Happier Paths Towards a Sustainable Future

Sustainability Report 2025

TOYOTA

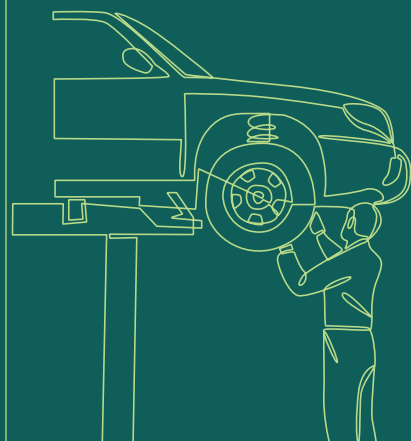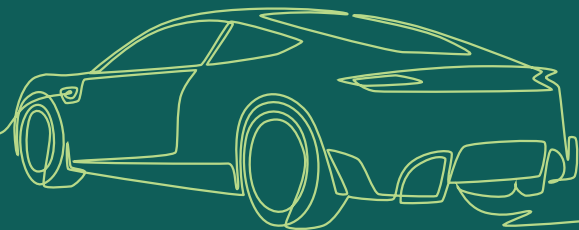Toyota Kirloskar Motor Pvt. Ltd.
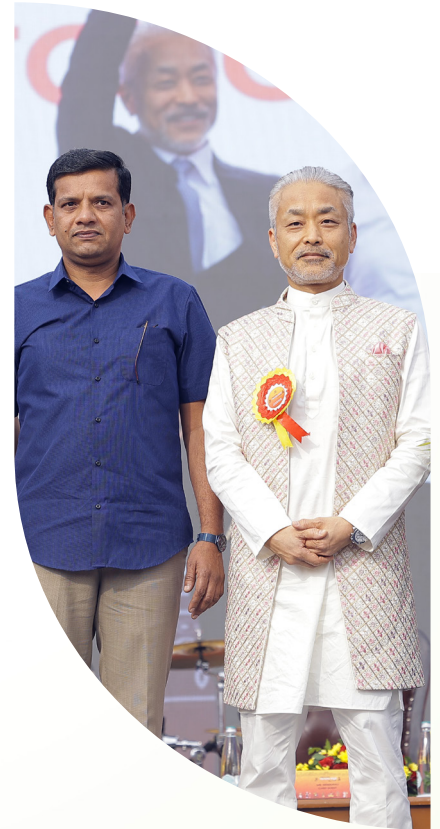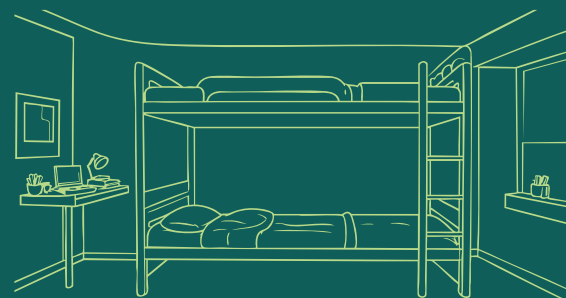
Sustainability Highlights 2025

₹6,55,425 Million in total revenue—up 16% from FY 2023-24

1,73,400 tCO₂e emissions avoided through hybrid vehicle sales since FY2013

630,392 Skilling Hours

~600 Dormitory Capacity for Women Employees

62 Members trained in Job Specific-overseas Training
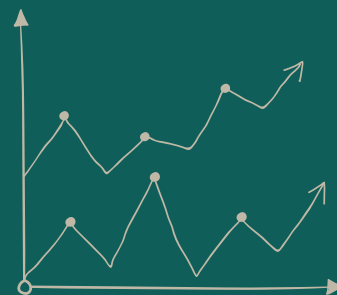
28% YoY growth in domestic vehicle sales, highest annual sales to date

96% of total waste recycled

5,09,000 tCO₂e emissions avoided from manufacturing (through renewable energy)
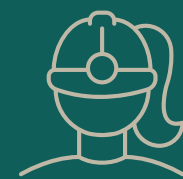
23% Increase in women workforce on the shopfloor

7,700+ Students Reached through Youth Connect

50,000+ schoolchildren reached through Ecozone environmental education

<11% dependency on freshwater

18,48,454 Beneficiaries through CSR program

5,013 Members trained in general Induction Training

2.7+ Million Happy Customers

CONTENTS

ABOUT THE REPORT

We are proud to present Toyota Kirloskar Motor's Sustainability Report for FY 2024–25, a reflection of our ongoing journey to create growth, happiness, and sustainability for all. Sustainability lies at the core of our business, driving innovation, environmental stewardship, and inclusive growth in line with The Toyota Way and the Toyota Environmental Challenge 2050. Prepared with reference to the latest GRI Standards and mapped to BRSR, this report reaffirms that commitment. It highlights our progress on carbon neutrality, resource circularity, skilling, governance, and community impact across TKM's Bidadi operations and Lexus India initiatives. Externally assured by LRQA, the report underscores our belief that sustainability is a collective journey shaped by the trust and collaboration of our employees, customers, suppliers, dealers, and communities.

Key Messages
A Shared Vision for Sustainability

Masakazu Yoshimura Chairman, MD & CEO

The mobility sector is undergoing rapid transformation, driven by clean energy transitions and resilient supply chains. Guided by the Toyota Environmental Challenge 2050 and our multi-pathway strategy, we are accelerating the shift towards carbon neutrality while shaping the future of mobility.

In India, our vision of mutual progress is supported by strategic investments. The upcoming 3rd Plant in Bidadi will expand local production, introduce advanced technologies, and create future-ready jobs, while our new greenfield facility in Maharashtra will enhance capacity for both domestic and global markets. These reflect our alignment with national priorities under the "Grow India & Grow with India" initiative.

Beyond products, we are investing in people through inclusive workplaces, skill development, and women-centric shopfloor strategies, alongside community initiatives in education, healthcare, and livelihoods that have impacted over 4.2 million lives. Our customer-first approach, trusted by 2.7 million Indians, is reinforced by T-Care for seamless ownership.

Underpinned by strong governance and the Toyota Global Risk Management Standard, we remain committed to ethics, compliance, and transparency. With innovation at our core, partnerships as a foundation, and people as our strength, we strive to build a cleaner, more inclusive and sustainable future.

Manasi N Tata Vice Chairperson

Empowering People. Enabling Change. Enriching Tomorrow.

At Toyota Kirloskar Motor, we believe true progress goes beyond milestones—it is about uplifting people, creating impact, and driving inclusive growth. Responsibility towards society and the environment is not an obligation for us, but an integral part of who we are.

Over the past year, this belief has come alive through skill development and the empowerment of young women via TTTI and allied initiatives, breaking stereotypes and shaping future leaders. We are also strengthening localisation and supplier development, embedding environmental and social responsibility across our value chain to build a more resilient, self-reliant India.

Looking ahead, our sustainability strategy aligns with the UN SDGs, focusing on education, gender equality, decent work, climate action, and responsible consumption. With the trust of our stakeholders, we move forward with integrity and purpose—building a future rooted in inclusion, resilience, and collective well-being.

Swapnesh R Maru **Deputy Managing Director**

Our growth strategy is built on the belief that long-term business success must go hand in hand with the well-being of society. We are committed to creating value that extends beyond profits—delivering meaningful impact for people, communities, and the environment.

In line with our vision of grow India and grow with India, we are expanding our manufacturing site within Bidadi, Karnataka and our greenfield project in Maharashtra reflects this vision in action. Beyond industrial growth, the projects aim to catalyse local value creation, strengthen the domestic manufacturing ecosystem, and set new benchmarks for sustainable manufacturing.

As we advance towards cleaner mobility, India's unique energy landscape calls for a balanced and inclusive approach. A multi-pathway strategy is essential to match the diverse consumer needs and regional infrastructure. For a country like India, aligning mobility solutions with the evolving energy mix is indispensable to ensuring accessibility, affordability, and impact at scale.

As India becomes a preferred hub for high-quality, sustainable manufacturing, the export of locally produced vehicles continues to rise. At TKM, we are committed to building products that not only meet domestic aspirations, but also global expectations.

Our strategy remains rooted in long-term thinking and stakeholder value. We are not just adapting to change, we are helping to it, through thoughtful investments and partnerships that strengthen India's mobility ecosystem.

Padmanabha B **Director and Executive Vice President**

Sustainability is deeply embedded in the organizational DNA, guided by Toyota Production Systems and Kaizen principles, we view sustainability as essential to long-term business resilience and responsible value creation.

In FY 2024-25, we reached a significant sustainability milestone by eliminating 100% of Scope 2 emissions from our manufacturing operations through a complete shift to renewable electricity. This achievement not only reinforces our position as a leader in clean energy adoption within the manufacturing sector but also exemplifies our unwavering commitment to climate action.

This initiative, among others, has earned TKM the prestigious **CII GreenCo Star Performer Award 2025**, a testament to our commitment to sustainable manufacturing practices.

We are also making strong headway in product innovation by advancing hybrid technologies and integrating clean fuel alternatives. These shifts are complemented by digitalisation efforts across our value chain, which are strengthening transparency, operational efficiency, and proactive risk management.

Our progress is powered by the collective efforts of all stakeholders—employees who encourage a culture of continuous improvement, suppliers who embrace green procurement standards, and dealers who actively participate in environmental initiatives. Together, they play a vital role in amplifying our positive impact across the entire value chain.

As we expand our business, we have kept ESG at our core. As we grow through collaboration and innovation, we remain resolute in our commitment to creating 'Happier Paths Together'.

The Toyota Way

Toyota's story began not with a car, but with a loom and a dream. Sakichi Toyoda's vision formed the basis for the values that continue to inspire every aspect of Toyota today. Those humble beginnings have now evolved into a global philosophy, known as **The Toyota Way**.

Fundamental Principles

Sakichi Toyoda's legacy lives on through five timeless principles that guide how we work, live, and grow - together:

Always be faithful to your duties, thereby contributing to the Company and to the overall good.

Always have respect for spiritual matters and remember to be grateful at all times.

Always be studious and creative, striving to stay ahead of the times.

Always be practical and avoid frivolousness.

Always strive to build a homelike atmosphere at work that is warm and friendly.

DNA Toyoda Principles as core principles

VALUE The value which Toyota is committed

MISSION The mission which Toyota has been committed ever since its foundation

VISION The future vision which Toyota aspires to realize

Toyoda Principals

Partnerships Software Hardware

VALUE The Toyota Way

MISSION Producing Happiness for All

VISION Creating Mobility for All

10 TOYOTA WAY VALUES

- Act for Others
- Work with Integrity
- Drive Curiosity
- Observe Thoroughly
- Get Better and Better
- Continue Quest for Improvement
- Create Room to Grow
- Welcome Competition
- Show Respect for People
- Thank People

Guided by these principles and values, we nurture a work culture that is inclusive, collaborative, and constantly evolving. We make ever better cars, and we constantly seek better ways to invest in people and partnerships, creating happier paths towards a sustainable future.

About TKM

Toyota Kirloskar Motor Private Limited (TKM) is a prominent force within the Indian automotive industry, driven by a strong vision and commitment to excellence. TKM is dedicated to delivering 'Happier Paths Towards a Sustainable Future' through advanced technologies and services, while also upholding our commitments to safety, the environment, the economy, and society. Through this dedication, we have carved a distinctive identity for the brand, in India and the World.

