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SUSTAINABILITY

REPORT

TOGETHER,
WE MOVE FORWARD.
MAKING
**TOMORROW A
BETTER PLACE.**

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At Salvador Caetano, we help people move.

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

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

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

We believe in always doing more and better. Our passion for continuous improvement is reflected in our relentless pursuit of product and service innovation and the development of new business models.

But, ultimately, what drives us?

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

At Salvador Caetano we like to see the world through a different lens: with the confidence of someone who can make a change. And we have. That is why we help People move, because they are the ones who move the world.

THE SER CAETANO (BEING CAETANO) **MANIFESTO**

At Toyota Caetano Portugal, we are aligned with the priorities for global sustainable development. With an identity inspired by our founder's values, we have joined forces to operate an active business in building a fair, balanced and responsible future. Committed to **People, Planet and Sustainable Mobility**.

This is the commitment we present in our Non-Financial Report. An opportunity to share our mission to ensure the sustainability and transparency of our actions. Aware of the impact of organisations on the construction of a more equitable society, we take responsibility for contributing to **a future where economic progress is aligned with the protection of the environment and the well-being of people**.

Current and future challenges require profound transformations in companies. Our 76 years as a business group remind us that we have an added responsibility to promote the change we want to see in the world.

Backed by their determination, **people** will be at the centre of this change. It is together with them that we have come this far. We are committed to continuing to make them grow and evolve. With more opportunities, more equality and more diversity. Of teams, thinking and talent. Therefore, throughout 2022 we continue to promote a work environment that values the difference and uniqueness of each person. This is the only way we can progress as a company, but, above all, as a society.

Operating in the **mobility** sector, we know that change is also made of the solutions we develop, capable of responding to the environmental challenges of the next generations. As such, our goal is to continue to invest in the innovation of our products and the quality of the services we provide, offering the market increasingly sustainable and efficient options. Our technological advances, in close connection with Toyota, make us believe that we are taking the right steps in creating clean mobility solutions. And we look at hydrogen as the natural evolution in the construction of an increasingly decarbonised society.

But a decarbonised society is also underpinned by its production processes. We tread our path by investing in technologies that provide our operations with more efficient solutions, capable of mitigating the impact of our activity, on the way to carbon neutrality.

This is the journey we hope to share in this report, and the others that will follow: our progress, plans and commitment. The challenges and achievements of an organisation committed to a fairer and more sustainable future. **Because change comes from each one of us and from everyone's joint effort.**

José Ramos
President & CEO Toyota Caetano Portugal



WELCOME MESSAGE FROM THE CHAIRMAN OF THE BOARD

SEVENTY YEARS OF LEGACY,
**A BENCHMARK IN THE
AUTOMOTIVE MARKET**

01



TOGETHER,
WE HELP
PEOPLE
MOVE.
**FOR THE FUTURE
OF MOBILITY.**

THE TOYOTA CAETANO PORTUGAL **UNIVERSE**



The Toyota Caetano Portugal Group is a benchmark in the automotive sector, with a 70-year history, dedicated to the import and marketing of Toyota and Lexus brands and industrial machinery, the manufacture and marketing of buses, renting services and management of car fleets. Based on people's need to travel and mindful of the global environmental challenges the world faces, Toyota Caetano Portugal wants to assert itself with technologically and environmentally advanced mobility services.

THE GROUP'S COMPANIES: A brief overview

All companies converge towards a single goal:
create products and services to promote sustainable
mobility in society.

	Production	Marketing	Services
TCAP Ovar	 		
Caetano Auto			
Caetano Auto CV			
Divisão Toyota e Lexus			
CaetanoBus			
COBUS			
Caetano UK			
KINTO			 
Caetano Renting			
Caetano Renting Senegal			
TCAP DEI			

Caption:

-  Light vehicles
-  Heavy vehicles
-  Machinery

Toyota Caetano Portugal, S.A.



Toyota Caetano Portugal, S.A.



TCAP Ovar Manufacturing Division (industrial segment)

Manufactures and assembles Toyota vehicles and bus components.

Caetano Auto

Manages the Toyota (11) and Lexus (7) dealership network since 1968, when Toyota first arrived in Portugal. It also represents the Caetano Colisão and GlassBack brands.

Caetano Auto CV

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

TCAP Toyota and Lexus Division

Appointed by Toyota Motor Europe, it exclusively imports the Toyota and Lexus brands for the sale of new vehicles and reliable used vehicles (through its Exclusive Programmes Toyota Reliable Used Vehicles and Lexus Select) as well as genuine Toyota and Lexus parts and accessories. This activity is supported by the network of Toyota Authorised Dealers and Repairers.

CaetanoBus

Owned in partnership with Mitsui & Co., Ltd., it is the largest manufacturer of bus bodies and buses in Portugal, exporting to the whole world. It adapts its products with different specifications for urban transport services, tourism, airports, and minibuses, or differentiated solutions for niche markets.

COBUS

Subsidiary based in Germany, it is a global supplier in the field of ground support equipment and mobility solutions for airports.



KiNTO



TOYOTA

MATERIAL HANDLING

Caetano UK

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

KINTO

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

Caetano Renting

It rents Toyota and Lexus cars.

Caetano Renting Senegal

It replicates Kinto's activity in Senegal.

TCAP Industrial Equipment Division

It imports and sells Toyota and BT brand industrial machinery (counterbalanced forklifts and warehouse equipment), offering a complete range of solutions for this activity. It offers after-sales service and business solutions such as short-term rental, used and reconditioned, maintenance contracts, parts sales and fleet management.

Toyota Caetano Portugal intends to remain a benchmark in the areas in which it operates, through its ability to innovate and respond to challenges. As such, people, respect for the environment and economic growth are pillars of our success. We have developed a business culture based on principles of equity and justice, ethics and morals, idealised by the founder, Salvador Fernandes Caetano. This humanist approach results in relationships of mutual respect and growth with our stakeholders. We are particularly attentive to the concerns and expectations of our employees and customers. We also want to be recognised as an upright and dynamic entity in its relationship with the community and the environment, committed to constant improvement and to contributing to the problems we face as a society. The values that guide our actions are common to the Toyota Caetano Portugal Group and Salvador Caetano, and reflect the humanistic culture of "Ser Caetano" ("Being Caetano").

WHAT MOVES US



COMMITMENT

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

TRUST

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

COOPERATION

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

RESPONSIBILITY

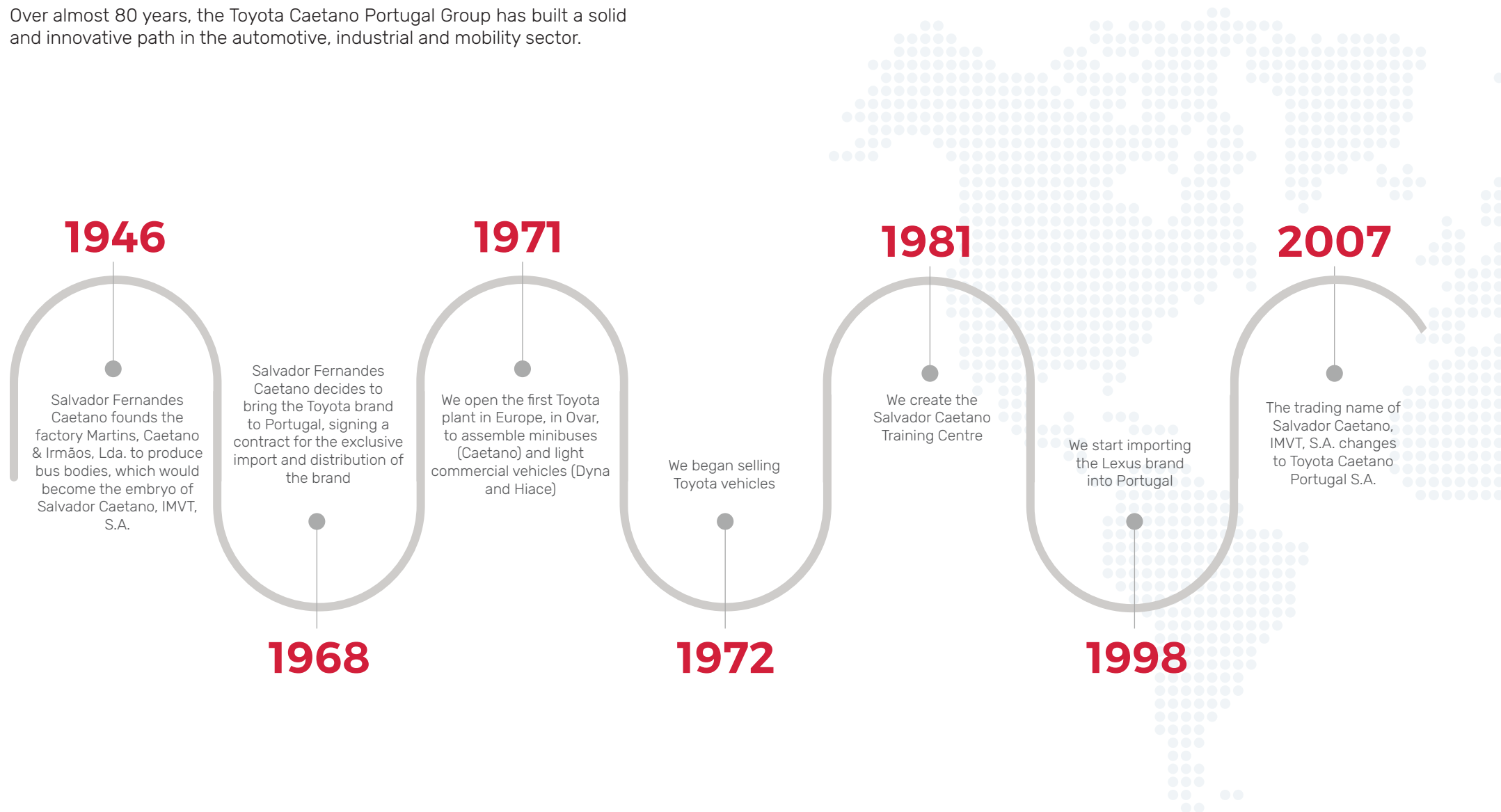
BE SOCIALLY RESPONSIBLE. We assume the sustainability and balance of society and the environment.

AMBIITION

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

THE MILESTONES OF OUR PATH

Over almost 80 years, the Toyota Caetano Portugal Group has built a solid and innovative path in the automotive, industrial and mobility sector.



We exclusively produced the first Land Cruiser 70 series for export to the South African market

José Ramos is awarded the Order of the Rising Sun, Gold Rays with Neck Ribbon, one of the highest distinctions granted by the Emperor of Japan for the contribution to the development of mutual understanding and friendly ties between Japan and other countries

We announced the Environmental Challenge 2050, with long-term initiatives to reduce the environmental footprint of our products and services and lead sustainable innovation

2015

2018

We partner with Toyota Motor Corporation to integrate a Toyota fuel cell in the CaetanoBus hydrogen bus

We inaugurate the Bosque Ser Caetano (Ser Caetano Woods), a social and leisure space for employees that embodies the Organisation's commitment to a carbon neutrality strategy

The Ser Caetano Academy is born with a digital platform to meet the need to diversify training

2019

2020

Toyota Motor Europe buys 51% of Finlog, a car fleet management and rental company, to further develop the mobility area and opens Toyota Kreditbank, GMBH in Portugal to offer more financial solutions to customers

We launch the KINTO mobility brand for renting and sharing vehicles

We acquired shares in CaetanoBus (61.94%) and KINTO Portugal (49%)

2021

CaetanoBus and Toyota Motor Europe announce the co-branding of the battery electric city bus e.City Gold and the fuel cell electric bus H2.City Gold

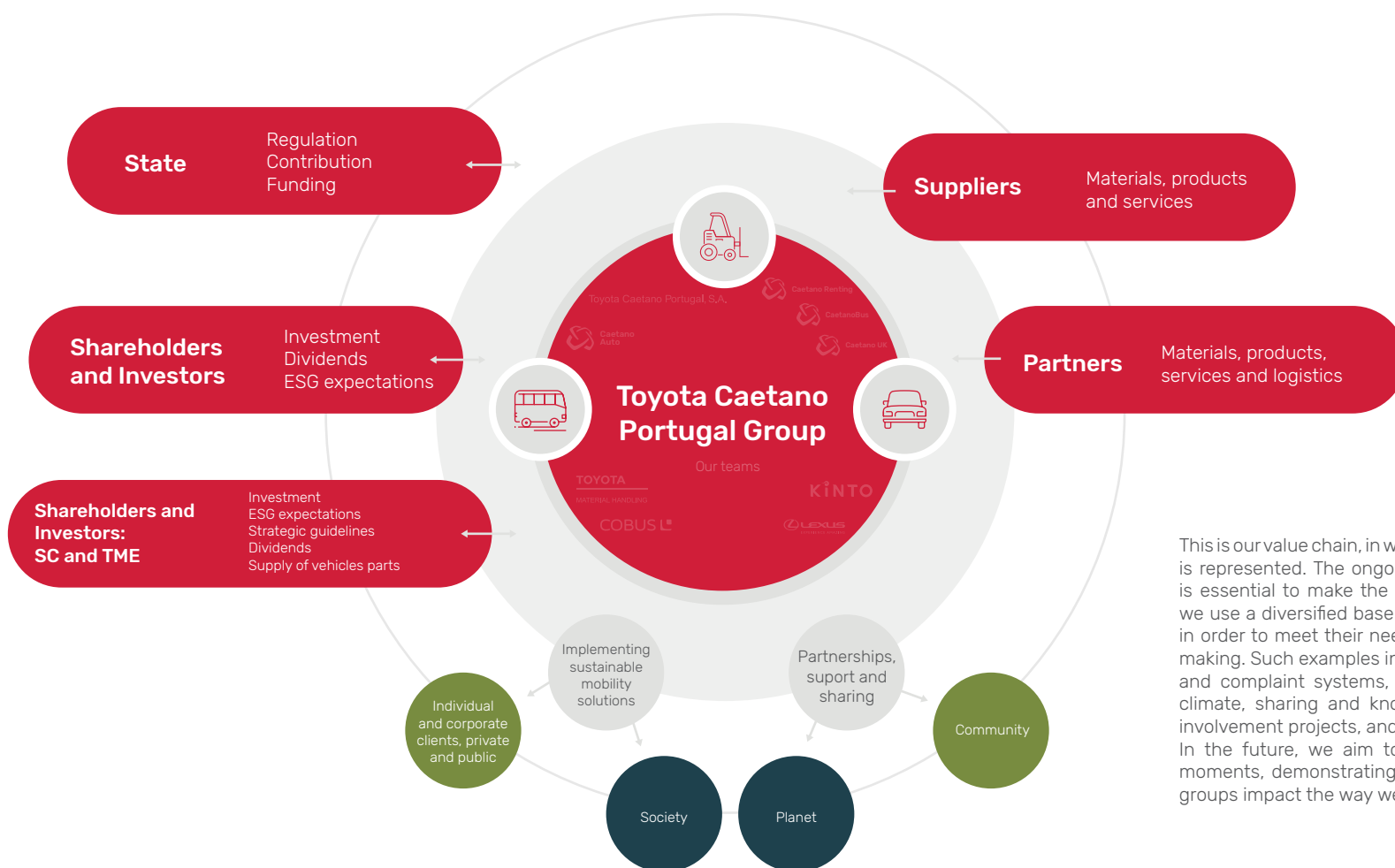
We celebrate the 75th anniversary of Salvador Caetano and the 50th anniversary of Toyota

2022

We draw up and publish our first sustainability report

OUR STAKEHOLDERS: UNITED FOR SUCCESS

At Toyota Caetano Portugal we are committed to continuously improve our performance through innovation, the commitment of our employees and a close and trustful relationship with partners, suppliers, customers and the community. With our stakeholders, the success we achieve is always a shared success, one that is based on good practices, rigour, attention and responsibility.



This is our value chain, in which the involvement of each of our stakeholders is represented. The ongoing and open dialogue we establish with them is essential to make the success of our business possible. That is why we use a diversified base of communication channels for affinity groups, in order to meet their needs and expectations and inspire our decision-making. Such examples include customer and visitor surveys, suggestion and complaint systems, barometers for gauging the organisational climate, sharing and knowledge forums, supplier surveys, community involvement projects, and written communications. In the future, we aim to present the main results of these listening moments, demonstrating how the perspectives of different stakeholder groups impact the way we conduct our business.

CULTURE **COMMANDS**
THE WORK

02



TOGETHER,
WE HELP
PEOPLE
MOVE
**FOR A CULTURE OF
INNOVATION.**

FOR A GOOD GOVERNANCE AND
RESPONSIBLE MANAGEMENT

TOYOTA WAY: OUR CULTURE

RIGOUR FOSTERS QUALITY
AND SAFETY

THE RECOGNITION OF
OUR WORK

FOR A GOOD GOVERNANCE AND RESPONSIBLE MANAGEMENT



The performance of the Toyota Caetano Portugal Group is rooted in Salvador Caetano's philosophy of complying with the best practices of corporate management, actively promoting a responsible, transparent and ethical conduct in the way it develops its business and how it relates with its employees, customers, shareholders and partners. It is supported by a solid governance structure, with governing bodies and supervisory committees and a rigorous Governance Policy, with a set of instruments and mechanisms that are revised, improved and added to on a cyclical basis.¹ To comply with the best corporate governance practices, Salvador Caetano has set up a Compliance Committee to ensure the proper enforcement of standards and policies across the Group.

¹ See Corporate Governance Report

COMPLIANCE COMMITTEE FOR GREATER RIGOUR

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

Monitors:



The implementation of the Code of Conduct and Professional Ethics;



The resolution of conflicts of interest and the detection of potential illegalities;



The receipt and processing of any complaints, made by any means, namely through the complaints channel;



The implementation of anti-corruption and anti-money laundering and terrorist financing policies and procedures.

To support good corporate practices and foster responsible and transparent management, Salvador Caetano has established a set of company-wide policies, codes, regulations and mechanisms, some of which were formally established in 2022:

2021

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

(Recommendation of the Portuguese Corporate Governance Institute)

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

(Compliance with International Accounting Standard 24 and the Securities Code)

Training in money laundering and terrorist financing, to update employees on the latest legal framework and the procedures to adopt with customers, given the proliferation of these phenomena. Training is available at the Ser Caetano Academy for employees in specific areas: business managers, sales, compliance and financial teams. In 2021, 121 employees trained (5% of the Group) and in 2022, 240 employees trained (10% of the Group).

2022

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

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

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

Commitment 2023-2030

Complete the development of the corruption risk assessment matrix started in 2022 by 2023..

Conduct a broader analysis of the main risks with an impact on the company and its subsidiaries in 2023.

Implement anti-corruption training and upgrade anti-money laundering and anti-terrorist financing training by 2023.

TOYOTA WAY: OUR CULTURE

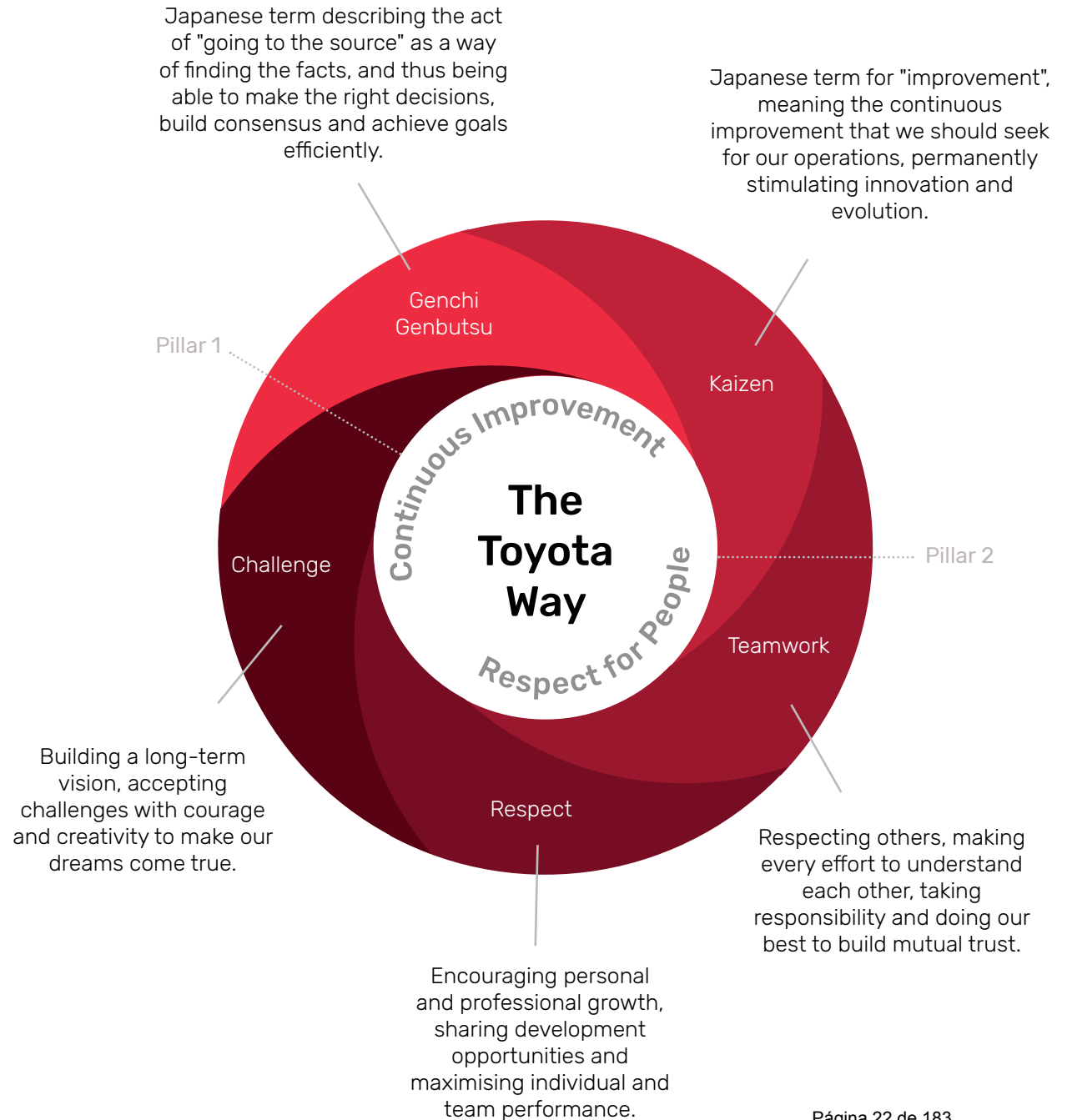
The way we manage our business is based on a set of principles studied and implemented by Toyota Motor Corporation, which became known in the world of management and production as the Toyota Way. The two pillars that make it up identify Toyota's culture and its management philosophy. They are:

-  Respect for People, which encompasses Respect and Teamwork;
-  Continuous Improvement, which encompasses the concepts of Challenge, Kaizen and Genchi Genbutsu.

Both paradigms are based on five concepts that all Toyota employees become familiar with from the moment they join us:

TOYOTA WAY FOR EVERYONE

The Toyota Way principles were formalised in 2001, after decades of academic research into the Toyota production system, and became known as a very efficient production system that could be adopted by other industries. It became the precursor of the famous lean manufacturing, which is characterised by the reduction of production time and waste through efficient adjustment between orders and the start of production.



SER KAIZEN (BEING KAIZEN): INNOVATION AND RESPECT FOR PEOPLE ARE AN EVERYDAY TASK

The purpose of *Ser Kaizen* is to help us become an organisation that has the ability to constantly challenge the way it works: the way we design our processes, develop our products and add value to the services we deliver to our customers every day.

Miguel Ramos,
Director of Toyota Caetano Portugal

Among the five concepts, the Kaizen principle summarises the work culture at Toyota Caetano Portugal: to have as a beacon the constant improvement through the stimulation of creativity and innovation. This evolution is made every day, with small steps, in which people learn, solve problems and share this experience across teams and business units. In order for this learning and innovation process to translate into an effective way of working, we have developed the *Ser Kaizen* Programme. This programme is cross-cutting throughout Salvador Caetano and is based on an innovation and continuous improvement matrix which includes (1) the Group's innovation strategy, in accordance with the business context and priorities, (2) the corporate values, (3) all actions taken by each company and function to promote performance excellence and (4) the expected results.



TRAINING FROM THE OUTSET

Ser Kaizen needs each one of our people, because without their creativity and commitment we cannot innovate or improve processes. That is why all employees are engaged and trained in the Kaizen philosophy, from the moment they arrive, by their leaders and throughout team meetings, training and corporate events, such as:

- *Ser Kaizen* and *Ser Auditor Kaizen* trainings at the Ser Caetano Academy
- Knowledge of *Ser Kaizen* goals by area of activity
- Reinforcement of Certified Auditors with seven members to join the Kaizen Auditors Team
- *Ser Kaizen* Portal: in-house website for organising and sharing internal and external news and best practices

SER KAIZEN PROGRAMME SUPPORT STRUCTURE

In this in-house process of implementing the Kaizen Philosophy, its support structure should be highlighted.

- **SC Committee for Innovation and Continuous Improvement:** Attendance of the SCG Board of Directors, company Directors and managers to analyse the indicators and actions/challenges in this area, held every 3 months.
- **Kaizen Support Team:** Employees appointed by each of the companies to accompany the teams, support the heads in the development of the Matrix X and Hoshins, promote internal actions and articulate the indicators with the Coordination.
- **Pivots in Teams:** Where required, each team delegates responsibility to one of its members for the operational implementation of the Kaizen tools.
- **Auditors:** Pivots of the companies, teams or trained employees who take part in cross company Audits.



INDICATORS OF SUCCESS OF THE SER KAIZEN PROGRAMME

Reduce costs



Reduce time



Recording improvements



Rate of participation in improvements



SER KAIZEN SHARING ACTIONS

7th Ser Kaizen Award: Every year, at the Ser Kaizen event, the ideas and projects with the greatest impact in the various categories are recognised. To promote a culture of innovation and betterment, each employee is asked to bring at least one idea to the competition. In 2022, a record number of idea and project applications was achieved with 27 ideas and 17 projects, which demonstrates a growing involvement of the teams in the Ser Kaizen philosophy.

“A Partilhar é que a gente se entende” (“It’s by sharing that we understand each other”): 5 online forums were held to deepen the Ser Kaizen Culture in the teams. Almost 600 people from Salvador Caetano took part in these meetings to share knowledge and good practices and acknowledge the work of colleagues.

First Meeting of Kaizen Pivots and Auditors: brought together the Kaizen support team, who are vital in driving the continuous improvement programme in the day-to-day running of the companies. The event provided an opportunity to showcase results, unite the team and visit companies to learn about good practices.



Receiving the “Daily Kaizen– Be Sustainable” award is, for us, a vote of recognition and thanks for the work that was developed during the time spent preparing and evolving equipment that may even give rise to more versions of this project. It is an enormous satisfaction to know that what is done and developed in each company is disclosed and recognised by everyone at the Kaizen event.

