



TOYOTA

TOYOTA IN BELGIUM

A STORY OF GROWTH AND CONTRIBUTION

DISCLOSURE OF COUNTRY CONTRIBUTIONS

BELGIUM



01 History of business expansion

1966

Sales office in Brussels
first direct presence in Europe

1987

Toyota Technical Centre
opens in Zaventem

1990

TME established as a
central hub for Toyota and Lexus
operations in Europe

1992

Toyota Parts Centre Europe
established in Diest

2006/2008

R&D investment and test track
expansion in Belgium

2016

Zaventem Design Centre
starts supporting the
development of production cars

02 Best-in-town activities

TOYOTA FOREST IN ZAVENTEM

Over 120 volunteers planted more
than 2,000 trees and shrubs, with
TPCE teams planting 600+ more in
Webbekom.



PROJECT NOËL & LUNCH 4 ALL

Since 2013, employees have
supported gifts for children in
need and helped distribute more
than 7,000 meals.



SPECIAL OLYMPICS EUROPE EURASIA

Employee volunteering, joint
training sessions with athletes,
and advocacy for inclusion.



03 Economic contribution to country

2,700

people in Belgium

60m+

parts & accessories handled annually

€114.5m

cash corporate income tax

€71m

social security on salaries

€105m

payroll withholding taxes

Additional tax contributions: €2.4m real estate and local taxes; €1.288m net VAT paid.

TOYOTA

HISTORY OF BUSINESS EXPANSION

TOYOTA MOTOR EUROPE

Toyota's journey in Belgium began in 1966 with the establishment of a sales office in Brussels. This marked the company's first direct presence in Europe, setting the stage for future growth.

In 1987, Toyota inaugurated the Toyota Technical Centre in Zaventem, Belgium, to enhance its research and development capabilities in Europe. This facility focused on vehicle evaluation and design, allowing Toyota to tailor its products to European market preferences.

The company's commitment to Europe deepened in 1990 with the formation of Toyota Motor Europe NV/SA (TME), consolidating various functions including marketing, sales, and engineering. Serving as the central hub for Toyota and Lexus operations across Europe, this headquarters oversees wholesale sales and marketing, European manufacturing

and engineering operations, and various corporate functions. It coordinates efforts with Toyota's manufacturing centres across six European countries (UK, France, Portugal, Poland, Czech Republic, Turkey).

In 1992, Toyota Parts Centre Europe (TPCE) was established in Diest, Belgium, serving as a central hub for parts distribution across Europe. This facility has since grown to become one of Toyota's largest logistics centres outside Japan. This facility is at the heart of Toyota's European Supply Chain, handling millions of parts and accessories annually. It serves over 3,000 customers across Europe and beyond, demonstrating a robust logistical infrastructure.

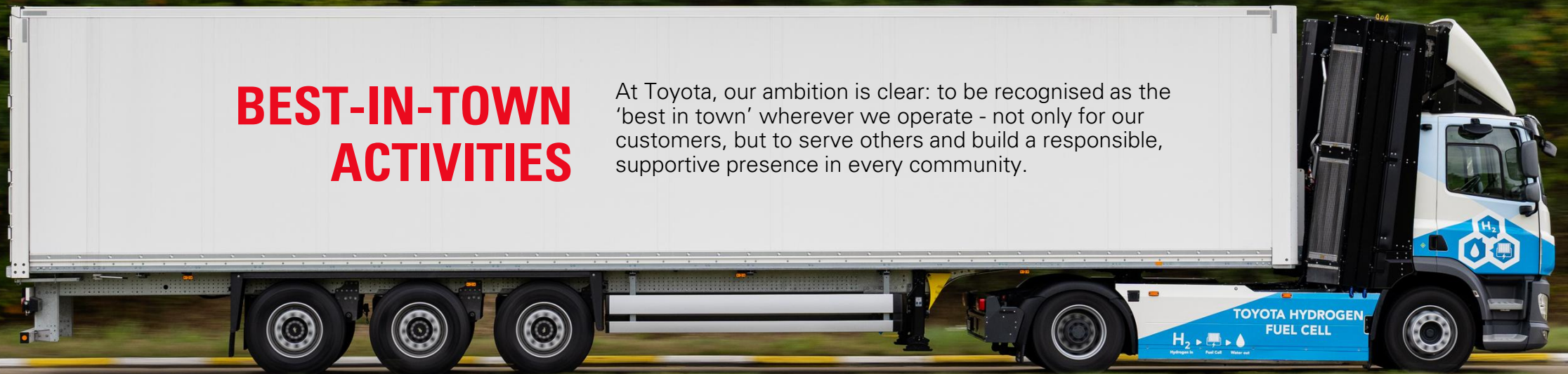
In 2006, Toyota expanded its Research & Development (R&D) base in Belgium with a €130 million investment in the TME Technical Centre (TTC). This expansion

included the development of the Zaventem Proving Ground, enhancing Toyota's ability to conduct comprehensive vehicle testing and development in Europe.

