

TOYOTA IN TURKEY

DISCLOSURE OF COUNTRY CONTRIBUTIONS

TURKEY

01 History of business expansion

1994
Toyota Motor Manufacturing Turkey (TMMT) established and Corolla production begins

2002
Exports commence with the 9th generation Corolla Sedan and Station Wagon models

2003
Capacity expands through double-shift production (capacity of 185,000 units annually)

2016
Three-shift operations launched, TMMT first overseas plant to produce Toyota New Global Architecture (TNGA), and first to produce HEV in Turkey

2023
PHEV and battery assembly introduced

2026
4 million vehicles produced

02 Best-in-Town activities

ENVIRONMENTAL LEADERSHIP

TMMT has reduced its CO_2 emissions by 82% since 2010, und uses 100% certified renewable electricity.



RESILIENCE IN CRISIS

Following the 2023 earthquake, TMMT mobilised, helping with emergency rescue, housing, education, and community rebuilding, committing €2.3m



ECONOMIC IMPACT

TMMT has achieved a 90% localisation ratio by volume with an annual local procurement of $2bn.



03 Economic contribution to country

€ 2.5bn ($2.9bn)
Cumulative investment in Turkey

25,000+
Jobs supported, including indirect employment

200,000+
Vehicles produced annually

€ 1.7bn ($2bn)
Annual local procurement

€ 3.8bn ($4.4bn)
Exports in 2025

Additional contributions: €25m corporate income tax charge; exports to more than 100 countries with 71.4% of production exported.

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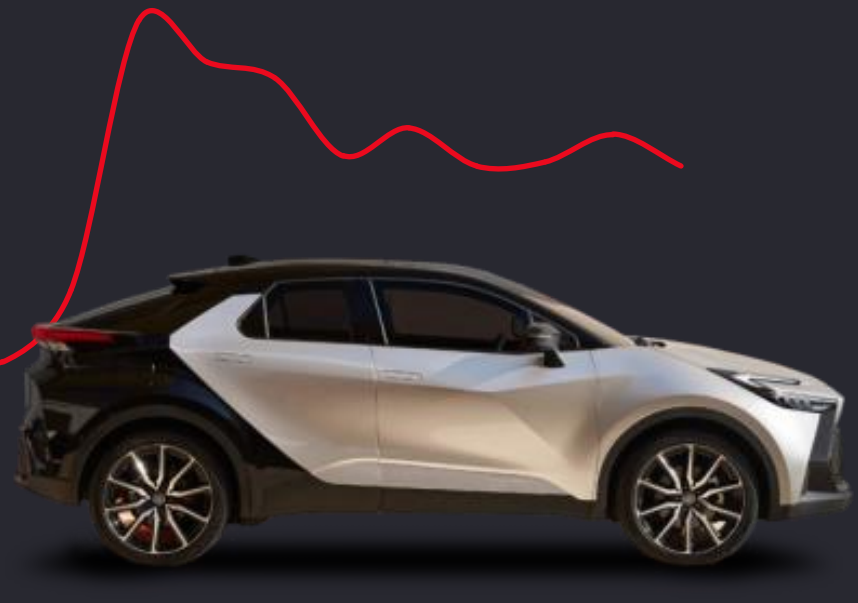
HISTORY OF BUSINESS EXPANSION

