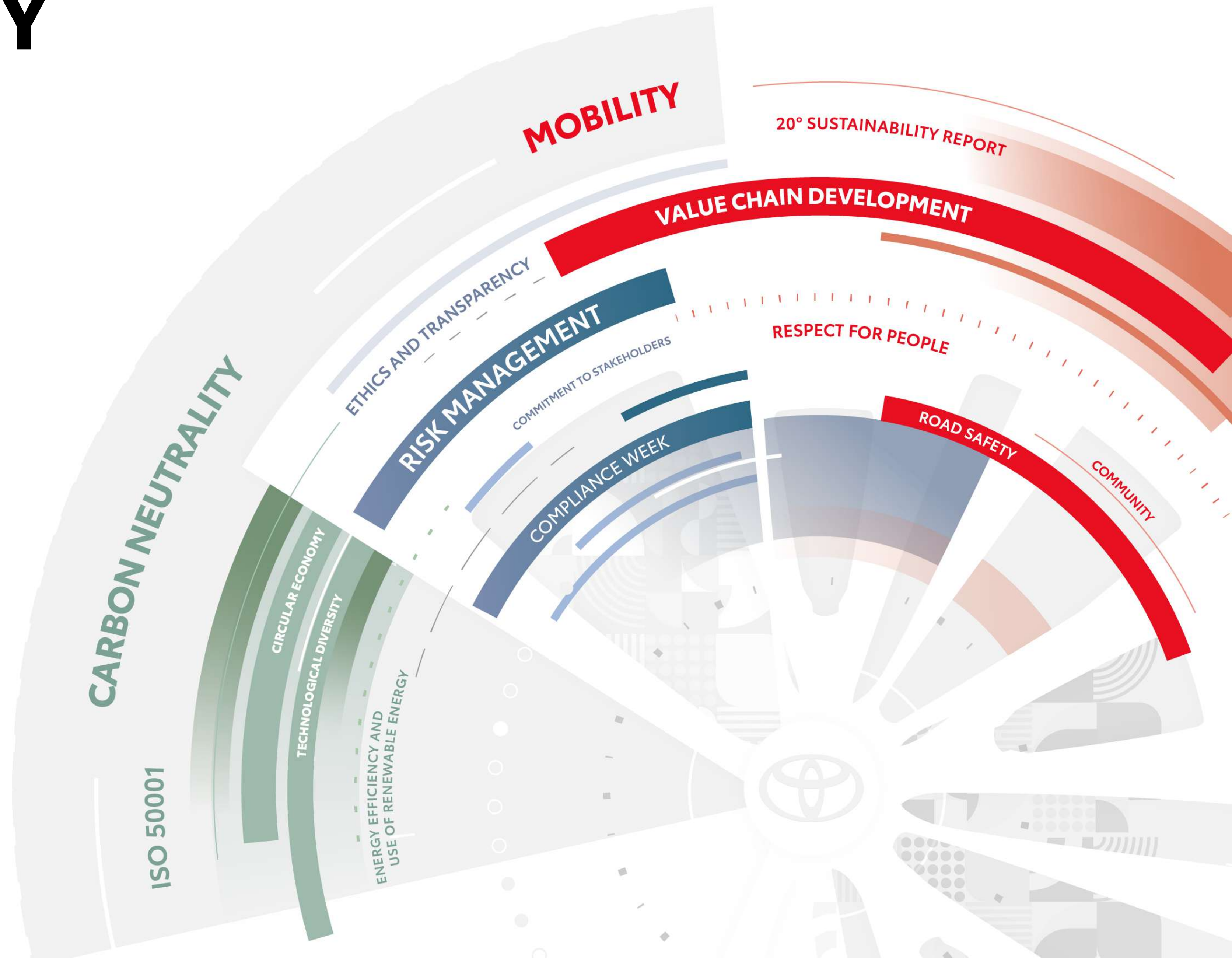


SUSTAINABILITY REPORT 2022-2023

Corresponding to indicators on economic issues (period 01/04/2022 – 31/03/2023) and indicators on environmental and social issues (period 01/01/2022 – 31/12/2022).

TOYOTA



CONTENT INDEX

MESSAGE FROM THE PRESIDENT 03

ABOUT THE REPORT 04

1. ABOUT TOYOTA 05

1.1 Vision and Philosophy 07

1.2 Toyota Argentina 09

1.3 Sustainability Strategy 20

2. ENVIRONMENTAL ASPECTS 28

2.1 Environment and Energy Management System 30

2.2 Our Environmental Performance in 2022 35

3. SOCIAL ASPECTS 48

3.1 Our Collaborators 50

3.2 Our Value Chain 64

3.3 Our Communities 75

4. GOVERNANCE ASPECTS 85

4.1 Corporate Governance 87

4.2 Ethics and Integrity 89

5. GRI AND SASB TABLE OF CONTENTS 92

6. INDEPENDENT LIMITED SECURITY REPORT 99

ACKNOWLEDGEMENTS 100

MESSAGE FROM THE PRESIDENT

GRI content 2-22

Hello to everyone,

In May 2022 I assumed as president of Toyota Argentina. At the same time, the company was celebrating the 25th years of production in the country and we also announced a new expansion of our production capacity, with the implementation of a third production shift for the first time in our history and creation of 2.000 new jobs. A project marked for the long-term vision, the employment quality and sustainable development.

Today in Toyota we are undergoing a process of transformation to become a mobility company. It means that we are no longer only producing vehicles, but also developing different solutions of movement for our customers. An example of this solution is Kinto, our car sharing division, which is constantly growing.

At the same time, the global warming demand us to move forward in new engine technologies. We need to diminish right now, as quickly as possible, the greenhouse gas emissions. We are proud to say that

Toyota leads the market of electrical vehicles in Argentina thanks to the convenience and practicality of our hybrid models, but we know that we need to accelerate that transition.

During 2022 we worked with our group of interests to share our strategy of technologic diversity for a sustainable mobility. At global level we dispose of four electrification technologies, which sets one of our axes to reach the carbon neutrality: hybrid electric vehicle (HEV)- that we also produce in the region-, Plug-In hybrid electric vehicles (PHEV), battery electric vehicle and fuel cell electric vehicle (FCEV). Is a shared challenge that needs the effort of different parts to develop the electric infrastructure, promote the adoption of these alternatives of engine and reconvert the value chain to be able to produce it locally.

Another one of our axes is to reduce the emissions in our operations. Because of that, in our industrial plant we operate with renewable electric energy and, day by day, we work to diminish the generation of CO₂, with improvement in the processes and introducing new technologies. During the last year, we have also deepened our Circular Economy Program, which allows us to revalue our waste and to consider them as resources and raw materials of new

products and vehicle parts for production. And we took a step forward: we integrated different entrepreneurs and cooperatives from low-income neighborhoods so that they can become suppliers in the formal economy by manufacturing products that accomplish with the principles of circular economy.

In the social dimension we consider education as a key pillar for inclusion, equal opportunities and continuous improvement. In that sense, we continue with our educational programs and we launch new initiatives. Our goal is to contribute to the development of skills in young people from our nearby communities and from all over the country.

As part of the deepest changes that our automotive industry, including our path through the carbon neutrality, at Toyota Argentina we keep on reinforcing a structure of management that seeks to address risks that could arise in the operation of the company. Through the local implementation of Toyota Global Risk Management Standards (TGRS) program, we work on preventive measures that will allow us to take quick an effective countermeasure.

From our sustainability strategy, we also carried out activities that enhance the value chain, collaborating closely with suppliers

and dealers on environmental, social and governance improvements.

In the 20° Sustainability Report of Toyota Argentina, which is structured by the ESG aspects, you will be able to know more details about our sustainable management, which is based on a vision of long-term development.

Kind regards,

Gustavo Salinas

President of Toyota Argentina

Buenos Aires, 2023



ABOUT THIS REPORT

GRI content 2-2, 2-3, 2-5

Toyota Argentina's Sustainability Report 2022-2023 summarizes our management and commitment for environmental, social and governance aspects which contributes to the sustainable development.

Standard Reference

- Standard GRI (Global Reporting Initiative), version 2021 (conformity)
- Standard for automotive sector for Sustainability Accounting Standard Board (SASB)
- Sustainable Development Goals.

Frequency and reporting period.

It has an annual frequency and shows the period from January 1st to December 31 of 2022, compared with the previous period. Except the economy data that response to the contents 201-1 and 201-4, which correspond to the fiscal year from April 1, 2022 to March 31, 2023, compared to the previous period. This is the **20th edition** and the latest published was the 2021 Sustainability report.



External Verification

Section 5 includes the index for an easy way of localization of the contents of this report, which has been subjected to an external verification (for tenth consecutive year). The report of assurance is included in section 6.

Contact Point

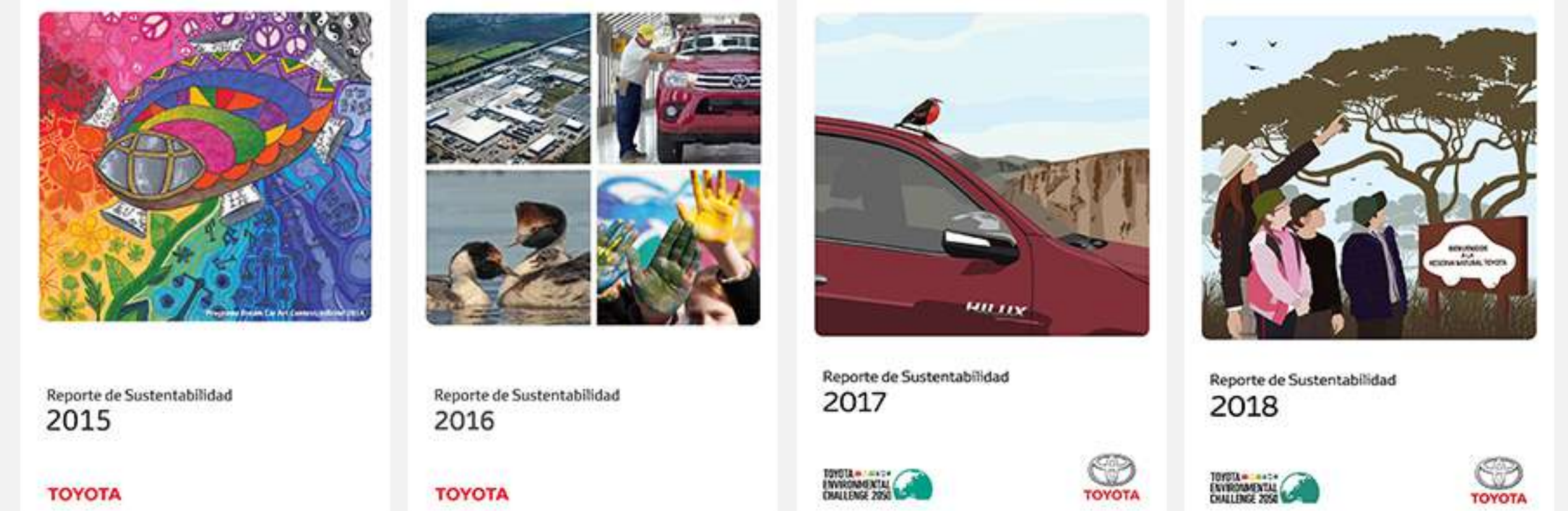
If you have any question or suggestions, we invite you to share your comments at: corporate@toyota.com.ar



This document is presented in a digital format in:

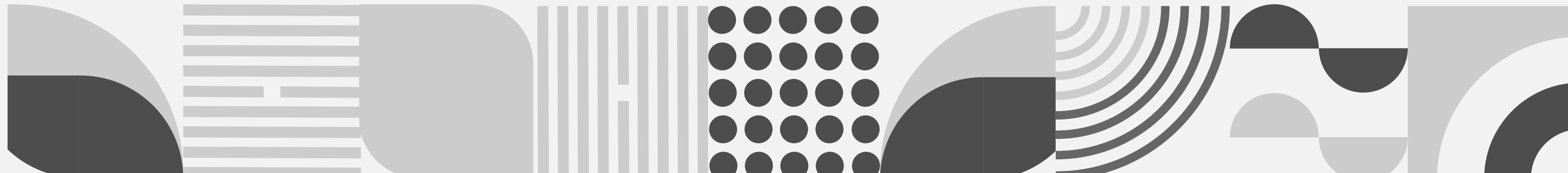
<https://www.toyota.com.ar/descubri/sustentabilidad/reporte-de-sustentabilidad>

¹ The information in this document does not include the data of the subsidiary Toyota Plan de Ahorro S.A (95% participation), which is part of the consolidated Financial Statements of Toyota Argentina S.A.



1

ABOUT TOYOTA



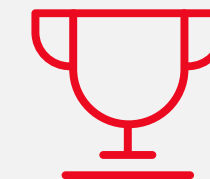
ABOUT TOYOTA



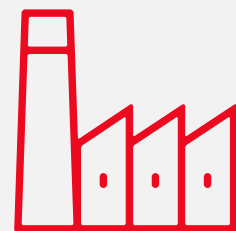
National production for **25 years**



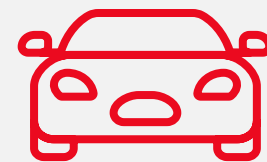
Leaders in production, sales and exports in Argentina for the second consecutive year



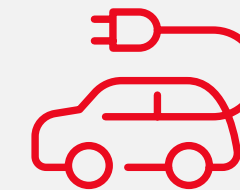
We lead the **electrified vehicles** market in the country with **85,7%** of sales



+ 1.800.000 vehicles produced in Argentina since 1997



224.009 Toyota and Lexus vehicles sold



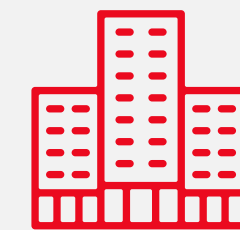
4 Technologies for sustainable mobility



All-time record of production with **165.815 units of Hilux and SW4 produced** in Zárate plant



We produce and export **HILUX and SW4 to 22 countries** in Latin America and the Caribbean



354.860 m² totals between building and logistic yards

VISION AND PHILOSOPHY

GRI content 2-23

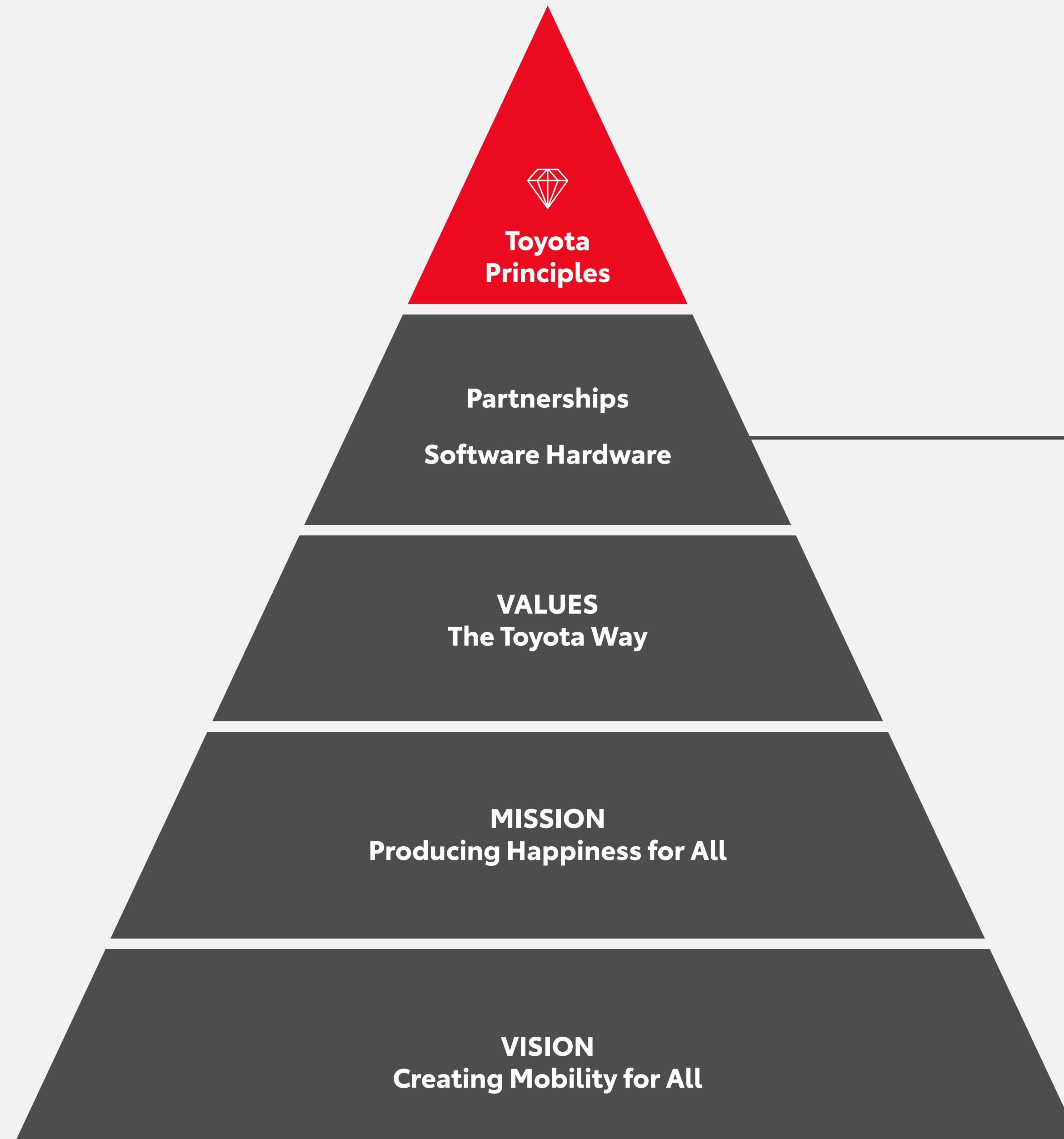
WE LEAD THE WAY TO THE FUTURE OF MOBILITY, IMPROVING THE QUALITY OF LIFE AROUND THE WORLD, WITH SAFER AND MORE RESPONSIBLE METHODS OF TRANSPORTING PEOPLE. .

Toyota's Global Vision is the foundation to function as a truly global company, guided by a common corporate culture, which values are contained in the **Toyota Way**. These values are applied locally, in order to contribute to the sustainable growth of Toyota Argentina and the local community as a whole.

At Toyota, we are committed to the vision of mobility for all, while pursuing our mission: **to produce happiness for all based on the Toyota Way values**. This is the way to build our society and it is driven by all our staff.

Toyota Way promotes continuous improvement and the respect for people. Together with the **Toyota Principles Guide**¹, give a shape to our corporate culture, guiding the management and printing a clear commitment to the sustainable performance.

¹ Toyota Principles Guide indicates the activities carried out by all the people who are part of Toyota Argentina.



MODIFICATION OF THE COMPANY VISION

COMPANY THAT PRODUCES VEHICLES

COMPANY THAT PROVIDES MOBILITY SOLUTIONS



More information

START YOUR IMPOSSIBLE

GRI content 2-23

Start Your Impossible was launched in 2017 to celebrate Toyota's global sponsorship (for eight years) with the Olympic and Paralympic Games, becoming the first partner in the history of The Olympic Partner (TOP) program, by sponsoring the mobility category. This includes vehicles (including cars, urban mobility vehicles and commercial vehicles); mobility services (including road and transport safety systems) and other solutions. This corporate initiative was developed with the aim of highlighting Toyota's global mission and creating a society without barriers, where the values of humility, overcoming challenges and never giving up are reinforced.

Start Your Impossible Impossible is the basis of the evolution to a mobility company defined as an opportunity for people to move freely. With this global partnership promote the creation of a community without discrimination through the sport and our commitment is to create a sustainable community through the mobility.

During the 2022, we give support to 5 Argentine Olympic and paralympic athletes: Santiago Lange (Olympic medalist in sailing), Cecilia Carranza (Olympic medalist

in sailing), Florencia Moreno (adaptive Tennis player), Alejandro Maldonado (adapted athletic) y Gustavo Fernández (adaptive tennis player). With this action, we are looking for to promote the sport development of athletes and foster the values of perseverance and the self-improvement that they represent.

ALWAYS BETTER VEHICLES

Material Aspects Safety and quality of automotive, sustainable, and inclusive mobility / Future of Mobility, innovation and development of new technologies

GRI content 3-3, 416-1



Toyota New Global Architecture (TNGA) is a design and manufacturing philosophy that aims to improve vehicle performance and highlight the unique characteristics of each model. It is based on two fundamental pillars:

STRUCTURAL STRENGTH Strengthen the essential parts of the vehicle to improve the performance.

EMPHASIZED PERSONALITY Highlight the

unique characteristics of each model

In turn, this philosophy translates into five benefits

RIDE COMFORT Perfect balance for a superior driving feel.

HABITABILITY Rewarding experience for all the senses.

CONVENIENCE OF USE Practical, functional and at the same time intuitive for daily use.

ENVIRONMENTAL COMMITMENT Improves fuel consumption, reducing environmental impact.

SAFETY Latest technologies in safety, providing maximum calm and confidence in any driving situation.

TOYOTA PRODUCTION SYSTEM

Material Aspects Automotive safety and quality, sustainable and inclusive mobility/ Mobility of the future, innovation, and development of the technologies

GRI content 3-3, 416-1

The **Toyota Production System**¹ is the basis of our work philosophy. It consists of a set of interdependent practices, aimed at maximizing customer satisfaction, producing better vehicles with the greatest efficiency in costs and times. Its fundamental pillars are:

JUST IN TIME: Produce and supply only what is necessary, at the exact time and in the necessary quantity. In order to apply it, we developed a long-term and mutual trust relationship with our suppliers.

KAIZEN: Continuous improvement.

JIDOKA: It refers to the phrase "Stop, Call and Wait", which is a practice at production line, that avoids passing a defect to the next process. In order to aim it, a rope (ANDON) is pulled that automatically sends a signal, reflecting the sector and position of the place where it was activated. In this way, all team members guarantee the efficiency of the process, identifying problems in the production line to ensure the quality of our vehicles.

STANDARDIZED WORK: Once the most efficient method of work is set, it is always repeated in the same way.



¹ Toyota Production System (TPS).

TOYOTA SAFETY SENSE

Material Aspects Automotive safety and quality, sustainable and inclusive mobility/ Mobility of the future, innovation and development of the new technologies

GRI content 3-3, 416-1

With the aim of minimizing traffic accidents, **Toyota Safety Sense** is an active safety package that incorporates a millimetre wave radar that combined with a monocular camera can detect a variety of hazards and alert the driver to avoid or mitigate accidents. Although its primary components (millimetre wave radar and monocular camera) are the same, their characteristics may vary according to each model and/or version. The four advanced driving assistance systems complement the driver in various dangerous situations, helping to reduce collision risks and to ensure a safer driving.

➤ **More information**



TOYOTA ARGENTINA

Material Aspects Investment and economic development, Sustainable and inclusive mobility/Mobility for future

GRI content 2-1, 2-6, 3-3

IN 2022 WE CELEBRATED 25 YEARS PRODUCING IN THE COUNTRY. THE LEADERSHIP OF THE HILUX AND SW4 VEHICLES WERE THE KEY FOR THE DEVELOPMENT OF A SUSTAINABLE PROJECT WITH LONG TERM VISION. WE ARE UNDERGOING THE TRANSFORMATION THROUGHOUT A COMPANY THAT PROVIDES MOVILITY SOLUTIONS. .

Our industrial plant is located in Zárate (Buenos Aires) and was inaugurated on March 21st of 1997 , with the conviction of that our country has the potential to

develop products with global quality and supply the region, which will require a long-term vision. We manufacture and assembly the pick-up Hilux and the SW4 (SUV), also allocate, commercialize, and export vehicle parts, accessories and products designed or authorized by Toyota Motor Corporation (TMC) . Also, through Kinto, the mobility service platform, we rent any kind of vehicle designated or authorized by TMC. In turn, through the dealer Takumi, we commercialize the vehicle of Lexus brand in the local market.

In 2022 we celebrated **our first 25 years of production in the country**. Through strategical investments we achieved a sustained growth, that contributed significantly to Argentinian productive development.

The model of specialization in pick-ups with an export profile has been from the beginning of our project. The vehicle that we produce in our plant of Zárate, are key pieces for the Brazilian agribusiness, Peruvian or Chilean mining, Colombian coffee or Guatemala fruit. Knowing that our domestically produced vehicle is the mobility tool for hundreds of thousands of peoples in the country and the region, is what drives us to improve every day.

The **“kaizen”** or the continuous improvement is an essential part of our corporative culture. This way to see the things is what allowed us to grow and consolidate our commitment with Argentina and the region.

The loyalty of our customers, take position for new productive projects, the generation of Jobs, built consensus, the negotiations, and the mutual trust with collaborators, union and all value chain are part of the continuous improvement that has accompanied all these years.

In 2022, and for second consecutive year, we are the **Argentinian terminal that most produces, export and commercialize in the country**. Regarding production, we had a historical record in our plant of Zárate: 165.815 units of Hilux and SW4 were produced. The



81,8% of that production were exported to 22 countries of Latin America and Caribe , representing a 42% of the total of the industry.

Likewise, and with the increase of the demand in the region, from January 2023 we increased our production capacity to 182.000 units per year. For that, **we announced the implementation of a third production shift for the first time in our history.** With investments around US\$ 60 million, this expansion creates more than 2000 direct employment and around of 10.000 in the rest of our value chain.

WE EXPORT OUR VEHICLES TO 22 COUNTRIES IN LATIN AMERICA AND WE HAVE 43 DEALERS AND 90 OFFICIAL SALES WINDOWS IN ALL THE COUNTRY.

More than 8.500 people are working at Toyota Argentina and we produced more than 1.800.000 units of Hilux and SW4. We work with 65 local automotive suppliers and more than a total of 1.200 suppliers, that makes a value estimated in more than 35.000 employees.

The essence of our brand is focus on the long-term commitment with our stakeholders, the continuous improvement, the sustainability, the promotion of new technologies of engine and the growth of our business. We feel proud of the path taken and enthusiastic for the challenges and the opportunities that the future holds for us.

PRODUCTS AND SERVICES

Material Aspects Investment and economic development, automotive safety and quality, sustainable and inclusive mobility/ Mobility for future, Carbon neutrality: energy efficiency & use of Renewable energy, risk management and standard compliance.

GRI content 2-6, 2-27, 3-3

SASB content TR-AU-000.B, TR-AU-250a.1, TR-AU-250a.2, TR-AU-250a.3., TR-AU-410a.2.

We improve our business through the permanent generation of ideas, continuous effort, and the practice of solving problems, making ourselves present where they occur. We respect people and believe that the success of our business is due to individual efforts and good teamwork. These principles are what have made Toyota a world benchmark in terms of quality and excellence.

MARKETED MODELS

WITH A PRODUCTION RATE OF ONE VEHICLE EVERY 87", WE CONTINUE TO CONSOLIDATE AS THE BASE OF PRODUCTION AND EXPORT FOR THE REGION.

In 2022, for the second consecutive year, we lead the sales in Argentine market with an increase of 16% over the previous year.

We launched the new **Hilux Conquest**, designed for adventure, which combine new external and interior design with exclusive accessories, performance and the DNA of quality, durability and reliability that

characterizes the Hilux model. This new version of pick-up leads in his segment for 17 consecutive years which is produced in our Zárate Plant.

We also present the **Etios Aibo**, the urban vehicle designed for work. This new Etios version was born in Toyota Argentina Innovation Lab and is produced in Brazil.

Finally, we incorporated to the family, the Gazoo Racing, model **GR86**, and we assume responsibility for the distribution and marketing **Hino**, the Toyota group 's truck and bus brand. The objective of this

decision is to consolidate and increase the presence of the brand in a segment that has great potential in the local market. Hino already has five official dealers in Argentina, which provide sales and after-sales services.

WITH THE INCORPORATION OF HINO, WE CONTINUED TO EXPAND OUR OPERATIONS. THIS ALLOW US TO CONTINUE STRENGTHENING OUR RELATIONSHIP WITH CUSTOMER AND EXPAND OUR OFFER TO REACH MORE PEOPLE AND COMPANIES THROUGHOUT THE COUNTRY.





MARKETED MODELS - UNITS SOLD¹	EMISSION LEVEL	31/12/2022	31/12/2021	31/12/2020
Cars		41.536	31.083	22.317
Etios Hatchback*	Euro 5b	10.646	9.841	7.053
Etios Sedan*	Euro 5b	7.689	3.836	2.909
Yaris Hatchback*	Euro 5b	12.077	9.133	1.609
Yaris Sedan*	Euro 5b	2.471	1.454	5476
Corolla*	Euro 5b	8.653	6819	5270
Pickup		134.687	117.152	75.435
Hilux (incluye Hilux DX/SR, Hilux SRV/SRX y Hilux Conquest)*	Euro 5b	134.687	117.152	75.435
SUV		35.281	28.068	16.099
Corolla Cross*	Euro 5b	8.742	3.913	-
SW4**	Euro 5b	22.238	23.375	14.607
SW4 Diamond**	Euro 5b	4.275	762	1.481
Land Cruiser Prado*	Euro 5b	26	18	11
Commercials		1.605	1.138	63
Etios Aibo*	Euro 5b	602	-	-
Hiace Furgón*	Euro 5b	556	806	63
Hiace Commuter*	Euro 5b	205	151	-
Hiace Wagon*	Euro 5b	242	181	-
Sports		3.530	826	997
GR Yaris*	Euro 6b	14	267	-
Hilux GR-Sport**	Euro 5b	2.275	359	963
SW4 GR-Sport**	Euro 5b	1.241	200	34
Hybrids		7.166	4.352	918
Corolla Hybrid*	Euro 5b	2.135	1300	160
C-HR*	Euro 6b	205	122	168
Corolla Cross Hybrid*	Euro 5b	4.461	2180	-
Camry*	Euro 5b	12	12	10
RAV4*	Euro 5b	353	738	580
Others		42	10	28
Prius (Híbrido)*	Euro 5b	-	2	13
Supra GR*	Euro 6b	3	6	-
Innova*	Euro 5b	-	-	7
HINO Serie 300*	Euro 5b	24	-	-
Land Cruiser 200*	Euro 5b	15	2	8
	Total	223.847	182.629	115.857

➤ More information

1 Vehicle models classified by NCAP programs at <https://www.latinncap.com/es/resultados>. There have been no vehicle recalls (voluntary or involuntary). 35,136 vehicles reached by some special service campaign. 100% of claims for safety-related defects were investigated.

As of January 2018, the EURO 5 regulation entered into force in Argentina, which establishes the limit of polluting gas emissions from vehicles. There is a gas emission control laboratory in Toyota Argentina, the only one in the local automotive industry. Based on EURO (European standard) and TIER (American standard), quality control of vehicles emissions are carried out, in accordance with the homologation requirements of the destination countries.

* CBU (complete built up): Imported vehicles produced .

** CKD (complete knock down): vehicles produced in Argentina with domestic and foreign technologies, auto parts and components parts.

LEXUS

Lexus is a Japanese luxury vehicle brand, born in 1989, which landed in Argentina in December 2018 and opened a sole and exclusive dealer in the city of Buenos Aires.

[More information](#)

MARKETED MODELS - UNITS SOLD		31/12/2022	31/12/2021	31/12/2020
NX 300h Luxury (Hybrid)*	Euro 5b	27	47	31
IS 300h Luxury (Hybrid)*	Euro 5b	24	19	20
NX 300 F-Sport*	Euro 5b	7	15	5
GS 450h Luxury (Hybrid)*	Euro 5b	-	-	2
ES 300h Luxury (Hybrid)*	Euro 6b	1	3	1
LX 570*	Euro 5b	2	3	3
LC*	Euro 5b	2	-	-
UX 250h (Hybrid)*	Euro 6b	-	2	30
UX 250h F-Sport (Hybrid)*	Euro 6b	58	85	2
LS 500h Executive (Hybrid)*	Euro 5b	1	14	-
RX 450h Luxury (Hybrid)*	Euro 6b	6	1	8
RX 450h F-Sport (Hybrid)*	Euro 6b	21	22	2
GS 450h F-Sport (Hybrid)*	Euro 5b	-	5	-
IS 300 F-Sport*	Euro 5b	5	-	8
RC 350 F-Sport*	Euro 5b	8	5	2
RX 350 F-Sport (Hybrid)*	Euro 5b	-	5	3
Total		162	226	117

* CBU (complete built up) imported vehicles produced outside the country.

KINTO

Kinto was born within a framework of Toyota´s transformation into a mobility company, dedicated not only to the production of vehicles, but also to providing different mobility solutions to our customers. In the sense that seeks to expand and make it more flexible the offer of products and services to reach more people and institutions with new needs and lifestyle habits. It has three business units:

KINTO Share: Rental of vehicle per day, per hour trough a 100% digital application. It has more than 80 pick-up points across the country and most of which are dealers in our network.

KINTO One Fleet: the comprehensive management of a corporate fleets. It looks forward to thinking about the mobility as a service, where the companies no longer buy vehicles, but pay for their use.

KINTO One Personal: a flexible subscription system for people.

During 2022, we consolidated our transformation path into a mobility company. In one year, we doubled KINTO Share´s fleet of vehicle and diversified the pick-up points (among official dealer, service station and the important airports in our country)

[More information](#)

TOYOTA GAZOO RACING

GAZOO Racing Company, in addition to being the brand of all motorsports activities, was born with the purpose of training human resources, developing and evaluating new technologies in the most demanding races in the world of competition. The target of the brand is the training of human resources so that, they can design increasingly better vehicles.

In this way, one of the fundamental pillars of GAZOO Racing Company is to develop a line-up of more passionate and sporty vehicles and aligned with the spirit of Waku Doki . Within this concept, there are different categories which follow an increasing logical evolution, depending on the level of the development and engineering implemented in the final vehicle.

In 2022, the GR86 was incorporated into the line-up with a new engine, 2.4 with 237 horsepower and 250Nm. It's Toyota's third global GR model to complete the trio of sports cars (with GR Supra and GR Yaris). On the other hand, Toyota Gazoo Racing Argentina participated in the most attractive categories of local motorsport such as Turismo carretera, Turismo Nacional, TC Pick Up, TC2000, Top Race and Rally Argentino.

 **More information**

TECHNOLOGICAL DIVERSITY FOR SUSTAINABLE MOBILITY

Material Aspects Sustainable and inclusive mobility/ Future mobility, Carbon neutrality: energy efficiency & use of Renewable energy

GRI content 3-3, 201-2

SASB content TR-AU-410a.3.

“TOYOTA SEEK TO OFFER THE BEST MOBILITY SOLUTIONS TO ALL PEOPLE WITH THE HIGHEST POSSIBLE QUALITY AND AT THE SAME TIME THE BEST TOOLS TO MITIGATE GLOBAL WARMING. IN A COUNTRY LIKE OURS THAT STILL FACES DIFFERENT CHALLENGES IN ELECTRICAL INFRASTRUCTURE AND IN THE COMPOSITION OF ENERGY MATRIX, HYBRID ELECTRIC VEHICLES ARE A VERY POWERFUL TOOL FOR REDUCING EMISSIONS”.

Diego Prado,
Director of Corporate Affairs.

We believe that the best strategy to build a sustainable mobility in this changing and varied world is technological diversity; different solutions, depending on people's needs and the context in which they move around. All are useful task to reduce, eliminate the carbon footprint of mobility.

Toyota globally offers 4 technologies for sustainable mobility:



HYBRIDS

HYBRID ELECTRIC VEHICLE – HEV

Engine combination of an internal combustion with an electric one, which automatically recharges as the vehicle operates. They do not require an electric charge infrastructure and have a potential to reduce fuel consumption by up to 50%. By the average use, it is estimated that, for every three hybrids engine introduced on the market, the emissions of one conventional vehicle are eliminated.

- Hybrids are an accessible and practical solution to advance the decarbonization of mobility in regions such as Latin America, which present a great challenge in the electricity infrastructure.

- Since 2010, when we incorporated the first hybrid vehicle in the country, 22.691 electric vehicles (Hybrid + Electric battery) have been sold in Argentina, of which 82% are Toyota hybrid.
- In 2022, the 85,2% of electric vehicles sold in Argentina, were Toyota Hybrid.
- The combined sales of Corolla Hybrid and Corolla Cross Hybrid in 2022 result in an estimated saving of 5.084 tons of CO₂ per year, equivalent to what more than 47 hectares of mature trees absorb per year.