Further investments followed, such as the €80 million expansion announced in 2008, which included the construction of a test track and facilities for assessing vehicle safety and environmental impact. These developments underscore Toyota's strategy to localise its operations and better serve the European market. TTC is a key centre for Toyota Motor Europe's R&D, Purchasing, and Production Engineering activities underscoring Belgium's role in product development tailored for the European market. Since 2016, the Zaventem Design Centre has been supporting the development of production cars, such as the Toyota Aygo X.

BEST-IN-TOWN ACTIVITIES

At Toyota, our ambition is clear: to be recognised as the 'best in town' wherever we operate - not only for our customers, but to serve others and build a responsible, supportive presence in every community.



ENVIRONMENTAL LEADERSHIP

We are committed to achieving carbon neutrality across our entire value chain by 2040. This is not just a regulatory target - it's a promise to lead the environmental transformation our world needs. By 2030, every Toyota manufacturing facility will be carbon neutral, setting a new standard for the industry. Our innovative zero-emission and multi-pathway vehicle lineup will fully meet 2035 regulations, demonstrating our readiness for the future. We have also established a roadmap for circular economy activities, towards maximising the use of recycled content, which will become integral to our 2040 goals.

Among many activities to achieve Toyota's environmental goals, one

example is that since May 2025, Toyota has deployed four hydrogen fuel cell trucks to replace diesel vehicles in daily logistics operations across Belgium, France, Germany and the Netherlands. One year on, these trucks have driven more than 300,000 km and avoided over 230 tonnes of CO₂ emissions compared to diesel, demonstrating the potential of hydrogen to decarbonise heavy-duty transport without compromising range, payload or operational efficiency.

The trucks equipped with Toyota fuel cell technology are used by four logistics providers - Vos Transport Group, CEVA Logistics, Groupe CAT, and Yusen Logistics.



TOYOTA FOREST IN ZAVENTEM

In 2022, TME partnered with the municipality of Zaventem and other collaborators to expand the Zavelbos public forest into a biodiverse oasis. Over 120 volunteers planted more than 2,000

trees and shrubs, contributing to the creation of an 8.5-hectare green space. This initiative aims to enhance local biodiversity and provide a recreational area for the community.

TREE PLANTING IN DIEST

In 2024, employees of Toyota Parts Centre Europe (TPCE) participated in planting over 600 trees and shrubs in Webbekom, near Diest. This

project contributes to the creation of a new public forest, promoting biodiversity and providing green space for residents.





RENEWABLE ENERGY INITIATIVES

TME is a historic leader in CO2 reduction in Europe, aiming for 100% CO2 reduction in all new vehicles in Western Europe by 2035 and is actively working towards carbon neutrality across its entire business in Europe. This includes a target to achieve full carbon neutrality in its European operations and manufacturing facilities (Scope 1 & 2 emissions) by 2030, and in the entire value chain and logistics (Scope 3 emissions) by 2040.

TME has invested in renewable energy projects to reduce its environmental footprint:

Wind Turbine Installation: In 2011, TME partnered with Evelop Belgium to install wind turbines at its Vehicle Logistics Centre in Zeebrugge, generating renewable energy and reducing carbon emissions.

Solar Panel Installation: TME has installed solar panels at its Brussels headquarters, further contributing to its commitment to sustainability.

EMPOWERING PEOPLE AND SOCIETY

Toyota believes in the power of people. We are building a rich, diverse organisation that reflects the voice of society across Europe. Our commitment to true inclusion means every individual can thrive, contribute, and help shape a better future.

Efforts extend to promoting inclusive mobility solutions through initiatives like KINTO, Toyota's mobility brand, and partnerships, such as supporting the Special Olympics Summer Games in Belgium, reinforcing its "Mobility for All" philosophy.

This holistic approach to sustainability and social responsibility makes TME an important contributor beyond just being an automotive manufacturing.

Since 2022, KINTO Belgium, Toyota Financial Services Belgium (TFSBE) and Toyota Financial Services EAR (Europe and Africa Region) have provided CBIMC (the Belgian Centre for Therapeutic Education for Cerebral Palsy) in Brussels with the free use of a Toyota Proace, supporting the centre's mobility needs.