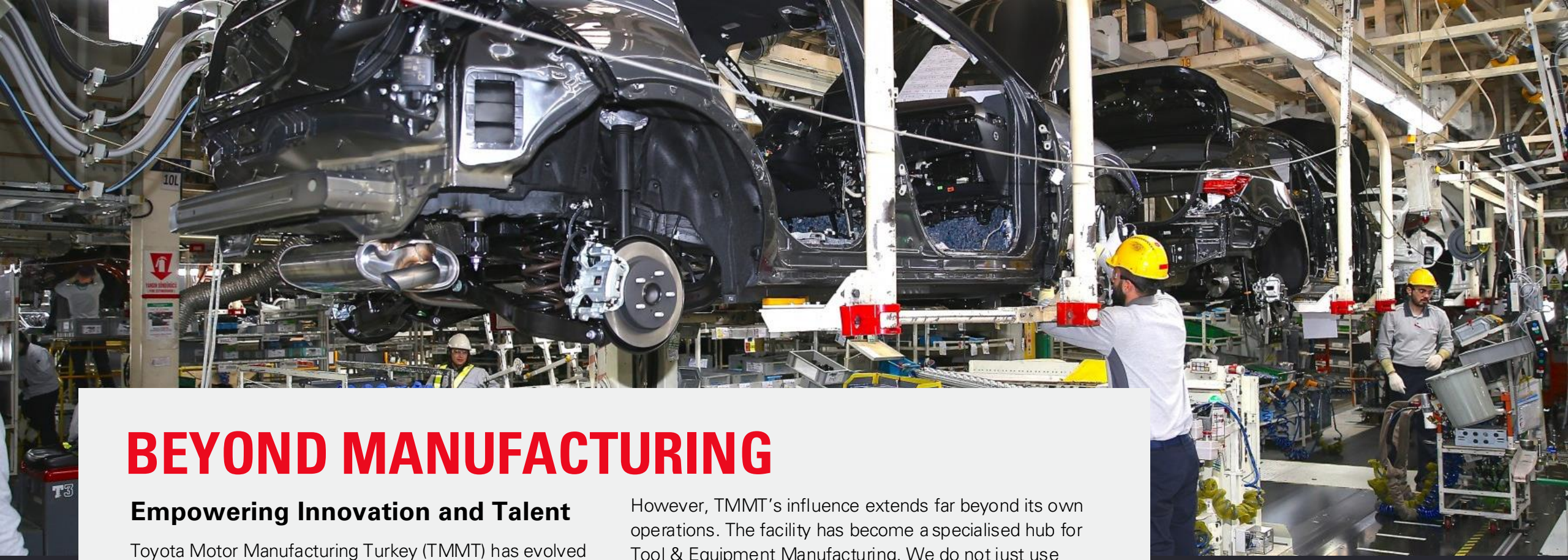
Toyota Motor Manufacturing Turkey (TMMT) is a core production and export hub within Toyota's European manufacturing network and a long-standing contributor to Turkey's industrial, economic, and social development.

Having been established in 1994, TMMT started its production journey with the 7th generation Corolla for the local market. What started as a domestic focus quickly transformed; by 2002, the facility expanded its horizons by launching exports with the 9th generation Corolla Sedan and Station Wagon models. In 2003, the introduction of a double-shift system brought annual capacity to 185,000 units. Despite the global challenge of the Lehman Crisis which impacted production between 2008 and 2014, TMMT demonstrated remarkable resilience. By 2016, the plant shifted into high gear with a three-shift, six-day work week, pushing capacity to 280,000 vehicles. This era also marked a technological milestone: TMMT became the first overseas plant to produce TNGA (Toyota New Global Architecture) and the first to manufacture Hybrid Electric Vehicles (HEV) in Turkey. In 2023, it successfully integrated Plug-in Hybrid (PHEV) production and battery assembly. Today, the facility is a cornerstone of Toyota's European green transition.

The plant now operates on a total land area of approximately 919,000 m², with 649,000 m² actively used for manufacturing operations with a dedicated workforce of nearly 4,900 employees. It has an annual installed capacity of 280,000 vehicles and 75,000 batteries, with approximately 71.4% of total production exported to more than 100 countries worldwide, with over 3.9 million total units produced to date – led by the iconic Corolla and the popular C-HR. TMMT is firmly established as one of Turkey's leading automotive exporters and manufacturing centres.







