present they want.

Partnership with the Bagos D'Ouro Association

The partnership with the Bagos D'Ouro Association aims to give the Back to School Campaign an extra boost. With the support and donation of KINTO, Bagos D'Ouro's challenge 'Let's Fill the Backpacks of Children and Young People in the Douro?' is now underway with baskets of school supplies that were distributed throughout the municipalities of Alijó, Mesão Frio, Murça, Sabrosa and Tabuaço.

Doctors Without Borders

COBUS supports Doctors Without Borders, which provides independent and impartial medical-humanitarian assistance to people affected by armed conflicts, epidemics, natural disasters or people without access to healthcare, regardless of their race, religion, gender or political affiliation.

Solidarity walks

Caetano Auto supported the Solidarity Walk organised by the Taipas Scouts, where food was collected for the Porta Solidária Association.

The Athletics Section of Arada Atlético Clube, in partnership with the Portuguese League Against Cancer - Centre Regional Branch, held the Run and Walk for Life in Arada/Ovar. Caetano Auto in Santa Maria da Feira once again supported the 'Run and Walk for Life' with the aim of supporting the cause of the Portuguese League Against Cancer, with the registration fees from the Walk going in favour of this cause – 'What Connects Us Is Life!'

Support to the March for Ataxiae: Caetano Auto in Faro and Portimão supported the March for Ataxiae, for rare, incurable and neurodegenerative diseases that affect movement.



HOW WE MOVE

An aerial, high-angle photograph of a multi-lane highway at night. The road is illuminated by streetlights, and several cars are visible driving along it. The highway is flanked by dense, dark green forest. The overall scene is dark, with the road and the lights from the cars providing the primary illumination.

03. BETTER ENERGY TRANSITION IN
ACTIVITY AND OFFER

In 2015, Toyota Motor Europe announced the Toyota Environmental Challenge 2050, focused on counteracting the rise in average global temperatures, having committed to achieving carbon neutrality by 2040 and zero carbon emissions by 2050. This challenge was extended to the Toyota Caetano Portugal Group and Salvador Caetano Auto.



Challenge 1
New vehicle zero CO₂ emissions

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



Challenge 2
Product Life Cycle - Zero Emissions

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



Challenge 3
Plants - Zero CO₂ emissions

Eliminating CO₂ emissions in the production process at the plant



Challenge 4
Minimising and optimising water usage

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.

Environmental policy

DR:
E1-1; E2-1; E3-1; E5-1

The Toyota Caetano Portugal Group has not yet formally established a cross-cutting environmental policy to deal in an integrated manner with the material Impacts, Risks and Opportunities (IROs) related to Air, Water and Soil Pollution, as well as Biodiversity Management. Water management is covered by Toyota Caetano Portugal's Environmental Policy, but there are no policies regarding sustainable oceans and seas, as the organisation does not recognise direct impacts on these ecosystems. These issues are now integrated into the Group's general environmental policy.

Nonetheless, TCAP recognises the material relevance of this issue and is committed to developing and implementing a specific environmental policy to address these matters in the near future. Waste management is transversally integrated into the company's general Environmental Policy, which considers the strategic importance of the efficient use of natural resources and the transition to a circular economy model as fundamental practices for responsible and sustainable action.

In this context, an internal process is underway to collect and systematise relevant information with a view to drawing up the above-mentioned policy.

This policy will aim to promote the development of products and services that are economically feasible and ecologically efficient, and based on sustainable resource conversion cycles, both upstream and downstream. The aim will be to minimise the extraction of natural resources, maximise the reuse of materials, increase operational efficiency and encourage the creation of new business models in line with the principles of the circular economy. Its main objectives are as follows:

- Minimising the negative environmental impacts of the company's operational activities;
- Identifying, assessing and managing the risks associated with air, water and soil pollution;
- Promoting innovation and environmental efficiency, exploring opportunities that contribute to the sustainable development of the organisation.

The scope of the policy will cover:

- All the direct operations of Toyota Caetano Portugal Group;
- Relevant segments of the value chain, including (upstream) suppliers of raw materials with environmental risk and the impacts associated with the use and disposal of products (downstream);
- All the geographical locations where TCAP operates, with an initial focus on the areas identified as having the greatest environmental risk.

Internationally recognised standards and benchmarks are being integrated into the drafting of this policy, namely the ISO 14001 standard and the commitments set in the National Energy and Climate Plan (PNEC 2030) and the Carbon Neutrality Roadmap (RNC 2050). Within this framework, the goal is to reduce carbon dioxide (CO₂) emissions by at least 55% by 2030, in line with national and European decarbonisation targets.

The policy-making process takes into account internal and external stakeholders, employees, customers, strategic partners and local communities, ensuring an inclusive and participatory approach.

As soon as the policy is finalised, it will be made public via the company's institutional website and communicated to all relevant stakeholders, demonstrating TCAP's transparency and commitment to responsible environmental management.



3.1 Energy Transition and Climate Change

DR:
E1

Governance

DR:
E1.GOV-3

Currently, climate performance is not taken into account in payment of members of the administrative, management and supervisory bodies. At the moment, no adjustments to the payment mechanisms of the aforementioned bodies are planned as a result of climate issues, and thus the percentage of payment in 2024 that is related to this aspect is not disclosed.

Strategy

DR:
E1-1
E1-3

Emissions reduction targets

The Toyota Caetano Portugal Group is committed to reducing its Greenhouse Gas (GHG) emissions by 55% by 2030, focusing on three initiatives: energy efficiency, green electricity production for self-consumption and energy storage systems and electrification. This target is based on the [National Energy and Climate Plan](#) (PNEC 2030) and the national decarbonisation targets.

The voluntary **commitments** approved by the Group's Sustainability Committee are as follows:

- Reduce CO2 emissions by 55%, compared to 2019;
- Reduce 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 5,788 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.

For the Group's companies, these commitments will have repercussions in terms of the following results in three of the main points of their strategy:

	Energy efficiency	Green electricity production for self-consumption and energy storage systems	Electrification	Total reduction target (2030)
TCAP	10%	33%	12%	55%
Caetano Auto	15%	30%	10%	55%
CaetanoBus	12%	10%	23%	45%

The Group's reduction target is in line with the European Union's and Portugal's climate goals, based on the PNEC 2030, which establishes a national commitment to reduce emissions in key sectors, including transport and industry. However, at the time of publishing this report, there is no specific decarbonisation methodology for the automotive sector in the European Union that would allow to directly validate the compatibility of the Group's target with a sectoral path aligned with limiting global warming to 1.5°C. It is also important to clarify that the GHG reduction targets are not yet based on science, but it is expected that within two years the conditions will be in place to begin this process.

In this context, the assessment of the compatibility of the TCAP emissions reduction target with the 1.5°C limit was based on a macroeconomic scenario of decarbonisation on a national scale, translating the goals of the Portuguese state to the business level.

In addition, TCAP's climate commitments are aligned with European and national policies that include the principles of the Paris Agreement, namely with:

- The European Climate Law, which sets a target of a net domestic reduction of GHG emissions of at least 55% (compared to 1990 levels) by 2030;
- The Carbon Neutrality Roadmap (RNC 2050), which defines national emission reduction paths in line with the goal of carbon neutrality by 2050.

Although the Group's commitment was established on the basis of PNEC 2030 and not a specific sector methodology, the company continuously monitors scientific and regulatory updates. Should a decarbonisation methodology applicable to the automotive sector become available, TCAP will assess and adjust its targets to ensure a transition compatible with the 1.5°C path. At the same time, the Group is assessing how to link up with the Paris Agreement's 1.5°C target and identifying the measures needed to achieve this.

In order to meet the targets, TCAP has developed a decarbonisation plan with a time horizon between 2022-2025 and is focused on implementing energy efficiency and electrification measures at three of its industrial units: CaetanoBus (Vila Nova de Gaia and Ovar) and Toyota Caetano Portugal (Ovar).

As part of this plan, Toyota Caetano Portugal applied for Support for the Decarbonisation of Industry, as part of the **Recovery and Resilience Plan (RRP)** and its decarbonisation agenda for Portugal. The Decarbonisation of Industry is part of the RRP's Climate Transition Dimension and aims to leverage the decarbonisation of the industrial and business sector and promote a paradigm shift in resources use.

With this support, the Group obtained around 30% of the investment amount for energy efficiency and electrification, which is part of Toyota Caetano Portugal's Decarbonisation Plan initiatives.

The targets set were monitored using a set of KPIs that enabled constant and precise performance monitoring. This approach is part of the Group's 2022-2024 strategic action plan, which has a direct impact on the organisation and the community.



Energy efficiency

- Use of more efficient lighting;
- 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 50001 to outline processes and improve energy performance.

Electrification of production and mobility equipment

- 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.

Energy efficiency measures

As part of the commitment to the energy transition and reducing the environmental footprint, a number of initiatives have been implemented aimed at improving energy efficiency:

- ISO 50001 certification obtained for the TCAP plants in Ovar, Caetano Auto in Porto, and renewed ISO 50001 certification for the Industrial Equipment Division unit in the North, ensuring compliance with the best international practices in energy management ;
- Expansion of the energy control, management and monitoring system (SCG&ME) at TCAP's Ovar plant, enabling hourly control of critical loads, namely lighting and air conditioning;
- Installation of an energy consumption monitoring system at the TCAP plant in Vila Nova de Gaia;
- Installation of two additional SCG&ME at Caetano Auto facilities, reinforcing real-time consumption control;
- Placement of energy analysers in seven Caetano Auto plants, with the aim of monitoring and optimising electricity consumption ;
- Implementation of energy efficiency projects in lighting, installing LED lighting at TCAP in Ovar and TCAP in Vila Nova de Gaia;
- Carrying out eleven energy efficiency LED lighting projects at various Caetano Auto facilities;
- Implementation of a solar thermal system to support the boiler, to heat water for the degreasing and phosphorisation processes in TCAP's painting area in Ovar;
- Replacement of eight electric motors with more energy-efficient models in TCAP's painting area in Ovar.

Energy production measures

Photovoltaic energy production has a strategic role to play in promoting a more sustainable energy matrix, aiming mainly producing clean electricity, reducing dependence on fossil fuels and mitigating greenhouse gas emissions. It also helps to reduce energy costs and increase energy autonomy. In addition, it is an essential vector in achieving the energy transition, in line with decarbonisation targets and sustainability policies.

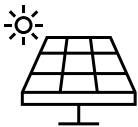
- Installation of two UPACs with a total capacity of 1200 kWp at the TCAP plant in Ovar;
- Installation of three UPACs with an installed capacity of 1700 kWp at the TCAP plant in Vila Nova de Gaia;
- Installation of nine UPACs at Caetano Auto facilities, totalling an installed capacity of 854 kWp;
- Installation of BESS 700 kWh | 300 kW System at TCAP Ovar;

Electrification measures

As part of the process of decarbonisation and reducing dependence on fossil fuels, the following electrification actions have been promoted:

- Electrification of the painting ovens previously fuelled by LPG at the TCAP plant in Ovar;
- Electrification of LPG painting ovens at four Caetano Auto plants;
- Electrification of natural gas ovens at three Caetano Auto plants;
- Projected 15% reduction in petrol consumption at TCAP through the installation of 22 electric vehicle chargers (EVCs) and the purchase of 44 electric vehicles;
- A 15% reduction in petrol and diesel consumption at Caetano Auto, with the installation of 34 EVCs and the introduction of 68 electric vehicles into the fleet.
- Installation of heat pumps at the TCAP plant in Ovar.

Energy transition projects in 2024



Eight self-consumption energy generation plant projects were completed (at TCAP and Caetano Auto), corresponding to more than 1500 MWh generated per year and more than €150,000 in savings.

Nine lighting projects were completed, representing an estimated saving of 33 MWh and around €3,852.



It should also be noted that **the company continuously monitors the energy market in order to match its demand with the most competitive and sustainable offers**. In addition, it **looks for alternatives in terms of self-production, investing in the installation of photovoltaic systems for self-consumption of energy**. Finally, it monitors market offers for long term Power Purchase Agreements (PPAs) for green energy, contributing to the energy transition and ensuring price stability over a long time horizon.

As of the date of this report, the decarbonisation plan is fully articulated with the Group's global strategy and its financial planning, which has enabled the implementation of the aforementioned energy efficiency and reduction measures. The Group is developing a new plan for the three-year period from 2025 to 2027, for which it is assessing how it will integrate the business model.

The Group is currently developing the transition plan that will come into force in the next period, and is working on integrating the experiences it has had with the current transition plan. The potential locked-in GHG emissions by the main assets and products have yet to be set.

Decarbonisation is a strategic priority for the Toyota Caetano Portugal Group, driven by regulatory, market and environmental factors. The growing demands of European legislation, combined with stakeholders expectations, have reinforced the Group's commitment to carbon neutrality and the Sustainable Development Goals. In addition, the risks associated with climate change reinforce the need to adapt the business model, integrating environmental criteria into operational and strategic decisions.

In this context, several structuring initiatives are in progress. In terms of the portfolio of products and services, we would highlight the **ongoing commitment to electric mobility, through the marketing of electric and hybrid vehicles, and the diversification of sustainable mobility solutions.**

As far as operations are concerned, the Group has invested in **improving energy efficiency**, by implementing energy monitoring systems and replacing lighting and air conditioning systems with more efficient equipment as well as installing photovoltaic systems for self-consumption. These measures are aimed at **reducing energy consumption and increasing the rate of energy consumption from renewable sources.**

Throughout the value chain, the Group has promoted **collaboration with suppliers and partners, encouraging the adoption of low-carbon practices and more sustainable transport solutions**. At the same time, awareness-raising activities are carried out for employees, customers and end users, with the aim of **promoting more sustainable behaviour.**



In order to develop the Transition Plan's lines of action, the following investments in CAPEX and operating expenses (OPEX) have been planned for 2024.

Line of action	Purpose	CAPEX (€)	OPEX (€)
ISO 50,001 certification	Renewal of DEIN certification	0.00	6 720.82
Energy control, management and monitoring system - SCGeME	Expansion of the existing SCG&ME at the TCAP plant in Ovar, for hourly control of loads, namely lighting and air conditioning	0.00	26 982.50
Energy control, management and monitoring system - SCGeME	Installation of 1 consumption monitoring system on the perimeter of the GSC – TCAP V.N. Gaia	14 000.00	0.00
Energy efficiency in lighting	Implementing an energy-efficient lighting project at the TCAP plant in Ovar	1 950.00	1 000.00
Self-consumption PV system	Installation of 2 UPACs with a total installed power of 1,153 kWp at the TCAP plant in Ovar	38 698.00	0.00
Compressed air system	Compressed Air Compressor	93 600.00	0.00
Driving force efficiency	Replacement of 8 electric motors with more efficient ones in TCAP's plant painting area in Ovar.	16 078.21	0.00
Rewilding	Increasing the number of green spaces at Toyota facilities	0.00	1 915.36
Energy efficiency in lighting	Implement 11 energy-efficient lighting projects at CA facilities	25 533.00	0.00
Self-consumption PV system	Installation of 9 UPACs at CA facilities with a total installed power of 831 kWp	4 738.00	0.00
Mobility electrification	Reduce petrol and diesel consumption by 15% in CA. Install 34 electric vehicle chargers (EVCs) / 68 electric vehicles	129 444.00	0.00

Climate-related risks

The effects of climate change are concerning factors of socio-economic instability and are necessarily reflected in business. The Group endeavours to respond to the effects of Climate Change on its operations, its value chain and its stakeholders. To this end, efforts have been made through the **Carbon Disclosure Project (CDP)**. In a forthcoming reporting cycle, the Group will develop an appropriate and in-depth analysis of climate-related physical and transition risks.

On this date, the Group considers that the effects of Climate Change are manifesting themselves in various ways:

- Raw materials, which, due to their cost and/or scarcity, directly influence the cost and quality of products and services;
- Legal, due to the growing pressure to regulate GHG emissions;
- Social, due to growing public concern about sustainability and the impact on affected communities.

Volatility of raw material costs, especially those of fossil sources, have an impact on the Toyota Caetano Group's production and operational processes and also on its customers. **To make its operations more stable, the Group invests in technologies to make them more robust, through more efficient solutions capable of mitigating upstream disruptions in the value chain and downstream impacts.** The focus on technology, in addition to investment in R&D, aims to offer the market mobility solutions in line with the European Union's targets for decarbonising mobility.

As such, the Group is focussing its activities on the increasing development and provision of sustainable mobility services and solutions. Some examples are the commitment to electric, hybrid and hydrogen-powered vehicles, and the wide range of services that enhance vehicle circularity and facilitate people transportation in a more efficient and environmentally responsible way.

As of the date of this report, a strategy and business models' resilience analysis regarding climate change has not yet been carried out. **The TCAP Group expects that in the future, as part of updating the organisation's Decarbonisation plan, it will carry out this study and will be able to develop tools to address climate risks with a better perspective.**

The Group has also launched initiatives to increase the resilience of its facilities to climatic events (energy and water autonomy) or possible increases in the cost of energy, namely the following:

- Energy grid independence measures (photovoltaic plants):
 - Eight projects already in production, out of a total of ten planned. The remaining two projects are under review.
 - At the moment, 1123 MWh were produced, of which 800 MWh for self-consumption, which represents 10% of the total electricity used by the TCAP Group.
- Measures to reuse water through Water Treatment Plants (WTP): eight projects installed in accordance with the planned water reuse targets.
- Environmental Guarantee: revaluation of the amount calculated as an environmental guarantee.
- Environmental risk assessment: 27 in progress (3 from TCAP and 24 from Caetano Auto).
- Implementation of projects in line with the Green Retail Programme: LEED certification process (for building sustainability) for the Ovar plant and the Gaia Perimeter; implementation of BACS systems (Building Automation and Control Systems) at TCAP in Ovar and Vila Nova de Gaia.