Overview of the Company

| Established on 6th October 1997 | Located at Bidadi Industrial Area, Ramanagara District, Karnataka | Equity Participation of Toyota Motor Corporation is 89% & Kirloskar Systems Pvt. Ltd. at 11% | Production Capacity 3,42,000 units per annum |

Team Toyota Mission and Vision

MISSION
Grow India, grow with India and produce mass happiness
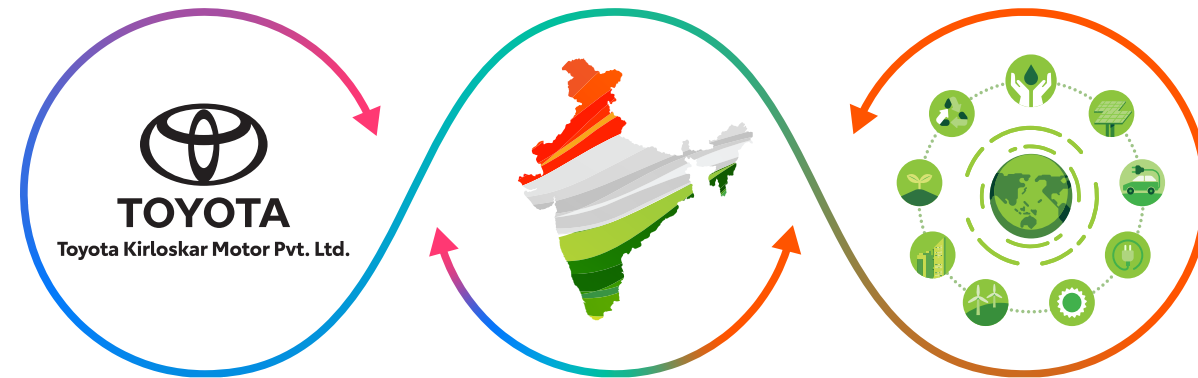
VISION
Be a partner to fulfil Indian Society's need for Mobility

TOYOTA
Toyota Kirloskar Motor Pvt. Ltd.

Toyota India will contribute to enrich the quality of life in India and help solve the societal problems by establishing high standards of Safety, Technology, Quality and Corporate Social Responsibility.

With a spirit to constantly Learn, Teach, Improve and Innovate, all our stakeholders and families will collaborate to help make India a better place.

We will strive for excellence in sustainability ensuring we are ecofriendly in our products, services and customer experience.

Product Portfolio

TOYOTA TOYOTA TOYOTA TOYOTA TOYOTA TOYOTA TOYOTA TOYOTA

Innova Crysta	Innova Hycross	Fortuner	Legender	Glanza	Urban Cruiser Taisor

Urban Cruiser Hyryder	Rumion	Hilux	Camry	Vellfire*	Land Cruiser 300

LEXUS LEXUS LEXUS LEXUS LEXUS LEXUS LEXUS LEXUS LEXUS LEXUS

ES	LM*	NX*	RX*	LX*

*Imported

Materiality Assessment

At Toyota Kirloskar Motor (TKM), sustainability begins by understanding what truly matters—to our business, our people, and the world around us. Through our Materiality Assessment, we have identified the most relevant environmental, social, and governance priorities that guide us. This process is both data-informed and people-led, drawing on global ESG trends, risk analysis and most importantly, the voices of our stakeholders.

We engage with our employees, suppliers, dealers, customers, and communities regularly, to address their evolving expectations and concerns. Aligned with global standards like GRI and BRSR, these insights shape our ESG strategy and drive focused, high-impact actions, from carbon reduction to inclusive growth. This approach ensures that our sustainability roadmap reflects not only regulatory requirements but lived realities. By listening deeply and acting intentionally, we continue to build trust, drive relevance, and accelerate stakeholder-aligned growth.

Environmental Material Topics Mapped
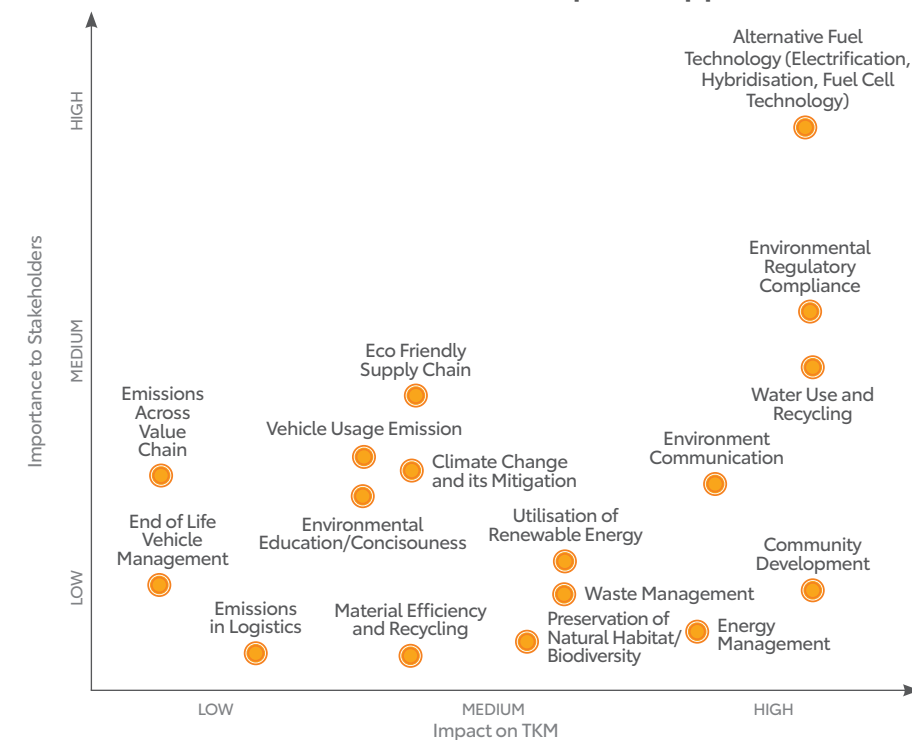
IDENTIFIED MATERIAL ACTIVITIES

- Anti-Bribery and Anti-Corruption
- Anti-competitive Behaviour
- Brand Value
- Compliance
- Natural Calamities
- Environmental Performance
- Road Safety
- End of life Management of Product
- Operational Efficiency and Scalability
- Cost Management
- Product Performance and Innovation Strategy
- New Product Launch and Line-up
- Competitive Product Offering
- Market Presence
- Profitable Economic Growth
- Product/Vehicle Safety
- Occupational Health and Safety
- Dealer Relationships
- Delivery Lead Time
- Diversity, Equity and Inclusivity
- External Stakeholder Communication
- Customer Satisfaction
- Sustainable Sourcing
- Digitalization
- Cybersecurity
- Renewable Energy

Our Associations

TKM actively collaborates with leading industry bodies, skill councils, government institutions, and sustainability alliances to drive innovation, policy alignment, local manufacturing, and inclusive workforce development across India's mobility ecosystem.
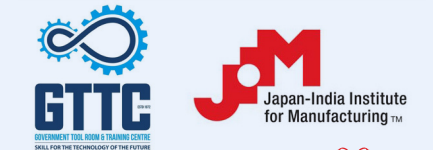
Driving Sustainability the TKM Way

ESG Approach

At Toyota Kirloskar Motor (TKM), sustainability is not an initiative but an integral part of how we operate—rooted in The Toyota Way and the philosophy of "Mass Happiness for All." Our ESG approach is built on three pillars:

Materialities (key issues)

| Expanding the Value of Mobility | Safety & Reliability | Coexistence of Humanity & the Earth (including carbon neutrality) | Supporting the Community and Employment | Active Participation for all | Strong Production and Business Operation |

ENVIRONMENT
- Drive carbon neutrality through clean technologies and renewable energy
- Promote circular economy practices to reduce waste and improve resource efficiency
- Champion water stewardship to achieve water positivity
- Conserve biodiversity around our facilities
- Guided by the Toyota Environmental Challenge 2050 (TEC 2050) with six global challenges for carbon neutrality and net positive environmental impact

SOCIAL
- Build an inclusive, safe, and empowering workplace
- Strengthen diversity, equity, and well-being, especially through women's participation
- Develop local talent with skilling initiatives
- Support communities via education, health, road safety, and rural development
- Ensure responsible sourcing and supplier upskilling to foster equity across the value chain
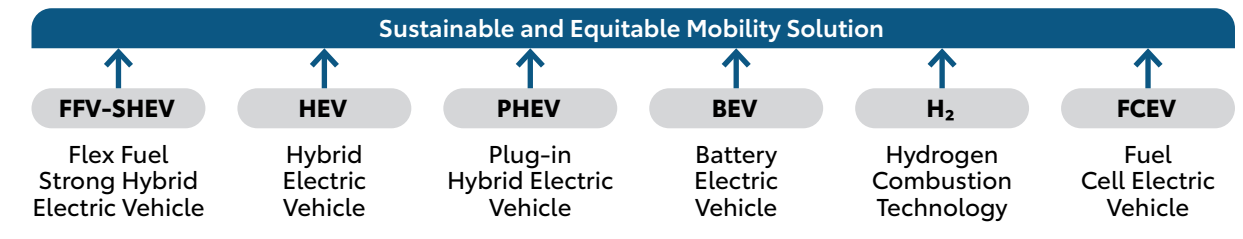
GOVERNANCE
- Guided by Toyota Global Risk Management Standards (TGRS)
- Ensure transparency, ethics, and resilience in all operations
- Follow a materiality-driven ESG roadmap shaped by stakeholder engagement and data-led decisions

As we expand our footprint in India, our commitment remains clear—to grow with India, and to grow responsibly, embedding sustainability into every decision to build trust, enable progress, and create a greener, more inclusive tomorrow.

Multi-pathway Approach

Toyota's multi-pathway strategy recognizes that mobility needs vary across geographies, incomes, and infrastructure. It offers diverse clean and electrified technologies like—Hybrids, Flex Fuel, BEVs, and Fuel Cell Vehicles—to ensure mobility remains accessible, affordable, and inclusive. This approach reduces lifecycle carbon emissions through a well-to-wheel perspective while adapting to India's unique energy mix, infrastructure, and policy landscape. At Toyota Kirloskar Motor (TKM), this strategy is tailored to India's decarbonization goals and built for scalability through:

Sustainable and Equitable Mobility Solution

FFV-SHEV	HEV	PHEV	BEV	H₂	FCEV
Flex Fuel Strong Hybrid Electric Vehicle	Hybrid Electric Vehicle	Plug-in Hybrid Electric Vehicle	Battery Electric Vehicle	Hydrogen Combustion Technology	Fuel Cell Electric Vehicle

ECOSYSTEM

Hydrogen Fuel Infrastructure
Collaborating with Indian Oil Corporation Ltd. to pilot hydrogen refueling channels.

Government Partnership
Working with the Government of Kerala to pilot hydrogen fuel vehicles, ongoing pilot study with ICAT and study FCEV feasibility.

Long Haul Transport
Supplying a fuel cell module to Ashok Leyland to co-develop a prototype Fuel Cell Commercial Vehicle (FC-CV).

Stationary Power Applications
Partnering with Ohmium International to co-develop green hydrogen microgrids for off-grid and industrial applications.

Biofuel Development
Collaborating with Praj Industries to scale ethanol fuel use in flex-fuel hybrids beyond the E20 mandate. Supports energy security while unlocking value for the agrarian economy through waste-to-fuel innovation and rural job creation.

LOCALISATION

Electrified Powertrain Localization
TKAP manufactures advanced xEV transaxles (e-Drives)—a critical component across hybrid, BEV, FCEV, and flex-fuel hybrid technologies—for both domestic use and export markets.

Flex-Fuel Engine Manufacturing
All flex-fuel hybrid (FFV) engines for TKM are set to be manufactured at Toyota Industries Engine India, reinforcing localized capability in alternative fuel technologies.

Production Expansion
TKM is investing in a third manufacturing plant at Bidadi and a new greenfield facility in Maharashtra, both dedicated to scaling electrified vehicles production for India and beyond.