ELECTRIC VEHICLES WITH BATTERY

BATTERY ELECTRIC VEHICLE – BEV

They have much simpler mechanics than conventional vehicles. The heart of the technology is the battery, which is charged with an external electric charger and powers the electric engines. Vehicles as Toyota Bz4X, it has a range of 450km. The charge(speedy) takes at least one hour.

FUEL CELL (HYDROGEN)

FUEL CELL ELECTRIC VEHICLES – FCEV

They are electric vehicles, which produce their own electricity from a chemical reaction between hydrogen in tanks and the oxygen from outside. The heart of the technology is the fuel cell, which only generates water as waste. Due to hydrogen´s energy density, it is particularly suitable for long distances and heavy transport.

Hydrogen is the most abundant element in the universe: it is found in plants, hydrocarbons, and water. It can be obtained emission-free from renewable energies.

PLUG-IN HYBRID

PLUG-IN HYBRID ELECTRIC VEHICLES – PHEV

They have two basic differences from hybrids: 1) they are equipped with a larger battery, which allows them a much longer

battery range. 2) Charging this battery is done by electric charger. For short distances (up to 75 km in Rav4 PHEV), they operate in 100% electric mode. For longer distances, they have a hybrid engine available (without the need for electric charging).

Our challenge is to promote the conditions to build the future of the sustainable mobility, a task that includes the automakers but also de government, energy companies, auto parts, union and ultimately to the entire society. To this end, we designed an **awareness campaign** that included 53 meetings and was attended by more than 500 people: journalists, representatives of the public sector, social organizations, academics, and business associations.

The meetings were held at Zárate plant and throughout the country to federalize the company´s vision of carbon neutrality and the available engine alternatives. Exhibitions, debates, and track tests with vehicles of the 4 technologies were included to understand in detail the operation, advantages, and challenges of **sustainable mobility in the country**. The aim was to promote an open exchange of perspectives to address the problem in its entirety.

In addition, communications and various content were generated for media and

social networks to reinforce these messages. In Argentina, with a large territory, where the electrical infrastructure still has great challenges, hybrid technology is the most suitable to quickly reduce emissions from passenger vehicles, although it is not the only one. But to do so, it is necessary to promote the development of charging infrastructure and the improvement of the energy matrix.

Throughout the campaign our spokespeople participated in many forums and events¹, to carry forward the key messages of the campaign.



More information

¹ The environmental program for ONU, MOVE LATAM. Electric mobility in Latam and Caribbean organized by the Mobility Portal; La Nación Movilidad; Smart City Expo 2022, Santiago del Estero; Electric and sustainable Mobility conference, organized by EPEC in Cordoba; Network of Municipalities for Climate Change, Mar del Plata; Circular Economy Summit in Córdoba; Dialogue for the challenges of the transition to electromobility by the University of San Andres and others



ECONOMIC PERFORMANCE

Material Aspects , Investment and economical development, Risk Management and Regulatory Compliance

GRI content 3-3, 201-1, 201-4

SASB content TR-AU-000.A, TR-AU-000.B

WE FINISHED ANOTHER YEAR AS PRODUCTION, EXPORTATION AND SALES LEADERS, INCREACING OUR PRODUCTIVE CAPACITY AND ANNOUNCING A THIRD SHIFT OF PRODUCTION.

In 2022 the Argentinian industry has had a growth in terms of production, exports, and sales, compared to the previous year, despite of some internal restrictions (foreign exchange-importation authorization). Regarding the policy for the automotive sector, the Investment Promotion Law was approved, which grants fiscal and tax benefits

to new projects that accomplish some requirements, such as local contents, among others.

Regarding international relationships, 2022 did not have milestones with impact on the automotive sector. The trade negotiations have slowed down due to local circumstances, but they still remain in the national government agenda.

On the other hand, in order to boost the exportations in the sector, the government has extended the benefits of eliminating export duties for incremental exports, adding, auto parts as a benefit for those companies that export more than they did in 2020.

PRODUCTION	31/12/2022	31/12/2021	31/12/2020
Industry total production*	536.893	434.753	257.187
Toyota Production	165.815	142.766	93.252

* Related to cars and light vehicles.

Association of Automotive Factories of Argentina (ADEFA), by 31st December of each year.

SALES	31/12/2022	31/12/2021	31/12/2020
Industry total sales *	535.032	433.808	258.950
Toyota total sales **	224.009	182.855	115.974
Toyota domestic market (Vehicles)	88.268	69.570	46.563
Toyota export market (Vehicles)	135.741	113.285	69.411

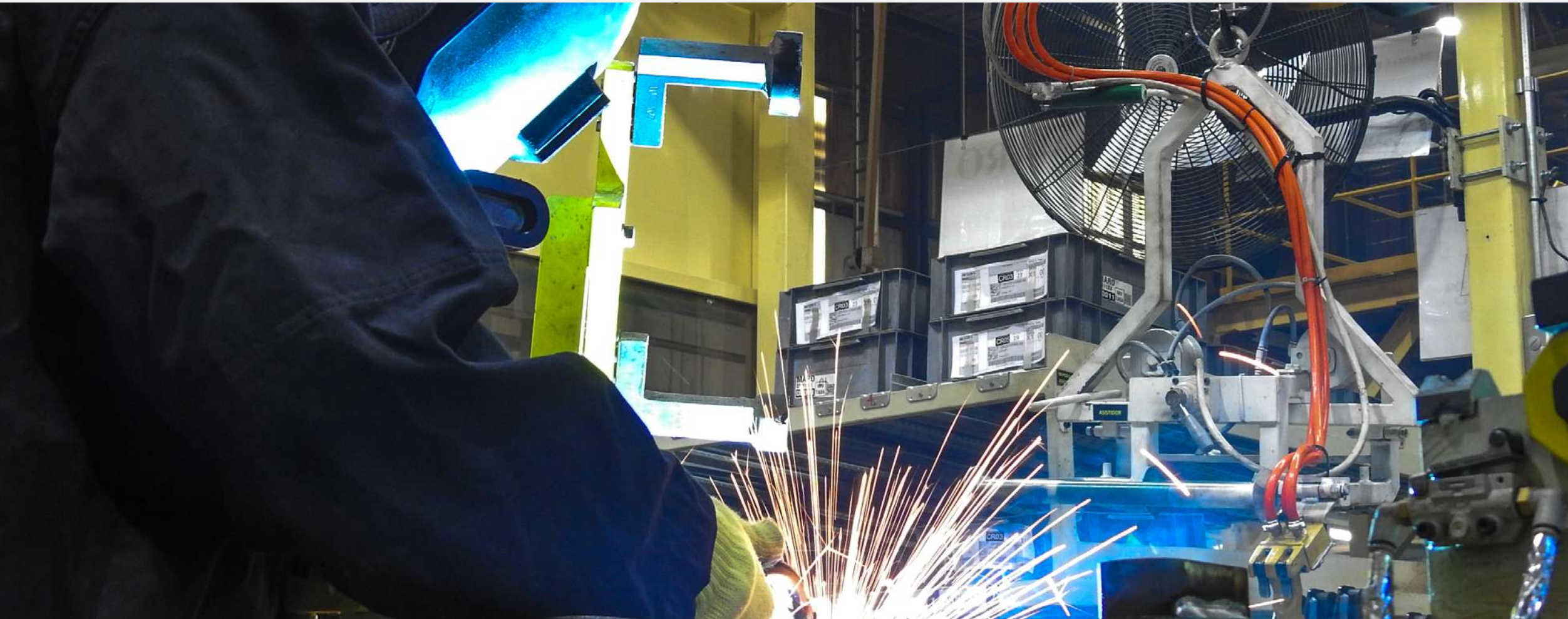
* Total domestic and export markets' sales of vehicles produced in Argentina. Related to cars and light vehicles.

** Domestic and export markets.

Association of Automotive Factories of Argentina (ADEFA), by 31st December of each year

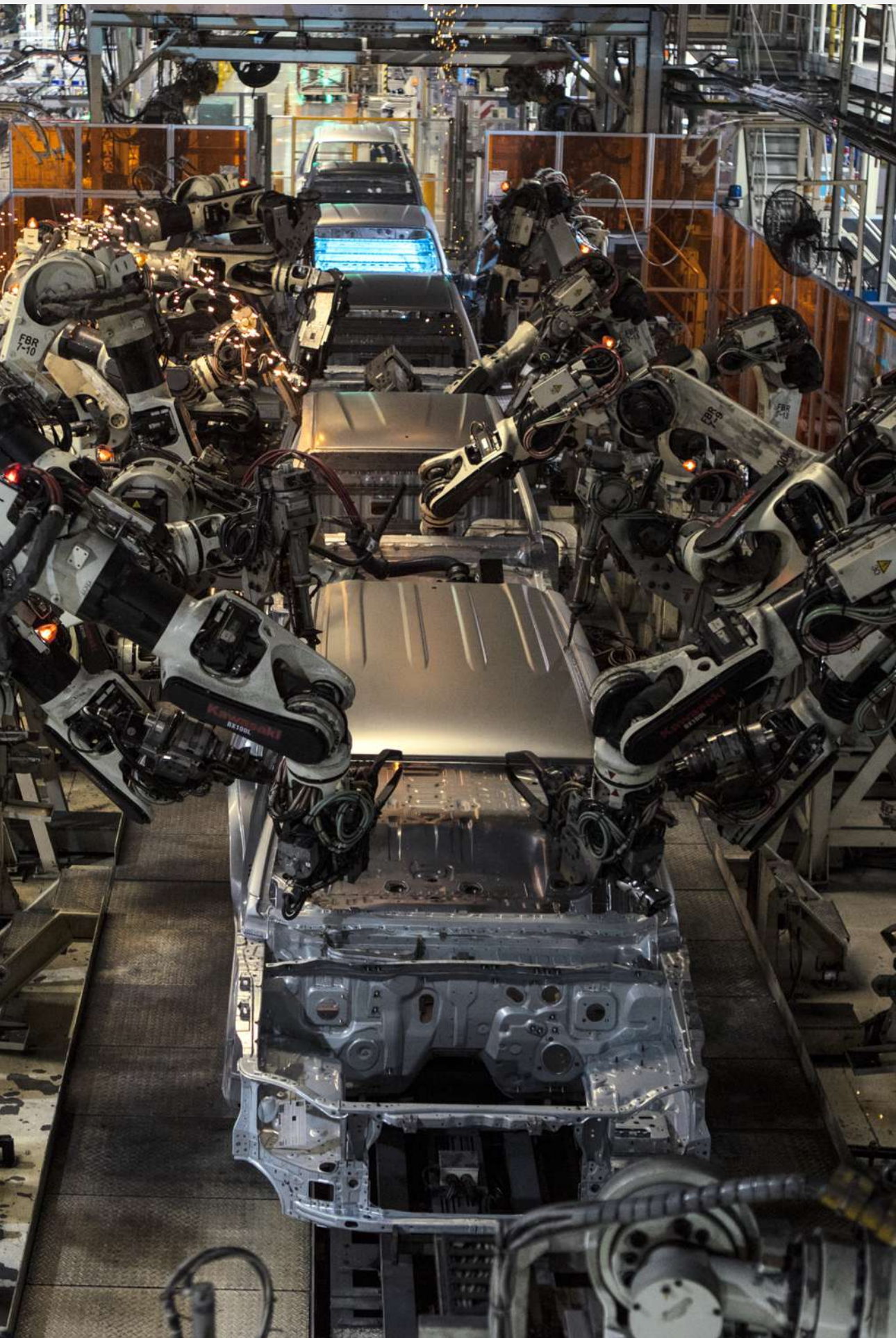
TOYOTA ARGENTINA DIMENSIONS	FY 2022/2023	FY 20221/2022
Total Assets	765.843	510.224
Total Liabilities	583.710	403.503
Net Equity	182.133	106.721

Report and Financial Statements of Toyota Argentina S.A. up to March 31 of each period. In millions of Argentine pesos



DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

The following table of Direct Economic Value Generated and Distributed, proposed by the *Global Reporting Initiative*, shows the flow of capital between the different stakeholders.



DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED *	2022/2023	2021/2022
Economic value generated	1.408.570.860.378	1.295.199.624.159
Income from ordinary activities	1.405.685.712.265	1.292.992.317.184
Sales of properties, plant and equipment	1.606.841.841	819.193.373
Results from participation in controlled societies	1.278.306.272	1.388.113.602
Economic value distributed	1.333.158.725.159	1.250.180.474.005
Operative costs	1.182.603.838.480	1.101.856.907.722
Salaries and benefits (include temporary workers)	85.520.258.105	68.755.025.515
Paid rates and taxes **	94.668.162.942	78.923.183.223
Financial results***	-29.660.501.724	582.785.476
Investment in the community ****	26.967.356	62.572.069
Economic value retained	75.412.135.219	45.019.150.153

*En pesos argentinos. Surgen de la Memoria y los Estados Contables de Toyota Argentina S.A., correspondientes al ejercicio económico finalizado el 31 de marzo de 2023, comparativo con el período anterior. Cabe mencionar que, para todos estos indicadores, se ha seguido con el principio de devengado, de manera que resulta comparable con los estados contables.

**Incluye el resultado por impuesto a las ganancias diferido.

***Incluye resultados financieros y por tenencia, reevalúo de anticipos de clientes y resultados por tenencias bienes de cambio.

**** Bajo este concepto, se incluyen donaciones, gastos e inversiones incurridos en el desarrollo de los programas de RSE, muchos de los cuales generan impactos económicos indirectos, que van más allá de las propias operaciones.

GOVERNMENTAL INCENTIVES

Law 27.263 (Argentine Auto Parts Strengthening Regime)

Given the high level of integration of our products, between 2016 and 2020, we benefited from Argentine auto parts strengthening regime (Law 27.263). This grants, among others, a benefit that consists in a refund on the purchase of local auto parts, destined to the manufacture of a new platform. The percentage of the refund is related with the level of local integration of the promoted automotive product (in case of vehicles is 4% to 15%) and is collected on the invoice value of the auto part. The purpose of this regime is promoting the purchase of local auto parts and to develop the auto parts network. As of the end of 2022, we were arranging the extension of the granted benefit, for accomplishing the goals committed with the National Government (for example: production, exports, local contents improvements, etc.).

Incentives for vehicles with new technologies – Decree 617/2021

The tariff benefit, for vehicles powered by environmentally friendly engines, such as self-rechargeable hybrids, was extended, this allowed us the continued dissemination and massification of new technologies. In this way, they gradually achieve a greater presence in the market reducing the emission of polluting gases.

In Argentina, we have the widest line up of this type of vehicles, and a strong commitment to diversify them in order to reach carbon neutrality. In 2022, we commercialized 723 electrified units using this scheme, out of the total number of units commercialized (the rest come from Brazil without incentive). Likewise, the incentive for new technologies has been expanded to provincial and municipal levels, in form of reduction or exemption of vehicle tax. In 2022, Cordoba Capital and the provinces of Catamarca and La Pampa, joined to the 20 provinces/municipalities that offer these incentives.



QUALITY MANAGEMENT SYSTEM

Material Aspect automotive safety and quality

GRI content 3-3

Toyota Argentina ensures the quality of its products and services with the commitment to satisfy the requirements and expectations of our customers. To this end, our **Quality Management System** is based on the following principles::

- Produce vehicles in accordance with the international quality standards of our TMC headquarters.
- Comply with the applicable legal and regulatory requirements.
- Comply with the applicable legal and regulatory requirements.
- Build and improve quality in the process, working based on TPS.



More information

Since 2008, October has been **Quality Month** for Toyota to reinforce the importance of quality and customer first. Many activities have the purpose of raising awareness, educating, and motivating. They extend to the operators of the production plants, the staff in Argentina and Brazil and the entire network of distributors and dealers in Latin America, local suppliers, and associated companies.



SUGGESTIONS AND QC CIRCLES

The **Suggestions and QC Circles** are activities focused on the development of our personnel, who identifies problems or opportunities for improvement in their working place, and through teamwork, they achieve optimize current conditions.

SUGGESTION SYSTEM

This program strives to channel the initiative of the personnel, identifying and executing improvement actions, solving specific problems, or improving their own working processes. It has an audit system, that seeks to recognize those collaborators whose suggestions have marked

a differential excellence compared with the rest. At the same time, each suggestion is recognized financially based on the results achieved

	31/12/2022	31/12/2021	31/12/2020
Received suggestions	54.864	37.520	31.826
Increase/Reduction against previous period	46%	18%	-60%
Average of suggestions per person	11,79	11,55	10,80
Collaborators	4.655	3.247	2.945

DISTRIBUTION OF SUGGESTION BY SUBJECT	31/12/2022	31/12/2021	31/12/2020
Safety	53%	43%	43%
Working environment	40%	32%	33%
Quality	14%	11%	12%
Efficiency	10%	11%	3%
Productivity	3%	1%	6%
Cost	0%	2%	1%
Environment	3%	3%	2%

QUALITY CIRCLES

This group activity strives to extend the skills of the personnel, improving the condition of the working place and to contribute to the development of the company, solving complex problems through quality tools.

	31/12/2022	31/12/2021	31/12/2020
Collaborators	4.655	3.287	2.089
Quality Circles completed	741	611	148

QUALITY CIRCLES BY SUBJECT	31/12/2022	31/12/2021	31/12/2020
Productivity	26%	29%	29%
Safety	17%	20%	19%
Quality	26%	24%	24%
5S ¹	13%	10%	8%
Ergonomics	12%	11%	11%
Cost	4%	5%	7%
Environment	2%	1%	2%
Working environment	0%	0%	0%

¹ It is a Japanese management methodology, which always remembers to have our workplace organized, based on the principles of order and cleanliness.

KAIZEN CONVENTION 2022

The **25th Convention of Kaizen of Toyota Argentina** was carried out in August of 2022, in the auditorium of the Zárate Plant. The 7 best quality circles of the company presented they work, the best circle developed by the dealers and the 3 best suggestions. The event was blended session and virtual, with the participation of executives of the company, dealers, and suppliers’ representatives, as well as TMC and TDB (Toyota Do Brazil).

REGIONAL (TLAC) AND GLOBAL QUALITY CIRCLES CONVENTION

Due to the COVID-19 pandemic, was not possible to carry out the Regional Convention (where the best circles of Argentina, Brazil and Venezuela are presented). On the other hand, the Global Convention, which had been held in Japan until 2019 inclusive, was replaced for a virtual presentation, where the QCC leaders shared their works. Additionally, the best practices carried out by the different Toyota affiliates in the world were shared through the Global Kaizen Exchange (GKE), with the aim to do Yokoten (replicating improvements).



SUSTAINABILITY STRATEGY

GRI content 2-4, 2-12, 2-13, 2-14, 2-25, 3-1, 3-2

Our internal process of decision making and sustainability management, as well as our commitment with an ethical and transparent performance, the business is managed cross-functionally and is driven from the top management.

The **Area of ESG** is responsible of the definition and monitoring the **Sustainability Strategy**, as well as part of its implementation. It has a Regional General Regional Management that carries out periodical meetings with the Board of Directors to agree on sustainability action plans.

Also, the company establish the promotion of sustainability as a permanent activity in the local communities and the value chain. This is focused on four axes of the **Sustainability Strategy**, in the **Policy of Relation with the Community** and implementing actions and activities to reach the targets of **2050 Environmental Challenge**.

Different projects and activities are developed within of each axis, that contribute to the purpose of that axis. The actions are implemented cross-functionally in all the Company. Our materiality analysis (carried out in 2021) identifies 20 relevant aspects on which our Sustainability Strategy should focus on. Based on the materiality results, we selected the GRI and SASB contents that address the material topics.

Likewise, we continue to make progress in the process to contribute to 2030 Agenda, minimizing the negative impacts and strengthening the positive ones of our activity and of our value chain on the people, the planet, and the human rights. For that, we defined our priorities and goals using the *SDG Compass* tool.





ENVIRONMENT

MATERIAL TOPIC	DESCRIPTION	INCLUDED TOPICS	GRI STANDARD AND SASB ASSOCIATED
Carbon neutrality: energy efficiency and use of renewable energies	This refers to the energy efficiency, the usage of renewable energies, the reduction of greenhouse gas emissions and the effort implemented to adapt negative effects of climate change in the production system.	Energy Efficiency and Renewable Energies	GRI 200- Economic Development (201-2) GRI 302- Energy GRI 305- Emissions (305-1 to 305-5) SASB- Saving of fuel and emission in the use phase.
Environmental impact: air and water quality	GRI 200- Economic Development (201-2)	Water management and Effluent Treatment/ Climate Change, Air Quality and Reduction of GEI Emissions	GRI 303- Water and Effluents GRI 305- Emissions (305-6 to 305-7)
Environmental awareness and responsible consumption	This refers to the information that we provide, with the aim to increase the awareness in the population regarding the importance of Environment care.	Environmental Education and responsible consumption	Own indicators
Management and resources use efficiency and Circular Economy	This refers to minimize the final disposal of waste in to rubbish dump or landfill, promoting the reduction, reuse and the recycle of the materials.	Management of wastes/ Exploitation of Resources and Circular Economy	GRI 306- Wastes



EDUCATION AND EMPLOYMENT

Workplace welfare: health, safety, life quality and labor climate	This refers to leadership style, the communication routes, the recognition methods, and the safe and healthy Environment of work that we create in our personnel.	Health and Safety in workplace / Life Quality and Labor Climate	GRI 403- Health and Safety in workplace
Employability: technical education and employment	This refers to the training and development for the employment and the technical knowledges for the people of the local community that we operate.	Promotion of Employment in Local communities (Education for the employability) / Promotion for Technical Education	Own Indicators
Employment (talent attraction and retention) training and professional development	This refers to our approach on creating Jobs, retaining employees, providing upskilling opportunities and ensuring good working conditions.	Training and Professional Development/Employment, Talent Attraction and Retention	GRI 401- Employment GRI 404- Training and Education
Diversity, Inclusion and Equal Opportunities	This refers to our approach about diversity, inclusion, and equal opportunity at work.	Diversity, Inclusion and Equal Opportunities	GRI 405- Diversity, and Equal Opportunities
Relation with the union	This refers to ensuring the freedom of association of employees and their participation in collective bargaining	Relation with the Union (Free Association and Collective Bargaining)	GRI 402- Employee-Company Relations SASB- Work Practices



CORPORATE GOVERNANCE

MATERIAL TOPIC	DESCRIPTION	INCLUDED TOPICS	GRI STANDARD AND SASB ASSOCIATED
Customer service, complaint resolution, and claims handling	This refers to the mechanism offered to customers to meet their needs after purchasing our products and services.	After sales Strategy: customer service, Complaint, and claims resolution	Own Indicators
Ethic and Anti-corruption	This refers to the company ethic in all of our operations and in our value chain (against corruption, fraud, bribery and forgery).	Ethic and Anti-Corruption / Unfair Competition	GRI 205- Anti-corruption GRI 206- Unfair Competition
Risk management and regulatory compliance	This refers to the management of the risks inherent to the business and the compliance, in a responsible way, transparent, fair, and inclusive. Includes the accomplishment of declarations, conventions and international agreements, also national, regional, and local regulations.	Risk management and regulatory compliance / Privacy and Customer Data Protection	GRI 418- Privacy of the Client SASB- Material supply
Value chain development (suppliers and dealers)	This refers to the creation and strengthening of stable and long-term relationships with suppliers and dealers through the introduction of the principles sustained in our policy of acquisition; evaluate them and help them continuously on their effort to comply with those principles.	Social and Environmental Evaluation of Suppliers / Sustainable Management of Suppliers	GRI 308- Environmental Evaluation of Suppliers. GRI 414- Social Evaluation of Suppliers
Investment and economic development	This refers to our presence in the market and the contribution to the economic development of the zones or local communities that we operate	Economic Development of the Organization/ Market Development and Local Economies	GRI 201- Economic Development (201-1 y 201-4) GRI 204- Practices of Supply SASB- Activity Parameter
Human Rights	This refers to the development of effective labor relationships, through the continuous commitment and the social dialog, providing decent working conditions that comply with applicable national and international law and regulations.	Labor Practices and Human Rights / Human Rights in the Value Chain	GRI 406- Non-Discrimination GRI 407- Free Association and Collective Bargaining 408- Child Labor 409- Forced Labor GRI 410- Practices regarding Safety Matters
Stakeholder Alliance Management	This refers to retribution to the local communities, through donations, corporate volunteering, and development of programs to enhance the capacity building for social organizations.	Management and Alliance with the Community (Includes corporate volunteering)	GRI 413- Local Communities



MOBILITY AND INNOVATION MOBILITY OF THE FUTURE

Safety and vehicle quality	This refers to the health and safety in the life cycle of our products and the accomplishment of the rules and compliance with health regulations and voluntary codes and safety of clients.	Safety and Vehicle Quality	GRI 416- Health and Safety of the Clients SASB- Safety of the Products
Sustainable and inclusive mobility and Mobility of the future	This refers to the practices of responsible mobility, shared usage of vehicles, technologies development and innovation in alternative fuels, etc.	Sustainable Mobility	Own Indicators
Innovation and development of new technologies	This refers to the investigation, the development, and the improvement of the offer of sustainable products.	Innovation and development	Own Indicators
Road Safety	This refers the promotion of actions and mechanisms to guarantee the good operation of traffic flow.	Road Safety	Own Indicators

For the present period of report, we started a process of impact, risks and sustainability opportunities identification based on: i) material topic that represents the most significant impacts on the economy, the Environment and people, included the impacts on Human Rights, and ii) the material information about risks and opportunities related with the sustainability that may affect reasonably the financial results of the company.

For this purpose, we started to work in the steps that suggests the Universal Standards GRI, version 2021 and the requirement of Sustainability Disclosure Standard of IFRS S1.

Understand the context of the organization: we conducted a review of industry trends in sustainability, key standards, and guidelines.

Identify impacts: from the 20 material topics identified in the previous report, according to the GRI Standards, we selected those that present (or may present) risks and opportunities related with the sustainability that may affect the business. For this, we based on the sectorial indicators of the SAB Rules for the automotive sector. This resulted in a total of 5 topics that were subjected in a process of identifying their main real and potential negative impacts.

Evaluate the importance of the impacts: once identified, we conducted a first analysis of the severity and probability of occurrence of each of them.

Prioritize the most significant impacts about the information to be presented: we validated internally the conducted evaluation and defined the most relevant topics on the information to be presented, grouping them according to the axis of our Sustainability Strategy.

The risks that were identified on sustainability will be incorporated to the next year process of risk evaluation of Toyota Argentina.



IDENTIFICATION OF THE MAIN IMPACTS, RISKS AND OPPORTUNITIES ON EACH AXIS OF OUR SUSTAINABILITY STRATEGY

AXIS	RELATED TOPICS	MAIN IMPACTS, RISKS, AND OPPORTUNITIES
Environmental	Carbon neutrality: energy efficiency and use of renewable energies /Management and efficiency of resources and Circular Economy	The emissions, generated because of the usage of vehicles fuel, contributes to the climate change, and causes a threaten to the human health and to the Environment. Not adapting to the new regulations and customer demands may cause regulatory, economics and reputation risks. Likewise, the adaptation and expansion to a new vehicle market with vehicles with low generation of carbon, as well as the innovation to improve all the life cycle of the vehicle- from the efficiency of the resources and material used in the productive process until the reduction of waste- will give commercial opportunities and reduce environmental risks.
Corporate Governance	Risk management and regulatory compliance.	The increase of the rivalry, for the critical materials used in the productive processes of the sector, may cause strategic, regulatory, reputation and operative risks, due to the increase of prices, availability, and supply.
Education and employee	Relation with Union	A lack of adaptation to new ways of working, fair salaries, a safe working condition and freedom of association could lead to operational, strategic, financial, and social risks, such us talent loss. The protection of the workers' rights increases the productivity and the commitment of the personnel, and helps to avoid disputes, that could lead to disruptions in work and, therefore, to the productive process.
Mobility and Innovation / Mobility of the future	Safety and vehicle quality	Promote and enhance automotive safety and quality, also the awareness and road safety, will help to reduce accidents, at the same time that financial, reputation and regulation risks will decrease, caused by defects in the vehicles.



STAKEHOLDERS

Material Aspect Stakeholders partnerships management

GRI content 2-29, 3-3

We work to produce always better cars, improve the quality of life of local communities and enhance long-term relationships with our stakeholders through the generation of dynamic dialog environments. In this sense, defined different channels of communication and dialog for each of them:

GROUP	COMMUNICATION AND DIALOG CHANNEL
Shareholders	Annual Report and Financial Statements. Sustainability Report. Shareholders General Meeting. Events and Meeting. Sustainability Report.
Unions and Representatives of the Industry	Union of Mechanics and Related Workers of the Automotive Transport (SMATA). Association of Metalworking Industry Supervisors of the Argentine Republic (ASIMRA). Health and Safety Committee (COHISE). Association of Automotive Factories of Argentina (ADEFA). Financial Community. Insurance Companies. Competitors. Sustainability Report.
Dealers	Association of Toyota Dealers of the Argentina Republic (ACTRA). Sales and Post sales training programs; evaluation surveys for each activity. Reports and audits of the Environmental Management system under ISO14001. Environmental risk audits. Customer Service Annual Convention. ESG Development Program with dealers. Internal Circular. Sustainability Report. Eco dealer program Salesforce
Suppliers	Service provision manual for contractors and subcontractors. Environmental shopping guide. Training activities and evaluation surveys. CSR Guide for suppliers. Automotive Terminal Suppliers Association Internal Circular. Sustainabiltiy Report.

GROUP	COMMUNICATION AND DIALOG CHANNEL
Local Communities	Biannual diagnostic of the needs of the community. Training programs in schools and universities. Visits and meetings with managers of educational institutions to assess the needs of the communities. Interaction with municipal authorities of Zárate, Campana and nearby towns. Involvement in social initiatives. Direct contact with various NGOs. Sustainability Report. Visit Centre.
Collaborators	Two-way communication system. Suggestion system and quality circle. Ethics Committee and Ethics Channel. Face-to-face communication (business meetings, lunches and breakfasts with directors, open tables, special talks). One Toyota application, newsletters, intranet, corporate e-mailing, billboards, and corporate TV. Sustainability Report.
Governmental Organizations	Participation in chambers and governmental associations. Meetings with national, provincial, and municipal authorities. Sustainability Report.
Clients	Customer Service Centre. Satisfaction and quality surveys. EDER activities (Early Detection and Early resolution). Contact with dealers. Website: Toyota www.toyota.com.ar and Instagram social network, LinkedIn. Sustainability Report. Toyota Club

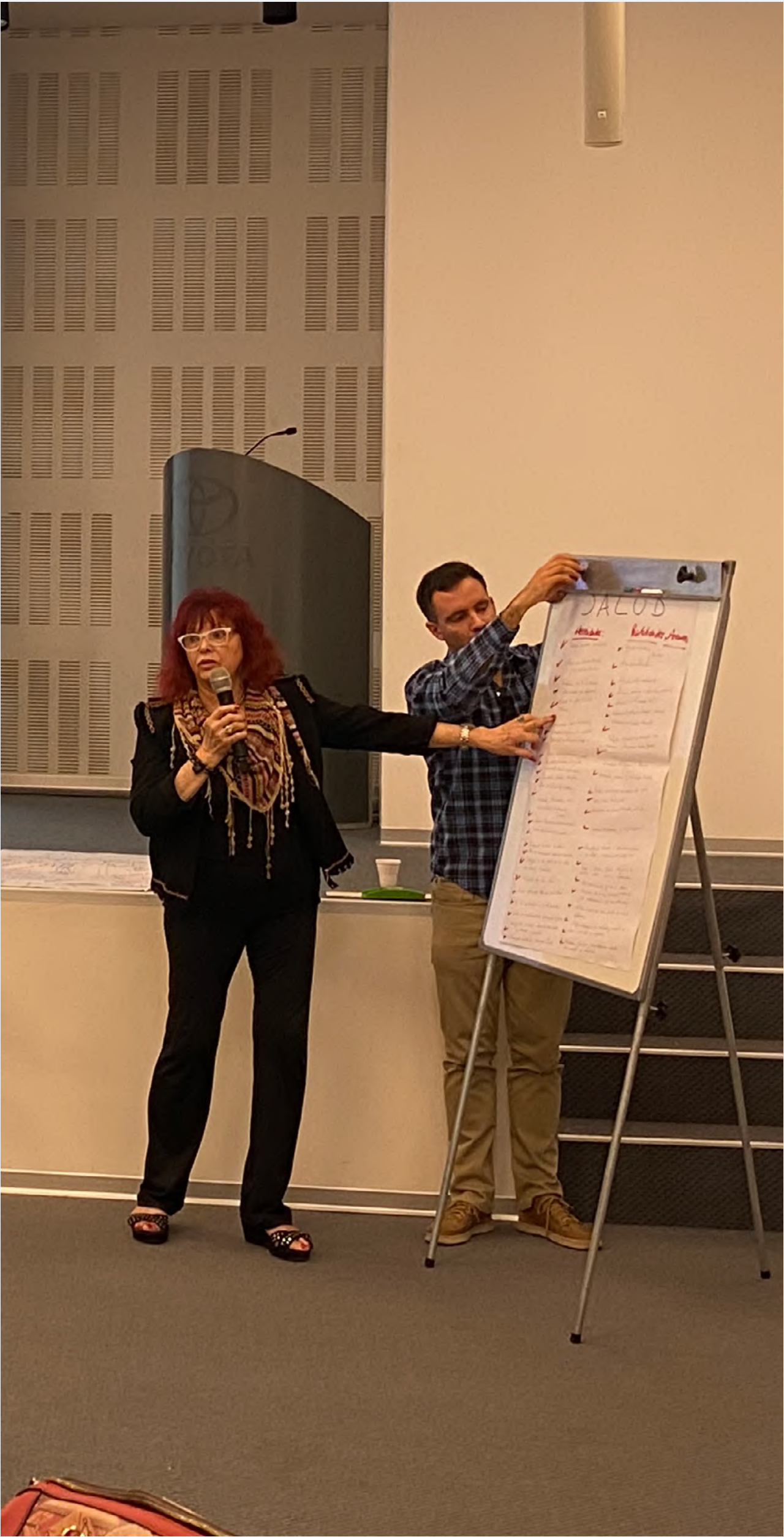
COMMITMENTS WITH EXTERNAL ORGANIZATIONS

GRI content 2-28

The articulation and dialogue with other organizations are reflected in the membership and support of the following chambers and associations::



ORGANIZATION	SPEAKER TOYOTA ARGENTINA	PARTICIPATION IN THE GOVERNING BODY	PARTICIPATION IN WORKING GROUPS OR COMMITTEE	CONTRIBUTIONS
Chamber of Exporters of the Argentine Republic - CERA	Government Affairs	YES	YES	YES
Institute for Entrepreneurial Development of Argentina - IDEA	Presidency	YES	YES	YES
Inter-industrial committee for the Environment conservation of Campana and Zárate- CICACZ	Environment Affairs	NO	YES	YES
Association of Automotive Factories of Argentina - ADEFA	Presidency -	YES	YES	YES
Government Affairs	YES	YES	YES	YES
Association of Automotive Engineers and Technicians - AITA	Vice-presidency – Government Affairs	YES	YES	YES
Argentine Industrial Union - UIA	Presidency	NO	NO	YES
Industrial Union of Zárate- UIZ	Legal Issues	YES	YES	YES
AcercaRSE	ESG	YES	YES	YES
Argentine Institute for standardization and certification	Environmental Affairs	NO	Subcommittee on Circular Economy	NO



ORGANIZATION	SPEAKER TOYOTA ARGENTINA	PARTICIPATION IN THE GOVERNING BODY	PARTICIPATION IN WORKING GROUPS OR COMMITTEE	CONTRIBUTIONS
American Chamber of commerce in Argentina- AMCHAM	Corporate Communication & Public Relations	NO	YES	YES
Argentine Business council for Sustainable Development- CEADS	Corporate Communication & Public Relations	NO	YES	YES
Industrial Union of Buenos Aires Province- UIPBA	Government Affairs	NO	YES	YES
Argentine Business Association- AEA	Presidency	NO	YES	YES
Latin American Economic Research Foundation- FIEL	Presidency	YES	YES	YES
CIPPEC	ESG	NO	YES	YES
Argentine Birds	ESG	NO	YES	YES
Wildlife Foundation	ESG	NO	NO	YES
Observatory Foundation for Education	ESG	NO	YES	YES
Red Cross Zárate branch	ESG	NO	NO	YES
Germinare Foundation	ESG	NO	NO	YES

ACKNOWLEDGEMENTS

3rd place in Merco Empresas



For the fifth consecutive year, we reached third place in the reputation ranking of Merco Empresas, an evaluation instrument based on a multistakeholder methodology, composed of six evaluations and more than twenty sources of information.