Managing Impacts, Risks and Opportunities

DR:
E1.IRO-1
E1-2
E1-3

Identify and assess material climate-related impacts, risks and opportunities.

The Group does not currently have a process for identifying and assessing material climate-related impacts, risks and opportunities. However, it has developed an analysis of the risk of failing to achieve the targets of the Sustainability Strategy on climate issues. Factors contributing to the risk are as follows:

- Different visions, businesses, needs, structures and organisational cultures can lead to a loss of focus;
- The level of maturity of some of the technologies needed to replace gas with electricity could prevent the realisation of CO2 emission reductions;
- Increased volume and complexity of legislation.

The Group has adopted control mechanisms for the above factors, such as:

- The Sustainability Committee as the governing body that drives the business towards the execution of the transition plan.
- Centralisation of information and transfer of know-how to enable the entire Group to access information.
- Implementation of the centralised coordination process.
- Productivity impact assessment due to the introduction of electric cabins, in order to speed up the change (even if this means an increase in investment).
- Evaluate alternative solutions such as hydrogen.
- Search for alternative decarbonisation solutions in different areas in order to mitigate the difficulty of reduction in some areas.
- Initiatives to increase the resilience of facilities to climatic events (energy and water autonomy) or expected increases in energy cost.
- Stratify activities by degree of importance and define different monitoring methods.

In a future reporting cycle, the Group will develop a more detailed analysis of physical and climate transition risks.

Management policies on climate-related matters

The company's commitment to the reduction and efficiency of energy consumption is **reflected in the energy transition pillar of the Being Sustainable Programme**, which focuses on operations with high energy consumption, such as TCAP's Ovar Manufacturing Division and CaetanoBus.

The company is certified under a set of Management Systems, which are managed in an integrated manner. This is the case with the Environmental Management System (ISO 14001) that covers the Toyota Lexus, Ovar Manufacturing and Industrial Equipment divisions, as well as CaetanoBus.

An energy transition plan from fossil fuels to renewable sources is currently underway in order to minimise the impact of the Group's activities.



Targets and metrics

Targets related to climate change mitigation and adaptation

DR: E1-3 E1-4

Emissions reductions achieved

		TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto CV	KINTO
Total	Reduction in absolute value (tCO ₂ e)	1,470.88	836	-374.4	-	-	1.02	-	6.52
	Emissions reduction compared to baseline (%)	33.10%	16.10%	-22.40%	-	-	10.9%	-	3.3%
	Reduction in intensity value (kgCO ₂ e/€)	0.0030	0.0024	-0.0034	-	-	-	-	0.00005
Scope 1	Reduction in absolute value (tCO ₂ e)	765.2	688.5	245.9	-	-	-1.02	-	5.21
	Emissions reduction compared to baseline (%)	33.0%	27.50%	-39%	-	-	-11%	-	2.6%
	Reduction in intensity value (KgCO ₂ e/€)	0.0016	0.002	-0.0023	-	-	-	-	0.00004
Scope 2 (location-based)	Reduction in absolute value (tCO ₂ e)	705.65	147.5	-128.5	-	-	0	-	1.32
	Emissions reduction compared to baseline (%)	33.3%	5.50%	-12%	-	-	0	-	100%
	Reduction in intensity value (kgCO ₂ e/€)	0.0014	0.0004	-0.0012	-	-	-	-	0.00001
Scope 2 (market-based)	Reduction in absolute value (tCO ₂ e)	38.7	147.5	-128.5	-	-	0	-	1.32
	Emissions reduction compared to baseline (%)	100%	5.50%	-12%	-	-	0	-	100%
	Reduction in intensity value (kgCO ₂ e/€)	0.0001	0.0004	-0.0012	-	-	0	-	0.00001

The base year for TCAP, Caetano Auto and Caetano Renting is 2019. This choice is due to the fact that this was the last year before the pandemic, a situation that altered the facilities' normal operation. Also because this was the year in which it was possible to collect the information that best allows comparison with subsequent years, which is also consistent with the metrics currently used.

CaetanoBus' base year is 2022, as this is the year in which it has been possible to collect the information that allows the most appropriate comparison with subsequent years and which is consistent with the metrics currently used.

The base year for CaetanoUK, COBUS and Caetano Auto Cabo Verde is 2024 because it was the first year in which representative data on the companies' consumption was obtained, allowing comparison with future years.

During 2024, the definition of the base years for comparisons of GHG emissions remained unchanged.

Currently, the Toyota Caetano Portugal Group does not have information on the reduction of Scope 3 GHG emissions, either in absolute value (tCO2e) or as a percentage of emissions compared to the baseline. There is also no data available on the reduction of Scope 3 GHG emissions in terms of intensity value. This information is presented only for Scope 1 and 2 over which it has more control.


Regarding the consistency of targets with the limits of the GHG inventory, no details are available either. The base years and metrics were selected consistently with the Group's business strategy and are considered appropriate in terms of representativeness, activities covered and influence of external factors.

Energy consumption metrics

DR:
E1-5

The ongoing challenge of greater efficiency in electricity consumption is reflected in the annual performance. Although consumption in 2024 will be higher than in the previous two years, it will still be lower than in 2019.

Energy consumption

<div>2022</div> <div>28,279 MWh</div> <div>-18.6% compared to 2019</div>	<div>2023</div> <div>30.325MWh</div> <div>-12.7% compared to 2019</div>	<div>2024</div> <div>30,842.4 MWh</div> <div>-10.5% compared to 2019</div>	
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Energy consumption (MWh)

	TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto CV	KINTO	TCAP Group
Total consumption (MWh)	10 139.9	12 925.9	6 546.2	502.0	459.8	32.6	235.9	805.3	31 647.5
Fossil sources	6 891.4	7 543.9	4 075.1	446.4	413.5	32.6	0	805.3	20 208.2
Percentage	66.7%	55.7%	62.3%	47.1%	88.9%	100%	0%	100%	63.9%
Crude oil and petroleum products	6 141.3	6 093.2	1 110.7	330.4	208.0	32.6	0	805.3	14 721.48
Natural gas	750.1	1 450.7	2 964.4	115.9	205.5	0	0	0	5 486.7
Other fossil sources	0	0	0	0	0	0	0	0	0
Purchased electricity from fossil sources	0	4 752.8	2 471.1	12.8	0	0	235.9	0	7 472.7
Nuclear sources	0	0	0	31.7	0	0	0	0	31.7
Percentage	0	0	0	6.3%	0	0	0%	0%	0.1%
Renewable sources	3 248.5	629.2	0	11.1	46.3	0	0	0	3 935.0
Percentage	33.4%	4.9%	0%	2.2%	10.1%	0%	0%	0%	12.4%
Biomass, biofuels, biogas, hydrogen from renewable sources	0.0	0	0	0	0	0	0	0	0
Energy purchased from renewable sources	3 057.0	0	0	11.1	46.3	0	0	0	3 114.4
Self-produced renewable energy	192.1	626.2	0	0	0	0	0	0	821.3

Energy intensity and consumption in sectors with a high climate impact

	TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto CV	KINTO
Energy intensity associated with activities in sectors with a high climate impact (kW/€)	0.0177	0.0373	0.0599	-	-	0.0006	0.0102	0.0056
Energy consumption associated with activities in sectors with a high climate impact (MWh)	10139.9	12925.9	6546.2	502.0	459.8	32.6	235.9	805.3

The above information concerns the equipment, parts and car manufacturing sectors, which are considered to have a high climate impact. Intensities are calculated based on the net revenue, taking into account turnover.

DR:
E1-6

Metrics for gross Scope 1, 2 and 3 emissions and total GHG emissions

The TCAP Group calculates emissions based on the registered annual consumption information and the most recent conversion factors made available by the UK Department for Environment, Food & Rural Affairs (DEFRA), and considers the significant Scope 3 categories to be: 3 (Fuel and energy-related activities not included in Scope 1 and 2), 5 (Waste generated) and 12 (End-of-life treatment of products sold). The remaining categories are excluded due to lack of information for the calculation.

During 2024 there were no significant changes in the setting of the company and its value chain in terms of emissions. However, the validation criteria for the Scope 3 categories have changed, which is why the categories presented below differ from those in previous reports. Biogenic emissions are also not presented because the company does not use biomass in its processes and is not aware of this material being used in its value chain.

GHG emissions (tCO₂e)

	TCAP	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	KINTO	TCAP Group
Scope 1*	1 663.9	1817.6	881.1	30.9	94.6	8.3	0	203.7	4 700.2
Scope 2									
Location-based	1 527.1	2529.6	1161.4	3.0	18.5	0	110.9	0	5 350.2
Market-based	0**	2529.6	1161.4	3.0	18.5	0	110.9	0	3 823.4
Scope 3***	549.1	739.0	323.9	0	0	2.1	13.5	51.7	1 679.3
Total emissions based on location	3 739.7	5 086.2	2 366.4	33.9	113.1	10.4	124.5	255.43	11 729.7
Emissions intensity tCO₂e/ €****	0.0056	0.0126	0.0187	-	-	0.0002	-	0,002	-
Total emissions based on market	2 212.9	5086.2	2366.4	33.9	113.1	10.4	124.5	255.43	10 202.9
Emissions intensity tCO₂e/ €****	0.0029	0.0126	0.0187	-	-	0.0002		0,002	-

* 100% of Scope 1 emissions are regulated by emissions trading systems.

** In the case of TCAP, 100% of market-based Scope 2 GHG emissions are associated with contractual instruments as they acquire Green Origin Guarantees for total electricity consumption between 1 January and 31 December 2024.

*** Scope 3 GHG emissions are measured using contributions from specific activities in the value chain downstream and upstream of the organisation. And 100% of primary data is obtained from value chain partners. In the future it is hoped that the emissions will be presented with a greater level of detail on the methods and estimates.

**** Intensities are calculated based on the net revenues, taking into account total turnover.

The Group has not identified the effects of significant events and changes in circumstances relevant to reported GHG emissions that may occur between reporting dates in the entities included in its value chain.

Due to the fact that data in this area has been disclosed to Carbon Disclosure Project (CDP) for more than ten years, the Group is ranked at level B (Management) in 2024. This situation represents an improvement compared to 2023 when the rating was C (Awareness).

GHG removals and GHG mitigation projects financed through carbon credits

DR:
E1-7

The Toyota Caetano Group has set itself the goal of achieving carbon neutrality in its operations by 2040. To this end, the Group intends to use Certificates of renewable origin in energy consumption to justify the absence of Scope 2 GHG emissions. This commitment does not provide for the use of carbon credits to partially offset GHG emissions in other scopes.

Expected climate-related financial effects

DR:
E1-9

The financial effects of climate change are worrying sources of socio-economic instability that inevitably affect businesses.

The Toyota Caetano Group recognises its duty to mitigate Climate Change and adapt to its effects, and seeks to address them in its operations, in the value chain and with its stakeholders. However, the Group has not yet developed a Climate Change resilience analysis. The current approach is based on Dual Materiality, considering the material risks and opportunities identified that are related to Climate Change.

The following climate-related physical and transition risks were identified during the dual materiality process:

- Physical risk regarding the availability of resources needed for the extraction of raw materials in the medium term, stemming from reliance on natural resources.
- Physical risk associated with the possibility of climatic effects affecting the Group's and/or its value chain's infrastructures and manufacturing processes in the short term.
- Transition risk associated with regulatory changes in the medium term.
- Risk of resistance to change by consumers and to changes in product characteristics, as well as price increases in the medium term.
- Business resilience risk in the face of the energy transition, regarding possible disruptions in business lines in the short term.
- Risk of volatility in tax incentives, subsidies and investment financing programmes for decarbonising activities in the medium term.

The following opportunities were also identified:

- Opportunity for business adaptation to reduce GHG emissions and increase its resilience to Climate Change in the short term.
- Opportunity for cities to adapt by reinforcing and introducing electric charging infrastructure in the short term.
- Opportunity to adapt to regulatory requirements and restrictions on combustion vehicles to reduce GHG emissions in the short term.
- Opportunity to extend the energy independence of operations by investing in renewable energies in the short term.

In the next reporting cycle, the Group will develop an analysis of the physical and climate transition risks with the appropriate depth, including quantification of possible financial effects related to Climate Change.



3.2. Pollution

DR:
E2

Managing Impacts, Risks and Opportunities

DR:
E2.IRO-1

The identification of actual and potential impacts, risks and opportunities (IROs) related to pollution resulting from its activity and value chain, upstream and downstream, resulted from Dual Materiality, with material dependencies and IROs being assessed. In this first approach, issues and themes linked to air, water and soil pollution were considered. In a future analysis, issues related to physical risks and transition opportunities and dependencies between the services provided and ecosystems will be addressed.

For this exercise, there were no consultations on pollution with the affected communities. However, the company recognises the importance of environmental conservation and engagement with environmental stakeholders, as well as compliance with local regulations regarding environmental and sustainable management of the impact of its operations.

During the Dual Materiality analysis, the Toyota Caetano Portugal Group did not identify any own sites or facilities where pollution is considered a relevant issue for its operations or its value chain. On the other hand, associated with the commercial activities of vehicle manufacture, trade and use, the emission of particles and pollutants from vehicle manufacture and the combustion of fossil fuels in vehicles (non-GHG) was identified as a real negative impact, with moderate scale and scope and significant irremediability. Associated with this impact, the existence of penalties for non-compliance with legal requirements was identified as a medium term risk, with moderate magnitude and negligible likelihood.

Pollution-related policies, targets and goals

DR:
E2.-1
E2.-3

The Group recognises that the replacement and minimisation of substances of concern use, incidents prevention and their effective resolution if they occur, are relevant issues with a direct impact on the environment and society. TCAP is therefore evaluating the best way to integrate this issue into the policy, as well as developing internal mechanisms to collect data and evaluate current practices.

Pollution-related actions and resources

DR:
E2.-2

All the targets set were transposed into a set of KPIs, allowing their monitoring on an ongoing basis and their progress to be analysed in relation to the goals initially set. This management and monitoring system is part of the Group's three-year strategic action plan, which ran from 2022 to 2024.

The Toyota Caetano Portugal Group does not directly develop initiatives centred on pollution, but the initiatives described in the chapters on environmental information directly contribute to the prevention and control of various forms of pollution, namely:

- **Air:** Reducing energy consumption and replacing fossil sources with renewable energy, as well as electrifying painting ovens, makes it possible to reduce CO₂ and other air pollutants emissions.
- **Water:** Water efficiency measures help minimise water pollution, by reducing consumption and reusing treated water.
- **Soil:** Waste management and the incentive to reuse and recycling contribute to reducing the volume of waste sent to landfill, preventing soil contamination.
- **Chemical:** Replacing technologies and processes that used LPG and natural gas with electric alternatives significantly reduces the use of substances potentially hazardous to the environment and human health.

Pollutants released into the air, soil and water

DR:
E2-4

The Toyota Caetano Portugal Group has no information available on the quantities of the pollutants listed in Annex II of Regulation (EC) No 166/2006 of the European Parliament and of the Council concerning the establishment of a European Pollutant Release and Transfer Register (European PRTR). These pollutants are released into the atmosphere, soil and water as a result of the company's operations. The Group is working to obtain information on the pollutants released.



Substances of concern

DR:
E2-5

In the course of TCAP's production processes, substances of concern and substances of very high concern (SVHC) are purchased, generated or used, which originate in its facilities as emissions, products or as part of products or services. The TCAP Group categorises these substances and controls their flow within its operations.

The main risks posed by substances in TCAP Group companies, according to Regulation (EC) No 1907/2006 concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH Regulation) and the European Chemicals Agency (ECHA), are as follows:



Main risks of substances that are part of TCAP's production processes:

H315: Causes skin irritation	H319: Causes serious eye irritation	H304: May be fatal if swallowed and enters airways	H336: May cause drowsiness or dizziness	H318: Causes serious eye damage	H226: Flammable liquid and vapour	H411 and H412: Toxic to aquatic life with long lasting effects	H225: Highly flammable liquid and vapour	H361: Suspected of damaging fertility or the unborn child

The full list of substances can be found in the Annexes to this report.

Currently, the Group has no indicators that directly relate the substances of concern or high concern that are purchased, used or leave its facilities. That's why the current monitoring shows information in litres and kg.

During 2024, 83,697.89 litres and 355,731.17 kg of substances of concern were purchased or used, while substances of very high concern totalled 38,401 litres and 22,480.1 kg.

Expected financial effects associated with Pollution

DR:
E2-6

The Toyota Caetano Group recognises its duty, as a responsible agent, and with regard to air pollution, to mitigate environmental impacts and financial risks. However, the Group does not currently have a structured analysis of the expected financial effects associated with this issue. Thus, the approach adopted is based on qualitative information resulting from Dual Materiality, considering the material risks and opportunities identified in the context of air pollution. In addition, the Group considers the growing relevance of controlling its (non-GHG) emissions, as well as to act in a coordinated way to prevent and reduce as far as possible the negative impacts arising from its activity. The Group therefore plans to create a mechanism for quantifying the financial effects.

A material risk and an opportunity have been identified that are directly related to the impact identified:

- The risk of penalties for non-compliance with legal requirements in the medium term, based on the impact of particulate and pollutants emissions from the manufacture of vehicles and the combustion of fossil fuels in vehicles (non-GHG).
- Investing in solutions to capture emissions at source and reduce them, coupled with regular monitoring of these emissions in operations, can improve operational efficiency, reduce costs and mitigate regulatory and reputational risks.