INNOVATION

Research Collaborations
TKM is co-developing a state-of-the-art Mobility Engineering Laboratory at the Indian Institute of Science (IISc) to drive R&D in electrified powertrains.

Electrified Flex-Fuel Hybrid (FFV-SHEV)
Developed on the Innova Hycross platform, this BS6 Stage -II ready prototype blends the benefits of biofuels with the efficiency of strong hybrids. It is designed to operate on ethanol blends beyond the current E20 mandate, offering a low-emission, future-ready mobility solution.

Fuel Cell Electric Vehicles (FCEVs)
Introduced in India through the Toyota Mirai pilot, FCEVs generate electricity onboard using hydrogen, emitting only water vapor. They offer long range, fast refueling, and zero tailpipe emissions, making them ideal for commercial and long-distance applications.

Our Stakeholder Ecosystem

At Toyota Kirloskar Motor (TKM), sustainability is at the core of how we do business. Rooted in *The Toyota Way*, our actions are guided by a deep respect for people, commitment to continuous improvement, and a vision to create *Mass Happiness for All*. This approach helps us connect every innovation, every partnership, and every milestone with the lives we touch.

We believe sustainability starts with people - empowering employees, uplifting communities, collaborating with ecosystem stakeholders, and enriching customer journeys. From designing eco-conscious vehicles to nurturing an inclusive shopfloor, our strategy is anchored in the idea that **every person matters and every action counts**.

|	GROWTH	HAPPINESS	SUSTAINABILITY
Employees	Hands-on learning, global exposure, and ownership to drive transformation and skill mastery.	Pride, recognition, safety culture, and inclusive celebrations build belonging beyond job roles.	Employees lead eco-efforts through Kaizens, biodiversity walks, making green choices part of everyday work.
Customers	Access to reliable, affordable cars that adapt to evolving needs.	Omotenashi delivers care, trust, and emotional comfort beyond transportation.	Choosing Toyota supports clean energy, low emissions intensity, and values-driven innovation.
Suppliers	Capability building, joint platforms, and co-creation to fuel inclusive and sustained growth.	Partnerships rooted in trust, openness, and recognition ensure shared success.	Joint decarbonisation and value-chain collaboration make sustainability practical and inclusive.
Dealers and Logistics	Digital tools and Toyota's brand power help partners scale and thrive.	Customer joy and recognition instill purpose in every delivery and service.	Green logistics enables partners to operate efficiently and responsibly.
Communities	Education, health-care, and livelihood programs open doors to self-reliance and dignity.	Empowerment through learning, mentorship, and meaningful local engagement.	Community-led water, waste, and energy efforts create lasting environmental stewardship.

01
Economic Performance

At Toyota Kirloskar Motor (TKM), growth is not measured by numbers alone, but by how many lives it touches, how many communities it uplifts, and how many futures it secures.

Our economic performance is deeply intertwined with our purpose: to create happier paths together and sustain shared values. Every investment, every new product, and every local partnership reflects this belief. In FY 2024-25, we continued our strong momentum, achieving our highest-ever annual revenue and domestic sales. But more importantly, this growth was inclusive - generating jobs, enabling localization, strengthening supply chains, and supporting national priorities such as Make in India and Green Mobility.

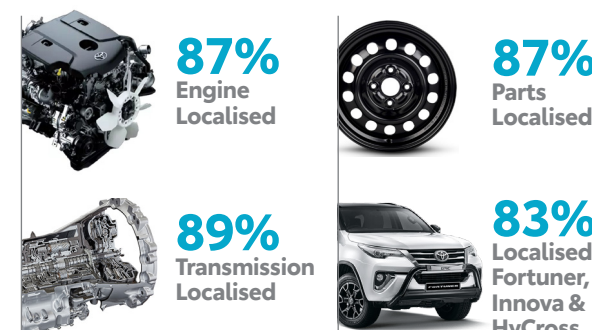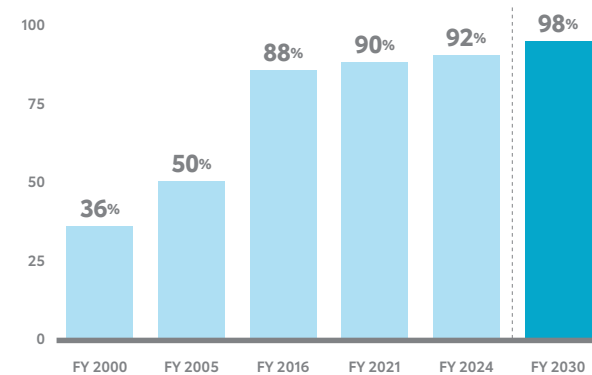## Mobility that Reflects India's Energy and Economic Landscape

Our multi-pathway product strategy—spanning strong hybrids and flex-fuel vehicles—supports affordability, energy security, and transition readiness. With 760+ touchpoints across India, quality mobility is more accessible than ever. Lexus, our sustainable luxury arm, continues to grow, delivering innovation and electrification aligned with global trends and local aspirations.

TKM Touchpoints

| Year	Value
2000	36
2010	155
2020	416
2022	543
2023	634
2024	760
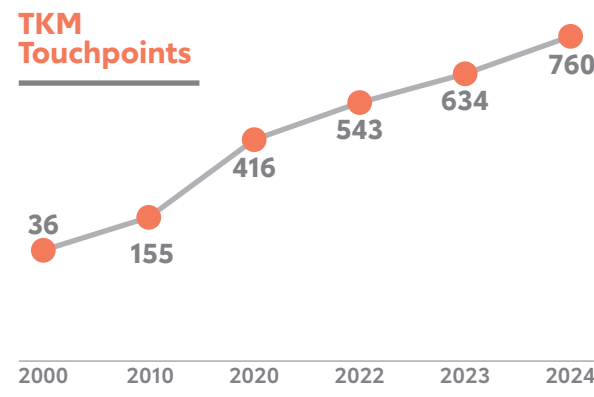
Local Sourcing, National Strength

TKM's localization strategy strengthens cost efficiency and supply chain resilience while reducing environmental impact. By increasing domestic sourcing of steel, components, and services, we are building capabilities among Indian suppliers, MSMEs, and manufacturing partners. Local sourcing by value now stands at:

Increasing trend of steel localization

	FY 2000	FY 2005	FY 2016	FY 2021	FY 2024	FY 2030
	36%	50%	88%	90%	92%	98%

87% Engine Localised

87% Parts Localised

89% Transmission Localised

83% Localised Fortuner, Innova & HyCross

Sales Performance

28% year-on-year sales growth was driven by customer-centric design, digital enablement, and market expansion. At the same time, our investment in people rose significantly, reinforcing our commitment to inclusive growth.

Sales Volume

YoY Increase in Sales Performance
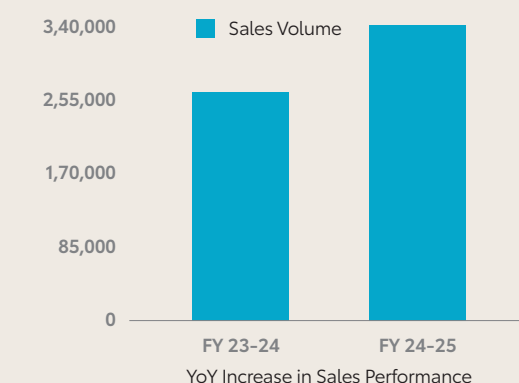
Investing in Capacity, Investing in India

To support rising demand and future mobility goals, we are expanding our manufacturing infrastructure through two key projects.

Plant 3 in Bidadi

Slated for launch in 2026, Plant 3 represents a ₹3,300 crore investment in sustainable growth and inclusive development. Located within the Bidadi campus, it will add 1,31,000 units of annual capacity and generate over 2,000 new jobs. Designed to run entirely on renewable electricity, the facility will also feature a 250 KLD ZLD system and target an IGBC Platinum rating. With advanced green building practices and energy-efficient systems, Plant 3 is more than a manufacturing unit—it is a symbol of responsible growth, combining world-class mobility solutions with community development and environmental stewardship.

Financials

Despite dynamic market conditions, we delivered robust economic outcomes:

Rs. In Millions

ECONOMIC VALUE GENERATED, DISTRIBUTED AND RETAINED	FY 24-25	FY 23-24	FY 22-23
Revenue (through core business segments)	6,48,653	5,58,660	3,37,337
Other Income (through other sources)	6,772	5,777	2,881
TOTAL REVENUE	**6,55,425**	**5,64,437**	**3,40,218**
Other Expenses	5,59,292	4,83,284	3,07,322
Personnel Expenses (Wages+Benefits)	19,211	16,259	13,040
Interest Charges	537	797	993
Community Development/CSR Investments	606	180	131
TOTAL EXPENSES	**5,79,647**	**5,00,521**	**3,21,486**
Net Profit Before Tax	75,778	63,916	18,732
CONTRIBUTION TO BENEFIT PLAN			
Contribution to Provident Fund & other Funds	1,157	1,008	858
SIGNFICANT FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT			
IT Exemption	–	–	–
Land Provided at Subsidised Rate	–	–	–
Incentive - Sales Tax Deferral	158*	180*	–
Custom & Excise Duties Waived	–	–	–
Others	–	–	–

* Refundable interest free sales tax loan from Government

Approach to Tax

At TKM, we ensure 100% compliance with tax laws through strict adherence, transparent disclosures, and regular stakeholder training. Our robust risk assessment process enables timely identification and mitigation of tax risks. We collaborate openly with authorities, addressing issues with mutual trust and respect.

Expanding India's Reach to the World

Our focus on quality and manufacturing excellence has strengthened TKM's export footprint, with volumes rising to 1,670 units in FY 2024-25 from 1,116 in FY 2022-23. As India emerges as a global hub, we are proud to deliver "Made in India, Trusted Worldwide" vehicles and will further expand exports through new facilities and enhanced capacity. For us, economic progress means shared progress—creating livelihoods, building supplier resilience, and reinvesting in communities to drive responsible and inclusive growth.

Greenfield Facility in Maharashtra

Our upcoming greenfield plant in Maharashtra marks a bold step towards clean and inclusive manufacturing. With a planned investment of ₹4,100 crores, the facility is designed to minimize emissions, adopt clean technologies, and use resources efficiently. Strategically positioned to serve western India and boost exports, it strengthens our role in advancing India's self-reliance while supporting climate responsibility. Guided by the spirit of "Grow India, Grow with India," this facility reflects our belief that true progress lies in uplifting people and protecting the planet.

Lexus: Pioneering Sustainable Luxury Mobility

The **ROV Concept 2** pushes the envelope in off-road sustainability. Powered by a compact hydrogen engine, it offers zero-emissions excitement, incorporating rugged eco-innovations like aluminium skid plates, airless tires, and a low-mounted hydrogen tank—all built for adventure with minimal environmental impact.

Through the **Lexus Overtrail Project**, launched in India with the NX350h Overtrail in April 2024 and showcased as part of the project by Auto Expo 2025, Lexus blends outdoor exploration with refined luxury. Unique elements like **Moon Desert exterior color**, Adaptive Variable Suspension, and matte black wheels with special high-profile tires make it ideal for dusty Indian terrains.

L exus is reimagining mobility through a **multi-pathway approach** to electrification, while staying rooted in its core values—**Authentic, Refined, Omotenashi, Engaging, and Imaginative**. Since 2017, Lexus India has been redefining luxury with a strong emphasis on sustainability and innovation. With a lineup of five models, including four self-charging hybrid electric vehicles, Lexus has established a firm foothold in the Indian luxury automobile market through impressive sales growth and eco-conscious mobility.

Central to the Lexus philosophy is *Omotenashi*—a Japanese spirit of hospitality—reflected in an **8-year/160,000 km warranty*** for all new models, setting a segment-first benchmark in the Indian luxury space and ensuring guest peace of mind.