Technical Department for Guarantees and Training – TCAP NMSC, winner of the Ser Kaizen competition in the category “Daily Kaizen – Be Sustainable”



BEST RETAILER IN TOWN

Best Retailer in Town (BRiT) Programme: reflects the Toyota network's global strategy of keeping customers and employees at the centre of each Toyota and Lexus dealership and authorised repairer's priorities and empowering managers to drive the changes needed to improve performance. Once the constraints of the pandemic were overcome, the BRiT Ready journey in 2022 was possible. The event brought all the network's dealers and repairers together to share good practices, showcase results and plan future improvement actions. 16 workshops were held on the Toyota Way, employee engagement, sustainability of the organisation and focus on the customer.

Ichiban Award 2022: every year, Toyota Motor Europe honours the Best Retailer in Town with the Ichiban Award 2022, which recognises exceptional customer service from dealers. Ichiban is the Japanese term for "Number One".



Caetano Auto (Aveiro) was awarded first place in the TOYOTA Best Retailer in Town (BRIT 2022) programme. This Toyota programme was born out of President Akyo Toyoda's vision to lead TOYOTA from a car manufacturer to a transformation into a mobility company. In this programme, Akyo challenged the worldwide network of dealerships to excel in the level of service they provide, placing their employees and customers at the centre of its universe.

In Portugal, this programme comprises a set of more than 20 indicators, covering sales and after-sales. These indicators are supported by four cornerstones, with Caetano Auto (Aveiro) winning first place in two of them (Customer Focus and Employee Engagement) and occupying the national top 3 in the Toyota Way cornerstone.

This performance allowed Caetano Auto (Aveiro) to reach the first national position of the official Toyota network, in the TOYOTA Best Retailer in Town (BRIT) 2022 aggregate index, and is a source of great pride for all the company's employees. As a result of the wide range of measured indicators, the success of this programme is the result of daily individual dedication and commitment by each company employee in a culture focused on guiding and anticipating customer needs.

Pedro Silva Moreira
General Manager, Caetano Auto Aveiro

RIGOUR FOSTERS QUALITY AND SAFETY

The quality and safety of our products and services are rooted in an integrated management system for Quality, Environment, Safety and Health at Work. As the process of continuous improvement is one of the pillars of our Toyota Way work philosophy, most Group companies have already achieved Integrated Management System certification.

We opted for a multi-site certification to encourage the sharing of good practices, promote the improvement of procedures between companies and technical teams and contribute to the design of a concerted strategy.

Quality | NP EN ISO 9001

Toyota Lexus Division
Ovar Manufacturing Division
Industrial Equipment Division
Caetano Auto
CaetanoBus

Safety, Hygiene and Health
at Work | NP EN ISO 45001

Industrial Equipment Division - North
CaetanoBus

Environment | NP EN ISO
14001

Toyota Lexus Division
Ovar Manufacturing Division
Industrial Equipment Division
CaetanoBus

Energy management | NP EN
ISO 50001

Industrial Equipment Division -
North

More than ensuring the minimum compliance requirements, the integrated management system ensures that the entire organisation prioritises meeting the needs of its stakeholders. But most importantly, it is the source of programmes providing more advanced efficiency, continuous improvement and development for any company. At Toyota Caetano Portugal, we have fulfilled our vision of continuous improvement with the *Ser Kaizen* Programme, which is applied to all operations and practised every day by all employees in their daily tasks.

QUALITY AND INTERNAL SECURITY

Gemba Walk: we have devised a powerful management tool, which involves a manager visiting the teams in the field to analyse their day-to-day activities, any problems and their resolution.

It is carried out daily by a multidisciplinary team from the different sections: logistics, welding, painting, assembly and maintenance, from Monday to Friday, respectively.

QUALITY AND EXTERNAL SECURITY

Training for customers: each forklift truck rented or sold is associated with a training action on safe operation for customers. The customer receives an individual certificate with a validity period that determines when further training is recommended.

2022 | 52 hours of training in safe forklift truck operation for

Driveco customers: for visitors who take a test drive in the hybrid car range, we use the Driveco app, which monitors the test from a safety and fuel efficiency point of view, sending a driving guide by email to the customer.

RECOGNITION OF OUR WORK

The recognition we achieve in the form of results, certificates or awards is an incentive to keep on working together every day towards quality and innovation to offer sustainable mobility for all.



For the 13th consecutive year, Toyota is the brand chosen in the automotive sector by the Portuguese readers of the Reader's Digest magazine *Seleções*. This lead was achieved by a wide margin, 51.9%, the most expressive value ever.



Since this category was created in 2009, Toyota has always been chosen by the readers of the Reader's Digest magazine *Seleções*, as a result of its pioneering work in car electrification and cleaner technologies. In 2022, it won with an impressive 52% of the votes.



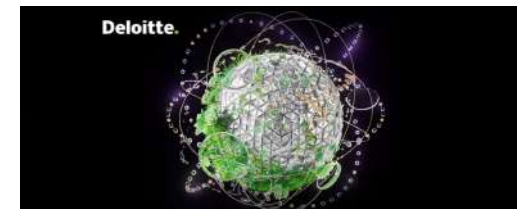
Caetano Auto wins the Superbrands distinction in its sector. This independent international organisation is dedicated to identifying and promoting brands of excellence in 89 countries.

Interbrand

Every year since 2004, in a row, the independent Best Global Brands 2022 study has ranked Toyota as the world's most valuable automotive brand. In 2022, it reached 6th position in the study, moving up one point in the global brand ranking.



Toyota is the consumers' preferred car brand when comparing their purchasing decisions. The award uses an evaluation system based on market research and test trials.



CaetanoBus was the winner of the Transformation Award at the 34th edition of the Investor Relations Governance Awards (IRGA), a recognition that highlights a project that contributes to the transformation of the company and society. The distinction was achieved by replacing fossil fuel buses with electric and hydrogen-powered buses.



For the ninth consecutive year, Toyota Caetano Portugal took part in CDP's sustainable development report, aimed at promoting corporate transparency and accounting for the carbon footprint of companies. By 2022, it has reached level C (Awareness), indicative of a commitment at awareness level.



Following the Toyota Material Handling Europe challenge, Toyota Caetano Portugal was invited to participate in the international Ecovadis platform, which measured the Social Responsibility and Sustainability level of Toyota Caetano Portugal and resulted in a Silver level (top 25%) in 2022, an improvement on the 2020 result (Bronze - top 50%). This participation mobilised several departments from all Toyota Caetano Portugal.

The Toyota Yaris Cross model takes the podium as Car of the Year in the award created by the newspaper *O Observador*.

The Lexus brand is the champion of reliability among 36 brands evaluated by 52 thousand drivers in a survey by *Deco Teste*. This milestone had already been achieved by Lexus in 2018 and 2020.

With 11,272 vehicles registered, Toyota reaches the top 5 in sales, its best result in 30 years, growing 9% from 2021 to 2022. It also increased its light vehicle market share from 5.9% to 6.3%, the highest since 2008. Given that we offer a wide range of 10 hybrid models, 2 Plug-in hybrids, 1 hydrogen electric model and 5 battery electric models, this evolution suggests that more sustainable vehicles are on the rise.

An aerial photograph of a mountainous landscape. The foreground and background are filled with dense forests. The trees in the foreground show vibrant autumn colors, including bright orange, red, and yellow, interspersed with dark green evergreens. In the middle ground, a lush green valley opens up, featuring a small farm with a white building, a red barn, and several smaller structures. A dirt road winds through the valley. The sky is not visible, as the landscape fills the frame.

OUR VISION FOR
SUSTAINABILITY

03

TOGETHER,
WE HELP
PEOPLE
MOVE
**TO BUILD
THE FUTURE.**

OUR VISION FOR SUSTAINABILITY

The automotive and mobility sector faces important challenges in relation to the principles of sustainable development due to several factors, of which the most relevant are: the reduction and management of the large number and quantity of natural resources needed for the manufacture of vehicles, the drastic reduction of CO₂ emissions, which make up nearly 20% of total emissions, and the need to enforce a circular economy model to better manage the end of life of vehicles.

It is therefore necessary for this sector to address these challenges with more environmentally friendly, long-term responses at all stages: in the production process, during use and at the end of the products' life cycle. The most expressive and well-known solution is the electrification of vehicles to reduce carbon emissions, but it still has a long way to go before it becomes the predominant option.

The Sustainable Development Goals defined by the United Nations also set out 17 essential and overarching priorities that all organisations are asked to address in order to save life-sustaining ecosystems and promote a more just and prosperous society.

In this context, Toyota Caetano Portugal's commitment to sustainability stems from Salvador Caetano's legacy – one of respect and care for people and the community, and of concern for environmental protection – and from Toyota's global strategy, in particular Toyota Motor Europe, which has been mapping out an ambitious path of innovation and initiatives to achieve carbon neutrality by 2050.

We summarise the two programmes that define Toyota's contribution to the challenges of its sector:

Ser Sustentável Programme 2022-2030

Toyota Caetano Portugal & Salvador Caetano

Toyota Environmental Challenge 2050

Toyota Motor Corporation

AHEAD OF ITS TIME

In this landscape, Toyota has stood out in its sector as a pioneering brand since the 1960s. Even then, it had already begun to put environmental initiatives into practice. In 1992, it established the Toyota Earth Charter for its environmental policy. In 1997, it produced the first hybrid car for mass marketing. In 2015, it developed a comprehensive programme to protect the environment and combat climate change: the Toyota Environmental Challenge 2050.

Equally pioneering, at CaetanoBus, alternative forms of mobility to fossil fuels have already been part of its daily operations for about three decades, a period during which it began studying, developing and testing electric mobility as an effective solution for collective passenger transport. As early as 1984, it introduced the proposal of electric trolleybuses as urban transport service solutions for the Porto and Coimbra Electric Circuits. Later, in 1993, 8 electric Cobus 200EL models were developed and delivered to Germany.

SER SUSTENTÁVEL PROGRAMME 2022-2030

We strongly believe that our most relevant positive impact comes from the direct choices made in our activities and the management of the value chain, based on the best governance and ethical practices. Drawing on the culture and ambition that characterise Toyota Caetano Portugal and Salvador Caetano, and considering the dimensions of each activity, we focus our contribution to sustainability on the well-being of people – staff and community – and on the urgency of an unequivocal contribution to energy transition.

The Ser Sustentável Programme, created in 2022 by Toyota Caetano Portugal Group, materialises this commitment in the following pillars: People, Planet and Sustainable Mobility Business, with a set of goals that will mark the 2022-2030 period. Raising our people's and companies' awareness of social and environmental sustainability is a cross-cutting goal of this programme.



Since their inception, Toyota and Salvador Caetano have had sustainability rooted in their values and principles. Establishing long-term relationships with partners – customers, suppliers, employees and the surrounding community – is the essence of our business culture.

The well-known and remembered slogan “Toyota is here to stay and really stayed”, used by Salvador Caetano in the early 70s of the last century to consolidate the launch of Toyota in Portugal, is nothing more than the affirmation of our long-term commitment with society, customers and business partners. In essence, it is a brand and a statement of the sustainability principles that have always guided both organisations.

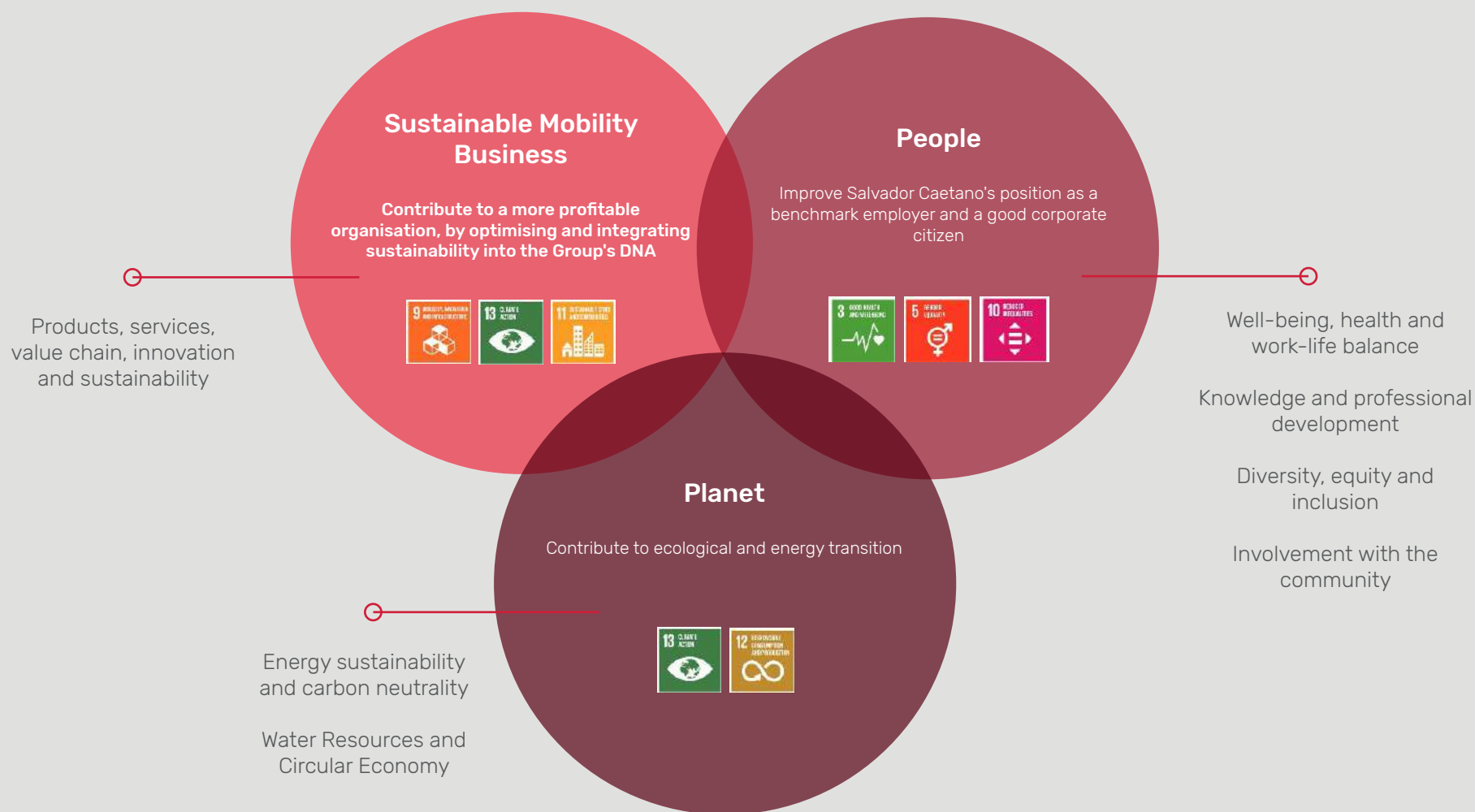
At that time, the issue of sustainability was not part of the agenda as it is today and was expressed quite differently. It is true that, while present in the essence of our work, this theme was not approached and formalised in the way we do it today.

Today, in the middle of the 21st century and with much greater social awareness of the importance of sustainability, intensified by the growing succession of extreme events that the world has experienced in recent years, it is absolutely essential to address this issue in a more comprehensive, structured and active way.

Thus, in a context of growing demand and complexity, the Sustainability Committee and the Be Sustainable Programme of Toyota Caetano Portugal are essential instruments for us to reinforce the incorporation of the principles and practices of Sustainable Development in our medium-to-long-term strategy and in our daily activities.

Filipe Sousa Campos
Head of Business Units at Toyota Caetano Portugal and Member of the Sustainability Committee

Raising our people's and companies' awareness of social and environmental sustainability



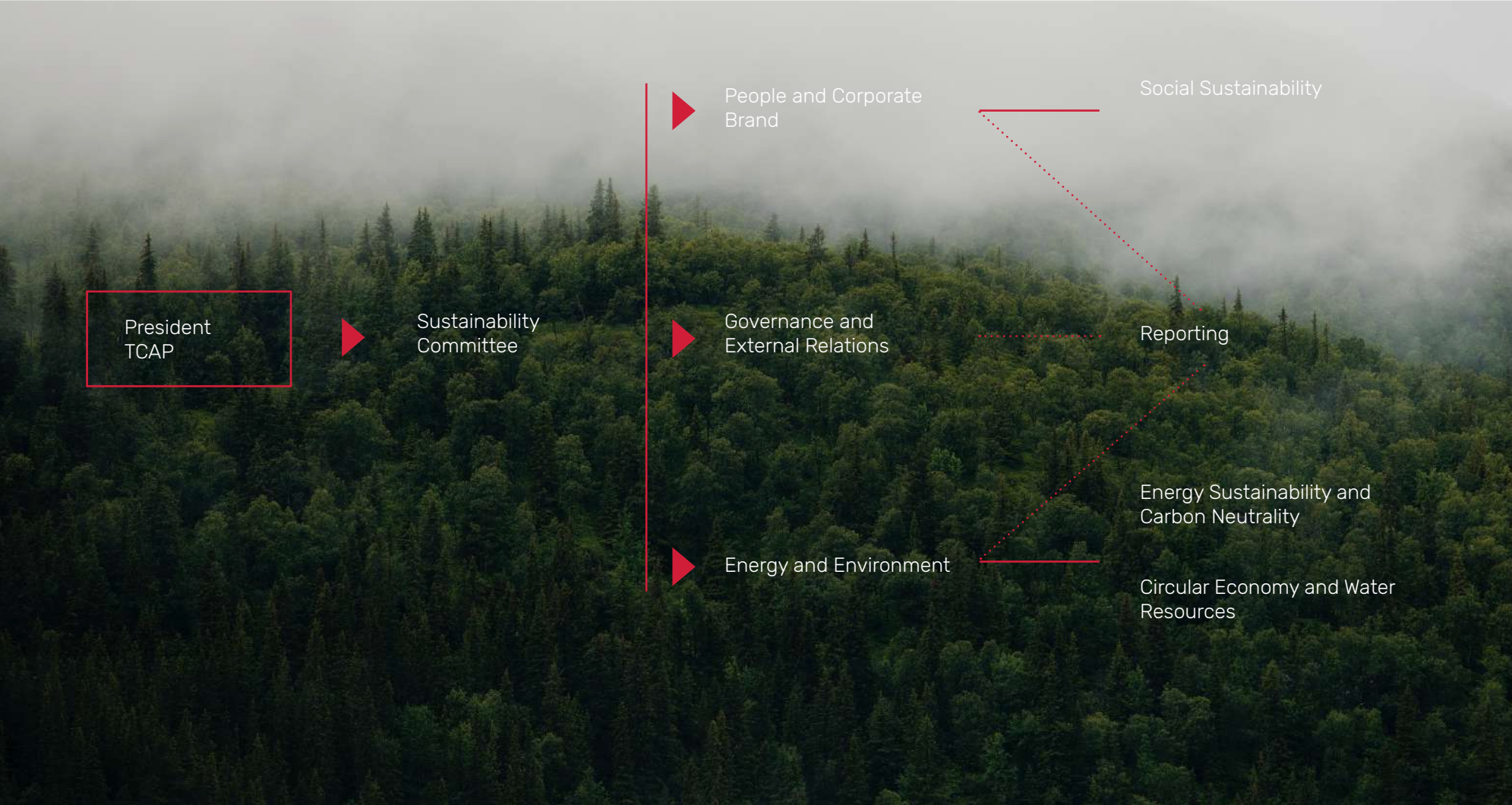
This Programme represents a starting point for the structuring of sustainability in the Group and reinforces our strategic commitment to sustainable mobility, as a link and common purpose of our companies, expressed in the following mission:

Together, we help people move, for a better tomorrow.

In 2023, we intend to take our commitment to sustainability further, deepening the reflection already initiated and involving our stakeholders in the Group's materiality analysis, from the dual perspective of the impact of the topics for society and for the organisation, namely from the financial point of view. This broader reflection will guide our actions and will anticipate the new regulations for sustainability reporting, in line with the pioneering stance that has long characterised our way of being.

BETTER GOVERNANCE WITH THE SUSTAINABILITY COMMITTEE

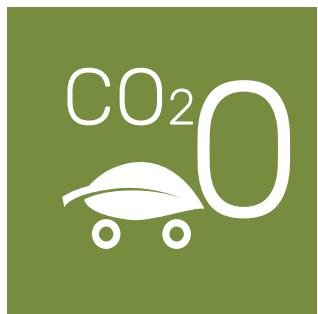
Within the scope of the Be Sustainable Programme, we created the Sustainability Committee, which monitors, on a quarterly basis, the achievement of the goals that are set, reporting to the Board of Directors, both of Salvador Caetano and the Toyota Caetano Portugal Group. The committee involves a multidisciplinary team from both Groups, chaired by José Ramos, president of Toyota Caetano Portugal, demonstrating the relevance of this theme for the company's top management.



TOYOTA 2050 ENVIRONMENTAL CHALLENGE

Faced with the urgency of reducing the rise in global average temperature by 2050, in 2015, Toyota Motor Europe has committed to achieving carbon neutrality by that date through a global programme of production and mitigating actions, which it called the Toyota 2050 Environmental Challenge. This commitment was undertaken in the important year of the Paris Agreement, which established the international treaty on climate change. For the first time, an agreement reached a historic multilateral commitment, in which signatory countries pledged to limit the increase to 1.5°C in relation to pre-industrial levels through measures that limit or reduce global Greenhouse Gas (GHG) emissions.

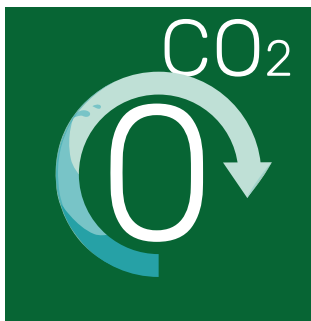
The Toyota 2050 Environmental Challenge programme has been extended to Salvador Caetano and Toyota Caetano Portugal and consists of the following targets and actions:



Challenge 1

New vehicles - Zero CO₂ emissions

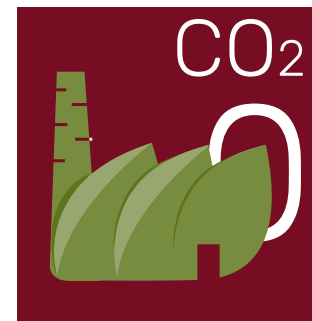
Reducing CO₂ emissions from Toyota vehicles by approximately 90% by 2050 compared to 2010.



Challenge 2

Product Life Cycle - Zero Emissions

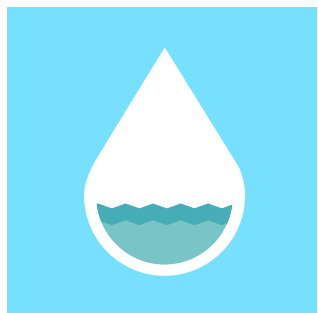
Eliminating CO₂ emissions in all production and driving of Toyota vehicles.



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.

IN PARTNERSHIP, WE BUILD THE FUTURE

Because we believe that we will only be able to respond to the global problems of the coming decades together, we participate in initiatives and working groups in the area of sustainability.

BCSD Charter of Principles | The Charter of Principles of Companies for Sustainability is the document that brings together Portuguese companies around common sustainable development commitments for Portugal. It was drafted in 2021 and signed that same year by Toyota Caetano Portugal and is composed of 20 goals, 20 targets and 20 indicators, common to all companies, which the subscribers commit to achieving by 2030.

Business Round Table Portugal | Salvador Caetano joined more than 40 major Portuguese business groups in this round table which aims to join forces to accelerate the country's economic and social growth and make Portugal a fairer, more prosperous and more sustainable country.

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

Be.Neutral | Within the scope of this Agenda, TCAP recommends, in an initial phase, the development of a small electric utility vehicle for large events (model L7E), which will be in demonstration in 2024 and serve as proof of concept for the development of a new commercial vehicle (model L6E) with high potential to support a more sustainable urban mobility.

In this context, we outlined a bi-annual project schedule for each model, comprising the activities for developing these new vehicles and their components. We should note that CEIIA is the co-promoter of the project, being responsible for selecting materials and outlining manufacturing methodologies for the new vehicles. In a second phase, there will be strategic investments aimed at providing 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.

In view of the above, a reduction of 2 tonnes of CO₂ per unit produced is expected (considering an average use of the vehicle of 10,000 km/year), contributing to a reduction of 6,000 tonnes of CO₂ emissions in urban centres.

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

Alliance for Energy Transition | Within the scope of this Agenda, TCAP intends to ensure the electrification of the Toyota LC 70, manufactured at the Ovar plant, in order to replace the traditional internal combustion engine and related components with an electric powertrain and batteries. In this context, and in an initial phase, we will focus on (i) the development and prototyping of double cabin units for the electric Toyota LC 70 and (ii) the testing and approval of the product in a real environment; for the second phase, we have planned a series of strategic investments aimed at providing TCAP with infrastructures and technological means for the efficient and sustainable production of the new model of electrified vehicle.

As a result, TCAP will become the first plant in the world to produce an electric version of the Toyota LC 70, which, besides guaranteeing the high robustness and durability associated with this model, will configure a more environmentally friendly vehicle. We should point out that there are plans to use this vehicle in the mining sector, contributing to the decarbonisation of this industry.

In view of the above, a reduction of 18 tonnes of CO₂ per unit produced is expected (considering an average use of the vehicle of 22,500 km/year), contributing to a reduction of 58,500 tonnes of CO₂ emissions associated with the mining sector.

AM2R | Within the scope of this Agenda, TCAP intends to develop and manufacture an electric bicycle for transporting light loads (to be called e-Cargo bike). Specifically, in order to obtain this product, we will develop an R&D project for the new e-Cargo bike in an initial phase, which will include (i) the development and prototyping of the new electric cargo bicycle and (ii) the testing and approval of the product in a real environment and, in a second phase, a series of strategic investments aimed at providing TCAP with the technological means to produce the new type of electrified vehicle, with guaranteed quality, speed and efficiency.

Besides being more environmentally friendly (zero CO₂ emissions and zero noise), this vehicle is expected to guarantee a high performance in the light goods delivery market segment, as it will enable a greater number of deliveries in a shorter period of time as a result of the fact that it will be able to circulate on both cycling and pedestrian paths. In terms of technical features, we should highlight the possibility of circulating on cycle and pedestrian paths, a maximum speed of 25 km/h, an autonomy of 65 km, weather protection, interchangeable lighting and batteries, as well as a load capacity of 2,000 litres with a 150 kg load limit.

In view of the above, a reduction of 2 tonnes of CO₂ per unit sold is expected (considering an average use of the electric bicycle of 10,000 km/year), contributing to a reduction of 6,000 tons of CO₂ emissions in urban centres.

THE PILLAR OF SUSTAINABLE MOBILITY

Mobility is vital for individuals, families and organisations. We need to move, arrive, be close. Based on this original need and given the urgency of responding to the environmental problems we are facing, the Toyota Caetano Portugal Group intends to assert itself by offering sustainable mobility services, in a future in which all people can move in a reliable and flexible way and in which fossil fuels no longer have any part to play. The Ser Sustentável (Be Sustainable) Programme is underpinned by this pillar of Sustainable Mobility, through which we contribute to the other two: People and Planet. Here we show how we approach and organise our activity to achieve these commitments.

Along the path we started treading in 1997, when Toyota presented the first serially produced hybrid-electric vehicle, the Toyota Prius, we have shown innovation and ambition can produce solutions that contribute to lower CO2 emissions. Since then, Toyota has never stopped researching, becoming the driving brand for automotive electrification worldwide. It is no coincidence that the first hydrogen electric car in Portugal is the Toyota Mirai model. But, in addition to Toyota Caetano Portugal differentiating itself by this commitment, we are preparing sustainable mobility with the various Group companies, to offer integrated and smart transport products and services.