6th place in Merco Talento

Merco, which highlights the companies that attract in a best way and retain talent, drew up a ranking on the results of more than 11.000 surveys and 8 information sources. We also reached the first place in the automotive sector.

3rd place of Apertura: The companies with the best image.

For the fifth consecutive year, we are ranked third place that recognizes the 100 companies with the best image in Argentina.

4th place in the ranking of the best employers in Argentina

It is part of the *Randstad Employer Brand Research 2022* where the job attractiveness of the 150 biggest employers in the country was analyzed. The study about employer brands is carried out based on more than 163.000 respondents of the survey in 31 countries.

Eikon Award for Communication Excellence



We reached the silver Eikon Award for communication excellence in the Sustainability Environment Category for the

communication campaign of Kankei: the company's circular economy innovation program, which has involved the value chain in a joint of sustainable project, generating environmental, social and economic benefits.

Ecumenical Forum Award

Our 19th Sustainability Report reached the recognition in the category of the Best Business Social Report of Ecumenical Forum, which distinguishes those reports that meet internationally established criteria and stand out as the best practice among the companies in the country.

Connecting Companies with ODS- CEADS, together with E&Y

For the third time, we participated in CEADS's Connecting Companies with ODS program and were recognized for our contribution to ODS 6, through the water reuse plant, the ODS 9, for our innovation laboratory and ODS 13, for our comprehensive CO₂ reduction program.

The Safest Car - CESVI Argentina

We received two recognitions during the event "The safest car", organized by CESVI Argentina. Our Corolla Cross won in

"Midsize SUV" category, and it was awarded as "Gold Car" for being recognized as the safest car and having the best price-safety ratio.



Premio Fortuna: dos distinciones

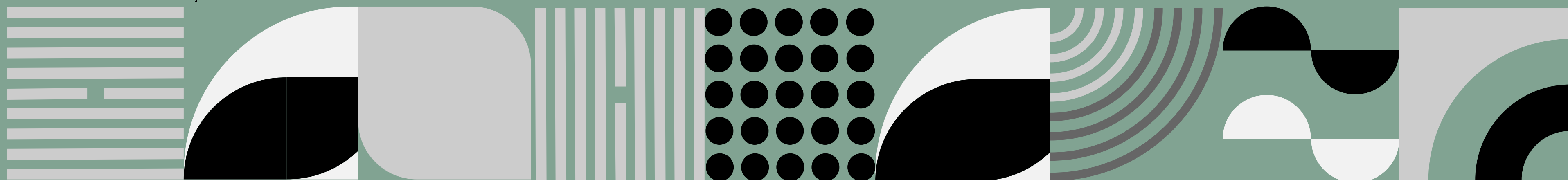
En 2022, recibimos el Premio Fortuna a la Mejor Empresa Automotriz y a la mayor empresa exportadora. Este reconocimiento galardona a las compañías que más se destacaron en la actividad empresarial en la Argentina, en toda una gama de sectores.

Outstanding Woman in Economic Science

Our Regional Director of Finance for Argentina and Brazil, Mrs. Fabiola Zandalazini, received the award for "Outstanding Woman in Economic Science", awarded by the Professional Council of Economic Science of the Autonomous City of Buenos Aires.

2

ENVIRONMENTAL ASPECTS



ENVIRONMENTAL ASPECTS



ENERGY INTENSITY

3,49 GJ/vehicle

(-6,68% compared to 2021)



ENERGY INTENSITY

464,68 kWh/vehicle

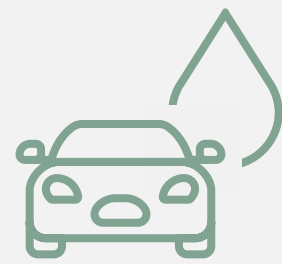
(-7,47% compared to 2021)



INTENSIDAD DE GAS NATURAL

46,23 M³/vehicle

(-6,78% compared to 2021)



CONSUMO DE AGUA 2,82 M³/vehicle

(-22,75% compared to 2021)



WASTE GENERATION

15,34 Kg/vehicle

(-22,84% compared to 2021)



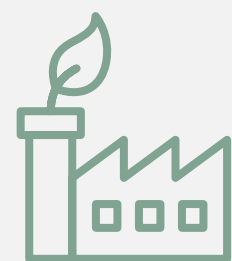
EMISIONES SCOPE 1 Y 2

0,095 toneladas CO₂/vehicle

(-17,12% compared to 2021)



We produce with renewable energy
in our **ZÁRATE PLANT**



CABON NEUTRALITY

commitment for 2050



10 AUTO-PARTS SUPPLIERS are
participating in the Circular Economy
Innovation Program

ENVIRONMENTAL AND ENERGY MANAGEMENT SYSTEM

Material Aspects Carbon Neutrality: Energy Efficiency & Renewable Energy, Risk Management and Regulatory Compliance, Environmental Impact: Air & Water Quality, Resources use Management & Efficiency/ Circular economy, Innovation and development of new technologies, Management of Partnership with stakeholder's group

GRI content 2-27, 3-3, 413-2

Our **Safety, Occupational Health, Environment and Energy Policy** and our **Environmental Management and Energy (Toyota EMS)**, seeks to minimize the impact derived from our activities and the life cycle of the product, considering at the same time the importance of creating environmental awareness.

Toyota EMS incorporates ISO 14001, ISO 50001, principles, values, and the **Toyota Way**. Seeking our own improvement in environmental and energy requirements in which we work on three pillars: **Legal compliance, Prevention, and continuous improvement (Kaizen)**. These allow us to identify and control the environmental aspects of the organization, seeking to reduce and mitigate impacts and restore harmony with the environment, under a standardized system based on continuous improvement.

LEGAL COMPLIANCE

- Environmental legal training.
- Environmental permits.
- Environmental monitoring.
- Chemical management system.
- Legal audit.

On a biannual basis, the gaseous emissions and the air quality in Zárate plant are monitored in accordance with the provisions of Regulation decree 1074/18 of law 5.965 of the Ministry of Environment of Buenos Aires Province. This action is carried out with the aim of complying with the regulatory parameters and obtain the permission for

gaseous emissions into the atmosphere.

As far as water is concerned, we have our water quality laboratory in which we carry out the periodic monitoring to implement an exhaustive control. This ensures that we comply with both legal requirements and standards determined by our headquarter. At the same time, we established more demanding limit values than those stipulated by the Water Authority of Buenos Aires Province (ADA) in its resolution 336/2003. A laboratory, authorized by the Ministry of Environment of Buenos Aires Province, carries out the legal monitoring in the gauging chamber of the treated effluent, the groundwater exploitation wells and the phreatic wells.

	LEGAL REQUIREMENT	FREQUENCY	AUTHORITY
Monitoring	Discharge water	Monthly	Ministry of Environment of Buenos Aires Province / ADA
	Gaseous emissions	Biannual	Ministry of Environment of Buenos Aires Province
	Air quality	Biannual	Ministry of Environment of Buenos Aires Province
	Phreatic wells	Biannual	Ministry of Environment of Buenos Aires Province / ADA
	Water wells	Quarterly	Ministry of Environment of Buenos Aires Province

PREVENTION

- System of environmental findings and reports.
- Internal and external environmental communication.
- Internal and external audits of ISO 14001 & ISO 50001.

CONTINUOUS IMPROVEMENT

- Training of staff in the environmental management system and energy.
- Training of internal auditors.
- Activities to minimize environmental impacts.
- Activities of Energy efficiency.

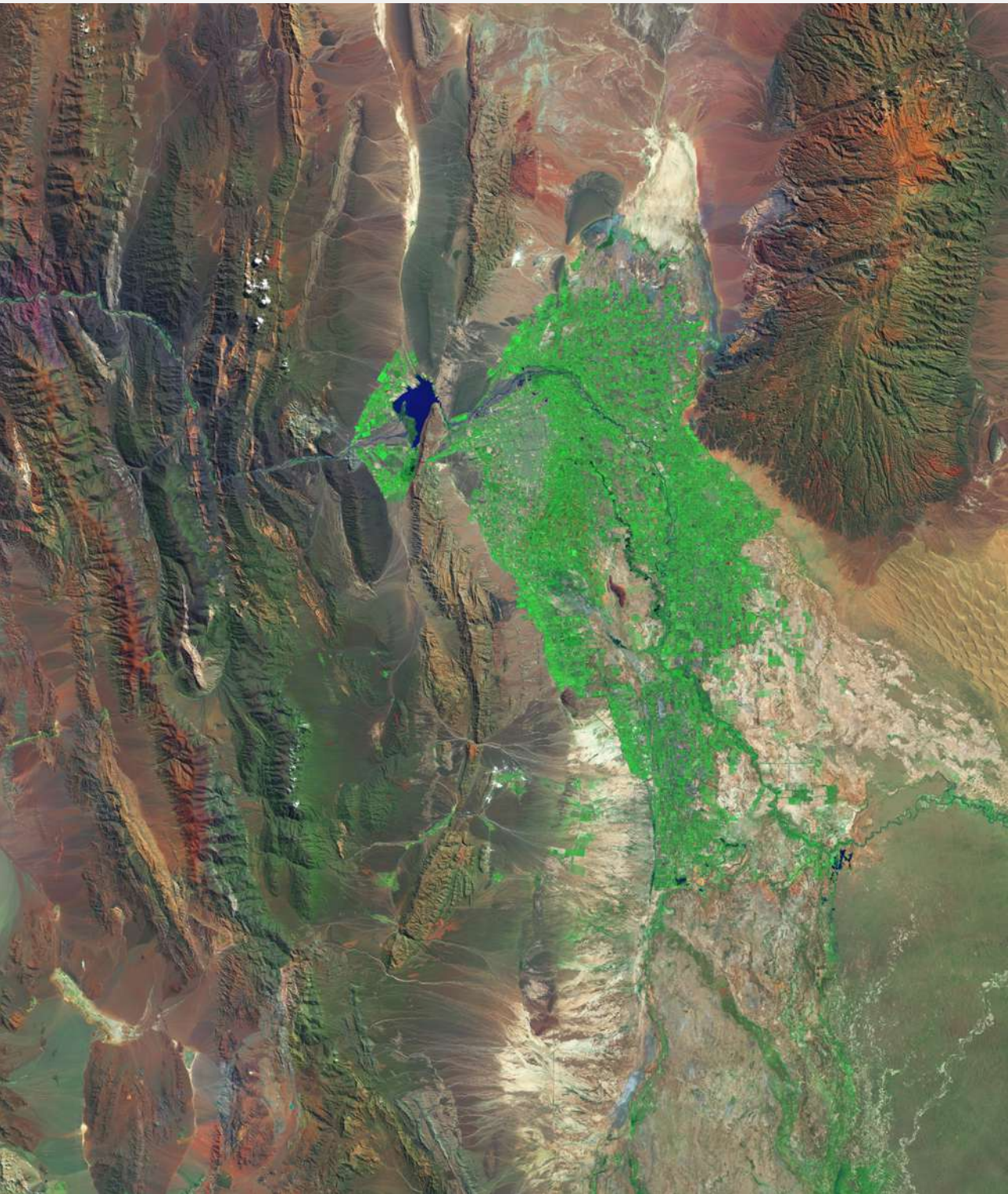


2050 TOYOTA ENVIRONMENTAL CHALLENGE

Material Aspects Carbon Neutrality: Energy efficiency & Renewable Energy, Risk Management and Regulatory Compliance, Environmental Impact: Air & Water Quality, Resources use Management & Efficiency/ Circular economy, Innovation, and development of new technologies

GRI content 2-27, 3-3

According to the most relevant environmental aspects and impacts of our activity, the **Environmental Challenge 2050** aims to reduce the negative environmental impact during manufacturing and throughout the life cycle of our vehicles.



ENVIRONMENTAL ASPECTS	ENVIRONMENTAL IMPACTS	TYPE	2050 TOYOTA ENVIRONMENTAL TARGET	TARGET 2025	ODS
Emissions of CO ₂ generated by new vehicles	Climate change	Indirect	Zero emissions of CO ₂ in new vehicles	Increase hybrid vehicles sales in Argentina compared to the sales of 2020.	ODS 7
Emissions of CO ₂ generated in the value chain.	Climate change	Indirect	Zero emissions of CO ₂ in the life cycle of the product	Suppliers: Reduce the emission of CO ₂ compared to 2013.	ODS 12 ODS 13
				Dealers: Reduce the emissions of CO ₂ compared to 2018.	
				Logistic: Reduce the emissions of CO ₂ compared to 2019.	
Zero Emissions of CO ₂ generated in the vehicle manufacturing plants.	Climate change	Direct	Zero emissions of CO ₂ generated in the vehicle manufacturing plant.	Reduce the emissions of CO ₂ of Zárate Plant compared to 2013.	ODS 7 ODS 9 ODS 13
Water usage	Water scarcity	Direct	Minimizing and optimizing water usage in production.	Reduce water consumption of Zárate Plant compared to 2019.	ODS 6
Generation of waste	Resource	Direct	Establish a society based on a recycling culture.	Reduce the packing of the spare part compared to 2020.	ODS 9 ODS 11 ODS 12
Generation of biodiversity	depletion	Direct	Establish a future society in harmony with the nature.	Plant native trees.	ODS 12 ODS 15
Resources management	Degradation of the biodiversity	Direct	Environmental Management	Reduce waste generation compared to 2020.	ODS 3 ODS 11 ODS 12
				Environmental contamination	
				Control chemical products that are used in Toyota Argentina.	
				Zero complains and no legal compliance.	

CARBON NEUTRALITY

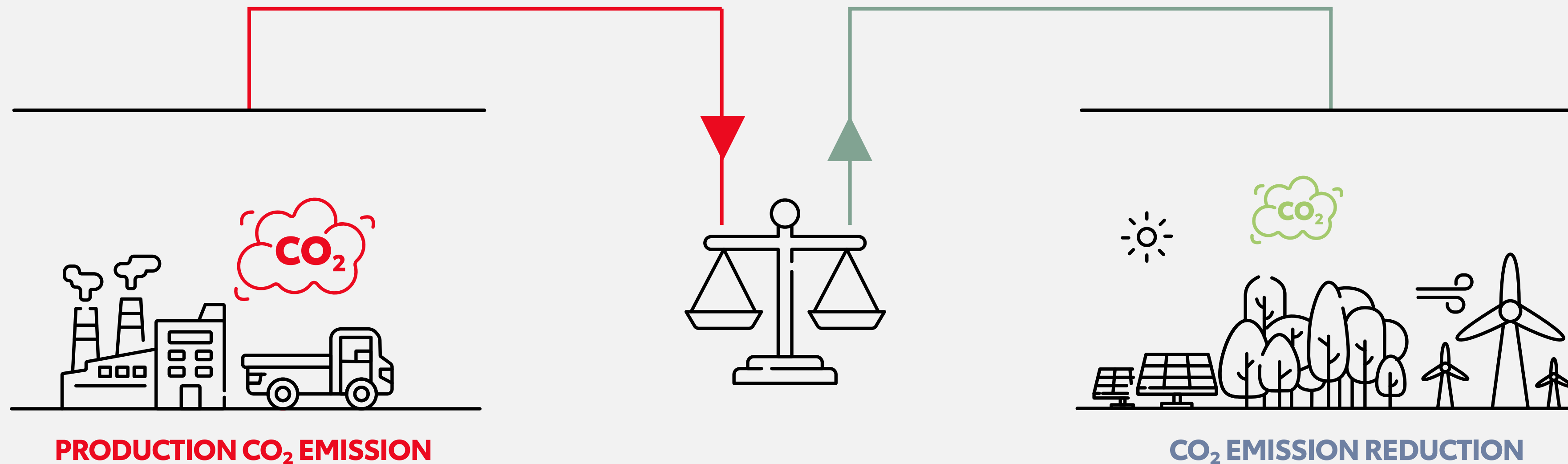
TOYOTA'S COMMITMENT TO CARBON NEUTRALITY ENCOMPASSES ALL THE COMPANY'S OPERATIONS AND EXTEND TO THE ENTIRE LIFE OF ITS VEHICLES: FROM MATERIAL SOURCING AND MANUFACTURING TO RECYCLING AND FINAL DISPOSAL. SINCE 2020, THE INDUSTRIAL PLANT IN ZARATE HAS BEEN OPERATING WITH RENEWABLE ENERGY AND IN 2021 IT CERTIFIED ISO 50001 STANDARD FOR EFFICIENT ENERGY MANAGEMENT.

In 2021, TMC officially announced that the company is aiming for carbon neutrality by 2050, in support of Paris Agreement. In June of the same year, Mr. Masamichi Okada, **Chief Production Officer**, communicated that Toyota has taken on a variety of challenges to make its plants carbon neutral by 2035.

At Zárate plant, we work aligned with this target focusing on reducing the consumption of natural gas, as it is the main contribution to the carbon footprint. In

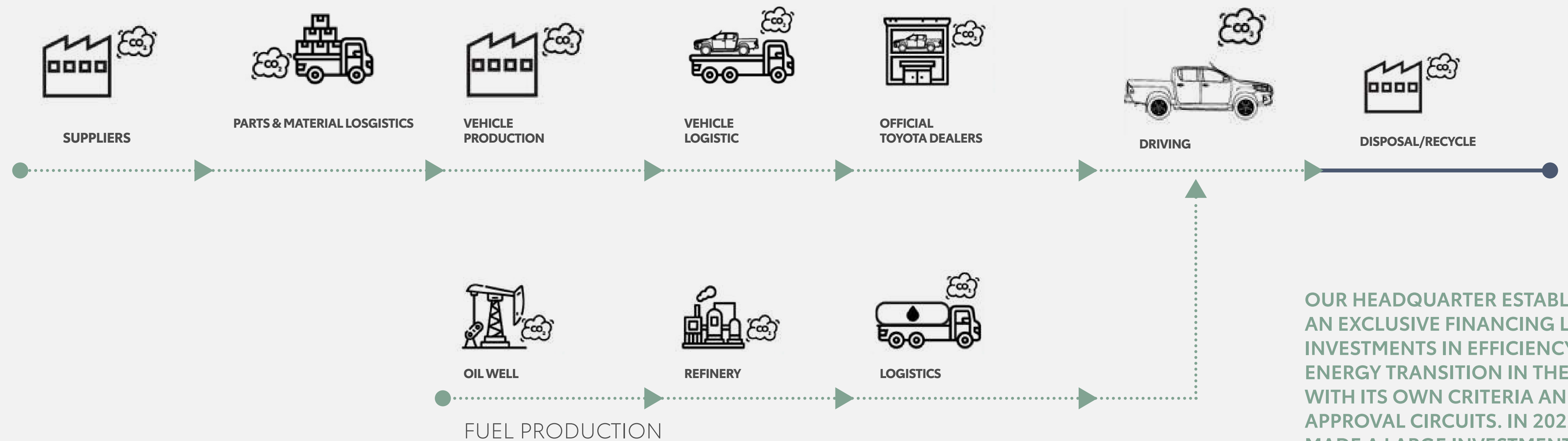
addition, we are studying carbon emissions in each stage of Hilux and SW4 lifecycles and carrying out activities to reduce them.

In 2022, we converted three towing cars (a vehicle used inside the plant to transport parts and pieces) from diesel to electric vehicles. This conversion has carried out with our own manpower in our plant. The plan is to convert all the fleet of 27 vehicles and share this improvement with local suppliers and plants of the region.



CARBON FOOTPRINT OF LIFECYCLE

CARBON NEUTRALITY FOR 2050 IN THE ENTIRE LIFECYCLE



OUR HEADQUARTER ESTABLISHED AN EXCLUSIVE FINANCING LINE FOR INVESTMENTS IN EFFICIENCY AND ENERGY TRANSITION IN THE PLANT, WITH ITS OWN CRITERIA AND DIRECT APPROVAL CIRCUITS. IN 2022, WE MADE A LARGE INVESTMENT IN ACTIVITIES RELATED TO REDUCING CO₂ EMISSIONS IN DIFFERENTS AREAS OF THE PLANT.

INDICATORS	UNIT	31/12/2022			31/12/2021			31/12/2020*		
		RESULT	OBJECTIVE VALUE	COMPLIANCE	RESULT	OBJECTIVE VALUE	COMPLIANCE	OBJECTIVE VALUE	OBJECTIVE VALUE	COMPLIANCE
Energy Intensity**	GJ/vehicle	3,49	3,65	Sí	3,74	3,95	Sí	3,79	4,02	Sí
Electricity Intensity***	kW-hour/ vehicle	464,68	492,15	Sí	502,18	541,29	Sí	544,33	578,37	Sí
Natural Gas Intensity	M³/vehicle	46,23	48,18	Sí	49,59	51,43	Sí	45,90	49,74	Sí
VOC Emissions ****	g/m² (painted)	32,39	32,41	Sí	32,64	32,67	Sí	32,90	32,93	Sí
Water Consumption *****	M³/vehicle	2,82	3,50	Sí	3,65	3,80	Sí	3,54	3,72	Sí
Waste Generation *****	Kg/vehículo	15,34	20,30	Sí	19,88	22,71	Sí	23,07	26,08	Sí

7° ACTION PLAN

Material Aspects Energy Efficiency & Renewable Energy, Environmental Impact: Air & Water Quality, Resources use Management & Efficiency/ Circular economy, investment and economic development.

GRI content 2-27, 3-3, 302-3

To meet the objectives of the **2050 Environmental Challenge**, we develop five-year action plans, where we take concrete actions in the short and mid-term. In 2021, the **7th Action Plan** for the period 2021 -2025 was launched.

Data corresponding to Zárate Plant. Not included Martínez nor CABA.

Conversion factors used: Electricity: 1 KW/h = 0,0036 GJ. Gas: 1 Nm3 = 9.300 Kcal/m3. 9.300 kcal/m3 * 0,0000041868 GJ/Kcal = 0,039 GJ/m3.

* Year 2020 deducting the production months affected by COVID-19. During this period of non-production, there was a minimum of energy consumptions to maintain the essential equipment's of plant.

** Total electrical consumption inside of the organization about vehicles produced in the period. Electricity and gas consumption are included (renewable source and not renewable).

*** Includes electricity of renewable and non-renewable source.

**** Expressed as the average of vehicle g/m2 painted in the period. Volatile Organic Compounds (VOCs) considered as the most significant.

***** The value corresponding to the period of 8 months of normal working at the plant during 2020 (January to march and august to December). Calculated as extracted water from Wells over the total number of vehicles produced in the period. Water reuse is not included.

***** Calculated as the total of general and special non-recyclable waste generated, out of the total number of vehicles produced in the period.

KAIZEN	31/12/2022	31/12/2021	31/12/2020
CO ₂ Emission Saving [tCO ₂]	1.603	2.344	2.491
VOC Emission Saving [g/m2]	0,04	0,124	0,072
Water Consumption Saving [m3]	12.098	65.678	2.235

OUR ENVIRONMENTAL PERFORMANCE DURING 2022

ENERGY AND EMISSIONS

Material Aspect Carbon neutrality: Energy Efficiency and Renewable Energy, Environmental impact: Air& Water Quality
GRI content 3-3, 302-1, 302-3, 302-4, 302-5, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7

In order to minimize the Environment impact of the climate change, three of the objectives of the 2050 Environmental Challenge relate to energy and emissions.

ENERGY

The energy consumption is monitored and the permanent reduction through the implementation of improvement actions, the incorporation of new technologies and the use of renewable energy. The main sources of energy consumption in the Zárate Plant are renewable electric, fuel, non-renewable source (natural gas)¹.

¹ Electricity from non-renewable sources is an unusual consumption and only occurs in the event of abnormalities in the supply of renewable energy.

TOTAL ENERGY CONSUMPTION BY SOURCE (GJ)	31/12/2022	31/12/2021	31/12/2020

Consumption of electricity from renewable sources*	271.117	238.306	97.844
Consumption of non-renewable source fuel (Natural Gas) **	299.411	275.644	138.513
Consumption of electricity from non-renewable source ***	6.207	19.833	56.564
Total energy consumption	576.735	533.783	292.921
Consumption of electricity from renewable sources	98%	92%	63%

The energy consumption of the Zárate plant (not including Martínez nor CABA) and the consumption of fuels used for production (LPG and Natural Gas) are considered. For the calculation of LPG consumption, the volume of LPG purchased monthly and the variations in the content of the storage tank are used as calculation parameter, coming from an initial filling level of 61% to a final level of 4.4% throughout the year. The scope of the data reported is aligned with what is reported internally to TMC. Toyota Argentina plans to include fuel consumption from mobile sources in its upcoming reports.

Although the consumption of natural gas and energy increased in 2022, the increase was less than the increase in production due to energy efficiency improvements aligned with the energy use management of ISO 50001.

* It includes renewable energy from the electricity grid provided by YPF Light and self-generated energy from solar panels.

** Includes energy from the combustion of Natural Gas and LPG.

*** It includes energy from the electricity grid not provided by YPF Light.

Energy consumption from Renewable and non-renewable sources: 277.324 GJ. Conversion factors used: 1 KWh = 0,0036 GJ.

Non-renewable fuel consumed (Natural Gas): Conversion factors used: 0,039 GJ = 1 m3 natural gas source: Naturgy. Conversion factors of LPG of Natural Gas used.: 0,7815 kg GLP/m3 Natural Gas. Source: Value calculated from the equivalence of the caloric values of both fuels. Calorific value of LPG reported by YPF.

**** Value corresponding to the period of 8 months of normal working at the plant during 2020 (January to march and august to December). Consumption of energy from renewable sources.) Value corresponding to the 12 months of 2020: 118.629,5 GJ. Consumption of non-renewable energy source. (Natural Gas). Value corresponding to the 12 months of 2020: 192.365,2 GJ (included LPG). Consumption of non-renewable energy source. Value corresponding to the 12 months of 2020: 81.741 GJ. Total energy consumption. Value corresponding to the 12 months of 2020: 392.736 GJ. The variation in energy consumption is mainly due to vehicle production where during 8 months in 2020, 77K units were produced compared to 142K in 2021. Regarding the renewable energy in September 2020, we started to have 100%, therefore it was part of the year. In 2021, for the entire year we had 100%.



TOTAL ENERGY INTENSITY BY SOURCE (GJ/VEHICLE)	31/12/20222	31/12/2021	31/12/2020 *****
Renewable source of energy intensity*	1,64	1,67	1,26
Non-renewable source of energy intensity (Natural Gas) **	1,81	1,93	1,79
Non-renewable source of energy intensity***	0,04	0,14	0,73
Total Energy Intensity ****	3,49	3,74	3,79

Value corresponding to Zárate Plant. Not included Martínez nor CABA.

Not included GOSHI vehicles. The energy intensity ratio is considering the energy consumption in the organization.

* It includes renewable energy from the electricity grid provided by YPF Light and self-generated energy from solar panels.

** Includes energy from the combustion of Natural Gas and LPG on the total number of vehicles produced in the reported period.

*** It includes energy from the electricity grid not provided by YPF Luz, on the total number of vehicles produced in the reported period.

**** Calculation of total energy consumption in the organization on the total number or vehicles produced during the period. Energy consumption is included (renewable and non-renewable source) and energy provided by combustion of Natural Gas and LPG.

***** The value corresponding to the period of 8 months of normal working at the plant during 2020 (January to march and august to December). Energy intensity renewable source: Value corresponding to the 12 months of 2020.

: 1,27 GJ/vehicle. Non-renewable source of the Intensity of combustion Value corresponding to the 12 months of 2020: 2,06 GJ/vehicle. Included LPG. Energy intensity with non-renewable source. Value corresponding to the 12 months of 2020: 0,88 GJ/vehicle. Total energy intensity. Value corresponding to the 12 months of 2020: 4,21 GJ/vehicle.

REDUCTION OF ENERGETIC REQUIEREMENTS OF PRODUCTS

We work with the European pollutant regulations, a set of requirements that regulates the acceptable limits for emissions of internal combustion from new vehicles. Currently, Hilux and SW4, produced at Zárate Plant, comply with the

EURO % regulation. During 2020, Minor Model Change was carried out, where the power was increased, and the fuel consumption and CO₂ emission were improved.

	YEAR	ENGINE CAPACITY	PROMEDIO DE CO ₂ [G/KM]
2KD* Euro 3	2006 a Oct. 2011	2.5	259,9
2KD* Euro 4	Oct. 2011 a Oct. 2015	2.5	239,6
2GD* Euro 4	Oct. 2015 a Oct. 2017	2.4	206,1
2GD* Euro 5	Oct. 2017 a Nov. 2020	2.4	197,8
2GD*Euro 5 (MMC**)	Nov. 2020 al presente	2.4	192,2
1KD* Euro 3	2006 a Oct. 2011	3.0	256,9
1KD* Euro 4	Oct. 2011 a Oct. 2015	3.0	242,7
1GD* Euro 4	Oct. 2015 a Oct. 2017	2.8	212,4
1GD* Euro 5	Oct. 2017 a Nov. 2020	2.8	216,8
1GD*Euro 5 (MMC**)	Nov. 2020 al presente	2.8	201,7

*Type of engine.

**MMC: Minor Model Change



CARBON DIOXIDE EMISSIONS (CO₂)

The CO₂ emissions are the result of thermic and electric energy consumption, used in the production of vehicle. Those are expressed in tons of CO₂ per vehicle, to connect the generation of emission with the production volume. On the other hand, thinking in all the value chain, we manage and follow the below emissions:

- **Emissions of Scope 1:** are generated as consequence of the natural gas combustion and liquefied petroleum gas at Zárate Plant.
- **Emissions of Scope 2:** are generated as consequence of the consumption of nonrenewable energy at Zárate plant¹.

- **Emissions of Scope 3:**
 - **Logistic:** origin of this emissions is the transport of production parts, vehicles, and spare parts. The data are collected together with the suppliers considering the fuel consumptions, the distance covered, the volume of cargo transported in each operation and the emission factors given by the suppliers.
 - **Transfer of Staff:** they responded to the emissions due to personnel transfer (from and to Zárate Plant); the data were provided by the supplier, who monthly reports the covered distance, the type and quantity of consumed fuel and the emission of CO₂ associated with the activity.

INTENSITY OF EMISSIONS SCOPE 1 AND 2	31/12/2022	31/12/22021	31/12/2020**
Tons of CO ₂ /vehicle*	0,10	0,11	0,18
Reduction or increase compared with the previous period (%)	-17,12%	-37,12%	-32,49%

Value corresponding to Zárate Plant. Not included Martínez neither CABA.

* Calculated as total of emissions of scope 1 and 2 (based on the market) about the total volume of produced vehicles within the period (GOSHI vehicles are not included). The emission factors used considers CO₂ emissions.

** Value corresponding to the 8 months of normal working at the plant during 2020 (January to march and august to December). Value corresponding to the 12 months of 2020: Intensity of Emissions of Scope 1 and 2: 0,21 tons of CO₂/vehicle and reduction on the emissions compared the previous period -22,2%.

¹ Non-routine emissions, only occurs during abnormalities in the supply of renewable energy.



EMISSIONS - IN TONS OF CO ₂ ¹	31/12/2022	31/12/2021	31/12/2020 *****
Total Scope 1 (natural gas + GLP) *	15.071,62	13.782,52	6.875,93
Total Scope 2 (electrical energy) **	738,25	2.357,89	7.227,63
Total Scope 3	79.169,74	72.178,69	32.982,60
Scope 3 (Logistics)***	71.825,60	65.534,23	29.900,70
Scope 3 (Personnel Transfer) ****	7.344,14	6.644,46	3.081,97
TOTAL EMISSIONS OF GEI	94.979,61	88.319,10	47.086,16

1 EAccording to our chemical product management system of chemical, ozone-depleting substances are prohibited, there for, Toyota Argentina do not release those substances.

Value corresponding to Zárate Plant. Not include Martínez nor CABA. The scope of reported values is aligned whit the reported internally to TMC.

* The used emission factor considers emissions of CO₂. The source of used emission factor is published by the Secretary of Energy (2019) latest available as of the close year 2022. Emission factor equivalent to 1,95 tCO₂/dam3 of natural gas and 2,94 kg CO₂/kg of GLP. The calculation of emissions is based on the operational control consolidation. It is considered the fuel consumption for production (GLP and natural gas) at Zárate Plant. Toyota Argentina intends to incorporate other emission sources within its scope 1 in its upcoming reports.

** Emissions associated with electricity consumption are counted for Toyota Argentina at Zárate Plant. Not include Martínez nor CABA. Emissions associated with consumption of electric energy that arrives at Zárate Plant through electrical grid are counted, this also includes both electricity purchased from the grid and electricity purchased from YPF Light. The emission factor of the Secretary of Energy is applied for the non-renewable energy. For the renewable electric energy provided from YPF Light, it is considered that the emission is null. The used emission factor considers emissions of CO₂. The emission factor of the electric grid reported by the Secretary of Energy: 0,4282-ton CO₂/MWh, latest available as of the close year 2022. This emission factor does not consider the proportion of the Argentinian electric matrix corresponding to renewable energy. Emission calculation is based on the approach of operational control consolidation. Gross value of the indirect GHGs associated with the energy (scope 2) based on the location in metric tons of CO₂ 32.928,05

*** In all cases, the considered transport is paid by Toyota Argentina in order to avoid double counting of emissions at other affiliates of Toyota. At the maritime vehicle transport the emissions are estimated based on the kilometers covered per each transfer, the factor RT of the capacity occupied in the vessel, the factor GENTAN-I reported by each supplier in units of (gCO₂/RT/km) and the volume of transferred vehicles. On land, it is calculated according to the total of moved vehicles, considering the emissions provided by the supplier for an average trip. In 2022, the increase of scope 3 emissions is due to the increase of production and consequent increase in the transfer of parts and vehicles for regional commercialization. The consider emission factor considers emission of CO₂.

**** Scope: vehicles provided by the company for personnel transfer. Estimated based on the information about fuel consumed provided by the supplier. The used emission factor is published by the Secretary of Energy (0,002697 tCO₂/L diesel). Considers the transfer from and to the Zárate Plant. The used emission factors consider CO₂ emissions. The increase of emissions is due to staff increase within the year.

***** Value corresponding to the 8 months of normal working at the Plant during 2020 (January to march and august to December). Total scope 1. Value corresponding to the 12 months of: 9.549,21 tn of CO₂. Emission factor equivalent to 1,936 tCO₂/1.000 m3 (National Secretariat of Energy, factor in effect at the beginning of the period). Total Scope 2. Value corresponding to the 12 months of 2020: 10.444,69 t of CO₂. Emission factor equivalent to 0,46 tCO₂/MWh (National Secretariat of Energy, factor in effect at the beginning of the period). Scope 3 (Logistic). Value corresponding to the 12 months of 2020: 36.307,2 t de CO₂. Scope 3 (Personnel Transfer). Value corresponding to the 12 months of 2020: 4303,31 t of CO₂. Total Scope 3. Value corresponding to the 12 months of 2020: 40.610,5 t of CO₂. Calculated based on the information provided by suppliers. Total GHG emission. Value corresponding to the 12 months of 2020: 60.604,4 t of CO₂.