Crafted for Tomorrow: Lexus Material Breakthroughs

In materials innovation, Lexus leads with sustainable design. From bamboo-charcoal speakers to luggage trims made of recycled plastics and bio-based materials like castor seeds and sugarcane, Lexus continues to explore new frontiers in environmentally friendly craftsmanship.

Glimpse to the future of Sustainable Luxury

At Auto Expo 2025, Lexus unveiled the **LF-ZC Concept**, a showcase of sustainable urban luxury with next-generation BEV architecture. The LF-ZC features bamboo-based interiors developed under the Bamboo CMF (Color, Material, Finish) Concept, supporting Lexus' circular economy goals through resource reuse and carbon footprint reduction.

Beyond Just Cars – Lexus promotes Sustainable Lifestyle

Going beyond vehicles, Lexus also promotes a sustainable lifestyle with the **Lexus Luxury Trail**—a curated series of scenic drives paired with eco-conscious luxury hospitality experiences. These journeys, powered by Lexus' hybrid electric vehicles, exemplify Lexus's mission to deliver elegance, performance, and environmental responsibility.

With this multipathway vision, Lexus is not just crafting vehicles but shaping a sustainable, luxurious tomorrow.

At Lexus India, our vision for the future embraces a multi pathway approach to sustainable mobility where innovation, luxury, and responsibility move in harmony. Guided by our core values of Authentic, Refined, Omotenashi, Engaging and Imaginative we are shaping a better tomorrow by nurturing a culture of sustainability, introducing thoughtful products and offering to our guests with a range of choices tailored to their lifestyles creating lasting positive impressions.

In line with our commitment to making luxury deeply personal, we embrace the Japanese philosophy of Omotenashi by weaving it into experiences that connect us with nature. Golf—a sport rooted in harmony with the outdoors, mindfulness, and precision—exemplifies this spirit. By curating such meaningful outdoor activities, we extend our hospitality beyond mobility, nurturing a sustainable lifestyle and reflecting our enduring respect and care for both our guests and the environment.

HIKARU IKEUCHI
President,
Lexus India

02
Environment
Where Green Meets Growth

At Toyota Kirloskar Motor (TKM), environmental sustainability is embedded into every decision, every process, and every innovation.

With a deep-rooted belief in collective action, TKM fosters innovation that balances progress with environmental preservation. Our value chain is aligned to reduce environmental footprints and enhance community well-being. Together, we nurture happiness for all and accelerate our journey towards a greener future.

— PADMANABHA B
Director and Executive Vice President

Our Green Strategy

Our journey to a greener future is a collective promise to those we work with, the communities we serve, and to future generations. Anchored in Toyota's global philosophy of **Respect for the Planet**, the environment is central to everything we do. This belief shapes our everyday actions and long-term vision, from how we design and manufacture, to how we innovate and care for the world around us.

Guided by the **Toyota Earth Charter** and the bold ambition of the **Toyota Environmental Challenge 2050**, our environmental actions are centered on achieving net zero CO_2 emissions and achieving a net positive environmental impact. At the heart of this commitment lies a structured roadmap, our **Environmental Action Plans**, that translate long-term vision into five-year, measurable transformations across energy, emissions, resource-use, and biodiversity.

Guiding Principles at Toyota (1992, revised in 1997) · Toyota Global Vision · Toyota Earth Charter, a Standard Environmental Policy (1992, revised in 2000) · Toyota Environmental Challenge 2050 · Annual Policies and Plans · Environment Policies and Guidelines · Five-year Toyota Environment Action Plan · Sixth Action Plan (2017–2021) · Seventh Action Plan (2021–2025)
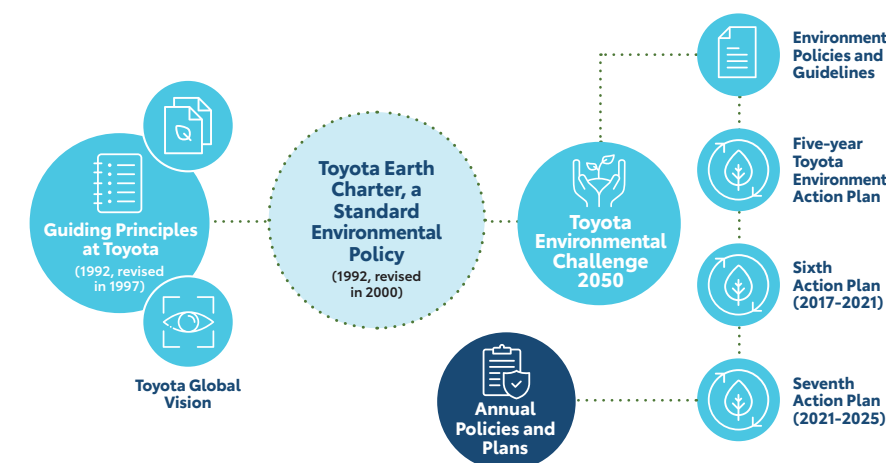
Key Highlights

100%
elimination of Scope 2 emissions from manufacturing through renewable energy implementation

89%
Recycled water and rainwater used for production

96.47%
of waste recycled through value yard strategy and only **0.01%** of our waste is landfilled

16.2 kgs
of steel reduced per hycross model since FY 2023–24

8,118
tCO2 sequestered from the greenery on campus

Biodiversity inside 25-acre Ecozone

468
species of fauna including **4 IUCN** red-listed species

650
species of flora including **25 IUCN** red-listed species

Toyota Environmental Challenge 2050 long-term, medium-term, and short-term targets

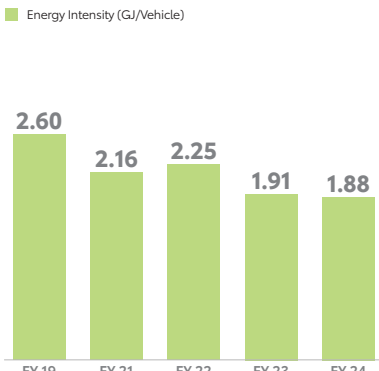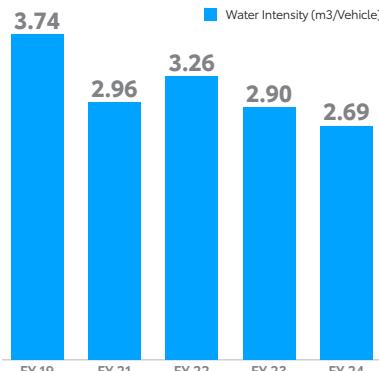|	Achieve Zero CO₂ Emissions			Achieve a Net Positive Environmental Impact		
	1	**2**	**3**	**4**	**5**	**6**
	New vehicle Zero CO₂ Emissions Challenge	Life Cycle Zero CO₂ Emissions Challenge	Plant Zero CO₂ Emissions Challenge	Challenge of Minimizing and Optimizing Water Usage	Challenge of Establishing a Recycling-based Society and Systems	Challenge of Establishing a Future Society in Harmony with Nature
LONG-TERM TARGETS	**Carbon Neutrality by 2050**					
	Toyota Environmental Challenge 2050					
	Achieve CN for average GHG emissions from new vehicles by 2050	Achieve CN for GHG emissions throughout the life cycle by 2050	Achieve zero CO₂ emissions from production at global plants and corporate activities by 2050	Minimize water usage and implement water discharge management according to individual local conditions	Promote global deployment of End-of-life vehicle treatment and recycling technologies and systems developed in Japan	Connect the reach of nature conservation activities among communities, with the world, to the future
			Carbon Neutrality from production at plants by 2035			
MEDIUM-TERM TARGETS	**2030 Milestones**					
	• Reduce average GHG emissions*2 from new vehicles*3 by 2030 • Passenger light duty vehicles and light commercial vehicles: 33.3% reduction (compared to 2019 levels) • Medium and heavy freight trucks: 11.6% reduction (compared to 2019 levels)	Reduce GHG emissions by 30% throughout the life cycle*1 by 2030 (compared to 2019 levels)	Reduce CO₂ emissions from production at global plants by 35 percent compared to 2013 levels	• Implement measures, on a priority basis, in the regions where the water environment is considered to have a large impact. • Water quantity: Complete measures at the 4 Challenge-focused plants in North America, Asia, and South Africa • Water quality: Complete impact assessments and measures at all of the 22 plants where used water is discharged directly to river in North America, Asia, and Europe • Disclose information appropriately and communicate actively with local communities and suppliers	• Complete establishment of battery collection to recycling systems globally • Complete setup of 30 model facilities for appropriate treatment and recycling of end-of-life vehicles	• Realize "Plant in Harmony with Nature"—12 in Japan and 7 in other regions—as well as implement activities promoting harmony with nature in all regions in collaboration with local communities and companies • Contribute to biodiversity conservation activities in collaboration with NGOs and others • Expand initiatives both in-house and outside to foster environmentally conscious persons responsible for the future
SHORT TERM TARGETS	7th Environmental Action Plan Targets					

As we advance through our 7th Environmental Action Plan (2021 – 2025), we are making progress against our 2019 baseline – achieving reductions for key performance indicators such as energy intensity and water intensity, as well as underscoring our position as proponents of green manufacturing.

Energy intensity reduction trend 7th EAP

Energy Intensity (GJ/Vehicle)

FY 19	FY 21	FY 22	FY 23	FY 24
2.60	2.16	2.25	1.91	1.88

Water intensity reduction trend 7th EAP

Water Intensity (m3/Vehicle)

FY 19	FY 21	FY 22	FY 23	FY 24
3.74	2.96	3.26	2.90	2.69

From a compliance standpoint, our environmental strategy is underpinned by:

- Environmental Management System (EMS)
- Toyota Motor Corporation's (TMC) Global Environment Management System (GEMS)

Our commitment to environmental responsibility is backed by discipline. TKM has consistently **maintained 100% compliance with environmental regulations**, by adhering to internal benchmarks that are 20% more stringent than compliance requirements. Independent third-party assessments further ensure that our accountability is transparent and trusted across the industry.

Carbon Neutrality

As the world moves towards sustainable growth, mobility must evolve to meet rising aspirations without compromising the planet. For TKM, achieving carbon neutrality means securing long-term energy resilience, aligning with national climate goals, and delivering on our promise of **mass happiness for all**.

Carbon neutrality strengthens our global competitiveness while honoring our deep local roots. It enables us to future-proof our manufacturing, lower lifecycle emissions across our products, and build trust with increasingly climate-conscious customers and communities.

Accelerating Carbon Neutrality through Products

To achieve our decarbonization goals, Toyota has adopted a **multi-pathway approach**, one that recognizes the diversity of global energy landscapes, infrastructure maturity, and consumer readiness.

Flex-Fuel Technology showcased at
- SIAM International Conference
- ISMA India Sugar and Bioenergy Conference
- India Bioenergy and Tech Expo
- Bharat Mobility Global Expo 2025
- India Energy Week 2025

Fuel Cell Electric Vehicles showcased at
- India Energy Storage Week 2025

Fuel Cell Electric Vehicle in Expo

*Our **multi-pathway approach** not only accelerates our own sustainability journey but also offers a **future-ready blueprint** for industry-wide decarbonization.*

Carbon Neutrality Across Our Value Chain

Our journey to achieve carbon-neutral manufacturing by 2035 is a shared responsibility of our people across the value chain. This approach is reinforced with the **Kaizen mindset**, which empowers each one of us to question, improve, and innovate in ways that incrementally enhance environmental sustainability by increasing efficiency.

With our people being the catalysts for change and our planet being the ultimate beneficiary, TKM paves the path towards a greener future.