BEYOND MANUFACTURING

Empowering Innovation and Talent

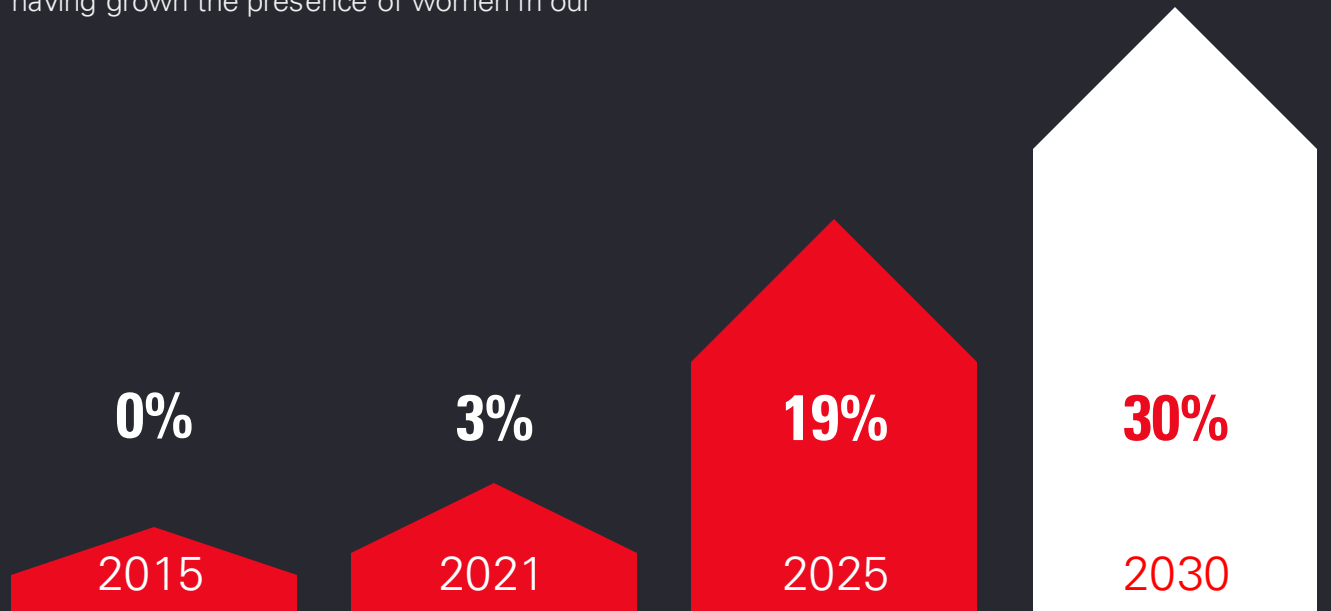
Toyota Motor Manufacturing Turkey (TMMT) has evolved from a production site into a centre of Operational Performance and Unique Capabilities. This journey is marked by "accumulated know-how," where every milestone since 2002 has served as a stepping stone. By 2013, the facility achieved "Master Plant" status, and today, it stands as a Leader Plant on the global stage, boasting the shortest new project introduction times at a global benchmark level. A prime example of this agility is the record-breaking two-week ramp-up for the first PHEV in the EU.

However, TMMT's influence extends far beyond its own operations. The facility has become a specialised hub for Tool & Equipment Manufacturing. We do not just use technology; we build it. By designing and producing high-tech process equipment, including "Turnkey" solutions like the Touchless Instrument Panel and the world's #1 Moving Line Windshield Auto Install, we also provide complimentary support to sister plants across Europe and North America. This expertise in die manufacturing and advanced production methods is shared with our suppliers, enhancing the entire country's competitiveness in the global automotive industry.



At the heart of this state-of-the-art is our Organisation Power & Diversity. Our workforce is truly globalised; a significant percentage of our leadership and engineering teams possess international assignment experience, primarily in Japan, and are proficient in the Japanese language. Specifically, 69% of our Assistant Managers and above have international experience, ensuring a bridge of knowledge between Turkey and global Toyota standards, while 48% of them have Japanese language skills. Furthermore, we are committed to an inclusive future. We are actively strengthening our organisation through Women Inclusion, having grown the presence of women in our organisation from 3% in 2021 to 19% in 2025, with a clear roadmap to reach 30% by 2030, while also creating employment opportunities for 144 colleagues with disabilities. This further strengthens our culture of diversity and inclusion.