SUSTAINABLE MOBILITY SERVICES

Toyota Caetano Portugal
& CAETANO AUTO:

They sell 25 electrified models of the Toyota and Lexus brands. By 2025 they plan to launch 40 more new or updated electric models. In Ovar, at our industrial unit, Toyota is engaged in the development of micromobility projects.

KINTO

It integrates the Group's global vision of sustainable mobility services, offering flexible transport solutions, from renting to car sharing.

CAETANOBUS

In co-branding with Toyota, it manufactures and markets electric buses worldwide.

COBUS

Leader in the manufacturing and supply of platform buses and associated services, it produces an electric model.



For us, the future starts every day.

Message from Salvador Fernandes Caetano, founder of the Toyota Caetano Portugal Group and Salvador Caetano.

2023-2030 Commitment

Raising awareness of Social and Environmental Sustainability among our People and Companies

Improving the positioning of the Salvador Caetano brand as an employer

Investing in Salvador Caetano's impact on the Community

Contributing to a more profitable organisation, by better integrating sustainability in the Group's DNA



TO GROW **TOGETHER**

04

TOGETHER,
WE HELP
PEOPLE
MOVE
TO BE CLOSER.

WE SHARE
KNOWLEDGE

WE EVALUATE
AND GROW

WE STRIVE FOR WELL-BEING
AND QUALITY OF LIFE

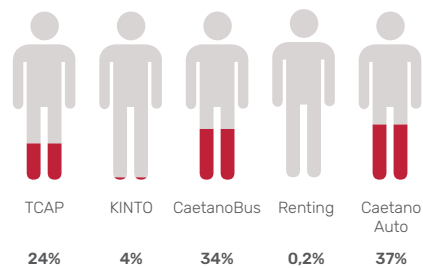
A MORE DIVERSE, EQUITABLE
AND INCLUSIVE **FUTURE**

TOYOTA ON THE MOVE

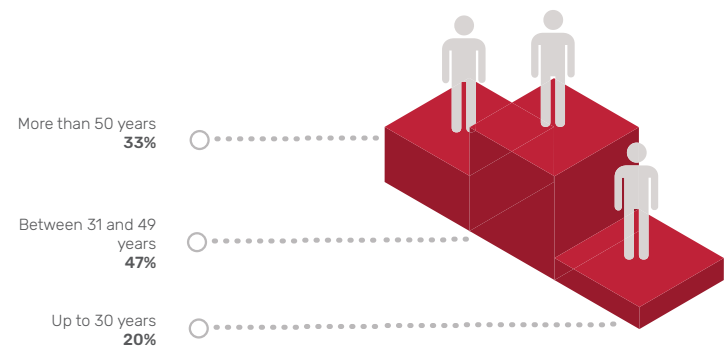
WHEN THE COMMUNITY
NEEDS US

KEY INDICATORS

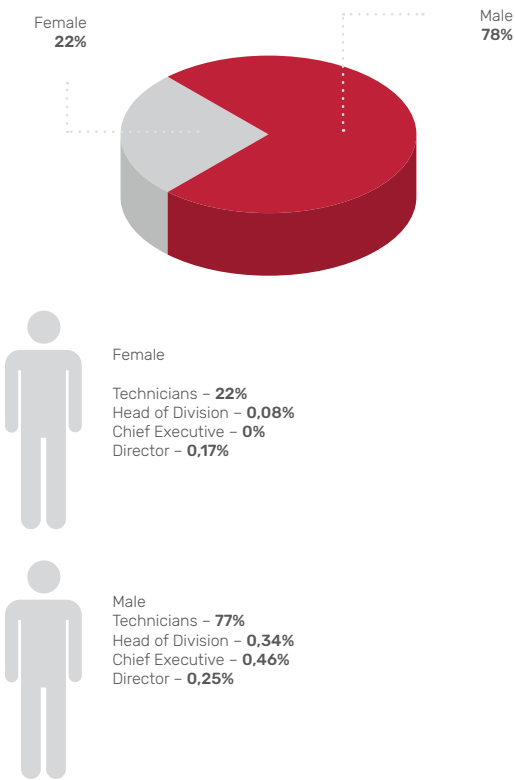
Distribution of employees by company



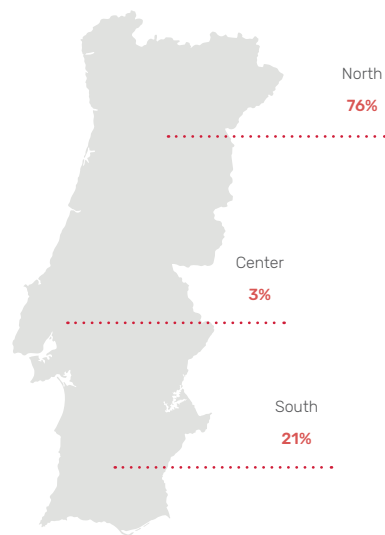
Distribution of employees by age



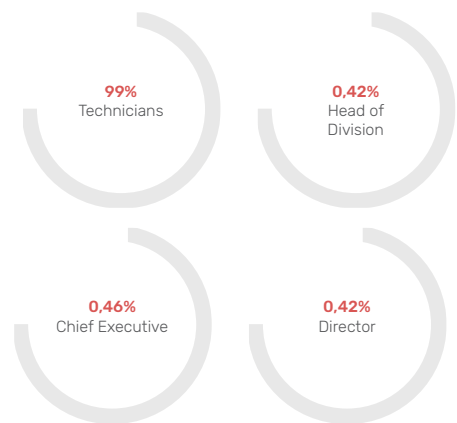
Distribution of employees by gender (overall and by functional areas)



Distribution of employees by region



Distribution of employees by functional areas



Employees with disabilities

1,39%

WE SHARE KNOWLEDGE

We look at knowledge as the driver for developing our people's competencies and skills and, consequently, as a premise for the quality and innovation that Toyota Caetano Portugal stands for. Inherently, it also the driver for professional and personal growth, a truth we pursue with the Toyota Way culture, in particular with the Be Kaizen principle.

The vocation of knowledge as a strategic pillar took its first steps 39 years ago; when faced with the difficulty in recruiting qualified professionals, Salvador Fernandes Caetano, founder of Salvador Caetano, decided to create a professional centre with the same name. Over time, the Centro Profissional Salvador Caetano evolved into Academi@Ser Caetano, reflecting the Group's culture of knowledge and training. It is underpinned by an integrated system of internal and external training, performance management and talent retention, which we reformulated in 2015.

Knowledge sharing, continuous learning and skills development have been part of our DNA since the foundation of our Organisation. However, given the current social, economic and even geopolitical context, we are rethinking our activity in this area, in order to face up to an ever-changing world.

Always with the aim of making our home a pleasant place to live, grow and work', we regard the active and multidirectional sharing of knowledge as the way to solidify our corporate strategy, helping to build a more agile, efficient, customer-oriented organisation, underpinned by our employees.

In this context, we are studying, scrutinising and redesigning the best strategies and tactics to inform, train and raise awareness. The trainer as trainee; the leader as mentor; learning through error; creativity as an agent of innovation; evaluation based on feedback; training as nourishment for learning; ultimately, training as the foundation for progress; the company as a school.

Today, regardless of area and profession, the core skills is learning how to learn. For us, training and more training is not the right recipe. For us, it is crucial to outline mechanisms that demonstrate how this places employees at the heart of the business, preparing them to add ingenuity and art to the entire value chain.

For the new generations, financial issues coexist with the need for an exciting and fun work environment and a transformational leadership that enhances creativity and innovation, fosters healthy relationships among employees, and promotes social and environmental responsibility practices, as well as work-life balance. And, in the context of this new value proposal, the new generations of talent require new knowledge solutions, capable of ensuring the progression and application of skills, giving rise to a new concept of career, in which the company provides the tools for developing and promoting internal mobility, and each employee builds their own career, thanks to a culture that promotes the sharing of knowledge.



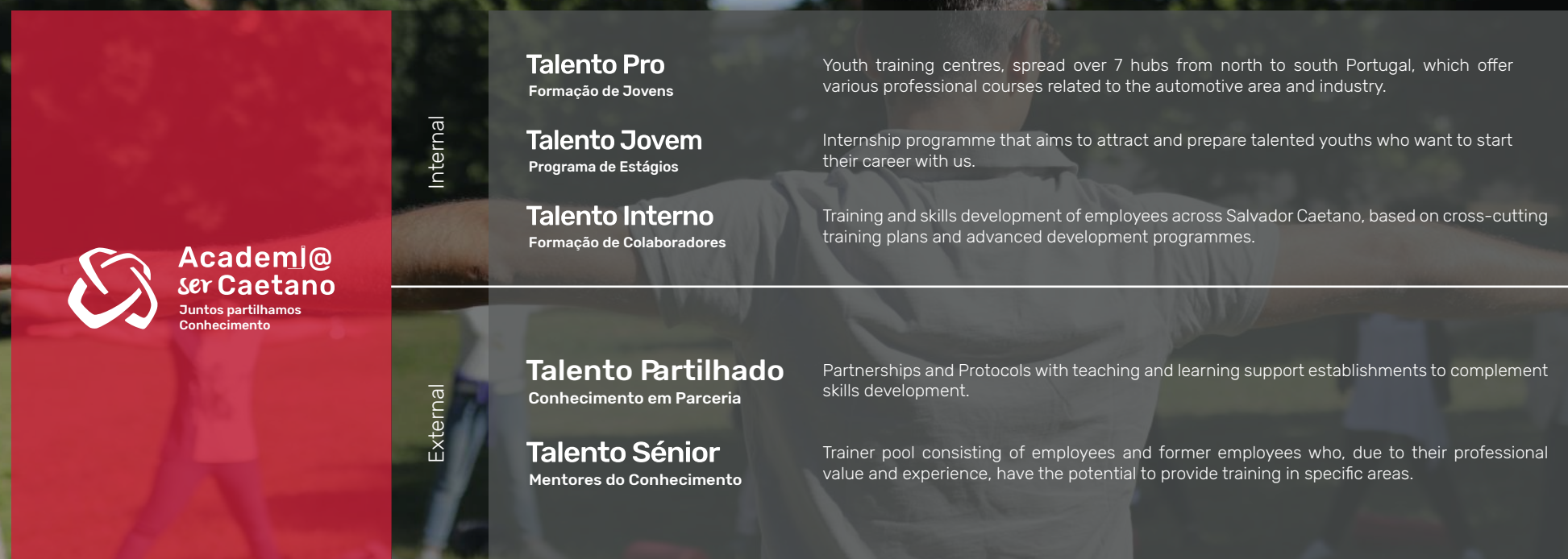
Paula Arriscado
Head of the People, Brand and Communication Division

TRAINING TO DEVELOP

We use a training plan to ensure the management of training needs, training initiatives for all employees, in line with the context and strategy of the Group's companies, and a training evaluation model, based on criteria of efficiency and fairness, which allows us to improve the training plan annually. Academi@ Ser Caetano allows us to materialise this commitment with the development of team skills.

ACADEMI@ SER CAETANO: PASSION FOR COMMUNICATION AND KNOWLEDGE

This academy is dedicated to training Salvador Caetano and Toyota Caetano Portugal employees and to qualifying young people for the labour market, including Group companies, contributing to a greater employability. Its training and development strategy reflects Ser Caetano's training culture of preserving the past, developing the present, and preparing for the future. The five fundamental axes of the Academi@ Ser Caetano training programme respond to this aim of crossing the legacy of knowledge with the change and innovation required to respond to the Group's many challenges.



HR 2022 Prize

Salvador Caetano was awarded in the category Training & Development in the 15th award organised by the Human Resources Information Institute, in partnership with the Kaizen Institute.

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A LAUNCH PAD FOR OUR YOUTHS

The internship programme is focused on supporting the professional insertion of young students, especially higher education students, whom we welcome at Salvador Caetano, in collaboration with educational institutions. We have created an axis dedicated to young people, as we believe it is crucial to get closer to the new working generations. In addition to the support we can give to trainees to complete their academic and professional training, we have the opportunity to attract and retain talent with the different profiles and skills that the challenges of our business require.

Indicators:

75

Curricular internships

44

Professional internships

05

Summer internships

124

Total number of
trainees

48

Total number of
trainees hired



My professional journey at Toyota Caetano Portugal began as an intern at Toyota's Digital Marketing Department. This was my first step before I taking on the role of Digital Marketing Manager, which I held for 7 years and allowed me to develop my technical and teamwork skills. Dedication to the brand, relationships with suppliers and knowledge of the business have allowed me to evolve into a new department focused on Digital Innovation and dedicate myself closely to the development of new digital projects crucial to the Toyota and Lexus brand business.

Paulo Cunha
Digitalization & Omnichannel Specialist

ENSURING THAT THE LEGACY OF OUR EXPERTS LIVES ON

We have developed an Academi@ Ser Caetano service to ensure that the knowledge and experience acquired over the years by the professionals who work in our companies are not lost when they leave. To this end, we have created a pool of trainers, consisting of employees or former employees who are specialists in their technical field. Through initiatives in specific areas or even in training initiatives in training centres for young professionals, they pass on their practice and their Ser Caetano (Being Caetano) knowledge between generations. The success of this knowledge sharing led us to develop the knowledge retention component in 2022. This project, still in an embryonic phase with a pilot team, consists of creating tutorials of know-how in the area of bodywork painting. Divided into several levels, they can later be used by Employees who have just joined our teams and who are complementing their on-the-job training. On the other hand, we are able to 'document' our in-house knowledge.

ACADEMI@ SER CAETANO DIGITAL - THE FLEXIBLE VERSION OF KNOWLEDGE

In order to respond to the context and needs of the new generations and face the challenges in the area of knowledge for business, we have centralised training on a single digital platform, through Academi@ Ser Caetano digital. Here we have been able to develop new learning models, entirely digital or hybrid, so that access to training is available to everyone, anytime, anywhere. In this way, our training system is supported by a flexible learning method, benefiting from tools and procedures that have improved corporate communication, organisation, the study and evaluation process, improving the sharing of knowledge as a whole.

Number of employees: 2,536

Training hours attended: 16,104

Number of courses held: 27,391

Average hours attended/employee: 11 hours

TALENTED PRO, PREPARING THE NEXT GENERATIONS

The professional internship programme is a very good representation of the spirit of the training culture based on which Salvador Caetano set up its training centre 39 years ago. The contribution we want to continue to make to the professional and practical training of young people is based on the belief that, by sharing knowledge and work experience between generations, we can grow together.

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

Training offer



Automotive mechatronics



Bodywork repair and painting



Workshop reception/budgeting



Sales / sales agents



Welding

Note: cumulative data since 2015, the year in which the professional internship programme was created.

951

Youths
trained

95%

Rate of
employability

11.2%

Employability
in the Group

53

Ongoing courses

5.8%

Dropouts

4.3%

Absenteeism

223,109

'Internship' hours
in Group
companies

IN-HOUSE TALENT AND SHARED TALENT, TO GROW TOGETHER

The main goal of Academi@ Ser Caetano is the development of its employees. The acquisition and reinforcement of their skills and capabilities are ensured by means of a comprehensive and extensive training programme, which is constantly evolving, in addition to intensive programmes for newcomers. Once the training needs of each employee have been identified, we develop a type of training offer that covers the strategic needs of the Group's companies and employees.

We pay special attention to the development of solid leaderships, which translate the Ser Caetano (Being Caetano) values, capable of spreading by example and boosting the spirit of growth and transformation of its teams. As part of the Advanced Development Programmes, the Ser Caetano (Being Caetano) Leadership Programme focuses on training:

- **on strategic leadership**, for strategic management and technical specialists: to drive organisational transformation and keep teams empowered and motivated for business development.

- **on tactical/operational leadership**, geared towards middle management and qualified technicians: to take on the central role of promoting the talent and the development of teams, enhancing their autonomy and agility.

Most of the training is given by in-house trainers. When we do not have an internal response for a specific topic; we resort to external training entities, namely higher education institutions, and provide Higher Professional Training Courses.

For the Shared Talent training axis, we have protocols with:

ISEP - Higher Institute of Economics of Porto
ISCAP - Porto Accounting and Business Institute
IPAM - Portuguese Institute of Management and Marketing
Porto Business School

Specific indicators of the Ser Caetano (Being Caetano) Leadership Programme

Number of courses held: 6
Number of registrations: 314
Number of hours: 79
Satisfaction rating data: average of 9.22
(Scale from 1 to 10)

*More indicators see page 45 Academi@ Ser Caetano

€360

annual average
training value/per
employee

60

training hours
per
employee

+ than 70

training
contents

WE EVALUATE AND GROW

2023-2030 Commitment

Achieving a 98% employment rate for our graduates by 2030

Engaging 9,000 youths through our Academi@ across the country by 2030

Opening two Training Centres (Cascais and Faro) by 2025

Analysing and considering the opening of a Training Centre in Cape Verde by 2025

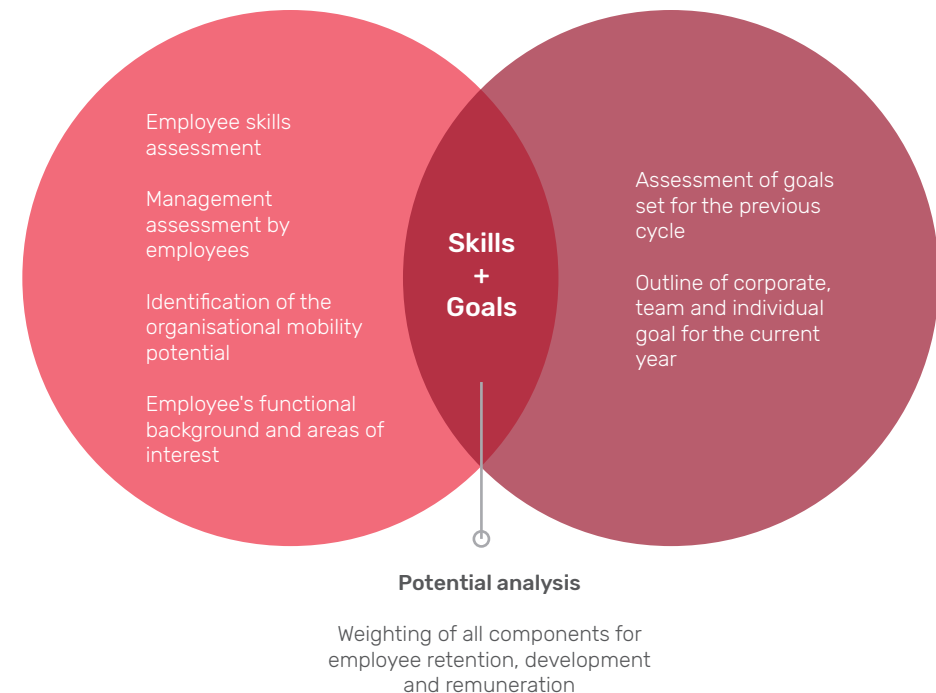
Developing the training offer of Academi@ Ser Caetano in the Talent PRO axis for a new age group (18-29 years old), with the creation of, at least, one class in 2023

Upskilling and refreshing employees for digital transformation to meet future work challenges

We look at professional and personal growth as a key factor for the healthy growth of companies. For this to happen, the expectations of employees and companies need to be aligned, based on a model that identifies the development and performance of employees and generates a shared reflection on the evolution and career components. At Toyota Caetano Portugal, we introduced the Performance and Development Management Policy created by Salvador Caetano. It is a multifaceted performance and goal assessment programme based on principles of transparency, dialogue and justice, inherent to the Group's humanist culture. In 2015, we initiated a global restructuring of our people management programme to improve training and development, talent attraction, and leadership development. In development management and performance evaluation, we have integrated digital performance management and continuous feedback tools that have improved the communication and evaluation processes.

A model of communication and growth

Toyota Caetano Portugal's Performance Management and Development Programme is annual and follows the general steps common to these models: the assessment of skills and goals and, based on both, a weighting for targets, improvements, retention and compensation for each employee. In this programme, we promote the capacity for dialogue and objectivity as major factors of success to leverage the growth of our people.



WE CARE FOR WELL-BEING AND QUALITY OF LIFE

The Toyota Caetano Portugal Group inherits a legacy of responsibility, respect and care for people, established by Salvador Fernandes Caetano as key principles in the way the Group is managed. What has become a corporate humanist culture, was the first and main support in the creation of the Salvador Caetano Foundation, in 1981. With the evolution of society and, inherently, of the family and professional context, we decided to create Clube Ser, as a complementary support for the health and well-being of our employees and their families.

Salvador Caetano Foundation

Since its creation, the Salvador Caetano Foundation's mission has been to support the Group's employees and their families in two of the most important areas of personal and family life: health and education. To this end, it has set up a package of benefits and co-payments that covers these two spheres that entail a greater financial impact and need for support.

Support and allowances
2022

755 thousand Euros

Co-funding of health protection costs

Awarding of study prizes for student beneficiaries

Awarding of study allowances for children of deceased beneficiaries

Awarding of birth, marriage and death allowances

Payment of INATEL membership and fees



Clube Ser

Faced with the challenge of managing our time properly and with quality, we reflected on how the Group could contribute to improve the health and well-being of its employees and reinforce the sense of belonging of its teams. In 2016, echoing the Ser Caetano (Being Caetano) culture, we created the Ser Club, which brings together a series of initiatives and benefits in various dimensions.

Club Ser +	Sports Committee	Ser Caetano Clinic
It holds 2 draws per month (which give access to products, services and events) offers partnerships, discounts in many areas, events and support services in companies (e.g. delivery of fruit and vegetables, medicines and laundry services, skin care service). It also organises weekly yoga classes, a massage space, days out with employees' children, and an online library with books for anyone to borrow. In 2022, it launched occupational gym sessions for injury prevention.	It organises in-person and virtual sports tournaments (futsal, table football, padel, FIFA and Gran Turismo).	Consolidating our contribution to the health and well-being of our employees. It offers nutrition appointments, clinical analyses, nursing services, podiatry and general and curative medicine, among others. In 2022, it made a strong contribution to health, by offering clinical psychology appointments <i>on line</i>.

In Clube Ser, costs are borne by the companies, allowing each employee to participate, free of charge, in the initiatives and events that are organised. Although, in 2022, the level of satisfaction of Salvador Caetano employees (in Portugal) with Clube Ser was evaluated with a score of 9.1 (on a scale of 0 to 10), through a targeted survey, the health and well-being area of the Ser Caetano (Being Caetano) Barometer was evaluated with a score of 6.7 (on a scale of 0 to 10). So, the offer of Club Ser for 2023 was aimed at addressing the improvements identified by employees, in order to meet our people's priorities. Among the various improvements, we should highlight the following examples: North and South Trails; return of in-person tournaments after Covid; extension of the psychology service and the introduction of an app with useful content; offer of soft toys to new parents; greater promotion of the corporate value proposal (EVP Ser Caetano); an even greater proximity and interaction with employees through the Clube Ser social network, among other actions.

“Clube Ser, a People for People Club, plays a very important role in Salvador Caetano, being widely recognised and cherished by its Employees and Companies. This is a project created in 2015, whose mission is to promote the Health and Well-Being of Employees, as well as to reconcile professional and personal life. Over these 8 years we have been increasingly consolidating the Project with the introduction of new features in the Group, such as the Psychology Service, a new format for the Nutrition Service, the implementation of two defibrillators, Family Routes, Super Day, among other initiatives. As Coordinator of Clube Ser, I feel a great satisfaction and pride in planning, following and keeping a record of the many smiles we receive in return for our daily work.

Miguel Teixeira
Continuous Improvement (Kaizen), Communication, Health and Wellness

CARING FOR MENTAL HEALTH: PSYCHOLOGY APPOINTMENTS

Sidelined by society for too long, today the individual and collective importance of mental health has individually is no longer questioned. As it takes on a particular importance in the work context, companies are called upon to pay special attention to the mental health of their employees. In our Ser Caetano (Being Caetano) 2021 Barometer, we identified the need to address the issue of mental health more effectively. Therefore, and although Salvador Caetano has been committed, since its foundation, to creating a work environment favourable to good mental health, we decided to give a more robust response to those who feel the need for support:

- At the Ser Caetano Clinic, we have been offering online psychology appointments since 2022, through the Team 24 platform, a free and confidential online service made up of a team of psychologists who provide psychological support to company employees.
- The Salvador Caetano Foundation has also extended mental health care, by means of a co-payment of 70% of the cost of psychology appointments, with medical prescription.



In the Team24 service App, employees can schedule video appointments or appointments by phone, and also have tests and exercises available as additional support. The Group is provided with an information panel that allows it to monitor the number of uses of this service, appointment booked and main issues.

A MORE DIVERSE, EQUITABLE AND INCLUSIVE **FUTURE**

Diversity, equity and inclusion are a driving force of society, recognised as a factor of progress and growth. In organisations, it has also been proven that having diverse and inclusive teams is a smart strategy, contributing to corporate evolution and profitability. But while there is already strong awareness of what must change, there is still a long way to go. In companies, including our Group, there are still structural and cultural challenges in creating and implementing meaningful diversity, equity and inclusion strategies that need to be overcome.

Similarly, work-life balance needs to be addressed with consistent strategies and practices to promote flexibility, help retain talented employees, and promote equal opportunities.

At Toyota Caetano Portugal, we have studied our context, our weaknesses and strengths, in order to design a solid approach that will allow us to implement and publicise a plan for diversity, equity and inclusion and to reconcile professional and personal life. We present the broad outlines of both commitments.

An unequal country

With regard to gender equality, according to the indicators of the Gender Equality Index of the European Institute for Gender Equality, Portugal obtained 62.2 points out of a total of 100 points, ranking 15th in the European Union in the Gender Equality Index, 5.8 points below average.



DIVERSITY, EQUITY AND INCLUSION PLAN

Our diversity, equity and inclusion plan commits us to introducing practices that promote gender equality and the inclusion of people with disabilities in our companies. Developed in 2022 and planned for implementation over the three-year period 2023-2025, this plan has an internal dimension, aimed at the creation of a diverse and inclusive work environment, and an external dimension, aimed at contributing to improve practices in the community.

The first Salvador Caetano Gender Equality Plan establishes equality in access to employment, training to promote good practices, equality in working conditions, equal pay, protection of parenthood and reconciliation of family life with professional activity.

Training

Creation of a training programme to raise awareness of issues related to diversity, equity and inclusion, aimed at:

- Leadership positions, top decision-makers on who are the members of their teams.
- Recruiters, who need to apply recruitment processes.
- Employees in general, for their role in integrating and welcoming colleagues.
- Young women we want to attract to come and work for our companies, through mentoring programmes, the Academi@ Ser Caetano Open Day, and visits to schools and fairs.

Practices

- Adopting good practices that enable professional development regardless of gender or status, among others, by participating in forums and programmes for women's leadership and the promotion of diversity, equity and inclusion.
- Developing the Inspira-Te Programme, aimed at different levels of education, through scholarships for role models, debate cycles and academic reflections, in partnership with universities and associations.

Recruitment

- Ensuring recruitment, integration and monitoring processes that comply with good diversity, equity and inclusion practices, our values and code of conduct and all legal requirements, based on an inclusive recruitment guide and the *Gender Pay Gap analysis*.