Carbon Neutrality in Manufacturing

CONSUMPTION

Improving energy efficiency and reducing energy consumption is a continuous pursuit embedded deeply in our operational philosophy and driven by the spirit of Kaizen. From optimizing airflow systems to introducing smart energy monitoring and solar thermal integration, these small, consistent enhancements added up to estimated emissions savings of **4,500 tCO$_2$e** over the year.
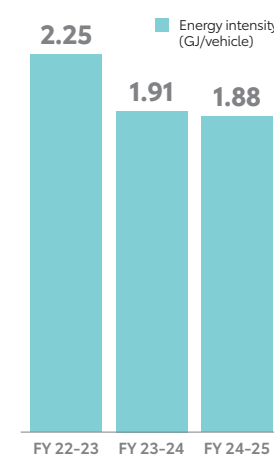
We recorded a 16% reduction in energy intensity per vehicle since FY 2022-23.

Energy intensity reduction trend

Energy intensity (GJ/vehicle)

- FY 22-23: 2.25
- FY 23-24: 1.91
- FY 24-25: 1.88

Karakuri Kaizen Doujo

CONVERSION

As part of our commitment to environmental responsibility, we continue to drive operational excellence through energy conversion initiatives.

CASE STUDY
Sustainability Spotlight: State of the Art Compressor

At Plant 1, installing advanced compressors boosted energy efficiency significantly, resulting in estimated **energy savings of 1,185 MWh/year, approximately 926 tCO2e/year**.

Compressor

SOURCING

Setting a benchmark in the automotive sector, our strategic foresight and early investments in solar power have evolved into a diversified renewable energy supply, placing us ahead of the curve in green manufacturing. Having phased out LPG since FY 2022-23, we now operate on PNG and renewable energy and are preparing for a complete transition to CBG. Since 2021, our manufacturing facility at Bidadi has been operating on 100% renewable electricity, marking a significant milestone in our green ambitions.

Plant CO$_2$ reduction trend

Legend: Non green | LPG | PNG

CO$_2$ emissions in K Tons

- FY13-14: 76.7
- FY14-15: 74.0
- FY15-16: 64.0
- FY16-17: 52.1
- FY17-18: 34.7
- FY18-19: 17.8
- FY19-20: 9.2
- FY20-21: 6.0
- FY21-22: 4.4
- FY22-23: 10.9
- FY23-24: 13.6
- FY24-25: 14.7
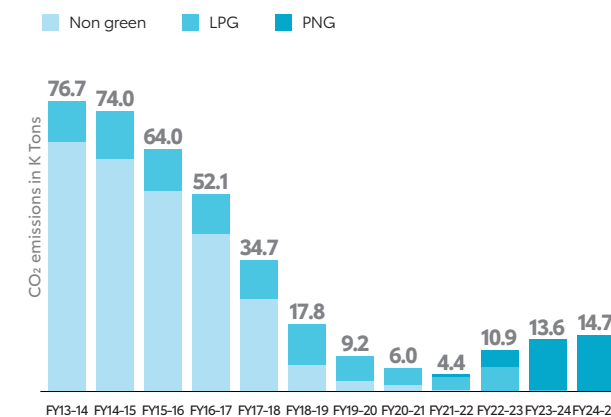
CO$_2$ avoided from adoption of RE*

Green Energy

- FY13-14: 5.1
- FY14-15: 9.2
- FY15-16: 25.5
- FY16-17: 38.9
- FY17-18: 57.6
- FY18-19: 44.1
- FY19-20: 30.0
- FY20-21: 37.0
- FY21-22: 65.4
- FY22-23: 95.1
- FY23-24: 101.1

*Scope 1 and Scope 2 KPIs from manufacturing
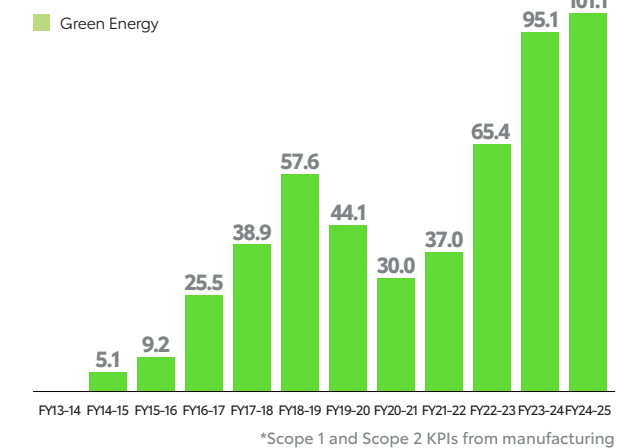
Renewable energy portfolio

- 8%
- 27%
- 52%
- 13%

- TKM Bidadi Campus – rooftop and solar power plants - 8.2 MW
- Yadgir and Bidar District – Off site solar park - 15 MW
- Vijaynagar – Group Captive Solar and Wind Energy Project - 27.2 MW
- Bescom Green Energy

Roof Top Solar at TKM
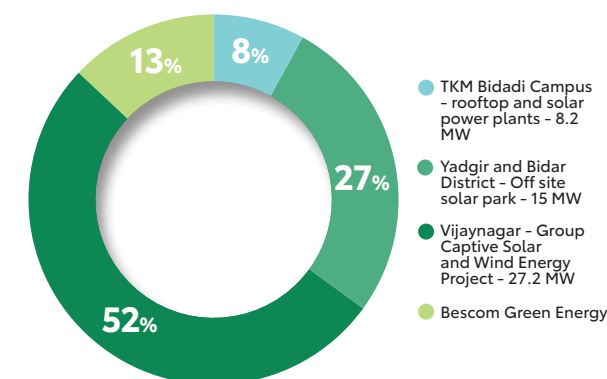
Greenhouse Gas (GHG) Emissions

- 11% reduction from FY 2023-24, with total Scope 1 emissions of 17,148 tCO2e in FY 2024-25
- 100% elimination of Scope 2 emissions from manufacturing through sustained transition to renewable energy
- Regional offices recorded 399 tCO2e of Scope 2 emissions
- 30.55% reduction in Scope 1 + Scope 2 emission intensity per vehicle produced since FY 2022-23
- By leveraging hybrid-electric technology, TKM vehicles manufactured in India have reduced their Scope 3, Category 11 (Use of Sold Products) emissions by 42,500 tCO2e compared to their internal combustion engine (ICE) counterparts

Scope 3 emission categories FY 2024-25

- Use of sold products
- Logistics (upstream + downstream)
- Material - purchased goods
- Fuel & Energy related
- Employee travel
- Suppliers - purchased goods
- Dealers (upstream + downstream)
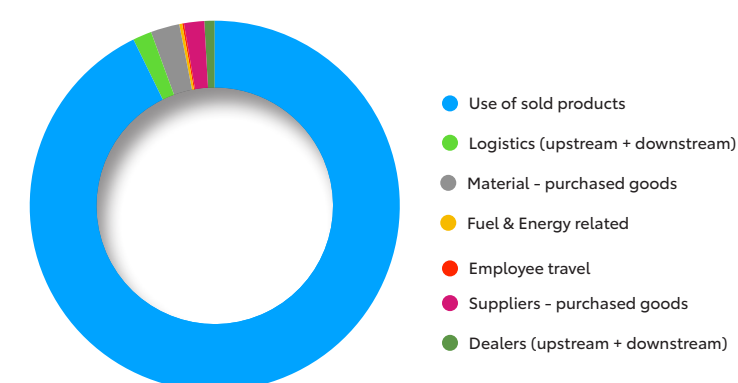
GHG intensity (scope 1 + 2) reduction trend

GHG Intensity per Vehicle Produced (Scope 1+2) in tCO2e/vehicle

- FY 22-23: 0.072
- FY 23-24: 0.053
- FY 24-25: 0.050
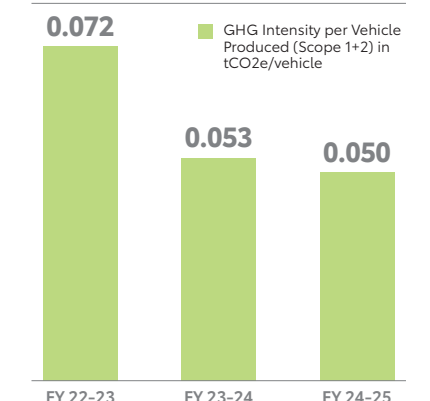
Carbon Neutrality Through Our Partners

At TKM, carbon neutrality extends beyond our factories. By partnering with suppliers, dealers, and logistics providers, we drive a collective shift toward decarbonization, fostering a greener, more resilient value chain through engagement, knowledge sharing, and ongoing support.

Suppliers

Through dedicated training, hands-on Gemba support, and strategic alignment with our 7th Environmental Action Plan targets, we support our suppliers to transition to renewable electricity and prioritize carbon neutrality in their operations.

Customized Support | **Goal Alignment** | **Clear Roadmap**

Supplier Spotlight
Denso Kirloskar Industries Pvt. Ltd. implemented numerous **environmental kaizens**, of which 8 major kaizens contributed to annual reduction of **47.18 tCO$_2$e**.

An essential starting point in our supplier decarbonization journey is the **New Supplier Evaluation and Registration (NSER)** process. NSER serves as a diagnostic lens to assess where every new supplier stands in relation to environmental compliance, energy practices, and carbon neutrality readiness. This structured evaluation helps us identify opportunities early on. In the reporting year, we:

- **Enabled 87,490 tCO$_2$e in emissions savings** across our supply chain through renewable energy adoption.
- **Sensitized the entire network** through our Annual Supplier Meet 2024, featuring environmental vision alignment, kaizen showcases, and recognition of top performers
- **Promoted 100% adoption** of Toyota's Green Purchasing Guidelines (GPG) and ISO 14001 EMS compliance for Tier 1 suppliers.

Dealerships

Dealers are our front-line partners in delivering sustainable mobility. In 2024–25, we strengthened our dealership ecosystem through the **Eco-Model Dealer Initiative** and the **Environmental Management System Program (EMS)**. These initiatives help operationalize environmental standards, enabling dealers to lead by example and champion sustainability in every customer interaction.

29% of our **365** dealers recognized as Model Dealerships

ECO-MODEL DEALER INITIATIVE

As part of our ecosystem-wide sustainability efforts, TKM introduced the Eco Guidebook resource for dealers to implement climate-conscious practices. Across India, dealers have embraced this approach, achieving a 27% reduction in CO$_2$ emissions per unit serviced since FY 2019, proving that environmental responsibility and operational excellence go hand in hand.

EMS PROGRAM

Our EMS Program inspires dealerships to grow from **Basic** (★) compliance to **Self-Sustainable** (★★★★) excellence. While the first star is just the starting point, we encourage every dealer to reach for the fourth, a symbol of environmental leadership, innovation, and commitment to a greener tomorrow.

SUSTAINABILITY SPOTLIGHT
In FY 2024–25, Nandi Toyota emerged as a trailblazer in sustainable dealership operations, earning a prestigious ★★★★ rating and setting a benchmark for others to follow. Some key highlights include:
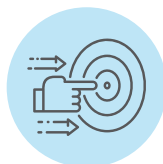
Doubled Impact
Exceeded TKM's electricity reduction target by achieving a **6% reduction**, double the **3% goal**.

Renewable Energy Leadership
Demonstrated unwavering commitment to clean energy by sourcing **75% of its total energy needs from renewable sources**.

Logistics Partners

From reshaping supply routes to embracing cleaner fuels and electrified transport, logistics is a critical lever in our path toward carbon neutrality.

ON-SITE SUPPLIERS (OSS)

Over the years, a total of **7 high-value and high-volume parts suppliers** from across India have moved operations to TKM to significantly reduce transportation related GHG emissions.

TRANSITION TO CLEANER FUELS

Approximately 40% of 78 transport routes (Plant 1) were successfully transitioned from diesel to CNG, resulting in emission reductions of **240 tCO$_2$e**.