Ultimately, TMMT does more than build cars: we develop capabilities, share experience with our partners both locally and globally, and lead the way in advanced automotive technology. This collaborative approach supports the resilience and capability of the broader supply chain ecosystem.



BEST-IN-TOWN ACTIVITIES

EMPOWERING PEOPLE & SOCIETY

For TMMT, success is not only measured by production numbers, but by the positive impact we create in our community. Guided by our CSR policy established in 2003, our mission of "Sustainable Development Together with Society" focuses on three core pillars: Education, Traffic Safety, and the Environment.

Our commitment to **education** began in 2003 with a focus on practical learning. We do not just donate equipment; we provide the building blocks for future engineers. By donating vehicles, engines, transmissions, and computers to technical high schools and universities across every city in Turkey, we ensure that students learn with real-world technology.

Furthermore, since 2005, our Technology & Environment Project Competitions have given around 6,100 students from nearby cities a platform to test their potential and shape their future career paths. We are equally passionate about nurturing a generation with a consciousness of **environment**. Since 2008, through our Eco Tours and drawing competitions held in collaboration with government offices, we have reached over 9,640 elementary students. By opening our doors for plant tours and using movies and games to highlight environmental issues, we help children discover the importance of sustainability firsthand. Finally, as an automotive leader, **traffic safety** is a responsibility we take to heart. Since 2009, our "Traffic Schools" and safety-themed competitions have engaged more than 9,160 students. Through interactive simulations and creative games, we instill life-saving habits in the youngest members of our society.

At TMMT, our "Best in Town" activities are more than just projects; they are a promise to the next generation. In close cooperation with our governmental partners, we continue to invest in the future: children and education. This proves that a responsible corporate citizen grows only when its society grows with it.