REDUCTION OF EMISSIONS / KAIZEN EMISSIONS

During 2022, it was possible to reduce 330,54 tons of CO₂ related to gas and electric energy consumption at the Zárate Plant. Also were carried out improvements at part logistics, vehicles, and service parts and personal transfer. Fundamentally, in Toyota we rely on 3 pillars:

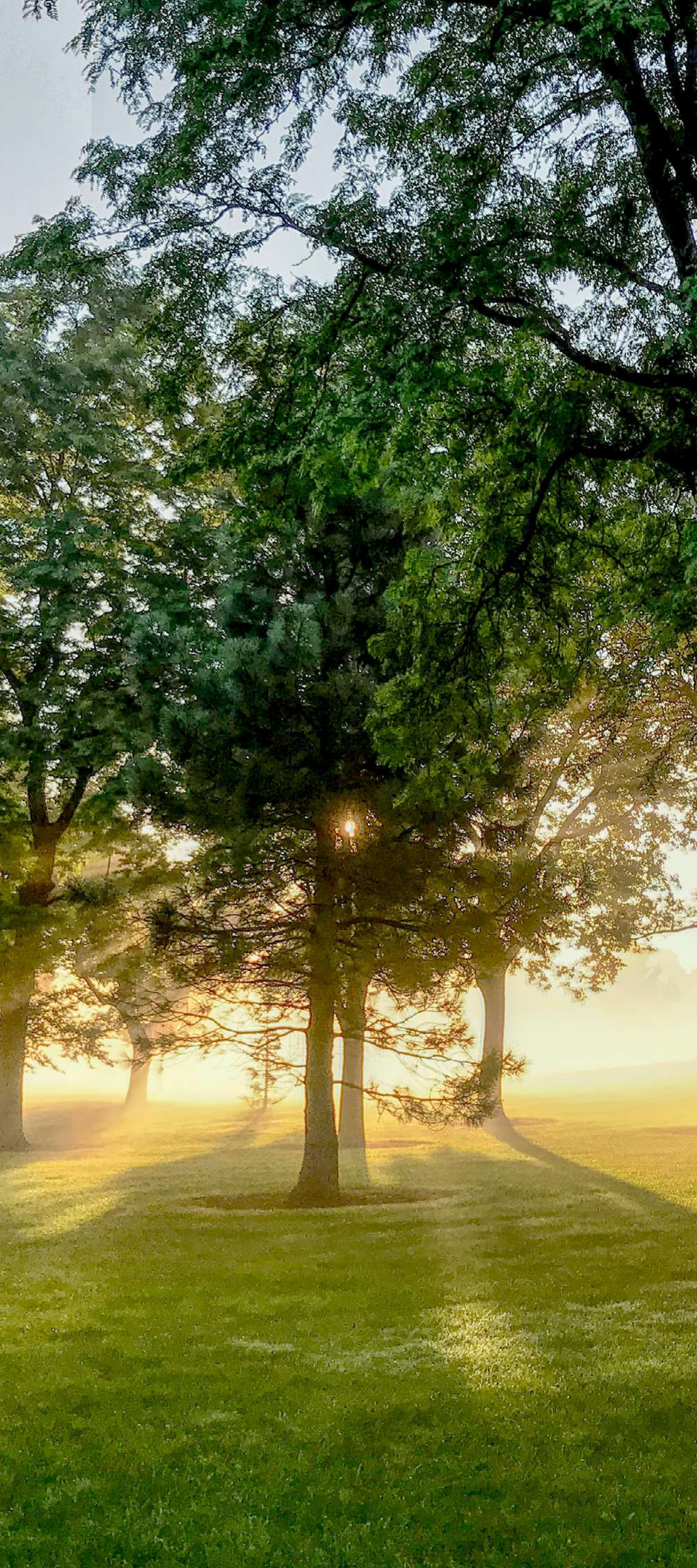
1. DAILY KAIZENS

Are the best improvements carried out daily with low-scale investments, based on the standardization and yokoten¹ of these improvements at other sectors of the plant, of efficiency improvements in the supply of service and on efficiency improvements in productive processes. Those are carried out by a working group called ESCO (collaborators for energy efficiency). Some emission reduction related to daily KAIZENS (improvement) are:

Scope 1 - Gas consumption. Material Handling department worked with heater equipment ignition automatization, reaching to reduce the natural gas consumption. Also, the efficiency of those equipment was improved in order to reach the same comfort with the usage of less gas.

Scope 2 - Consumption of electrical energy. In wastewater treatment plant was improved

1 Japanese Word that refers to the practice to copy or apply the best practices of one process to other



the ventilation of blowers at biological reactors, reducing the consumption of compressed air and saving electric energy. On the other hand, material handling department implemented motion sensors to use the light, only in necessary situation, thus saving electrical energy.

Scope 3- Logistic. In Logistic area, transfer routes between Brazil and Toyota Argentina were optimized. The implemented kaizen was to combine all wheels packing in the same truck, reducing the shipment per day.

2. INTRODUCTION OF TECHNOLOGIES WITH LOW EMISSIONS OF CO₂

We incorporated technological innovations with low emission of CO₂ and trained our personnel in the design and use of efficient equipment.

Scope 1- Natural Gas. As strategy of natural gas decarbonization at the plant, it has been established that new heating equipment must be electric since we have renewable electric energy. In 2022, electric heaters were purchased to replace the old gas heaters.

Scope 2- Electric energy. Se continúa con el recambio de bombas neumáticas por eléctricas, tanto en sectores de pintura como en resín y motores. Esta nueva tecnología trae aparejada una mayor eficiencia de la utilización de la energía eléctrica, ya que evitamos el uso del aire comprimido de planta.

Scope 3- Logistic. Tryouts were carried out with B-Trains for parts transportation and strives to stablish a major amount of enable roads for the usage of this technology.

Scope 3- Personnel transfer. Our supplier bought 15 buses with a new engine generation with low emission of CO₂, achieving to reduce the fuel consumption per kilometer. Also bought a bus with natural gas.

3. INTRODUCTION OF RENEWABLE ENERGY

As part of the strategic Alliance with YPF Light, we work with renewable electric energy and developed new agreements, in order to reach our global goals to achieve the carbon neutrality in the plant by 2035 and reduce the environmental impact throughout the life cycle of all vehicles. During 2022, we play an active role of consorcio Y-TEC (Y-TEC consortium), a collaborative workplace between companies that operate or are interested participating in the **value chain of hydrogen in Argentina**, from the start to the production. The consortium is organized in different working cells and, within them, at some particular axis. Toyota Argentina participate, actively, in the cells of Mobility and Industry

VOC EMISSIONS

In the vehicle production process, emissions are generated to the air. The most significant are those that generates some products such as solvents, paints, adhesives, and sealants derived from hydrocarbons, which emit volatile fractions called Volatile Organic Compounds (VOC, for its acronym in English).



VOLATILE ORGANIC COMPOUNDS			
	31/12/2022	31/12/2021	31/12/2020*
Grams per m2 painted/year*	32,39	32,64	32,899

Volatile Organic Compound: considered as the most significant.
* Value corresponding to the period of 8 months of normal working at the plant during 2020 (January to march and august to December). Expressed as average of g / m2 of painted vehicle in the period. Value corresponding to the 12 months of 2020: 30,2 g/m2 of vehicle painted per year.

REDUCTION OF VOC EMISSIONS VOC KAIZEN

During 2020, we were able to reduce 0,04 g/m2 of VOC emissions thanks to different improvement activities. For example, in the area of TOP COAT of Paint shop, the thickness in the coat of clear coat and Bi Tone vehicles was reduced



WATER RESOURCES

Material Aspect Environmental impact: Air & water quality
GRI content 3-3, 303-1, 303-2, 303-3, 303-4, 303-5

OUR WATER REUSE PLANT SEEKS TO REDUCE WATER CONSUMPTION FROM THE CONDITIONING AND RECIRCULATION OF THE EFFLUENTS GENERATED BY THE PRODUCTION PROCESS.

- We work on the impact on the water Environment from two pillars:
- Reduce the amount of water used in our processes.
 - Purify the wastewater to reuse it or return it properly to the environment

To reach it, we have a groundwater conditioning plant to enter the production process. The water comes from the Puelche and Hipopuelche aquifers and circulates through a reverse osmosis system, achieving the quality requested for the production process.

The wastewater, derived from the productive and sanitary processes of the plant, is treated in the effluent treatment plant, where periodic laboratory analyses are carried out to ensure the quality of the water returned to nature. In 2022, 25,4% of the processed effluent water was reused industrially to produce the vehicle.

WATER USE BY SOURCE ¹ (m³/year)	31/12/2022	31/12/2021	31/12/2020**
Groundwater extraction*	467.576	520.527	273.822
Reuse water from treated effluents	111.401	121.630	62.909
TOTAL	578.977	642.157	336.731

¹ Water extraction and discharge does not occur in any area of water stress. The data have been collected through measurements of flowmeters located in the extractor, recirculation and discharge pump installed at Zárate Plant. The information about the water stress of the area was obtained through the water resource availability map published by the Water Authority of the Government of Buenos Aires province and corroborated by the information provided by the World Resources Institute´s Aqueduct tool.

Data corresponding to Zárate Plant. Not included Martínez nor CABA.

*Extraction from the water Wells. There is no breakdown of groundwater extraction in categories of freshwater and other water because there is not enough information to response to this requirement.

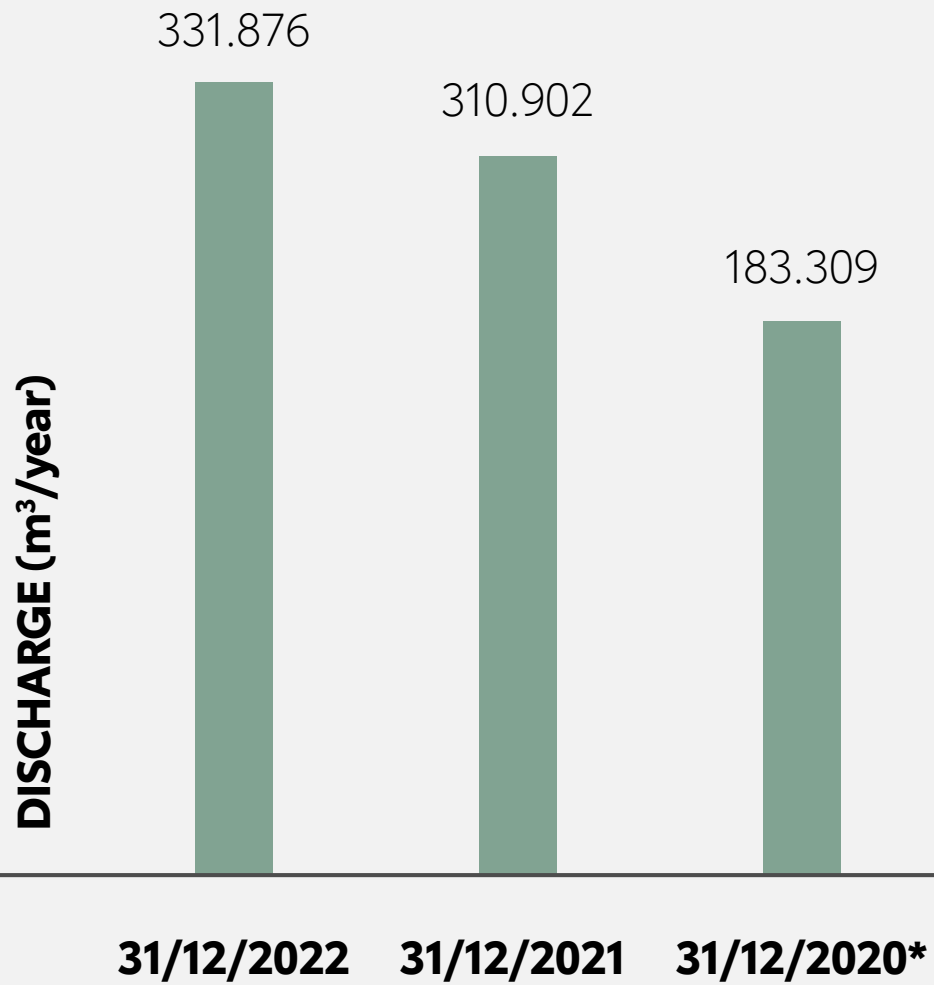
** Value corresponding to the period of 8 months of normal working at the plant during 2020 (January to march and august to December).

Groundwater (m3/year). Value corresponding to the 12 months of 2020: 351.241 m3.

Reuse water from treated effluents (m3/year). Value corresponding to the 12 months of 2020: 77.828 m3.

Total (m3/year). Value corresponding to the 12 months of 2020: 429.069 m3.

The variation of the water extraction is mainly due to the vehicle production where for 8 months of 2020, 77K units were produced, compared to 142K of 2021.



Data corresponding to Zárate Plant. Not include Martinez nor CABA. The Zárate Plant is subject to National and provincial legislation, which determines maximum limits for the discharge of certain substances. Toyota monthly monitors its discharges and ensures that its effluents are properly treated so that the parameters of all substances established by legislation are below the legal limits. There have been no incidents of non-compliance with discharge limits.

There is no breakdown of groundwater extraction in categories of freshwater and other water because there is not enough information to response to this requirement.

* Value corresponding to the period of 8 months of normal working at the plant during 2020 (January to march and august to December). Value corresponding to the 12 months of 2020: 225.893 m3. The discharge water is freshwater treated and pouring into superficial water.



WATER CONSUMPTION	31/12/2022	31/12/2021	31/12/2020 ***
Use of water (m3/vehicle) *	2,820	3,652	3,539
Water consumption (m3) **	135.700	209.625	-

Data corresponding to Zárate Plant. Not included Martínez nor CABA.

During 2019, only the consumption of water used in the vehicle process was monitored. As of 2020, the total water extracted from groundwater is following up including vehicle process, water plant and drinking water etc.

*Calculated as extracted water from wells over the total number of vehicles produced in the period. Does not include reuse water.

** Water consumption = Extracted water - water discharged. Include water extraction from Wells. Not include reuse water.

*** Value corresponding to the period of 8 months of normal working at the plant during 2020 (January to march and august to December). Value corresponding to the 12 months of 2020: 3,77 m3/vehicle.

*** Valor correspondiente a los 8 meses de funcionamiento normal de la planta durante 2020 (enero a marzo y agosto a diciembre). Valor correspondiente a los 12 meses de 2020: 3,77 m3/vehículo.

WATER CONSUMPTION REDUCTION – WATER KAIZEN

With the activities to reduce water consumption, 12.097,79 m3 were saved in 2022. For example, in Painting area a Kaizen was carried out to recover the steam condensates from the exchangers. This improvement in water was also an improvement in the energy needed for water heating.

WASTE

Material Aspects Environmental Awareness and Responsible consumption, Resources Use Management and Efficiency/ Circular Economy, Risk Management and Regulatory Compliance
GRI content 3-3, 306-1, 306-2, 306-3, 306-4, 306-5
Contenido SASB TR-AU-440a.1.

For proper management of waste, it must be separated from the origin. Promoting a correct separation of waste allowed us to identify the flow by sector and by type of waste through a barcode. This waste, once in the internal collection center, is weighed and recorded in a database.

WASTE GENERATED (in kg)	31/12/2022	31/12/2021	31/12/2020
Recyclable*	27.232.093	23.620.940	15.395.152
Blending	2.668.298	1.856.097	1.016.483
Special**	1.512.353	1.629.713	1.502.016
General	1.030.777	1.203.800	649.467
TOTAL	32.443.521	28.310.550	18.563.118
Total kg/vehicle***	15,34	19,88	23,07

Data corresponding to Zárate Plant. Not include Martinez nor CABA. The total quantity of waste reported is obtained from the weighing at the time of entry into the internal TASA deposit or at the exit of them for treatment or for final disposal.

* Included special waste but does not include the special waste destined for recycle.

** Included the special waste solid, liquid and special sludge sent to final disposal.

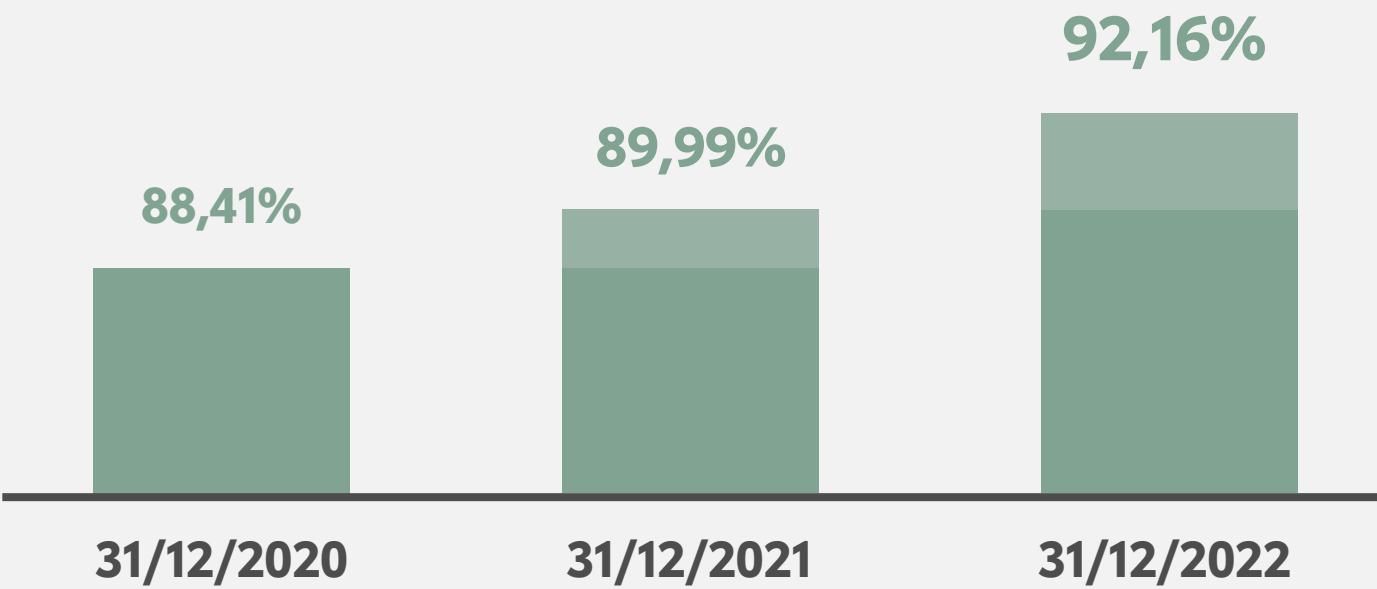
*** Calculated as total number of general waste and special waste not recyclable generated over the total vehicles produced in this period.

THE RECYCLABILITY RATE IN 2022, WHICH REFLECTS THE EFFICENCY OF THE ENVIRONMENTAL AND ENERGY MANAGEMENT SYSTEM, IS 92,16% REACHING THE MAXIMUM VALUE IN SEPTEMBER WITH A MONTHLY RECYCLABILITY RATE OF 95%.

WASTE RECYCLABILITY RATE (%)

Residuos generados por las operaciones de fabricación que se reciclan

Sum of recyclable, blending and compostable waste, divided by total waste.



GENERATION OF WASTE BY TYPE OF DISPOSAL/TREATMENT			31/12/2022		31/12/2021		31/12/2020	
TYPE OF WASTE (PRIMARY CLASSIFICATION)	TYPE OF WASTE (SECONDARY CLASSIFICATION)	DISPOSAL AND TREATMENT	KG GENERATED	KG/TREATED VEHICLE AND/ OR RECYCLED	KG GENERATED	KG/TREATED VEHICLE AND/OR RECYCLED	KG GENERATED	KG/TREATED VEHICLE AND/OR RECYCLED
Specials	Specials (solids and liquid)	Security landfill/Incineration	1.512.353	9,12	1.629.713	11,43	1.502.015,53	16,11
Generals	Nonspecial industrial (solids and liquid)	Sanitary landfill	1.030.777	6,22	1.203.800	8,45	649.467,32	6,96
Recyclables-Specials	Batteries	All the components are recycled	41.555	0,25	107.786	0,76	14.981,08	0,16
	Solvent	Recycled	464.994	2,80	395.367	2,77	293.912,61	3,15
	Oil	Recycled	67.981	0,41	7.978	0,06	18.953,10	0,20
	Electronics, glass and lamps	Recycled	9.868	0,06	6.529	0,05	6.580,00	0,07
Blending*	Specials and Generals	Alternative fuel	2.668.298	16,10	1.856.097	13,02	1.016.483,5	10,90
Recyclables – non-specials	Wood	Recycled	498.177	3,01	567.526	3,98	329.288,02	3,53
	Metal	Recycled	22.570.490	136,15	19.533.343	137,05	12.436.050,00	133,36
	Plastic, nylon and aluminium	Recycled	539.920	3,26	553.434	3,88	450.903,49	4,84
	Expanded polystyrene	Recycled	50.921	0,31	37.614	0,26	20.397,80	0,22
	Paper and cardboard	Recycled	2.668.982	16,10	78.954	0,55	-	-
	Composting	Recycled	90.172	0,54	2.180.142	15,30	1.710.107,79	18,34
	Auction and Empty packages	Recycled	229.034	1,38	152.267	1,07	113.977,41	1,22

Data corresponding to Zárate Plant. Not include Martinez nor CABA.

* Mixture of waste with calorific value, to be used as an alternative fuel to natural gas in the kiln's plants.

WASTE NOT DESTINATED FOR ELIMINATION (IN T)	31/12/2022			31/12/2021		
	IN THE FACILITIES	OUT OF THE FACILITIES	TOTAL	IN THE FACILITIES	OUT OF THE FACILITIES	TOTAL
Hazardous Waste	-	718,64	718,64	-	610,23	610,23
Preparation for reuse	-	144,11	144,11	-	99,09	99,09
Recycled	-	574,53	574,53	-	511,14	511,14
Non Hazardous Waste	90,17	26.423,29	26.513,46	78,95	22931,77	23.010,72
Preparation for reuse	90,17	-	90,17	78,95	-	78,95
Recycled	-	26.423,29	26.423,29	-	22.931,77	22.931,77
AVOIDED WASTE	90,17	27.141,92	27.232,09	78,95	23542,00	23.620,95

Data corresponding to Zárate Plant. Not include Martinez nor CABA.



WASTE DESTINATED FOR ELIMINATION (IN T)	31/12/2022			31/12/2021		
	IN THE FACILITIES	OUT OF THE FACILITIES	TOTAL	IN THE FACILITIES	OUT OF THE FACILITIES	TOTAL
Hazardous Waste	-	3.459,68	3.459,68	-	2.986,86	2.986,86
Incineration (with energy recovery)	-	1.947,32	1.947,32	-	1.357,15	1.357,15
Incineration (without energy recovery)	-	930,92	930,92	-	798,83	798,83
Other elimination options	-	581,43	581,43	-	830,88	830,88
Non Hazardous Waste	-	1.751,75	1.751,75	-	1.702,75	1.702,75
Incineration (with energy recovery)	-	720,98	720,98	-	498,95	498,95
Moving to landfill	-	1.030,78	1.030,78	-	1.203,80	1.203,80
RESIDUE AVOIDED	-	5.211,43	5.211,43	-	4.689,61	4.689,61

Data corresponding to Zárate Plant. Not include Martinez nor CABA.

RESULT OF MANAGEMENT PER WASTE (IN \$)	31/12/2022	31/12/2021	31/12/2020
a) Income for recycling	\$936.018.175,96	\$344.089.055	\$ 131.775.940
b) Total Cost	\$401.647.030,85	\$185.006.185	\$ 88.353.938
Economic Benefit (a-b)	\$ 534.371.145	\$ 159.082.870	\$ 43.422.002

Data corresponding to Zárate Plant. Not include Martinez nor CABA.
Total saving from annual waste management.

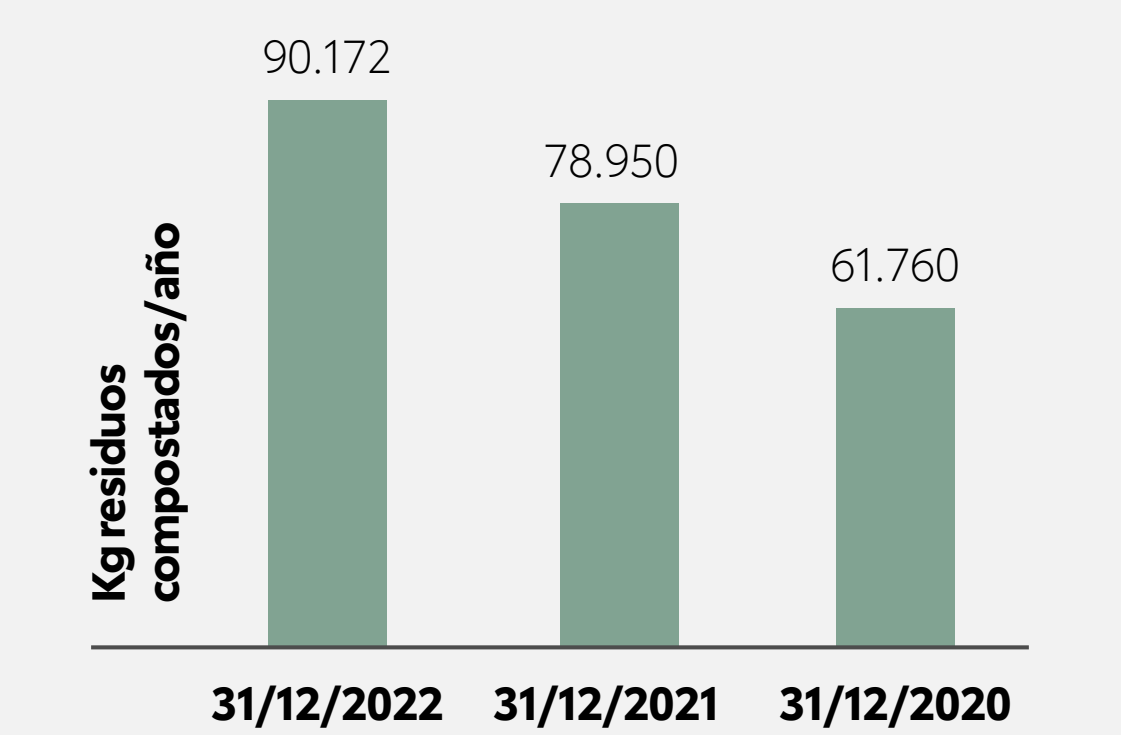
REDUCTION OF WASTE GENERATION – WASTE KAIZENS

Two of the best Kaizen related with waste management were:

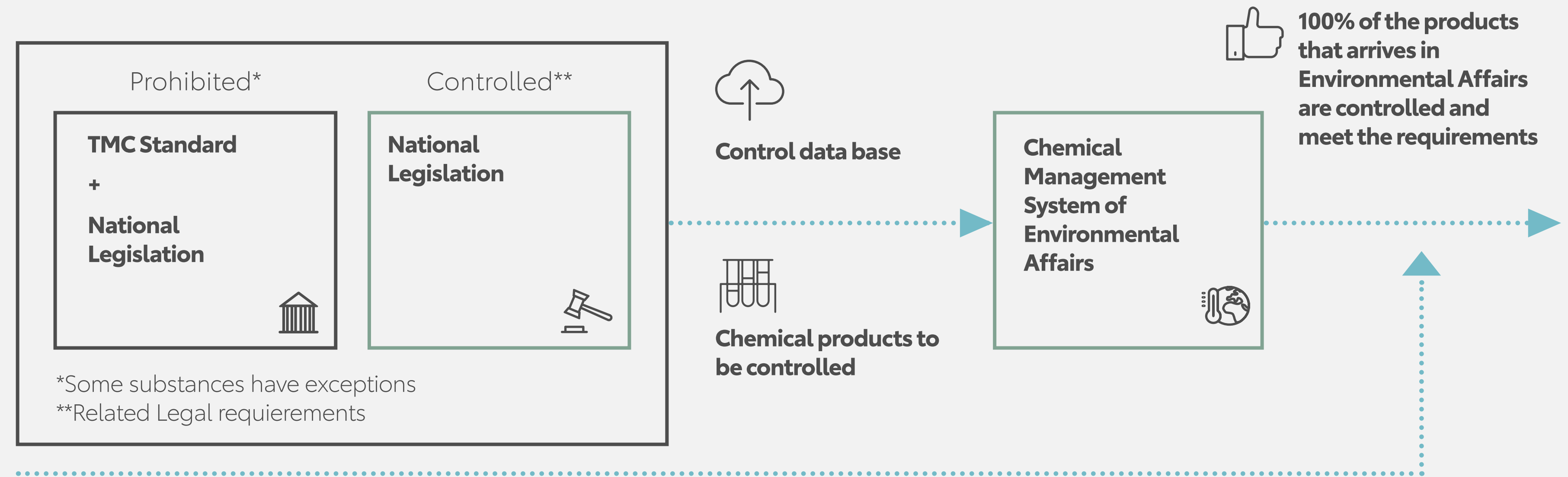
- Reduction in the generation of special waste in Frame sector with disposal outside the plant, achieving improvements in the process that treat this special waste in our effluent treatment plant.
- Part of the general waste produced at the plant began to be disposed of as blending.

COMPOSTING AREA

Convinced of the needs to revalue by-products, we installed a composting plant that currently processes around 90.000 kilograms of organic waste per year. The rest of the organic waste is collected from canteens, offices, and the maintenance of the green spaces to be converted into a natural organic fertilizer which is used in our Natural Reserve and in the green spaces of the plant. In this way, we contribute to reduce waste destined for sanitary landfill, where it is buried without any revaluation.



INDIRECT MATERIALS

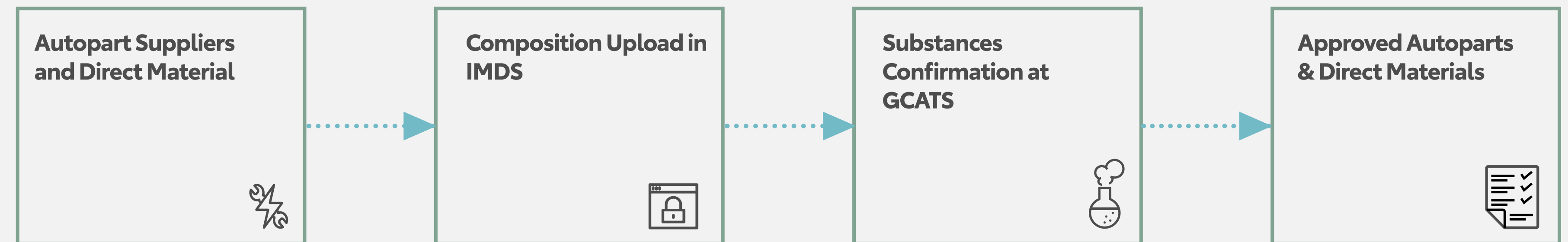


CHEMICAL PRODUCT MANAGEMENT SYSTEM

We have a chemical product management system from which we consider national and international regulatory updates together with the requirements of our headquarter, with the commitment to ensure the absence of prohibited substances when entering to our facilities.

The areas of Environmental Affairs, Industrial Safety and the Medical service work jointly to analyse and define the storage, handling and response conditions necessary for emergencies, in order to reduce the risks associated with the use of chemical products.

Also, we ensure the chemical substances that make our auto parts and are part of our vehicles (paint, engine fluids, etc.), comply with the environmental specifications of our headquarter, and with national and international regulations.



IMDS: International Material Data System
GCATS: Grand Chemical Assessment System > List of those prohibited by TMC

KANKEI, PROGRAMM OF INNOVATION IN CIRCULAR ECONOMY

KANKEI INTEGRATES THE WASTE AREA AS PART OF THE BUSINESS, STRENGTHENING THE IDEA OF AN INCREASINGLY SUSTAINABLE MOBILITY FROM ARGENTINA TO THE ENTIRE REGION.

Kankei is our circular economy innovation program that aims to provide new sustainable solutions in the waste management of Toyota, our autoparts, suppliers and dealers based on the strong relationship with our stakeholders and the principles of the circular economy. Its specific focus is the revaluation of waste and its conception as resources, raw materials for the other processes and energy sources for the other industries, rather than consider it as waste.

To achieve this, it proposes the mutual recognition of waste management system among Toyota, suppliers and dealers to identify improvements that provide

substantial environmental benefits and mutually strengthen the joint business plan.

It has 3 main lines of action:

- 1. Circular Economy:** from waste generated by our value chain and at our Plant in Zárate, we provide raw material to our autoparts for the manufacture of eco-parts for the pick-up Hilux.
- 2. Responsible product:** they are generated from recyclable waste from the plant, that then is used as raw material for new sustainable merchandising products. For its production we prioritize entrepreneurs and cooperatives from popular neighborhoods, whom we accompany in the strengthening of their business unit, so that they can be suppliers in the formal economy. We implement this by providing advice and training in TPS (Toyota Production System) and making together manuals of procedures and quality process. We provide them the raw materials (from our waste) and we buy the finished products, which

we offer in the Toyota Boutique, at the same price at which we purchased it. In this way, we managed to integrate the popular economy with our circular economy.

- 3. Generation of alternative fuel/ Blending:** it is produced from the complementarity of our high calorific hazardous waste with others of low humidity, generated in suppliers and dealers. This alternative fuel is used in place of natural gas in the concrete mixer industry.

It aims to generate, in a balanced way, benefits in three dimensions:

Environmental: seeks to reduce the impact of operations and raise awareness of the importance of the circular economy to preserve natural resources.

Social: promotes the inclusion of vulnerable sectors, integrating productive units of the social economy into the company's value chain.

Economic: generate income for the company and new jobs.

Below, we share the main results of the program

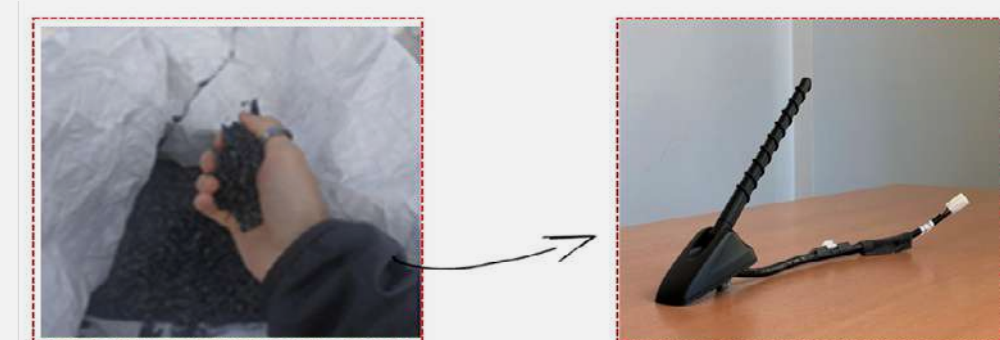
- We carry more than 4 million kg of reused material, reducing the consumption of virgin material by the same quantity.
- We sent 920.349 kg of hazardous waste to generate blending, which is equivalent to 496.988 m3 of natural gas saved.
- 9 merchandising products (sunglasses, cabinets, folding boxes, rubber wristbands, recyclable shopping bags, envelope wallet, portable refrigerators, leather bags and seat cover's bag.)
- 6 parts with recyclable material (Bumpers, Antennas, silencer panel, radiator support reinforcement, reinforcement of chassis rail and tailgate stopper.)
- We have 10 auto parts suppliers involved in the Project.

- Stronger and more reciprocal business relationships: between Toyota and the suppliers that are part of Kankei, by supplying them with raw materials to manufacture the products they sell to us. This provides projection capacity in their business plan and in ours, mainly in terms of eco-parts.
- We achieved to integrate 5 productive units of the social economy, which produced 10 different types of products, reaching 86 workers. (91,58% Women).
- There was a total of AR\$1.274.554 in purchases from popular economies.
- New Jobs: the economic benefits of the Project allowed us to hire 6 new workers: 4 directly and 2 agreements with a supplier.
- Through more than 30 awareness raising talks of circular economy, we contributed to generate the awareness about the importance of recycling.
- We reached a saving of more than 1 million dollars.