In the future, the Group intends to address this issue in greater detail, quantifying the financial risks and opportunities. Given the lack of a detailed financial analysis, the Group has not yet established concrete quantitative assumptions to estimate the financial impacts of measures related to air pollution.

3.3. Water Management

DR:
E3

Managing Impacts, Risks and Opportunities

DR:
E3.IRO-1

The Toyota Caetano Portugal Group carried out a materiality analysis covering its direct activity, upstream and downstream, enabling it to identify impacts, risks and opportunities (IROs) related to water management. The analysis centred on the scarcity of water resources needed for the business, fines and sanctions resulting from legal non-compliance in effluent emissions and initiatives to reduce water consumption in operations. In the future, the Group intends to deepen this approach, extending the analysis of water use throughout the entire value chain and reinforcing strategies for a more efficient and sustainable management of this resource. This development will allow for a more integrated and strategic approach to water resources management.

The methodology applied for the analysis was similar to that used to identify other impacts, risks and opportunities (IROs) in the materiality exercise (see ESRS 2 IRO-1), ensuring consistency with the assessment process adopted by the company.

The exercise did not include consultations with affected communities on the management of water and marine resources. However, the company recognises the importance of environmental conservation and engagement with stakeholders on environmental matters, particularly compliance with local environmental regulations and sustainable management of the impacts of its operations.

Policies related to water and marine resources

DR:

E3-1

The Toyota Caetano Portugal Group's Environmental Policy aims at the sustainable use of water resources in its operations, promoting the reduction of environmental impact, the continuous improvement of water efficiency and the preservation of aquatic ecosystems. Protecting water quality and reducing waste are also central to this approach. This policy is part of a broader environmental vision that guides the company towards environmental neutrality.

However, given the growing pressure on water resources, the Group recognises that having a robust and exclusive water management policy, which addresses all the impacts, risks and opportunities point by point, is materially relevant. This is a strategic component that will be developed and implemented in the near future, as part of the ongoing commitment to environmental improvement and the growing requirements in terms of sustainability reporting.

Actions and resources related to water and marine resources

DR:

E3-2

Water is an essential resource for life and sustainable development. Nowadays, efficient and responsible water management has become a global priority, especially for companies committed to responsible environmental practices.

The Toyota Caetano Portugal Group, under the 'Being Sustainable Programme', has invested in initiatives for the conservation and sustainable use of water, with action plans for the coming years.

	TCAP (Gaia, DEIN, DEIS)	TCAP Ovar	Caetano Auto	CaetanoBus	COBUS
Operations	In order to eliminate water losses and reduce consumption, flow reducers were installed on taps and showers, covering the entire building.	With the aim of reusing water in operations, systems were installed which, in 2024, reused 50% of the water, 10% more than in 2023.	During 2024, 6 Water Treatment Plants (WTP) were installed (CA Faro*, CA Braga, CA Guimarães, CA Santarém, CA Montijo, CA Prior Velho) to optimise the use of water in car washing through its reuse.	<p>A system for automatically deactivating the water-tightness test booth has been implemented in order to improve process efficiency and reduce water consumption in testing operations.</p> <p>The renovation of the Industrial Wastewater Treatment Plant (IWWTP) is underway, with the aim of optimising treatment system performance and ensuring greater compliance with the emission limit values (ELV).</p>	Installation of a cistern to collect and store water.
Impacts	By the end of the year, a reduction of more than 40 cubic meters had already been achieved compared to 2023, and it is expected to continue reducing water consumption.	Plus 10% recycled water.	In 2024, a water reuse rate of 77% was achieved, with the treatment of 970 cubic meters of water and cost savings of €3,344, in line with plan.	Quantitative data on the impact of these measures is still being compiled or will be analysed after the project is completed.	-

* This installation shows the TCAP Group's concern for water resources, as CA Faro is located in an area of high water stress.

In addition to the initiatives carried out in operations, there were ongoing awareness-raising and training sessions for employees on the responsible use of water, particularly when washing equipment and changing rooms and the water used in the petrol station.

The following investments in CAPEX and operating expenses (OPEX) have been earmarked for developing the lines of action relating to the plan to reduce water consumption over the course of the year:

Line of action	Purpose	CAPEX	OPEX
Using water from car washing	Implementation of 2 WTPs/year at Caetano Auto facilities	76 824.00	0.00

Water and marine resources targets and metrics

DR:
E3-3

Progress on the TCAP Group's targets was assessed based on KPIs, which were integrated into the Group's three-year strategic plan (2022-2024). The aim was to ensure continuous monitoring and the involvement of the organisation and the community.

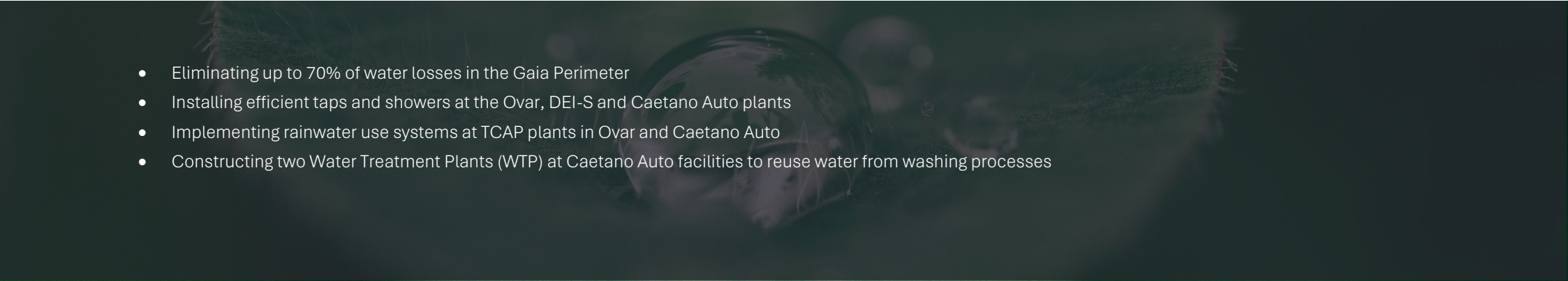
These targets are as follows:

- 48% reduction in water consumption by 2030, compared to 2022
- Installing 10 Water Treatment Plants at Caetano Auto, in order to allow 70% of the water used to wash vehicles to be reused
- Eliminating losses by 70% in the Gaia Perimeter by 2024, compared to 2019
- Organising at least 1 environmental awareness campaign on water per year

The Group's sustainability targets are not directly related to the management of impacts, risks and opportunities on marine resources, as its activity does not involve the extraction or use of commodities related to marine resources. On the other hand, the targets focus on reducing freshwater consumption by adopting strategic measures aimed at reusing and optimising this resource.

Measures to reduce water consumption

To promote efficient management of water resources and reduce waste, a plan was implemented to cut water consumption by 48%. This plan is based on the following initiatives:

- 
- Eliminating up to 70% of water losses in the Gaia Perimeter
 - Installing efficient taps and showers at the Ovar, DEI-S and Caetano Auto plants
 - Implementing rainwater use systems at TCAP plants in Ovar and Caetano Auto
 - Constructing two Water Treatment Plants (WTP) at Caetano Auto facilities to reuse water from washing processes

All targets and actions are voluntary, except for the installation of the Water Treatment Plant at Caetano Auto in Faro, which complied with Council of Ministers Resolution 26-A/2024 of 20 February.

All these actions contribute directly to:

- Reducing water abstraction and discharge (AR 17 e);
- Protecting the quality of water bodies (AR 18 a);
- Mitigating material risks and increasing water efficiency (AR 18 b);
- Preventing impacts on affected communities (AR 18 c).

Total water consumption (cubic meters')

DR:
E3-4

	TCAP (Gaia, DEIN, DEIS)	TCAP Ovar	Caetano Auto	CaetanoBus	Caetano UK	COBUS	Caetano Renting	Caetano Auto Cabo Verde	TCAP Group
Total consumption (cubic meters')	3 812	20 711	26 048	5 349	510	90	n/a	6 328	62 849
Total consumption in water-stressed areas (cubic meters')	n/a	n/a	3 592*	n/a	n/a	n/a	n/a	n/a	3 592
Consumption intensity (cubic meters/million €)		42.92	75.22	39.66	-	-	-	274.78	-
Consumption intensity (cubic meters/employees)		43.48	27.71	5.99	39.23	2.81	-	62.04	-
Total water recycled and reused (cubic meters')	n/a	n/a	1203	n/a	n/a	n/a	n/a	n/a	1 203
Consumption of abstracted water (cubic meters')	26 868	23 407	-	-	-	35	-	-	50 310

*Consumption at CA Faro and CA Portimão, both located in the Algarve.

Data on water consumption is obtained from the information contained in the invoices issued by the supplier, while the volume of water reused is determined by reading the meters of the respective operations.

With regard to water discharge data, the Group currently only has information from Caetano Auto (29,412.31 cubic meters). The other companies are reinforcing their systems for collecting wastewater data, so it is expected to report this information in the future.

Expected financial effects associated with water

DR:
E3-5

Toyota Caetano Group recognises its duty, as a responsible agent, with regard to water and marine resources, which includes mitigating environmental impacts and financial risks. However, the Group does not currently have a formal analysis of the expected financial effects associated with this issue. Thus, the approach adopted is based on qualitative information, derived from Dual Materiality, which takes into account the material risks and opportunities identified in the field of water and marine resources. The Group also considers the growing importance of controlling consumption, as well as the need to act in a coordinated way to prevent and reduce, as far as possible, the negative impacts arising from its activity. For these reasons, it expects to carry out the quantification of the financial effects in the future.

The following material risk was identified:

- Risk of penalties for non-compliance with legal requirements in the medium term, based on the impact of water consumption and the production of effluents from the manufacture and washing of vehicles.

Investing in solutions for the efficient management of water resources, such as water reuse, advanced effluent treatment and reduced consumption in operations, coupled with rigorous monitoring of environmental indicators, can improve operational efficiency, reduce costs and mitigate regulatory and reputational risks. In the future, the Group intends to carry out a more in-depth analysis on this issue, quantifying the financial risks and opportunities. Given the lack of a detailed financial analysis, the quantitative assumptions that will allow to estimate the financial impacts of the measures related to water and marine resources have not yet been established.



3.4. Biodiversity Management

DR:
E4

Managing Impacts, Risks and Opportunities

DR:
E4.IRO-1

The Toyota Caetano Portugal Group considers that biodiversity, covered by ESRS E4 standard, is not material to its operations, due to the specific context of its activity and the criteria used in the dual materiality analysis, as set out in ESRS 2 standard. For this reason, the assessment had a narrower scope focused on the potential risks and opportunities related to this topic.

However, the Group recognises that its activity and value chain processes can have indirect impacts on biodiversity and ecosystems. A preventive approach is maintained to mitigate the effects of rare minerals extraction and use, electronic waste production and effluent management. These impacts will be reassessed in the next materiality exercises, monitoring their scale, magnitude, irremediable nature and likelihood, in order to improve the treatment and mitigation of any negative effects on ecosystems. Any future material impacts will have to take EU regulations into account. For example, the EU regulation on conflict minerals will require EU importers of tin, tungsten, tantalum and gold to comply with international standards for responsible sourcing set by the Organisation for Economic Co-operation and Development.

The Group depends on raw materials associated with ecosystems and biodiversity, such as: lithium, cobalt and nickel for batteries, platinum and palladium for catalysts, and copper for electronic systems. In this context, it ensures that its suppliers comply with a Code of Conduct and applies sustainability criteria when selecting partners, mitigating reliance on environmental risk areas such as protected areas or sensitive habitats identified by the International Union for Conservation of Nature (IUCN) or Natura 2000.

Although the risks and opportunities related to biodiversity are analysed, the company does not identify direct material dependencies that require specific measures. Systemic risks related to biodiversity do not have significant direct materiality for the company, but can indirectly influence the value chain and the automotive sector. An example of this is the case of Toyota customers turning to the Organisation for Economic Co-operation and Development (OECD) to safeguard that their mineral supply chains are responsible. Recent customer requests refer to the inclusion of cobalt in the scope of the Group's reports on conflict minerals.

No consultations were held with the affected communities on the sustainability of biological resources and shared ecosystems. However, the company recognises the importance of environmental conservation and engagement with stakeholders on environmental matters, particularly compliance with local environmental regulations and sustainable management of the impact of its operations. Although there are no formal processes for consulting local communities, the company complies with all applicable environmental regulations, including waste and effluent management. In the future, it may consider additional mitigation measures in accordance with European and international regulatory requirements.

If operations that interact with ecologically sensitive areas are identified in the future, the Group may adopt additional mitigation measures in line with European and international regulatory requirements, including the International Finance Corporation's (IFC) Performance Standards on biodiversity conservation and sustainable management of living natural resources.

Rewilding measures

In order to realise the commitment to offsetting emissions and promoting biodiversity, actions were taken to increase the green area on TCAP's premises by creating and maintaining natural spaces..



3.5. Waste Management

DR:
E5

Managing Impacts, Risks and Opportunities

DR:
E5.IRO-1

The Toyota Caetano Portugal Group has carried out a materiality analysis covering its direct activity, upstream and downstream, enabling it to identify impacts, risks and opportunities (IROs) related to resource consumption and the circular economy. The analysis centred mainly on waste management, assessing the practices and challenges associated with waste production, reduction, reuse and recycling of materials used in the company's processes. The Group recognises the importance of extending this analysis to include a holistic view of the flow of materials throughout its entire value chain, covering both resource inputs (e.g. virgin raw materials, secondary materials) and resource outputs (e.g: end products, by-products and waste). This development will allow for a more integrated and strategic approach to the circular economy.

The methodology applied for the above analysis was identical to that used to identify other impacts, risks and opportunities (IROs) in the materiality exercise (see ESRS 2 IRO-1). This option guarantees consistency with the evaluation process adopted by the company.

External organisations were interviewed to identify impacts, risks and opportunities related to resource consumption and the circular economy. These consultations were aimed at sectoral organisations and customers, providing more information and a better understanding of the perceptions and needs of the main stakeholders..

These meetings were held with:

- Associação Automóvel de Portugal (ACAP - Portuguese Automotive Association), to understand the sector's trends and challenges regarding the circular economy, the efficient use of resources and the management of waste generated throughout the value chain.
- Partner dealers and customers, to gather information on end-of-life vehicles management, maintenance practices and potential opportunities for materials and waste management.

Although strategic stakeholders were involved, the company recognises the importance of extending the consultation process in the future to include potentially affected communities, suppliers and other agents in the value chain. This new scope will allow for greater comprehensiveness in identifying impacts and opportunities on the circular economy.

Policies related to the use of resources and the circular economy

DR:
E5-1

The Toyota Caetano Portugal Group recognises the importance of minimising the environmental impact of its operations and has invested significantly in innovative solutions for waste management and the promotion of a circular economy. However, it does not yet have a policy exclusively dedicated to the use of resources and the circular economy.

TCAP's commitment includes reducing resource consumption, promoting the reuse and recycling of materials and minimising waste, in line with the principles of the circular economy and the goals of decarbonisation and environmental preservation to be achieved by 2030.

The resource use and circular economy management aims to achieve the following goals:

- Mitigating the environmental impacts of industrial, logistical and commercial operations;
- Identifying opportunities for innovation by applying the circular design principles in products and services;
- Reducing the risks related to the scarcity of critical raw materials, instability in supply chains and increasing regulatory pressure on waste and resource management;
- Increasing operational efficiency by reducing waste and the costs associated with waste treatment and disposal.

The Group recognises that a policy dedicated to the use of resources and the circular economy, which establishes the principles for transitioning to the use of renewable and secondary recycled resources, is materially relevant. This is a strategic point identified for evolution, which will be developed and implemented in the near future. This decision is the result of the ongoing commitment to environmental improvement and the increasing requirements in terms of sustainability reporting, in order to have information from direct operations and the upstream value chain.

Actions and resources regarding the use of resources and the circular economy

DR:
E5-2

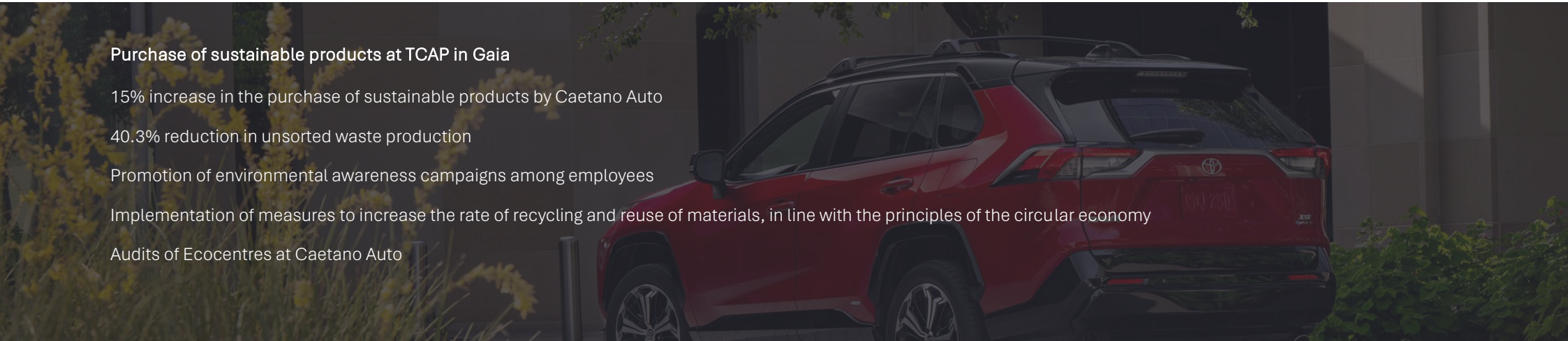
The initiatives and practices adopted by the Toyota Caetano Portugal Group to reduce, reuse and recycle waste, transforming it into valuable resources, are in line with environmental management policies aimed at fostering a circular economy.