- Broadening partnerships for attracting candidates with entities that promote the inclusion of people with disabilities in the labour market.
- Promoting mechanisms to integrate talent regardless of gender, origin or condition, with our Youth Talent programme, Academi@ Ser Caetano and the *Girls STEM the future* Mentoring Programme.

Positioning and awareness-raising

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

NEXT STEPS: Scheduling and implementing the action strategy and setting up a group of ambassadors with the role of interlocutors in the respective companies for the topics of diversity, equity and inclusion

RECONCILIATION OF PERSONAL AND PROFESSIONAL LIFE

The work-life balance plan is being developed so that our people find in the Toyota Caetano Portugal Group a pleasant place to live, grow and work, in balance with their personal needs and well-being.

Plan for reconciling personal and professional life:
targets to be achieved by

2026

4_{/5}

in an external corporate reputation study, 'Randstad - Most attractive company to work for', in the context of reconciliation of personal and professional life, in which Salvador Caetano has participated. Salvador Caetano is currently rated at 3.3.

8_{/10}

in an internal environment survey, the Ser Caetano (Being Caetano) Barometer, in the area of health and well-being. Currently, the Toyota Caetano Portugal Group is rated at 7.5.



2023-2030 Commitment

28% of women in leadership positions
by 2030

28% of women in the organization's staff
by 2030

2% of persons with disabilities by 2024 and 4% by
2030

TOYOTA ON THE MOVE

At Toyota Caetano Portugal, we want to get to know one another better, to know who our people and our customers and partners are, what they like to do, what their concerns are, what they want today and for the future. Outside the formal business context is where we find the best places and moments of inspiration that catalyse meetings and generate close relationships, empathy and joint construction among all stakeholders involved. Aware of what is happening in the community, especially of the many situations of need that collective life is facing, we cultivate that same listening attitude so that we can mobilise and contribute to reducing social asymmetries and strengthening civil society.



We are known for treating customers like family.

Iolanda Reis,
Caetano Auto Marketing Department

Closeness is cultivated in the little things

Every year is a day to be together

Toyota Day and Lexus Day

On Toyota and Lexus brand day, we celebrate with our large family: we gather customers, partners, friends and the whole Toyota team in the brand's workshops, where free check-ups are offered to those who want to bring their vehicles, plus and lots of conversations.

Super Day

Super Day is a moment we reserve to focus our attention on the future generation, bringing together the children of our employees in the Porto and Gaia area for hours of traditional games, sporting activities, and other playful moments.

Caetano Auto Family Day

In Porto, Caetano Auto dedicates a day to the families of its employees. The event is organised to strengthen the bonds between the teams and open the doors to people who, despite not working with us, already know us very well.

CaetanoBus Open Day

The Open Day is an initiative of CaetanoBus that gathers employees and family in its facilities. This is an annual get-together that promotes moments of sharing with visits to the plant, activities for the little ones and, more recently, a circular economy fair. In this way, we strengthen bonds, share experiences, and introduce new behaviours.

SER CAETANO FOREST

Several abandoned farms in Vila Nova de Gaia gave rise to the Ser Caetano Forest. With around 60,000 m², this space was designed as part of the sustainability strategy underpinned by the People and Planet pillars. It aims to respond to the commitment to carbon neutrality, by planting trees and creating a biodiversity area, in addition to developing a leisure space for our people, where they can have lunch, rest or practice sports. The forest is managed in partnership with the Gaia Biological Park, with the aim of populating it with native fauna and flora.

Since we started investing in the forest, in 2022, we have organised the following corporate and informal activities:

- Forest therapy session
- A biological park workshop and a Cantinho das Aromáticas workshop
- The commemoration of Super Day and of the anniversary of Toyota Financial Services (branch of Toyota Kreditbank, GmbH in Portugal)
- Caetano Auto Teambuilding initiatives
- Sports activities (yoga and marathon)

1,122

Trees planted
since the beginning
of the project

4.5

Tonnes of
CO2 captured
annually

148

Visits from
employees
in 2022

Award

Kaizen Project
Ser Sustentável
(Being Sustainable)
in 2022

HUMANISING CAETANO AUTO STRATEGY

In 2022, Caetano Auto consolidated proximity in customer service, through a programme of initiatives that gives prominence to its teams. It was called Humanisation Strategy, because this approach integrates the affective dimension of building loyalty or winning a customer over, and valuing and inspiring employees. The strategy involves training, procedures and initiatives, and an investment in digital tools and social media to give Caetano Auto a visible face, that of its teams and customers:

Humanising customer communication

Giving protagonism to employees working in the field

Training for a more affective customer service and using new technological tools	First-person videos targeted at customers presenting after-sales services, encouraging visits to the workshops, or showing tutorials that explain basic operations	Car of the month: Each month of the year we feature a vehicle in the news section of our network and website. This allows us to explore a vehicle 'in depth' in a light and educational way. And, in this way, strengthen our engagement and interaction with our followers.
Conversations on Wheels: A video conversation whose aim is to communicate the Caetano Auto brand, as well as its people. A short trip that gives the employee the opportunity to drive a vehicle while answering quick questions related to the automotive world.	Personality of the month: In interviews with Caetano Auto's employees, we want to show their career progress, and give them the opportunity to introduce a personal angle to get to know them.	Special days of the month: Important dates are celebrated by means of publications on social media, always trying to connect them with Caetano Auto's employees.

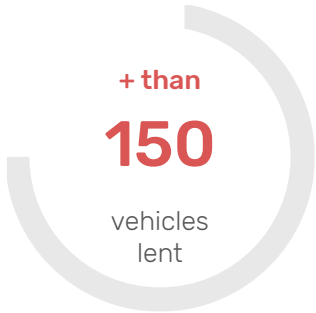
Coaching Sessions – Aiming to increase productivity and encourage an improved performance in sales results, Caetano Auto offered coaching sessions to the Sales Managers, guided by an external consultant, Paulo Ferreira.

WHEN THE COMMUNITY NEEDS US

Since our foundation, and as a family-based group, good neighbourly relations have always guided the way we want to be close and contribute to the progress of our community. We focus our attention on situations of social vulnerability, but also on the role we can play in raising awareness of the major issues in our society. In the light of the requests made to us by the community, we carry out a survey of the initiatives and most sought-after contributions in order to structure our response. Given the geographical distribution of Caetano Auto, our community involvement model allows each dealership, based on a global strategy, to make its own survey of initiatives, which is approved centrally and then implemented by each dealership. The most significant support from the dealer network is the provision of vehicles.



Caetano Auto:



1 Toyota, 1 mission

We get our customers involved in the support we provide to the community, allocating one Euro for contracted services to a social cause. In 2022, we joined the Food Emergency Network and took food to those with low economic resources. This initiative was implemented in all Caetano Auto and other Toyota workshops in Portugal. For each mechanic service billed, Toyota donated 1 Euro which was converted into food baskets for those in need.



The Ovar Plant Eco-Schools project

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

Support to the Portuguese Society for the Study of Birds

Toyota Motor Corporation's Environmental Activities Programme financed the project of the Portuguese Society for the Study of Birds (SPEA) called 'City Birds: what are they doing here', reinforcing its link with SPEA. The project reached the 1st and 2nd cycles, involving 24 classes in 8 schools on various topics such as knowledge of species and biodiversity, through workshops, field trips and games.

Equipment at the service of the community

The Toyota Caetano Portugal Industrial Equipment Division collaborates every year with the Food Bank, providing forklift trucks and, where necessary, the respective handling training.

Educational volunteering

Throughout 2022, in partnership with Junior Achievement Portugal (JAP), 36 employees participated in the Porto de Futuro Programme with educational volunteering initiatives to support JAP's mission of preparing young students for the labour world. The participation in this initiative is based on volunteering in a both a school context (elementary, basic, secondary) and a vocational context, with the 'Braço Direito' initiative.

Salvador Caetano and Toyota employees have been participating in both initiatives for several editions. In 2022, there were 19 volunteers in a school context and 17 employees engaged in the vocational guidance of secondary school students, with 'Braço Direito'.

The partnership with Junior Achievement Portugal began in 2019 and, year after year, is gaining an increasing number of participants. In line with our knowledge-sharing values, we intend to continuously strengthen this connection with more and new participations focusing on new generations.

An aerial photograph of a vast forest landscape. In the foreground, a winding asphalt road curves through a dense forest with trees showing early autumn colors of yellow and orange. The middle ground is dominated by a large, solid red rectangular overlay. To the left of this overlay, the text 'TO CARE FOR THE FUTURE' is written in white. To the right, the number '05' is displayed in a large, bold, white font. The background shows a wide expanse of forest leading to a lake and distant hills under a cloudy sky.

TO CARE
FOR THE FUTURE

05

TOGETHER,
WE HELP
PEOPLE
MOVE
**TO PROTECT
THE PLANET.**

WE PREPARE THE ENERGY
TRANSITION OF OUR HOME

WE WORK TO DELIVER LOW
CARBON SOLUTIONS

WE SAVE WATER
RESOURCES

WE DEVELOP THE
CIRCULAR ECONOMY

WE RAISE AWARENESS TO
CARE FOR THE FUTURE

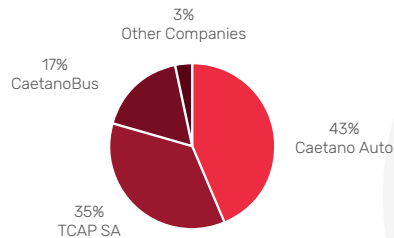
KEY INDICATORS

Energy consumption within the organisation

28 894 MWh

(-18,2% compared to 2019)

Distribution of energy consumption by company



Electricity consumption

10 626 MWh

(-14,0% compared to 2019)

Fossil fuel consumption

18 265 MWh

(-20,5% compared to 2019)

Water consumption

138 690 m³

Waste generated

1265 t

of which 677 t were recyclable waste

Installed capacity in production units for self-consumption

0,02 MW

Emissions scope 1, 2 and 3

9 364 tCO₂eq

(-16.7% compared to 2019)

Turnover Energy intensity

0,03391 kWh/€

Volume of business

Turnover Emissions intensity

0,01091 kCO₂eq/€

Volume of business

WE PREPARE THE ENERGY TRANSITION OF OUR HOME

The most important instruments for mitigating greenhouse gas emissions and the rise in the global average temperature are the reduction in consumption of fossil energy sources and the transition to renewable energy sources. At the Toyota Caetano Portugal Group we are committed to significantly reducing our carbon emissions in an effort to achieve the Paris Agreement commitment to keep global warming below 1.5°C. We are increasing our own production of electricity from renewable sources in addition to what we already buy, replacing or improving production processes for electric mode and widening the scope of carbon emissions monitoring in order to mitigate social asymmetries and strengthen civil society.

CARBON FOOTPRINT

Toyota Caetano Portugal is committed to carrying out a complete analysis of greenhouse gas emissions resulting from its activity and value chain, encompassing not only direct emissions from operations (scope 1¹), but also the indirect emissions resulting from the electricity that is consumed (scope 2¹) and from the activities in its value chain (scope 3¹). We have been disclosing this data to the Carbon Disclosure Project (CDP) for nine years. The CPD evaluates and disseminates them in order to obtain an overview of the policies and performance of companies listed on the stock exchange in terms of climate change. The 2022 disclosure of information on this matter, referring to 2021, was assessed with level C (Awareness), synonymous with a commitment in terms of awareness.

¹ See methodological notes: Carbon Footprint.

² So, the values shown in the tables below for 2019 and 2020 are already recalculated. A comparison with the data that were originally reported can be found in Annex 1.

Our investment in electrified vehicles for the domestic market and the consumption of green electricity (from renewable sources) contributed to this result.

In 2021, in order to improve the scope of our footprint analysis, we added the Industrial Equipment Division (DEI) North and South to the organisation boundaries ², for scopes 1 and 2, which already included the Toyota Lexus Division and the Ovar Manufacturing Division. As a result, we recalculated the previous years, including the base year of 2019, to ensure the comparability of the information reported on an annual basis and to allow conclusions to be drawn on mitigation measures to be adopted.

Over the past few years, we have seen a consistent decrease in emissions, which is in line with Toyota's objectives of achieving zero CO2 emissions by 2050. We believe that if we continue with the reduction effort and implement the measures recommended in the strategic plan of the Sustainability Project, we will achieve the goals we set out to achieve.

			Emissions (tCO ₂ eq)			
	Perimeter		2019*	2020*	2021	Var 2019-2021
Scope 1	Toyota Lexus Division, DEI North and South, and Ovar Manufacturing Division		1,624.02	1,621.28	1,329	11.3%
Scope 2	Toyota Lexus Division, DEI North and South, and Ovar Manufacturing Division	Location based, Market based,	1,287.27 38.76	1,038.39 36.45	337 11	-72.0% not quantifiable
Emissions by Scope 1 and 2	Toyota Lexus Division	Vehicles sold	0.025	0.035	0.015	-37.8%
	Ovar Manufacturing Division	Vehicles produced	1.100	1.371	0.529	-51.9%
	Toyota Lexus Division, DEI North and South and Ovar Manufacturing Division	Turnover (in thousands of Euros)	0.009	0.001	0.005	-48.4%
Scope 3	Toyota Lexus Division and Ovar Manufacturing Division				23,181	

		Energy consumption (MWh) Toyota Lexus Division, DEI North and South, and Ovar Manufacturing Division (Scope 2)			
		2019	2020	2021	Var 2019-2021
Electricity	Renewable	2,697.64	1,305.63	1,887	-26.3%
	Non Renewable	1,921	865	629	-67.2%
	Total	4,482	2,059	2,517	-43.9%
Electricity	Petrol	543.44	449.37	236	-40.2%
	Diesel	7,052.29	937.99	319	-95.2%
	Propane Gas	3,596	2,297	736	-79.5%
	Total	10,575	3,210	1,292	-87.8%

		Scope 3 (tCO2eq) Toyota Lexus Division and Ovar Manufacturing Division			
		2019	2020	2021	Var 2019-2021
	Upstream transport ³	2 279	2 279	2 279	0,0%
	Waste generated	59,16	19,39	39,77	-32,8%
	Downstream transport	2 963	2 297	2 729	-7,9%
	Car manufacturing (purchased goods)	2 002	2 006	1 030	-99,6%
	Use of vehicles by customers (use of products sold)	25 094	24 057	17 863	-28,8%
	End of life treatment of products sold	0,31	0,21	0,20	-35,5%
	Emissions from dealers/ Toyota Authorised Repairers ⁴	7 869	7 019	9 771	24,2%
	% of turnover of the dealers/ Toyota Authorised Repairers considered	80,4%	71,4%	79,1%	

³ To calculate the emissions related to upstream transportation, which correspond to trips between Japan and Portugal, it was assumed that the distance travelled, the weight and the number of containers remained constant in the reported years. There are plans to monitor physical data for calculating emissions from this emission category in the future.

⁴ Annual value depends on the available information, and the emissions of the Toyota Network are still not being 100% accounted for.

In 2023 we will work towards achieving recognition level B (Management), which reflects, according to the CDP, good environmental management with regard to climate.

2022-2025 DECARBONISATION PLANS

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

Toyota Caetano Portugal's decarbonisation plans are aimed at three industrial units – CaetanoBus in Vila Nova de Gaia and Ovar, and Toyota Caetano Portugal in Ovar, and their implementation is planned for 2022-2025.



For Toyota Caetano Portugal, Sustainability is a priority. For a long time, we have sought to reconcile value creation with respect for the environment and efficient use of resources.

There is a strong commitment to a strategy that promotes Carbon Neutrality; we are changing our consumption matrix to 100% green electricity and, whenever possible, produced locally using solar energy. More than promoting green energy, we are developing and implementing projects to reduce and rationalise consumption, focusing on converting to more efficient technologies.

Within the scope of water resources, there is a strong focus on the reuse and recycling of water and, in the circular economy, we develop activities that promote reuse instead of waste and disposables on a daily basis, in the subsidiaries.

Ricardo Soares
Head of Energy and Environmental Management Department

SUPPORTING ENERGY TRANSITION: AN INESCAPABLE RESPONSE

The Recovery and Resilience Plan (RRP) is a European Funds programme implemented in response to the pandemic crisis, which has €16.6 billion available to support Portuguese businesses and organisations in resilience, climate and digital transition. By supporting the investment necessary for the transition to a carbon-neutral and circular economy, the RRP contributes to meeting the goals undertaken by Portugal, in line with the Sustainable Development Goals of the United Nations 2030 Agenda, the Paris Agreement, the European Climate Pact, and the Roadmap for Carbon Neutrality.

WE HIGHLIGHT THE MOST SIGNIFICANT MEASURES AND THEIR EXPECTED OVERALL IMPACT.

MAIN INITIATIVES FOR THE 2022-2025 DECARBONISATION PLAN

Energy efficiency

Energy Control and Management System to monitor energy consumption and control loads, reducing the waste of electricity consumption outside the company's working hours

Self-consumption photovoltaic system to produce electricity

Certification of the Energy Management System according to ISO 50.001 to outline processes and improve energy performance

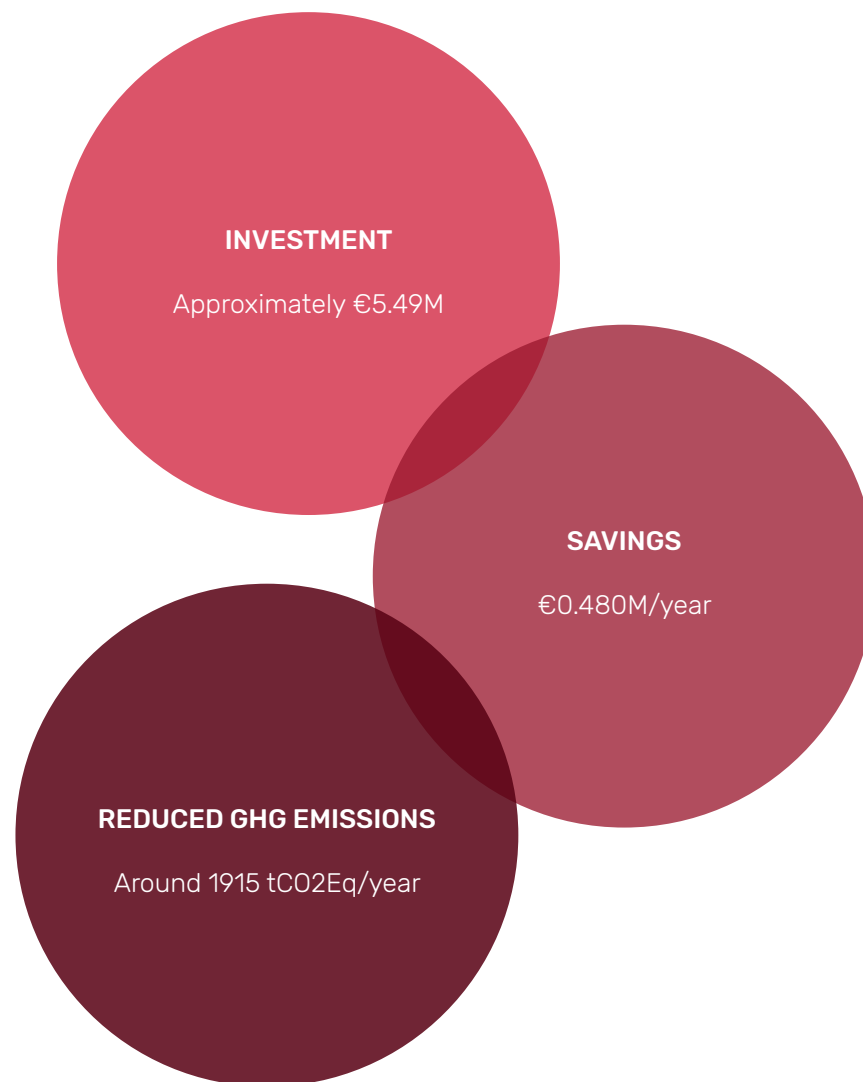
Electrification of painting ovens to convert the heating system of the cabins and painting from gas to electricity.

Electrification

Infrastructure for the electrification of the vehicle fleet consisting of the installation of vehicle chargers and creating the respective power supply branch.

Hydrogen-powered forklift to replace diesel-powered forklifts (Toyota Caetano Portugal Ovar)

Other initiatives



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

ENERGY TRANSITION PROJECTS 2019-2022

In 2019, we kicked-off other energy efficiency and electrification projects, for which we have set 2022 as the deadline for development or start-up. With the measures that have already been introduced, it has been possible to achieve significant energy savings and a corresponding reduction in CO₂ emissions. The results are shown below:

ENERGY EFFICIENCY AND TRANSITION PROJECTS 2019-2022	INVESTMENT	SAVINGS	REDUCED GHG EMISSIONS
Efficient lighting projects (near completion)	€1,262,716	€275,317	197.71 tCO2eq Scope 1
Installation of ten production units for self-consumption, to produce electricity from renewable energy sources (figures presented for the eight units already in operation)			632 tCO2eq Scope 2
Installation of electric vehicle chargers			52 tCO2eq Scopes 1 and 3
Conversion of a painting oven from gas to electricity			

ENERGY WITH GUARANTEED ORIGIN

We buy electricity from renewable sources through the purchase of Certificates of Renewable Energy with Guaranteed Origin since 2019 for the parent company - Toyota Caetano Portugal S.A. -, CaetanoBus, and Caetano Auto.

More autonomy and clean energy

With production units for self-consumption, Toyota Caetano Portugal started to produce part of its electricity locally. In addition to increasing its autonomy, the use of photovoltaic panels ensures a renewable energy source.

Seven dealers produce, on average, 56% of their electricity

With the production units for self-consumption that have already been installed, we ensure that the Toyota Caetano Portugal Group self-produces 24.2% of renewable electricity it consumes.

24% of global energy autonomy in 2023

WE WORK TO DELIVER LOW CARBON SOLUTIONS

True to the path of innovation and decarbonisation that we have been treading in our offer of products and services, Toyota Caetano Portugal Group companies are committed to asserting themselves as a reference in sustainable mobility. With the Toyota Prius, based on hybrid-electric technology and launched more than 25 years ago, we set the tone for the mobility of the future for the industry: we have to move with zero emissions, because that is the challenge of our times. But, aware of the evolution of society and people's expectations, we have to go beyond zero emissions. We are working on integrated, smart solutions that go beyond car ownership to serve the essential purpose of transporting people in a flexible, convenient and comprehensive way.

We highlight the latest achievements of the Group's companies that mark our sustainable mobility agenda.

SUSTAINABLE MOBILITY SERVICES

Toyota Caetano Portugal, S.A.



KiNTO



COBUS 

Toyota Caetano Portugal & Caetano Auto

With a strong environmental awareness at the heart of their business, Toyota Caetano Portugal and Caetano Auto are a driving force in promoting automotive carbon neutrality in Portugal. Their portfolio includes 25 electrified Toyota and Lexus models.

Toyota Mirai, the first hydrogen-powered model in Portugal | The most recent technological achievement appeared in 2021, with the second generation of the Toyota Mirai model, which became the first hydrogen-powered vehicle to be sold in Portugal. This model is a Fuel Cell Electric Vehicle, which uses hydrogen as fuel, as its chemical reaction with oxygen generates the electricity required for it to move. The exhaust pipe releases water, which is deemed drinkable, and purified air, thanks to a chemical filter that retains microscopic particles of pollutants. Since it has a greater autonomy than electric vehicles, we believe it will become a relevant environmentally-friendly technology.

The reason why we highlight the Mirai model, which was launched back in 2021, is the contribution that Toyota is making to demystify a technology that was disregarded for too long and the need to create a hydrogen supply network, which is still not available in the country. In 2020, the National Strategy for Hydrogen was put forward and the brand trusts that public entities and companies will soon have supply stations.

Toyota bZ4X, is paving the way for Toyota's fully electric, battery-powered vehicles. Its construction under the EV e-TNGA platform and the dynamic design of an authentic SUV are combined with top performance and an electric autonomy of 511 km without restrictions. Innovative with state-of-the-art technology, the bZ4X offers an exceptional battery life for added peace of mind and safety. This model is the first in Toyota's bZ (Beyond Zero) 100% electric range, which will grow in the coming years.

KINTO

KINTO is the latest acquisition by the Toyota Caetano Portugal Group to add mobility services to its business model, representing the Group's vision for sustainable mobility. Based on the principle of freedom of movement for everyone, KINTO was inspired by the Japanese term KINTO-un, which means 'flying cloud', a metaphor for what the company wants to be: a one-stop-shop with flexible, tailor-made services, where any retail or corporate customer can find a transport solution, from four-year leases to one-day rentals. The way its portfolio of services is developed naturally integrates the environmental concerns that distinguish the Group.

KINTO is investing in an electrified fleet, having 40% vehicles equipped with this technology since 2022.

CaetanoBus

With the main goal of promoting decarbonised mobility, CaetanoBus started developing electric buses in 2010 and has since launched the first 100% electric city bus and the first equipped with a hydrogen fuel cell. With this latest model – the H2.CityGold – CaetanoBus is now the fourth company with most hydrogen-powered city buses in operation in Europe. These buses are circulating in 5 European countries, being the sales leader in Spain and Portugal. CaetanoBus is a reference and driving force for hydrogen mobility in the European market. CaetanoBus believes that Zero-Emission buses (battery-powered electric buses and Fuel Cell buses) will coexist in cities and meet the needs of operations and customer preferences.

Development partner for hydrogen | In 2022, CaetanoBus, Toyota and Air Liquide signed a Memorandum of Understanding with the aim of designing integrated hydrogen-based solutions. Among others, there are plans to develop infrastructure and bus fleets to expand mobility based on this environmentally-friendly technology.

BE.Neutral partner with zero emission buses | BE.Neutral is an agenda submitted to the RRP, promoted by a partnership between cities, data and communication operators, the automotive industry and technological and scientific centres with the ambition of developing a more sustainable transport ecosystem for cities, based on a new and innovative platform of zero-carbon mobility services on demand (with zero carbon buses, BEN4Us light vehicles, 6E microcars, and modular 2-wheelers). CaetanoBus is the automotive partner of this multidisciplinary programme that will develop a new light bus, equipped for lithium or hydrogen.

COBUS

COBUS is a world leader in the development of airport platform buses, with 4,500 vehicles sold operating at 350 airports in 109 countries. It has the world's first 100% electric bus, as well as hydrogen-powered buses, exclusive for airports, as a result of the technology developed by CaetanoBus, the majority shareholder of COBUS. e.COBUS and COBUS Hydra are now joined by COBUS VEGA.

COBUS VEGA | The latest 100% electric model from COBUS is based on the innovation pursued by CaetanoBus and Daimler Truck, leaders in electric buses, standing out from previous models mainly for offering more comfort for passengers and drivers and safe driving.

2023-2030 Commitment

Reducing CO2 emissions by 55%, compared to 2019

Reducing energy consumption by 26%, compared to 2019

Implementing three projects for decarbonisation in industry, at CaetanoBus, in Gaia and Ovar, and the Ovar plant, with expected savings of 6,702 MWh/year, between 2022 and 2025

Installing 11 production units for self-consumption at Toyota Caetano Portugal, CaetanoBus and Caetano Auto, with 2084 Kwp of installed power, allowing to them to reach an energy autonomy of 24,2% from 2024.