ECOPARTS

VEHICLE PARTS	PROCESS AND INPUT	ALLIED SUPPLIERS	RECYCLED COMPONENTS RATIO % OF THE PART
Antenna	It is made from waste of plastic injector.	FELKO	30%
Silencer panel	Disused work clothes are shredded and turned into raw material for the silencer panels of the pick-up.	AUTONEUM	35%
Front Bumper	Polypropylene poles are used, coming from the discard of the plastic injector.	EN TOYOTA	4%
Radiator support reinforcement	From sheet metal scraps from Toyota 's stamping area.	GUIDI	100%
Chassis internal rail reinforcement	From sheet metal scraps from stamping process.	MARO	100%
Tailgate stopper	From guillotine cutting presses.	GUIDI	100%

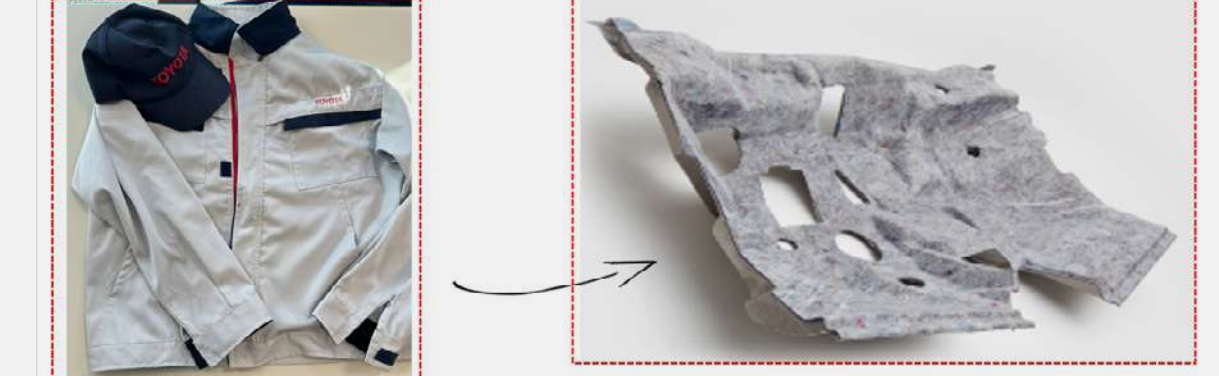
ANTENNA



FRONT BUMPER



SILENCER PANEL

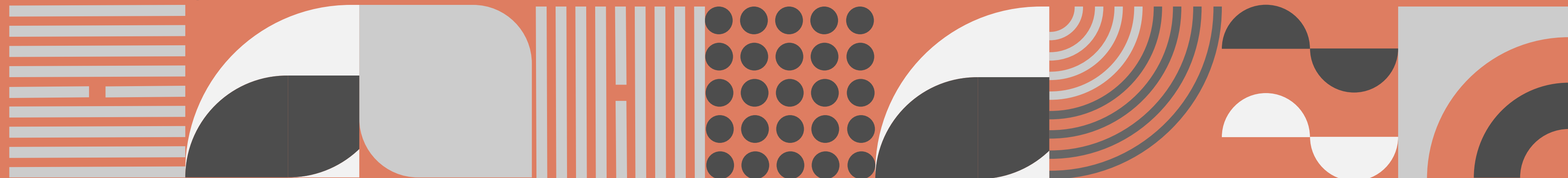


More information

More information

3

SOCIAL ASPECTS



SOCIAL ASPECTS



8.522 Collaborators



83,16% Collaborators under agreement



15,71 hours average of Training per collaborator



0,05 Accumulated accident frequency rate **at the Zárate Plant.**



97% Productive Suppliers with Certification of standard ISO14001



91,3% of **Global satisfaction** of Customers and After-sales users.



16.494 People visited the Toyota's Visitor Center in Zárate.



2nd Edition of the Program "Educate para el Cambio."



+92.170 Toyota Club **Members**

OUR COLLABORATORS

Material Aspects Employment (Attraction and Retention of Talent), Training and Professional Development, Diversity, Inclusion and Equal Opportunity

GRI content 2-7, 2-8, 3-3, 401-1, 405-1

Respect for people is one of the principal values for the company. The **Toyota Way** highlights the importance of creating a work environment where all people feel welcome, safe, be listen and can contribute by creating value from their workplace. We work on the achievement and comply with the following objectives:

- Generate an inclusive and diverse work Environment, where each collaborator can demonstrate their abilities to the maximum and achieve self-realization.
- Have 0 discriminatory acts and complaints received by collaborators who have suffered any type of discrimination.
- Promote actions to generate a comfortable, healthy, and safe work environment, in where no exist any type of discrimination.

For this, we are committed with our collaborators to review their work style and perfect their individual skills, improving workplace structures. In this process, we seek to ensure the distribution of the right person in the right position, regardless of their nationality, sex, gender, year of incorporation, form of hiring, academic background, type of work and other

factors, with the aim of improving the competitiveness of the organization.

From HR area is working on creating policies to promote the generation of inclusive and diverse work without any type of discrimination. Additionally, the Compliance and HR areas, work together to investigate and generate actions for any claim received from our collaborators. To do this, we have an anonymous reporting channel (through mail, Website, phone and/or in Human Resources).

We base all decisions related to the selection and hiring of collaborators in skills, qualities, capacity, and professional experience. We are firmly committed to ensure that there is no type of discriminatory acts in all the company. Our **Code of Conduct** establishes that “Toyota Argentina collaborators must treat each other with respect, fostering a comfortable, healthy and safe work environment, healthy and safe, refraining from any aggravating conduct or that involves any type of discrimination or harassment based on race, language, religion, gender, marital status, age, social condition, disability or other categories protected by national and local laws, whose purpose or result is to nullify or impair the recognition, enjoyment or exercise in conditions of equality of the rights and freedoms of all person”.

COLLABORATORS*	31/12/2022	31/12/2021	31/12/2020
Own collaborator	6.338	5.250	5.958
Men	6.005	4.971	5.697
Women	333	279	261
Collaborator of Agency	2.052	1.429	-
Men	1.976	1.403	-
Women	76	26	-
Expatriates	33	34	31
Men	31	31	29
Women	2	2	2
Interns	99	69	19
Men	62	13	14
Women	37	56	5
TOTAL	8.522	6.782	6.008

In case that any collaborator belonged to more than one category, it was decided to include in one of them to avoid duplicates of information.

* Year 2020: In numbers of Own collaborators includes collaborator of agency. As of 2021, Own and Agency collaborators are reported separately. We do not have collaborators with non-guaranteed hours.

The numbers are presented as collaborators matrix at the end of the reporting period.



OWN COLLABORATORS BY REGION*	31/12/2022		31/12/2021		31/12/2020	
	Q	%	Q	%	Q	%
Martínez	85	1,34%	85	1,62%	82	1,38%
Federal Capital	20	0,32%	18	0,34%	17	0,29%
Zárate	6.233	98,34%	5.147	98,04%	5.859	98,34%
Total Own Collaborators	6.338	100,00%	5.250	100,00%	5.958	100,00%

* Year 2020: In numbers of Own collaborators includes collaborator of agency. As of 2021, Own and Agency collaborators are reported separately.

In Zárate Plant is included the collaborators temporarily assigned to other locations. (Excluding CABA and Martinez)

98% of the collaborators are in Zárate region because the industrial production plant is located there. The increase in hiring is aligned with the objective of adding in 2023 a third shift to the operation in Zárate Plant.



OWN COLLABORATOR – DISTRIBUTION BY PROFESSIONAL CATEGORY AND GENDER*	31/12/2022		31/12/2021		31/12/2020	
	Q	%	Q	%	Q	%
Executives and Managers	76	1,20%	99	1,89%	105	1,76%
Men	71	93,42%	93	93,94%	96	91,43%
Women	5	6,58%	6	6,06%	9	8,57%
Mid-Level managers	275	4,34%	196	3,73%	217	3,64%
Men	255	92,75%	186	94,90%	202	93,09%
Women	20	7,25%	10	5,10%	15	6,91%
Group Leader and Team Leader	1.279	20,18%	1.103	21,01%	1.088	18,26%
Men	1.279	100,00%	1.103	100,00%	1.088	100,00%
Women	0	0,00%	0	0,00%	0	0,00%
Team Member	3.774	59,55%	3.010	57,33%	3.766	63,21%
Men	3.752	99,42%	3.000	99,67%	3.755	99,71%
Women	22	0,58%	10	0,33%	11	0,29%
Analysts and Administrative	934	14,74%	842	16,04%	782	13,13%
Men	648	69,38%	589	69,95%	556	71,10%
Women	286	30,62%	253	30,05%	226	28,90%
Total Own Collaborator	6.338	100%	5.250	100,00%	5.958	100%

* Year 2020: In numbers of Own collaborators includes collaborator of agency. As of 2021, Own and Agency collaborators are reported separately.

Group Leader: Supervisor.

Team Leader: Leader of the Team.

Team Member: Multipurpose Operator-Cell Member.

OWN COLLABORATOR-DISTRIBUTION BY PROFESSIONAL CATEGORY AND AGE GROUP*	31/12/2022		31/12/2021		31/12/2020	
	Q	%	Q	%	Q	%
Executives and Managers	76	1,20%	99	1,89%	105	1,76%
Younger than 30 years old	0	0,00%	0	0,00%	0	0,00%
Between 30 and 50 years old	48	63,16%	60	60,61%	65	61,90%
Older than 50 years old	28	36,84%	39	39,39%	40	38,10%
Mid-Level Managers	275	4,34%	196	3,73%	217	3,64%
Younger than 30 years old	1	0,36%	0	0,00%	0	0,00%
Between 30 and 50 years old	232	84,42%	163	83,16%	185	85,25%
Older than 50 years old	42	15,22%	33	16,84%	32	14,75%
Group Leader and Team Leader	1.279	20,18%	1.103	21,01%	1.088	18,26%
Younger than 30 years old	30	2,35%	24	2,18%	40	3,68%
Between 30 and 50 years old	1.217	95,15%	1.046	94,83%	1.031	94,76%
Older than 50 years old	32	2,50%	33	2,99%	17	1,56%
Team Member	3.774	59,55%	3.010	57,33%	3.766	63,21%
Younger than 30 years old	1.286	34,08%	710	23,59%	1.497	39,75%
Between 30 and 50 years old	2.478	65,66%	2.290	76,08%	2.264	60,12%
Older than 50 years old	10	0,26%	10	0,33%	5	0,13%
Analysts and Administrative	934	14,74%	842	16,04%	782	13,13%
Younger than 30 years old	272	29,12%	210	24,94%	169	21,61%
Between 30 and 50 years old	595	63,70%	567	67,34%	549	70,20%
Older than 50 years old	67	7,17%	65	7,72%	64	8,18%
Total Own Collaborator	6.338	100%	5.250	100,00%	5.958	100%

* Year 2020: In numbers of Own collaborators includes collaborator of agency. As of 2021, Own and Agency collaborators are reported separately.

OWN COLLABORATOR BY TYPE OF CONTRACT AND LOCATION*	31/12/2022		31/12/2021		31/12/2020	
	Q	%	Q	%	Q	%
Permanent	6.273	98,97%	5.202	99,09%	5.958	100,00%
Martínez	84	1,34%	81	1,56%	82	1,38%
Federal Capital	20	0,32%	18	0,35%	17	0,29%
Zárate	6.169	98,34%	5.103	98,10%	5.859	98,34%
Temporal	65	1,03%	48	0,91%	0	0%
Martínez	1	1,54%	4	8,33%	0	0%
Federal Capital	0	0,00%	0	0,00%	0	0%
Zárate	64	98,46%	44	91,67%	0	0%
Total Own Collaborator	6.338	100,00%	5.250	100,00%	5.958	100%

* Year 2020: In numbers of Own collaborators includes collaborator of agency. As of 2021, Own and Agency collaborators are reported separately.

In Zárate Plant is included the collaborators temporarily assigned to other locations. (Excluding CABA and Martinez)



OWN COLLABORATORS BY TYPE OF EMPLOYMENT CONTRACT AND GENDER*	31/12/2022		31/12/2021		31/12/2020	
	Q	%	Q	%	Q	%
Permanent	6.273	98,97%	5.202	99,09%	5.958	100,00%
Men	5.976	95,27%	4.944	95,04%	5.697	95,62%
Women	297	4,73%	258	4,96%	261	4,38%
Temporary	65	1,03%	48	0,91%	0	0,00%
Men	29	44,62%	27	56,25%	0	0,00%
Women	36	55,38%	21	43,75%	0	0,00%
Total Own Collaborator	6.338	100%	5.250	100%	5.958	100,00%

* Year 2020: In numbers of Own collaborators includes collaborator of agency. As of 2021, Own and Agency collaborators are reported separately.

COLLABORATORS BY TYPE OF EMPLOYMENT CONTRACT AND LOCATION*	31/12/2022		31/12/2021		31/12/2020	
	Q	%	Q	%	Q	%
Full Time	6.335	99,95%	5.247	99,94%	5.117	85,88%
Martínez	85	1,34%	85	1,62%	80	1,56%
Federal Capital	20	0,32%	18	0,34%	17	0,33%
Zárate	6.230	98,34%	5.144	98,04%	5.020	98,10%
Part Time	3	0,05%	3	0,06%	841	14,12%
Martínez	0	0,00%	0	0,00%	2	0,24%
Federal Capital	0	0,00%	0	0,00%	0	0,00%
Zárate	3	100,00%	3	100,00%	839	99,76%
Total Own Collaborator	6.338	100,00%	5.250	100,00%	5.958	100,00%

In Zárate Plant is included the collaborators temporarily assigned to other locations. (Excluding CABA and Martínez)



OWN COLLABORATOR BY TYPE OF EMPLOYMENT CONTRACT AND GENDER*	31/12/2022		31/12/2021		31/12/2020	
	Q	%	Q	%	Q	%
Full Time	6.335	99,95%	5.247	99,94%	5.117	85,88%
Men	6.002	94,74%	4.968	94,68%	4.887	95,51%
Women	333	5,26%	279	5,32%	230	4,49%
Part Time	3	0,05%	3	0,06%	841	14,12%
Men	3	100,00%	3	100,00%	810	96,31%
Women	0	0,00%	0	0,00%	31	3,69%
Total Own Collaborator	6.338	100,00%	5.250	100,00%	5.958	100,00%

To promote internal movements and strengthen the professional careers of our collaborators, when a vacancy is generated, we seek to fill it, in the first instance, through **Job Posting**. The commitment, like the objective, is to determine the most suitable candidate according to the profile sought. If it is not found internally, it is published externally. To do this, we have our own database, LinkedIn, and **a space on our website to upload the CV.** We have an internal employment policy published on the corporate Intranet and is available for all collaborators. The effectiveness of the selection process is measured by the process indicators that include: the average time to fill the vacancy, the suitability of the selected candidate for the role, the candidate´s satisfaction with the assignment and the effectiveness of recruitment sources

We have an **Internship Program**, where we provide to our interns a learning environment, in which they can take their first steps in the world of work and be trained by other experienced professionals

We also jointed to the **Labor Inclusion Program for people with Disabilities**, promoted by the National Government. The purpose is to integrate people with different abilities in the world of work. Based on this program, we incorporate young people who develop their activities at Toyota´s Visitor Center, collaborating in the preparation and visitors´ reception, in turn, we provide them training and contribute to their development.

Finally, we developed the **Program Poné Primera** (“Move to the first gear” program), for those sons and daughters of our collaborators, who are in tertiary, university career or have recently graduated, take their first steps in a company. For 3 months, 22 young people were part of different sectors related to their study, to gain experience that helps them entering to the world of work.

NEW HIRE OF OWN COLLABORATORS *	31/12/2022		31/12/2021		31/12/2020	
	Q	%	Q	%	Q	%
By gender	1.307	20,6	297	5,7	321	5,4
Men	1.218	20,3	230	4,6	300	5,3
Women	89	26,7	67	24,0	21	8,0
By age	1.307	20,6	297	5,7	321	5,4
Younger than 30 years old	929	58,5	192	20,3	280	16,4
Between 30 and 50 years old	374	8,2	103	2,5	39	1,0
Older than 50 years old	4	2,2	2	1,1	2	1,3
By work place	1.307	20,6	297	5,7	321	5,4
Martínez	8	9,4	20	23,5	7	8,5
Federal Capital	3	15,0	1	5,6	2	11,8
Zárate	1.296	20,8	276	5,4	312	5,3

* The own collaborators registration is considered in the calculation. Calculation method: Quotient between the number of registrations done in the year and the total number of own collaborators at the end of the calendar year.

In 2022, new hires were associated with the incorporation of the third shift.

NEW HIRES OF COLLABORATOR OF AGENCY	31/12/2022		31/12/2021	
	Q	%	Q	%
By gender	1.703	83,0	805	56,3
Men	1.643	83,1	779	55,5
Women	60	78,9	26	100,0

COLLABORATOR TURNOVER*	31/12/2022		31/12/2021		31/12/2020	
	Q	%	Q	%	Q	%
By gender	248	3,9	227	4,3	115	1,9
Men	187	3,1	179	3,6	98	1,7
Women	61	18,3	48	17,2	17	6,5
By age	248	3,9	227	4,3	115	1,9
Younger than 30 years old	104	6,5	54	5,7	53	3,1
Between 30 and 50 years old	140	3,1	144	3,5	56	1,4
Older than 50 years old	4	2,2	29	16,1	6	3,8
By work place	248	3,9	227	4,3	115	1,9
Martínez	0	0,0	18	21,2	6	7,3
Federal Capital	0	0,0	1	5,6	3	17,6
Zárate	248	4,0	208	4,0	106	1,8

* Is consider in the calculation the own collaborators contract finished. Calculation method: Quotient between the numbers of contract finished during the year and the total number of collaborators at the end of the year.

COMPENSATIONS AND BENEFITS

Material Aspects Relation with union, employment (attraction & talent retention), training and professional development, Diversity and inclusion and equal opportunities

GRI content 2-19, 2-20, 2-30, 3-3, 401-2, 401-3, 402-1, 405-2

SASB content TR-AU-310a.1, TR-AU-310a.2.

We promote a decent salary for all the people who make up the company, the respect for equal conditions and an extensive benefit for our personnel.

COMPENSATIONS

WE PRIORITIZE THE CARE OF LABOR SOURCES CONIDERING ORGANIZATIONAL CHANGES AND/OR ECONOMICAL DIFFICULTIES

The process to determine the remuneration consists of a comparative study between the different analysis by position and by grade, in order to determine the market trends in each period of the year. In turn, is controlled the internal equity in the whole company. There is no difference between the salaries of female or male personnel; it means the base salary of male respect to female is the same in each job category.

The compensation policy, for the highest governance body, includes a monthly salary, short- and long-term incentive. Regarding to highest executives, it is considered a

monthly salary and a short-term incentive. The short- and long-term incentives are linked to targets of different areas, such as financial, sales, safety, customer service and human resources, according to the position and role.

The severance payment is in accordance with the provisions of the Employment Contract Law, except in those cases where a differential payment is agreed. The retirement plan comply with what is required by current Argentine regulations on the matter. The notice periods are governed in accordance with the provisions of current Argentine law.

	31/12/2022	31/12/2021	31/12/2020
Toyota Minimum Wage	181.716	100.047	58.355
Minimum Living Wage	61.953	32.000	17.522
Relation Toyota Minimum Wage and Minimum Living Wage	2,9	3,12	3,3

On the basis of Toyota Argentina minimum salary and Minimum Living Wage corresponding to December 31st of each year.

ACTIVE LABOR FORCE COVERED BY COLLECTIVE BARGAINING AGREEMENTS ¹	31/12/2022	31/12/2021	31/12/2020
Out of the agreement	16,84%	17,80%	18,45%
Inside of the agreement (SMATA AND ASIMRA)	83,16%	82,20%	81,55%

Incluye Personal Propio, Personal de Agencia, Pasantes y Expatriados.

¹ No work interruptions have occurred during the reporting period. In the collective bargaining agreement, it is not specified the notification period for significative operational changes. However, the operational changes at production line are carried out together with the operators and its representatives, so they are aware of these changes well in advance of their implementation. Furthermore, previous to implement the modification of a process, tryout and training are carried out. Finally, many operational changes ultimately stem from proposal made by operators themselves. For staff not covered by collective bargaining agreements, the company defines the contract conditions considering the practices of the market used by companies with similar characteristics, and taking care the internal equity with the collaborators that are inside the bargainin



BENEFITS

WE PROMOTE THE BALANCE BETWEEN THE JOB AND THE FAMILY THROUGH DIFFERENTS PROGRAMS AND INCENTIVES THAT WILL HELP TO PROVIDE FLEXIBILITY IN OUR WORKING SPACES.

To increase the satisfaction and motivation level of our staff, corporate benefits are reviewed and evaluated constantly. Some of them are:

- Additional life insurance.
- Private medical insurance for collaborators not included in the union medical insurance and for their family group.
- Transportation services to and from Zárate Plant.
- Canteen service, kiosks, vending machines, and ATMs in plant.
- Medical service, gymnasium, and physical trainer at the plant.
- Savings plans with discounts for employees.
- Discounts in 0km (it includes spare parts and accessories).
- Discount at gyms, Banks, groceries, hotel, insurance, entertainment, etc.
- Discounts on language courses
- Discounts on boutique GR Garage (at the plant).
- Discunts on Kinto rental.
- Boutique with products of the company at special price.

- Discount and benefits with bank cards.
- Corporate discounts on cellphone companies, electric goods, insurance, gymnasium, supermarket
- Refund of nursery and year-end gifts, marriage, birth, 20ths anniversary, etc.
- Flexibility: flex time and Home Office Program (remote working scheme of 1 to 3 times a week).
- Maternity Policy and Soft Landing: during the last 3 months of pregnancy, female staff have 3 days of home office and a preferential parking space (in case of coming with own vehicle). Upon their return to the company and until the baby's first birthday, mothers are entitled to the following benefits: days of home office, 3 days of reduced working hours, breastfeeding room, and reimbursement for day-care.
- Paternity Policy: special license of 7 continuous day from the childbirth or adoption.
- End of the year gift.
- Draw for music concert.
- Education benefits
- Celebration of the end of the year, Family Day, and family visits to plant.

PARENTAL LEAVE	31/12/2022	31/12/2021	31/12/2020
Staff who had their leave	74	319	247
Men	50	308	229
Women	24	11	18
Personnel who returned after leave	74	319	247
Men	50	308	229
Women	24	11	18
Active staff after 12 months	319	247	306
Men	308	229	297
Women	11	18	9
Return to work rate			
Men	100%	100%	100%
Women	100%	100%	100%
Retention Rate			
Men	100%	100%	100%
Women	100%	100%	100%



TRAINING AND DEVELOPMENT

Material Aspect Employment (attraction & retention of talent), training and professional development
Contenidos 3-3, 404-1, 404-2



Toyota Institute is the education, training centre for our staff and the entire value chain. In addition, it is the place where we plan and implement different initiatives, aimed at education for employability in our communities.

It is divided into 5: Manufacturing and Technical Training Centre, Customer Service, Commercial, Digital Training and Staff, Innovation and Education, each one dedicated to different internal and external groups. There are training plans that are repeated year after year, and others that are organized according to specific needs

TRAINING PROGRAMS AND WORKSHOPS

TRAINING FOR MANUFACTURING

The productive sector and the staff that perform manufacturing functions, have training needs, which are met by the

HALF HOURS OF TRAINING BY GENDER*	31/12/2022		31/12/2021		31/12/2020	
	TOTAL HOURS	AVG HOURS.	TOTAL HOURS	AVG HOURS.	TOTAL HOURS	AVG HOURS.
Employees (includes own personnel, interns, expatriates and agency personnel)	133.845,00	15,71	70.267,70	10,36	36.104	6,01
Men	128.533,75	15,92	67.196,90	10,47	33.206	5,78
Women	5.311,25	11,86	3.070,80	8,44	2.899	10,82
By job category (includes own personnel, expatriates, agency personnel and interns)	133.845,00	15,71	70.267,70	10,36	36.104	6,01
Executives and Managers	152,00	2,00	564,10	4,62	2.164	17,74
Mid-Level managers	1.662,25	5,62	1.141,50	5,79	2.747	12,43
Group Leader and Team Leader	17.148,50	13,41	6.135,30	5,56	4.004	3,68
Team Member	104.911,00	18,01	58.272,00	13,13	17.268	4,59
Analysts and Administrative employees	8.879,00	9,39	3.767,50	4,42	9.894	12,49
Interns	1.092,25	11,03	387,30	5,61	27	1,42

Includes active employees, agency, expatriates, and interns.
This corresponds to the training in Manufacturing, Staff, Innovation and Languages.
Calculated as the total number of training hours provided during the year to employees over the total number of employees as of 12/31/22 for each job category and gender.

Manufacturing Training functional sector. This area combines the global contents developed by our headquarters and particular requirements identified in our subsidiary, to create a training program, with a scope for all staff who work as Team Members, Team Leaders, and Group Leaders.

Also develops training programs to understand specific needs, expanding its scope to all employee of the company, and

even to develop suppliers in the value chain of supply and, eventually, members of the general community. Some of the courses offered are:

- Training program for manufacturing employees.
- General training program for manufacturing employees.
- General advanced training for manufacturing employees.
- Leadership training program.
- Specific training for manufacturing.
- Centro de Entrenamiento Técnico (CET) (Technical Training Centre)

TRAINING AT OTHER TOYOTA AFFILIATES (ICT)

With the main objective of achieving knowledge transfer between Toyota affiliates worldwide, between January and December 2022, 5 Toyota Argentina employees participated in the ICT training program.

INNOVATION PROGRAM

WE CREATE A SPACE FOR OUR COLLABORATORS TO BE PART OF THE CHANGE AND TO PRESENT PROPOSAL ABOUT NEW PRODUCTS OR SERVICES. THE OBJECTIVE IS TO PROMOTE AND REINFORCE THE INNOVATION AS TOYOTA COMPETENCE

In 2019 we launched Innovation Lab that promotes the innovation through the continuous improvement. For all staff, in 2022 we launched the fourth edition of **Innovation Lab 4.0**. There was a total of **24 collaborators**, who presented 6 ideas of which 3 were discussed in an evaluation table, made up for the innovation team and the Presidency. In 2022, **1 idea** was selected as the winning, to which resources were assigned to develop it.

LANGUAGE TRAINING

Anualmente realizamos una evaluación para Anually we carry out evaluations to identify the necessities of language training of the company. We have mainly three types of training: 1. English for those that need to use the language for the development

at his working place; 2. Japanese for those were selected to ICT and GST program in Japan and 3. Spanish for those Japanese collaborators that are working in Argentina.

VIRTUAL E-LEARNING COURSES

We have a digital training platform, so that our collaborators can incorporate new contents and access to different courses (according to their needs). The offer of courses, in e-learning format, are divided into two types: mandatory and optional. Mandatory courses address content related to legal aspects or good practices, that collaborator must know of the development of their daily tasks, such as: code of conduct and Compliance, safe use of internet and e-mail, personal data, etc. As for the optional courses, they are carried out with topics of general interest regarding the company.

GENERAL TRAINING

This training includes the following programs and/or courses: Training Program for Staff (IDP), Global Contents, Program for New Chiefs, Program for Managers, Program for Interns, Language Training and Specific Technical Training.



More information

PERFORMANCE EVALUATION

Material Aspect Employment (attraction & talent retention), training and professional development

GRI content 2-18, 3-3, 404-3

Specified on our **Performance Evaluation Policy**, the **Two-Way Communication System** is the process of performance evaluation that we use in Toyota and is regionally aligned. Its purpose is evaluating the performance of each collaborator. It defines the objectives, evaluates, and provides feedback to plan development opportunities, generating spaces for dialogue between the superior and the collaborator. In this evaluation it is considered:

- The contribution of the collaborator for the fulfillment of stablished goals (assessment of objectives).
- The development of attitudes and skills for the fulfillment of their function (competence evaluation)

At the beginning of each year, the Top Management defines the organization's goals so that it can "be cascaded" to the next levels. Each Manager defines the targets of their division, and the collaborators define their own objective in an aligned way.

The performance evaluation of the members of the highest governance body of each division consists of the self-evaluation, followed by the evaluation of the superior and a calibration that follows a pre-established distribution curve. This process analyses the fulfilment of goal's defined by each member at the beginning of each year and agreed with the top management.

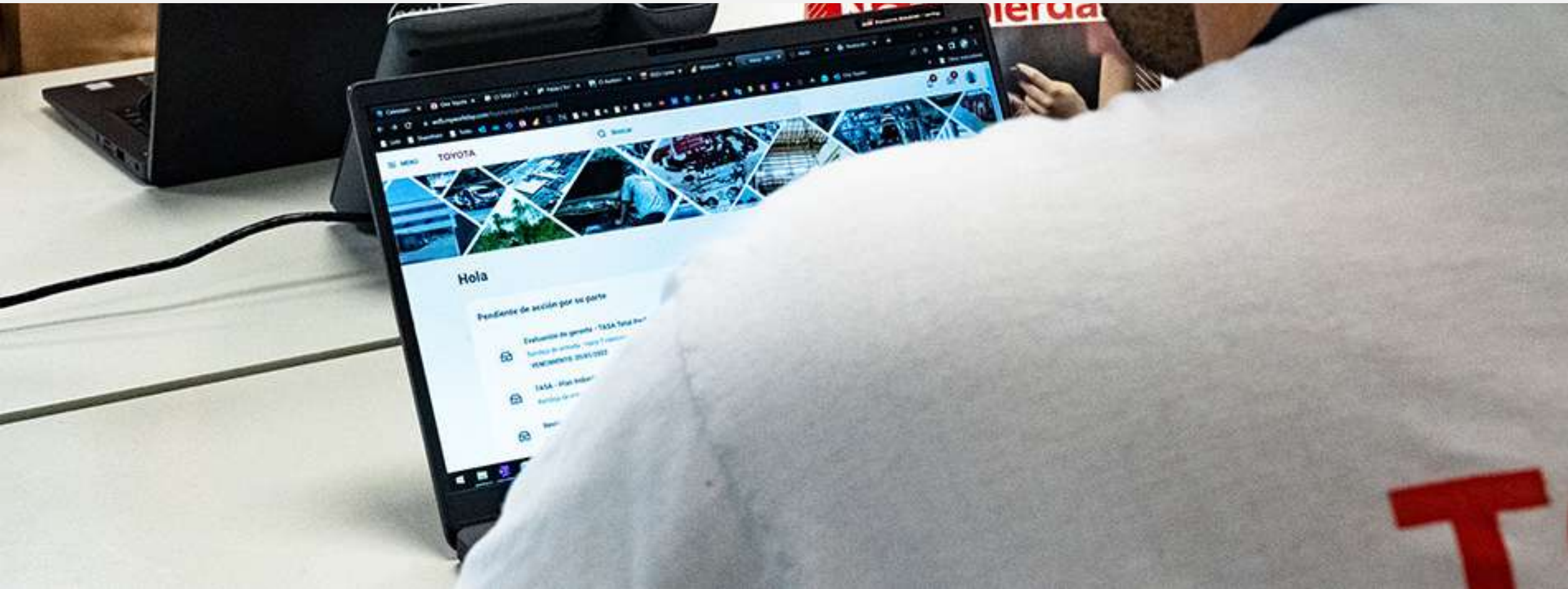
The staff not included in the collective agreement define their annual objectives based on the company's guidelines. The performance evaluation process for the year begins with the employee's self-evaluation, continues with the evaluation of the direct manager, and then with moderation among colleagues. In the feedback, they discuss about the achieved points and those that need to improve, in addition to professional interests.

For staff within the agreement, supervisors define their annual targets based on company guidelines. The performance evaluation process consists of a formal semi-annual revision and the year-end evaluation, which begins with the employee's self-evaluation, continues with the evaluation of the direct superior, and then with moderation among colleagues. In the feedback, they discuss about achieved points and those that need to improve.

	31/12/2022	31/12/2021	31/12/2020
% of employees who received Performance Evaluation by Job Category *			
Executives and Managers	100%	93,9%	100,0%
Mid-level managers	96,4%	94,4%	100,0%
Group Leader and Team Leader	94,2%	95,7%	-
Team Member	96,0%	93,6%	-
Analysts and Administrative	79,9%	78,0%	100,0%
% of employees who received performance evaluation by gender			
Men	94,8%	92,7%	77,0%
Women	78,7%	76,1%	23,0%
% of employees who received performance evaluation	93,98%	91,97%	-

Contempla personas evaluadas por su desempeño durante el año calendario. Incluye personal dentro y fuera de convenio. Se excluyen pasantes y expatriados, ya que no fueron evaluados.

* Debido al contexto, durante 2020, se evaluó exclusivamente al personal fuera de convenio (que no incluyó al personal bajo las categorías Group Leader y Team Leader ni Team Member).



QUALITY OF LIFE AND WORK ENVIRONMENT

Material Aspect Work Environment: health, safety, quality of life and work environment
GRI content 3-3

INTERNAL COMMUNICATION

We plan, design, and manage strategically internal communications aligned with the mission and vision of the Company. Within on our work axes, we contemplate:

- Generate, manage, and share relevant information of the company with all collaborators.
- Promote the sense of ownership, through the transmission of company’s values.
- Promote communication places between leaders and its teams, in order to build bonds of mutual trust.

We promote the innovation in our way to communicate, adapting us to different formats and context challenges, generating contents with value and placing our members as priority. To achieve this, we manage different channels, which vary according of the channel through which message is transmitted and the target audience.

DIGITAL CHANNELS

One Toyota: An internal communication platform for collaborators that was launched in 2021. Is a global tool, leaded by Toyota Motor North America (TMNA), but with an application and local content. These contents are daily updated and is available as application for mobile phones and a web version for PC.



Digital Signal: An internal communication channel with audio-visual contents, which is weekly renewed, and it is available at the canteens of our production plant and commercial offices. Relevant news for collaborators of the company and strategic content of local, regional, and global are shared

INTERPERSONAL COMMUNICATION CHANNELS

5’ talks: Weekly basis, a brief is prepared and send it to supervisors of production area, in order to share the information with their team. There, communicates plant indicator status, a message from the plant director and main information of the week (benefits, special campaign, among others).

Business meetings: The purpose is share with collaborators the main news and indicators for the operation, the market situation, and short, medium, and long term strategi, to reach the strategic goals of the company.

Lunches and breakfasts with the president and director:

Is a space for dialogue between collaborators and leaders, which encourages an Exchange of opinions and seeks joint solutions to common issues. Thanks to the feedback of our employees, we can continually improve the company's processes.

Company Business Meeting: Is a quarterly regional activity for leaders of the company; is lead it by the president and directors. In this space their share main business topics, results, and main guidelines of local, regional, and global level.

PHYSICAL CHANNELS:

Intervention of spaces: In addition of having strategically distributed physical boards in the places with the highest traffic, we also encourage interpersonal action in common spaces, in order to generate activities and experiences for our collaborators.

INSTITUTIONAL CAMPAIGNS

Annual basis, we develop campaigns with strategic topics such as: Environmental Month, Safety Month, Quality Month, Compliance Week, Innovation, Moral Survey, Commitment and Culture

KPIS AND MEASURING

With the aim to improve the performance and effectiveness of our channels, during 2022 we carried out internal communication diagnosis among all collaborators. Also, created a measuring board for monitoring the KPIs of the area.

SPECIAL CAMPAINGNS

25 YEARS OF TOYOTA IN ARGENTINA

As part of 25° anniversary celebration of our operation in Argentina, we carried out many internal and external communication actions. Internally, we shared a special

lunch with all our team of collaborators, and we gave a gift as our anniversary commemoration. Also, as special activities, we received they families at our Visitor Centre and, there, they made a tour at our production plant and our natural reserve. As another integrated action between Internal Communication and Public Relation, we carried out a commemorative video "Mirar atrás para avanzar" (Look back to move forward).

WORK ENVIRONMENT

During 2022 was carried out the **Encuesta de Pulso (Pulse Survey)**, mainly for collaborators of administrative areas. In that survey they considered different aspects (diversity and inclusion, employee experience and talent management, as example) to assess the impact of the actions that were carried out throughout the year (as part of the Engagement 2021 action plan). The results of each aspects helped

to confirm the right path of the actions and, in some cases, to adjust and improve the activities about the basis of personal perception. In keeping with the plan, the **Engagement Survey** will be conducted in 2023 (it is conducted every two years).

HEALTH AND SAFETY

Material Aspect Labor Well-being: Health, Safety, Quality of life and Work environment

GRI content 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

SISTEMA DE GESTIÓN DE SALUD Y SEGURIDAD

The **Health and Safety management system** is based on the applicable legislation, the principles established by the headquarter and other additional requirements. Collaborators, suppliers, and contractors who provide services in the facilities of Toyota Argentina must carry out their task in a healthy and safe work environment, in which they have the responsibility to comply with the company's health and safety regulations. The 100% of our collaborators are covered by our **Health and Safety Management System** and each one must take appropriate measures to protect their own physical safety and comply with the work practices with safe and responsables¹.

¹ The coverage of the system includes own collaborator, intern, expatriate, collaborators of agency and contractors. Internal and external audit activities of Health and Safety System are carried out.



PILLARS OF SAFETY IN THE INDUSTRIAL PLANT		
COLLABORATOR	WORK	WORKPLACE
Achieve the highest level of culture for safety in our people.	We study the risks of all Jobs, develop hazard detection and assessment capabilities in staff including contractors.	We prioritize the ergonomic in the workplace, to work with more comfort and safety.
Generate empathy between all people and a sense of belonging	We prioritize health over any situation or interest.	We apply the 5S in our places, generating orderly and warm environments.
Strengthen ties and commitment.	We work aligned to the decalogue (respect the standard work).	We respect the Environmental Challenge 2050 policies and the environmental care.