	TCAP (Gaia, DEIN, DEIS)	TCAP Ovar	Caetano Auto	Caetano UK
Operations	<p>Collection of all waste generated during maintenance at customers' premises as part of after-sales service activities. This action, which is carried out on an ongoing basis, aims to ensure that waste is correctly rerouted.</p> <p>Used and reconditioned machines were sold with the aim of reintroducing them to the market to boost the circular economy.</p> <p>The company has continuously implemented recycling of the waste generated.</p>	<p>The company aims to reduce the production of unsorted industrial waste to zero by 2025, promoting the recovery of waste generated. It is intended that in the future only unsorted urban waste will be produced.</p> <p>The company endeavours to ensure the correct segregation of the waste produced, promoting its recovery and boosting the circular economy.</p>	<p>Audits of ecocentres were carried out at two facilities (Prior Velho and Porto) during 2024. The aim of these audits was to assess the efficiency of waste separation and management, identify opportunities for improvement and implement a corrective action plan.</p> <p>A comparative analysis of the data is planned for 2026, having as reference the waste generated in 2024 (before the audit) and 2025 (after the corrective measures). These actions are expected to reduce the amount of unsorted waste, contributing directly to the target of reducing unsorted waste by 40% by 2030 compared to 2019.</p> <p>It was decided to separate biodegradable waste in establishments with canteens.</p>	<p>At Caetano UK, the reuse of packaging materials received with parts for packaging products sold was carried out, with the aim of reducing the purchase of new materials and minimising waste.</p>

Impacts	A total of 37 (DEI-N) and 378 (DEI-S) tonnes of waste were reduced.	
	152 (DEI-N) and 82 (DEI-S) units of used and reconditioned machines were sold.	It was possible to reduce the production of unsorted industrial waste by 4%.
	A total of 37 (DEI-N) and 357 (DEI-S) tonnes of waste were sent for recycling.	Out of a total of 366 tonnes of waste produced, 289 tonnes were recovered.

In addition to the initiatives in operations, awareness-raising and training sessions have been held on an ongoing basis for employees on circularity practices in day-to-day work processes.

Waste management measures



- Purchase of sustainable products at TCAP in Gaia
- 15% increase in the purchase of sustainable products by Caetano Auto
- 40.3% reduction in unsorted waste production
- Promotion of environmental awareness campaigns among employees
- Implementation of measures to increase the rate of recycling and reuse of materials, in line with the principles of the circular economy
- Audits of Ecocentres at Caetano Auto

The following investments in CAPEX and operating expenses (OPEX) have been earmarked for developing the lines of action relating to the plan to reduce the amount of waste produced over the course of 2024:

Line of action	Purpose	CAPEX	OPEX
Reduction of unsorted waste (40.3%)	Reduction of unsorted waste (40.3%)	2 760.00	0.00

Targets and metrics for the use of resources and the circular economy

DR:
E5-3
E5-4
E5-5

At the Toyota Caetano Portugal Group, the importance of the transition and the implementation of circular economy principles is reflected in the policies and actions designed to encourage sustainable economic growth. The Group currently has no specific waste management targets. However, solutions are being studied to reduce the use of finite natural resources, minimise waste generation and promote the reuse, recycling and recovery of materials.

Similarly, the Group has identified a voluntary target of reducing unsorted waste by 40% by 2030, based on the volume in 2019. To this end, it has implemented measures to reduce the waste produced and increase the recycling and reuse rate.

The following measures are part of the Toyota Caetano Portugal Group's three-year strategic plan, which runs from 2022 to 2024:

- Purchase of sustainable products at TCAP in Gaia;
- 15% increase in the purchase of sustainable products by Caetano Auto;
- 40.3% reduction in unsorted waste production;
- Promotion of environmental awareness campaigns among employees;
- Launch of strategies to increase the materials' recycling and reuse rate.

By setting the target of focussing on prevention, in accordance with the waste management hierarchy, the TCAP Group seeks to avoid generating large volumes of unsorted waste. This way, it aims to optimise segregation processes and promote recycling practices, recognising these actions as fundamental to guaranteeing the proper treatment of waste after disposal.

To ensure that the initiatives produced the desired results, the Group used a set of KPIs to monitor performance and progress over time. These measures are part of the Group's strategic plan for the period 2022 to 2024, designed to benefit both the organisation and the surrounding community.

The Group recognises that the existence of a detailed description of resource inputs, including products, materials, water, assets, facilities and equipment, as well as for products, knowing their durability, repairability and recyclable material content, are material and relevant issues. The life cycle of raw materials and products is being analysed and mapped in order to identify which ones generate waste and what type of waste they are, and thus reduce unsorted waste.

The results of the first stages of the analyses did not identify any material of biological origin used in the manufacture of the Group's products and services. In any case, the results have not yet been finalised and are expected to be made available in the near future.

As a result, there is still no information on material flows in operations. The Group hopes to finalise this study in 2027 and thus have more information to manage waste.

Total waste generation (ton)

		TCAP	TCAP Ovar	Caetano Auto	CaetanoBus	Caetano UK*	COBUS	Caetano Renting*	Caetano Auto Cabo Verde	TCAP Group
Total weight of waste		449.12	522.31	640.06	719.03	-	121.92	-	1.32	2453.74
Waste not destined for final disposal	Hazardous	33.42	11.16	101.16	17.41	-	0.00	-	1.32	164.47
	Recycled	2.13	4.48	51.91	0.84	-	0.00	-	0.00	59.36
	Other recovery operations	31.29	6.68	49.25	16.57	-	0.00	-	1.32	105.11
	Non-hazardous	386.73	343.72	476.52	645.42	-	121.92	-	0.00	1974.31
	Recycled	328.22	281.94	237.28	451.60	-	112.32	-	0.00	1411.36
	Other recovery operations	58.50	61.78	239.24	193.82	-	9.60	-	0.00	562.94
Waste destined for final disposal	Hazardous	24.52	167.00	50.05	56.21	-	-	-	-	297.78
	Incineration / Landfill	-	-	-	-	-	-	-	-	-
	Other disposal operations	24.52	167.00	50.05	56.21	-	-	-	-	297.78
	Non-hazardous	4.45	0.43	12.33	0.00	-	-	-	-	17.21
	Incineration / Landfill	-	-	-	-	-	-	-	-	-
Other disposal operations		4.45	0.43	12.33	0.00	-	-	-	-	17.21
Total weight of non-recycled waste		118.76	235.88	350.87	266.59	-	9.60	-	1.32	983.02
% of waste not recycled		26.4%	45.2%	54.8%	37.1%	-	7.87%	-	100%	40.06%
Total weight of hazardous waste		57.93	178.15	151.21	73.62	-	-	-	1.32	462.23

*Data not currently available

Waste data was obtained through a collection process carried out by the waste operator. Initially, the operator collects the waste, making an estimate of the weight, which is duly recorded. The waste is then transported to the operator's facilities where it is weighed accurately. If discrepancies are identified between the initial estimate and the measured weight, an electronic Waste Accompaniment Note (e-GAR) is issued to rectify the information.

Waste treatment was categorised based on the Integrated Waste Registration Maps (MIRR), which show the treatment method for each item of waste.

The main types of waste in the TCAP Group are: ferrous metals, ferrous metal shavings and filings, mixtures of similar municipal waste, used tyres, paper, cardboard and wood packaging, degreasing waste and waste containing dangerous substances. The TCAP Group does not produce any type of radioactive waste.

Expected financial effects associated with waste

DR:
E5-6

The Toyota Caetano Portugal Group recognises the importance of the sustainable use of resources and the circular economy in mitigating environmental risks and maximising operational and financial opportunities. However, the Group does not currently have a formal analysis of the expected financial effects associated with these issues. Thus, the approach adopted is based on qualitative information resulting from Dual Materiality, considering the material risks and opportunities identified in the context of circular economy and waste management. Although there is not yet an associated financial estimate, the TCAP Group recognises the importance of assessing risks and opportunities in the future. As part of its materiality analysis, it recognises that waste management and battery recovery are both critical challenges, but also present strategic opportunities.

- The following material risks and opportunities were identified:
- **Risk:** Inability of the waste management system to include the recovery of end-of-life batteries;
 - **Opportunity:** Reducing consumption and waste generation in activities.

Company initiatives

Ser Caetano Forest

The forest benefits from the use of water from seven mines (three of them springs), which supply the four tanks in the forest. In the near future, the water from the mines will feed an artificial lake with a capacity of 150 cubic metres. This practice helps to maintain the local ecosystem and serves as an example of the sustainable use of water resources.

In addition to its environmental value, the forest is a true centre for environmental education, offering activities throughout the year that raise awareness of the importance of trees and sustainable water management as a way of combating desertification.

2024 indicators

No. of trees planted

2138

Amount of CO₂ captured

53,97 ton



UPACs

Self-consumption photovoltaic system for electricity production



Thanks to the generating units for self-consumption, Toyota Caetano Portugal now generates part of its electricity locally. In addition to increasing its autonomy, the use of photovoltaic panels ensures a renewable energy source..

Toyota Caetano Portugal

- 2 projects completed
- Photovoltaic system installed power: 448 kWp
- Photovoltaic energy production: 603 MWh / year
- Savings of 57,000 € / year
- Equivalent energy for supplying electricity to 168 standard dwellings (family of 4)
- Energy independence: 17%
- GHG emissions avoided: 283 tCO2e
- 20% reduction in CO2e emissions compared to electricity

Caetano Auto

- 6 projects completed
- Photovoltaic system installed power: 708 kWp
- Photovoltaic energy production: 1,1075 MWh / year
- Savings of €93,000 / year
- Equivalent energy for supplying electricity to 325 standard dwellings (family of 4)
- Energy independence: 43%
- GHG emissions avoided: 552 tCO2e
- 22% reduction in CO2e emissions compared to electricity

WTPs

Installation of Water Treatment Plants to reuse water used to wash vehicles, reducing the amount of water used.

2024:

- 6 projects implemented and completed - Caetano Auto Faro, Caetano Auto Braga, Caetano Guimarães, Caetano Auto Montijo, Caetano Auto Prior Velho, Caetano Auto Santarém
- Water reuse rate (WTP efficiency): 77%
- Treated water 2024 (cubic meters): 970
- Cost avoided 2024 (€): 3,344

2025 (forecast of results based on projects implemented):

- Reuse rate: 77%
- Treated water (cubic meters): 9,538
- Costs avoided: 37,706
- Payback: 5.2 years
- 15 years-value: € 367,696

Lighting projects

It allows us to reduce electricity consumption in various operational areas and comply with brand standards by replacing lighting fittings with more efficient models, such as LED technology.

2024:

- 9 projects implemented
- Installed Power (W): 55,824
- Estimated savings (kWh): 33,494
- Estimated savings (€): 3,852
- CO2 avoided (tonnes/year): 15.74



Ecocentre Audit

Global goal:

- Meeting the 2030 Goals: reduce unsorted waste by 40% compared to 2019

Goal:

- Diagnosing the source and current management of waste on the premises
- Identifying potential non-conformities
- Identifying opportunities to improve existing practices
- Developing an improvement action plan to optimise waste management



Timetable

- October 2024 - Face-to-face visit to the Caetano Auto Porto plant for a diagnostic audit
- October 2024 - Face-to-face visit to the Caetano Auto Prior Velho plant for a diagnostic audit
- November/December 2024 - preparation of a final report containing:
 - Complete diagnosis;
 - Structured improvement proposals
- 2025 - Implementation of the structured action plan
- 2026 - Evaluation of actions implemented to reduce waste and unsorted waste

Legionella Prevention and Control Plan – Caetano Auto

Implementation of the Legionella Prevention and Control Plan at Caetano Auto facilities
Services to be provided:

- Facilities audit
- Drawing up the Prevention Plan
- Plan maintenance
- Quarterly visits to collect water analyses
- Notification to public health (if applicable)
- Follow-up



Leed Certification (L Building and Ovar – Factory 1)³ ⌚

- LEED - Leadership in Energy and Environmental Design
- Sustainable construction certification system for new buildings and major refurbishments.
- This is a rating system developed by the United States Green Building Council (USGBC) to assess the environmental performance of buildings and encourage sustainable design and construction practices. LEED certification is awarded to buildings that meet specific criteria for energy efficiency, water conservation, indoor air quality and other sustainable practices.

Leed's main goals for creating sustainable buildings are:

- Helping reduce climate change.
- Improving and protecting people's health.
- Protecting water resources.
- Protecting and supporting biodiversity and ecosystems.
- Promoting sustainability and the regeneration of materials.

³ Project under review

BACS (L Building and Over – Factory 1) ³

- BACS - Building Automation and Control Systems
- It is a control and management system based on electronic equipment, hardware and software that controls and monitors a building's mechanical and electrical equipment, such as air conditioning, ventilation, heating, lighting, energy systems, as well as automatic fire detection systems and other security systems. Its main goal is efficient energy management and the safety of the Building and its users.

Improving Waste Management

Waste management is a crucial part of any workshop operation. Caetano Cabo Verde has implemented specific bins for different types of waste, facilitating proper disposal and promoting recycling and the reduction of environmental impact, consequently leading to improvements in operational efficiency.

Oil Collection System

One of the critical components of Caetano Auto Cabo Verde's strategy is its own oil collection system, which is essential for preventing environmental contamination and promoting the reuse of this resource. The treatment of the oil collected is carried out by the oil companies, which ensure that the oil collected is reused with minimal impact on the environment.

Closed Circuit Brake System Washing Equipment

Caetano Cabo Verde uses the equipment to wash brake systems in a closed circuit, representing an innovative and sustainable solution for automotive maintenance, improving not only the operational efficiency of mechanical workshops, but also playing a vital role in environmental protection. The use of this type of equipment allows for:

- Pollution Reduction: By avoiding the direct disposal of used fluids into the environment
- Water Use Efficiency: As it operates in a closed circuit, there is a significant reduction in water consumption compared to traditional methods
- Sustainability: The system's ability to recycle fluids contributes to more sustainable practices

Sustainable Mobility

TCAP Ovar has installed charging infrastructure to progressively decarbonise its fleet, reducing petrol consumption. The estimated annual reduction in petrol consumption is €2,582, with an approximate reduction of 1.8 tCO₂eq.



Process Digitisation

CaetanoBus has eliminated the need to send USB sticks with vehicle technical documentation and operating manuals for all COBUS vehicles, incorporating this information into the online platform, reducing execution time and allowing updates at any time.

KINTO has developed an **online service booking platform** that provides Customers with greater convenience and efficiency in booking and managing maintenance needs. Each customer can access their own platform where they can book the desired service, date and location. In addition, in order to simplify the process of signing the final proposal to move forward with the renting **process, in 2024 the digital signature process** was implemented on the documents/contracts signed with Customers in the Indirect Channel (concessions), making the process more convenient, effective and secure.



COBUS has developed the Next Best Opportunities (**NBO**) project in collaboration with LTP Labs, with the aim of developing a PowerBI dashboard that integrates internal and external data to provide actionable information on markets, customers and airports. The project uses data analysis and machine learning to assess the market's size, share and growth potential, helping to guide strategic decision-making. AI-based models predict customer behaviour and preferences, while market analysis identifies new business opportunities and enables personalised customer strategies.



COBUS has also developed an **after-sales platform** which provides detailed data and analysis on all aspects of the procurement and support life cycle, allowing for areas for improvement identification, cost optimisation and greater operational efficiency. The platform allows the following: recording requests for technical support, detailed monitoring of product guarantees, transport costs, response times for both deliveries and support requests, recording the volume of parts purchased.

Caetano Colisão in Sintra has become the first in Portugal to adopt **Axalta Irus Mix**, a digital solution that revolutionises colour management in just three steps — scanning, matching and mixing. This system reduces costs and waste, ensuring greater precision, speed and efficiency, while minimising environmental impact

An aerial photograph of a large concrete dam spanning a wide river. The river flows from the background, where it is a vibrant turquoise color, towards the dam. The surrounding landscape is densely forested with green trees. A road and some small buildings are visible on the right bank of the river. The overall scene is captured in a slightly desaturated, cinematic style.

THE FUTURE OF OUR MOBILITY

04. BETTER BUSINESS INNOVATION

4.1 Business Conduct

DR:
G1

Governance

DR:
G1.GOV-1

Following Salvador Caetano's philosophy, the Toyota Caetano Portugal Group prioritises the best corporate management practices, actively promoting responsible and ethical conduct in its business and how it manages its relationships with stakeholders, honouring the 'Ser Caetano' principles and values. For more information visit <https://salvadorcaetano.pt/wp-content/uploads/sites/43/2022/11/Codigo-de-Etica-Profissional-%E2%80%93-Salvador-Caetano.pdf>

To this end, the Group has structured a solid governance model with governing bodies, supervisory committees and a Governance Policy centred on continuous improvement. It also set up a Compliance Committee to ensure compliance with rules and policies throughout the Group.

The Board of Directors is the management body with powers to set the company's strategy and monitor its implementation. This body is assisted in its responsibilities by various other roles, including risk analysis, through the Compliance Committee and the Sustainability Committee.