Truck Loading Area

RAIL TRANSPORT

- In the reporting year, **24%** of logistics involving the transportation of manufactured cars from Bidadi was done through rail transportation.
- Compared to FY 2023–24, **652 tCO$_2$e of emissions were avoided in FY 2024–25** by using rail to transport manufactured cars in the **North and East** routes.
- In the Bidadi to North India route, **rail transport was increased from 41% to 63%** between FY 2022-23 and FY 2024-25. During this period, the vehicle units transported by rail more than doubled, demonstrating a strong shift towards low-emission logistics solutions.

Increasing trend of vehicles transported by rail – Bidadi to North India Route

Number of Vehicle Units

FY 22-23	FY 23-24	FY 24-25
18,710	35,873	42,154
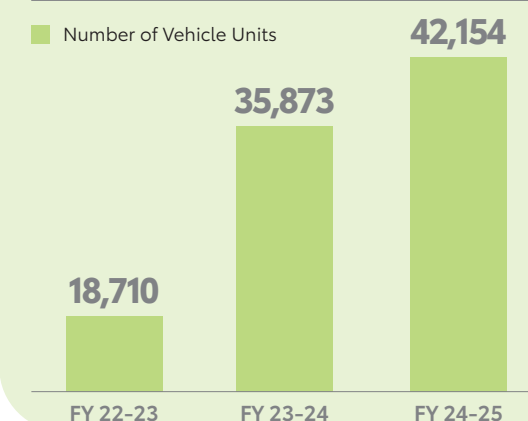
Environmental Resource Management

Sustainability begins with how we manage the resources we rely on every day. From energy and water to raw materials and waste, each element is used thoughtfully to minimize impact and maximize value. The goal is simple – **consume less, reuse more, and make every resource count**.

Waste Management

Our resource management framework reinforces our core principle – Respect for the Planet. Rooted in this guiding value, we align our efforts with Challenge 5 of the Toyota Environmental Challenge 2050, which calls for the **establishment of a recycling-based society and systems that encourage circularity**.

Our vision compels us to use resources with care, manage our waste with integrity, and take responsibility for our products across their entire lifecycle - from raw material sourcing to end-of-life management.

Value Yard

**Recycled
96.47%,
47,604 MT**

**Pre-processed
3%,
1,745 MT**

**Landfill
0.01%,
8 MT**

**Incinerated
0.53%,
2 MT**

These results mark a significant milestone in our commitment to becoming a 'zero waste-to-landfill' organization.

VALUE YARD

In our dedicated Value Yard, waste is meticulously segregated and dispatched to authorized recyclers and preprocessing vendors. During the reporting year, we generated a total of 49,359 MT of waste; comprising 3,065 MT of hazardous waste and 46,294 MT of non-hazardous waste.

Recycled Waste Categories:
- Copper, Aluminium & Steel
- Empty Containers
- Paper, Plastic & Thermocol
- Spent Solvent & Used Oils
- Glass, Rubber & Wood
- Battery & E-waste

Non-Recycling waste categories
- Sealer Waste
- Glass Wool
- Waste Residues & Sludge

DEALER WASTE MANAGEMENT

- In celebration of Environment Month, 135 dealers eliminated single-use plastic bottles from their operations, resulting in estimated emission reductions of 6.8 tCO2e.
- Through targeted Kaizens from the Eco Guidebook and regular interventions, dealers reduced their waste intensity by 19% between FY 2022-23 and FY 2024-25.
- Through the EMS program, all dealers are responsible for segregating and disposing their waste with authorized vendors.

19% waste intensity reduction from FY 2022-23

Dealer waste intensity

Tons/total units serviced
- FY 22-23: 0.21
- FY 23-24: 0.18
- FY 24-25: 0.17
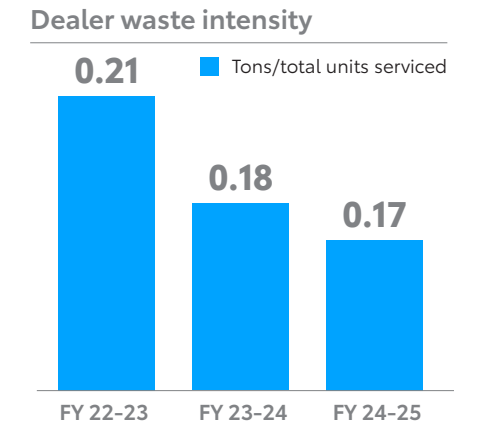
STEEL CIRCULARITY: SUPPLIER WASTE MANAGEMENT

- In pursuit of our commitment to responsible consumption and resource efficiency, we have been working to optimize steel usage by integrating recycling practices into our core manufacturing process.
- Within our press shops, after carving steel sheets into automotive components, the leftover steel scraps are collected and sent to certified suppliers for recycling. These suppliers process the scrap into recycled car components, which are then returned to our assembly lines to be inserted into our newly manufactured vehicles.

12,398 MT of steel scrap repurposed in FY 2024-25

END OF LIFE VEHICLE MANAGEMENT

The Toyota Global Dismantler Project is a pivotal initiative aimed at establishing 100 vehicle dismantling facilities worldwide, reinforcing our commitment to a circular economy. This contributes to the vision of the Toyota Environmental Challenge 2050 to build a recycling-based society, where resources from ELVs are effectively repurposed for the manufacturing of new vehicles through the Toyota Global Car-to-Car Recycle Project.

EXTENDED PRODUCER RESPONSIBILITY

- EPR in TKM is an opportunity for product innovation to promote circularity. We are committed to design products that are durable, reliable, and recyclable.
- Under EPR compliance, we take full responsibility for the environmentally sound disposal and recovery of key waste categories; plastics, batteries, tires, used oil, and ELVs.

In FY 2024-25, TKM spearheaded 1 pilot dismantling unit, attaining an approximate recycling rate of 95% for end-of-life vehicles.

MATERIAL MANAGEMENT

Steel and paint are the primary raw materials used in our manufacturing process. In the spirit of Kaizen, we are committed to minimizing waste generation, ensuring efficient resource-use, and lowering material consumption for every vehicle produced.

SUSTAINABILITY SPOTLIGHT
Steel Optimization

- In the reporting year, we used 98.82 million kgs of steel in manufacturing.
- We increased the steel yield ratio for all models from the previous year, with a maximum increase of 3% for the Hycross model.
- Since FY 2023-24, we have reduced our steel consumption intensity by 16.2 kgs per Hycross model produced.

Steel material management

PAINT CONSUMPTION

In the reporting year, Kaizens in the paint shop saved approximately 30 MT of paint and additives combined for all vehicles manufactured in Plant 1.

Plant 1 paint consumption intensity reduction (kg/vehicle)

■ Paint + Additives Intensity (kg/vehicle)

FY 22-23	FY 23-24	FY 24-25
22.21	22.15	21.99
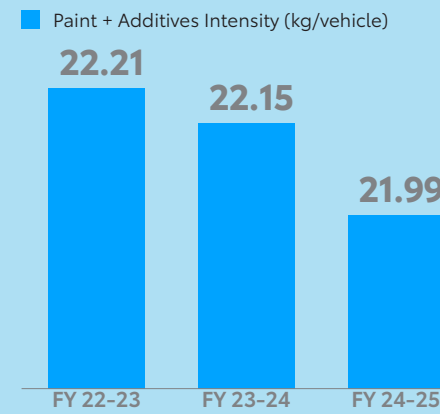
Our steel and paint Kaizens have been successful with plans underway to extend their implementation through **Yokoten** - our horizontal deployment approach for dispersing best practices across the organization.

Other Emissions

Guided by a strong sense of responsibility, we extend our comprehensive environmental strategy beyond GHG emissions to include other emissions such as volatile organic compounds (VOCs), stack emissions, and ODS emissions.

VOLATILE ORGANIC COMPOUND EMISSIONS

Within TKM, VOC emissions primarily arise from paint shops where thinners, adhesives, and paints are used to coat two vehicle components; the body and the bumper. In keeping with our mission of environmentally responsible manufacturing, we aim to reduce VOC emissions through paint shop Kaizens.

■ VOC body (g/m2)   ■ VOC bumper (g/m2)

FY 22-23	FY 23-24	FY 24-25	FY 22-23	FY 23-24	FY 24-25
34.22	35.74	34.96	520.01	512.67	477.97
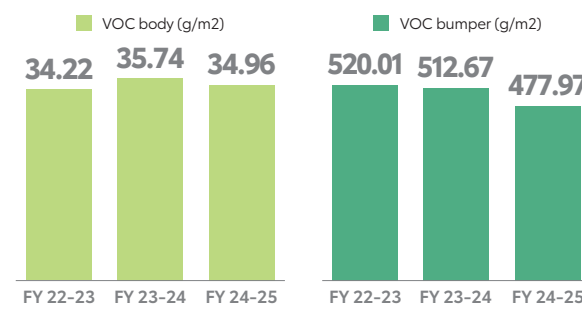
STACK EMISSIONS

Across TKM, we regularly monitor stack emissions to ensure that our air quality adheres to the National Ambient Air Quality Standards (NAAQS) established by the Central Pollution Control Board (CPCB). Since the last reporting year, our air quality has improved as SPM, SO_2, and NOx emissions have reduced:

■ SPM (MT/A)   ■ SO2 (MT/A)   ■ NOx (MT/A)

FY 22-23	FY 23-24	FY 24-25	FY 22-23	FY 23-24	FY 24-25	FY 22-23	FY 23-24	FY 24-25
151.58	176.94	166.98	5.63	4.45	1.09	5.70	13.86	6.50
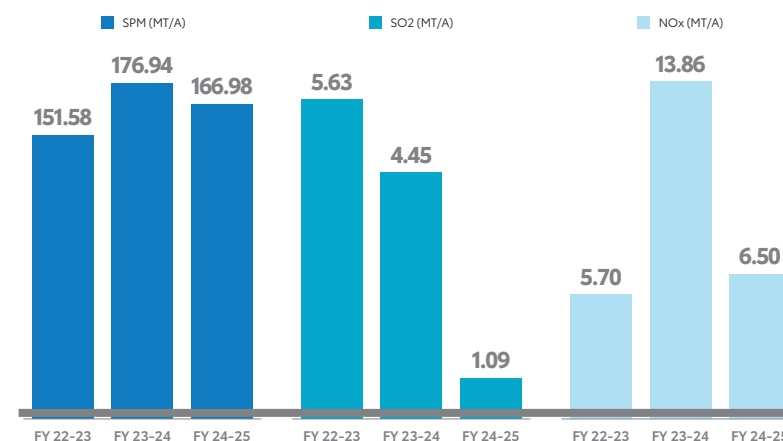
ODS EMISSIONS

To reduce emissions of ozone-depleting substances (ODS), we have significantly decreased our reliance on R-22 refrigerants. During the reporting year, we **transitioned to lower-impact alternatives** - R-32 and R-410A - across 208 air conditioning units, resulting in **estimated reductions of 741 tCO$_2$e.**

Water Management

Water is a shared and precious resource, and TKM manages it with care and accountability. In the reporting year, we used 1.73 million m³, sourcing 63% from recycled water, 27% from fresh water, 9% from rainwater, and just 1% from borewells, ensuring every drop is optimized.