The industrial Health and Safety area is responsible for the following activities:

- Regular monitoring and analysis of security conditions.
- Evaluation and monitoring of ergonomic improvements in workplaces.
- Prevention of accidents and occupational diseases.
- Early detection of potential accident risks and taking countermeasures.
- Promotion of compliance with internal and legal regulations on health and safety.
- Training for all collaborators about industrial safety and hygiene.

- Work in conjunction with the medical service. Interdisciplinary studies are carried out between the medical staff, those responsible for the safety area and the superiors of each shop, for the control of work activities with a high incidence of the diseases.
- Training for the brigade to act in case of contingencies.

The **Ergonomics Incident Rate** (*EIR*) is the most relevant indicators of occupational diseases in our industry. It focuses on musculoskeletal disorder.

The main indicators of the **Health and Safety Management System** obtained during the period are as follows:

	31/12/2022	31/12/2021	31/12/2020
Worked Hours	21.406.103	15.070.103	10.947.413
Accidents rate with lost days of work*	-	-	-
Accidents without lost days of work**	1	3	2
Akachin***	-	1	2
Fatalities****	-	-	-
Accumulated Accident Frequency Rate*****	0,05	0,20	0,18
Cases of occupational ailments and diseases which can be registered	1	7	12

* Severe injury, prolonged absence due to the complexity of the medical treatment the injury requires.

** Require medical treatment beyond firs aid.

***Japanese trademark meaning first aid: these are very minor, very mild case.

**** There have been no deaths result from a work- related injury or from an occupational ailment or disease.

*****Calculated as the number of work-related injuries recordables (with and without lost days) over the numbers of worked hours, multiplied by 1.000.000. For the calculation for this indicator includes own collaborator, collaborator of agency, expatriates, and interns.

The main types of injuries are: cuts, puncture wounds, abrasions, lacerations, fractures, burns.

Occupational hazards that present a risk of injury with major consequences is divided in 6 categories: trapped in a machine, contact with heavy objects, contact with vehicles, falling from heights, electric shock, contact with hot surfaces/ chemical products. These hazards have been determined by TMC based on incidents that can lead to very serious accidents or death.

ERGONOMIC INCIDENT RATE (EIR)*	31/12/2022	31/12/2021	31/12/2020
EIR Rate	0,05	0,47	1,11
EIR Objective	0,94	1,17	1,96

*The EIR is obtained from the sum of major musculoskeletal disorders (which require surgery or more than 90 days of recovery) and minor musculoskeletal disorders (case of more than 4 times medical service consultations) on the hours worked per 1.000.000. Applies only to Toyota Argentina´s collaborators. Contractors receives a preliminary risk analysis (APR). During this period, 3.248 APR carried out in activities carried out by contractors.

HEALTH AND SAFETY COMMITTEE

The collective agreements subscribed with the union provide for risk prevention, the provision of work items and creation of a **Health, Safety and hygiene, Accident Prevention, and Industrial Ecology Committee** (COHISE), where our collaborators are represented and 95% of health and safety issues are evaluated. The COHISE raises points for discussion and in the meeting these points are announced. .

ERGONOMIC COMMITTEE

The committee meets monthly and has the participation of the plant manager and all the production sectors, demonstrating our commitment to health care. In all sectors, especially on the production line, we carry out an internal safety protocol, which consists of an evaluation method, called **Toyota Ergonomics Burden Assessment** (TEBA), which sets action and prevention parameters to evaluate the physical workload.

YOKOTEN

This is a Japanese term that means replicating a successful countermeasure in a new place. By taking this term, we replicate and implement in our plant the countermeasure of the incidents in other places in the world.

YOKOTEN	31/12/2022	31/12/2021	31/12/2020
Opportunities determined to apply countermeasures	7	27	24
Countermeasure implemented	100%	72%	66%
Countermeasure in Process	-	28%	34%

SAFETY CULTURE

It is an indicator that serves to measure the company´s safety culture and consider fundamental aspects for the organization such as behavior, leadership, compliance of internal standards and training.

With the aim of educating our collaborator about the culture of safety and making them aware of accident prevention, the Safety Learning Center is used as a means of education and knowledge in:

- Fire prevention: Static energy and fuel management.
- Energy management: Lockout and residual energy.
- Behaviour: Kiken Yochi and handling of hand tools.
- Work at height: Use of ladders and use of scaffolding and lifting equipment.

SAFETY MONTH 2022			
15 activities implemented	+ 1.400 participants	5.052 views on One Toyota	494 Likes in social media platform



HEALTH PROMOTION

During 2022 we continued to provide permanent support to our administrative people, implementing talks related to the management of the remote work and good practices helping to reduce the stress.



MEDICAL SERVICE

We have a Medical Service, with a crew of 30 professionals who provide services 24 hours a day, every day. Currently, the service has:

- **6 doctors' offices** (with dynamometer, temperature, pressure, and ear examination) Recepción, sala de espera (con pantalla de llamados a consultorios) y una sala de reunión.
- **Reception and waiting room** (with screen for calls to doctor's offices)
- **On-call office** (with temperature, pressure and general examination meter, medication, and equipment for the treatment of sutures, burns and pathologies in general).
- **Shock Room** (with 2 beds, electrocardiograph, 2 multiparameter monitors and spirometers, kits for burn emergencies, ED).

- **3 kinesiology boxes** (with laser, magnet, and other equipment for general treatment).
- **Nursery room**
- **Ultrasound room.**
- **Multiple study room** (electroencephalogram, spirometry, etc.)
- **Pharmacy** (general medication, as well as for emergencies and general supplies)
- An **ambulance with last generation equipment** with government authorization for transfer outside the plant in emergency with risk of life, using a communication network and logistic for emergency care in the plant.
- **Meeting room** (TV and Obheya pannel).
- **Common spaces.**

PERIODIC MEDICAL EXAM

Every year we carry out medical examinations at Zárate Plant and at the commercial offices in Martinez and Lexus (CABA), which include the studies required by law, related to the workplace (audiometry, spirometry, oriented laboratory, etc.). In addition, we carry out on collaborators (with or without agreement) a complementary examination (chest X-ray, electrocardiogram, complete laboratory, and a detailed clinical examination). Once received the results, medical service calls the collaborator to inform about it. Giving priority (within 72 hours of the examination) to those one who has pathologies must be treated in the short or medium term to follows up

SPECIAL MEDICAL EXAM

Every year, we carry out clinical studies and electroencephalogram on crane and/or forklift drivers. It is a condition for renewing the driver license

INFLUENZA VACCINATION CAMPAIGN

Annually, we provide to all our collaborators the possibility of getting vaccinated against the flu, free of charge and at their work. The following graph shows the evolution and the scope of this initiative:

	31/12/2022	31/12/2021	31/12/2020
Attendance	5.088	4.880	4.417
% of the total	74%	77%	75%

HEPATITIS A IMMUNIZATION CAMPAIGN

Every year, we carry out dosing the antibody of the hepatitis "A" immunization, to those one who correspond and are exposed collaborators.

PREVENTION OF ADDICTIONS

We assume the responsibility of developing comprehensive actions to address alcohol abuse, the use of medication without a doctor order and other illegal drugs, emphasizing prevention and education. We carry out internal communication campaigns to raise the awareness about the harmful effects of alcohol, tobacco and drugs use. From the moment they join the company, collaborators are informed about the **Addiction Policy**. In addition, we implement work areas with no consumption of tobacco. Daily, we select

collaborators randomly (3 person per day), who must undergo alcohol and drug control, attending at the medical service. We have suitable equipment for the measurement of substances in the body and a testing and counter-testing result's protocol.

HEALTHY EATING

We offer a menu planned by nutritionists to provide a balanced diet to all our collaborators. We have low calories options at the canteens.

FITNESS CENTER

We have 3 gyms in the plant (1 is the main and 2 are secondary in the plant), with the equipment and a professional person to develop physical activity, aimed at health care.

PHYSICAL REHABILITATION PROGRAM

It provides a tool to prevent and improve the physical condition of those affected collaborators, with the purpose of return to the physical condition before the injury, in order to avoid future injuries in their usual daily works

PSYCHOSOCIAL ASSISTANCE PROCESS

It is a free program, which provides psychological support to collaborators, to face of conflict and/or traumatic situation to restore their emotional balance, in or outside the work environment. We have two professionals' assistance, who provide services at the plant, in an office, by remote and at home of the interested collaborator, according to the needs or the seriousness of the case.

TRAINING IN FIRST AID, RCP, ETS AND ADDICTION PREVENTION

Training of first aid, cardiopulmonary resuscitation practices (RCP) and the use of the automatic external defibrillation device (AED) for all the collaborators are provided. Also, in sexually transmitted diseases (CTDs) and addiction prevention (to complete our alcohol and drug program).

OUR VALUE CHAIN

Material Aspects Development of the value chain (suppliers and dealers), Safety and automotive quality, Risk Management and normative comply

GRI content 2-6, 3-3

EVERY DAY, WE WORK TO REINFORCE OUR VALUE CHAIN.

Las relaciones con nuestra cadena de The relationship with our value chain is based on fair, effective and legitimate practices; seeks to ensure that they comply strictly with the legislation, that demands a fair treatment of employees, guarantees of safety and hygiene in the work Environment, protection of the Environment and the information, and prevention of illegal practices, such as money laundering, terrorism financing and transnational bribery.

All of the suppliers, distributors and dealers must develop practices that allow them to comply the laws and regulations applicable to their commercial activities (while requiring and monitoring all their suppliers and contractors to do so well). Likewise, they must pay special attention to the environmental effect produced by their operations respect to the consumption, use and handling of their products, so that, throughout their life cycle, they allow a safe use without harmful effects on health and/or the environment.

SUPPLIERS

Material Aspects Development of the value chain (suppliers and dealers), Work environment: health, safety, quality of life and work environment Investment and economic development

GRI content 2-6, 3-3, 204-1, 403-7

WE WORK WITH MORE THAN 65 LOCAL AUTOPARTS COMPANIES AND 60% OF OUR HILUX IS WITH REGIONAL CONTENT.

At global level, Toyota applies **three fundamental principles** in its relationship with suppliers:

- **Equal conditions:** Offer fair opportunities to all suppliers, without distinction of nationality or size. The selection of supplier is based on the assessment of the strengths of each supplier such as their quality, technological capabilities, and the confidence to comply with the delivery on-time, and their willingness to work in the continuous improvement. (kaizen).
- **Mutual Benefit based on trust:** Build long-term, mutually beneficial relationship. We promote continuous communication with suppliers.
- **Local economic contribution - Good corporate citizen:** Contribute to the development of local communities, promoting local production of vehicles and actively fostering the local purchase of spare parts and materials.



	31/12/2022	31/12/2021	31/12/2020
Productive suppliers*	97	97	98

*It corresponds to suppliers of auto parts, direct and indirect materials, logistics and services.

PURCHASES BY ORIGIN	FY 2022/2023	FY 2021/2022	FY 2020/2021
Local Suppliers	29%	30%	24%
Foreign Suppliers	71%	70%	76%

Figures by 31st March of each period.

Scope: Parts and direct materials used in the in-house manufacture of automotive parts.

ENVIRONMENTAL SHOPPING GUIDE

Through the **Environmental Shopping Guide**, we strive the continuous improvement for the performance of our suppliers. We focus extensively on addressing environmental issues that companies should consider based on the **2050 Environmental Challenge**, and we substantially improve the content of the expansion of environmental management, the reduction of greenhouse gas emissions, the impact on the water environment,

promotion of recycling and establishing a society in harmony with nature.

This guide (that all suppliers must sign) includes specific environmental requirements, depending on the area and the materials provided by each supplier. In turn, we ask all productive suppliers to obtain and maintain the ISO 14001 certification, or a similar environmental management certificate issued by an external certification organization.

	31/12/2022	31/12/2021	31/12/2020
Productive Suppliers certified under ISO 14001	97%	97%	96%

CO2 REDUCTION ACTIVITY

We continued working with auto-parts and raw materials in order to reduce their carbon footprint, water consumption and waste generation (additional activity to TMC requirements).

67% presented and implemented their annual plan, reaching a reduction of GEI emission of 4,5% and 100% presented and registered their carbon footprint, which allowed them to obtain a portion of our HILUX lifecycle.

Regarding water consumption, in 2022 we reached a reduction of 8,3% with the participation of 47% of our supplier base. In the same way, we keep pushing activities in order to reduce waste generations, both special and domestic waste, reaching a reduction of 4,5% with the 55% of our involved suppliers.

	31/12/2022	31/12/2021	31/12/2020
Reduction of CO ₂	4,5%	2,0%	2,5%
Participating suppliers	40	48	41
Reduction of water consumption	8,3%	2,0%	3,1%
Participating suppliers	28	17	19
Reduction of waste generation	4,5%	2,8%	4,2%
Participating suppliers	33	22	22

USE OF RENEWABLE ENERGY IN VALUE CHAIN * (SUPPLIERS)	2022	2021	2020
Purchase of renewable energies	16	11	1
Autogenerating of renewable energies	6	4	-

* In 2022, use of renewable energies at suppliers reached a 9% of the consumed electrical energy.

We carried out the **5° Environmental Workshop** with the participation of 77 collaborators from our direct auto parts and direct material. The main subject was the climate change, and we shared the actions implemented from Toyota Argentina to face this problem. Likewise, best practices of energy efficiency were shared in order to suppliers implement it on their different productive processes. During 2022 we carried out a second Environmental Workshop to reinforce about footprint in our value chain. With a participation of 97 collaborators reaching 95% of suppliers.

CSR GUIDE OF TOYOTA ARGENTINA

The **CSR guide of Toyota Argentina** shares the guideline to understand and deepen about the comprehension of responsibilities that the company has toward society, complying the rules and laws, and developing their own policies, that allows them to differentiate themselves as good corporate citizens.

We have developed a **Registration and Evaluation Manual (NSER)**, which assesses –among other things – the management of safety, environment, and legal compliance. In 2022, was carried out a NSER Audit at 11 suppliers, which 9 of them approved in the first stage and passed to next, that will be audit in 2023.

TRAINING ACTIVITIES

We work with our value chain, through different activities that include training, promotion, and awareness, with the aim of achieving 0 (zero) accidents in the supplier base.

GENERAL SAFETY ACTIVITY

We continue working together with the auto-parts suppliers and direct materials with risk reduction activities, through the preparation and/or updating of Stop 6 risk map (Risk Management), fire prevention check list and annual countermeasures plans for each of the risks identified, aiming to build a supplier base increasingly committed to security.

	31/12/2022	31/12/2021	31/12/2020
Suppliers with risk map Stop 6+F	44	40	26
Suppliers with countermeasures plan	46	40	26
Fire prevention Check List	45	40	30
Rate of accidents in the Suppliers base*	0,11	0,08	0,11
Decrease in the rate of accidents (baseline 2012=2,23)	95%	96%	95%

In 2020, due to sanitary emergency, the participation of Stop6+F was considerably affected, focusing the activities, mainly, on health protocols. In 2021, despite the ongoing sanitary emergency, the standardization of protocols allowed to suppliers improve their participation in general safety activities.

* Number of accidents occurred per million of man-hours worked.

EXPANSION OF THE TPS TOOL

Until 2019, we advanced with in situ training of the key personnel for suppliers in Toyota Production System (TPS), Toyota Job Instruction (TJI), Problem Solving and Cambio Rápido de Herramientales (CRH) (Tools Quick Change). During 2020 and 2021, the training was virtually conducted due to sanitary emergency. In En 2022 were carried out 2 face-to-face trainings: the first one at Buenos Aires and the second one at Cordoba, starting the training, also, for sub-suppliers.

TRAINING OF THE FIRST SUPERVISION LEVEL IN SUPPLIERS

Consists in a program for the formation of the first level in suppliers, that includes role and daily activities of the leader, management of indicators, breakdown and problem solving, and the standardization of the improvements. The leader training tool reaches the 4 main missions: safety, quality, efficiency, and human resources. In 2022, after sanitary emergency, we re-planned face-to-face training.

ANNUAL REGIONAL SUPPLIERS' CONVENTION

WE KEEP REINFORCING THE RELATION WITH OUR VALUE CHAIN, RECONIZING AND DISTINGUISHING THOSE COMPANIES THAT CONTRIBUTE TO SUSTAINABLE PROJECT OF THE COMPANY IN THE COUNTRY

The **4th edition of the Annual Regional Suppliers Convention** was developed during 2022, was attended by authorities from Toyota Argentina, Toyota Do Brazil (TDB) and the participation of 200 companies, and 90 of them were local suppliers. The event recognized suppliers who reached their goals and exceeded Toyota's expectations regarding the services and products delivered during 2021. In total, 5 Argentinian suppliers received the Award of Excellence, and one was recognized as the best supplier of the year:

- **Outstanding Performance: INDUSTRIAS MARO, INDUSTRIAS GUIDI, TOYOTA BOSHOKU ARGENTINA, FERROSIDER e YPF.**
- **Supplier of the year: MIRGOR S.A.C.I.F.I.A.**

DEALER NETWORK

Material Aspects Automotive Safety and Quality, Value chain Development (Suppliers & Dealers), Occupational well-being: Health, Safety, Quality of life and Work Environment.

GRI content 3-3, 403-7, 416-1

The **official dealers** are our strategic partners and the visible face of the company throughout the country, taking direct contact with customers

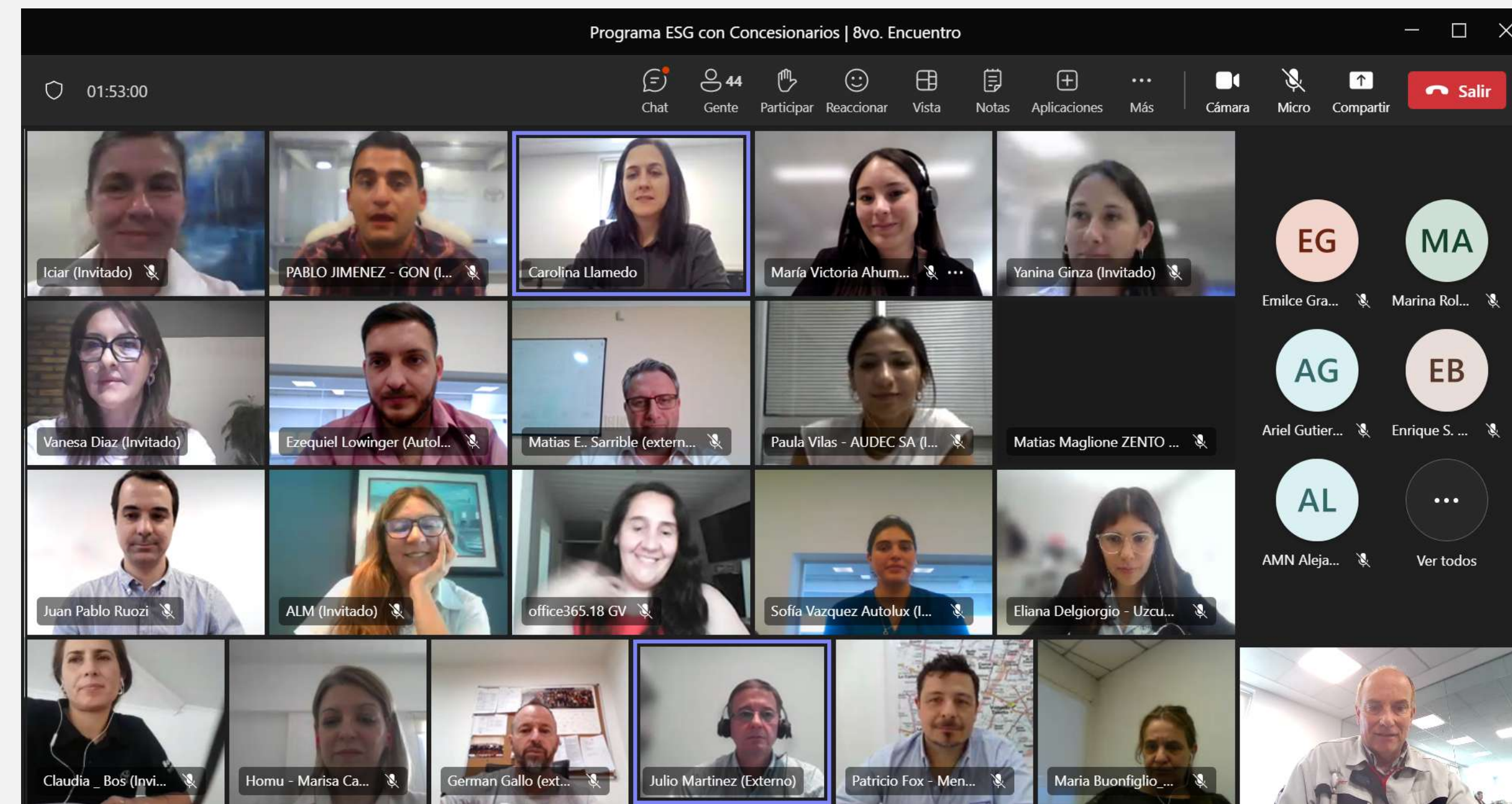
	31/12/2022	31/12/2021	31/12/2020
Dealers*	43	43	43
Official Sale**	90	88	88
Service Points***	92	88	88

* Number of main center dealers (include sales and after-sales).

** Include main center dealers and branches with conventional sells.

***Include main center dealers, official outlets, and exclusive service.

Not include two facilities of Toyota Saving Plan (Plan de Ahorro) (Kansai and Nuñez)



SUSTAINABILITY DEVELOPMENT PROGRAM WITH DEALERS

The **sustainability Development Program with Dealers** was designed to accompany the network in the development of RSE strategy, promoting dialogue and the exchange of the best sustainability practices.

In 2018, the first edition aimed to make to the participating companies to be aware of the scope of sustainability at the corporate Environment, and to access tools that allow them to develop social investment programs. Based on the experience and the obtained results, in 2020 the second edition was implemented in which a self-diagnosis was carried out about the different CSR matters. And presential training sessions, meetings and remote consultancies were provided.

During 2021, the Program developed its third edition with the aim of starting the process in each of the dealers. In that edition 39 dealers presented their sustainability report based on the Global Reporting Initiative (GRI) Standards. We also consolidated between the different areas of Toyota Argentina that allowed enriching the work with all the dealer network and a specific chapter for ESG (Environmental, Social and Governance) was incorporated into the Dealer Award Program (DAP) that

provides points for sustainability actions developed by dealers.

In 2022, the program completed its fourth edition working with the entire dealer network. 9 virtual meetings were held on different topics of interest and 2 days presential session at Zárate Plant in which 42 dealers participated and where different ESG issues were held. Also, there was a plant visit, a tour at the Visitor Center, the Nature Reserve, and the Scrap area.

This year also all the dealers carried out their self-diagnosis to update the trends and initiatives in terms of sustainability throughout the entire network. I was an exhaustive survey of 90 questions covering the main ESG topics.

In 2022, 42 dealers submitted a new sustainability report. Under the guidelines of the Global Reporting Initiative (GRI), the design was added and communicated to the different stakeholders of each dealer

42 DEALERS SUBMITTED A NEW SUSTAINABILITY REPORT

PRESENTIAL MEETING TO EXCHANGE THE BEST PRACTICES

ESG SELF-DIAGNOSIS IMPLEMENTATION

40 DEALERS SUBMITTED THEIR INITIATIVES OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE

ENVIRONMENTAL MANAGEMENT SYSTEM IN DEALERS

The **environmental Management System in Dealers** seeks to keep 100% of the network certified with DERAP program and ISO14001 standard. In addition, it intends to advance with the certification of the ECO Dealer Program to reduce the CO₂ footprint in dealer's network. At the end of 2022, we could reach 27 dealers certificated in this program, as well as 12 dealers decided to invest in renewable energy (two dealers that already had this technology, decided to reinforce with a new investment to increase the installed power). In this way, 14 dealers are already generating their own clean energy through solar panels that are destined to supply a part of their electricity consumption.

To certify the Eco Dealer Program, it is necessary to have implemented DERAP and ISO 14001

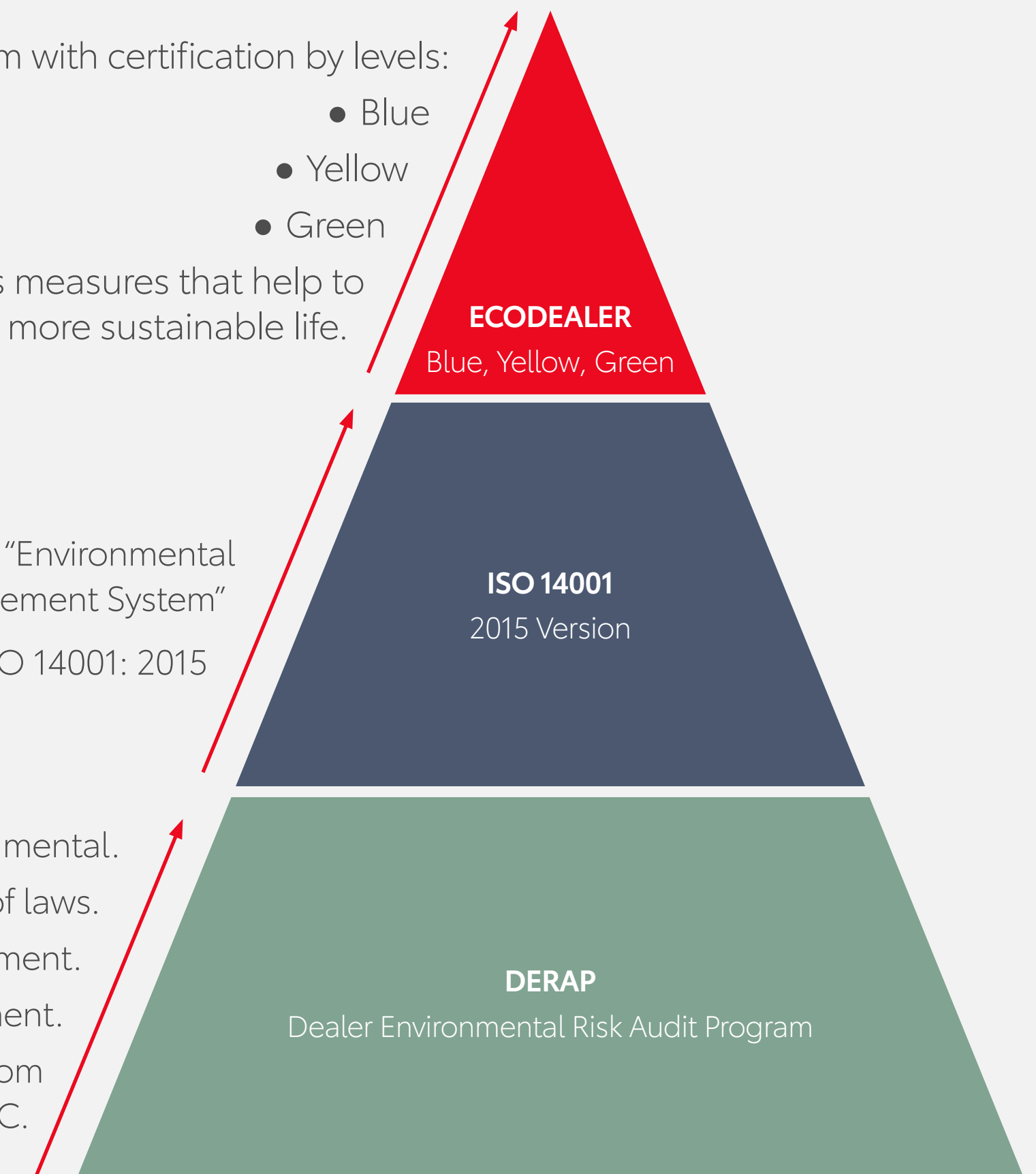
Auditing program with certification by levels:

- Blue
- Yellow
- Green

It promotes measures that help to achieve a more sustainable life.

Standard certification of "Environmental Management System"
ISO 14001: 2015

1. Assign a Responsible of Environmental.
2. Declaration of the compliance of laws.
3. Hazard waste treatment.
4. Wastewater treatment.
5. Proper recovery of refrigerant from A/C.



DERAP¹ PROGRAM

This is the Environmental Risk Audit Program in Dealers. It consists of five fundamental evaluations points, which represent the minimum level required for risk management in the workshops of the official Network. The aim is to minimize the risk to the environment through self-audits by dealers.

ISO 14001

It is an internationally recognized standard, which establishes the requirements that an organization must meet to have a correct environmental management system, which reduces the impact on the environment. 100% of the dealer network is certified and from the **Dealer Kaizen** area, it is monitored to keep the standard.

PROGRAMA ECO DEALER

It was created for our Network to motivate the application of actions, raise awareness about caring for the environmental and reinforce Toyota's environmental commitment worldwide, aligning with the 2050 Environmental Challenge.

MOBILE TECHNICAL SERVICE

The Mobile Technical Service has been developed with the purpose of exceeding the expectations of our customers by offering the best after-sales experience that allows us to build a lifelong bond and strengthen our brand image.

Unlike the first mobile workshop developed in 2017 on Hino truck bodywork, the new prototype has been built on a HIACE L2 H2. On the other hand, this HIACE Mobile Technical Service, like its predecessor Hino, has the standard equipment necessary to provide the same service that are provided in an official dealer to customers who are far from them or in inaccessible or remote areas.

The 8 dealers of the Network, which have a Mobile Technical Service unit in Hiace are:

1. **Ginza (Rosario – Santa Fe)**
2. **Mendez Kyoudai (Buenos Aires)**
3. **Nippon Car (Neuquén)**
4. **Autos del Sur (Bahía Blanca)**
5. **Pichetti (Arrecifes)**
6. **Senna Automotores (Santiago del Estero)**
7. **Señor Gonzalez (San Juan)**
8. **Gustavo Ricciardi (Lobos)**

T-SERVICE

In 2022, **T-Service**, Toyota's new specialized light mechanics service, was born. Seeking to complement the services of our Network to open new low-cost alternatives, we inaugurated the first branch of T-Service. A new after-sales service channel aimed at those out of warranty vehicles



¹ Dealer Environmental risk Audit Program.



CERTIFIED PRE-OWNED PROGRAM



“TOYOTA ARGENTINA IS GOING THROUGH A TRANSFORMATION PROCESS TOWARDS A COMPANY THAT PROVIDES MOBILITY SERVICES. ONE OF OUR BIGGEST CHALLENGES AT THIS STAGE IS TO OFFER TAILOR-MADE SOLUTIONS FOR EACH OF OUR CUSTOMER’S NEEDS.”

Ignacio limpenny, *Commercial Director of Toyota Argentina.*

All Toyota Argentina dealers carry out the **Toyota Certified Pre-Owned Program**. This stands out for the strict vehicle selection process, with a rigorous quality inspection, which verifies 150 specific technical/mechanical points. Also, for its official Toyota warranty of 1 year or 20.000km, and its vehicle assistance service free of charge for one year.

Eligibility for certified pre-owned vehicle registration

To increase the fleet of certified pre-owned vehicles, we have increased the limit of the age of the car to 8 years or 200.000km, always maintaining the necessary condition that they are in perfect condition and with the validation of the 150 inspection points.

Toyota Certified pre-owned vehicle warranty

We offer official warranty of 1 year or 20.000km, in addition to the factory warranty. This means that, the UCT warranty begins to apply from the moment the Toyota New Vehicle Limited Warranty expires in case it is in force. If not in force, from the date of delivery by the dealer’s selling.

C2C (Customer to customer sale of pre-owned vehicles)

Customers can make an Intention to sell their used vehicle through an inspection request. If it meets the characteristics of certified pre-owned and the customer selects our proposal, the dealer will be in charge of certifying, publishing, managing enquiries and coordinating the delivery of the vehicle between the parties.

New Digital Platform for certified pre-owned vehicles

In 2022, we introduced a new certified pre-owned digital platform where customers across the country can sell and buy with greater convenience and confidence (dealer inspection and certification, official warranty and many more services.)

24 hours assistance free of charge for 1 year.

150 inspection points and certification.

Toyota official warranty of 1 year or after 20.000kms



More information

BUSINESS TRAINING

The Commercial Training area is in charge of the training of dealer sales collaborator. We have a 4-level training program, divided into 3 main axes: Knowledge of the products sold in Argentina market, the technology present in the vehicles and sales skills, aligned with the philosophy of the brand and the Toyota Mobility style.

The training is for 100% of the dealers, and we have exclusive programs and content for the different positions in the area. During 2022, 35% of the trainings were face to face, 28% remote and 37% through E-learning modality.

CLIENTS

Material Aspects Risk managements and normative comply, safety and automotive quality, Resolution of Complaints and Claims, Traffic Awareness

GRI content 3-3, 416-1, 418-1

Our manufacturing process is governed by the highest standards of safety and quality, which allow greater effectiveness in the safety of our vehicles. In addition to this, each vehicle we produce is 100 % assessed by our inspection line, in which different aspects are verified and tested:

- **CS Line (Customer Satisfaction Line):** Static check of the full vehicle, where the following is checked: Paint quality, matching between parts, vehicle specification and general damage.
- **VP Line (Vehicle Performance Line):** Full dynamic check, monitoring brakes quality, steering, turning angle, alignment, and general dynamic functioning of the vehicle.
- **Shower/Off line:** Water leakage and electrical systems are verified.

Finally, as last verification, the total of the vehicles are tested on road. Already in the dealers, at the time of its receipt, another inspection is conducted, and they are verified again prior to the delivery to the customer. In this way, we guarantee the quality of the final product and the safety of the marketed vehicles as well as of our customers. In the case of a fault or malfunction in any of our vehicles, we have a procedure aiming at, in the first instance, informing the customer about the malfunction and, in a second instance, proceeding with the check and/ or repair of the vehicle by a Toyota official dealer, at no cost to the user. These special campaigns are carried out in accordance with the provisions of the Consumer Protection Law¹ and focusing on ensuring the safety and conformity of our customers.

¹ Law 24.240 and Decree 1.798/94.

From Toyota we also promote the safety of our customers, through raising awareness of the proper use of the safety elements which are present in the vehicles. For this, we have developed safety manuals and disseminated information relating to the use of the seatbelt, the role of the supplemental restraint system, the air bags, and safety in the transport of children, we also promote actions such as providing a free-of-charge review at 1.000 kilometers.

ALL OF OUR VEHICLES HAVE A WARRANTY OF 5 YEARS OR 150.000 KM

We offer the transferable warranty for all the models of our lineup, rather is 5 years or 150.000 km (whichever comes first). In addition, for its condition of transferable warranty, whoever buys that used unit will also have the support of the brand and will have the possibility of experiencing the attention quality of Toyota Post Sales Service.

PEOPLE WITH DISABILITIES

We promote an option for people with different disabilities, offering a special discount on the list Price, applicable for Corolla, Yaris and Etios, commercialized in our official dealer network.

CUSTOMER SERVICE QUALITY

With the aim of ensuring the correct protection of the information of our customers, suppliers, employees, and other stakeholders, all our databases are registered in the National Directorate for Personal Data Protection, in compliance with the national legislation on data protection. We have committed to promoting constant training of all our employees, so as to be permanently updated with the latest news with regard to the legislation of data protection and information security². The Customer Service area is in charge of receiving and concentrating direct communications between the company and its final users. In the reported period, were obtained the following results:

² During the informed period, we have not received any claims of third parties or regulatory authorities relating to violations of data privacy of our customers. There were also no incidents related to leaks, losses and/or theft of information or data.