The Sustainability Committee was set up as part of the Being Sustainable Programme. It is responsible for the goals of this Programme and discusses the progress of the goals set on a quarterly basis, in terms of Sustainability Strategy, Social Sustainability, Governance and Compliance, Energy Sustainability and Circular Economy and Water Resources, with progress reports addressed to the Board of Directors of Salvador Caetano Auto and the Toyota Caetano Portugal Group. This Committee is made up of a multidisciplinary team from both Groups. It is chaired by José Ramos, Chairman of Toyota Caetano Portugal, which proves how important this issue is for the company's top management.

Management bodies expertise

The Group adopts a governance model that advocates the separation of the governing and supervisory bodies, as well a double supervisory mechanism by a Supervisory Board and a Statutory Auditor. The Company also has a Remuneration Committee which deals with appointments and appraisals. The Salvador Caetano Auto Group, of which the Toyota Caetano Portugal Group is a part, has set up a Compliance Committee and a Sustainability Committee, whose activities and policies are transversal to all the Group's companies.

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

Managing Impacts, Risks and Opportunities

DR:
G1-1

Currently, there are a number of policies and resources within the Toyota Caetano Portugal Group, which are as follows: Code of Conduct and Professional Ethics, Corruption Risk Prevention Policy, Terrorist Financing and Money Laundering Risk Prevention Policy, Anti-Corruption Code of Conduct, and the online Whistleblower Channel which is open to any stakeholder. There are also various policies on data protection, cybersecurity, and environment and safety.

Regarding the [Policy for the Prevention of Risks of Corruption and Related Offences](#) approved by the holding company -Salvador Caetano Auto -, in force for the Salvador Caetano Auto, SGPS, SA company and its subsidiaries. This Policy is in line with the United Nations Convention against Corruption, as it complies with national regulations on the subject, namely: Decree-Law no. 109-E/2021, of 9 December, which establishes the general regime for the prevention of corruption; Law no. 93/2021, of 20 December, which establishes the general regime for the protection of whistleblowers; Penal Code approved by Decree-Law 48/95, of 15 March, in its updated and consolidated version; Law no. 20/2008, of 21 April, which creates the penal regime for corruption in international trade and the private sector, in its updated and consolidated version; Law no. 94/2021, of 21 December, which approves measures provided for in the National Anti-Corruption Strategy, amending the Penal Code, the Code of Criminal Procedure and related laws; Decree-Law no. 28/84 of 20 January on anti-economic offences and offences against public health, in its updated and consolidated version following changes introduced by Decree-Law no. 9/2021 of 29 January.

The whistleblowing channel is in place in accordance with the applicable law. All complaints are dealt with by the Compliance Committee, specifically appointed for this purpose, which guarantees confidentiality. The Compliance Committee is made up of the regulatory compliance officer – a director of Salvador Caetano Auto – and three Salvador Caetano members from the legal, legal-labour and human resources departments, respectively, and meets quarterly and whenever necessary.

The members of the committee are regularly trained to ensure whistleblower protection, in accordance with the whistleblower protection policies in force and applicable law.

The Toyota Caetano Portugal Group has procedures in place to investigate all incidents of business conduct, including incidents of corruption and bribery, in an independent and objective manner. These are the procedures of the Whistleblowing Channel and those of the Compliance Committee..

The Toyota Caetano Portugal Group regularly organises training sessions on corruption prevention, money laundering, moral harassment and the code of conduct. A revision of the Code of Conduct is planned to improve it and meet the needs in this area, as well as training for managers and employees in general, with specific attention to compliance issues..

The Group's corporate culture

The corporate culture of Toyota Caetano Portugal is conveyed **throughout the employee's journey**, from the start of the recruitment process to the moment of departure, ensuring that the 'Ser Caetano' values and the Kaizen philosophy are incorporated into the professional experience of all employees and that they promote **continuous improvement** and **excellence in all areas of activity**.

This culture is reaffirmed by the administrative, management and supervisory bodies, which integrate its discussion into the company's strategies, ensuring that the guiding principles are continually evaluated and adapted to the needs of the business and the employees.

At the same time, moments such as the Performance Management and Development process allow for continuous alignment with the company's values, ensuring that the **corporate culture is lived and reflects in the evaluation of employees**. In addition, the company conducts the Ser Caetano Barometer, a survey mechanism with specific questions to assess the organisational culture, the results and feedback of which are analysed by the Board of Directors.

The promotion and communication of this culture is realised through face-to-face training and at Academi@ Digital (Digital Academy), as well as through various means of internal and external communication – including news, newsletters, information campaigns and webinars. These initiatives cover a wide range of topics linked to business and sustainability, and promote the professional growth of employees and, consequently, the sustainable development of the company.

Training integrates practices and strategies that link individual growth with the Group's global goals, reinforcing its values and organisational identity. In addition, company culture is reinforced through corporate and company-specific events, such as the Management Convention, Family Day, the celebration of the Group's anniversary and participation in sports tournaments, which foster a sense of belonging and strengthen team spirit.

Encouraging the active participation of employees in the corporate culture also reflects itself in initiatives such as the Kaizen Awards, presented annually, recognising and valuing the implementation of continuous improvement in the day-to-day running of the company. These awards **encourage employees to adopt and maintain a proactive and innovative approach, and contribute to business efficiency and competitiveness, ensuring its long term development and success.**

Supplier relationship management



DR:

G1-2

Toyota Caetano Portugal Group uses information systems to support the management of payments to suppliers, in order to guarantee their fulfilment in accordance with the contractually established deadlines.

Supplier assessments are made by filling in a KYC form. This is analysed by the Compliance Committee, which assesses issues related to the code of conduct, human resources, money laundering, professional ethics, corruption, harassment, child labour, etc. Once the degree of risk has been established, the supplier is validated in order to establish the business relationship.

If the assessment shows a risk level considered high, the company is advised not to work with the supplier.

Currently suppliers’ assessment does not take environmental issues into account, but the possibility of integrating these issues into the assessment will be considered.

Corruption and bribery prevention and detection

DR:

G1-3

To prevent, detect and respond to allegations or cases of corruption and bribery, the Toyota Caetano Portugal Group has implemented the whistleblowing channel, the code of conduct and professional ethics, and an anti-corruption code of conduct. As a whole, these codes guide the behaviour of all stakeholders. In addition, the Group prepares an annual corruption risk matrix.

The Compliance Committee is made up of members who are also employees of the Group, but are independent from management. It is a transversal committee, which includes the regulatory compliance officer, who is a director of Salvador Caetano Auto. This Committee prepares half-yearly reports analysing the complaints received, which are sent to the Board of Directors of Salvador Caetano Auto. This report is shared with the Sustainability Committee to analyse strategic indicators and make decisions taking into account strategic alignment between areas.

Currently, anti-corruption and bribery policies are communicated via the website and internal newsletters. An internal channel is being developed to publicise and serve as a repository for all the manuals and policies, which will increase awareness of them and facilitate compliance.

In addition, in order to provide employees with more information on these issues, every year the relevant groups are given training in corruption prevention that includes policies and best practices. Currently, all positions at risk that have been identified by the Group are covered by the training programmes.

This training is also made available to all members of the administrative, management and supervisory bodies, either through Academi@ Digital Ser Caetano (Digital Academy) or through face-to-face training sessions developed within the best corporate practices.

Incidents of corruption or bribery

DR:
G1-4

During 2024, there were no records of this type of incidents in the Toyota Caetano Portugal Group. For this reason, no actions were implemented.

Political influence and lobbying

DR:
G1-5

During 2024, there were no representatives on the administrative, management and supervisory bodies responsible for overseeing activities involving the exertion of political influence, since Toyota Caetano Portugal Group makes no contributions to political parties, either financial or in kind.

Donations made by TCAP and Renting over the course of 2024 were close to €47,000, but they all went to collaborative entities such as 'Acreditar, Associação de Pais e Amigos de crianças com cancro' (Acreditar, Association of Parents and Friends of Children with Cancer); the Carregado Sports Association; the Homeless Support Centre; the Salvador Caetano and Ana Caetano Day Centre and Kindergarten and the Senhora Aparecida Pilgrimage Festival Committee.

The Toyota Caetano Portugal Group participates with other stakeholders in sessions to debate and address strategic issues related to the business. The resulting conclusions contribute to effective management of their impacts, risks and opportunities (IROs)..

This participation makes it possible to anticipate challenges and identify opportunities, and carry out benchmarking, promoting the sharing of issues and solutions relevant to the industry and the company's activity, and promoting good practices. Interaction with the material stakeholders identified in the materiality assessment is essential to **align the company's practices with the best references in the sector**. This way, the Group reinforces its commitment to the sustainability of organisations, people and the environment, promoting balanced and resilient development.

The Group is not currently registered in the EU Transparency Register or an equivalent transparency register in a Member State. In addition, TCAP is associated with chambers of commerce and associations, but not by legal obligation:

COMPANY	ASSOCIATION
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Caetano Auto	ACAP - Associação Automóvel de Portugal (Portuguese Automotive Association)
	ARAC - Portuguese National Association of Car Rental Companies
	British-Portuguese Chamber of Commerce
	Portuguese Franchising Association
	Braga Trade Association
Caetano Auto CV	Cape Verde Eastern Chamber of Commerce
KINTO	ALF (industry association)
TCAP	ACAP - Associação Automóvel de Portugal (Portuguese Automotive Association)

To participate in these associations and others in which Group companies are members, €20,067 were paid in total for membership of interest group representation associations.

During 2024 and since 2022, there have been no appointments of members of the administrative, management or supervisory bodies who have held a comparable position in the public administration (including regulators).

Targets and metrics

DR: G1-6

The Toyota Caetano Portugal Group has a solid commitment to its suppliers, guaranteeing clear and timely payment terms.

Using the sampling method of the top 10 suppliers with the highest value, TCAP takes an average of 42 days to pay an invoice.

Payment terms applied to 95% of payments made to suppliers, which represent approximately 90% of the annual amount of invoices, are made by the 25th day of the following month. Other invoices are usually paid within 30 days of receipt, with some exceptions where the deadline can be extended to 60 days or, in exceptional cases, 90 days.

During 2024 there were no current or ongoing legal proceedings for late payment.



4.2 Data Protection and Cybersecurity

DR:
MDR

(ESRS MDR)

Digital Transformation has driven significant changes in the automotive and mobility sector, requiring constant evolution in the way companies manage data protection and cybersecurity. As information systems and digital technologies become increasingly central to operations, so does the need to guarantee data security and the resilience of the Toyota Caetano Portugal Group's digital ecosystem.

Digital security is treated as a strategic priority, and the Group promotes an organisational culture based on information security. Employees and partners play a crucial role in protecting the digital ecosystem and they are all encouraged to adopt good safety practices and respect the protocols set in order to protect customer and consumer data.

Managing Impacts, Risks and Opportunities

DR:
MDR-P
MDR-A

Policies and actions to address material impacts

The Group has three Policies dedicated to data protection and cybersecurity, which are aligned with the impacts, risks and opportunities identified within the scope of materiality. These Policies aim to guarantee information security, data privacy and compliance with national and international regulations.

[Cookie Policy](#)

The Cookie Policy aims to ensure transparency in the use of cookies on the Group's websites, informing users about how their data is collected, stored and used. This Policy makes it possible to manage users' consent preferences, ensuring compliance with the General Data Protection Regulation (GDPR) and offering a controlled and secure digital experience.

This Policy is directly related to the impact and risk identified within the scope of materiality, namely:

- Positive impact: promoting **privacy of customer data**, ensuring that users have control over their consent preferences.
- Mitigated risk: **legal consequences and fines/sanctions resulting from data loss**, while ensuring that the collection and use of cookies complies with applicable regulations.

The Cookie Policy applies to the entire value chain and covers all geographies in which the Group operates, directly affecting users of the websites, advertising partners and social media platforms. The Communications and Marketing Department is responsible for its implementation and management, which regularly monitors and updates the guidelines to ensure alignment with best practices and applicable regulations.

For more information, please consult the Cookie Policy here: <https://www.toyota.pt/legal/politica-de-cookies>

Privacy Policy

Privacy Policy establishes guidelines for the collection, storage, processing and sharing of customers' personal data, guaranteeing transparency and compliance with data protection regulations. It is regularly updated to ensure compliance with data protection regulations and to provide customers with effective mechanisms for exercising their rights, such as access, rectification and deletion of data. It also reinforces the Group's commitment to information security, implementing measures to prevent unauthorised access and abuse in the processing of personal data.

Like the Cookie Policy, the Privacy Policy addresses the same impact and risk mentioned above and its responsibility also relies on the Communications and Marketing Department.

This Policy applies downstream, affecting customers, dealers and authorised repairers who use the data to improve customer experience and comply with legal obligations (in the case of security campaigns). Upstream, it involves manufacturers and financial partners such as Toyota Motor Europe and Toyota Kreditbank GmbH.

The policy covers the geographies in which the Group operates, in Portugal and in other regions where associated companies operate. In cases of international data transfer, the rules of the General Data Protection Regulation (GDPR) apply.

The main stakeholders impacted are: customers (data subjects), subcontractors, manufacturers, importers, partners and suppliers, as well as regulatory authorities such as the Portuguese National Data Protection Commission (CNPD), which monitors and supervises compliance with the legislation.

For more information, please consult the Privacy Policy here: <https://toyotacaetano.pt/politica-de-privacidade/>

Information Security Policy

The Information Security Policy aims to guarantee the confidentiality, integrity and availability of corporate information, reducing risks associated with cyber threats, data breaches and operational interruptions. The aim is to protect information assets, mitigate the risk of cyber-attacks and ensure compliance with international regulations and standards, such as the GDPR and the ISO 27001 - Information Security Management Standard.

In addition to the impact and risk mentioned above, this Policy mitigates the risk of operational interruptions by establishing preventive and reactive measures to guarantee the confidentiality, integrity and availability of the Group's systems and data.

The Information Security Policy applies to all the Group's information assets and technological systems. Upstream the value chain, it involves technology suppliers, IT infrastructure and strategic partners, who play a key role in managing and maintaining information security. Downstream, it covers customers, distributors and business partners, ensuring that good practices and safety standards are applied in all operations and interactions with the company.

This Policy has a global reach, covering all geographies in which the Group operates and directly impacting employees, customers, suppliers, technology partners and regulatory bodies.



The Group implements strategic actions in line with data protection and cybersecurity policies, working along three main lines:

	1. Data Protection and Privacy Governance and Compliance	2. Cyber Security and Digital Resilience	3. Information Security Training and Culture
Implemented measures	<ul style="list-style-type: none">Continuous review and updating of the Cookie Policy and Privacy Policy to ensure compliance with regulations.Implementation of personal data protection protocols.Improved cookie consent management tool. <p>With these measures, the Group aims to promote transparency in the use of data, reduce regulatory and reputational risks and improve the customisation of services, without compromising user privacy.</p>	<ul style="list-style-type: none">Installation and improvement of advanced information security systems for intrusion prevention and protection against cyber threats.Implementation of programmes to strengthen digital resilience and the protection of sensitive data. <p>Implementing these measures enables the Group to reduce the risk of cyber-attacks, protect data integrity and ensure operational continuity.</p>	<ul style="list-style-type: none">Regular training sessions for employees on digital security, data protection and attack prevention such as phishing.Continuous awareness-raising to ensure good practice in the secure use of information. <p>This line of action is essential for raising awareness and training employees in order to mitigate security risks.</p>
Planned measures	<ul style="list-style-type: none">Continuous monitoring of regulatory compliance and improvement of data management tools.Expansion of communication initiatives on privacy, including newsletters and internal information materials. <p>Short term, completion in Q3 2025</p>	<ul style="list-style-type: none">Continued adoption of technical and organisational measures to strengthen digital security and protect against new threats. <p>Short term, completion on the 2nd half of 2025</p>	<ul style="list-style-type: none">Continuous training of teams on Security <p>Short term, completion on the 2nd half of 2025</p>

In the current reporting cycle, the Group does not yet have detailed information on the reach of the main actions implemented to address IROs, nor on the measures taken and their results in order to be able to predict, co-operate or support the provision of solutions for people injured by real material impacts. However, it is actively working to fulfil its data protection and security goals, ensuring that in the future it will be able to disclose the extent of its actions in terms of activities, value chain, geography and stakeholder groups affected, as well as report on the progress and measures implemented in this area.

The TCAP Group currently monitors progress of the measures adopted based on qualitative information, but in the future it plans to integrate quantitative data for a more precise analysis of the initiatives progress.

In terms of compliance with data protection regulations and strengthening internal governance, the Group has received positive feedback from customers and partners, highlighting transparency and the ability to respond quickly to security incidents. In addition, the alignment between in-house teams and the Data Protection and Cybersecurity Policies has significantly improved.

With regard to cyber security, specifically regarding implementing tools and processes to protect the IT infrastructure, the Group has maintained a proactive communication with its stakeholders, reinforcing customer security. Internal audits demonstrate a significant advance in terms of security of the corporate environment, and show greater preparedness and ability to anticipate cyber risks.

Targets and metrics

DR:
MDR-M
MDR-T

In the current reporting cycle, the Group does not yet have detailed information on metrics that are not part of the ESRS, nor on the distinction between estimated and actual values. Likewise, information on certifications and audits carried out is not available. However, the Group is actively working to fulfil its data protection and cyber security goals, ensuring that in the future it will be able to report on these themes in a structured and transparent manner.

A structured organisation of targets is underway, which will establish the relationship with the policy goals, the setting of levels to be achieved, units of measurement and its geographical and value chain scope. The consolidation of methodologies and assumptions in line with national, EU and international policy goals is also underway, as is the integration of stakeholder participation in the process. The Group continues to work actively to report on these issues in a structured and transparent manner in the future.