TKM overall water consumption by source FY2024-25

1% Borewell 0.019 Million m³

27% Freshwater 0.47 Million m³

9% Rainwater 0.16 Million m³

63% Membrane Bioreactor Output 1.1 Million m³
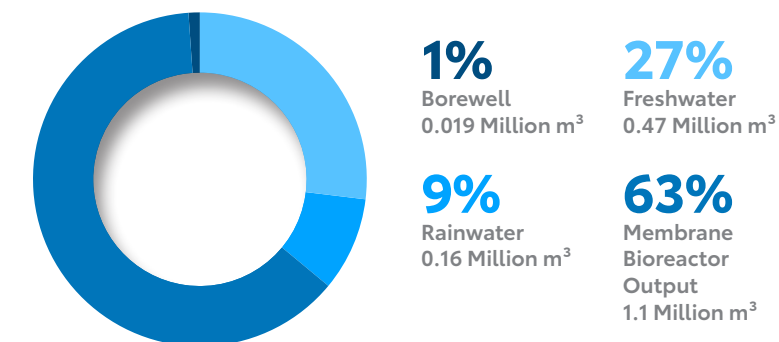
Our comprehensive water management strategy is built around the **5R approach—Reduce, Recycle, Reuse, Recover, and Recharge** – to minimize consumption and maximize replenishment.
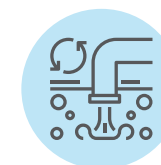
Advanced Wastewater Treatment	Efficient Reuse Systems	Rainwater Harvesting	Aquifer Rejuvenation
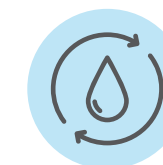
REDUCE, RECYCLE, AND REUSE

A cornerstone of our water management strategy is the recycling and reuse of water, which helps reduce our reliance on freshwater, borewater, and external raw water sources. At our Bidadi facility, all sewage and effluents are treated in our advanced wastewater treatment plants (WWTP), which process up to 5,957 KLD per day.

89% of water requirements for production met through recycled water and rainwater harvesting

Rain Water Harvesting Pond

RECOVER AND RECHARGE

We focus on water recovery and recharge to safeguard our water needs through:
- Rooftop water collection for all buildings
- Two rainwater harvesting ponds with combined capacity of 51,000 m³
- 18 recharge pits, whose recharging capabilities are supplemented by the one unlined harvesting pond.

SUPPLIER WATER MANAGEMENT

We work with our suppliers in our shared mission of environmental sustainability by disseminating best practices and targeted Kaizens.

- Tier 1 suppliers underwent water risk assessments and training to reduce water consumption
- 46 critical suppliers were trained on water positivity during Environment Month.

25% reduction in water intensity (compared to FY 2022–23)

DEALER WATER MANAGEMENT

As part of our Environment Month celebrations, our dealer network embraced water stewardship. A total of 143 dealers implemented water-saving Kaizens

- Eco car washing
- Tap aerator installation

These collective efforts led to:

1,237 m3 water savings

Dealer water intensity

■ m3/total units serviced

FY 22-23	FY 23-24	FY 24-25
0.24	0.20	0.18
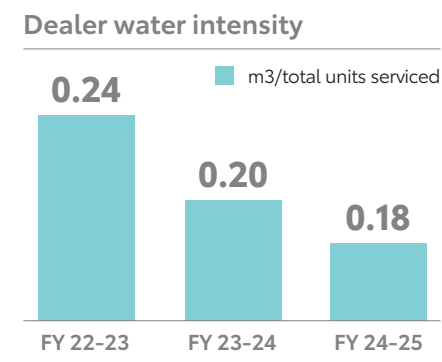
Biodiversity and Harmony with Nature

In line with Challenge 6 of the Toyota Environmental Challenge 2050 vision, we aspire to **build a future society in harmony with nature** where business practices and environmental sustainability thrive simultaneously and seamlessly. To bring this vision to life, we have three flagship programs:

- **Toyota Greenwave Project**
- **Today for Tomorrow**
- **Education for Sustainable Development**

TOYOTA GREENWAVE PROJECT

The Toyota Greenwave Project is our ambitious flagship initiative devoted to cultivating ecologically resilient habitats through Miyawaki afforestation and strategic green-belt development.

The Toyota Greenwave Project is a collaborative movement that unites the entire TKM community under a mutual vision of transforming the Bidadi plant into a thriving green sanctuary.

747 saplings planted inside TKM premises

1,492 saplings planted outside'

TODAY FOR TOMORROW

Our Today for Tomorrow program reflects our symbiotic relationship with environmental stewardship through large-scale conservation and biodiversity enhancement. We recognize that thriving ecosystems are foundational to supporting all forms of life, and our initiatives are designed to strengthen this interdependence.

Toyota's Afforestation Development Program

During the reporting year, we advanced our ecosystem leadership through external afforestation with the Police Training School.

6.6 acres Afforested with forest pit method

1,492 Saplings planted comprising flower, fruit, and forest species

30 Native species

Drip irrigation system installed

ECOZONE

Within our premises, the Ecozone continues to serve as immersive space for ecological learning and in-situ conservation, fostering rich biodiversity and community engagement.

650 floral species, including 25 on the IUCN red list

468 faunal species, including 4 on the IUCN red list

03 birds internally identified as indicator species
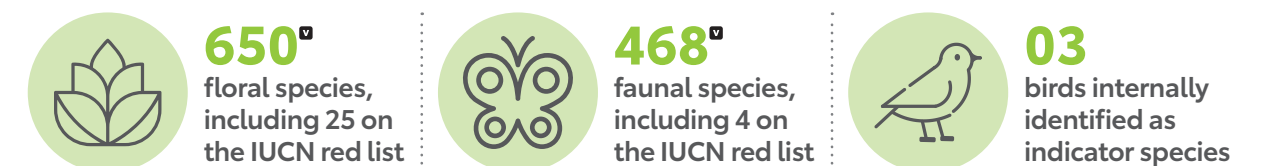
Each element of the Ecozone is a testament to the delicate balance of life, offering refuge to rare species while nurturing ecological awareness. For us at TKM, the Ecozone is more than a symbol of conservation – it is our living, breathing tribute to a greener tomorrow.

25 curated acres and 17 eco zones

Wetland Pavilion

8,118 tCO2e sequestered by greenery on campus till date

Faunal diversity increasing trend

■ Faunal species (number)

FY 22-23	FY 23-24	FY 24-25
285	414	468
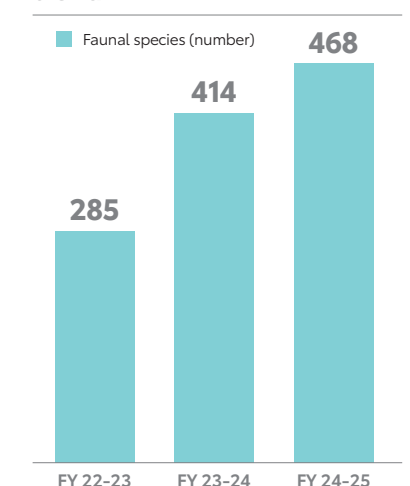
School Students' Training in Ecozone

Environment Learning at Ecozone for Team Members and their Families

EDUCATION FOR SUSTAINABLE DEVELOPMENT

We believe that meaningful and lasting environmental change begins with education. Through our Education for Sustainable Development (ESD) program, we strive to inspire students to embrace a mindset of ecological responsibility and inculcate eco-conscious behaviors. Through Ecozone, we:

- Fostered planet-conscious practices through activity-based experiential learning
- Hosted walkthroughs for local school children, new joinees, present team members and their families
- Offered environmental training on biodiversity, climate change, organic farming, and the management of waste, water, and chemicals.

In the reporting year alone, we trained 11,825 students, surpassing our annual target by ~13%. Of the 149 schools engaged, a staggering 98% submitted projects at school, group, and individual levels. Many students extended their learnings beyond the classroom, leading community initiatives on plastic reduction, upcycling, temple clean-up, and afforestation, demonstrating the program's ripple effect.

ENVIRONMENT MONTH AT TKM

Environment Month emerged as a powerful platform for reflection, action, and collaboration. Centered on the theme 'Responsible Resource Consumption', it grew from a month of activities into a shared movement - uniting employees, families, suppliers, and community partners in building a more conscious, resilient future.

Key highlights from Environment Month

Waterbody restoration and conservation **1,658** members	Plantation Drive **8,400** saplings distributed	Eco-Walks **487** members	Environmental Contests on Sustainability Awareness
Land Degradation and Restoration Seminars **1,486** members	Eco-Quizzes **2,967** participants	Recycling Workshops **440** members	
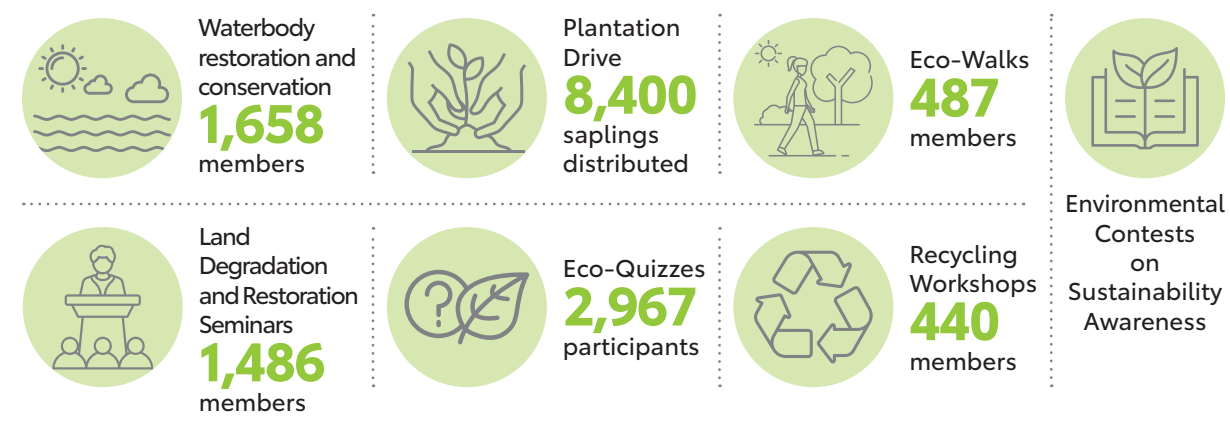
Looking ahead, we remain committed to galvanizing our value chain with environmentally responsible practices – creating a culture of conscious consumption and reinforcing our role as a catalyst for positive environmental change in the automotive sector.

Mango Tree

Crimson Rose Butterfly

A Greener Tomorrow, Together

Our sustainability journey is as much about people as it is about the planet. Whether it's empowering suppliers to transition to cleaner fuels, supporting dealers to reduce energy usage, inspiring young minds through our Ecozone, or uniting our community through commemorative celebrations, every initiative reflects the Toyota spirit: innovation with integrity, growth with responsibility, and progress with purpose.

India Softshell Turtle (IUCN)

Cycad Plant

Indian Short-nosed Fruit Bat

Chinese Glory Bower

Red Cotton Stainer

Red-wattled Lapwing

Wetland Pavilion
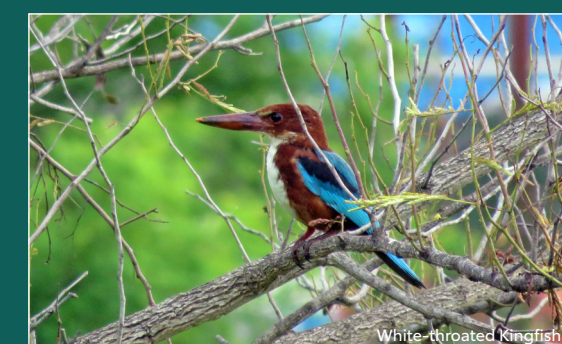
White-throated Kingfisher

03
Social
Where People Thrive, Society Flourishes

Give us the seeds of talent and we will plant them, tend the soil, water and nurture the seedlings, and eventually harvest the full potential of our people.

A t TKM, our commitment to sustainability begins with people. We believe that when people are empowered with skills and the opportunities to succeed, it creates a ripple effect that transforms families, strengthens communities, and uplifts entire ecosystems. This belief is anchored in Toyota Way Values and Principles.