CONCEPT	31/12/2022	31/12/2021	31/12/2020
Management of queries received by phone, web, and social networks	100,00%	100,00%	100,00%
Service grade. Calls taken before the phone rang 3 times (Toyota Argentina and TPA).	74,08%	81,13%	82,80%
Kinto Argentina and Lexus Service grade. Calls taken before the phone rang 3 times	84,53%	82,65%	81,59%
Inquires Solved in the Customer Service Centre (Toyota Argentina + TPA + Kinto Argentina + Lexus + Club Toyota + Emergency).	7.575	5.036	4.269
Inquires related to Plan de Ahorro (TPA).	3.873	2.266	2.292
Inquires related to Kinto Argentina + Lexus + Club Toyota + Emergencies).	1.098	572	307
Information request answered at the Customer Service Centre (Toyota Argentina + TPA + Kinto Argentina + Lexus + Club Toyota + Emergencies).	124.035	94.908	85.916
Information request answered related to Plan de Ahorro (Saving Plan).	48.587	32.465	41.798
Information request answered at the Customer Service Centre (Kinto Argentina + Lexus + Club Toyota + Emergencies.	52.538	38.900	24.868

CUSTOMER SATISFACTION SURVEYS

Surveys are aimed to assessing customer satisfaction in the sales and after-sales processes. They are essential for the continuous improvement of the processes relative to the diagnosis, monitoring, and product control.

POST-SALE CUSTOMERS AND USERS SATISFACTION SURVEY	31/12/2022	31/12/2021	31/12/2020
Global Satisfaction Indicator	91,3	91,5	91,9
Customer Service Quality Indicator	93,6	92,4	92,7
Loyalty Indicator	94,1	93,8	93,6
Recommendation Indicator	91,7	91,9	92,5
NPS	73,3%	75,0%	76,9%

MARKET QUALITY SURVEYS

Each year we conduct interviews to our customers of vehicles of up to 3 months of use, in order to know their satisfaction and/or disconformity. in this way, we identify them and prioritize the possible improvements to increase the quality in the current model. The issues addressed are: specifications, manufacture, sales, and post-sales.

SMART ACTIVITY

The SMART activity (Swift Market Analysis Response Teams) aims at analyzing customer´s inquiries and / or claims, trying to solve problems as soon as possible. Within the framework of this activity, representatives from Post-sales, Technical Administration, Customer Service and Legal area exchange information weekly in order to seek for integral solutions to the issues posed by customers.

CUSTOMERS CLAIMS SETTLEMENT - EDER

With the incorporation of new export destinations, our Customer Quality department maintains permanent contact with the new distributors to know their expectations and needs, to provide better assistance and to provide the maximum satisfaction of users.

ANNUAL CUSTOMER SERVICE CONVENTION

“WE REAFFIRM THAT THE COMMITMENT WITH OUR CUSTOMERS GOES BEYOND THE PURCHASE OF A VEHICLE. WE FEEL PROUD FOR THE TEAM OF PROFESSIONAL OF OUR DEALER NETWORK, WHO ENABLE US TO GUARANTEE A CUSTOMER SERVICE WITH EXCELLENCE.

Bernardo Fernández Paz, *Post-Sales and Customer Service Director.*

The Annual **Customer Service Convention** was held, where more than 200 people participated (collaborators, directors, and dealers) and 3 events were consolidated in one:

- **18th Customer Service Kaizen Marathon:** Cwith the aim to promote kaizen activities and reward those dealers that carried out

outstanding activities at post-sales area. The event featured the participation of the 4 best pre-selected candidates, chosen from 31 developed by the Dealer Network.

- **XXII Annual Conference of Customer Service:** officials, executives and our Dealer Network gathered to review the activities and post-sales activities result of the current year, as well as to share the vision and future plans.
- **Customer Service Skill National Convention:** technicians, service advisor, re-paint technicians, customer service responsible participated, that were chosen through 43 dealers of the network. Those contestants, demonstrated the learned skills through development courses that offers Toyota Argentina, related to customer service, product knowledge and damage solving. This convention is

intended to motivate and recognize the continuous efforts of our dealer network staff and it is of the utmost importance to Toyota Argentina and TMC to global level

➤ **Meet the winners at:**

TOYOTA MOBILITY STYLE - BEST IN TOWN

TOYOTA Mobility Style- Best in Town is a guide focused on improve management processes and customer service quality standards. This new style includes conventional sales also all business units of the value chain: Customer Service, Kinto, Toyota Plan, TCFA and secondhand. Each chapter and process are updated with the new expectation of the customer in its

experience with the brand, integrating, in an organic way, the physical experience with digital world.

The CRM allow us to know deeply our customers, focus on the interest of each one and offering solutions on their needs. Thus, the new Mobility Style promotes a guide that encourages to each dealer design their own procedure, always intending to improve the experience of our customers and the excellency in the operations at each sales point.



E-TOYOTA

E-Toyota is a digital experience, that enables customers, through the platform, to request a quote and reserve the vehicle they are looking for. Supported by our Dealer Network, we are following the tendency of searching information and completing transactions through Internet, offering a greater transparency of process, and shortening the purchase, delivery, and post-sales time.



More information

CLUB TOYOTA

WE KEEP STRENGTHEN THE BOND WITH OUR CUSTOMERS THROUGH OUR LOYALTY PROGRAM IN ORDER TO THOSE THAT HAVE A TOYOTA FEELS EVEN MORE PART OF THE BRAND.

Club Toyota is a membership offered to all our clients, which gives them the possibility of accessing exclusive experiences and personalized benefits, as well as earning and redeeming points for Toyota products and services.

Club Toyota covers all areas of Toyota Argentina, since anyone who owns a Toyota vehicle, is enrolled in Toyota Plan, or has purchased a Toyota Certified Used Vehicle

can join the Club and enjoy the benefits and experiences at no cost. Its purpose is to reinforce customer bond, offering them sense of belonging and an emotional connection with the brand. As of the end of 2022, the Club had over than 92.170 members, across the country who enjoy being a part of it.

- Preferential treatment at dealers network
- Benefits with related brands
- Access to unique experiences with Toyota
- Best events
- Exclusive information for the client
- Earn and redeem points
- Exclusive Promotions
- Post-sale service promotions



OUR COMMUNITIES

Material Aspect Partnership management with stakeholder
GRI content 3-3, 413-1

Our **Sustainability Policy** is the framework for the engagement and design of social, environment and governance (ESG) programs. It aims to contribute to the sustainable development of communities, fostering dialogue and based on four main axes of action:

ENVIRONMENT

EMPLOYMENT & EDUCATION

MOBILITY & INNOVATION

CORPORATE GOVERNANCE

We work collaboratively with the nearby communities where we operate, to understand and address their needs, implementing social investment programs based on these four axes¹.

Our focus is on the town of Zárate and all the towns near our industrial plant, such as Campana, Baradero, San Pedro and Escobar, among others. We implement joint action plans with all of them, following the following guidelines:

- • **Corporate Volunteering:** We develop volunteer activities, with the solidarity

¹ We carry out a biannual diagnosis of needs in the community of Zárate, where we also raise their expectations of the company. Due to the COVID-19 pandemic, the last diagnosis was carried out in 2019 and, among the most important aspects surveyed, the following stand out: insecurity, employment, street restoration and health.

commitment of our collaborator, in alliance with the SMATA and ASIMRA unions.

- **Donations and Contributions:** We promote the strengthening and support of public good institutions.
- **Multifactorial Alliances:** We work articulately with organizations of the civil society, public organisms, and companies on social development programs for the community

MEETING WITH NGOs

“WE BELIEVE THAT CREATING THESE SPACES HELPS US TO GET TO KNOW EACH OTHER BETTER AND ENCOURAGE COMMON WORK FOR THE GOOD OF THE SOCIETY. FOR THE COMPANIES, SOCIAL ORGANIZATIONS ARE THE EXECUTING ARMS OF THEIR PROGRAMS AND AT THE SAME TIME FACILITATE A DIRECT DIALOGUE WITH THE COMMUNITY, WHICH IS WHY WE SEEK TO PROMOTE THIS TYPE OF MEETING WITH CONTENTS OF INTEREST”.

Eduardo Kronberg, *Regional General Manager of Esg*

In 2022 we held a new meeting with social organizations from Zárate, Campana, Lima and Los Cardales. The objective was to foster relationships and provide management tools for a better development of the communities.

We are working on an integration activity, led by Toyota Institute’s training team.

There we address different axes: Health, Education, Food and Cooperativism. A total of organizations participated in this first activity with the accompaniment of the Secretariat of Social Action and Safety of the Municipality of Zárate.

ENVIRONMENT

Material Aspect Environmental awareness and responsible consumption
GRI content 3-3

One of the objectives of the **2050 Environmental Challenge** is to establish a future society harmony with nature, promote and carry out conversation activities, build collaborative and cooperative relationships with organizations involved in promoting biodiversity and voluntarily disclose environmental information, to contribute to the development of a sustainable and transparent society. Thus, we work under three pillars:

- **Connecting communities (Toyota Wave Green Project):** To preserve the native flora and fauna, we have a 21-hectare natural reserve open to the public found within the facilities of our Industrial Plant.
- **Connecting with the world (Toyota Today for Tomorrow Project):** We take part in different biodiversity conservation programs, providing support to different organizations that work in the conservation of species.

- **Connecting with the future (Toyota ESD Project):** We conduct different programs, with the aim of raising awareness and promoting environmental educations for boys and girls through workshops and recreational activities.



TOYOTA NATURAL RESERVE

The purpose of the Nature Reserve, located on the grounds of the Zárate Plant, is to conserve the native flora and fauna of the northeast of Buenos Aires, capture CO₂ emissions and receive visitors for educational and recreational purposes. This protected natural area contributes to improving the quality of air, water and soil and moderating the climate; it provides shelter and food for many plant and animals species native to the region. In its 21 hectares, it preserves samples of natural and cultural heritage, forming part of the biological corridor of the area, where three ecoregions converge: the Pampas Region, the Espinal Region, the Delta Region and the Parana Islands (grassland, wetland, marginal forest, and logging.) In this educational space, in addition to guided tours, we carry out releases of native species, afforestation and educational workshops.

During 2022, with the normalization of the presence visitors, we developed visits with relatives, Club Toyota, and institutions, once again achieving the number of visits expected for a year.

	31/12/2022	31/12/2021	31/12/2020
Visitantes que recorrieron nuestra Reserva Natural Toyota	2.604	324	461

ENVIRONMENT MONTH: SCHOOLS AND ORGANIZATIONS PLANTED TREES IN TOYOTA NATURAL RESERVE IN ZARATE

“EVERY YEAR WE CELEBRATE WORLD ENVIRONMENTAL DAY TO RAISE AWARENESS OF ENVIRONMENTAL ISSUES AND INSPIRE PEOPLE TO DO SOMETHING POSITIVE FOR OUR PLANET. AS A MOBILITY COMPANY, WE HAVE A RESPONSIBILITY TO FIND ANSWERS TO THE MOST URGENT CHALLENGES, WITH A CLEAR OBJECTIVE: TO BE SUSTAINABLE FROM AN ECONOMIC, SOCIAL AND ENVIRONMENTAL POINTS OF VIEW”.

Gustavo Salinas, *President.*

We celebrate Environment Month together with schools and NGOs in our Zárate Nature Reserve. The meeting was attending by more than 70 students and teachers from primary schools N°5 and N°14 in the city of Zárate, accompanied by Aves Argentina (Argentinean Bird), National Park Ciervo de los Pantanos (Deer of the swamps), and CelBA. Together with the CEO of Toyota Latin America and the Caribbean, Inoue Masahiro; president of Toyota Argentina Gustavo Salinas; and

company executives, the students planted 50 trees of native species.

As part of the activity, Aves Argentinas (Argentinean Birds) volunteers led a tour of the interior of the reserve to bring new generations to get closer to the species that live very close to them and understand the importance of biodiversity. Finally, an agreement was also signed with Aves Argentina’s that establishes that the Toyota Reserve joins the NGO ´s Private Reserve Network Program.

TLAC ECO AWARD PROGRAM

Together with TLAC ´s member subsidiaries, the third **TLAC Eco Award Program** was held. This program seeks to choose the environmental improvement that has generated the greatest positive impact in its

country, under the criteria of environmental impact, innovation, originality, and cost of implementation.

This edition was attended virtually by 18 countries, who contributed their environmental, social and governance improvements, which were evaluated by Toyota Argentina-Toyota Brazil committee. Among the 3 finalist countries, Ecuador, Guatemala and Chile, the latter was selected as Best Regional Kaizen. The improvement presented called “Cada litro cuenta” (Every liter count) consisted of eliminating the use of water used during body washing, implementing a dry-cleaning service using different environmentally friendly chemical products, which allowed to significantly reduce the environmental impact, maintaining the level and quality of the service.



ENVIRONMENTAL CONSERVATION

“PROGRAMA PATAGONIA” OF ARGENTINEAN BIRDS

We maintain a mutual collaboration alliance with the Asociación Aves Argentina’s (Argentinean Birds Association), a national organization member of Bird Life International, which has been protecting wild birds and nature for more than 100 years. Aligned with the **2050 Environmental Challenge**, we collaborate with the conservation of several endangered species, including the macá tobiano , a native bird of our country that is in critical danger of extinction and only inhabits the Argentine Patagonia. To investigate more about this species, we support scientists and volunteers of the project with lend of vehicles in the summer campaign as support.

Support with the Natural Reserve.	12 guided tours in the Reserve.	Updating and deepening of the Reserve's management plan.	2 bird censuses in the Reserve.
-----------------------------------	---------------------------------	--	---------------------------------

More information

“SWAMP PROJECT”

“ONE OF TOYOTA ‘S CORE COMMITMENTS IS TO CONTRIBUTE CREATING A SOCIETY IN HARMONY WITH THE NATURE. THE SWAMP PROJECT CONNECTS DIRECTLY TO THIS CHALLENGE, AND IT FILL US WITH HOPE TO KNOW THAT WHEN WORK, SCIENTIFIC KNOWLEDGE AND TECHNOLOGY COME TOGETHER, GREAT RESULTS CAN BE ACHIEVED”.

Carolina Llamedo, *Chief of Sustainability.*

We support the project promoted by the Centro de Investigaciones del Bosque Atlántico-CEIBA (Atlantic Forest Research Center-CEIBA), a non-profit civil association that seeks to conserve the southernmost population of the swamp deer (Blastocerus Dichotomus) in the world and the wetlands of the Paraná Delta that sustain it, trying to make this conservation process compatible with the regional socio-productive context. This project works on four complementary axes: scientific research, conservation management, environmental education, and dissemination.

We support and work with **Proyecto Pantano** (Swamp Project) to generate scientific information that allows the conservation of deer, while implementing communication strategies that make the species visible and valued. During 2022, we continued with the project by providing vehicles at every opportunity that fieldwork was carried out in the conservation area of the species.

We also carried out an awareness raising and fieldwork activity at the “El Oasis” property (near Zárate industrial plant) with 10 journalists. The activity allowed us to make a sighting of deer in the swamp and the awareness of the importance of the conservation of the species in the environment of the area, in our local community.

The Argentine program seeks to prevent the disappearance of the swamp deer on the islands of the lower Parana Delta and was the winner of the award “Toyota Environmental Activities Grant Program”¹.

¹ The macá tobiano (Podiceps Gallardoi) is a species of diver, which inhabits lakes and lagoons of the Patagonian plateaus above 700 meters during the reproductive period. During the Winter months, when a large part of the bodies of water in which it inhabits freezes, it crosses the Patagonian steppe and moves towards the Atlantic coast of the same province, in the estuaries of Santa Cruz, Coyle and Gallegos.

The 2-year environmental grant awarded to the Swamp Project contributed to:

- Real time satellite monitoring of the eleven deer of the swamp, obtaining vital information to plan the conservation of the species and contribute to the design of sustainable forestry practice in the Paraná Delta.
- The generation of educational material about the nature of the Delta and actions to take care of it, in which more than a half of the total enrollment of kindergartens and primary schools on the island of Buenos Aires and Entre Rios worked.



ACERCARSE PROGRAM

18 COMPANIES WORK TOGETHER FOR THE SUSTAINABLE DEVELOPMENT OF THE COMMUNITIES WHERE WE OPERATE. EVERY YEAR WE CARRY OUT ACTIVITIES WITH THE AIM OF BUILDING A COMMUNITY SPACE AIMED AT GENERATING SOCIAL VALUE, PROMOTING PUBLIC-PRIVATE ARTICULATION.

Since 2009, we have been part of this initiative together with other companies in Zárate to promote the development of local communities, with the technical support of the Campana-Zárate Interindustry Committee for Environmental Conservation, the General Inspection of schools and the Secretariat of Environment of both municipalities.

During 2022, the **La Basura Sirve (The Trush has Use)** program was implemented for the tenth consecutive year, which works on aspects of waste separation and recycling with students from schools in Zárate, Campana and Lima. 21 performances of an in-person circus play were performed in all schools in the program. 12 schools and a total of 4.647 children participated. After the presentations, workshops were held with the participation of 867 sixth grade students from different schools. In addition, we delivered school supplies kits for each of the 12 schools.

8 capsules were sent to primary schools in Campana, Zárate and Lima through primary school inspections. The issues addressed were nutrition and health, violence, circular economy, road safety, empathy, and values. The work that the students carried out using this material as a trigger was made available to all primary schools in Campana, Zárate and Lima, reaching 25.500 students.

EMPLOYABILITY MEETING FOR TECHNICAL SCHOOLS

We address issues related to employability, Access to the first job, how to present yourself in a job interview and writing a good resume, which reflects the strength of the applicant. Companies of the group selected a team of collaborators to share their first job work experience. Also, role-plays were performed, representing different types of interviewees. The meeting ended with a talk on addictions, by Gastón Pauls. A total of 8 technical secondary schools (EET1 and EET2, Campana; EET1, EET2, EET3 and EET4, Zárate; EET5, Lima and EET1, Exaltacion de la Cruz) with more than 420 participants

ACTIVITIES WITH THE WILDLIFE FOUNDATION

We signed a collaboration agreement, which included 2 talks that were given during the Month of the Environment

("The importance of the biodiversity" and "RESET to plastic: Time to change"), aimed at collaborators and dealers. In addition, as every year, we accompany them in the annual "Earth Hour" campaign, which aims to raise awareness about the climate crisis and the loss of biodiversity. We also contribute with the lends of vehicles, to support field activities carried out by the Foundation.



MOBILITY AND INNOVATION

Material Aspect Road safety awareness
GRI content 3-3

Our programs of road safety aim to promote the concept of safe driving and prevent traffic accidents. This is achieved directly through the coordinated participation of teenagers and their parents, and indirectly through its dissemination.

TOYOTA Y VOS PROGRAM

“IN THIS TRANSFORMATION THAT MOBILITY IMPLIES, THROUGH THIS CAMPAIGN WE SEEK TO RAISE AWARENESS AMONG THE YOUNGEST ABOUT THE IMPORTANCY OF RESPECTING THE ROAD SIGNS AND BEHAVING CORRECTLY ON PUBLIC ROADS. WITH THIS PROGRAMS WE HOPE THAT CHILDREN WILL BE THE AGENTS OF CHANGE AND TRANSMIT DRIVING GOOD PRACTICES TO THE WHOLE FAMILY”.

Eduardo Kronberg, *Regional Manager of ESG*

Since 2007 we have been carried out the road safety program **Toyota & Vos**. In 2022 the Program was restructured to target three specific audience: children, teenagers, and adults. Special and specific actions were organized for each group.

In its version for kids, the **Toyota & Vos Kids**

program reached more than 2.300 students at primary school through different activities and proposals. Were carried out 10 clinics of road safety in our community of Zárate, reaching more than 1.000 kids between 6 and 8 years old. Each clinic had several thematic with the participation of the Zárate Red Cross branch, Volunteer Firefighters, and city traffic agents. In addition, the children took an interactive tour in “mini-Hilux” and, through a play, learned about safety rules that pedestrians must adopt. .

Also, we received more than 500 kids in our test road located at Zárate plant, that came from primary school of our local community and guest of Club Toyota. Toyota & Vos Kids also was present at the different activities of the annual party for Toyota Argentina employees and their families, more than 300 kids participated and for the first time we had 8 dates of Turismo Carretera (TC) where we took our itinerant track for different cities of the whole country in which more than 750 kids participated.

Toyota & Vos Teens (Toyota & You Teens)

is the axis of the Program focused on teenagers that implemented a training in road safety in partnership with motorsport journalist and specialist Roberto Berazategui. In 2022, 900 teenagers participated in “TC 2000 Va a la escuela” (TC 2000 goes to school) talks.

IN 2022 WE TRAINED 9 COLLABORATORS

AS ROAD SAFETY INSTRUCTORS, WHO RECEIVED A THEORIC PRACTICAL TRAINING AND WERE CERTIFIED BY THE ARGENTINIAN INSTITUTE OF STANDARDIZATION AND CERTIFICATION (IRAM) TO CARRY OUT “TOYOTA Y VOS (TOYOTA AND YOU) ADULT” PROGRAM.



Finally, more than 100 teenagers between 17 to 23 years old participated in **Toyota & Vos Adultos (Toyota & You Adults)**. The program starts with an introductory talk with safe and defensive drive tools; then practical activities are carried out on board of Toyota vehicles where they experience real driving situations, breaking exercises, distractions, and slalom. In addition, they participated in a tire care workshop in charge of Bridgestone and in a first aid training with Red Cross. The training was carried out by employees certified as instructors by IRAM.

ACTIVITIES TOGETHER WITH RED CROSS

The Red Cross gave support in 12 clinics of Road Safety for adults in Toyota Argentina and 6 clinics for children of local community. In addition, it participated in the logistic of food deliver in the local community and 6 sessions of first aid were given at Zárate plant.

DREAM CAR ART CONTEST PROGRAM

Since 2004 Toyota Motor Corporation has developed the art contest **“El auto de tus sueños”** (The car of your dreams) that invites children under 16 years old, of around the world, to share their ideas about future mobility, to promote their interest on cars and the importance of having dreams.

Under the premise of “Toda gran idea nace con un sueño” (Every great idea born with a dream), we stimulate the creativity, and we challenge their imagination for the next generation of great inventors and dreamers.

The edition N° 11 was launched in September 2022 and involved different approaches and program implementation: our team of collaborators and its families, schools of our local community in Zárate and dealer network across the country.

In collaboration with local education inspection, we visited 35 schools of Zárate and we invited to participate in the Contest together with art and plastic teachers. Additionally, in partnership with our dealer network, the contest reached the entire country. Each dealer implemented the program in the best way that best suited to their local community. We also carried out, a communication campaign for our employees, and we set up a stand at Family Fest, that is held every year at “Parque de la Costa”, so our families could draw and participate in the contest.

More than 7 thousand drawings were presented across the country. The winners, at national, intercollegiate, and inter-employees’ level, were selected by a jury of art and design specialist, teachers, journalists, and executives.

At global level of the contest, the drawing of **Felipe Gutiérrez Caparroz** was the winner, among the 21 special mentions of “Best finalist”, category 1 (from 1 to 7 years old). Felipe is **Sergio Gutiérrez’s son**, a collaborator of Toyota Argentina and lives and is from Lujan city. His arts named: **"Camioneta Mundial" (Worldwide pick-up)** and the concept of the drawing refers to a worldwide pick-up that is driven by a robot. In its explanation, Felipe told us: “it has large engines in the back, in order to move very fast and carry people from all over the

world. Also, mentioned that football world cup inspired him to create this art.

In addition of this global recognition, Felipe already obtained the first place in category 1 and first place of category 1 at inter-employees’ level, both in national level of the contest.

Also, we took the program to different events such as Tecnópolis, during winter holidays, and First Automobile at Campana Exposition.

	31/12/2022	31/12/2021	31/12/2020
Dealers that sent drawings	23	36	39
Schools visited	35	45	28
Total of drawing received	7.022	8.724	4.241



More information



EDUCATION AND EMPLOYMENT

Material Aspect Employability: Technical education and employment

GRI content 3-3

We design programs together with national, provincial, regional, and local education authorities, which are then developed through different educational institutions in order to improve the employability of young people through education.

NEXO LABOR PROGRAM

We continue the program to improve the capacity of employability research of young people between the ages of 18 and 24 years in the city of Zárate, who have completed secondary education. This year, two new editions were carried out together with the Municipality of Zárate, that teachers provide reinforcement in mathematics and reading comprehension. From Toyota, our internal instructors provided workshops such as quality, ergonomics, safety & hygiene, and introduction to the world of work.

	31/12/2022	31/12/2021
Participants	83	67
Men	37	57
Women	46	10
Hours of class	35	35

QUALITY ASSISTANT COURSE FOR INDUSTRY

Through this program, we seek to promote the employability and accreditation of professional internships for students who wish

	31/12/2022	31/12/2021	31/12/2020
Participants	206	197	245
Men	153	154	205
Women	53	43	40
Hours of class	243	243	243
Quantity of schools	7	11	6

QUALITY ASSISTANT COURSE FOR INDUSTRY - TEACHERS

With the idea to sharing the material received by students with teacher from technical schools in the Province of Buenos Aires and maximizing knowledge in the classroom, the Quality Assistant Course for Industry Teachers was developed. This was divided into the modules of safety and hygiene, quality, labor relations and teacher management, provided by the Education area of the province. On this occasion, teachers from the SMATA union, who provide classes in the job training centers, joined. To close the activity, a visit to Zárate Plant took place.

to obtain the title of technician. It consists of 3 courses, taught by professors and collaborators of Toyota Argentina, on Quality, Safety and Hygiene and Labor Relations. They are recognized by the General Directorate of Culture and Education of the Province of Buenos Aires and accredit

the professionalizing practices of 7th year students at the technical schools: EEST1, EEST2, EEST3, EEST4, EEST5, Vanguardia School of Zárate City and EEST3 from Maquinista Savio.

	31/12/2022	31/12/2021
Participants	215	127
Hours of classes by participant	12	12



UNIVERSITY INTERSHIPS

We agreed on educational internship plans, complying with Law 26.427, where students develop skills for world of work and put into play the knowledge learned in the classroom. We generate agreements with different universities: Faculty of Economic Sciences, Engineering, Social Sciences and Law (UBA); UTN; ITBA; UNLU; Faculty of Economic Sciences and Engineering (UCA); UADE; Universidad Austral; University of Morón; etc.

	31/12/2022	31/12/2021	31/12/2020
Participants	90	88	37
Hours	1.800	1.920	705,62
Hours*Participants	162.000	168.960	26.108

EDUCATION ON WHEELS PROGRAM

In coordination with the National Institute of Technological Education (INET), the provincial governments and SMATA, the project seeks to contribute to the educational development of students from technical schools, focused on the automotive industry.

Its main objective is to provide tools and strengthen the learning process of technical schools, with a mechanical or automotive orientation, to make the technology developed by Toyota available to students and to improve the employment conditions of those who graduate. Since its inception, 47 non-rolling vehicles, 60 engines and 15 million pesos have been donated to finance educational projects in 14 provinces.

EDUCATE FOR CHANGE

“EDUCATE IS PROOF THAT COMPANIES WORK TOGETHER WITH THE COMMUNITY, THE PUBLIC SECTOR AND UNIONS TO TACKLE AND OVERCOME GREAT CHALLENGES. AT TOYOTA WE ARE CONVINCED THAT FORMAL WORK AND QUALITY WORK IS THE PATH TO THE FULL DEVELOPMENT OF PEOPLE AND THE COMMUNITY. EDUCATION IS THE MAIN TOOL WE HAVE ON THIS PATH AND THAT IS WHY WE ARE PROUD AND VERY GREATEFUL TO THESE STUDENTS WHO MADE THE COMMITMENT TO FINISH THEIR STUDIES. THE EFFORT THEY PUT IN ADDS VALUE TO OUR COMMUNITY AND MAKES US BETTER”.

Gustavo Salinas, *President*

Educate was born in 2018 with the aim of supporting young people who, for various reasons, were unable to continue with their studies. In its second edition, we awarded a scholarship to 23 young people who made the commitment to finish high school. In addition, we offered workshops to enhance their future employability. The pedagogical program was designed together with the Ministry of Culture and Education of the Province of Buenos Aires, it was implemented through the FINES Plan and the municipality provided the classrooms of the Popular University of Zárate (UPZ) for the teaching of the classes.

On the other hand, the SMATA Training Center offered trade workshops during the second semester. Among others, motorcycle mechanics and 3D printing, where the students themselves made the medals that were awarded at the event.

In addition, we hired a tutor specially dedicated to the pedagogical

accompaniment of young people. All of them, individually, were also sponsored by company employees who volunteered to motivate and help students during the school year.

PARTNERSHIP WITH GERMINARE FOUNDATION

As part of the partnership with Fundación Germinare (Germinate Foundation), we participate in the ***"Agents of Change" Program***, which proposes the inclusion of families in situations of social vulnerability through providing their children with a quality secondary education that facilitates their subsequent university education. The Foundation accompanies students and their families throughout the secondary school year.

Within the framework of the agreement between Toyota and **Fundación Germinare (Germinate Foundation)**, we contribute with educational scholarships for students from the community of Zárate.



LOCAL COMMUNITIES

Material Aspect Partnership management with stakeholders
GRI content 3-3

VISITOR CENTER

WE CONTINUE TO STRENGTHEN TIES WITH COMMUNITIES AND TRANSMITTING THE PHILOSOPHY AND TOYOTA PRODUCTION SYSTEM. MORE THAN 78.021 PEOPLE HAVE ALREADY VISITED THE TOYOTA VISITOR CENTER IN ZÁRATE.

The **Visitor Center**, inaugurated in March 2016, became a strategic space where we receive corporate, educational, governmental, press, dealer, and customer visits. In 2022, 16.494 people visited us, of which 55% were educational visits. As part of the 2050 Environmental Challenge, we have developed a new area dedicated to the presentation of electrified vehicles (hybrids, plug-in hybrids, electric and fuel cells). The main objective of this new space is to receive the different stakeholders and inform them about these new technologies. The presentation ends with a test drive on the track.

For guided visit to production plant, make the reservation spaces through our website: (click here): ↗

TPS (TOYOTA PRODUCTION SYSTEM) IN THE COMMUNITY

During 2022, we continued with the project that links the **Toyota Production System (TPS)** with civil society organizations. The proposal consists of transmitting our work philosophy, in addition to providing TPS tools to improve management and make their processes more efficient.

In 2022 we consolidated what we started the previous year, strengthening the philosophy of the TPS and improving the management of the 8 groups of the Favalaro Foundation with which we work: Debits, Pulmonology, Reduction of phlebitis rate, Reduction of pressure ulcer rate, Reduction of microorganism colonization rate, Improvement in nursing records, Improvement in patient identification and improvement in service satisfaction index.

In addition, we continue to work with good results in another health center: Dr. Pedro Mallo Naval Hospital, focused on the philosophy of TPS and the improvement of management through the following processes: operating room, doctors' offices, stretcher bearers and infirmary.

CORPORATE VOLUNTEERING

We develop volunteer actions in our nearby community, with the solidarity commitment of our collaborators in alliance with SMATA and ASIMRA.





COMPREHENSIVE FOOD ASSISTANCE PROGRAM WITH VOLUNTEERS

During the COVID-19 pandemic, the needs of our community increased significantly. The **Food Assistance Program with Volunteering** was implemented in 8 community kitchens of the Don Bosco Work, together with the Bishopric of Zárate-Campana and in a strategic alliance with our supplier Cookins.

In 2022 and until September of that same year, we delivered 16,725 Kg of fresh and dry food of high nutritional value. In total, 225.636 meals were delivered. At Christmas, 1.500 Christmas packs were donated, and 9.194 people benefited. The families with the products prepared their Christmas Eve dinners.

"AN EGG FOR EACH KID" PROGRAM

During 2022, the "An egg for every child" program was carried out, in which we made biweekly deliveries of eggs and legumes, together with the Solidarity Initiative Foundation (FIS) and the support of ASIMRA.

The initial reach was 120 children (in October 2019) and we reached 3.200, through 38 canteens, which do not have any government contribution. This year, 16 annual deliveries were made, with a quantity of 80.640 units of eggs and 20.625 kg of pulses

EVERYBODY AT SCHOOL PROGRAM

"THE WORK FOCUSED ON THE EDUCATION OF CHILDREN AND YOUNG PEOPLE IS, WITHOUT

A DOUBT, A COMMITMENT TO THE NEW GENERATIONS. THESE TYPES OF ACTIONS, WHERE COMPANIES AND THE UNION COME TOGETHER TO CONTRIBUTE TO THE STRENGTHENING OF EDUCATION IN OUR COMMUNITY, WILL CONTINUE TO BE PRIORITY OBJECTIVES IN THE AREA".

Eduardo Kronberg, *Regional Manager of ESG*

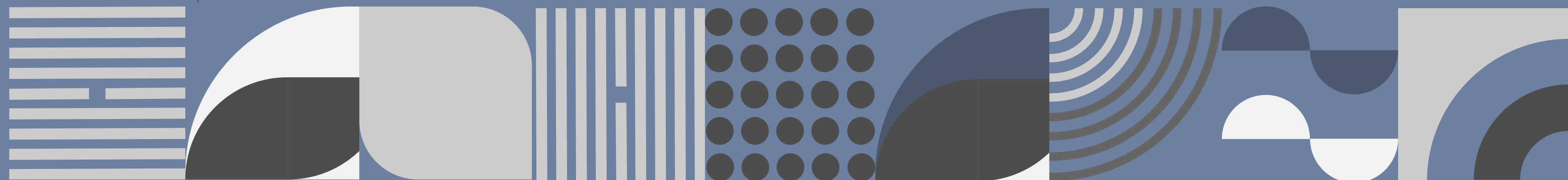
The **Todos al Cole (Everybody to school)** educational campaign is an initiative of our staff, in conjunction with the SMATA union and Honda Motor de Argentina. 6 kindergartens in Zárate, Campana and Lima were selected, which we visited bringing them, together with the volunteers, backpacks with school supplies.

CHRISTMAS FESTIVITIES

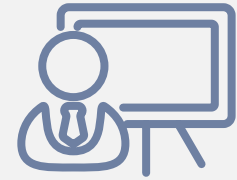
We resume the Christmas celebrations in our Visitor Center, with 500 children between 7 and 12 years old, from homes and clubs in peripheral areas of Zárate and Campana. They enjoyed a show for the whole family, a play full of humor, with characters who tell stories through acrobatics and juggling. They also shared a breakfast or snack with teachers and collaborators of the company, and culminated with the arrival of Santa Claus, who gave each child his or her gift. 100 children from the island area joined the celebrations, who enjoyed the play and breakfast, and Santa Claus also gave them his gift. .

4

GOVERNANCE ASPECTS



GOVERNANCE ASPECTS



100% of collaborators were communicated and trained on anti-corruption policies and procedures



Compliance Week



100% of the Board of Directors Informed about anti-corruption policies and procedures.



Code of Conduct for Suppliers, Dealers and Distributors.



100% of the questions and complaints received through the Ethic Channel were attended to and solved.



1.134 collaborators and 47 dealers have been trained by the PLAFT System



100% of operations evaluated based on corruption-related risks.



TASA Docs digital platform where the company's policies and procedures are uploaded.



100% Business Partners informed about anti-corruption policies and procedures.

CORPORATE GOVERNANCE

GRI content 2-15, 2-16, 2-17, 2-23

Hoshin kanri¹ is a work system adopted by Toyota around the world to guide leaders to direct their activities towards the company's strategic objectives, aligning the efforts of all people and overcoming the barriers of the different departments, to achieve great performance sustained over the time. At the same time, we use the **Plan-Do-Check-Action** method to make reports. In this way, problems, causes, countermeasures, and future actions are sorted and reported.

GOVERNANCE STRUCTURE

Material Aspect Diversity, Inclusion and Equal Opportunities

GRI content 2-9, 2-10, 2-11, 2-17, 405-1

The Board of Directors is made up of collaborators from Toyota Argentina and our headquarter company. The Board of Directors is made up of officers with proven experience and professional trajectory in the company, who are appointed by the **Shareholders' Meeting**, based on their skills and competencies.

Currently, it is composed of 6 members, 5 Principal Directors and 1 Deputy Director. On the other hand, the board of directors is nominated and elected by our shareholders, through a representative at the Ordinary General Meeting

¹ Strategic planning system to create an organization capable of achieving sustained high performance over the time.

BOARD OF DIRECTORS

NAME	EXECUTIVE POSITION	POSITION ON THE BOARD OF DIRECTORS	SENIORITY IN THE POSITION
Gustavo Salinas	President of Toyota Argentina	President	Aprill 2022
Yoshihisa Nagatani	Expatriate Vice-president	Principal Director	January 2021
Mariano Barriola	Regional Quality Director	Principal Director	July 2016
Masahiro Inoue	Has no executive position in Toyota Argentina	Principal Director	June 2015
Fabiola Zandalazini	Regional Director of Accounting and Finance	Principal Director	December 2021
Rafael Chang Miyasaki	Has no executive position in Toyota Argentina	Deputy Director	January 2020

Board of Director composition as of 31 March 2023.