WE SAVE WATER RESOURCES

One of the relevant problems we are facing globally is water scarcity, aggravated by climate change and the destruction of ecosystems. In 2022, the extreme drought that affected Portugal and other countries demonstrated the impacts that the lack of water generates and urgently required all industries to take measures to reduce water use and reuse wastewater and rainwater.

Within the scope of the Ser Sustentável (Being Sustainable) Programme, Toyota Caetano Portugal is preparing the application of some of those measures in different Group companies.

Eliminating water losses

Water losses were found to be occurring in the Gaia⁶ perimeter and work will begin in 2023 to reduce waste by 70%

Continue installing flow reducers through efficient showers and taps and introducing other consumption reduction solutions and monitoring systems, at Toyota's plant in Ovar and at 4 Caetano Auto facilities by the end of 2024.

Reducing water consumption by 48% by 2030

Using water from car washing

There are plans to carry out studies on the implementation of WWTP systems at 2 Caetano Auto facilities by 2024.

Using rainwater

The installation of a rainwater harvesting system at Toyota's factory in Ovar is under study. On the other hand, we will implement a system to reuse water from car washing at Caetano Auto.

⁶ The Gaia perimeter includes TCAP NMSC, DEI-Norte, Caetano Auto Gaia, CBUS, Caetano Aeronautic, Rigor, Movicargo, TFS (Toyota Financial Services), and TLSPT.

WE DEVELOP THE CIRCULAR ECONOMY

The application of the circular economy model makes it possible to reduce the consumption of the planet's finite resources and the loss of biodiversity. It is based on a circular life cycle that uses reduction, reuse, recovery and recycling of materials and energy to sustain itself, making it possible to replace the predominant model based on the linear extraction-production-disposal economy.

Making the transition to the circular economy requires a profound change in the way we view and manage the materials, products and services of each business, each company. At Toyota Caetano Portugal, we are studying solutions to reduce consumption in our facilities and apply circularity to our services and products. We highlight the initiatives underway.

Life cycle analysis

We began analysing and mapping the life cycle of products and raw materials in all the Group's facilities (industrial units, offices, dealerships and workshops) to find out which products give rise to which waste in order to reduce undifferentiated waste.

We reuse metal structures for transporting parts, which are disassembled, returned to Toyota Motor Europe and re-shipped with parts, thereby reducing raw material consumption and increasing circularity between companies on a global scale.

Reusing transport packaging

Vehicle dismantling system

Since 2005, we have joined Valorcar's end-of-life vehicle dismantling system, ensuring the proper management of waste related to the vehicle's life cycle. In 2022, 2,573 Toyota and 7 Lexus vehicles were received at the scrapping centres.



Second life cycle at
KINTO

KINTO has designed services in which vehicles can serve longer. With KINTO Flex, at the end of a long-term leasing contract (more than 1 year), the vehicle can be leased again for shorter periods. This solution has been particularly well accepted by customers who face delays in the delivery of the new vehicles they have ordered, due to the electronic components crisis.

COBUS: conversion
from diesel to electric

Since 2019, COBUS has been offering its customers the possibility of transforming their diesel vehicles into electric vehicles. So far, 8 COBUS have been converted.

Together with Toyota Motor Europe, we are looking into the recycling of lithium batteries. Eletrão is expected to start collecting batteries and delivering them to a company responsible for sending them to a recycling facility in Europe in 2023.

Lithium battery
recycling

Disposal of cleaning
paper

WE RAISE AWARENESS TO CARE FOR THE FUTURE

1 Toyota 1 Tree

Toyota associated the sale of a Toyota or Lexus vehicle with a commitment to plant a tree. By 2022, Toyota Caetano Portugal has planted more than 196,300 trees in areas affected by forest fires across the entire Portuguese territory. Given the dimension that the initiative reached for the brand, it became part of its global nature protection policy.



Having reached a great dimension and importance for the brand, this social responsibility initiative is part of Toyota's global nature protection policy and going 'beyond zero'.

Vitor Marques,
Public Relations Toyota Caetano Portugal

Ser Sustentável (Being Sustainable) Invoice

Following the government's directive for energy savings published in 2022, we sent all employees a sample invoice showing the energy and water consumption associated with actions that can be easily corrected to reduce our environmental footprint. With very direct and transparent language, this 'bad habits' invoice ends with the invitation 'Let's lower this bill?'



Driveco, for more efficient driving

Visitors who test drive the range of hybrid/ plug-in vehicles have access to the Driveco app, which monitors their driving and suggests improvements for a more efficient driving, in order to make the most of the autonomy of electric vehicles.

Who consumes less?

In 2012, in the Industrial Equipment Division we launched an initiative to monitor the consumption of service vehicles, aimed at encouraging its reduction. The average fuel consumption (litres/100 km) per service vehicle monitored is an indicator of this division's environmental performance.

2023-2030 Commitment

Reducing water consumption by 48% by 2030, compared to 2019

Eliminating losses by 70% in the Gaia Perimeter by 2024, compared to 2019

Reducing undifferentiated waste by 40% by 2024/2030, compared to 2019

Purchasing 15% of sustainable products at Caetano Auto by 2024

Promoting at least 4 environmental awareness campaigns by 2024

Toyota Caetano Portugal's Industrial Equipment Division regards Sustainability, in its various aspects, as one of the pillars for its future evolution.

It is our responsibility to incorporate into our culture, products and services, actions that materialise the commitment to global objectives set by the EU and the UN.

Reducing energy consumption by ensuring the efficiency of our products, recycling waste from our services and reusing machines by reconditioning and placing them back on the market are actions that are already part of our range of products and services and contribute to achieving these objectives.

The challenge of Sustainability is already part of the Toyota Caetano Portugal culture.

Luis Cunha
Head of the Industrial Equipment Division



VISION FOR THE FUTURE

KINTO Portugal is in the process of transforming its business model with the aim of providing its customers with different sustainable mobility services. In this context, KINTO's sustainability plan focuses on three key aspects: environmental, social and economic.

As for environmental sustainability, KINTO has been adapting its products and thereby encouraging energy transition. From 2020 to 2022, the percentage of new operational leases (duration between 2 and 5 years) using electrified vehicles increased from 7% to 40%. KINTO had to successfully evolve its product features, successfully helping its customers to reduce the carbon footprint of their fleets. This is an irreversible path that will gain momentum in the coming years. At the same time, KINTO launched new flexible rental products (shorter terms, from monthly to daily and hourly), based on the reuse of used vehicles and offering a fully digital customer experience. It started a new cycle of sustainability by promoting the reuse of vehicles, as well as their sharing (shared mobility) supported by technology that provides customers with simple access and a very good user experience. In addition, on a long-term basis, KINTO is investing and will continue to invest in electric mobility with hydrogen, and has developed a partnership with CaetanoBus for operational leasing products for urban public transport buses using this technology, currently on trial for the first time in Denmark.

On the social front, KINTO focuses on the well-being of its employees. KINTO has quickly evolved into hybrid working solutions, fostering a balance between family and work, and invested in an upgrade to its offices, improving their convenience. In 2022, it introduced the first of wellness solutions for its employees, namely by making its health insurance plan more robust. It also introduced, for the first time, diagnostics for evaluating well-being and mental health, making solutions available to employees to help them with their personal well-being. KINTO participated in social initiatives, exclusively in the region where it operates, as part of its social responsibility aimed at the local community.

Lastly, KINTO's fundamental concern is economic sustainability. In this context, it has an internal governance model supported by specialised forums that guarantee a continuous analysis of the expectations of the different stakeholders. Combining prudent management with long-term economic sustainability, combining short-term economic optimisation with the development of products for the future of mobility, responding to changes in customer behaviour.

Pedro Saraiva
Director KINTO Portugal



Environmental sustainability is one of the cornerstones of CaetanoBus' business strategy. Since 2010, it has focused on the development of Zero-Emissions mobility solutions, currently being at the forefront of the development and production of green buses such as the two urban models co-branded with Toyota: the e.City Gold – a 100% electric urban bus – and the H2.City Gold – an electric bus powered by hydrogen. The focus on Zero-Emission buses also applies to the airport bus model, COBUS, where CaetanoBus made available the first 100% electric bus in the world, as well as the hydrogen-powered bus, exclusive for airports, in addition to the possibility of converting diesel-powered to Zero-Emissions buses. CaetanoBus and its products are key elements for the energy transition of public transport worldwide!

Patricia Vasconcelos
CEO CaetanoBus

At Caetano Auto we are aware of the challenging path to achieve sustainable development capable of aligning social commitment with the environment. This is our ambition.

Focused on the sale and repair of vehicles, our vision is to offer the market a growing number of more efficient solutions, in accordance with the environmental challenges of today and the future. But we want more. Our work is not limited to the options we provide, but also to the services we offer. Therefore, it is by rethinking our value chain on a daily basis that we will be able to mitigate the impacts of our activity.

To achieve this goal, we have responded by introducing cleaner energy sources, reducing polluting gas emissions and selecting the products used. At the same time, we continue to deepen our brand humanisation strategy with employees, customers and the community, whom we have always been at the service of.

This is our vision for the future. This is our commitment.

João Ramos
Administrador Caetano Auto

ABOUT THE REPORT

Reporting period and scope

Toyota Caetano Portugal publishes its first sustainability report, which reports on the period between 1 January, 2022 and 31 December, 2022 and aims to present to its stakeholders its contribution in the different dimensions of sustainability, focusing on material issues. The Report covers the performance of the companies Toyota Caetano Portugal S.A.; Caetano Auto S.A.; KINTO Portugal, S.A.; CaetanoBus – Fabricação de Carroçarias, S.A.; COBUS Industries GmbH, in terms of qualitative information, and Toyota Caetano Portugal S.A.; Caetano Auto S.A.; Caetano Auto CV; KINTO Portugal, S.A.; Caetano Renting, S.A. CaetanoBus – Fabricação de Carroçarias, S.A., and Caetano UK Limited, in terms of quantitative information, all belonging to the Toyota Caetano Portugal Group⁷. Whenever it is not possible to report information on a specific company and thus ensure the above mentioned scope, this will be duly identified. Whenever deemed relevant, and in order to allow an evolutionary and comparative view of the main indicators, information is presented on the Group's performance in previous years.

Materiality and structure of the document

In order to identify material issues, which correspond to the pillars of the Ser Sustentável (Being Sustainable) Programme, and the consequent structure of the document, we considered a sectoral analysis, the Toyota Caetano Portugal performance analysis, as well as the sounding of the Salvador Caetano Sustainability Committee. In the near future, we will have the opportunity to revisit and formalise our materiality analysis, always with a view to increasing our ambition to make an increasingly relevant contribution to sustainable development.

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

The information contained in this Report meets the requirements of Decree-Law No. 89/2017, which transposes Directive 2014/95/EU, regarding the disclosure of non-financial information, which covers Toyota Caetano Portugal S.A.. In order to comply with these diplomas, the document presents sufficient data and information to allow understanding the evolution of the performance, position and impact of the Group's activities in environmental and social matters, including information on employees,

equality between women and men and non-discrimination, as well as Human Rights and the fight against corruption and attempted bribery. The report was prepared with reference to the Global Reporting Initiative (GRI) Standards, 2021 version.

Alignment with European Taxonomy

Being covered by non-financial information reporting requirements, Toyota Caetano Portugal also fits in with the scope of Regulation (EU) 2020/852 of the European Parliament and of the European 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, and Commission Delegated Regulation (EU) 2021/2178, of 6 July, 2021. In this context, employees began the process of structuring internal practices that would allow them to comply with the disclosure requirements of the new European Taxonomy and demonstrate the contribution of their (current and future) activities to sustainable development, from the environmental point of view, without prejudice to the social dimension. With reference to 31 December, 2021, Toyota has disclosed for the first time the degree to which its economic activities are eligible for climate

mitigation and adaptation goals with respect to its turnover and operating expenses (OpEx). This year, with reference to 31 December, 2022, and in response to growing regulatory demands beyond eligibility, it also determined the alignment of these activities with climate-related goals, having assessed the applicability of the technical evaluation criteria and the minimum social safeguards, and determining what percentage of its turnover, operating expenses (OpEx) and capital expenditure (CapEx) is associated with environmentally sustainable economic activities, under the terms of the Taxonomy Regulation.

Questions and clarifications:

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

APPENDIX

APPENDIX 1 METHODOLOGICAL NOTES

Carbon footprint

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

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

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

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

Emission factors

	Factor	Value	Unit	Source
Electricity	KWh	0.134	KgCO2e	APREN (Portuguese Association of Renewable Energies)
Propane	Kg	2637.70	KgCO2e/tep	Order No. 17313/2008
Diesel	Kg	3098.20	KgCO2e/tep	Order No. 17313/2008
Petrol	Kg	2897.30	KgCO2e/tep	Order No. 17313/2008
Natural gas	m3	56.60	KgCO2/GJ	Order No. 17313/2008
Transport of vehicles by sea	ton/km	0.05840	KgCO2e	DEFRA Conversion Factors 2021
Transport of parts by sea	ton/km	0.01323	KgCO2e	DEFRA Conversion Factors 2021
Waste (by destination)				
• Landfill	ton	215,848	KgCO2e	DEFRA Conversion Factors 2021
• Recycling		212,802		
• Incineration		1,234		
• Biological treatment		21,294		

Amendments to information disclosed in 2021

		Emissions (tCO2eq)					
		2019 reported (Toyota Lexus Division, North & South IED [Industrial Equipment Division], and Manufacturing Division of Ovar)	2019 IED	2019 amended (2019+IED)	Reported in 2020 (Toyota Lexus Division, North & South IED, and Manufacturing Division of Ovar)	2020 IED	2020 ajustado (2020+DEI)
Scope 1		1 194	430,38	1 624,02	1323	318,76	1 621,28
Scope 2	Location based	1 204	83,50	1 287,27	968	70,49	1 038,39
	Market based	0	38,76	38,76	0	36,45	36,4

		Consumos energia (MWh) TCAP S.A. (TCAP NMSC, DEI-N, DEI-S e Fábrica Ovar)					
		2019 reported (Toyota Lexus Division, North & South IED [Industrial Equipment Division], and Manufacturing Division of Ovar)	2019 IED	2019 amended (2019+IED)	Reported in 2020 (Toyota Lexus Division, North & South IED, and Manufacturing Division of Ovar)	2020 IED	2020 ajustado (2020+DEI)
Electricity	Renewable	2 561	136,42	2 697,64	1 194	111,20	1 305,63
	Non-renewable	1 921			865		
	Total	4 482			2 059		
Fossil fuels	Petrol	3 96	147,83	543,44	252	197,06	449,37
	Diesel	6 583	469,05	7 052,29	661	277,36	937,99
	Propane Gas	3 596			2 297		
	Total	10574,57	616,88	11 191,46	3210,32	474,42	3 684,74

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

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

Chapters	Subchapters	Content matching and localisation
A. INTRODUCTION	1. Description of the Company's general policy on sustainability issues, indicating any changes to the previously approved policy.	SR22 TCAP 03. OUR VISION FOR SUSTAINABILITY (learn more about)
	2. Description of the methodology and the reasons for its adoption in the reporting of non-financial information, as well as any changes that have occurred in relation to previous years and the reasons for such changes.	SR22 TCAP About the report (learn more about)
B. BUSINESS MODEL	1. General description of the business model and organisational structure of the Company/Group, showing the main business areas and markets where it operates (if possible with organisational charts, graphs or functional charts).	SR22 TCAP 01. SEVENTY YEARS OF LEGACY > The Toyota Caetano Portugal Universe (learn more about) A&R/SMR 2022 THE BUSINESS MODEL and TOYOTA CAETANO GROUP COMPANIES Corporate Governance Report TCAP Item 21
C. MAIN RISK FACTORS	1. Identification of the main risks associated with the topics being reported on, and arising from, the Company's activities, products, services or commercial relationships, including, where applicable and whenever possible, the supply and subcontracting chains.	A&R/SMR 2022 TCAP THE RISKS OF BUSINESS
	2. Indication of how these risks are identified and managed by the Company.	A&R/SMR 2022 TCAP THE RISKS OF BUSINESS TCAP Corporate Governance Report Part I, C. Internal Organisation, chapter III. Internal Control and Risk Management

	3. Explanation of the internal functional division of powers, including the governing bodies, commissions, committees or departments responsible for identifying and managing/monitoring risks.	SR22 TCAP GRI Index: 2-12 and 2-13 TCAP Corporate Governance Report Part I, C. Internal Organisation, chapter III. Internal Control and Risk 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.	A&R/SMR 2022 THE RISKS OF BUSINESS In 2021, Toyota Caetano Portugal's risk policy was the object of a reorganisation, which resulted in the review of the identification and treatment of the Company's risks. In addition, the exchange rate risk was disregarded, since it is no longer of such importance as to warrant inclusion in the survey of risks affecting the Company.
	5. Indication and brief description of the main opportunities that are identified by the Company in the context of the topics being reported on.	A&R/SMR 2022 THE RISKS OF BUSINESS
D. POLICIES IMPLEMENTED		-
i. ENVIRONMENTAL POLICIES	1. Description of the Company's strategic objectives and of the main actions to be undertaken to achieve them.	SR22 TCAP 03. OUR VISION FOR SUSTAINABILITY (learn more about) and 05. CARING FOR THE FUTURE (learn more about)
	2. Description of key performance indicators outlined.	SR22 TCAP GRI Index: 301-306 SR22 TCAP 05. CARING FOR THE FUTURE (learn more about)
	3. Indication, in relation to the previous year, of the degree of achievement of those objectives, at least by reference to:	-

SR22 TCAP | GRI Index: 301-306

SR22 TCAP | 05. CARING FOR THE FUTURE (learn more about)

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

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

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

i. Sustainable use of resources

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

- Reduce CO2 emissions by 55%, compared to 2019;
- Reduce energy consumption by 26%, compared to 2019;
- Install 11 production units for self-consumption at Toyota Caetano, CaetanoBus and Caetano Auto, achieving 24,2% of energy autonomy starting in 2024;
- Implement three projects for decarbonisation in industry, for CaetanoBus in Gaia and Ovar and the Ovar plant;
- Reduce water consumption by 48% by 2030, compared to 2019;
- Reduce unsorted waste by 40% by 2024/2030, compared to 2019;
- Purchase 15% of sustainable products at Caetano Auto by 2024;
- Reduce unsorted waste by 40% by 2024/2030, compared to 2019;
- Eliminate losses by 70% in the Gaia Perimeter by 2024, compared to 2019.

ii. Pollution and climate change

SR22 TCAP | GRI Index: 302 and 305

SR22 TCAP | 05. CARING FOR THE FUTURE (learn more about)

iii. Circular economy and waste management

SR22 TCAP | GRI Index: 301 and 306

SR22 TCAP | 05. CARING FOR THE FUTURE > Developing the circular economy (learn more about)

	iv. Protecting biodiversity	SR22 TCAP 04. TO GROW TOGETHER (learn more about) > Toyota in motion > Ser Caetano Forest
ii. SOCIAL AND TAX POLICIES	1. Description of the Company's strategic objectives and of the main actions to be undertaken to achieve them.	SR22 TCAP 03. OUR VISION FOR SUSTAINABILITY (learn more about) and 04. TO GROW TOGETHER (learn more about)
	2. Description of key performance indicators outlined.	SR22 TCAP GRI Index: 2-7, 2-8, 201-1, 204-1, 401-1, 401-2 SR22 TCAP 04. TO GROW TOGETHER (learn more about)
	3. Indication, in relation to the previous year, of the degree of achievement of those objectives, at least by reference to:	-
	i. Company commitment to the community	SR22 TCAP GRI Index: 201-1 SR22 TCAP 04. GROWING TOGETHER > When the community needs us (learn more about)
	ii. Subcontracting and suppliers	Supplier evaluation is periodically carried out, although there may be interim reassessments whenever relevant. The department managers together with the quality department evaluate all suppliers according to established criteria. Suppliers with a potential significant impact on the Management Systems will also be assessed, for example, suppliers of equipment calibration, maintenance, waste management, among others that imply compliance with legal requirements. With regard to evaluation criteria, certification according to the normative references, namely ISO 14001 and 26000, stands out. When the qualification survey is sent out, suppliers are informed of the Management and Continuous Improvement Policy, the supplier evaluation criteria and the Code of Good Conduct. A model for assessing suppliers in terms of environmental impact is already planned to be included.
	iii. Consumers	SR22 TCAP 02. CULTURE LEADS THE WORK > Stringency promotes quality and safety (learn more about)
	iv. Responsible investment	No green bonds were acquired/issued.
	v. Stakeholders	SR22 TCAP GRI Index: 2-29 SR22 TCAP 01. SEVENTY YEARS OF LEGACY > Our Stakeholders: Working together for success (learn more about)
	vi. Tax information	SR22 TCAP GRI Index: 201-4
iii. WORKERS AND GENDER EQUALITY	1. Description of the Company's strategic objectives and of the main actions to be undertaken to achieve them.	SR22 TCAP 03. OUR VISION FOR SUSTAINABILITY (learn more about) and 04. TO GROW TOGETHER (learn more about)

AND NON-DISCRIMINATION	2. Description of key performance indicators outlined.	SR22 TCAP GRI Index: 2-7, 405-1
	3. Indication, in relation to the previous year, of the degree of achievement of those objectives, at least by reference to:	-
	i. Employment	SR22 TCAP GRI Index: 2-7, 2-8, 2-20, 401-1, 401-2
	ii. Organisation of work	SR22 TCAP 04. TO GROW TOGETHER > A more diverse, equitable and inclusive future (learn more about) > Reconciling work and private life (learn more about)
	iii. Health and safety	SR22 TCAP GRI Index: 403-8, 403-9 and 403-10 SR22 TCAP 02. CULTURE LEADS THE WORK > Stringency promotes quality and safety (learn more about)
	iv. Social relations	SR22 TCAP GRI Index: 2-30
	v. Training	SR22 TCAP GRI Index: 205-2 and 404 SR22 TCAP 04. TO GROW TOGETHER > Sharing knowledge (learn more about) As part of the Regulations and Code of Conduct and Ethics, training was provided to 1884 Employees, corresponding to a total of 220 hours of training. Personal Data Protection training was provided to 933 Employees, corresponding to a total of 288 hours of training. And finally, as part of Good Practices in Information Security & Cybersecurity, training was provided to 576 Employees, corresponding to a total of 308 hours of training.
	vi. Equality	SR22 TCAP GRI Index: 405 SR22 TCAP 04. TO GROW TOGETHER > A more diverse, equitable and inclusive future (learn more about) Salvador Caetano Auto Code of Professional Conduct and Ethics CHAPTER II. OPERATING PRINCIPLES (learn more about)
iv. HUMAN RIGHTS	1. Description of the Company's strategic objectives and of the main actions to be undertaken to achieve them.	Salvador Caetano Auto Code of Professional Conduct and Ethics CHAPTER II. OPERATING PRINCIPLES (learn more about)
	2. Description of key performance indicators outlined.	Currently, we have no performance indicators outlined in the area of Human Rights.

v. COMBATING CORRUPTION AND ATTEMPTS AT BRIBERY	3. Indication, in relation to the previous year, of the degree of achievement of those objectives, at least by reference to:	-
	i. Due diligence procedures	Their identification is available in the Code of Conduct and Ethics. It is not yet possible for this organisation to present the degree of achievement of these objectives.
	ii. Risk prevention measures	Their identification is available in the Code of Conduct and Ethics. It is not yet possible for this organisation to present the degree of achievement of these objectives.
	iii. Court cases	There are no prosecutions for human rights violations.
	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.	SR22 TCAP 02. CULTURE LEADS THE WORK > For good governance and responsible management (learn more about) SR22 TCAP GRI Index: 2-23, 2-26, 205 Regulation on conflicts of interest and related party transactions 2022 TCAP Policy on the reporting of irregularities 2022 TCAP Salvador Caetano Auto Code of Professional Conduct and Ethics CHAPTER II. OPERATING PRINCIPLES (learn more about)
	2. Prevention of money laundering (for issuers subject to this framework): measures to combat money laundering; indication of the number of cases reported each year.	SR22 TCAP 02. CULTURE LEADS THE WORK > For good governance and responsible management (learn more about) SR22 TCAP GRI Index: 2-23, 2-26 Policy to prevent money laundering and terrorist financing Salvador Caetano
	3. Codes of ethics: indication of any code of ethics to which the company has adhered or implemented; indication of the respective mechanisms for implementing and monitoring compliance with the code, if applicable.	Salvador Caetano Auto Code of Professional Conduct and Ethics (learn more about) SR22 TCAP 02. CULTURE LEADS THE WORK > For good governance and responsible management (learn more about) SR22 TCAP GRI Index: 2-23, 2-26
	4. Managing conflicts of interest: measures to manage and monitor conflicts of interest, namely requiring managers and employees to sign declarations of interests, incompatibilities and impediments.	SR22 TCAP GRI Index: 2-15 Corporate Governance Report TCAP Items 49 and 89 Regulation on conflicts of interest and related party transactions 2022 TCAP Policy on the reporting of irregularities 2022 TCAP

Chapters	Subchapters	Content matching and localisation
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 Global Reporting Initiative (GRI) Standards, 2021 version. Find out more at SR22 TCAP About the report (learn more about). The measures, actions, projects and investments aimed at the pursuit of the objectives set out in relation to the SDGs associated with the Sustainable Living Programme (SR22 TCAP 03. OUR VISION FOR SUSTAINABILITY (learn more about) are presented throughout the report, which follows the structure of the pillars of the Programme.
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)	SR22 TCAP GRI Index (learn more about) SR22 TCAP About the report (learn more about) SR22 TCAP Methodological notes (learn more about)
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.	N/A
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.	SR22 TCAP 03. OUR VISION FOR SUSTAINABILITY > Together, we build the future (learn more about)

Useful links

-  R&C TCAP 21
-  Corporate Governance Report
-  Salvador Caetano Code of Ethics
-  Regulations on conflicts of interest and related party transactions

APPENDIX 3 | EU GREEN TAXONOMY

ENVIRONMENTALLY SUSTAINABLE ECONOMIC ACTIVITIES AND INDICATORS

WHAT IS IT?

Taxonomy is the theory or nomenclature of scientific descriptions and classifications.

Thus, the green taxonomy consists of the description and classification of economic activities that are sustainable from an environmental point of view.

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

WHAT IS ITS IMPORTANCE?

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

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

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

APPLICABLE LAW

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

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

MANDATORY REPORT

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

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

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

ELIGIBLE ACTIVITY AND ALIGNED ACTIVITY

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

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

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

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

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

In this context, we used the EU Taxonomy Compass.