For nearly four years, the vehicle has enabled children to take part in weekly activities such as swimming, hippotherapy and outings, as well as numerous visits and discovery experiences outside the centre.

Through this ongoing collaboration, the three Toyota companies continue to help create enriching opportunities for children and support their inclusion in the community.

COLLABORATION WITH SERVE THE CITY

Since 2005, Toyota Motor Europe (TME) has partnered with Serve the City, a Brussels-based organisation dedicated to supporting vulnerable individuals, including the homeless, asylum seekers, and victims of abuse. This collaboration has led to numerous initiatives:

Project Noël

An annual campaign where TME employees donate gifts for children in need. Since its inception in 2013, this initiative has seen increasing participation, with employees contributing toys, books, and hygiene products.

Meal Distribution

Since 2022 1,036 TME employees have volunteered in Serve the City's "Lunch 4 All" program, distributing over 44,215 meals to those in need.

Fundraising

TME has organised various fundraising activities, such as cake sales and raffles, raising substantial amounts to support Serve the City's initiatives.

Vehicles

Over the course of the partnership, TME has supported Serve the City through multiple Proace vehicle donations, strengthening their operational capacity to transport volunteers, meals, and humanitarian goods.



SUPPORT FOR SPECIAL OLYMPICS EUROPE EURASIA

TME has extended its partnership with Special Olympics Europe Eurasia to promote inclusive communities through sports. This collaboration includes:

- Employee Volunteering: TME employees have volunteered at various Special Olympics National Games, supporting athletes with intellectual disabilities.
- Joint Training Sessions: Employees and athletes have participated in joint training sessions, fostering a sense of community and inclusion.
- Advocacy for Inclusion: TME actively promotes the inclusion of individuals with intellectual disabilities within both the company and the broader community.



Education

We develop educational programmes that improve diversity and inclusion, both within Toyota and in the community. One example is our ["Girls STEAM the Future"](#) programme that aims to break stereotypes by bringing young people into contact with role models. They share development stories, along with examples of the wide range of career opportunities available in society and at Toyota.

Another example is the [Dr. Van Zyl grant programme](#) in honour of the late Dr. van Zyl, former CEO of Toyota Motor Europe, who was passionate about uplifting underserved groups or individuals through new education initiatives. Our hope is that these activities will help us become a better company in the future by creating a positive impact in society today.

Innovation

Continuously improving and finding better ways to help solve societal challenges and move mobility forward in specific and tangible ways is why innovation is at the core of what we do. Not all the answers and capabilities we need are in our company and so we engage in open innovation. Toyota Open Labs is a platform that unites startups with business units across the Toyota ecosystem to scale innovation and support a sustainable transformation to a mobility company. This platform works across energy, circular economy, carbon-neutral technologies, smart communities and mobility for all domains. This activity not only supports Toyota in solving key challenges but also supports the development and scale-up of start-up companies working on key sustainability issues.





DISASTER RECOVERY

In addition to its other community engagement initiatives, Toyota Motor Europe contributes to society through employee-led volunteering initiatives that support vulnerable communities and promote social inclusion. Following the severe floods in the Liège region in 2021, colleagues volunteered their time to help restore facilities at Edelweiss, a shelter for children facing difficult circumstances. Employees provided practical support by cleaning and rehabilitating the shelter, helping local organisations recover from the impact of the floods while creating positive social value. Toyota Motor Europe continues to expand such volunteering opportunities, encouraging employees to actively contribute their skills and time to community projects that strengthen social resilience and inclusion.

Supporting road safety community

People and infrastructure play vital roles in road safety. That is why, since 2006, we have been supporting the European Transport Safety Council (ETSC). ETSC provides impartial expert advice to the European Commission, the European Parliament, and national governments. It also promotes effective measures and best practices in areas with the greatest potential for reducing transport crashes and casualties. We are supporting ETSC activities such as REVIVE to improve post-collision emergency response, and the Road Safety Performance Index PIN, a policy tool to maximise road safety.

Our DE&I journey

From providing inclusion training to developing more inclusive policies, we're continually working towards making our European workplaces more inclusive and accessible.

We also celebrate all kinds of events like International Women's Day, Pride Month, and International Day Against Homophobia, Transphobia and Biphobia



OUR EMPLOYEE NETWORKS

We believe every voice matters. Our employee-led networks are a vital part of our diverse workforce, championing underrepresented groups and their allies. They raise awareness through events and activities and provide valuable input on DE&I policies. These welcoming, safe spaces are open to anyone who wants to join, learn, or contribute.

Women's Network

Inspiring and empowering Toyota women to rise together, unleash their full potential, and drive their career forward.



Cultural Diversity Network

We promote a sense of community among employees from different cultural backgrounds, languages, ethnicities, religions and faiths.