83% Men – 17% Women

100% 50 years old and more.

50% Argentinean – 50% Foreign

MANAGEMENT

Composition of Management as of 31 March 2023.

92% Men – 8% Women

77% 50 years old and more – 23% Between 30 and 49 years old

85% Argentinean – 15% Foreign

➤

More information

MANAGEMENT

NAME	EXECUTIVE POSITION
Gustavo Salinas	President of Toyota Argentina S.A. and Regional Commercial Director
Mariano Barriola	Regional Quality Director
Daniel Valeggia	Plant Director
Fabiola Zandalazini	Regional Director of Finance
Edgard Mihailovitch	Regional Director Corporate Governance and Compliance
Leandro Lanfranco	Director of Human Resources
Ezequiel Vallejos Meana	Director of Government Affairs
Bernardo Fernández Paz	Director of Accessory, Conversion & PPO Regional
Diego Prado	Director of Communication
Ignacio Limpenny	Commercial Director
Hiroshi Yonenaga	Regional Direct of TSMD
Naohisa Takeichi	Regional Director of IT
Federico Bosch	Director of Purchasing

DECISION MAKING

Material Aspects Ethics & Anti-Corruption, Risk Management & Regulation Compliance

GRI content 2-15, 2-16, 2-23, 3-3

At Toyota Argentina, decisions are taken and made effective after exhaustively considering and analyzing the risks, contingencies, and available safeguarding methods. All relevant issues, emanating from the different meetings, are submitted to the Executive Committee and the Board of Directors for discussion and approval. In this way, effective communication and internal processing of decisions is achieved.

The Corporate Governance and Compliance division is responsible for reinforcing the decision-making framework

and coordinating this process, paying special attention to the expectations of all stakeholders. It also promotes the cooperation of the different business units and contributes to communication from region to region and from region to TMC. In this way, it promotes the improvement of the company's compliance systems, to maintain the integrity of Toyota Argentina as its highest cause, thus contributing to its sustainable growth.



BOARD OF DIRECTORS	MEETINGS
Audit & Compliance Committee Crisis Committee Ethics Committee	Board of Directors Meetings (BOD). Meetings of the Board of Directors for strategic decision-making, in accordance with the guidelines of the headquarter.
	Key Meetings (KM). Key meeting held periodically in each division, with cross-participation of members from other divisions.
	Toyota Argentina Operational Meeting (TOM). Monthly operational meetings, in which authorities of Toyota Argentina and Toyota Motor Corporation, General Managers, Directors and the President of the company participate. Other relevant issues (which are not discussed in these meetings) are raised to Top Management and the Board of Directors.
	Weekly Production Meeting. The production sector is the largest in the company and holds a weekly production meeting, in which all Production Managers and all support areas participate.

CRISIS COMMITTEE

Material Aspects Ethics & Anti-Corruption, Risk Management & Regulation Compliance

GRI content 2-15, 2-16, 2-23, 3-3

It is made up of members of the Board of Directors and the areas of Legal, Compliance, Government Relations, and Human Resources, and those responsible for the areas involved in the subject for which the Committee was convened. Their role is to analyze and outline countermeasures in the event of an unusual event, which could affect both the local community and collaborators. The critical concerns of the divisions are communicated to the governing body according to their criticality, through different channels, such as Board meetings, Crisis Committee meetings and periodic operational meetings, in which the company's Senior Management participates. In 2022, no incidents were reported to the Committee.

AUDIT AND COMPLIANCE COMMITTEE

Material Aspects Ethics & Anti-Corruption, Risk Management & Regulation Compliance

GRI content 2-15, 2-16, 2-23, 3-3, 205-1

100% OF THE OPERATIONS WERE EVALUATED BASED ON CORRUPTION -RELATED RISK¹.

¹ We evaluated 100% of our operations, and in them we determined that there is a risk related to corruption

It is made up of senior management and representatives of the main risk areas. It meets quarterly and discusses current regulatory compliance issues, the finding detected in the execution of internal audits, their possible countermeasure, and the action plans to which each area is committed.

Through the local implementation of **Toyota Global Risk Management Standards (TGRS)** program, Senior Management, together with the help of the Compliance area, identifies and evaluates the main risks that could negatively affect the fulfillment of corporative objectives, and promotes the corresponding action plans, to mitigate them.

During the reporting period, the risk management system was strengthened through the publication and dissemination of the **Risk Management Policy**, which aligned with the global standards of our headquarter and based on the TGRS program. Also, the risk management structure was reinforced, training the responsible person from different areas of the company, who identified and evaluated the risks of their own operations and reported them to the Corporate Governance and Compliance area, which then integrated them into the company's Risk Matrix.

ETHICS AND INTEGRITY

Material Aspects Ethics & Anti-Corruption, Risk Management & Regulation Compliance
GRI content 2-23, 3-3

The **Toyota Way**, which describes the values and methods shared by Toyota´s global organization the **Toyota Principles Guide** and the **Toyota Argentina Code of Conduct** are important tools in conducting our daily business operations to achieve **Toyota's Guiding Principles**.

TOYOTA GUIDING PRINCIPLES				
Good Corporate Governance	Toyota Way	Global Vision of Toyota	Toyota Argentina Code of Coduct	Human Rights Policy
		Global Master Plan (long/medium-term management plan)		
		Company´s Hoshin Each area´s Hoshin		
		Daily comercial operations		

CODE OF CONDUCT

Material Aspects Ethics & Anti-Corruption, Risk Management & Regulation Compliance
GRI content 2-23, 2-24, 2-25, 2-26, 2-27, 3-3, 205-2

Through the dissemination of our **Code of Conduct**, we promote the highest ethical standards and integrity, and strict

compliance with laws and regulations among collaborators, suppliers, distributors, dealers, and all stakeholders.

100% OF BOARD MEMBERS, COLLABORATORS AND MAIN SUPPLIERS WERE INFORMED OF ANTI-CORRUPTION POLICIES AND PROCEDURES

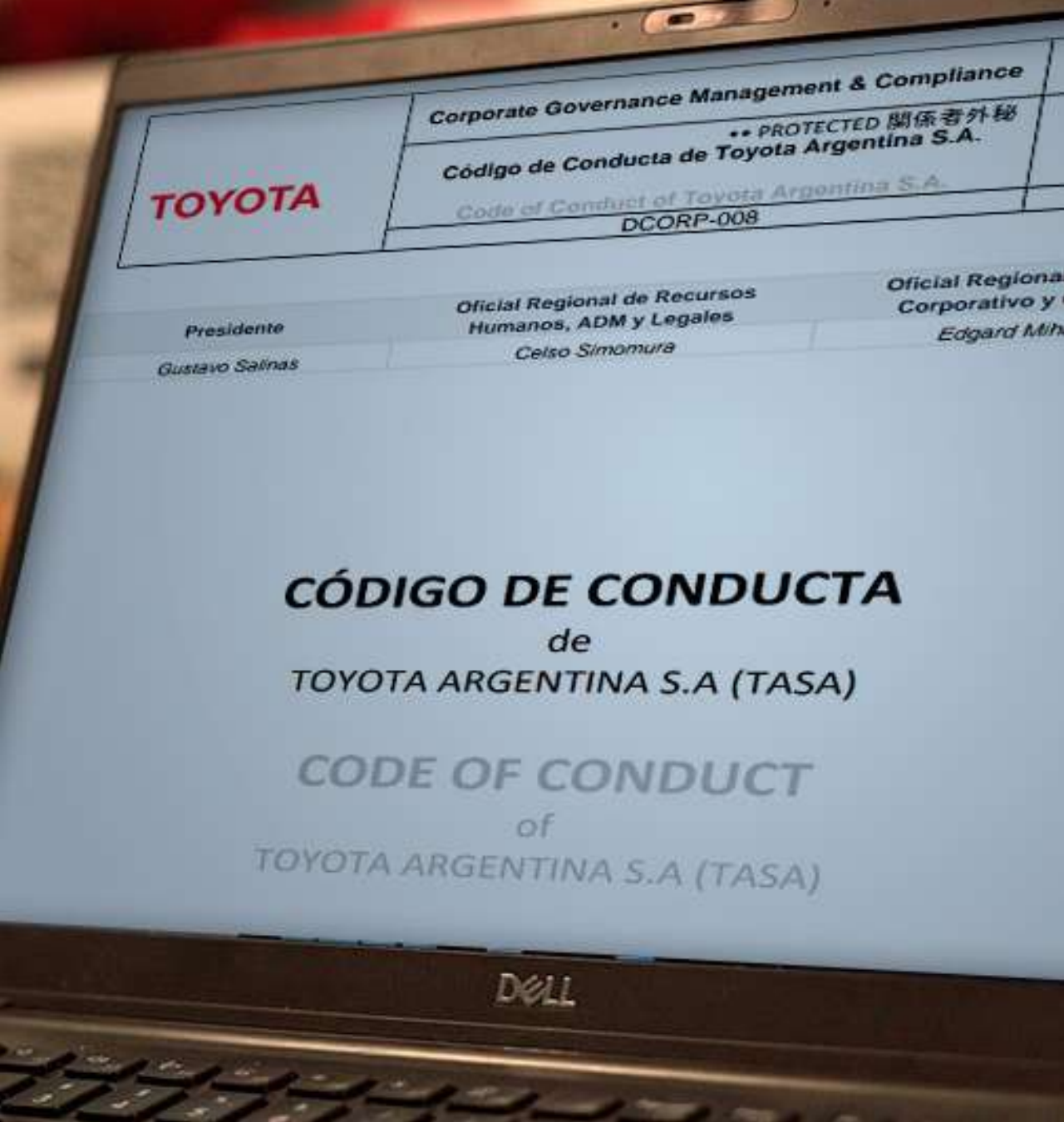
The **Code of Conduct** creates and establishes general rules that prevent misconduct by promoting appropriate and dignified behavior by all the company's collaborators. The Compliance area is responsible for ensuring compliance together with the human resources area, training the entire team of collaborators during the induction course, so that they assume the commitment to strict compliance. On the other hand, the Anti-Corruption Policy is reported to top management and collaborators through the Tone of the Top and constant training.

For the sixth consecutive year, we held **Compliance Week**, where the basic concepts of the Code of Conduct were reinforced through communications, talks and videos to the different sectors of the company, reaching 100% of the collaborators .

As in previous years, the Compliance Week was held regionally and was attended by TLAC executives, and a message from the CEO of the region, Masahiro Inoue, and the presidents of Toyota Argentina and Toyota do Brazil.

As part of the joint work with the ESG area, Dealer Development and Legal area, the compliance area participates in the

➤ More information about the Code of Conduct at



meetings of the **Sustainability Development Program for Dealers** from which we share our practices and processes on topics such as Code of Conduct, Claim Channel, Anti-Bribery Policy, and database legislation. Additionally, he participates in the monthly meeting of the Purchasing area with various suppliers, who were introduced to topics such as Code of Conduct, Claim Channels, among others

➤ More information about the Code of Conduct for suppliers and Dealers at:

ETHICS CHANNEL

Material Aspects Ethics & Anti-Corruption, Risk Management & Regulatory Compliance, Automotive Safety & Quality

GRI content 2-25, 2-26, 2-27, 3-3, 205-3, 206-1, 416-2, 418-1

It allows anyone, including our collaborators, suppliers, and/or dealers, to communicate or report whistleblowing. It is managed by a third-party provider, which guarantees anonymity in all complaints received. All collaborators receive training on the operation of these channels upon entry. Likewise, the Compliance area collaborates with the constant and periodic promotion of complaints channels, to continue bringing them closer to all collaborators and to the main suppliers and dealers. The Ethics Committee, made up of the areas of Legal

Affairs, Internal Audit, Compliance and Human Resources, analyzes each formulation received through the Ethics Channel.

Free Phone Line: 0800-888-1880

Web: www.canaltoyota.kpmg.com.ar

E-mail: canaltoyota@kpmg.com.ar

Personal Interview Request at: 0800-888-1880

HUMAN RIGHTS

Material Aspects Human Rights, Risk Management and Regulatory Compliance

GRI content 2-23, 2-24, 2-25, 2-27, 3-3, 406-1, 407-1, 408-1, 409-1

We have a **Human Rights Policy**, developed by Toyota for all its branches, which expresses our commitment to protecting Human Rights, aligned with international standards.

It applies to all executives and collaborators. In turn, we expect our business partners, including our suppliers, to understand and agree with it and work to ensure that it is adhered to in their business operations. To this end, we continuously establish and implement a human rights due diligence system and, if we find that we are causing or contributing to an adverse impact, we immediately implement corrective measures. In turn, to ensure that this policy is incorporated into our internal operations and communicated to our stakeholders, we provide appropriate education and training to all our executives and collaborators, and we work with our business partners to understand what our expectations are in relation to it.

Based on the different prevention and risk assessment actions, we do not identify conflicts where freedom of association and the right to benefit from collective agreements may be infringed or threatened. Nor did we register significant risks of cases of child exploitation, episodes of forced labor, complaints of discrimination, or other concepts related to non-compliance with human rights.

	31/12/2022	31/12/2021	31/12/2020
Total number of complaints received¹	52	34	73
Unproven facts	47	28	17
Proven Facts	5	6	56
Firing	-	1	1
Corrective action and improvement of internal control	5	5	55
Complaints dealt with and resolved	100%	100%	100%
Cases of corruption complaint/confirmed, and actions taken	-	-	-

¹ During the reporting period, we had no legal action with respect to unfair competition and violations of applicable antitrust and antitrust laws, as well as non-compliance cases related to the health and safety impacts of product and service categories, substantiated complaints regarding violations of customer privacy and loss of customer data, or any cases of non-compliance of the laws and regulations in force.

Aspects covered by our Human Rights Policy:

1. Commitment to “respect for human rights”
2. Scope of the responsibility
3. Human rights due diligence
4. Repair
5. Education and Training
6. Monitoring and dissemination
7. Consult with stakeholders.



ANTI-BRIBERY POLICY

Material Aspects Ethics & Anti-Corruption, Risk Management & Regulatory Compliance

GRI content 2-23, 2-27, 3-3

Our **Anti-Bribery Policy** includes the guidelines established in the Code of Conduct and translates them into basic behaviors that all our collaborators are expected to comply with, and all those who intend to do business with Toyota Argentina (including suppliers, distributors, and dealers).

It expresses the repudiation of those practices in which, through bribery or other improper and/or unfair measures, any employee seeks a benefit for himself or for our company. At the same time, it is established that no collaborator promises and/or delivers gifts, either directly or through the interposition of third parties, with the purpose of obtaining or retaining a business and/or a comparative advantage for TMC, Toyota Argentina and/or any company of the group, whether public employee or not, with the intention of influencing the actions to obtain any of the aforementioned objectives.

It also contains a chapter that expressly stipulates participation in meetings with public officials and/or authorities. Prior to any non-routine meeting with a public official, Toyota Argentina collaborators and/or representatives attending the meeting must obtain prior approval from the head of their department and give written notice to the company's Government Affairs sector.

PLAFT SYSTEM

From the Prevention of Money Laundering and Financing of Terrorism (PLAFT) area, we work on the development and implementation of the **System for the Prevention of Money Laundering and Financing of Terrorism**, to comply with the requirements established by the Financial Information Unit (UIF). The tools that make up our PLAFT system are:

- PLAFT Policy Manual
- PLAFT Procedures Manual
- Risk Matrix
- Continuous training of all collaborators

During the reporting period, online training was given to the entire dealer network, in which 42 official dealers and the 5 Hino

dealers participated, which we already incorporated into the same circuit as soon as they began operating under the orbit of Toyota Argentina. In addition, we trained 1.134 employees via e-learning, which correspond to non-productive personnel from Toyota Argentina, TPA and Lexus, at all levels (managers and staff).

In October 2022, we had a request for information from the UIF, specific to obliged

subjects dedicated to the purchase and sale of automobiles and others, which we responded to in a timely manner, without observations from the agency.

Within the framework of regionalization, we actively collaborate with PLAFT of Toyota do Brazil (TDB), to share good practices and improve control processes in this area in both countries



GRI & SASB CONTENT INDEX

Usage declaration: Toyota Argentina has prepared the report in accordance with the GRI Standards for the period corresponding to economic contents (period 01/04/2022 – 31/03/2023) and environmental and social content (period 01/01/2022 – 31/12/2022).

GRI 1 used: GRI 1: 2021 basis

GRI STANDARD / OTHER SOURCES	CONTENTS	LOCATION	EXTERNAL VERIFICATION	OMISSION		2030 AGENDA		
				REQUIREMENTS OMISSION	REASON	EXPLANATION	ODS	GOAL
GENERAL CONTENTS								
GRI 2: 2021 GENERAL CONTENTS	1. The organization and its reporting practices							
	2-1 Organizational details	9	-	-	-	-	-	-
	2-2 Entities included in the presentation of sustainability reports	4	-	-	-	-	-	-
	2-3 Report period, frequency, and contact point	4	-	-	-	-	-	-
	2-4 Update of the information	20	-	-	-	-	-	-
	2-5 External verification	4	-	-	-	-	-	-
	2. Activities and employees							
	2-6 Activities, value chain and other commercial relations	9, 10, 64	-	-	-	-	-	-
	2-7 Employees	50	✓	-	-	-	8 – 10	8.5 – 10.3
	2-8 Non-employee workers	50	-	-	-	-	8	8.5
	3. Governance							
	2-9 Governance structure and composition	87	-	-	-	-	5 – 16	5.5 – 16.7
	2-10 Designation and selection of the highest governing body	87	-	-	-	-	5 – 16	5.5 – 16.7
	2-11 President of the highest governance body	87	-	-	-	-	16	16.6
	2-12 Role of the highest governing body in overseeing impact managements	20	-	-	-	-	16	16.7
	2-13 Delegation of impact managements responsibility	20	-	-	-	-	-	-
	2-14 Role of the highest governing body for sustainability report presentations	20	-	-	-	-	-	-
	2-15 Conflict of interest	87, 88	-	-	-	-	16	16.6
	2-16 Communication of critical concerns	87, 88	-	-	-	-	-	-
	2-17 Collective knowledge of the highest governing body	87	-	-	-	-	-	-
	2-18 Performance evaluation of the highest governing body	58	-	-	-	-	-	-
	2-19 Remuneration policies	55	-	-	-	-	-	-
	2-20 Process for determining the remuneration	55	-	-	-	-	-	-
	2-21 Total annual compensation ratio	-	-	2-21	Confidentiality restrictions	Confidential information for security reasons	-	-
	4. Strategy, policy and practices							
	2-22 Statement regarding sustainable development strategy	3	-	-	-	-	-	-
	2-23 Commitment and policies	7, 8, 87, 88, 89, 90, 91	-	-	-	-	16	16.3
	2-24 Incorporation of commitments and policies	89, 90	-	-	-	-	-	-
	2-25 Processes to mend the negative impacts	20, 89, 90	-	-	-	-	-	-
	2-26 Mechanisms for seeking advice and raising concerns	89, 90	-	-	-	-	16	16.3
	2-27 Compliance with laws and regulations	10, 30, 31, 34, 89, 90, 91	-	-	-	-	-	-
	2-28 Affiliation with associations	25	-	-	-	-	-	-
	5. Stakeholder´s group engagement							
	2-29 Stakeholder engagement approach	24	-	-	-	-	-	-
	2-30 Collective bargaining agreements	55	✓	-	-	-	8	8.8

GRI STANDARD / OTHER SOURCES	CONTENTS	LOCATION	EXTERNAL VERIFICATION	OMISSION			2030 AGENDA	
				REQUIREMENTS OMISSION	REASON	EXPLANATION	ODS	GOAL
MATERIAL TOPICS								
GRI 3: TEMAS MATERIALES 2021	3-1 Proceso de determinación de los temas materiales	20	-	-	-	-	-	-
	3-2 Lista de temas materiales	20	-	-	-	-	-	-
Bienestar laboral: salud, seguridad, calidad de vida y clima laboral								
GRI 3: 2021 MATERIAL TOPICS	3-3 Management of material topics	59, 60, 64, 67	-	-	-	-	-	-
GRI 403: HEALTH AND SAFETY AT WORK 2018	403-1 Occupational health and safety management system	60	-	-	-	-	8	8.8
	403-2 Hazard identification, risks assessments and incident investigation	60	-	-	-	-	8	8.8
	403-3 Occupational health services	60	-	-	-	-	8	8.8
	403-4 Worker participation, consultation and communication on health and safety at work	60	-	-	-	-	8 – 16	8.8 – 16.7
	403-5 Training of workers on health and safety at work	60	-	-	-	-	8	8.8
	403-6 Promotion of worker´s health	60	-	-	-	-	3	3.2 – 3.5 – 3.7 – 3.8
	403-7 Prevention and mitigation of impacts on the health and safety of workers directly linked to business relationships	60, 64, 67	-	-	-	-	8	8.8
	403-8 Occupational health and safety management system coverage	60	✓	-	-	-	8	8.8
	403-9 Work accident injuries	60	✓	-	-	-	3 – 8 – 16	3.6 – 3.9 – 8.8 – 16.1
	403-10 Occupational diseases and illness	60	-	-	-	-	3 – 8 – 16	3.3 – 3.4 – 3.9 – 8.8 – 16.1
Safety and automotive quality								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	8, 9, 10, 18, 64, 67, 71, 90	-	-	-	-	-	-
GRI 416: HEALTH AND SAFETY OF THE CUSTOMERS 2016	416-1 Assessment of the health and safety impacts of products or services categories	8, 9, 67, 71	-	-	-	-	-	-
	416-2 Cases of non-compliance related to the impacts on health and safety of the categories of products and services	90	-	-	-	-	16	16.3
SASB- PRODUCT SAFETY	TR-AU-250a.1 Percentage of vehicle models rated by NCAP with an overall 5-star safety rating, by region	10	-	-	-	-	-	-
	TR-AU-250a. (1) Number of safety – related defect complaints, (2) percentage investigated	10	-	-	-	-	-	-
	Numbers of vehicules recalled	10	-	-	-	-	-	-
Customer service, complaint and claim resolution								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	71	-	-	-	-	-	-
OWN INDICATOR	Customer satisfaction survey	71	-	-	-	-	-	-
Ethics and anti-corruption								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	88, 89, 90, 91	-	-	-	-	-	-
GRI 205: ANTICORRUPTION 2016	205-1 Operations evaluated according of the risks related with corruption	88	-	-	-	-	16	16.5
	205-2 Communication and training about policies and anti-corruption procedures	89	-	-	-	-	16	16.5
	205-3 Confirmed cases of corruption and measures taken	90	✓	-	-	-	16	16.5
GRI 206:UNFAIR COMPETITION 2016	206-1 Legal actions related to unfair competition and monopolistic and anti-competitive practices	90	-	-	-	-	16	16.3

GRI STANDARD / OTHER SOURCES	CONTENTS	LOCATION	EXTERNAL VERIFICATION	OMISSION			2030 AGENDA	
				REQUIREMENTS OMISSION	REASON	EXPLANATION	ODS	GOAL
MATERIAL TOPICS								
Carbon neutrality: energy efficiency & renewable energy usage								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	10, 13, 30, 31, 34, 35	-	-	-	-	-	-
GRI 201: ECONOMIC PERFORMANCE 2016	201-2 Financial implications and other risks and opportunities arising from climate change	13	-	-	-	-	13	13.1
GRI 302: ENERGY 2016	302-1 Energy consumption within the organization	35	✓	-	-	-	7 – 8 – 12 – 13	7.2 – 7.3 – 8.4 – 12.2 – 13.1
	302-2 Energy consumption outside the organization	-	-	302-2	Information not available	We do not have the requested information. We are working to include it in future reports.	7 – 8 – 12 – 13	7.2 – 7.3 – 8.4 – 12.2 – 13.1
	302-3 Energy intensity	34, 35	✓	-	-	-	7 – 8 – 12 – 13	7.3 – 8.4 – 12.2 – 13.1
	302-4 Reduction of energy consumption	35	-	-	-	-	7 – 8 – 12 – 13	7.3 – 8.4 – 12.2 – 13.1
	302-5 Reduction of the energy requirements of products and services	35	-	-	-	-	7 – 8 – 12 – 13	7.3 – 8.4 – 12.2 – 13.1
GRI 305: EMISSIONS 2016	305-1 Direct emissions of GHG (scope 1)	35	✓	-	-	-	3 – 12 – 13 – 14 – 15	3.9 – 12.4 – 13.1 – 14.3 – 15.2
	305-2 Indirect emissions of GHG when generating energy (scope 2)	35	✓	-	-	-	3 – 12 – 13 – 14 – 15	3.9 – 12.4 – 13.1 – 14.3 – 15.2
	305-3 Other indirect emissions of GHG (scope 3)	35	✓	-	-	-	3 – 12 – 13 – 14 – 15	3.9 – 12.4 – 13.1 – 14.3 – 15.2
	305-4 Intensity of GHG emissions	35	✓	-	-	-	13 – 14 – 15	13.1 – 14.3 – 15.2
	305-5 Reduction of GHG emissions	35	-	-	-	-	13 – 14 – 15	13.1 – 14.3 – 15.2
SASB- FUEL ECONOMY & USE-PHASE EMISSIONS	TR-AU-410a.1 Sales - weighted average passenger fleet fuel economy, by region	-	-	TR-AU-410a.1	Information not available	We do not have the requested information. We are working to include it in future reports.	-	-
	TR-AU-410a.2 Number of (1) zero-emission vehicles (ZEVs), (2) hybrid vehicles, and (3) plug-in hybrid vehicles sold	10	-	-	-	-	-	-
	TR-AU-410a.3 Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities	13	-	-	-	-	-	-
Employability: technical education and employment								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	81	-	-	-	-	-	-
OWN INDICATOR	Initiatives that promotes the technical education and employment	81	-	-	-	-	-	-
Risk management and compliance								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	10, 15, 30, 31, 41, 64, 71, 88, 89, 90, 91	-	-	-	-	-	-
GRI 418: CUSTOMER PRIVACY 2016	418-1 Substantiated claims related to customer privacy breaches and customer data loss	71, 90	-	-	-	-	16	16.3 – 16.10
SASB- MATERIAL SOURCING	TR-AU-440a.1 Description of the management of risks associated with the use of critical materials	41	-	-	-	-	-	-



GRI STANDARD / OTHER SOURCES	CONTENTS	LOCATION	EXTERNAL VERIFICATION	OMISSION			2030 AGENDA	
				REQUIREMENTS OMISSION	REASON	EXPLANATION	ODS	GOAL
MATERIAL TOPICS								
Environmental impact: air & water quality								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	30, 31, 34, 35, 40	-	-	-	-	-	-
GRI 303: WATER AND EFFLUENTS 2018	303-1 Interaction with water as a shared resource	40	-	-	-	-	6 - 12	6.3 - 6.4 - 12.4
	303-2 Management of impacts related to water discharges	40	-	-	-	-	6	6.3
	303-3 Water extraction	40	✓	303-3-c	Information not available	The breakdown of water discharged into the categories of fresh water and other water is not included because there is not enough information to respond to this requirement.	6	6.4
	303-4 Water spill	40	✓	303-4-b	Information not available	The breakdown of water discharged into the categories of fresh water and other water is not included because there is not enough information to respond to this requirement.	6	6.3
	303-5 Water consumption	40	✓	-	-	-	6	6.4
GRI 305: EMISSIONS 2016	305-6 Emission of ozone depleting substances	35	-	-	-	-	3 - 12	3.9 - 12.4
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air pollutants	35	-	-	-	-	3 - 12 - 14 - 15	3.9 - 12.4 - 14.3 - 15.2
Employment (talent attraction & retention) training and professional development								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	50, 55, 57, 58	-	-	-	-	-	-
GRI 401: EMPLOYMENT 2016	401-1 New hires of employees and turnover of staff	50	✓	-	-	-	5 - 8 - 10	5.1 - 8.5 - 8.6 - 10.3
	401-2 Benefits for full-time employees not provided to part-time or temporary employees	55	-	-	-	-	2 - 5 - 8	3.2 - 5.4 - 8.5
	401-3 Parental leave	55	-	-	-	-	5 - 8	5.1 - 5.4 - 8.5
GRI 404: TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee	57	✓	-	-	-	4 - 8 - 10	4.3 - 4.4 - 4.5 - 5.1 - 8.2 - 8.5 - 10.3
	404-2 Programs to improve the skills of employees and programs to help during the transition	57	-	-	-	-	8	8.2 - 8.5
	404-3 Percentage of employees receiving periodic performance and career development reviews	58	-	-	-	-	5 - 8 - 10	5.1 - 8.5 - 10.3

GRI STANDARD / OTHER SOURCES	CONTENTS	LOCATION	EXTERNAL VERIFICATION	OMISSION			2030 AGENDA	
				REQUIREMENTS OMISSION	REASON	EXPLANATION	ODS	GOAL
MATERIAL TOPICS								
Human rights								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	90	-	-	-	-	-	-
GRI 406: NON DISCRIMINATION 2016	406-1 Discrimination cases and corrective actions taken	90	✓	-	-	-	5 - 8	5.1 - 8.8
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	407-1 Operations and suppliers where the right to freedom of association and collec- tive bargaining may be at risk	90	-	-	-	-	8	8.8
GRI 408: CHILD LABOR 2016	408-1 Operations and suppliers with a significant risk of child labor cases	90	-	-	-	-	5 - 8 - 16	5.2 - 8.7 - 16.2
GRI 409: FORCED LABOR 2016	409-1 Operations and suppliers with a significant risk of forced labor	90	-	-	-	-	5 - 8	5.2 - 8.7
GRI 410: PRACTICES REGARDING SAFETY MATTERS 2016	410-1 Security personnel trained in human rights policies or procedures	100% of the private se- curity personnel work- ing at TASA receive the referenced training, because it is man- dated by law. Private security companies are required to comply with the training by law. And at TASA and Lexus, compliance is ensured.	-	-	-	-	16	16.1

GRI STANDARD / OTHER SOURCES	CONTENTS	LOCATION	EXTERNAL VERIFICATION	OMISSION		2030 AGENDA		
				REQUIREMENTS OMISSION	REASON	EXPLANATION	ODS	GOAL
MATERIAL TOPICS								
Diversity, inclusion and equal opportunities								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	50, 55, 87	-	-	-	-	-	-
GRI 405: DIVERSITY AND EQUAL OPPORTUNITIES 2016	405-1 Diversity in bodies of governance and employees	50, 87	✓	-	-	-	5 - 8	5.1 - 5.5 - 8.5
	405-2 Ratio of basic salary and remuneration of women versus men	55	-	-	-	-	5 - 8 - 10	5.1 - 8.5 - 10.3
Value chain development (suppliers & dealers)								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	64, 67	-	-	-	-	-	-
GRI 308: ENVIRONMENTAL EVALUATION OF SUPPLIERS 2016	308-1 New suppliers that have passed evaluation and selection filters in accordance with the environmental criteria	There were no new suppliers.	-	-	-	-	-	-
	308-2 Negative environmental impacts in the supply chain and measures taken	Environmental assessments are not conducted on suppliers	-	-	-	-	-	-
GRI 414: SOCIAL EVALUATION OF SUPPLIERS 2016	414-1 New suppliers that have passed selection filters according to social criteria	There were no new suppliers.	-	-	-	-	5 - 8 - 16	5.2 - 8.8 - 16.1
	414-2 Negative social impacts in the supply chain and measures taken	Social assessments are not conducted on suppliers	-	-	-	-	5 - 8 - 16	5.2 - 8.8 - 16.1
Investment and economic performance								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	9, 10, 15, 34, 64	-	-	-	-	-	-
GRI 201: ECONOMIC PERFORMANCE 2016*	201-1 Generated and distributed direct economic value	15	✓	-	-	-	8 - 9	8.1 - 8.2 - 9.1 - 9.4 - 9.5
	201-4 Financial assistance received from the government	15	-	-	-	-	-	-
GRI 204: PRACTICES OF SUPPLY 2016	204-1 Proportion of spending on local suppliers	64	-	-	-	-	8	8.3
SASB- ACTIVITY PARAMETER	TR-AU-000.A Number of vehicles produced	15	-	-	-	-	-	-
	TR-AU-000.B Number of vehicles sold	10, 15	-	-	-	-	-	-
Sustainable and inclusive mobility/ Mobility of the future								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	8, 9, 10, 13	-	-	-	-	-	-
OWN INDICATOR	Initiatives that promote sustainable mobility	8, 9, 10, 13	-	-	-	-	-	-
Environmental awareness and responsible consumption								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	41, 75	-	-	-	-	-	-
OWN INDICATOR	Initiatives that promote environmental awareness and responsible consumption	41, 75	-	-	-	-	-	-
Relation with union								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	55	-	-	-	-	-	-
GRI 402: EMPLOYEE - COMPANY RELATIONS 2016	402-1 Minimum notice periods for operational changes	55	-	-	-	-	8	8.8
SASB- LABOUR PRACTICES	TR-AU-310a.1 Percentage of active workforce employed under collective agreements	55	-	-	-	-	-	-
	TR-AU-310a.2 (1) Number of work stoppages and (2) total days idle	55	-	-	-	-	-	-

1 * the content 201-3 it is not considered as relevant for material topic.

GRI STANDARD / OTHER SOURCES	CONTENTS	LOCATION	EXTERNAL VERIFICATION	OMISSION			2030 AGENDA	
				REQUIREMENTS OMISSION	REASON	EXPLANATION	ODS	GOAL
MATERIAL TOPICS								
Stakeholder alliance management								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	24, 30, 75, 83	-	-	-	-	-	-
GRI 413: LOCAL COMMUNITIES 2016	413-1 Operations with community engagement programs, impact assessments, and development	75	-	-	-	-	-	-
	413-2 Operations with significant negative impacts –real and potential– on local communities	30	-	-	-	-	1 - 2	1.4 - 2.3
Innovation and development of new technologies								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	8, 9, 30, 31	-	-	-	-	-	-
OWN INDICATOR	Initiatives that promote innovation and development of new technologies	8, 9, 30, 31	-	-	-	-	-	-
Road safety								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	71, 79	-	-	-	-	-	-
OWN INDICATOR	Initiatives that promote Road Safety	71, 79	-	-	-	-	-	-
Management and resources use efficiency/ Circular Economy								
GRI 3: 2021 MATERIAL TOPICS	3-3 Material topics management	30, 31, 34, 41	-	-	-	-		
GRI 306: WASTE 2020	306-1 Waste generation and significative impact related to waste	41	-	-	-	-	3 - 6 - 11 - 12	3.9 - 6.3 - 6.6 - 6.a - 6.b - 11.6 - 12.4 - 12.5
	306-2 Significative impact management related to waste	41	-	-	-	-	3 - 6 - 8 - 11 - 12	3.9 - 6.3 - 8.4 - 11.6 - 12.4 - 12.5
	306-3 Generated wastes	41	✓	-	-	-	3 - 6 - 11 - 12 - 15	3.9 - 6.6 - 11.6 - 12.4 - 12.5 - 15.1
	306-4 Non-disposal waste	41	-	-	-	-	3 - 11 - 12	3.9 - 11.6 - 12.4 - 12.5
	306-5 Waste destined for disposal	41	-	-	-	-	3 - 6 - 11 - 12 - 15	3.9 - 6.6 - 11.6 - 12.4 - 12.5 - 15.1
SASB- MATERIALS EFFICIENCY & RECYCLING	TR-AU-440b.1 Total amount of waste from manufacturing, (2) percentage recycled	41	-	-	-	-	-	-
	TR-AU-440b.2 Recovered material weight at end of life, recycling rate	-	-	TR-AU-440b.2	Information not available	We do not have the requested information. We are working to include it in future reports.	-	-
	TR-AU-440b.3 (1) Weight of end-of-life material recovered, (2) percentage recycled	-	-	TR-AU-440b.3	Information not available	We do not have the requested information. We are working to include it in future reports.	-	-
OWN INDICATOR	Initiatives that promote circular economy	41	-	-	-	-	-	-

ACKNOWLEDGMENTS

Coordination and contents:

Corporate Communications Management – Corporate Affairs Department – Toyota Argentina

External Consulting:

AG Sustentable

External Audit:

PWC Argentina

Visual Communication:

Ágora Comunicação Estratégica e Assuntos Públicos

Feedback

Your opinion is important for us

corporate@toyota.com.ar

This report is the result of the joint work of the different areas of the company.