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

HOW DO WE REPORT

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

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

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

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

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

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

GREEN TAXONOMY - REPORT

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

				Substantial contribution criteria							"Do not significantly harm" criteria										
Economic activities (1)	Code(s) (2)	Absolute turnover (3) (by accounting rules)	Proportion of turnover (4)	Mitigation of climate change (5)	Adaptation to climate change (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Mitigation of climate change (11)	Adaptation to climate change (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Minimal safeguards (17)	Proportion of turnover aligned by taxonomy, year 2022 (18)	Proportion of turnover aligned by taxonomy, year 2021 (18)	Category (enabling activity) (20)	Category (transition activity) (21)	
		€	%	%	%	%	%	%	%	s/n	s/n	s/n	s/n	s/n	s/n	s/n	%	%	C	T	
A. ELIGIBLE ACTIVITIES FOR TAXONOMY																					
A.1. Environmentally sustainable activities (aligned with taxonomy)																					
Turnover from environmentally sustainable activities (aligned by taxonomy) (A.1)		0	0														0	0			
A.2. Activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy)																					
Turnover of activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy) (A.2)		0	0																		
Total (A.1. + A.2)		0	0																		
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY																					
Turnover of activities not eligible for taxonomy) (B)		480886377	100																		
Total (A + B)		480886377	100																		

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

Economic activities (1)	Code(s) (2)	Absolute turnover (3)	Proportion of turnover (4)	Substantial contribution criteria						"Do not significantly harm" criteria						Minimal safeguards (17)	Proportion of CapEx aligned by taxonomy, year 2022 (18)	Proportion of CapEx aligned by taxonomy, year 2021 (19)	Category (enabling activity) (20)	Category (transition activity) (21)
				Mitigation of climate change (5)	Adaptation to climate change (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Mitigation of climate change (11)	Adaptation to climate change (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)					
		€	%	%	%	%	%	%	%	s/n	s/n	s/n	s/n	s/n	s/n	s/n	%	%	C	T
A. ELIGIBLE ACTIVITIES FOR TAXONOMY		107203	0,02														0,02	0		
A.1. Environmentally sustainable activities (aligned with taxonomy)																				
Electricity generation (panels)		107203	0,02	100	100					S	S	S	S	S	S	S	0,02	0		
CapEx of environmentally sustainable activities (aligned by taxonomy) (A.1)		107203	0,02														0,02	0		
A.2. Activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy)																				
CapEx of activities eligible for the taxonomy but not environmentally sustainable (activities not aligned with the taxonomy) (A.2)		0																		
Total (A.1. + A.2)		107203	0,02														0,02	0		
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY		480119174	99,98														99,98	0		
Turnover of activities not eligible for taxonomy) (B)		480119174	99,98														99,98	0		
Total (A + B)		480226377	100														100	0		

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

Economic activities (1)	Code(s) (2)	Absolute turnover (3)	Proportion of turnover (4)	Substantial contribution criteria						"Do not significantly harm" criteria						Minimal safeguards (17)	Proportion of OpEx aligned by taxonomy, year 2022 (18)	Proportion of OpEx aligned by taxonomy, year 2021 (19)	Category (enabling activity) (20)	Category (transition activity) (21)
				Mitigation of climate change (5)	Adaptation to climate change (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Mitigation of climate change (11)	Adaptation to climate change (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)					
		€	%	%	%	%	%	%	%	s/n	s/n	s/n	s/n	s/n	s/n	s/n	%	%	C	T
A. ELIGIBLE ACTIVITIES FOR TAXONOMY		575 821	0,12														0,12	0,22		
A.1. Environmentally sustainable activities (aligned with taxonomy)		575 821	0,12	100	100												0,12	0,22		
Bank guarantee/environmental insurance		2 031	0,00	100	100					s	s	s	s	s	s	s	0,00	0,00		
Tree planting		39 236	0,01	100	100					s	s	s	s	s	s	s	0,01	0,04		
Use of WWTPs (CBUS, OVAR AND PDI)		9 775	0,00	100	100					s	s	s	s	s	s	s	0,00	0,01		
Water supply		151 002	0,03	100	100					s	s	s	s	s	s	s	0,03	0,03		
Installation, maintenance and repair of energy efficient equipment		45 990	0,01	100	100					s	s	s	s	s	s	s	0,01	0,00		
Installation, maintenance and repair of vehicle charging stations		95 141	0,02	100	100					s	s	s	s	s	s	s	0,02	0,03		
Installation, maintenance and repair of energy performance measurement and control equipment		12 612	0,00	100	100					s	s	s	s	s	s	s	0,00	0,01		
Non-hazardous waste management		163 168	0,03	100	100					s	s	s	s	s	s	s	0,03	0,08		
Environmental consulting		56 865	0,01	100	100					s	s	s	s	s	s	s	0,01	0,00		

OpEx of environmentally sustainable activities
(aligned by taxonomy) (A.1)

A.2. Activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy)

OpEx of activities eligible for taxonomy but not environmentally sustainable (activities not aligned with taxonomy) (A.2)

Total (A.1. + A.2)	575 821	0,12	0,12	0,22
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY	479 650 556	99,88	99,88	99,78
Turnover of activities not eligible for taxonomy) (B)	479 650 556	99,88	99,88	99,78
Total (A + B)	480 226 377	100	100	100

VOLUNTARY REPORT

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

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

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

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

This considered:

I.

Currently, the Taxonomy foresees the following activities as sustainable, among others:

- Manufacture of equipment for the production and use of hydrogen
- Manufacture of hydrogen

We therefore consider that, in continuity, the Bus Fuel Cell product should be considered sustainable, as it consists of a bus that uses hydrogen as an energy source.

This stated, we present the **voluntary report of the Bus Fuel Cell.**

II.

On the other hand, the Taxonomy currently foresees the following activities as sustainable, among others:

- Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)
- Installation, maintenance and repair of renewable energy technologies
- Transport by motorbikes, passenger cars and light commercial vehicles

We therefore consider that, in continuity, that **Electric Vehicles** (100% electric) should be considered sustainable, since they consist of vehicles that use electric motors as a source of energy.

This stated, we present the voluntary report of the **Electric Vehicle sales and Electric Forklifts, as well as their repair and charging.**

VOLUNTARY REPORTING

Of the proportion of turnover for products or services associated with economic activities that the Company considers SUSTAINABLE and WHICH ARE NOT PROVIDED FOR IN THE TAXONOMY

Economic activities (1)	Code(s) (2)	Absolute turnover (3)	Proportion of turnover (4)	Substantial contribution criteria						"Do not significantly harm" criteria										
				Mitigation of climate change (5)	Adaptation to climate change (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Mitigation of climate change (11)	Adaptation to climate change (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Minimal safeguards (17)	Proportion of turnover aligned by taxonomy, year 2022 (18)	Proportion of turnover aligned by taxonomy, year 2021 (19)	Category (enabling activity) (20)	Category (transition activity) (21)
		€	%	%	%	%	%	%	%	s/n	s/n	s/n	s/n	s/n	s/n	s/n	%	%	C	T
A. SUSTAINABLE ACTIVITIES NOT PROVIDED FOR IN THE TAXONOMY		45 062 084	9,38																	
Electric vehicle repair		68 684	0,01																	
Electric vehicle charging		3 075	0																	
Electric buses sales: e.cobus & e.citygold		4 464 696	0,93																	
Bus Hydrogen: Fuel Cell for sale		12 012 990	2,50																	
Forklift Sales – electric machines, workshops and parts		24 292 296	5,06																	
Toyota electric vehicle sales		3 695 931	0,77																	
Lexus electric vehicle sales		524 411	0,11																	
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY		435 164 293	90,62																	
Turnover of activities not eligible for taxonomy) (B)		435 164 293	90,62																	
Total (A + B)		480 226 377	100																	

APPENDIX 4 TABLE OF GRI INDICATORS

GRI Universal Standards																							
GRI 1 – Foundation 2021		Location/Answer																					
GRI 1	Reporting in accordance with the GRI Standards Requirement 8: Provide a statement of use	SR22 TCAP About the report (learn more about)																					
GRI 1	Reporting in accordance with the GRI Standards Requirement 7: Publish a GRI Content Index	The present table.																					
GRI 2 – General Disclosures 2021		Location/Answer																					
The organisation and its reporting practices																							
GRI 2-1	Organisational details	• Legal name: Toyota Caetano Portugal, S.A. • Ownership structure and legal form: Public company, listed on the Lisbon Stock Exchange (Euronext Lisbon). • Location of head office: Vila Nova de Gaia, Portugal • Countries of operation: Portugal, Cape Verde, Germany and the United Kingdom																					
GRI 2-2	Entities included in the organisation's sustainability reporting	SR22 TCAP About the report (learn more about)																					
GRI 2-3	Reporting period, frequency and contact point	SR22 TCAP About the report (learn more about)																					
GRI 2-4	Restatements of information																						
GRI 2-5	External assurance	This report has not been subject to External assurance.																					
Activities and workers																							
GRI 2-6	Activities, value chain and other business relationships	SR22 TCAP The Toyota Caetano Universe Portugal (learn more about) and Our Stakeholders: United for Success (learn more about)																					
GRI 2-7	Employees	<table> <tr> <th>Toyota Caetano Portugal, S.A.</th><th>2021</th><th>2022</th></tr> <tr> <td>Total number of employees</td><td>567</td><td>624</td></tr> <tr> <td>Breakdown by gender</td><td></td><td></td></tr> <tr> <td>Men</td><td>385</td><td>419</td></tr> <tr> <td>Women</td><td>182</td><td>205</td></tr> <tr> <td>Breakdown by region</td><td></td><td></td></tr> <tr> <td>Vila Nova de Gaia</td><td>300</td><td>313</td></tr> </table>	Toyota Caetano Portugal, S.A.	2021	2022	Total number of employees	567	624	Breakdown by gender			Men	385	419	Women	182	205	Breakdown by region			Vila Nova de Gaia	300	313
Toyota Caetano Portugal, S.A.	2021	2022																					
Total number of employees	567	624																					
Breakdown by gender																							
Men	385	419																					
Women	182	205																					
Breakdown by region																							
Vila Nova de Gaia	300	313																					

Carregado	77	77
Ovar	182	225
Lisbon	8	9
Total number of permanent employees	447	460
Breakdown by gender		
Men	315	318
Women	132	142
Breakdown by region		
Vila Nova de Gaia	226	235
Carregado	58	64
Ovar	156	153
Lisbon	7	8
Total number of temporary employees	120	164
Breakdown by gender		
Men	70	99
Women	50	65
Breakdown by region		
Vila Nova de Gaia	74	78
Carregado	19	13
Ovar	26	72
Lisbon	1	1
Total number of non-guaranteed hours employees	0	0
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0

Region 2	0	0
Region 3	0	0
Total number of full-time employees	567	624
Breakdown by gender		
Men	385	419
Women	182	205
Breakdown by region		
Vila Nova de Gaia	300	313
Carregado	77	77
Ovar	182	225
Lisbon	8	9
Total number of part-time employees	0	0
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0
Region 2	0	0
Region 3	0	0
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations in the number of employees during the reporting period and between reporting periods	Increase in employees associated with increased activity.	
Caetano Auto, S.A.	2021	2022
Total number of employees	879	883
Breakdown by gender		
Men	694	703
Women	185	180

Breakdown by region		
Algarve	53	54
Aveiro	46	43
Cascais/Oeiras	61	60
Coimbra	43	42
Lisbon	127	122
Litoral (Coast)	58	56
Minho region	69	72
Porto	178	185
Setúbal	99	96
Sintra	55	55
Santa Maria da Feira	45	42
Head Office - Gaia	45	56
Total number of permanent employees	699	715
Breakdown by gender		
Men	555	566
Women	144	149
Breakdown by region		
Algarve	42	43
Aveiro	36	37
Cascais/Oeiras	41	42
Coimbra	36	38
Lisbon	93	91
Litoral (Coast)	45	44
Minho region	53	55
Porto	152	156
Setúbal	86	84
Sintra	40	44

Santa Maria da Feira	36	35
Head Office - Gaia	39	46
Total number of temporary employees	143	139
Breakdown by gender		
Men	114	112
Women	29	27
Breakdown by region		
Algarve	9	8
Aveiro	8	4
Cascais/Oeiras	19	17
Coimbra	5	4
Lisbon	30	25
Litoral (Coast)	8	12
Minho region	13	14
Porto	17	22
Setúbal	12	10
Sintra	13	9
Santa Maria da Feira	7	7
Head Office - Gaia	2	7
Total number of non-guaranteed hours employees	9	10
Breakdown by gender		
Men	9	10
Women	0	0
Breakdown by region		
Algarve	1	1
Aveiro	0	0
Cascais/Oeiras	0	0

Coimbra	1	1
Lisbon	2	3
Litoral (Coast)	2	0
Minho region	0	0
Porto	1	2
Setúbal	1	2
Sintra	1	1
Santa Maria da Feira	0	0
Head Office - Gaia	0	0
Total number of full-time employees	699	715
Breakdown by gender		
Men	555	566
Women	144	149
Breakdown by region		
Caetano Auto - Algarve	42	43
Caetano Auto - Aveiro	36	37
Caetano Auto - Cascais/Oeiras	41	42
Caetano Auto - Coimbra	36	38
Caetano Auto - Lisbon	93	91
Caetano Auto - Litoral (Coast)	45	44
Caetano Auto - Minho region	53	55
Caetano Auto - Porto	152	156
Caetano Auto - Setúbal	86	84
Caetano Auto - Sintra	40	44
Caetano Auto - Santa Maria da Feira	36	35
Caetano Auto Head Office - Gaia	39	46
Total number of part-time employees	28	19
Breakdown by gender		

Men	16	15
Women	12	4
Breakdown by region		
Caetano Auto – Algarve	1	2
Caetano Auto – Aveiro	2	2
Caetano Auto – Cascais/Oeiras	0	0
Caetano Auto – Coimbra	3	0
Caetano Auto – Lisbon	1	3
Caetano Auto – Litoral (Coast)	4	1
Caetano Auto – Minho region	6	2
Caetano Auto – Porto	4	6
Caetano Auto – Setúbal	2	-
Caetano Auto – Sintra	3	1
Caetano Auto – Santa Maria da Feira	0	0
Caetano Auto Head Office – Gaia	2	2
Methodologies and assumptions used	Full-time equivalent (FTE) at the end of the reporting period	
Caetano Auto CV, S.A.	2021	2022
Total number of employees		
Breakdown by gender		
Men	77	78
Women	22	24
Breakdown by region		
Ilha do Santiago (Santiago Island)	87	92
Ilha do Sal (Sal Island)	12	10
Total number of permanent employees	99	101
Breakdown by gender		
Men	77	78

Women	22	23
Breakdown by region		
Ilha do Santiago (Santiago Island)	87	91
Ilha do Sal (Sal Island)	12	10
Total number of temporary employees	0	1
Breakdown by gender		
Men	0	0
Women	0	1
Breakdown by region		
Ilha do Santiago (Santiago Island)	0	1
Ilha do Sal (Sal Island)	0	0
Total number of non-guaranteed hours employees		
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0
Region 2	0	0
Region 3	0	0
Total number of full-time employees		
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0
Region 2	0	0
Region 3	0	0

Total number of part-time employees		
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0
Region 2	0	0
Region 3	0	0
Methodologies and assumptions used	Total employees at the end of the reporting period	

Caetano Renting, S.A.	2021	2022
Total number of employees	5	5
Breakdown by gender		
Men	1	1
Women	4	4
Breakdown by region		
Vila Nova de Gaia	5	5
Total number of permanent employees	5	5
Breakdown by gender		
Men	6	6
Women	0	0
Breakdown by region		
Vila Nova de Gaia	5	5
Total number of temporary employees	6	6
Total number of non-guaranteed hours employees	0	0
Total number of full-time employees	0	0

Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Vila Nova de Gaia	0	0
Total number of part-time employees	0	0
Describe the methodologies and assumptions used to compile the data, including whether the numbers are reported:		
In head count, full-time equivalent (FTE), or using another methodology;	Total number of employees at the end of the reporting period	
At the end of the reporting period, as an average across the reporting period, or using another methodology;	December 31	December 31
Kinto Portugal	2021	2022
Total number of employees	102	102
Breakdown by gender		
Men	64	65
Women	38	37
Breakdown by region		
Porto	90	89
Lisbon	12	13
Total number of permanent employees	72	90
Breakdown by gender		
Men	49	56
Women	23	34
Breakdown by region		
Porto	65	78
Lisbon	7	12

Total number of temporary employees	4	4
Breakdown by gender		
Men	4	4
Women	0	0
Breakdown by region		
Porto	2	2
Lisbon	2	2
Total number of non-guaranteed hours employees	0	0
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		
Region 1	0	0
Region 2	0	0
Region 3	0	0
Total number of full-time employees	102	102
Breakdown by gender		
Men	64	65
Women	38	37
Breakdown by region		
Porto	90	89
Lisbon	12	13
Total number of part-time employees	0	0
Breakdown by gender		
Men	0	0
Women	0	0
Breakdown by region		

Region 1	0	0
Region 2	0	0
Region 3	0	0
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
CaetanoBus	2021	2022
Total number of employees	701	827
Breakdown by gender		
Men	612	724
Women	89	103
Breakdown by region		
Greater Porto region	701	827
Total number of permanent employees	620	595
Breakdown by gender		
Men	546	521
Women	74	74
Breakdown by region		
Greater Porto region	620	595
Total number of temporary employees	0	2
Breakdown by gender		
Men	0	2
Women	0	0
Breakdown by region		
Greater Porto region	0	2
Total number of non-guaranteed hours employees	0	0
Total number of full-time employees	701	827
Breakdown by gender		
Men	612	724

Women	89	103
Breakdown by region		
Greater Porto region	701	827
Total number of part-time employees	0	0
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations in the number of employees during the reporting period and between reporting periods	n.a.	Increase in employees associated with increased activity.
Caetano UK	2021	2022
Total number of employees	11	12
Breakdown by gender		
Men	9	10
Women	2	2
Breakdown by region		
Leicestershire, United Kingdom	11	12
Total number of permanent employees	11	12
Breakdown by gender		
Men	9	10
Women	2	2
Breakdown by region		
Leicestershire, United Kingdom	11	12
Total number of temporary employees	0	0
Total number of non-guaranteed hours employees	0	0
Total number of full-time employees	11	12
Breakdown by gender		
Men	9	10
Women	2	2

Breakdown by region		
Leicestershire, United Kingdom	11	12
Total number of part-time employees	0	0
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations in the number of employees during the reporting period and between reporting periods	Increase in employees associated with increased activity.	

GRI 2-8 Workers who are not employees

Toyota Caetano Portugal, S.A.	2021	2022
Total number of workers who are not employees and whose work is controlled by the entity	28	53
Describe the most common types of worker and their contractual relationship with the organisation;	Workers hired by a temporary work agency.	
Describe the type of work they perform	Cleaning and maintenance; business support activities (internships)	
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations during the reporting period and between reporting periods	Increase in 2022 associated with temporary production needs at the Ovar plant.	
Caetano Auto, S.A.	2021	2022
Total number of workers who are not employees and whose work is controlled by the entity	28	19
Describe the most common types of worker and their contractual relationship with the organisation;	Interns	Technicians
Describe the type of work they perform	Mechanics/ Administrative staff	Mechanics/ Administrative staff
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations during the reporting period and between reporting periods	n.a.	Significant fluctuations mainly associated with the departure of temporary workers

Caetano Auto CV, S.A.	2021	2022
Total number of workers who are not employees and whose work is controlled by the entity	0	0
Caetano Renting, S.A.	2021	2022
Total number of workers who are not employees and whose work is controlled by the entity	0	0
Kinto Portugal	2021	2022
Total number of workers who are not employees and whose work is controlled by the entity	4	4
Describe the most common types of worker and their contractual relationship with the organisation;	Temporary agency workers. Parking attendants (vehicles/logistics).	
Describe the type of work they perform	Handling, delivery and cleaning of vehicles.	
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
CaetanoBus	2021	2022
Total number of workers who are not employees and whose work is controlled by the entity	4	10
Describe the most common types of worker and their contractual relationship with the organisation;	After-sales Assistance in customer countries	
Describe the type of work they perform	After-sales Assistance in customer countries	
Methodologies and assumptions used	Total number of employees at the end of the reporting period	
Describe significant fluctuations during the reporting period and between reporting periods	n.a.	Increase in employees associated with increased activity.
Caetano UK	2021	2022
Total number of workers who are not employees and whose work is controlled by the entity	0	0

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

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

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

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

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

- **Executive or non-executive members:** In 2021, the company had 4 non-executive and 3 executive directors and in 2022 it had 3 non-executive directors. The executive Directors are responsible for the day-to-day management of the Company and the non-executive Directors have a general duty to monitor, supervise and support the strategy and decision-making of the Board of Directors.
- **Independence:** Independent directors are not taken into account, since they are appointed by the majority shareholders of the company
- **Tenure of the members of the highest governance body:** 4 years
- **Number of other significant positions and commitments held by each member, and the nature of the commitments:** All company directors are directors in other companies of their respective groups, i.e. the Salvador Caetano Group or Toyota Caetano Portugal Group
- **Gender:**
 - Board of Directors:
 - 2021: 2 women and 5 men;
 - 2022: 2 women and 4 men;
 - Compliance Committee:
 - 2021 and 2022: 2 women and 2 men;
 - Sustainability Committee:
 - 2021: n.a.
 - 2022: 9 men and 6 women
- **Under-represented social groups:** NA
- **Competences relevant to the impacts of the organisation:** Competences assessed by the Nomination, Appraisal and Remuneration Committee, in accordance with the internal operating regulations of the Board of Directors (learn more about).
- **Stakeholder Representation:** NA

GRI 2-9 Governance structure and composition**GRI 2-10 Nomination and selection of the highest governance body****Nomination and selection processes for the highest governance body and its committees:**

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

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

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

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

Yes

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

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

GRI 2-11 Chair of the highest governance body

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

Describe the role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impacts on the economy, environment, and people, including:

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

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

	Describe the role of the highest governance body in reviewing the effectiveness of the organisation's processes as described and report the frequency of this review: Since the Chairman of the Board is directly involved in the Sustainability Committee, he has direct access to all the information that he then shares with the other Directors and Top Managers. The Sustainability Committee meets quarterly.									
GRI 2-13	Delegation of responsibility for managing impacts									
	Describe how the highest governance body delegates responsibility for managing the organisation's impacts on the economy, environment, and people, including: • Whether it has appointed any senior executives with responsibility for the management of impacts: The chairman of the Board of Directors is also the chairman of the sustainability committee. • Whether it has delegated responsibility for the management of impacts to other employees: No. Describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organisation's impacts on the economy, environment, and people: Since 2022, the Compliance Committee prepares annual reports on complaints received and report to the Board of Directors of Salvador Caetano. As for the Sustainability Committee, it was set up in 2022 and meets on a quarterly basis to analyse strategic indicators and make decisions taking into account the strategic alignment.									
GRI 2-14	Role of the highest governance body in sustainability reporting									
	The Sustainability Committee is responsible for analysing and approving the information reported, including the organisation's material issues, and its chairman is also chairman of the Board of Directors. It meets quarterly, and reviews and approves the strategy and information to be reported, whenever necessary. Describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated: In addition to the Code of Conduct and Ethics, we are governed by the Regulation on Conflicts of Interest and Transactions with Related Parties (learn more about) Report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to:									
GRI 2-15	Conflicts of interest									
	• Cross-board membership: TCAP administrators are administrators in various other GSC or TME companies. • Cross-shareholding with suppliers and other stakeholders: no TCAP shareholder is a TCAP manager. • Existence of controlling shareholders: Salvador Caetano Auto • Related parties, their relationships, transactions, and outstanding balances: In accordance with the Regulation on conflicts of interest and transactions with related parties									
GRI 2-16	Communication of critical concerns									
	<table><tr><th></th><th>2021</th><th>2022</th></tr><tr><td>Describe whether and how critical concerns are communicated to the highest governance body</td><td></td><td></td></tr><tr><td>Report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period</td><td></td><td></td></tr></table>		2021	2022	Describe whether and how critical concerns are communicated to the highest governance body			Report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period		
	2021	2022								
Describe whether and how critical concerns are communicated to the highest governance body										
Report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period										

GRI 2-17 Collective knowledge of the highest governance body

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

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

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

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

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

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

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

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

GRI 2-19 Remuneration policies

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

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

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

GRI 2-20 Process to determine remuneration

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

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

- **Whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration:** Nomination, Appraisal and Remuneration Committee responsible for determining the remuneration process. An independent commission.
- **How the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration:** Opinions are not obtained.
- **Whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organisation, its highest governance body and senior executives:** No
- **Report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable:** The remuneration policy was approved by the Nominations, Appraisal and Remuneration Committee and the shareholder's general meeting. In addition, remunerations are approved by the Committee.

GRI 2-21 Annual total compensation ratio¹

Toyota Caetano Portugal, S.A.	2021	2022
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	8.76	8.53
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)		0
Caetano Auto, S.A.	2021	2022
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	6.77	6.48
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual	n.a.	0

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

total compensation for all employees (excluding the highest-paid individual)		
Caetano Auto CV, S.A.	2021	2022
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	7.96	7.80
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	n.a.	0
Caetano Renting, S.A.	2021	2022
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)	15.17	14.73
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	n.a.	0
Kinto Portugal	2021	2022
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	8.08	7.83
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	n.a.	0
CaetanoBus	2021	2022
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	7.09	6.82

Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	n.a.	0
Caetano UK	2021	2022
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)	1.97	2.06
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	n.a.	0

Strategy, policies and practices

GRI 2-22	Statement on sustainable development strategy	Refer to Chairman's message
GRI 2-23	Policy commitments	Salvador Caetano is committed to complying with the best corporate management practices, actively promoting responsible and ethical conduct in the way it conducts its business, honoring the Be Caetano principles and values. (Learn more about)
GRI 2-24	Embedding policy commitments	We develop our business responsibly. For this reason, we monitor compliance with the rules and principles contained in our Code of Conduct and Ethics, focusing on accuracy and transparency.
GRI 2-25	Processes to remediate negative impacts	The organization does not currently have an effective and transversal process to mitigate potential negative impacts.
GRI 2-26	Mechanisms for seeking advice and raising concerns	An anonymous reporting channel is available to all employees. https://gsc.wemake.pt/reporting-channel/d4d5c

GRI 2-27 Compliance with laws and regulations

Significant instances of non-compliance with laws and regulations	business units	2021	2022
Instances for which fines were incurred	no.	0	0
Instances for which non-monetary sanctions were incurred	no.	0	0
Total	no.		