Company initiatives

All Toyota Security Guidelines (ATSG)

Maintenance of version 8.0 of the All Toyota Security Guidelines (ATSG) programme, comprising 119 security controls. These security controls have been set by Toyota Motors Corporation.

The adoption of this type of security programme made up 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, aims to **strengthen the protection of operations and digital assets, promoting a robust and consistent cybersecurity culture.**

The programme is currently undergoing a review of its controls, with the aim of improving the response to the different types of attacks that have been occurring, ensuring continuous adaptation to new security threats and challenges.



ANNEXES

ESRS correspondence table

Disclosure requirements		Chapter / Sub-chapter
ESRS 2 – General Disclosures		
BP-1	General basis for drawing up sustainability statements	About the report 01 Vision and Commitments for the future/ 1.1. Toyota Caetano Portugal
BP-2	Disclosures regarding specific circumstances	About the report 01 Vision and Commitments for the future/ 1.1. Toyota Caetano Portugal
GOV-1	The role of the administrative, management and supervisory bodies	01 Vision and Commitments for the future/1.2. Governance and Sustainability Management
GOV-3	Integrating sustainability performance into incentive schemes	01 Vision and Commitments for the future/1.2. Governance and Sustainability Management
SBM-1	Strategy, business model and value chain	01 Vision and Commitments for the future/1.2. Sustainable business model/Welcome message from the Chairman of the Board
SBM-2	Interests and points of view of stakeholders	01 Vision and Commitments for the future/1.2. Sustainable business model
SBM-3	Relevant impacts, risks and opportunities and their interaction with the strategy and business model	01 Vision and Commitments for the future/1.2. Sustainable business model
IRO-1	Description of the process for identifying and assessing material impacts, risks and opportunities	01 Vision and Commitments for the future/1.3. Addressing and Managing Impacts, Risks and Opportunities

Disclosure requirements		Chapter / Sub-chapter
IRO-2	ESRS disclosure requirements covered by the company's sustainability statement	01 Vision and Commitments for the future/1.3. Addressing and Managing Impacts, Risks and Opportunities
ESRS E1 – Climate change		
E1-GOV-3	Integrating sustainability-related performance into incentive schemes	03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change
E1-1	Climate Change Transition Plan	03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change
E1.SBM-3	Relevant impacts, risks and opportunities and their interaction with the strategy and business model	-
E1.IRO-1	Description of processes for identifying and assessing material climate-related impacts, risks and opportunities	03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change
E1.MDR-P	Policies adopted for managing material sustainability issues	03 Better Energy Transition in Activity and Offer / Environmental policy 03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change
E1.MDR-A	Actions and resources related to material sustainability issues	03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change
E1-3	Actions and resources related to climate change policies	03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change
E1.MDR-T	Monitoring the effectiveness of policies and actions through targets	03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change
E1-4	Climate change mitigation and adaptation targets	03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change

Disclosure requirements		Chapter / Sub-chapter
E1-5	Energy consumption and energy mix	03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change
E1-6	Scope 1, 2, 3 and Total GHG emissions	03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change
E1-8	Internal carbon pricing	Non-material
E1-9	Expected financial effects of physical and material transition risks and potential climate-related opportunities	03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change
ESRS E2 – Pollution		
E2-IRO-1	Description of processes for identifying and assessing material pollution-related impacts, risks and opportunities	03 Better Energy Transition in Activity and Offer / 3.2. Air, water and soil pollution
E2.MDR-P	Policies adopted for managing material sustainability issues	03 Better Energy Transition in Activity and Offer / Environmental policy 03 Better Energy Transition in Activity and Offer / 3.2. Air, water and soil pollution
E2-1	Pollution-related policies	03 Better Energy Transition in Activity and Offer / 3.2. Air, water and soil pollution
E2.MDR-A	Actions and resources related to material sustainability issues	03 Better Energy Transition in Activity and Offer / 3.2. Air, water and soil pollution
E2-2	Actions and resources related to pollution	03 Better Energy Transition in Activity and Offer / 3.2. Air, water and soil pollution
E2.MDR-T	Monitoring the effectiveness of policies and actions through targets	03 Better Energy Transition in Activity and Offer / 3.2. Air, water and soil pollution

Disclosure requirements		Chapter / Sub-chapter
E2-3	Setting targets and goals	03 Better Energy Transition in Activity and Offer / 3.2. Air, water and soil pollution
E2-4	Pollutants released into the air, soil and water	03 Better Energy Transition in Activity and Offer / 3.2. Air, water and soil pollution
E2-5	Substances of concern	03 Better Energy Transition in Activity and Offer / 3.2. Air, water and soil pollution
E2-6	Expected financial effects associated with Pollution	03 Better Energy Transition in Activity and Offer / 3.2. Air, water and soil pollution
ESRS E3 – Water and marine resources		
E3-IRO-1	Description of processes for identifying and assessing material impacts, risks and opportunities related to water and marine resources	03 Better Energy Transition in Activity and Offer / 3.3. Water management
E3.MDR-P	Policies adopted for managing material sustainability issues	03 Better Energy Transition in Activity and Offer / Environmental policy 03 Better Energy Transition in Activity and Offer / 3.3. Water management
E3-1	Policies related to water and marine resources	03 Better Energy Transition in Activity and Offer / 3.3. Water management
E3.MDR-A	Actions and resources related to material sustainability issues	03 Better Energy Transition in Activity and Offer / 3.3. Water management
E3-2	Actions and resources related to water and marine resources	03 Better Energy Transition in Activity and Offer / 3.3. Water management
E3.MDR-T	Monitoring the effectiveness of policies and actions through targets	03 Better Energy Transition in Activity and Offer / 3.3. Water management

Disclosure requirements		Chapter / Sub-chapter
E3-3	Water and marine resources targets	03 Better Energy Transition in Activity and Offer / 3.3. Water management
E3-4	Water consumption	03 Better Energy Transition in Activity and Offer / 3.3. Water management
E3-5	Expected financial effects associated with water	03 Better Energy Transition in Activity and Offer / 3.3. Water management
E4 – Biodiversity and ecosystems		
E4-IRO-1	Description of processes for identifying and assessing material impacts, risks and opportunities related to biodiversity and ecosystems	03 Better Energy Transition in Activity and Offer / 3.4. Biodiversity management
E5- Use of resources and circular economy		
E5-IRO-1	Description of processes for identifying and assessing material impacts, risks and opportunities related to the use of resources and the circular economy	03 Better Energy Transition in Activity and Offer / 3.5. Waste management
E5.MDR-P	Policies adopted for managing material sustainability issues	3 Better Energy Transition in Activity and Offer / Environmental policy 03 Better Energy Transition in Activity and Offer / 3.5. Waste management
E5-1	Policies related to the use of resources and the circular economy	03 Better Energy Transition in Activity and Offer / 3.5. Waste management
E5.MDR-A	Actions and resources related to material sustainability issues	03 Better Energy Transition in Activity and Offer / 3.5. Waste management
E5-2	Actions and resources related to the use of resources and the circular economy	03 Better Energy Transition in Activity and Offer / 3.5. Waste management

Disclosure requirements		Chapter / Sub-chapter
E5.MDR-T	Monitoring the effectiveness of policies and actions through targets	03 Better Energy Transition in Activity and Offer / 3.5. Waste management
E5-3	Targets for resource use and circular economy	03 Better Energy Transition in Activity and Offer / 3.5. Waste management
E5-4	Input resources	03 Better Energy Transition in Activity and Offer / 3.5. Waste management
E5-5	Output resources	03 Better Energy Transition in Activity and Offer / 3.5. Waste management
E5-6	Expected financial effects associated with the use of resources and the circular economy	03 Better Energy Transition in Activity and Offer / 3.5. Waste management
S1 – Employees		
S1.SBM-3	Relevant impacts, risks and opportunities and their interaction with the strategy and business model	02 Better Closeness to People/2.1. TCAP Group employees
S1.MDR-P	Policies adopted for managing material sustainability issues	02 Better Closeness to People/2.1. TCAP Group employees
S1-1	Policies related to own labour	02 Better Closeness to People/2.1. TCAP Group employees
S1-2	Engagement processes with own workforce and workers' representatives on the impacts	02 Better Closeness to People/2.1. TCAP Group employees
S1-3	Processes to mitigate negative impacts and channels for own workforce to raise concerns	02 Better Closeness to People/2.1. TCAP Group employees
S1.MDR-A	Actions and resources related to material sustainability issues	02 Better Closeness to People/2.1. TCAP Group employees

Disclosure requirements		Chapter / Sub-chapter
S1-4	Measures on material impacts on own workforce and approaches to manage material risks and pursue material opportunities related to own workforce, and the effectiveness of these actions	02 Better Closeness to People/2.1. TCAP Group employees
S1.MDR-T	Monitoring the effectiveness of policies and actions through targets	02 Better Closeness to People/2.1. TCAP Group employees
S1-5	Targets related to managing negative and positive impacts as well as risks and opportunities	02 Better Closeness to People/2.1. TCAP Group employees
S1-6	Characteristics of the company's employees	02 Better Closeness to People/2.1. TCAP Group employees
S1-7	Characteristics of non-employees who are part of the company's workforce	02 Better Closeness to People/2.1. TCAP Group employees
S1-8	Coverage of collective bargaining and social dialogue	02 Better Closeness to People/2.1. TCAP Group employees
S1-9	Diversity metrics	02 Better Closeness to People/2.1. TCAP Group employees
S1-11	Social protection	02 Better Closeness to People/2.1. TCAP Group employees
S1-12	People with disabilities	02 Better Closeness to People/2.1. TCAP Group employees
S1-13	Training and skills development metrics	02 Better Closeness to People/2.1. TCAP Group employees
S1-14	Health and safety metrics	02 Better Closeness to People/2.1. TCAP Group employees

Disclosure requirements		Chapter / Sub-chapter
S1-15	Work-life balance metrics	02 Better Closeness to People/2.1. TCAP Group employees
S1-16	Remuneration metrics (pay gap and total remuneration)	02 Better Closeness to People/2.1. TCAP Group employees
S1-17	Incidents, complaints and impacts on human rights	02 Better Closeness to People/2.1. TCAP Group employees
S2- Workers in the value chain		
S2.SBM-3	Relevant impacts, risks and opportunities and their interaction with the strategy and business model	02 Better Closeness to People/2.2. Supply chain
S2.MDR-P	Policies adopted for managing material sustainability issues	-
S2-1	Policies relating to workers in the value chain	02 Better Closeness to People/2.2. Supply chain
S2-2	Processes to involve workers in the value chain on impacts	02 Better Closeness to People/2.2. Supply chain
S2-3	Processes to remedy negative impacts and channels for workers in the value chain to raise concerns	02 Better Closeness to People/2.2. Supply chain
S2.MDR-A	Actions and resources related to material sustainability issues	02 Better Closeness to People/2.2. Supply chain
S2-4	Actions on material impacts on workers in the value chain and approaches to manage material risks and seize material opportunities related to these workers, as well as the effectiveness of these actions	02 Better Closeness to People/2.2. Supply chain
S2.MDR-T	Monitoring the effectiveness of policies and actions through targets	02 Better Closeness to People/2.2. Supply chain
S2-5	Targets related to managing material negative impacts, promoting positive impacts and managing material risks and opportunities	02 Better Closeness to People/2.2. Supply chain
S3 – Affected communities		

Disclosure requirements		Chapter / Sub-chapter
S3.SBM-3	Relevant impacts, risks and opportunities and their interaction with the strategy and business model	02 Better Closeness to People/2.3. Involvement with the Local Community
S3.MDR-P	Policies adopted for managing material sustainability issues	02 Better Closeness to People/2.3. Involvement with the Local Community
S3-1	Policies related to affected communities	02 Better Closeness to People/2.3. Involvement with the Local Community
S3-2	Processes for involving affected communities in terms of impacts	02 Better Closeness to People/2.3. Involvement with the Local Community
S3-3	Processes to remedy negative impacts and channels for affected communities to raise concerns	02 Better Closeness to People/2.3. Involvement with the Local Community
S3.MDR-A	Actions and resources related to material sustainability issues	02 Better Closeness to People/2.3. Involvement with the Local Community
S3-4	Actions on material impacts on affected communities	02 Better Closeness to People/2.3. Involvement with the Local Community
S3.MDR-T	Monitoring the effectiveness of policies and actions through targets	02 Better Closeness to People/2.3. Involvement with the Local Community
S3-5	Targets related to managing material negative impacts, promoting positive impacts and managing material risks and opportunities	02 Better Closeness to People/2.3. Involvement with the Local Community
S4 – Consumers and end users		
S4.SBM-3	Relevant impacts, risks and opportunities and their interaction with the strategy and business model	02 Better Closeness to People/2.4. Customers
S4.MDR-P	Policies adopted for managing material sustainability issues	02 Better Closeness to People/2.4. Customers
S4-1	Policies relating to consumers and end users	02 Better Closeness to People/2.4. Customers

Disclosure requirements		Chapter / Sub-chapter
S4-2	Processes to involve consumers and end users in impacts	02 Better Closeness to People/2.4. Customers
S4-3	Processes to remedy negative impacts and channels for consumers and end users to raise their concerns	02 Better Closeness to People/2.4. Customers
S4.MDR-A	Actions and resources related to material sustainability issues	02 Better Closeness to People/2.4. Customers
S4-4	Taking action on material impacts on consumers and end users, as well as approaches to manage material risks and pursue material opportunities related to consumers and end users, and the effectiveness of such actions	02 Better Closeness to People/2.4. Customers
S4.MDR-T	Monitoring the effectiveness of policies and actions through targets	02 Better Closeness to People/2.4. Customers
S4-5	Targets related to managing material negative impacts, promoting positive impacts and managing material risks and opportunities	02 Better Closeness to People/2.4. Customers
G1 - Business conduct		
G1.GOV-1	Role of the management, supervisory and administrative bodies	04 Better business innovation/ 4.1. Business conduct
G1.MDR-P	Policies adopted for managing material sustainability issues	04 Better business innovation/ 4.1. Business conduct
G1-1	Business conduct and corporate culture policies	04 Better business innovation/ 4.1. Business conduct
G1-2	Supplier relationship management	04 Better business innovation/ 4.1. Business conduct
G1-3	Corruption and bribery prevention and detection	04 Better business innovation/ 4.1. Business conduct
G1.MDR-A	Actions and resources related to material sustainability issues	04 Better business innovation/ 4.1. Business conduct
G1-4	Incidents of corruption or bribery	04 Better business innovation/ 4.1. Business conduct
ESRS 2 MDR Cybersecurity		
MDR-P	Policies adopted for managing material sustainability issues	04 Better business innovation/

Disclosure requirements		Chapter / Sub-chapter
		4.2. Data protection and Cybersecurity
MDR-A	Actions and resources related to material sustainability issues	04 Better business innovation/ 4.2. Data protection and Cybersecurity
MDR-M	Indicators relating to material sustainability issues	04 Better business innovation/ 4.2. Data protection and Cybersecurity
MDR-T	Monitoring the effectiveness of policies and actions through targets	04 Better business innovation/ 4.2. Data protection and Cybersecurity

Substances of concern and very high concern (E2)

Type of substance	Substances designation	Total quantities purchased, generated or used in 2024	Unit	Please indicate how substances leave the facility	Risk classes
Substances of very high concern	EUROSUPER PETROL (LEAD-FREE 95)	320	L	No information	H224, H315, H304, H336, H340, H350, H361, H411
	DIESEL	360	L	No information	H226, H304, H315, H332, H351, H373, H411
	ELF CORE 50	2200	L	No information	H225, H304, H315, H319, H336, H340, H350, H361d, H373, H411
	138 ACTIVE INLET CLEANING 400 ML AB	4	L	No information	H222, H229, H315, H319, H332, H335, H336, H361d, H373
	CASTROL BLAKE FLUID DOT 4	192	L	Technical assistance services	H361d
	GLISSO BITUMEN FILLER	15	Kg	Technical assistance services	H226, H315, H319, H361d, H372
	CELLULOSE THINNER 69	600	L	Technical assistance services	H225, H302, H304, H311, H315, H319, H331, H361, H361d, H370, H373, H412
	GALP EXPERT TRÁVIA 4	72	L	Technical assistance services	H361d
	CELLULOSE THINNER V50	125	L	Technical assistance services	H225, H304, H315, H319, H336, H361d, H373
	POLYESTER BITUMEN	31	L	Technical assistance services	H226, H315, H319, H361d, H372
	PERMACRON REDUCER	18	L	Technical assistance services	H226, H332, H336, H361, EUH066
	530 GREY PAINT	80	L	Technical assistance services	H226, H315, H319, H335, H336, H350, H373, H412
	530 ORANGE Y5/Y535	61	L	Technical assistance services	H226, H315, H319, H335, H336, H350, H373, H412
	Brake cleaners	25	Kg		I, II, III
	Superglue	0.15	Kg		I, II, III