Equipment donations to schools



Planting activity within Environment Tour



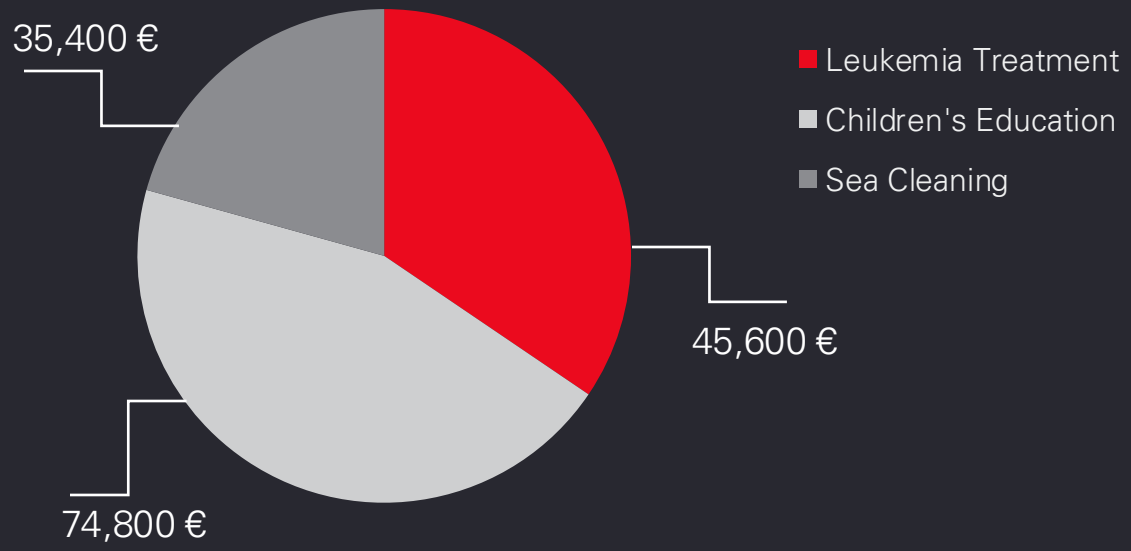
Traffic-themed drawing competition

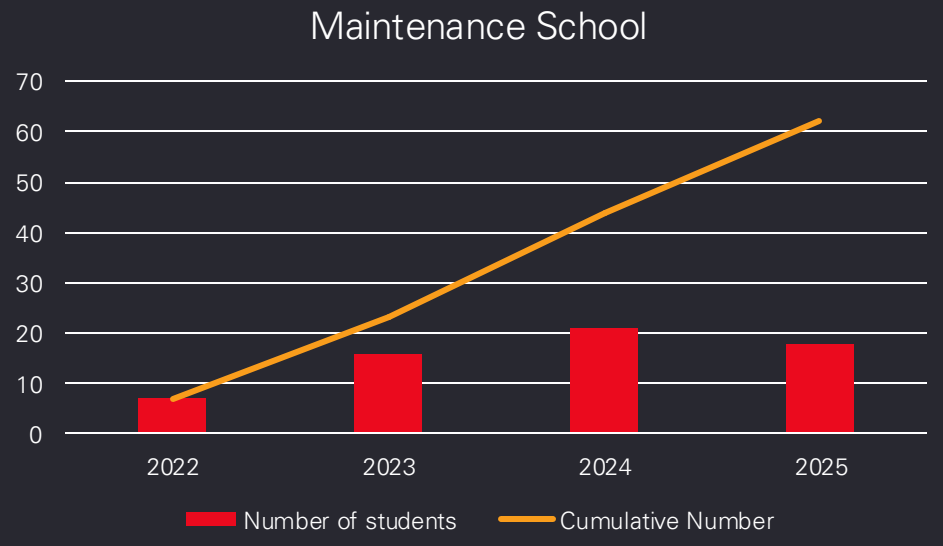
Leaving No One Behind: Strategic Social Impact through SDGs

As we look toward the future, TMMT has refined its social mission to align with global standards. Since 2020, our "Best Citizen in Town" policy has been strictly prioritised in line with the United Nations' Sustainable Development Goals (SDGs), specifically focusing on **Health, Quality Education, Gender Equality, and Reducing Inequalities and Environment**. Our goal is simple yet profound: Happiness for All.

Since 2019, we have been turning our manufacturing know-how into a force for good. Through our Donation-Based Plant Tours, companies seeking to learn about the Toyota Production System contribute directly to NGOs focused on health, education and the environment. With over €135,000 generated to date, we are proving that corporate expertise can be a direct engine for social progress.

We are also deeply invested in technical vocational development through our Maintenance School, established in 2022, which is not just a short workshop but a rigorous two-semester, five-day-a-week joint program with local universities. By training students at our Competency Centre with master trainers, we have already seen 62 graduates, 22 of whom have joined the TMMT family as full-time employees, directly bridging the gap between education and employment.







Sakarya Women Volleyball Team Support





Local Women Farmers – Greenhouse Support

Our commitment to Gender Equality takes shape through local, grassroots support. Through our Women Farmer Support project, we have provided greenhouses and professional training for a total of 15 local farmer women. By purchasing their products to be served in our own TMMT canteens, we create a sustainable economic cycle that contributes to their children's education expenses.

Similarly, since 2024, our Women Sports Support initiative has been empowering local girls' volleyball clubs, providing everything from equipment to tournament transportation.

At TMMT, we believe that our strength lies in our ability to inspire others. These activities give us the opportunity to actively reduce inequalities and build a society where truly no one is left behind.

EMPOWERING ENVIRONMENTAL COMPLIANCE

At TMMT, our commitment to being the "Best Citizen in Town" is inextricably linked to our planet's health. Since 2020, we have aligned our basic policy with the Toyota Environmental Challenge 2050, prioritising specific Sustainable Development Goals such as Climate Action and Responsible Consumption. Our mission is clear: to minimise the consumption of natural resources through innovative engineering and strict environmental compliance.