Fines for instances of non-compliance with laws and regulations t	business units	2021	2022
Fines for instances of non-compliance with laws and regulations that occurred in the current reporting period	no.	0	0
	€	0	0
Fines for instances of non-compliance with laws and regulations that were paid in previous reporting periods;	no.	0	0
	€	0	0
Total	no.	0	0
	€	0	0

GRI 2-28 Membership associations

SR22 TCAP | 03. OUR VISION FOR SUSTAINABILITY > Together, we build the future (learn more about)

Stakeholder engagement

GRI 2-29 Approach to stakeholder engagement

AEP and ACAP

GRI 2-30 Collective bargaining agreements

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

GRI 3 – Material Topics 2021

Location/Answer

Disclosures on material topics

GRI 3-1 Process to determine material topics

SR22 TCAP | About the report (learn more about)

GRI 3-2 List of material topics

SR22 TCAP | About the report (learn more about)

GRI Topic Standards

Location/Answer

GRI 201 - Economic Performance 2016

GRI 201-1 Direct economic value generated and distributed

Toyota Caetano Portugal, S.A.	2021	2022
Direct economic value generated	342,237,473 €	405,772,433 €
Economic value distributed	429,448,331 €	498,098,152 €
Economic value retained	-87,210,858 €	-92,325,719 €
Caetano Auto, S.A.	2021	2022
Direct economic value generated	220,363,323 €	243,432,721 €
Economic value distributed	210,707,207 €	231,886,955 €
Economic value retained	9,656,116 €	11,545,766 €
Caetano Auto CV, S.A.	2021	2022
Direct economic value generated	14,829,573 €	16,524,966 €
Economic value distributed	14,829,573 €	16,524,966 €
Economic value retained	0 €	0 €
Caetano Renting, S.A.	2021	2022
Direct economic value generated	33,059,945 €	35,756,404 €
Economic value distributed	24,122,297 €	26,722,511 €
Economic value retained	8,937,648 €	9,033,893 €
Kinto Portugal	2021	2022
Direct economic value generated	102,964,685 €	100,070,932 €
Economic value distributed	59,084,637 €	58,734,685 €
Economic value retained	43,880,048 €	41,336,247 €
CaetanoBus	2021	2022
Direct economic value generated	48,988,600 €	56,893,217 €
Economic value distributed	67,576,974 €	58,493,401 €
Economic value retained	-18,588,374 €	-1,600,184 €
Caetano UK	2021	2022
Direct economic value generated	7,268,360 €	20,347,793 €

Economic value distributed	16,792,259 €	36,435,708 €
Economic value retained	-9,523,899 €	-16,087,914 €

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

Its effects are manifested through:

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

GRI 201-2 Financial implications and other risks and opportunities due to climate change

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

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

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

Regarding TCAP, Caetano Auto, Caetano Renting, and Caetano Bus, this information can be found in the Annual Report and Accounts 2022 TCAP, note 25 Consolidated accounts.

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

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

GRI 201-4 Financial assistance received from government

Portugal		
Toyota Caetano Portugal, S.A.	2021	2022
Grants	5,289,208 €	4,216,900 €
Total	5,289,208 €	4,216,900 €
Caetano Auto, S.A.	2021	2022

Grants	1,124,907 €	79,000 €
Total	1,124,907 €	79,000 €
Caetano Auto CV, S.A.	2021	2022
Total	0 €	0 €
Caetano Renting, S.A.	2021	2022
Total	0 €	0 €
Kinto Portugal	2021	2022
Grants	0 €	224 €
Total	0 €	224 €
CaetanoBus	2021	2022
Grants	67,517 €	51,616 €
Investment grants, research and development grants, and other relevant types of grant	400,125 €	453,419 €
Financial incentives	2,013,640 €	175,798 €
Total	2,481,282 €	680,833 €
Caetano UK	2021	2022
Total	0 €	0 €

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

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

GRI 202 - Market Presence 2016

GRI 202-1

Ratios of standard entry level wage by gender compared to local minimum wage

Toyota Caetano Portugal, S.A.	2021	2022
DAF		
Male	1.30	1.24
Female	1.26	1.35
DEI North and South		

Male	1.05	1.03
Female	1.07	1.01
DPC and Gaia		
Male	0.68	1.00
Female	1.05	1.06
NMSC		
Male	1.13	1.21
Female	1.13	1.21
Ovar		
Male	1.00	1.00
Female	1.00	1.00
Caetano Auto, S.A.	2021	2022
Caetano Auto - Algarve		
Male	0.74	0.78
Female	0.74	0.78
Caetano Auto - Aveiro		
Male	0.74	0.78
Female	0.74	0.78
Caetano Auto - Cascais/Oeiras		
Male	0.74	0.78
Female	0.74	0.78
Caetano Auto - Coimbra		
Male	0.74	0.78
Female	0.78	0.81
Caetano Auto - Lisbon		
Male	0.74	0.78
Female	0.74	0.78

Caetano Auto - Litoral (Coast)		
Male	0.74	0.78
Female	0.74	0.78
Caetano Auto - Minho region		
Male	0.74	0.78
Female	0.74	0.78
Caetano Auto - Porto		
Male	0.74	0.78
Female	0.74	0.78
Caetano Auto - Setúbal		
Male	0.74	0.78
Female	0.74	0.78
Caetano Auto - Sintra		
Male	0.74	0.78
Female	0.74	0.78
Caetano Auto - Sta. Maria Feira		
Male	0.74	0.78
Female	0.74	0.78
Caetano Auto Head Office - Gaia		
Male	1.00	1.00
Female	1.00	0.83
Caetano Renting, S.A.	2021	2022
Male	1.59	1.52
Female	1.84	1.79
Kinto Portugal	2021	2022
Male	1.08	1.06
Female	1.00	1.06

CaetanoBus	2021	2022
Male	1.00	1.00
Female	1.00	1.00
Caetano UK	2021	2022
Male	1.05	0.99
Female	1.05	0.99

The minimum wage considered in the calculations corresponds to the standard national minimum wage (€665 in 2021 and €705 in 2022), with the exception of Caetano UK, where the national minimum wage for over 23 years hold is £9.5 per hour updated in April to £10.42 per hour.

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

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

Toyota Caetano Portugal, S.A.	2021	2022
Percentage of senior management at significant locations of operation that are hired from the local community	28.6%	33.3%
DAF	0.0%	0.0%
DEI North and South	0.0%	0.0%
DPC and Gaia	100.0%	100.0%
NMSC	0.0%	0.0%
Ovar	50.0%	100.0%
Caetano Auto, S.A.	2021	2022
Percentage of senior management at significant locations of operation that are hired from the local community	53.3%	40.0%
Algarve	100.0%	100.0%
Aveiro	0.0%	0.0%
Cascais/Oeiras	0.0%	0.0%
Coimbra	0.0%	0.0%
Lisbon	100.0%	100.0%
Litoral (Coast)	0.0%	0.0%

Minho region	100.0%	0.0%
Porto	100.0%	100.0%
Setúbal	100.0%	0.0%
Sintra	0.0%	0.0%
Santa Maria da Feira	0.0%	0.0%
Head Office - Gaia	75.0%	75.0%
Caetano Renting, S.A.	2021	2022
Percentage of senior management at significant locations of operation that are hired from the local community	0.0%	0.0%
CaetanoBus	2021	2022
Percentage of senior management at significant locations of operation that are hired from the local community	20.0%	20.0%
Caetano UK	2021	2022
Percentage of senior management at significant locations of operation that are hired from the local community	0.0%	0.0%

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

GRI 204 - Procurement Practices 2016

GRI 204-1

Proportion of spending on local suppliers

Procurement budget that is spent with local suppliers	2021	2022
Caetano Auto, S.A.	99.9%	99.9%
Kinto Portugal	96.0%	96.0%
Caetano Bus	58.7%	49.1%
Caetano UK	42.0%	40.7%

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

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

GRI 205- Anti-corruption 2016

GRI 205-1	Operations assessed for risks related to corruption	Operations assessed for risks related to corruption	
		2021	2022
		Number of operations assessed for risks related to corruption	0
		Percentage of operations assessed for risks related to corruption	0.0%
	Significant risks related to corruption identified through the risk assessment	A risk matrix is currently being developed, which will be completed during 2023.	
GRI 205-2	Communication and training about anti-corruption policies and procedures	The anti-corruption policies and procedures have been approved with the Salvador Caetano holding company, and their cross-cutting communication (governing bodies, other employees, business partners and other stakeholders) is planned for 2023.	
GRI 205-3	Confirmed incidents of corruption and actions taken	During the reporting period, there were no confirmed cases of corruption or corruption-related legal proceedings against the organisation or its employees.	

GRI 206 - Anti-competitive behaviour 2016

GRI 206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	There are no pending or completed legal actions during the reporting period regarding anti-competitive behaviour and violations of anti-trust and anti-monopoly legislation in which the organisation was identified as a participant.
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GRI 301 - Materials 2016

GRI 3 - Material Topics 2021 3-3- Management of material topics		Given the industrial component of our business, carried out by TCAP's Ovar Manufacturing Division and CaetanoBus, we are aware of the importance of the efficient management of materials and their use, as reflected in the Water Resources and Circular Economy pillar of the <i>Ser Sustentável</i> Programme. We are certified under a set of Management Systems, which we manage in an integrated way, including an Environmental Management System (ISO 14001), which covers the divisions Toyota Lexus, Ovar Manufacturing Plant and Industrial Equipment and CaetanoBus. We join forces to mitigate waste in our production chain and continuously improve our practices. Find out more in the SR22 TCAP "05. TO TAKE CARE OF THE FUTURE" > "We develop the circular economy"
GRI 301-1	Materials used - by weight or volume	As a result of the multiplicity of our supply chain, we do not have a transversal and standardized data collection system
GRI 301-2	Recycled input materials used	As a result of the multiplicity of our supply chain, we do not have a transversal and standardized data collection system

GRI 302 - Energy 2016

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

Given the industrial component of our business, carried out by TCAP's Ovar Manufacturing Division and by CaetanoBus, and the high energy consumption associated with these activities, we are aware of the importance of our contribution to the reduction and efficiency in energy consumption, as reflected in the pillar Energy Sustainability and Carbon Neutrality of the *Ser Sustentável* Programme. We are certified under a set of Management Systems, which we manage in an integrated way, including an Environmental Management System (ISO 14001), which covers the divisions Toyota Lexus, Ovar Manufacturing Plant and Industrial Equipment and CaetanoBus and an Energy Management System (ISO 50001), which certifies the Industrial Equipment Division - North.

A plan for energy transition from fossil to renewable energy sources is underway, so as to minimise the impact of our activities while producing more efficient mobility solutions to serve society. Find out more in the SR22 TCAP | "05. TO TAKE CARE OF THE FUTURE" > "We took care of our home's energy transition" and "We are preparing to offer beyond zero emissions"

GRI 302-1 Energy consumption within the organisation

Toyota Caetano Portugal, S.A.	Business units	2021	2022
Total energy consumption within the organisation	MWh	9,693	10,308
Total fuel consumption within the organisation from non-renewable sources	MWh	7,057	7,296
Diesel	MWh	1,738	1,701
Petrol	MWh	2,060	1,818
Butane/Propane/LPG	MWh	2,712	3,526
Natural gas	MWh	546	252
Total electricity consumption	MWh	2,636	3,012
Caetano Auto, S.A.	Business units	2021	2022
Total energy consumption within the organisation	MWh	11,992	12,684
Total fuel consumption within the organisation from non-renewable sources	MWh	7,487	7,270
Diesel	MWh	1,075	807
Petrol	MWh	3,875	4,148
Butane/Propane/LPG	MWh	1,110	1,077
Natural gas	MWh	1,426	1,238
Total electricity consumption	MWh	4,506	5,415
Caetano Auto CV, S.A.	Business units	2021	2022

Total energy consumption within the organisation	MWh	210	222
Total fuel consumption within the organisation from non-renewable sources	MWh	0	0
Total electricity consumption	MWh	210	222
Caetano Renting, S.A.	Business units	2021	2022
Total energy consumption within the organisation	MWh	26	39
Total fuel consumption within the organisation from non-renewable sources	MWh	24	36
Diesel	MWh	12	16
Petrol	MWh	13	21
Total electricity consumption	MWh	2	3
Kinto Portugal	Business units	2021	2022
Total energy consumption within the organisation	MWh	250	758
Total fuel consumption within the organisation from non-renewable sources	MWh	250	755
Diesel	MWh	120	487
Petrol	MWh	129	263
Natural gas	MWh	0	5
Total electricity consumption	MWh	0	3
CaetanoBus	Business units	2021	2022
Total energy consumption within the organisation	MWh	4,430	5,105
Total fuel consumption within the organisation from non-renewable sources	MWh	2 771	2 908
Diesel	MWh	300	132
Petrol	MWh	341	400
Butane/Propane/LPG	MWh	220	344
Natural gas	MWh	1,909	2,033
Total electricity consumption	MWh	1,659	2,198

Caetano UK	Business units	2021	2022
Total energy consumption within the organisation	MWh	672	684
Total fuel consumption within the organisation from non-renewable sources	MWh	131	131
Diesel	MWh	0	0
Petrol	MWh	0	0
Butane/Propane/LPG	MWh	0	0
Natural gas	MWh	131	131
Total electricity consumption	MWh	541	553
Total electricity sold	MWh	541	553

There is no consumption of fuels from renewable sources, heating, cooling or steam.

GRI 302-2

Energy consumption outside of the organisation There is no energy consumption outside of the organisation.

GRI 302-3

Energy intensity

Energy intensity ratio	Business units	2021	2022
Toyota Caetano Portugal, S.A.	Total energy consumption by billing value in thousands of euros	0.029	0.026
Caetano Auto, S.A.		0.057	0.054
Caetano Auto CV, S.A.		0.014	0.014
Caetano Renting S.A.		0.001	0.001
Kinto Portugal		0.003	0.008
Caetano Bus		0.103	0.096
Caetano UK		0.09	0.03

GRI 302-4 Reduction of energy consumption

Toyota Caetano Portugal, S.A.	Business units	2021	2022
Amount of reductions in energy consumption achieved as a result of conservation and efficiency initiatives	J	0	0
Caetano Auto, S.A.	Business units	2021	2022

Amount of reductions in energy consumption achieved as a result of conservation and efficiency initiatives	J	0	0
Kinto Portugal	Business units	2021	2022
Amount of reductions in energy consumption achieved as a result of conservation and efficiency initiatives	J	0	10

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

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

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

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

GRI 303 – Water and Effluents 2018

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

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

Aware of the importance of efficient management of water resources, it is reflected in the pillar Water Resources and Circular Economy of the *Ser Sustentável* Programme. Find out more in the SR22 TCAP | "05. TO TAKE CARE OF THE FUTURE" > "We conserve water resources"

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

GRI 303-1 Interactions with water as a shared resource

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

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

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

GRI 303-2 Management of water discharge-related impacts

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

GRI 303-3 Water withdrawal

Toyota Caetano Portugal, S.A., Caetano Auto, S.A., CaetanoBus and Caetano UK	Business units	2021	2022
Total water withdrawal from all areas	Megalitres	6,115	5,213
Total water withdrawal from all areas without water stress	Megalitres	6,115	5,213
Groundwater	Megalitres	5,424	4,445
Freshwater ²	Megalitres	5,424	4,445
Other types of water ³	Megalitres	0	0
Third-party water	Megalitres	691	768
Freshwater	Megalitres	691	768
Other types of water	Megalitres	0	0
Total water withdrawal from all areas with water stress	Megalitres	0	0

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

GRI 303-4 Water discharge

Toyota Caetano Portugal, S.A., Caetano Auto, S.A., CaetanoBus and Caetano UK	Business units	2021	2022
Total water discharge to all areas by destination	Megalitres	36,848	40,409
Surface water	Megalitres	36,848	40,409
Total water discharge by freshwater and other types of water	Megalitres	36,848	40,409
Freshwater	Megalitres	36,848	40,409
Other types of water	Megalitres	0	0
Total water discharge to all areas with water stress	Megalitres	0	0

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

² total dissolved solids ≤1,000 mg/L

³ total dissolved solids >1,000 mg/L

GRI 303-5 Water consumption

Toyota Caetano Portugal, S.A., Caetano Auto, S.A., CaetanoBus and Caetano UK	Business units	2021	2022
Total water consumption from all areas	Megalitres	36,848	40,409
Total water consumption from all areas with water stress	Megalitres	0	0

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

GRI 305 – Emissions 2016

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

Aware of the role that our sector plays in accelerating decarbonisation by offering sustainable mobility solutions, we also have the responsibility to manage the impact of our own activities in terms of emissions, reflected in the pillar Energy sustainability and carbon neutrality of the *Ser Sustentável* Programme. Within the scope of various decarbonisation plans, we have been implementing various energy efficiency initiatives and setting up an energy management and monitoring system that enables us to improve performance. We are also certified under a set of Management Systems, which we manage in an integrated way, including an Environmental Management System (ISO 14001), which covers the divisions Toyota Lexus, Ovar Manufacturing Plant and Industrial Equipment and CaetanoBus and an Energy Management System (ISO 50001), which certifies the Industrial Equipment Division - North. Find out more in the SR22 TCAP | "05. TO TAKE CARE OF THE FUTURE" > "We took care of our home's energy transition" and "We are preparing to offer beyond zero emissions"

GRI 305-1 Direct (Scope 1) GHG emissions

Total direct (Scope 1) GHG emissions	Business units	2021	2022
Toyota Caetano Portugal, S.A.	tCO2eq	1,921	1,777
Caetano Auto, S.A.		1,833	1,753
Caetano Auto CV, S.A.		0	0
Caetano Renting S.A.		7	9
Kinto Portugal		68	197

Emission factors can be consulted in the SR22 TCAP | Methodological notes (learn more about)
No information for: CaetanoBus and Caetano UK.

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

Total location-based energy indirect (Scope 2) GHG emissions	Business units	2021	2022
Toyota Caetano Portugal, S.A.	tCO2eq	1,239	1,416

Caetano Auto, S.A.		2,118	2,545
Caetano Auto CV, S.A.		99	104
Caetano Renting S.A.		1	1
Kinto Portugal		0	1

Emission factors can be consulted in the SR22 TCAP | Methodological notes (learn more about)
No information for: CaetanoBus and Caetano UK.

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

It is not yet possible to estimate scope 3 emissions for Toyota Caetano Portugal. A partial analysis of emissions from Toyota Caetano Portugal, S.A. can be found in the SR22 TCAP | 05. TO TAKE CARE OF THE FUTURE" > We took care of our home's energy transition (learn more about)

GRI 305-4 GHG emissions intensity

Emissions intensity ratio	Business units	2021	2022
Toyota Caetano Portugal, S.A.	Total emissions by billing value in thousands of euros	0.009	0.008
Caetano Auto, S.A.		0.019	0.018
Caetano Auto CV, S.A.		0.007	0.006
Caetano Renting S.A.		0.000	0.000
Kinto Portugal		0.001	0.002

GRI 305-5 Reduction of GHG emissions

Toyota Caetano Portugal, S.A.	Business units	2021	2022
GHG emissions reduced as a direct result of reduction initiatives	tCO ₂ eq	Installation of Energy Recovery Plants	Installation of Energy Recovery Plants
Scopes in which reductions took place		Scope 1 and 2	Scope 1 and 2
Caetano Auto, S.A.	Business units	2021	2022
GHG emissions reduced as a direct result of reduction initiatives	tCO ₂ eq	-	-
Scopes in which reductions took place		Scope 1 and 2	Scope 1 and 2
Caetano Auto CV, S.A.	Business units	2021	2022
GHG emissions reduced as a direct result of reduction initiatives	tCO ₂ eq	0	0
Kinto Portugal	Business units	2021	2022

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

The base year taken into consideration is 2019, as it is the last year with normal consumption values, without activity stoppages caused by the Covid-19 pandemic.

Emission factors can be consulted in the SR22 TCAP | Methodological notes (learn more about)

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

GRI 306 – Waste 2020

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

We are aware of the importance of the efficient management of natural resources, as reflected in the pillar Water Resources and Circular Economy of the *Ser Sustentável* Programme. We are certified under a set of Management Systems, which we manage in an integrated way, including an Environmental Management System (ISO 14001), which covers the divisions Toyota Lexus, Ovar Manufacturing Plant and Industrial Equipment and CaetanoBus. We join forces to mitigate waste in our production chain and continuously improve our practices. Find out more in the SR22 TCAP | "05. TO TAKE CARE OF THE FUTURE" > "We develop the circular economy"

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

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

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

CaetanoBus:

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

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

GRI 306-2 Management of significant waste-related impacts

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

GRI 306-3 Waste generated

CaetanoBus	Business units	2021	2022
Total weight of waste generated	t	467	564

GRI 306-4 Waste not destined for final disposal

CaetanoBus	Business units	2021	2022
Total weight of waste not destined for disposal	t	307	375
Total weight of hazardous waste not destined for disposal per recovery operation	t	8	11
Preparation for reuse	t	6	10
Within the organisation	t	0	0
Outside of the organisation	t	6	10
Recycling	t	2	1
Within the organisation	t	0	0
Outside of the organisation	t	2	1
Other recovery operations	t	0	0
Within the organisation	t	0	0
Outside of the organisation	t	0	0
Total weight of non-hazardous waste not destined for disposal per recovery operation	t	278	351
Preparation for reuse	t	2	2
Within the organisation	t	0	0
Outside of the organisation	t	2	2
Recycled	t	276	349
Within the organisation	t	0	0
Outside of the organisation	t	276	349

GRI 306-4 Waste not destined for final disposal

TCAP	Business units	2021	2022
Total weight of waste not destined for disposal	t	5907	s.d.

Total weight of hazardous waste not destined for disposal per recovery operation	t	s.d.	s.d.
Preparation for reuse	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Recycling	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Other recovery operations	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Total weight of non-hazardous waste not destined for disposal per recovery operation	t	s.d.	s.d.
Preparation for reuse	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Recycled	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
CaetanoAuto	Business units	2021	2022
Total weight of waste not destined for disposal	t	184	292
Total weight of hazardous waste not destined for disposal per recovery operation	t	s.d.	s.d.
Preparation for reuse	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Recycling	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.

GRI 306-4 Waste not destined for final disposal

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

GRI 306-5 Waste destined for final disposal

CaetanoBus	Business units	2021	2022
Total weight of waste destined for disposal by waste composition	t	166	169
Total weight of hazardous waste destined for disposal per disposal operation	t	27	41
Incineration (with energy recovery)	t	11	16
Within the organisation	t	0	0
Outside of the organisation	t	11	16
Incineration (without energy recovery)	t	-	-
Landfill	t	3	4
Within the organisation	t	0	0
Outside of the organisation	t	3	4
Other disposal operations	t	13	21
Within the organisation	t	0	0
Outside of the organisation	t	13	21

Total weight of non-hazardous waste destined for disposal per disposal operation	t	150	157
Incineration (with energy recovery)	t	150	131
Within the organisation	t	0	0
Outside of the organisation	t	150	131
Landfill	t	0	27
Within the organisation	t	0	-
Outside of the organisation	t	0	27

GRI 306-5 Waste destined for final disposal

TCAP	Business units	2021	2022
Total weight of waste destined for disposal by waste composition	t	216	s.d.
Total weight of hazardous waste destined for disposal per disposal operation	t	s.d.	s.d.
Incineration (with energy recovery)	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Incineration (without energy recovery)	t	s.d.	s.d.
Landfill	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Other disposal operations	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Total weight of non-hazardous waste destined for disposal per disposal operation	t	s.d.	s.d.
Incineration (with energy recovery)	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Landfill	t	s.d.	s.d.

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

GRI 306-5 Waste destined for final disposal

CaetanoAuto	Business units	2021	2022
Total weight of waste destined for disposal by waste composition	t	353	458
Total weight of hazardous waste destined for disposal per disposal operation	t	s.d.	s.d.
Incineration (with energy recovery)	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Incineration (without energy recovery)	t	s.d.	s.d.
Landfill	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Other disposal operations	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Total weight of non-hazardous waste destined for disposal per disposal operation	t	s.d.	s.d.
Incineration (with energy recovery)	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.
Landfill	t	s.d.	s.d.
Within the organisation	t	s.d.	s.d.
Outside of the organisation	t	s.d.	s.d.

GRI 308 - Supplier Environmental Assessment 2016**GRI 308-1** New suppliers that were screened using environmental criteria**GRI 308-2** Negative environmental impacts in the supply chain and actions taken

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

GRI 401 - Employment 2016

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

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

In 2022, several initiatives were developed to promote employment. Find out more in the SR22 TCAP | "04. TO GROW TOGETHER" ([learn more about](#)).