Type of substance	Substances designation	Total quantities purchased, generated or used in 2024	Unit	Please indicate how substances leave the facility	Risk classes
	Refrigerant R134a	24	Kg		H280
	Used car batteries	3700	Kg		
	Burnt car oil	1500	L	Vivo Energy (the supplier also ensures collection)	
	BONDERITE C-AK 1565-1 CT1200	3207.16	Kg		H290, H318, H314, H361d
	BONDERITE M-ZN SX35	4417.049	Kg		H302, H400, H411, H290, H314, H373, H334, H319, H317, H318, H315, H372d, H360d, H350, H272, H341, H332
	D807 MEDIUM THINNER XPS90009 20	1266	Kg		H225, H319, H351, H336
	TDK INDUSTRIAL CELLULOSE THINNER - 200L	3218	L		H412, H304, H319, H225, H361d, H315, H373, H336
	BETAMATE 1022DEU	732	Kg		H315, H317, H319, H360f, H411
	Castrol brake fluid DOT4 (208 L)	4273.75	Kg		H361fd, H318, H302, H319
	Petrol	630	Kg		H224, H315, H340, H350, H361d, H336, H304, H411
	Diesel	29620	L		H226, H304, H315, H332, H351, H373, H411
	66'-di-tert-butyl-22'-methylenedi-pcresol	65.025	Kg	Part of products	H360f
	Dibutyltin dichloride	4124.96	Kg	Part of products	H301, H330, H312, H314, H318, H317, H341, H360f, H360d, H370, H372, H400, H410, H315, H319
Substances of concern	NEUTRIX	160	L	No information	H319

Type of substance	Substances designation	Total quantities purchased, generated or used in 2024	Unit	Please indicate how substances leave the facility	Risk classes
	IDRODIAMANT EXTRA	80	L	No information	H304, H315, H318, H410
	SUPERMAFRASOL	240	L	No information	H314
	KILLER	120	L	No information	H315, H318
	PERMALOID SILICONE REMOVER	25	L	No information	H225, H304, H318, H336, H411
	SPECIAL 12-12-17 FERTILISER	15	Kg	No information	H272, H319
	TOUCHDOWN PREMIUM	10	L	No information	H411
	HERBINEXA 50	5	L	No information	H302, H315, H318, H410
	DYRUP SYNTHETIC THINNER 8003	3	L	No information	H226, H304, H315, H317, H319, H336, H372, H411
	HOT MELT KLEANERS - HM 2013	3	L	No information	H226, H304, H315, H317, H410
	LUSIN® ALRO O 153 S	0.4	L	No information	H222, H229
	ISOPROPYL ALCOHOL	3	L	No information	H225, H319, H336
	ETHYL ALCOHOL	0.5	L	No information	H225
	WD-40	20	L	No information	H222, H280, H304, H336
	SIKA PRIMER-207	35.1	L	No information	H225, H317, H319, H334, H336, EUH066
	ETHYGEL	7.5	L	No information	H225, H319

Type of substance	Substances designation	Total quantities purchased, generated or used in 2024	Unit	Please indicate how substances leave the facility	Risk classes
	MF 957 - PREVENTIVE INTERIOR ENGINE CLEANER	1	L	No information	H304, H319
	904 INNENRAUM COMFORT 400 ML AB	15.2	L	No information	H222, H229
	SIKA CLEANER G+P CONCENTRATE	60	L	No information	H226, H319, H336
	SIKATACK DRIVE (60 MIN)	2108.16	Kg	No information	H317, H334
	936 NEUTRALISATIONSLOSUNG 200 ML AB	1.4	L	No information	H229
	FANTASIE D'ELISIR ORIENTAL SPA	51.5	L	No information	H317, H319, H412
	LOCTITE 243	0.34	L	Technical assistance services	H315, H317, H319, H335, H412
	PURE GFS ANTIFREEZE	72	L	Technical assistance services	H302, H373
	BATTERY TERMINAL PROTECTOR	7.5	L	Technical assistance services	H222, H229, H315, H319, H336, H412
	CASTROL AXLE EPX 80W-90	1020	L	Technical assistance services	H412
	CASTROL TRANSMAX AGRI TRANS PLUS 80W	700	L	Technical assistance services	H412
	HYSPIN HVI 15	600	L	Technical assistance services	H304
	MOTIP FOOD GRADE SPRAY GREASE 500 ML	14.4	L	Technical assistance services	H222, H229, H412
	HHS-2000 LUBRICANT 500 ML	1623.5	L	Technical assistance services	H222, H229, H315, H336, H412

Type of substance	Substances designation	Total quantities purchased, generated or used in 2024	Unit	Please indicate how substances leave the facility	Risk classes
	INTERIOR CLEANING	832.5	L	Technical assistance services	H222, H229
	SIQ 20	150	L	Technical assistance services	H314, H318
	PERMACRON HS HARDENER FAST 3007	6	L	Technical assistance services	H226, H304, H315, H317, H319, H332, H335, H336, H373, H412
	PERMACRON HS SURFACER BLACK	79	L	Technical assistance services	H226, H336, H411
	PERMACRON HS SURFACER LIGHT GREY	30	L	Technical assistance services	H226, H336, H411
	PERMAFLEET VHS HARDENER FAST 3265	19	L	Technical assistance services	EUH204, H226, H315, H317, H319, H332, H335, H373, H412
	PERMALOID SILICONE REMOVER 7799	60	L	Technical assistance services	H225, H304, H318, H336, H411
	POWERCAN SATIN BLACK AEROSOL	190	L	Technical assistance services	H222, H229, H319, H336
	ANTI-RUST MOS2	0.131	L	Technical assistance services	EUH066, H222, H229, H304
	BRAKE CLEANING	870	L	Technical assistance services	H222, H229, H304, H315, H336, H411
	SIQ MIL C1	480	L	Technical assistance services	EUH066, H304, H315, H336
	SW CONTACT	9.6	L	Technical assistance services	H222, H229, H304, H315, H336, H411
	GLISSO SOLVENT PRELOAD	144	L	Technical assistance services	H222, H230
	PERMAFLEET HS TOP COAT 670	24964	L	Technical assistance services	H226, H317, H336, H412
	BRAKE CLEANING PLUS	1455	L	Technical assistance services	H222, H229, H315, H336, H411

Type of substance	Substances designation	Total quantities purchased, generated or used in 2024	Unit	Please indicate how substances leave the facility	Risk classes
	CLEANING PRODUCT FOR INTERIORS	132	L	Technical assistance services	H222, H229
	KLEBFIX - SUPER FAST GLUE 5 GR	0.6	Kg	Technical assistance services	H315, H319, H335
	LPC 200 PROFESSIONAL LUBRICANT	1370.5	L	Technical assistance services	H222, H229, H315, H336, H411
	LIQUID METAL	1.2	Kg	Technical assistance services	H315, H317, H319, H411
	SW CONTACT	6	L	Technical assistance services	H222, H229, H304, H315, H319, H336, H411
	LCI CARBURETTOR/INJECTION SYSTEM CLEANING	0.5	L	Technical assistance services	H222, H229, H315, H319, H336, H411
	Motor oil 5W 30	240	Kg	Oil disposal company	IIIB
	Transmission oils	80	Kg	Oil disposal company	IIIB
	Axle oils	180	Kg	Oil disposal company	IIIB
	Anti-freeze radiator	70	Kg	Antifreeze disposal company	
	Automatic transmission fluid	80	Kg	Oil disposal company	IIIB
	Rust solvent	1	Kg	No information	I
	Underbody sealant	10	Kg	No information	I, II, III
	Window adhesive	1	Kg	No information	I, II, III
	Bodywork adhesive	0.5	Kg	No information	I, II, III
	Universal adhesive	0.5	Kg	No information	I, II, III

Type of substance	Substances designation	Total quantities purchased, generated or used in 2024	Unit	Please indicate how substances leave the facility	Risk classes
	Leakage detector	15	Kg	No information	II
	Lubricants/oils	1	Kg	No information	I
	Workshop cleaners	5	Kg	No information	I, II, III
	BONDERITE C-AD T125 (CLEANER ADITIVE)	2718	Kg	No information	H315, H318
	BONDERITE C-AD P 1 (CLEANER ADITIVE)	633	Kg	No information	H290, H318, H314, H302
	BONDERITE S-PD 10344 JC50ES	500	Kg	No information	H317, H412
	BONDERITE C-AD CA JC20	320.632	Kg	No information	H302, H318, H315, H312
	Bonderite M-AD 500	1890	Kg	No information	H290, H314, H318
	BONDERITE, M-AD 4977B	452.92	Kg	No information	H314, H302, H290, H318
	PREPALENE, X IDH1242262	622.27	Kg	No information	H411
	BONDERITE M-AD134	12048.9	Kg	No information	H302, H319, H400
	BONDERITE M-AD ZN-2	664	Kg	No information	H272, H302, H315, H318, H335, H400, H411
	Bonderite M-AD 34100 JC 20	160	Kg	No information	H302, H314, H318
	Sodium Hypochlorite - 20 litre container	670	L	No information	H290, H314, H410
	BONDERITE C-IC 1 (25 kg)	600	L	No information	H290, H314, H318, H332
	BONDERITE C-IC 1	2400	Kg	No information	H290, H314, H318, H332
	BONDERITE M-AD 40110	850	Kg	No information	H290, H314, H318
	Isopropyl Alcohol (200 L jerry can)	2243	L	No information	H319, H225, H336
	THINNER LANG XPS90018-PG THINNER	1525	Kg	No information	H225, H319, H336
	NA101E SOLVENT	3 940.00	Kg	No information	H302, H331, H315, H319

Type of substance	Substances designation	Total quantities purchased, generated or used in 2024	Unit	Please indicate how substances leave the facility	Risk classes
	ADJ043 ADDITIVE	460	Kg	No information	H314, H318
	CHEMFIL BIOCIDES 352	238	Kg	No information	H314, H318, H317, H400, H410
	2K PU TOPCOAT AMARILLO 5B7	137	L	No information	H226, H317, H336, H412
	2K PU TOPCOAT WHITE 040	19	L	No information	H226, H317, H336, H412
	2K TOPCOAT BLACK 55 65% XP00168V MF	465	Kg	No information	H226, H319, H317, H336, H412
	ECOAT REPAIR BLACK SPR51132 ZL	138	Kg	No information	H222, H229, H319, H336
	1K TOPCOAT BEIGE 4E9 RC00048V-MF	9 726.00	Kg	No information	H226, H315, H318, H317, H336, H412
	NOX-RUST Ref. 7703 WE	77.408	Kg	No information	H222, H229, H317, H336, H372, H411
	EFCOAT PB 481 T3 (UNDERCOAT)	9 183.00	Kg	No information	H318, H412
	1KPU TOPCOAT BLANC 058 VERSION 05_67390-MF	9 240.00	Kg	No information	H226, H315, H318, H317, H336, H412
	CATIONIC ADDITIVE CA107E	1 400.00	Kg	No information	H319
	POWERCRON 693 RESIN	20500	Kg	No information	H412
	2K TOPCOAT BEIGE 4E9 XP00846V-RN	80.3	Kg	No information	H226, H412, H336, H317
	EFCOAT PB 265 C	9014	Kg	No information	H318
	2K PU TOPCOAT WHITE 058 XP67328-RN ACRIL	89.3	Kg	No information	H226, H317, H336, H412

Type of substance	Substances designation	Total quantities purchased, generated or used in 2024	Unit	Please indicate how substances leave the facility	Risk classes
	PERMACRON SPEED BLENDER 1036 DI Thinner	44	L	No information	H225, H315, H318, H335, H336, H373, H304
	2K SB PU HARDNER MED XPH8002-TF CATALYTIC CONVERTER	500.72	Kg	No information	H225, H332, H315, H319, H317, H335, H336, H304, H412
	Sikaflex 252 White, Cartridge	9.36	Kg	No information	H315, H317, H319, H334, H412
	SIKAFLEX 221 WHITE, CARTRIDGE	27.972	Kg	No information	H334, H373
	LOCTITE 270 (250 ml PACKAGE)	0.275	Kg	No information	H315, H317, H319, H335, H411
	TEROSON RB 7808	47.308	Kg	No information	H317, H411
	TEROSON RB 1158/2	712	Kg	No information	H317, H318, H411
	TEROSON 8550	19.2	Kg	No information	H225, H319, H336
	TEROSON PU 8511	5.147	Kg	No information	H225, H319, H336
	TEROSON PU 8521	10.231	Kg	No information	H225, H317, H319, H334, H336
	TEROSON PU 8590 DK 310 ml	730.031	Kg	No information	H315, H317, H319, H332, H334, H335, H373
	Efcoat 3641 A	1739.12	L	No information	H226
	ENK BS 10	600	Kg	No information	H318
	ENK RO 391	420	Kg	No information	H314
	Sodium Hypochlorite (20 litre container)	670	Kg	No information	H400

Type of substance	Substances designation	Total quantities purchased, generated or used in 2024	Unit	Please indicate how substances leave the facility	Risk classes
	Thinner 18W	800	Kg	No information	H411, H304, H226, H336, H372
	L-905L Solvent	377	Kg	No information	H319, H225
	3M 9375 PERFECT-IT III FINE POLISHING COMPOUND	37.1	Kg	No information	H317
	Sodium Hypochlorite 1000 L	4250	L	No information	H290, H314, H318, H411, H410
	C. SODA 32% COMN 1285 K CE - 1000 L	6840	L	No information	H290, H314, H318
	HYDROCHLORIC ACID	1587.68	Kg	No information	H290, H314, H335
	KEMIRA PAX - XL10 - 1000 L CONTAINER	3940	L	No information	H319, H290
	QUICK CUT POLISHING COMPOUND 09374	22	Kg	No information	H226, H317, H336, H372, H411
	EKKA 2000	7400	Kg	No information	H290, H302, H314, H318, H319
	DEBA 100	700	Kg	No information	H304
	Spectrus TD1100E	23	Kg	No information	H302, H314, H317, H332, H410, H318, H400
	Inhibitor OP8451	23	Kg	No information	H290, H314, H317, H411
	FLUIDIX A1	15	L	No information	H225, H330, H301, H319, H370, H311
	DOMAX SPECIAL PENETRATING SPRAY	5.44	Kg	No information	H222, H229
	TOYOTA WINDSCREEN WASHER, 08808-80141	99.648	Kg	No information	H226
	SUPER LONG LIFE COOLANT L273K	18 771.90	L	No information	H302, H373, H412
	ND-OIL8 R134A oil	6	L	No information	H317, H410

Type of substance	Substances designation	Total quantities purchased, generated or used in 2024	Unit	Please indicate how substances leave the facility	Risk classes
	MOTIP BRAKE CLEANER	1.914	Kg	No information	H222, H229, H411, H315, H336
	HHS GREASE 400 ML - WURTH SPRAY 08931067	1.16	Kg	No information	H222, H229, H315, H412
	ANTIFREEZE ANTIFROGEN N	2 600	Kg	No information	H301, H373
	CASTROL CHAIN LUBE RACING SPRAY	6	Kg	No information	H222, H315, H412
	FT90 1109 1240 4 EMB 25	1175	Kg	No information	H318
	CHAMPÔ K215	200	L	No information	H318
	KILLER (DETERGENT)	1075	Kg	No information	H318, H315
	HYDROPHOBIC WAX K275	230	L	No information	H315, H318, H411
	Propane Gas	238 875	Kg	No information	H220, H280
	Oxygen	396	Kg	No information	H270, H280
	Argon gas	207	Kg	No information	H280
	FERROLINE C18 FRAME	6600	L	No information	H280
	ACETYLENE	360	L	No information	H229, H280
	Freon R134A Gas	1320	Kg	No information	H280
	Hydrogen	1401.89	Kg	No information	H220, H280
	Ferroline C18 F20	290	Kg	No information	H280
	Ferroline C18	2088.4	Kg	No information	H280
	DESBBLUE	350	L	Technical assistance services	H290, H314, H332, H335

Type of substance	Substances designation	Total quantities purchased, generated or used in 2024	Unit	Please indicate how substances leave the facility	Risk classes
	POWERCAN MATT BLACK AEROSOL	132	L	Technical assistance services	H229, H317, H319, H336
	MIPA SPRAY OC 2K ORANGE - TOYOTA	19.2	L	Technical assistance services	H222, H229, H319, H336
	MIPA SPRAY OC 2K GREY - TOYOTA	17.6	L	Technical assistance services	H222, H229, H319, H336
	DARK GREY BASECOAT SPRAY	36	L	Technical assistance services	H222, H229, H319, H336, H411
	PERMACRON HS SURFACER BLACK	199.5	L	Technical assistance services	H226, H336, H411
	PINK FINISHING POLISH	20	L	Technical assistance services	H315, H336, H411
	PERMAFLEET VHS HARDENER FAST	84	L	Technical assistance services	H226, H315, H317, H319, H332, H335, H412
	PERMAFLEET VHS HARDENER NORMAL	6	L	Technical assistance services	H226, H315, H317, H319, H332, H335, H412
	COCKPIT SPRAY	83	L	Technical assistance services	H222, H225, H229, H304, H336, H411
	FAST CUT PLUS EXTREME	6	Kg	Technical assistance services	H373, H412
	SIQ MIL C2	400	L	Technical assistance services	H304, H412, EUH066
	ELECTRICAL CONTACTS SPRAY	4	L	Technical assistance services	H222, H229, H315, H317, H319, H336, H412
	BATTERY TERMINAL PROTECTOR SPRAY	4	L	Technical assistance services	H222, H229, H315, H319, H336, H412

Correspondence table - Decree-Law no. 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	Sub-chapters	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.	About the report 01 Vision and Commitments for the future
	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	About the report 01 Vision and Commitments for the future
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).	01 Vision and Commitments for the future / 1.3. Sustainable business model
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.	01 Vision and Commitments for the future / 1.2. Governance and Sustainability Management / 1.4 Addressing and Managing Impacts, Risks and Opportunities
	2. Indication of how these risks are identified and managed by the Company.	01 Vision and Commitments for the future / 1.2. Governance and Sustainability Management / 1.4 Addressing and Managing Impacts, Risks and Opportunities
	3. Explanation of the internal functional division of powers, including the governing bodies, commissions, committees or departments responsible for identifying and managing/monitoring risks.	01 Vision and Commitments for the future / 1.2. Governance and Sustainability Management
	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.	As part of the dual materiality assessment process carried out by the Group throughout 2024, new relevant risks were identified. However, it is not possible to make a direct comparison with the previous report, since the methodology applied this year was significantly different and more comprehensive, not allowing a direct correspondence with the risks previously reported.