LGBTIQ+ Network

Pride means the freedom to express who we are and confidently show up as our authentic self. This group's focus is on education, awareness raising and allyship building.



One Generations Network

We aim to embrace the collective strength of different generations and facilitate inter-generational dialogue and knowledge sharing.



Diverse Abilities Network

We strive to make Toyota the most physically and digitally accessible company for employees with visible or invisible disabilities.

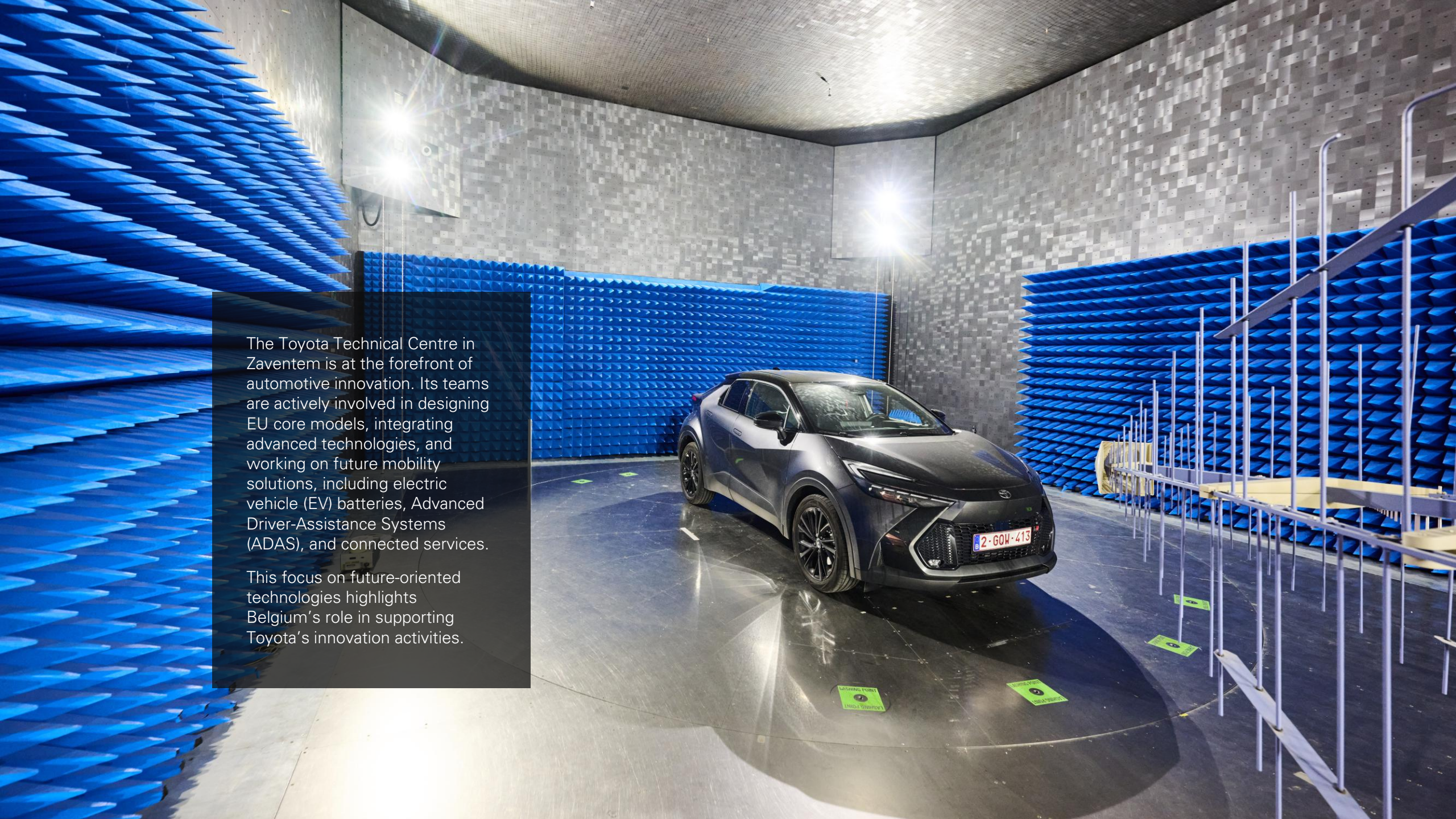




ECONOMIC IMPACT

Our economic contributions go beyond payments to governments - they are investments in the communities and environments where we live and work. Toyota actively supports local economies, funds community projects, and champions environmental initiatives, ensuring our growth benefits everyone.