GRI 401-1 New employee hires and employee turnover

Toyota Caetano Portugal, S.A.	Business units	2021	2022
Total new employee hires	no.	48	104
New employee hires by age group	no.	48	104
< 30	no.	30	59
>= 30 and <50	no.	16	43
>= 50	no.	2	2
New employee hires by gender	no.	48	104
Men	no.	31	64
Women	no.	17	40
New employee hires by region	no.	48	104
North	no.	40	88
Centre	no.	0	0
South	no.	8	16
Island	no.	0	0
Rate of new employee hires by age group			
< 30	%	5.7%	10.9%
>= 30 and <50	%	3.1%	7.9%

>= 50	%	0.4%	0.4%
Rate of new employee hires by gender			
Men	%	5.9%	11.8%
Women	%	3.3%	7.4%
Rate of new employee hires by region			
North	%	7.6%	16.2%
Centre	%	0.0%	0.0%
South	%	1.5%	2.9%
Island	%	0.0%	0.0%
Total employee turnover by age group	no.	55	71
< 30	no.	14	31
>= 30 and <50	no.	21	25
>= 50	no.	20	15
Total employee turnover by gender	no.	55	71
Men	no.	42	53
Women	no.	13	18
Total employee turnover by region	no.	55	71
North	no.	42	61
Centre	no.	0	0
South	no.	13	10
Island	no.	0	0
Employee turnover rate by age group			
< 30	%	2.7%	5.7%
>= 30 and <50	%	4.0%	4.6%
>= 50	%	3.8%	2.8%
Employee turnover rate by gender			
Men	%	8.0%	9.8%
Women	%	2.5%	3.3%

Employee turnover rate by region			
North	%	8.0%	11.2%
Centre	%	0.0%	0.0%
South	%	2.5%	1.8%
Island	%	0.0%	0.0%
Caetano Auto, S.A.	Business units	2021	2022
Total new employee hires	no.	87	155
New employee hires by age group	no.	87	155
< 30	no.	37	71
>= 30 and <50	no.	46	74
>= 50	no.	4	10
New employee hires by gender	no.	87	155
Men	no.	71	126
Women	no.	16	29
New employee hires by region	no.	87	155
North	no.	34	64
Centre	no.	4	11
South	no.	49	80
Island	no.	0	0
Rate of new employee hires by age group			
< 30	%	4.4%	8.3%
>= 30 and <50	%	5.4%	8.6%
>= 50	%	0.5%	1.2%
Rate of new employee hires by gender			
Men	%	8.4%	14.7%
Women	%	1.9%	3.4%
Rate of new employee hires by region			

North	%	4.0%	7.5%
Centre	%	0.5%	1.3%
South	%	5.8%	9.3%
Island	%	0.0%	0.0%
Total employee turnover by age group	no.	107	131
< 30	no.	25	40
>= 30 and <50	no.	45	56
>= 50	no.	37	35
Total employee turnover by gender	no.	107	131
Men	no.	90	103
Women	no.	17	28
Total employee turnover by region	no.	107	131
North	no.	40	39
Centre	no.	6	5
South	no.	61	87
Island	no.	0	0
Employee turnover rate by age group			
< 30	%	2.9%	4.7%
>= 30 and <50	%	5.3%	6.5%
>= 50	%	4.4%	4.1%
Employee turnover rate by gender			
Men	%	10.6%	12.0%
Women	%	2.0%	3.3%
Employee turnover rate by region			
North	%	4.7%	4.5%
Centre	%	0.7%	0.6%
South	%	7.2%	10.1%
Island	%	0.0%	0.0%

Caetano Renting, S.A.	Business units	2021	2022
Total new employee hires	no.	0	0
Total employee turnover by age group	no.	0	0
Caetano Auto CV, S.A.	Business units	2021	2022
Total new employee hires	no.	0	2
New employee hires by age group	no.	0	2
< 30	no.	0	1
>= 30 and <50	no.	0	0
>= 50	no.	0	1
New employee hires by gender	no.	0	2
Men	no.	0	1
Women	no.	0	1
New employee hires by region	no.	0	2
Region 1	no.	0	2
Region 2	no.	0	0
Region 3	no.	0	0
Rate of new employee hires by age group			
< 30	%	0.0%	1.0%
>= 30 and <50	%	0.0%	0.0%
>= 50	%	0.0%	1.0%
Rate of new employee hires by gender			
Men	%	0.0%	1.0%
Women	%	0.0%	1.0%
Rate of new employee hires by region			
Region 1	%	0.0%	2.0%
Region 2	%		
Region 3	%		

Total employee turnover by age group	no.	8	19
< 30	no.	3	5
>= 30 and <50	no.	5	13
h>= 50	no.	0	1
Total employee turnover by gender	no.	8	19
Men	no.	6	11
Women	no.	2	8
Total employee turnover by region	no.	8	19
Region 1	no.	7	18
Region 2	no.	1	1
Region 3	no.	0	0
Employee turnover rate by age group			
< 30	%	3.0%	5.0%
>= 30 and <50	%	5.1%	12.9%
>= 50	%	0.0%	1.0%
Employee turnover rate by gender			
Men	%	6.1%	10.9%
Women	%	2.0%	7.9%
Employee turnover rate by region			
Region 1	%	7.1%	17.8%
Region 2	%	1.0%	1.0%
Region 3	%	0.0%	0.0%
Kinto Portugal	Business units	2021	2022
Total new employee hires	no.	11	21
New employee hires by age group	no.	11	21
< 30	no.	7	10
>= 30 and <50	no.	4	10

>= 50	no.	0	1
New employee hires by gender	no.	11	21
Men	no.	5	14
Women	no.	6	7
New employee hires by region	no.	11	21
North	no.	10	19
Centre	no.	0	0
South	no.	1	2
Island	no.	0	0
Rate of new employee hires by age group			
< 30	%	0.1%	0.2%
>= 30 and <50	%	0.1%	0.2%
>= 50	%	0.0%	0.0%
Rate of new employee hires by gender			
Men	%	0.1%	0.3%
Women	%	0.1%	0.1%
Rate of new employee hires by region			
North	%	0.2%	0.4%
Centre	%	0.0%	0.0%
South	%	0.0%	0.0%
Island	%	0.0%	0.0%
Total employee turnover by age group	no.	10	13
< 30	no.	2	4
>= 30 and <50	no.	7	8
>= 50	no.	1	1
Total employee turnover by gender	no.	10	13
Men	no.	8	9
Women	no.	2	4

Total employee turnover by region	no.	10	13
North	no.	10	13
Centre	no.	0	0
South	no.	0	0
Island	no.	0	0
Employee turnover rate by age group			
< 30	%	0.0%	0.1%
>= 30 and <50	%	0.1%	0.2%
>= 50	%	0.0%	0.0%
Employee turnover rate by gender			
Men	%	0.1%	0.2%
Women	%	0.0%	0.1%
Employee turnover rate by region			
North	%	0.2%	0.2%
Centre	%	0.0%	0.0%
South	%	0.0%	0.0%
Island	%	0.0%	0.0%
CaetanoBus	Business units	2021	2022
Total new employee hires	no.	28	216
New employee hires by age group	no.	28	216
< 30	no.	12	83
>= 30 and <50	no.	15	115
>= 50	no.	1	18
New employee hires by gender	no.	28	216
Men	no.	19	192
Women	no.	9	24
New employee hires by region	no.	28	216

North	no.	28	216
Centre	no.	0	0
South	no.	0	0
Island	no.	0	0
Rate of new employee hires by age group			
< 30	%	1.7%	10.0%
>= 30 and <50	%	2.1%	13.9%
>= 50	%	0.1%	2.2%
Rate of new employee hires by gender			
Men	%	2.7%	23.2%
Women	%	1.3%	2.9%
Rate of new employee hires by region			
North	%	4.0%	26.1%
Centre	%	0.0%	0.0%
South	%	0.0%	0.0%
Island	%	0.0%	0.0%
Total employee turnover by age group			
< 30	no.	41	40
>= 30 and <50	no.	44	51
>= 50	no.	38	13
Total employee turnover by gender			
Men	no.	111	94
Women	no.	12	10
Total employee turnover by region			
North	no.	123	104
Centre	no.	0	0
South	no.	0	0
Island	no.	0	0

Employee turnover rate by age group	-		
< 30	%	5.8%	4.8%
>= 30 and <50	%	6.3%	6.2%
>= 50	%	5.4%	1.6%
Employee turnover rate by gender			
Men	%	15.8%	11.4%
Women	%	1.7%	1.2%
Employee turnover rate by region			
North	%	17.5%	12.6%
Centre	%	0.0%	0.0%
South	%	0.0%	0.0%
Island	%	0.0%	0.0%
Caetano UK	Business units	2021	2022
Total new employee hires	no.	0	4
New employee hires by age group	no.	0	4
< 30	no.	0	1
>= 30 and <50	no.	0	0
>= 50	no.	0	3
New employee hires by gender	no.	0	4
Men	no.	0	1
Women	no.	0	3
New employee hires by region	no.	0	4
United Kingdom	no.	0	4
Rate of new employee hires by age group			
< 30	%	0.0%	0.1%
>= 30 and <50	%	0.0%	0.0%
>= 50	%	0.0%	0.4%

Rate of new employee hires by gender			
Men	%	0.0%	0.1%
Women	%	0.0%	0.4%
Rate of new employee hires by region			
United Kingdom	%	0.0%	0.5%
Total employee turnover by age group	no.	1	2
< 30	no.	0	1
>= 30 and <50	no.	0	0
>= 50	no.	1	1
Total employee turnover by gender	no.	1	2
Men	no.	0	0
Women	no.	1	2
Total employee turnover by region	no.	1	2
United Kingdom	no.	1	2
Employee turnover rate by age group			
< 30	%	0.0%	0.1%
>= 30 and <50	%	0.0%	0.0%
>= 50	%	0.1%	0.1%
Employee turnover rate by gender			
Men	%	0.0%	0.0%
Women	%	0.1%	0.2%
Employee turnover rate by region			
United Kingdom	%	0.1%	0.2%

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

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

GRI 403 – Occupational Health and Safety 2018

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

We work every day to ensure that our People may find here a pleasant place to live, grow and work, in balance with their personal needs and well-being. We are certified under a set of Management Systems, which we manage in an integrated way, including an Occupational Health and Safety Management

System (ISO 45001) which certifies CaetanoBus and the Industrial Equipment Division - North. Find out more in the SR22 TCAP | "02. CULTURE DRIVES WORK" > "Rigour promotes quality and safety".

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

	2021	2022
Number of employees and workers who are not employees but whose work and/or workplace is controlled by the organisation		
...who are covered by such a system	2,397	2,397
...who are covered by such a system that has been internally audited	2,397	2,397
...who are covered by such a system that has been audited or certified by an external party	2,397	2,397
Percentage of employees and workers who are not employees, but whose work and/or workplace is controlled by the organisation		
...who are covered by such a system	100%	100%
...who are covered by such a system that has been internally audited	100%	100%
...who are covered by such a system that has been audited or certified by an external party	100%	100%

GRI 403-9 Work-related injuries

Toyota Caetano Portugal, S.A.	2021	2022
Number of fatalities as a result of work-related injuries	0	0
Number of high-consequence work-related injuries (excluding fatalities)	27	33
Employees	27	33
Workers who are not employees	0	0
Rate of high-consequence work-related injuries (excluding fatalities)		
Employees	19.7%	19.2%
Workers who are not employees	s.d.	s.d.
Number of work-related injuries subject to mandatory reporting		
Employees	0	0
Workers who are not employees	0	0

Rate of work-related injuries subject to mandatory reporting		
Employees	0	0
Workers who are not employees	0	0
If the rates were calculated based on 200,000 or 1,000,000 hours worked	200 000	200 000
Main types of work-related accidents		
Employees	Foreign bodies in sight	Forklift/pallet truck operation
Workers who are not employees	sd	sd
Number of hours worked	1,017,166	1,042,907
Employees	1,017,166	1,042,907
Workers who are not employees	s.d.	s.d.
Work-related hazards that pose a risk of high-consequence injury	- Repair work/maintenance of facilities; - Improper use of electrical equipment, cutting tools/perforating tools, ladders; - Driving vehicles; - Use of damp flooring; - Lack of fire detection in some compartments; - Possible manipulation of dangerous chemical products with repercussions on the genetic make-up; - Possible improper use of electrical extension cords; - Maintenance/repair/cleaning of transformer stations; - Use of stairs to access floors; - No fire detection in corridors; - Exposure to infectious and contagious disease viruses.	

Actions taken or underway to eliminate other work-related hazards and minimise risks	Guarantee that the equipment is in proper working condition, through periodic maintenance, and that it has all the necessary safety devices; - Maintenance of air conditioning equipment by certified technicians; - Implementation of workplace exercise at workstations; - Use of Personal Protective Equipment when necessary; - Existence of specific procedures and Individual Protective Equipment for work on the electrical systems of hybrid/electric vehicles; - Slippery pavement signs where applicable; - Speed limitation within the premises at 20km/h - Creation of pedestrian circulation routes in the workshops.	
Caetano Auto, S.A.	2021	2022
Number of fatalities as a result of work-related injuries	0	0
Number of high-consequence work-related injuries (excluding fatalities)	50	48
Employees	50	48
Workers who are not employees	0	0
Rate of high-consequence work-related injuries (excluding fatalities)		
Employees	547.0%	522.7%
Workers who are not employees	0	0
Number of work-related injuries subject to mandatory reporting	12	6
Employees	12	6
Workers who are not employees	-	-
Rate of work-related injuries subject to mandatory reporting		
Employees	547.0%	522.7%
Workers who are not employees	0	0

If the rates were calculated based on 200,000 or 1,000,000 hours worked	200,000	200,000
Main types of work-related accidents		
Employees	Partículas projetadas nos olhos, entorses e distensões.	
Workers who are not employees	0	0
Number of hours worked	1,828,320	1,836,640
Employees	1,828,320	1,836,640
Workers who are not employees	s.d.	s.d.

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

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

Actions taken or underway to eliminate other work-related hazards and minimise risks	- Guarantee that the equipment is in proper working condition, through periodic maintenance, and that it has all the necessary safety devices; - Maintenance of air conditioning equipment by certified technicians; - Implementation of workplace exercise at workstations; - Use of Personal Protective Equipment when necessary; - Existence of specific procedures and Individual Protective Equipment for work on the electrical systems of hybrid/electric vehicles; - Slippery pavement signs where applicable; - Speed limitation within the premises at 20km/h - Creation of pedestrian circulation routes in the workshops.	
Caetano Renting, S.A.	2021	2022
Number of fatalities as a result of work-related injuries	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0
Number of work-related injuries subject to mandatory reporting	0	0
Work-related hazards that pose a risk of high-consequence injury	- Driving and/or manoeuvring vehicles within the premises; - Incorrect food preservation; - Dampness on the floor due to cleaning; - Possible improper use of household extension cords (overloading); - Execution of repairs/maintenance work on the facilities, by external entities; - Exposure to infectious and contagious disease viruses.	

Actions taken or underway to eliminate other work-related hazards and minimise risks	- Slippery pavement signs where applicable; - Ensure that the maintenance/repair services of the facilities are carried out in compliance with all safety requirements.	
Kinto Portugal	2021	2022
Number of fatalities as a result of work-related injuries	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0
Number of work-related injuries subject to mandatory reporting	0	0
Work-related hazards that pose a risk of high-consequence injury	- Driving and/or manoeuvring vehicles within the premises; - Incorrect food preservation; - Dampness on the floor due to cleaning; - Possible improper use of household extension cords (overloading); - Execution of repairs/maintenance work on the facilities, by external entities; - Exposure to infectious and contagious disease viruses.	
Actions taken or underway to eliminate other work-related hazards and minimise risks	- Slippery pavement signs where applicable; - Ensure that the maintenance/repair services of the facilities are carried out in compliance with all safety requirements.	
CaetanoBus	2021	2022
Number of fatalities as a result of work-related injuries	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	1
Employees	0	1
Workers who are not employees	0	0
Number of work-related injuries subject to mandatory reporting	19	No information
Employees	18	No information

Workers who are not employees	1	No information
Rate of work-related injuries subject to mandatory reporting		No information
Employees	19	No information
Workers who are not employees	1	No information
If the rates were calculated based on 200,000 or 1,000,000 hours worked	1,000,000	No information
Main types of work-related accidents	0.00	No information
Employees	Physical injuries (mostly to hands and feet) resulting from production activity in a factory setting	No information
Workers who are not employees		No information
Number of hours worked	1,538,163	No information
Employees	1,538,163	No information
Workers who are not employees	No information	No information
Work-related hazards that pose a risk of high-consequence injury	Direct or indirect contact with electricity, traffic accidents (fork-lift truck, bus and bus bodies handling, being run over), cargo handling (manual or mechanical), concentration of flammable products and contact/exposure to dangerous parts of equipment.	
Actions taken or underway to eliminate other work-related hazards and minimise risks	Awareness-raising, training and information for employees, definition of appropriate routes, compliance with safety instructions, use of personal protective equipment, periodic and corrective maintenance, installation of SADI (automatic fire detection system), safe talks and safety lessons	
Caetano UK	2021	2022
Number of fatalities as a result of work-related injuries	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0
Number of work-related injuries subject to mandatory reporting	0	0

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

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

GRI 403-10 Work-related ill health

Toyota Caetano Portugal, S.A.	2021	2022
Number of fatalities as a result of work-related ill health	0	0
Employees	0	0
Workers who are not employees	0	0
Number of cases of work-related ill health	1	2
Employees	1	2
Workers who are not employees	0	0
Types of work-related ill health	Tendonitis	Musculoskeletal disorders

Work-related hazards that pose a risk of ill health	Work-related hazards that pose a risk of ill health: - possible inadequate maintenance of the air conditioning system; - possible presence of rodents; - exposure to infectious and contagious disease viruses; - improper use of cleaning equipment/materials; - manual handling of loads; - improper use of hand tools; - prolonged use of laptop computer with non-ergonomic office equipment. Actions taken: - indoor air quality analysis; - awareness for preferential use of natural ventilation; - implementation of workplace exercise - maintenance of the pest control programme; - raising workers' awareness of correct positioning when manually handling loads.	
Caetano Auto, S.A.	2021	2022
Number of fatalities as a result of work-related ill health	0	0
Employees	0	0
Workers who are not employees	0	0
Number of cases of work-related ill health	1	0
Employees	1	s.d.
Workers who are not employees	0	0
Types of work-related ill health	Tendonitis	s.d.

Work-related hazards that pose a risk of ill health	- Presence of rodents; - Possible inadequate maintenance of the air conditioning system; - Contact with chemicals in the car wash; - Contact with people carrying infectious diseases; - Carrying out prolonged tasks at the desk; - Poor posture when moving loads manually; - Improper use of hand tools; - Performing work requiring demanding postures; - Workbenches not adjustable in height.	
Caetano Renting, S.A.	2021	2022
Number of fatalities as a result of work-related ill health	0	0
Number of cases of work-related ill health	0	0
Work-related hazards that pose a risk of ill health	- Exposure to infectious and contagious disease viruses; - Use of air conditioning / ventilation systems - Carrying out prolonged tasks at the desk; - Use of cleaning equipment/materials (broom, bucket, Hoover, etc.) in an improper way.	
Kinto Portugal	2021	2022
Number of fatalities as a result of work-related ill health	0	0
Number of cases of work-related ill health	0	0
Work-related hazards that pose a risk of ill health	- Exposure to infectious and contagious disease viruses; - Use of air conditioning / ventilation systems - Carrying out prolonged tasks at the desk; - Use of cleaning equipment/materials (broom, bucket, Hoover, etc.) in an improper way.	

CaetanoBus	2021	2022
Number of fatalities as a result of work-related ill health	0	No information
Employees	0	No information
Workers who are not employees	0	No information
Number of cases of work-related ill health	4	No information
Employees	4	No information
Workers who are not employees	sd	No information
Types of work-related ill health		
Employees	Chronic tendonitis and ear injuries	No information
Workers who are not employees, but whose work and/or workplace is controlled by the organisation	s.d.	No information
Work-related hazards that pose a risk of ill health	Chronic tendonitis: Repetitive movements, overloads and vibrations Ear injuries: noise	
Caetano UK	2021	2022
Number of fatalities as a result of work-related ill health	0	0
Number of cases of work-related ill health	0	0
Work-related hazards that pose a risk of ill health	Chronic tendonitis: Repetitive movements, overloads and vibrations Ear injuries: noise	

GRI 404 – Training and Education 2016

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

At Toyota Caetano Portugal, knowledge is the engine driving the development of the community and of our business. Through it, we aim to promote a balance of opportunities, with such ambition reflected in the pillar Knowledge and professional development of the *Ser Sustentável* Programme. Find out more in the SR22 TCAP | "04. TO GROW TOGETHER" > "We share knowledge" and "We evaluate and grow" (learn more about)

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

Toyota Caetano Portugal, S.A.	2021	2022
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Average hours of employee training by gender	32	34
Men	30	30
Women	35	42
Average hours of employee training by employee category		
Clerk	20	40
Technicians I, II, III and IV	56	43
Management (Division, Department and Services)	48	46
Caetano Auto, S.A.	2021	2022
Average hours of employee training by gender	10	13
Men	9	12
Women	14	17
Average hours of employee training by employee category		
Mechanics/Mechatronics	2	2
Receptionist	4	10
Salesman	8	28
Clerks	4	13
Caetano Renting, S.A.	2021	2022
Average hours of employee training by gender	31	52
Men	6	70
Women	37	48
Average hours of employee training by employee category		
Technician	16	76
Head of station	5	70
Kinto Portugal	2021	2022
Average hours of employee training by gender	20	13
Men	20	13
Women	20	12
Average hours of employee training by employee category		

Technicians I, II, III and IV	35	12
Sales Consultant	25	19
Clerk	5	12
CaetanoBus	2021	2022
Average hours of employee training by gender	7	13
Men	7	13
Women	6	12
Average hours of employee training by employee category		
Carpenter	2	10
Electrician	4	18
Mechanic/Mechatronic	11	9
Painter	4	8
Locksmith	3	10

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

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

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

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

Toyota Caetano Portugal, S.A.	2021	2022
Percentage of employees receiving regular performance and career development reviews	52.2%	81.4%
Men	36.5%	56.4%
Women	15.7%	25.0%
Caetano Auto, S.A.	2021	2022
Percentage of employees receiving regular performance and career development reviews	0.0%	65.3%
Mechanics	0.0%	14.7%
Panel beaters/Painters	0.0%	17.0%

Receptionists	0.0%	10.7%
Salespeople	0.0%	13.0%
Sales clerk	0.0%	6.1%
Administrative	0.0%	3.8%
Caetano Renting, S.A.	2021	2022
Percentage of employees receiving regular performance and career development reviews	80.0%	80.0%
Men	20.0%	20.0%
Women	60.0%	60.0%
Kinto Portugal	2021	2022
Percentage of employees receiving regular performance and career development reviews	101.0%	101.0%
Men	63.4%	64.4%
Women	37.6%	36.6%
Percentage of employees receiving regular performance and career development reviews	100%	100%
Category 1	1%	1%
Category 2	1%	1%
Category 4	98%	98%
CaetanoBus	2021	2022
Percentage of employees receiving regular performance and career development reviews	0%	0%
Men	0%	0%
Women	0%	0%
Percentage of employees receiving regular performance and career development reviews	0%	0%
Category 1	0%	0%
Category 2	0%	0%
Category 4	0%	0%
Caetano UK	2021	2022

Percentage of employees receiving regular performance and career development reviews	100.0%	100.0%
Men	81.8%	83.3%
Women	18.2%	16.7%

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

GRI 405 – Diversity and Equal Opportunity 2016

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

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

The shareholders safeguarded the diversity of gender, age, qualifications and professional background in the selection of members of the governing and supervisory bodies as provided for in Article 245-A CVM (1)(r) as amended by Decree-Law No. 89/2017 of 28 July. In the current composition of the Board of Directors, the principles of diversity of gender, age, professional qualifications and professional background are considered to be safeguarded. (source: RNF21)

Learn more about our practices and commitments in the area of diversity, equity and inclusion and intergenerational sharing, as reflected in the pillar Diversity, Equity and Inclusion of the *Ser Sustentável* Programme in the SR22 TCAP | "04. TO GROW TOGETHER" > "A more diverse, equitable and inclusive future" (learn more about).

GRI 405-1 Diversity of governance bodies and employees

Toyota Caetano Portugal, S.A.	2021	2022
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	60.0%	50.0%
Women	40.0%	50.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	0.0%	0.0%
>= 50	100.0%	100.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%

Percentage of employees per employee category		
Director		
Gender		
Men	50.0%	50.0%
Women	50.0%	50.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	0.0%	0.0%
>= 50	100.0%	100.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%
Chief Executive		
Gender		
Men	0%	0%
Women	0%	0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	0.0%	0.0%
>= 50	0.0%	0.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%
Head of Division		
Gender		
Men	83.3%	80.0%
Women	16.7%	20.0%
Age Group		
< 30	0.0%	0.0%

>= 30 and <50	16.7%	0.0%
>= 50	83.3%	100.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%
Technician		
Gender		
Men	67.9%	66.5%
Women	32.1%	33.5%
Age Group		
< 30	24.8%	25.4%
>= 30 and <50	38.1%	39.6%
>= 50	37.2%	34.9%
Other diversity indicators		
Disability =>60%	2.2%	2.1%
Caetano Auto, S.A.	2021	2022
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	100.0%	100.0%
Women	0.0%	0.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	66.7%	0.0%
>= 50	33.3%	100.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%
Percentage of employees per employee category		
Director		

Gender		
Men	0.0%	0.0%
Women	100.0%	100.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	100.0%	100.0%
>= 50	0.0%	0.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%
Chief Executive		
Gender		
Men	0.0%	0.0%
Women	100.0%	100.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	54.5%	45.5%
>= 50	45.5%	54.5%
Other diversity indicators		
Disability =>60%	0.0%	0.0%
Head of Division		
Gender		
Men	100.0%	100.0%
Women	0.0%	0.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	100.0%	100.0%
>= 50	0.0%	0.0%
Other diversity indicators		

Disability =>60%	0.0%	0.0%
Technician		
Gender		
Men	21.2%	21.1%
Women	78.8%	78.9%
Age Group		
< 30	17.6%	18.0%
>= 30 and <50	46.5%	44.9%
>= 50	35.9%	37.1%
Other diversity indicators		
Disability =>60%	1.2%	1.2%
Caetano Auto CV, S.A.	2021	2022
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	100.0%	100.0%
Women	0.0%	0.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	66.7%	0.0%
>= 50	33.3%	100.0%
Percentage of employees per employee category		
Chief Executive		
Gender		
Men	100.0%	100.0%
Women	0.0%	0.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	100.0%	100.0%

>= 50	0.0%	0.0%
Head of Division		
Gender		
Men	66.7%	75.0%
Women	33.3%	25.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	100.0%	100.0%
>= 50	0.0%	0.0%
Technicians		
Gender		
Men	36.4%	36.4%
Women	63.6%	63.6%
Age Group		
< 30	18.2%	9.1%
>= 30 and <50	63.6%	72.7%
>= 50	18.2%	18.2%
Caetano Renting, S.A.	2021	2022
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	60.0%	60.0%
Women	40.0%	40.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	0.0%	0.0%
>= 50	100.0%	100.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%

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

>= 30 and <50	0,0%	0,0%
>= 50	0,0%	0,0%
Other diversity indicators		
Disability =>60%	0,0%	0,0%
Technicians		
Gender		
Men	25.0%	25.0%
Women	75.0%	75.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	25.0%	25.0%
>= 50	75.0%	75.0%
Other diversity indicators		
Disability =>60%	25.0%	25.0%
Kinto Portugal	2021	2022
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	66.7%	66.7%
Women	33.3%	33.3%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	0.0%	0.0%
>= 50	100.0%	100.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%
Percentage of employees per employee category		
Director		
Gender		

Men	100.0%	100.0%
Women	0.0%	0.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	0.0%	0.0%
>= 50	100.0%	100.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%
Chief Executive		
Gender		
Men	0.0%	0.0%
Women	0.0%	0.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	0.0%	0.0%
>= 50	0.0%	0.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%
Head of Division		
Gender		
Men	100.0%	100.0%
Women	0.0%	0.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	100.0%	100.0%
>= 50	0.0%	0.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%

Technician		
Gender		
Men	62.4%	63.4%
Women	37.6%	36.6%
Age Group		
< 30	17.8%	14.9%
>= 30 and <50	71.3%	71.3%
>= 50	10.9%	13.9%
Other diversity indicators		
Disability =>60%	1.0%	1.0%
CaetanoBus	2021	2022
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	0.0%	0.0%
Women	100.0%	100.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	0.0%	0.0%
>= 50	100.0%	100.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%
Percentage of employees per employee category		
Chief Executive		
Gender		
Men	0.0%	0.0%
Women	0.0%	0.0%
Age Group		
< 30	0.0%	0.0%

>= 30 and <50	0.0%	0.0%
>= 50	0.0%	0.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%
Head of Division		
Gender		
Men	100.0%	100.0%
Women	0.0%	0.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	75.0%	75.0%
>= 50	25.0%	25.0%
Other diversity indicators		
Disability =>60%	0.0%	0.0%
Technicians		
Gender		
Men	87.4%	87.5%
Women	12.6%	12.5%
Age Group		
< 30	21.3%	21.3%
>= 30 and <50	50.1%	51.4%
>= 50	28.6%	27.4%
Other diversity indicators		
Disability =>60%	1.3%	1.1%
Caetano UK	2021	2022
Percentage of individuals within the organisation's governance bodies		
Gender		
Men	50.0%	50.0%

Women	50.0%	50.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	100.0%	100.0%
>= 50	0.0%	0.0%
Percentage of employees per employee category		
All categories of employees		
Gender		
Men	50.0%	50.0%
Women	50.0%	50.0%
Age Group		
< 30	0.0%	0.0%
>= 30 and <50	100.0%	100.0%
>= 50	0.0%	0.0%

GRI 414 - Supplier Social Assessment 2016

GRI 414-1 New suppliers that were screened using social criteria

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

GRI 414-2 Negative social impacts in the supply chain and actions taken

GRI 416 - Customer Health and Safety 2016

GRI 416-1 Assessment of the health and safety impacts of product and service categories

As a result of our business model, which focuses essentially on automotive distribution, the assessment of impacts on health and safety of product categories is carried out by the producers. However, the products sold comply with the approval processes, complying with safety requirements.

GRI 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services

Toyota Caetano Portugal, S.A.	2021	2022
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	42	42
...with regulations resulting in a fine or penalty	0	0
...with regulations resulting in a warning	42	42

...with voluntary codes	0	0
Caetano Auto, S.A.	2021	2022
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	21	21
...with regulations resulting in a fine or penalty	0	0
...with regulations resulting in a warning	21	21
...with voluntary codes	0	0
Caetano Renting, S.A.	2021	2022
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	0	0
Kinto Portugal	2021	2022
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	31	31
...with regulations resulting in a fine or penalty	0	0
...with regulations resulting in a warning	31	31
...with voluntary codes	0	0
Caetano UK	2021	2022
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	0	0

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

GRI 417 - Marketing and Labelling 2016

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

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

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

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