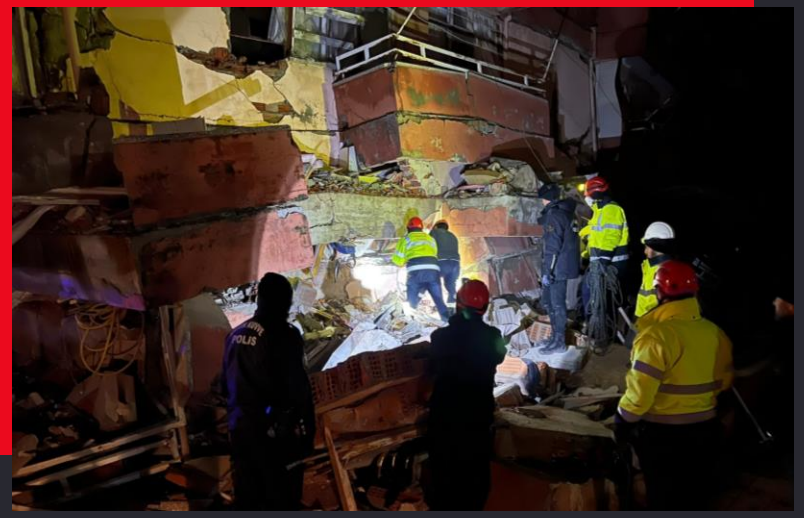
Our journey toward a carbon-neutral future is driven by a massive CO_2 Reduction strategy. Since 2019, TMMT has been operating with 100% Certified Renewable Energy for all its electricity needs. We are also aggressively reducing our reliance on natural gas by transitioning from traditional steam boilers to high-efficiency heat pumps and heat recovery systems. These electrification projects have already yielded significant results, reducing our CO_2 emissions. TMMT reduced 82% CO_2 since 2010.

Water is our most precious resource, and we treat it as such through Water Usage Minimisation. By implementing cutting-edge technology in our Global Paint Line, we have replaced water-based filtration with dry filters to capture paint overspray. This shift alone saves 5,000 m^3 of water annually, ensuring that our manufacturing processes leave a lighter footprint on the local ecosystem.

Finally, we are closing the loop through Waste Recycle initiatives. We have achieved a 100% recycling rate, moving toward a true "Zero Waste" facility. Our efforts extend to smart packaging; by eliminating unnecessary plastic part covers, we have achieved 83 tonnes of packaging waste reduction. Beyond the factory walls, our members actively participate in annual waste collection activities, fostering a culture of environmental responsibility that starts within TMMT and extends to the whole community.

By harmonising our industrial power with the laws of nature, TMMT is not just building cars for today - we are safeguarding the environment for tomorrow.





19 people's lives rescued



Trucks of urgent needs dispatched

RESILIENCE IN CRISIS: 2023 EARTHQUAKE RECOVERY SUPPORT

When tragedy struck during the devastating February 2023 earthquakes, affecting 11 cities and a population of 12 million, TMMT immediately pivoted from manufacturing to mobilisation. Drawing on our deep-rooted experience and the painful lessons learned from the 1999 Marmara Earthquake, we launched a comprehensive, two-phased recovery initiative to provide both urgent relief and long-term hope.

Our Short-Term Support was defined by speed and bravery. Within the first 48 hours, a dedicated TMMT Rescue Team of 55 members was deployed to the disaster zone. Their tireless efforts resulted in 19 lives saved within just four days. Simultaneously, we established a logistics bridge; a fleet of trucks, with contents constantly adjusted based on real-time feedback from the field, delivered essential food, hygiene products, cleaning supplies, and sheltering materials to the most affected areas. However, we knew that the need for support would not end when the dust settled.

Our Mid to Long-Term focus shifted toward restoration of life and dignity. We opened the TMMT Guest House to provide a temporary home for earthquake victims. Starting from the very first week, 33 people were hosted in our facilities, where we did not just provide a roof and bed; we integrated them into a supportive environment that addressed their social needs, including providing education and internship opportunities for our younger guests. At TMMT, we believe that being a "Good Citizen" means standing with the people not just in times of prosperity, but in the darkest of hours. By combining our technical discipline with a human-centric approach, we continue to support the recovery of our nation, proving that we are stronger when we build the future together.



72 prefabricated houses delivered.



High School repaired.