The Brussels headquarters acts as the nerve centre for Toyota's European strategy, coordinating sales, marketing, manufacturing, and engineering across 53 countries. This centralised management ensures coherent operations and quick adaptation to market dynamics.



The Toyota Technical Centre in Zaventem is at the forefront of automotive innovation. Its teams are actively involved in designing EU core models, integrating advanced technologies, and working on future mobility solutions, including electric vehicle (EV) batteries, Advanced Driver-Assistance Systems (ADAS), and connected services.

This focus on future-oriented technologies highlights Belgium's role in supporting Toyota's innovation activities.



The Toyota Parts Centre Europe in Diest and the Vehicle Logistics Centre in Zeebrugge exemplify logistical efficiency and precision. These facilities ensure the "Just-in-Time" delivery of components to manufacturing plants and vehicles to retailers and customers, minimizing lead times and optimizing the supply chain across a vast European network.



Toyota's operations in Belgium significantly impact the local economy through monetary contributions, employment, investment, and infrastructure development.

MONETARY CONTRIBUTION

As a major corporate entity with significant revenues and a large workforce, Toyota contributes substantial tax revenues to the Belgian government, supporting public services and national development. In Belgium, the Group reports a total corporate income tax charge (tax accrued) of €132 million, resulting in an effective tax rate (ETR) of approximately 10% compared to the Belgian statutory corporate income tax rate of 25%, mainly driven by the inclusion of dividend income within the Belgian entities' accounting profit. Under Belgian and EU tax legislation, qualifying dividends benefit from the participation exemption regime and are therefore not subject to corporate income tax as the profits are taxed abroad. When excluding dividend income, the effective tax rate amounts to approximately 25%, which is in line with the Belgian corporate income tax statutory rate.

EMPLOYMENT IMPACT

Toyota Motor Europe (TME) is a significant employer in Belgium, with approximately 2,700 employees across its various facilities, including the Head Office in Evere, the Technical Centre in Zaventem, the European Parts Centre in Diest, and the Vehicle Logistics Centre in Zeebrugge. These employees are involved in a range of activities from research and development to logistics and after-sales services. In 2024, King Philippe of Belgium visited the TME Technical Centre, highlighting the importance of Japanese investments in Belgium and underscoring the substantial employment provided by Toyota in the country.

INVESTMENT IN RESEARCH AND DEVELOPMENT

Since its establishment in 1987, the TME Technical Centre in Zaventem has been central to Toyota's European R&D operations. The centre has undergone multiple expansions to enhance its capabilities:

- **2006 Expansion:** An investment of €75 million increased the centre's floor space and added approximately 200 jobs.
- **2008 Expansion:** A further €80 million investment introduced a test track and additional facilities, creating 250 new jobs.

These investments underscore Toyota's commitment to localising vehicle development and tailoring mobility solutions for the European market.

INFRASTRUCTURE DEVELOPMENT

Since establishing its first operations facilities in Europe in the 1990s, Toyota has invested over €12 billion locally across the continent. A significant portion of this investment has been channelled into its Belgian facilities, including the continuous expansion and upgrading of its headquarters, R&D centre, and logistics hubs. This ongoing investment signifies long-term commitment and drives economic activity through construction, technology upgrades, and infrastructure development.

Toyota's facilities in Belgium are equipped with state-of-the-art infrastructure to support its operations:

- **Toyota Parts Centre Europe (TPCE)** in Diest: Established in 1993, TPCE serves as a central hub for parts distribution across Europe. The facility has been continuously upgraded to handle over 60 million parts and accessories annually.
- **Vehicle Logistics Centre in Zeebrugge:** This facility plays a crucial role in Toyota's logistics operations, facilitating the efficient distribution of vehicles throughout Europe.



CONTRIBUTION TO THE AUTOMOTIVE ECOSYSTEM

TME's presence strengthens Belgium's position within the global automotive industry. Its purchasing activities, spending billions with European-based suppliers annually, create a ripple effect throughout the supply chain, benefiting numerous Belgian businesses that provide parts, services, and technology. Toyota Motor Europe consistently ranks among the top companies in terms of turnover within the "Cars, manufacturing" sector in Belgium. With an annual turnover in the tens of billions of euros, TME generates substantial economic activity. Its operations also contribute significantly to the country's added value, reflecting its role in innovation, high-tech manufacturing coordination, and complex logistics.

CONCLUSION

Toyota's operations in Belgium exemplify the company's dedication to innovation, community engagement, and economic contribution. Through strategic investments, active participation in local initiatives, and a commitment to sustainable practices, Toyota continues to play a pivotal role in Belgium's automotive industry and broader economic landscape.