	5. Indication and brief description of the main opportunities that are identified by the Company in the context of the topics being reported on.	01 Vision and Commitments for the future / 1.2. Governance and Sustainability Management / 1.4 Addressing and Managing Impacts, Risks and Opportunities
D. Policies implemented		The report presents the various policies implemented by the Group to manage sustainability-related issues, depending on the topic covered.
i. Environmental policies	1. Description of the Company's strategic goals and of the main actions to be undertaken to achieve them.	In accordance with the CSRD's reporting standards, which have guided the preparation of this report, the Group's strategic goals, as well as the main actions planned to realise them and the set performance indicators, are presented throughout the thematic content in chapter 03 Better Energy Transition in Activity and Offer. These goals are integrated into the material areas identified and reflect the Group's commitment to sustainability and long-term value creation.
	2. Description of key performance indicators outlined.	
	3. Indication, in relation to the previous year, of the degree of achievement of those goals, at least by reference to:	
	i. Sustainable use of resources	
	ii. Pollution and climate change	03 Better Energy Transition in Activity and Offer / 3.1. Energy transition and climate change / 3.2. Air, water and soil pollution
	iii. Circular economy and waste management	03 Better Energy Transition in Activity and Offer / 3.5. Waste management
	iv. Protecting biodiversity	03 Better Energy Transition in Activity and Offer / 3.4. Biodiversity management
ii. Social and tax policies	1. Description of the Company's strategic goals and of the main actions to be undertaken to achieve them.	In accordance with the CSRD's reporting standards, which have guided the preparation of this report, the Group's strategic goals, as well as the main actions planned to realise them and the set performance indicators, are presented throughout the different thematic content. These goals are integrated into the material areas identified and reflect the Group's commitment to sustainability and long-term value creation.
	2. Description of key performance indicators outlined	
	3. Indication, in relation to the previous year, of the degree of achievement of those goals, at least by reference to:	-

	i. Company commitment to the community	02 Better Closeness to People / 2.3. Involvement with the Local Community
	ii. Subcontracting and suppliers	02 Better Closeness to People / 2.2. Supply chain
	iii. Consumers	02 Better Closeness to People / 2.4 Customers
	iv. Responsible investment.	No green bonds were acquired/issued
	v. stakeholders	01 Vision and Commitments for the future / 1.3. Sustainable business model 02 Better Closeness to People
	vi. Tax information	01 Vision and Commitments for the future
iii. Workers and gender equality and non-discrimination	1. Description of the Company's strategic goals and of the main actions to be undertaken to achieve them.	In accordance with the CSRD's reporting standards, which have guided the preparation of this report, the Group's strategic goals, as well as the main actions planned to realise them and the set performance indicators, are presented throughout the thematic content in chapter 02 Better Closeness to People. These goals are integrated into the material areas identified and reflect the Group's commitment to sustainability and long-term value creation.
	2. Description of key performance indicators outlined	
	3. Indication, in relation to the previous year, of the degree of achievement of those goals, at least by reference to:	-
	i. Employment	02 Better Closeness to People / 2.1. TCAP Group employees
	ii. Organisation of work	02 Better Closeness to People / 2.1. TCAP Group employees
	iii. Health and safety	02 Better Closeness to People / 2.1. TCAP Group employees
	iv. Social relations	02 Better Closeness to People / 2.1. TCAP Group employees
	v. Training	02 Better Closeness to People / 2.1. TCAP Group employees
	vi. Equality	02 Better Closeness to People / 2.1. TCAP Group employees
	iv. Human rights	02 Better Closeness to People
	1. Description of the Company's strategic goals and of the main actions to be undertaken to achieve them.	

	2. Description of key performance indicators outlined. Currently, we have no performance indicators outlined in the area of Human Rights.	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 goals, 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 goals.
	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 goals.
	iii. Legal proceedings-	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.	Regulation on Conflicts of Interest and Related Party Transactions TCAP Policy on the reporting of irregularities TCAP Salvador Caetano Auto's Code of Conduct and Professional Ethics
	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.	Policy to prevent money laundering and terrorist financing Salvador Caetano Auto
	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's Code of Conduct and Professional Ethics
	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.	Corporate Governance Report TCAP RRegulation on Conflicts of Interest and Related Party Transactions TCAP Policy on the reporting of irregularities TCAP
1. Identification of standards followed in the reporting of non-financial information	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. 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. That is, identify concrete actions, projects or investments aimed at achieving this SDG.	The report was prepared with reference to the Corporate Sustainability Reporting Directive (CSRD), and the European Sustainability Reporting Standards (ESRS). The measures, actions, projects and investments aimed at achieving the goals set for the SDGs associated with the Being Sustainable Programme are presented throughout the report, which follows the structure of the Programme's pillars.

2. Identification of the scope and methodology for calculating indicators	Description of the scope and calculation methodology (including the calculation formula) for the indicators presented, as well as the limitations of this reporting. 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)	The report was prepared with reference to the Corporate Sustainability Reporting Directive (CSRD), and the European Sustainability Reporting Standards (ESRS). The calculation methodologies and considerations are presented together with the same performance indicators.
3. Explanation in case of non-implementation of policies	If the Company does not apply policies with respect to one or more issues, the non-financial reporting provides an explanation for this.	Not applicable
4. Other information	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.	About the report 01 Vision and Commitments for the future / 1.1 Toyota Caetano Portugal

Useful links:
[RUG24 Report \(Single Management Report\)](#)
[R&C TCAP 24](#)
[RGS \(TCAP Corporate Governance Report\)](#)
[Salvador Caetano Code of Ethics](#)
[Regulation on Conflicts of Interest and Related Party Transactions](#)

EU Green Taxonomy(E1)

WHAT IT IS

Taxonomy is the theory or nomenclature of scientific descriptions and classifications. Thus, green taxonomy consists of describing and classifying economic activities that are environmentally sustainable.

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

HOW IMPORTANT IT IS

We are going through a new era of awareness of the need for a more environmentally sustainable economy and the urgency of implementing measures to make the transition to it a reality.

The sustainability of the economy in environmental terms has thus been enshrined by the European Union as a goal 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 goals of the European Green Deal.

Within the framework of Sustainable Finance, in order to ensure effective comparability, a common classification system for sustainable economic activities or a EU taxonomy has been created.

APPLICABLE LEGISLATION

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 Commission Delegated Regulation (EU) 2021/2178 of 6 July 2021 (Delegated Regulation).

At a national level, there is also the "Circular on capital markets and sustainability: Information and organisational requirements and the CMVM's supervisory approach", issued by the CMVM on 21-12-2021, which specifies the CMVM's cross-cutting supervisory perspectives and expectations in this area for 2022, as well as the "Annual Issuers Circular 2023" issued by the CMVM.

MANDATORY REPORTING

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

In 2022, Toyota Caetano Portugal will have a new legal obligation to include, in its non-financial statements, information on how and to what extent the company's activities are associated with economic activities that are classified as environmentally sustainable.

In particular, Toyota Caetano Portugal is obliged to disclose the following:

- a) the proportion of their turnover derived from products or services associated with economic activities that qualify as environmentally sustainable under the terms of the Taxonomy Regulation; and
- b) the proportion of their capital expenditure and the proportion of their operating expenditure related to assets or processes associated with economic activities that qualify as environmentally sustainable under the terms of the Taxonomy Regulation.

ELIGIBLE ACTIVITY AND ALIGNED ACTIVITY

The economic activities categorised as environmentally sustainable for this purpose are only those set out in articles 3 and 9 of the Taxonomy Regulation, which may constitute a restricted view of the sustainable activities carried out by Toyota Caetano Portugal.

We therefore guide ourselves in this matter by the concepts set out in the aforementioned 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 have a legal framework for the time being.

In this way, and for the purposes of establishing the degree to which an investment is environmentally sustainable, Toyota Caetano Portugal has only and exclusively considered the activities that fall within the definition of the Taxonomy Regulation, namely:

- An economic activity shall qualify as environmentally sustainable where that economic activity:
- a) contributes substantially to one or more of the environmental objectives set out in Article 9 in accordance with Articles 10 to 16 of the Taxonomy Regulation;
 - b) does not significantly harm any of the environmental objectives set out in Article 9 in accordance with Article 17 of the Taxonomy Regulation;
 - (c) is carried out in compliance with the minimum safeguards laid down in Article 18 of the Taxonomy Regulation; and
 - d) complies with technical screening criteria that have been established by the Commission in accordance with Article 10(3), 11(3), 12(2), 13(2), 14(2) or 15(2) of the Taxonomy Regulation.

In this context, we used the EU Taxonomy Compass.

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

HOW WE REPORT

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

- Measuring sustainable investments;
- Reorient capital flows towards sustainable investment;
- Protecting investors from greenwashing;
- Promote transparency in economic and financial operations by defining what is 'green' through a common language;

In fact, by increasing its investment in environmentally sustainable activities, Toyota Caetano Portugal has the following main goals:

- Mitigating climate change;
- Adapting business to climate change;
- Using resources in a sustainable way;
- Transitioning to a circular economy;
- Preventing and controlling pollution;
- Protecting and restoring the biodiversity of ecosystems.

Based on the description of the activities mentioned in Annexes I and II of the Climate Delegated Act, Toyota Caetano Portugal has surveyed its environmentally sustainable economic activities.

This year, information is presented in the terms set out in Annex II of the Delegated Act, in the form of a table.

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

				'Substantial contribution' criteria						'Do no significant harm' criteria										
Economic activities (1)	Code(s) (2)	Absolute turnover (3) (by accounting rules)	Proportion of the turnover (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)	Proportion of the turnover aligned with taxonomy, year 2024(18)	Proportion of the turnover aligned with taxonomy, year 2023(19)	Category (enabling activity) (20)	Category (transitional activity) (21)
		€	%	%	%	%	%	%	%	y/n	y/n	y/n	y/n	y/n	y/n	y/n	%	%	E	T
A. ACTIVITIES ELIGIBLE FOR TAXONOMY																				
A.1 Environmentally sustainable activities (aligned with the taxonomy)																				
Turnover from environmentally sustainable activities (aligned with the taxonomy) (A.1)		0															0	0		
A.2 Activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy)																				
Turnover from activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy) (A.2)		0	0																	
Total (A.1. + A.2)																				
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY																				
Turnover from activities not eligible for taxonomy) (B)		658 170 307	100%																	
Total (A + B)																				
		658 170 307	100%																	

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

Economic activities (1)	Code(s) (2)	Absolute turnover (3)	Proportion of the turnover (4)	'Substantial contribution' criteria						'Do no significant harm' criteria						Minimum safeguards (17)	Proportion of CapEx aligned by taxonomy, year 2024 (18)	Proportion of CapEx aligned by taxonomy, year 2023 (19)	Category (enabling activity) (20)	Category (transitional activity) (21)
				Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)					
		€	%	%	%	%	%	%	%	y/n	y/n	y/n	y/n	y/n	y/n	y/n	%	%	E	T
A. ACTIVITIES ELIGIBLE FOR TAXONOMY		117 244	0.02%														0.02%	0.10%		
A.1 Environmentally sustainable activities (aligned with the taxonomy)																				
Electricity generation (panels)		117 244	0.02%	100%	100%					Y	Y	Y	Y	Y	Y	Y	0.02%	0.10%		
CapEx of environmentally sustainable activities (aligned with the taxonomy) (A.1)		117 244	0.02%														0.02%	0.10%		
A.2 Activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy)																				
CapEx from activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy) (A.2)		0																		
Total (A.1. + A.2)		117 244	0.02%														0.02%	0.10%		
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY		658 053 063	99.98%														99.98%	99.90%		
Turnover from activities not eligible for taxonomy) (B)		658 053 063	99.98%														99.98%	99.90%		
Total (A + B)		658 170 307	100%														100%	100%		

Proportion of OpEx from products or services associated with economic activities aligned with the taxonomy

Economic activities (1)	Code(s) (2)	Absolute turnover (3)	Proportion of the turnover (4)	'Substantial contribution' criteria						'Do no significant harm' criteria						Minimum safeguards (17)	Proportion of OpEx aligned with the taxonomy, year 2024 (18)	Proportion of OpEx aligned with the taxonomy, year 2023 (19)	Category (enabling activity) (20)	Category (transitional activity) (21)
				Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)					
		€	%	%	%	%	%	%	%	y/n	y/n	y/n	y/n	y/n	y/n	y/n	%	%	E	T
A. ACTIVITIES ELIGIBLE FOR TAXONOMY		1 125 200	0.17%														0.17%	0.14%		
A.1 Environmentally sustainable activities (aligned with the taxonomy)		1 125 200	0.17%	100%	100%												0.17%	0.14%		
Bank guarantee/environmental insurance		1 741	0.00%	100%	100%					Y	Y	Y	Y	Y	Y	Y	0.00%	0.00%		
Tree planting		86 381	0.01%	100%	100%					Y	Y	Y	Y	Y	Y	Y	0.01%	0.02%		
Use of WWTP (CBUS, OVAR AND PDI)		2 200	0.00%	100%	100%					Y	Y	Y	Y	Y	Y	Y	0.00%	0.00%		
Water supply		230 569	0.04%	100%	100%					Y	Y	Y	Y	Y	Y	Y	0.04%	0.02%		
Installation, maintenance and repair of energy-efficient equipment		0	0.00%	100%	100%					Y	Y	Y	Y	Y	Y	Y	0.00%	0.01%		
Installation, maintenance and repair of vehicle charging stations		197 237	0.03%	100%	100%					Y	Y	Y	Y	Y	Y	Y	0.03%	0.07%		
Installation, maintenance and repair of energy performance measurement and control equipment		24 833	0.01%	100%	100%					Y	Y	Y	Y	Y	Y	Y	0.01%	0.00%		
Non-hazardous waste management		436 815	0.07%	100%	100%					Y	Y	Y	Y	Y	Y	Y	0.07%	0.02%		
Environmental consultancy		58 600	0.01%	100%	100%					Y	Y	Y	Y	Y	Y	Y	0.01%	0.00%		
Installation of water treatment plants		76 824	0.01%	100%	100%						Y	Y	Y	Y	Y	Y	0.01%	0.01%		

				'Substantial contribution' criteria						'Do no significant harm' criteria											
Economic activities (1)	Code(s) (2)	Absolute turnover (3)	Proportion of the turnover (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)	Proportion of OpEx aligned with the taxonomy, year 2024 (18)	Proportion of OpEx aligned with the taxonomy, year 2023 (19)	Category (enabling activity) (20)	Category (transitional activity) (21)	
OpEx from environmentally sustainable activities (aligned with the taxonomy) (A.1)																					
A.2 Activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy)		0	0.00%																		
OpEx from activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy) (A.2)		0	0.00%																		
Total (A.1. + A.2)		1 125 200	0.17%														0.17%	0.12%			
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY		657 045 107	99.83%														99.83%	99.88%			
Turnover from activities not eligible for taxonomy) (B)		657 045 107	99.83%														99.83%	99.88%			
Total (A + B)		658 170 307	100.00%														100.00%	100.00%			

VOLUNTARY REPORTING

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

We are referring to the company's main activity, which consists of buying and selling motor vehicles whose manufacture is considered by the Green Taxonomy to be an eligible activity.

In fact, it is understandable that the activity of manufacturing motor vehicles that fulfil environmental objectives is already identified by the taxonomy, but selling them is no more than fulfilling their destination, getting the product to the consumer, without any alteration to the product.

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

The proportion of turnover from products or services associated with economic activities that the Company considers SUSTAINABLE and THAT ARE NOT PROVIDED FOR IN THE TAXONOMY

Economic activities (1)	Absolute turnover (3) (by accounting rules)	Proportion of the turnover (4)	'Substantial contribution' criteria						'Do no significant harm' criteria						Minimum safeguards (17)	Proportion of the turnover aligned with taxonomy, year 2024(18)	Proportion of the turnover aligned with taxonomy, year 2023(19)	Category (enabling activity) (20)	Category (transitional activity) (21)
			Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)					
	€	%	%	%	%	%	%	%	y/n	y/n	y/n	y/n	y/n	y/n	y/n	%	%	E	T
A. ACTIVITIES ELIGIBLE FOR TAXONOMY	111 850 970	16.99%																	
Electric vehicle repair	1 995 211	0.30%																	
Electric vehicle charging	15 432	0.00%																	
Electric bus sales: e.cobus & e.citygold	29 367 926	4.46%																	
Hydrogen-powered bus sales: Fuel Cell	20 455 420	3.11%																	
Forklift sales - electric machinery, workshops and parts	38 267 111	5.81%																	
Toyota electric vehicle sales	20 490 174	3.11%																	
Lexus electric vehicle sales	1 259 697	0.19%																	
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY	546 319 336	83.01%																	
Turnover from activities not eligible for taxonomy) (B)	546 319 336	83.01%																	
Total (A + B)	658 170 307	100.00%																	

Technical sheet

Report title

Sustainability report 2024
Toyota Caetano Portugal S.A.
Promoting Sustainable Mobility for all

Property of

Toyota Caetano Portugal S.A.

Consultants

Sair da Casca
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Website

<https://toyotacaetano.pt/>

Contacts

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



TOYOTA LET'S GO BEYOND

Toyota Caetano Portugal, S.A.