Rebuilding Futures: Sustainable Recovery Through Accommodation & Education

Following our immediate relief efforts for the February 2023 earthquake, TMMT – in a massive joint effort with TME, Toyota Group members, and Japanese suppliers under the leadership of TMMT - committed €2.3 million to mid-and-long-term reconstruction projects. Our focus was clear: creating safe spaces to live and empowering environments to learn.

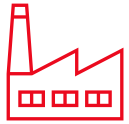
Our Accommodation Support focused on tailored solutions rather than generic aid and worked closely with local authorities to select the most disadvantaged families as candidates. We conducted individual land feasibility studies for each site, followed by day-by-day construction monitoring by our dedicated TMMT teams. In just four months, we successfully delivered fully constructed prefabricated houses to their new owners, providing not just shelter, but a renewed sense of dignity and security.

Simultaneously, we prioritised education support to ensure that the earthquake did not steal the future of the region's children. Our contribution spanned all age groups: we established a Kindergarten for 50 children, providing the youngest survivors with a safe space for early development while repairing a high school, directly supporting the return to education for 960 students. Lastly, we inaugurated a Women Education Centre for Rehabilitation Training, empowering women with the skills and psychological support needed to rebuild their lives and local economies.

These efforts did not go unnoticed: TMMT was honoured with the Support Activity Award by OSD (Turkish Automotive Manufacturing Association). More importantly, our actions were appreciated by society for being quick, effective, and deeply realistic in meeting the actual needs of the region. At TMMT, we do not just manufacture vehicles. We help rebuild the communities that move the world, inspiring others to act with the same purpose and heart.

ECONOMIC CONTRIBUTION TO TURKEY

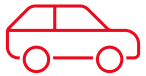
TMMT stands as more than an automotive plant; it is a vital engine for the nation's economic growth. Our presence is defined by a cumulative investment of approximately 2.9 billion USD (€ 2.502 bn), a commitment that has catalysed a ripple effect across the entire Turkish industry. Today, TMMT is responsible for over 25,000 jobs (including indirect employment) and maintains a robust production volume exceeding 200,000 units annually.



Cumulative total investment approximate
USD 2.9 billion (€ 2.502 bn)



More than
25,000 jobs
(inc. indirect)



More than **200,000** Annual Production Volume



USD 4.4 billion (€ 3.796 bn)
total export in 2025



Annual local procurement
USD 2 billion (€ 1.725 bn)

Our economic impact is rooted in three strategic pillars:

SUPPLY BASE EXPANSION

Not only do we manufacture vehicles, but we also build ecosystems. Our operations have successfully attracted more than 15 major foreign suppliers from Japan, the USA, and Europe to invest directly in Turkey. This has not only expanded local business volume but has also enabled a significant transfer of global "know-how" to the Turkish workforce.

LOCAL CONTENT INCREASE

We are committed to the "Made in Turkey" identity. By continuously expanding our local supply base and enhancing technical capabilities, we have achieved a remarkable 90% localisation ratio by volume (50% by value). With an annual local procurement amount of 2 billion USD, we are deeply integrated into the national supply chain.

EXPORT DOMINANCE

TMMT is a key player in balancing the national trade deficit. In 2025, our total exports reached 4.4 billion USD, cementing our position as the #3 exporter in the Turkish automotive sector. By exporting 71.4% of our production volume to over 100 countries, we showcase Turkish manufacturing excellence on a global stage.

In Turkey, the Group reports a corporate income tax charge (tax accrued) of €15 million, resulting in an effective tax rate (ETR) of approximately 24%, which is lower than the Turkish statutory corporate income tax rate of 25% due to production investment incentive granted for vehicle production, designed to support qualifying activities, reflecting Toyota's investments in the country.

Toyota Motor Manufacturing Turkey is firmly embedded in Turkey’s industrial and social fabric. Through sustained investment, high-quality employment, strong export performance, environmental responsibility, and community engagement, TMMT exemplifies Toyota’s ambition to be “Best in Town” across economic, environmental, and social dimensions. The company continues to contribute to sustainable growth, resilience, and shared value creation in Turkey and beyond.