Well-rounded individuals become catalysts for societal progress. At TKM, we build an ecosystem that respects diversity, ensures inclusion, and champions equity. By nurturing individuals, we empower them to uplift families, transform communities, and drive enduring societal progress.

— SHANKARA G
Executive Vice President and Director

Toyota India Center of Excellence (Toyota University)
Toyota's Commitment to SDGs through Skill Development

For India to achieve its vision of becoming a $5 trillion economy by 2027, as a nation, we must commit to addressing the challenges of formal skilling of youth (currently at 5%) and increasing our Sustainable Development Goals ranking on the poverty index (currently 99th/167 countries). Toyota India Center of Excellence (Toyota University) was established in response to the Government of India's "Skill India" Mission with an aim to leverage Toyota's expertise in transforming young talent into a globally competitive workforce . By addressing skill gaps across the value chain and meeting human resource demands of global affiliates, this initiative aligns with the Sustainable Development Goals and fosters inclusive growth, contributing to societal development through world-class skilling.

Key Highlights

12,932
Permanent and non permanent employees and workers at TKM facility

2.7+ Million
Customers

18,30,044
Beneficiaries of CSR program

23% Increase in women on the shopfloor from FY 2023–24

214
Youth graduated from TTTI and other skilling programs in FY 2024–25

6,30,392
Average training hours completed for employees and workers

Toyota India Center of Excellence (Toyota University)

Higher Level — Leadership and New Age Skills

Leadership Academy Future Ready
New Age Skills Academy Adapt to Technology

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Intermediate Level — Skilled Technicians

Toyota Technical Training Institute [TTTI] Develop World Class Technicians (Knowledge, Skill, Body, Mind, Values, TPS)

8 DECENT WORK AND ECONOMIC GROWTH

Elementary Level — School Students

Establish Strong Foundation at Elementary School **Good & Responsible Citizens of the Country**

4 QUALITY EDUCATION

* University is a symbolic reference. It refers to a knowledge and skill repository geared towards solving societal problems.

ELEMENTARY LEVEL: SCHOOL STUDENTS

- Aligned with SDG 4, Toyota promotes holistic education.
- Integrates behavioral education with academics.
- Focuses on safety, hygiene, and orderliness.
- Combines Chi (Skills), Toku (Values), and Tai (Health).
- Successful pilot at Bidadi elementary school, expanding to 15 schools in Karnataka in collaboration with Karnataka State Education Board.

Early Childhood Development

INTERMEDIATE LEVEL: SKILLED TECHNICIANS DEVELOPMENT

Toyota Technical Training Institute

- Toyota established the Toyota Technical Training Institute (TTTI) to equip rural youth with world-class technical skills.
- Offers a free, 3-year residential program after 10th grade.
- Curriculum focuses 60% on physical and mental development, 40% on technical knowledge.
- Includes a 2-year "Toyota Kaushalya" earn-and-learn model to boost employability.
- Currently trains 1,200 students (600 boys, 600 girls).
- Over 1,400 graduates placed across TKM, suppliers, dealers, and overseas.
- TTTI graduates are certified by National Skill Development Corporation (NSDC), Automotive Skill Development Council (ASDC), Electronic Sector Skills Council of India (ESSCI), and the Japan-India Institute for Manufacturing (JIM).

Toyota's Center of Excellence: Contributing to Skilling Ecosystem

Toyota's Center of Excellence: Contribution to Skilling Ecosystem

- TKM is enhancing Karnataka's skilling ecosystem, aligned with SDG 4 (Quality Education) and SDG 8 (Decent Work & Economic Growth).
- Till date we have developed 80 institutes across the state — 60 ITIs and 20 GTTCs
- Trained 300+ principals and faculty to improve institutional effectiveness.
- Conducted one-day industry exposure workshops for 7,000+ students.
- Organized skill contests, afforestation drives, and safety programs for holistic development.
- By FY 2025–26, we plan to add 15 more ITIs and 10 GTTCs, building a future-ready workforce for sustainable growth.

This initiative reflects Toyota's commitment to supporting youth for global mobility through advanced skilling aligned with international standards.

Skilling Karnataka Youth for Global Mobility

Karnataka Vocational Training and Skill Development Corporation (KVTSDC), under the Department of Skill Development, requested TKM to skill candidates for overseas employment. In response, Toyota trained 250 Karnataka youth through a 5-day program covering vehicle assembly skills, professional attitude, safety, quality, and language basics. Of the 100 candidates set to travel to Slovakia for assembly line roles, 44 were TKM apprentice members.

Karnataka Youth for Global Mobility

From India to Japan: Driving Global Excellence

Under the aegis of the Technical Intern Training Program (TITP) and with the approval of NSDC, TKM partnered with TMC to enhance Indo-Japanese collaboration in skill development and talent exchange.

- TKM provided skill development and cultural and language training
- TMC imparted global best practices, cultural orientation, and attitude development
- Toyota Enterprises ensured acclimatization in Japan.

*With **800+** skilled technicians successfully trained and deployed to Japan, this initiative fosters socio-economic growth and global mobility*

HIGHER LEVEL: LEADERSHIP ACADEMY

Toyota India's Leadership Academy develops leaders with a mindset of TKM's Vision: "Grow India and Grow with India." Through a structured approach, Toyota Business Practices Reinforcement Development Program (TRDP), Management Development Program (MDP), and Leadership Development Programs (LDP-1 & LDP-2), it equips leaders from supervisors to function heads with critical capabilities. Modeled on an inheritance and evolution approach, it fosters transformational leadership and nurtures a regional and global perspective.

HIGHER LEVEL: NEW AGE SKILLS ACADEMY

Our New Age Skills Academy bridges the Auto-IT talent gap through a two-fold approach: developing technicians at TTTI and nurturing engineers via academic and industry partnerships. Combining IT and vehicle systems, it empowers youth with future-ready skills for sustainable mobility.

New IT training

DEVELOPING SUPPLIERS AND DEALERS

We foster capability building among suppliers and dealers by developing leadership in the core Toyota principles. The training covers Standard Work, Kaizen, Job Instruction, PDCA, and A3-based consensus building, followed by live projects for practical applications. Through collaborations with the Automotive Components Manufacturers Association (ACMA) and Confederation of Indian Industry (CII), Toyota shares best practices, contributing to industry-wide excellence.

Toyota Skill Park in Green Field Project

Toyota India Center of Excellence aspires to establish a Skill Park under its Greenfield Project in Maharashtra at Chhatrapati Sambhajinagar, empowering rural youth with globally competitive skills. The following table highlights how the Skill Park will address key societal problems.

SOCIETAL PROBLEM	ACADEMY	RELEVANT SDG (s)
Accidents, low safety awareness	Safety Academy	SDG 3,8
Unemployment, lack of job-ready skills	Skill Academy	SDG 4,8
Weak work culture, ethics	Culture Academy	SDG 16
Poor health, low resilience	Body & Mind Academy	SDG 3
Inefficiency/Muda in Plant & Office	TPS Academy	SDG 9,12
Lack of people management/Mendomi skills	Leadership Academy	SDG 8,16
Stuck with traditional skills, digital divide	New Age Skills Academy	SDG 4,9
Weak foundational education (safety, health & hygiene etc.)	Elementary Academy	SDG 4
Environmental degradation, unsustainable practices	Sustainability Academy	SDG 12,13
Lack of industry-ready and employability skills	Society Development (Developing Industrial Training Institutes)	SDG 4,8,9,10,17

*SDG = Sustainable Development Goals

Employee Development

Toyota defines training needs through long-term planning, benchmarking, and stakeholder input. The curriculum includes mandatory modules (Human Rights, Code of Conduct, POSH), Toyota philosophies (TPS, Kaizen culture, etc.), and e-learning on compliance, governance, and key programs like Toyota Business Practices (TBP).

Focusing on CURE – Cross Skilling, Upskilling, Reskilling, and Expert Skilling, employees also attend external programs to stay industry-relevant.

Upskilling Highlights in FY 2024-25

8,000+	500+	330+	80	7,700+	19
Youth trained via CoEs and GTTCs	Employees with overseas exposure	Faculty members upskilled	ITIs + GTTCs transformed	Students reached through Youth Connect	Average training hours (employee + worker)
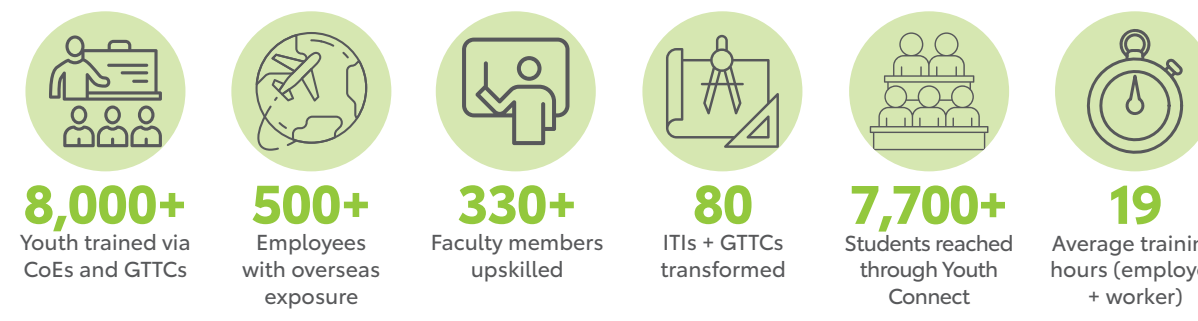
Global Skill Training

Building world-class technicians requires global exposure. Through this program, selected trainees undergo training in Japan at Toyota's global nerve center for manufacturing excellence, where they are immersed in advanced production systems and best-in-class manufacturing practices.

9 ITI apprentices | **560** Grade 8 | **87** Grade 7

Building the Foundation: Attracting and Onboarding Talent

With deep roots in Karnataka, we engage ITIs, technical institutes, and engineering colleges to onboard youth who are job-ready and aligned with our values.

*"With an employee turnover rate of just **1.78%**, our culture of engagement, respect, and opportunity continue to foster long-term commitment and pride amongst our workforce."*

New Employee Hires and Employee Turnover in FY 2024-25

New Hires Joining During the Reporting Period by Age Group & Gender

	<30	30-50	>50
	394	82	01
	68	04	00
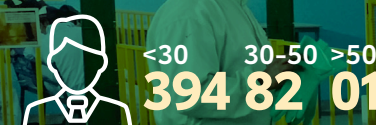
Employees Leaving During the Reporting Period

	<30	30-50	>50
	32	47	18
	06	03	01

549 New hires

7,679 Fixed term new employee hires

266 Female headcount increased

Inclusion in Action: Women Leading the Way

'When women thrive through learning, they inspire and uplift their entire communities. At TKM, we partner with women to co-create pathways for generational progress.'

We see women as catalysts of transformation and actively empower those from rural communities, equipping them with skills, confidence, and the opportunity to thrive.

Women Empowerment that transforms generations

Our Diversity, Equity & Inclusion (DE&I) strategy is deeply aligned with our vision of *'Producing Happiness for All'*. Recognizing the need to create a more welcoming and equitable workplace for women, we championed innovative solutions to advance inclusion.

Two Pillars of Women Empowerment

Accessibility
- Our 600-bed capacity dormitory provides safe accommodation and enables night shift participation for women.
- GPS enabled transportation facilities ensure safe commutes, increasing participation of rural women.
- Gender sensitive PPE, restrooms, and adapted ergonomic tools enhance women's inclusion on the shop-floor.

Culture and Ecosystem
- 12,000+ employees sensitized on POSH.
- 'Samvardhana' launched covering gender sensitization, wellness, menstrual hygiene, and nutrition awareness'.
- Inclusion practices extended across supply chain and recruitment ecosystem.

Women on the Shopfloor: A Quiet Revolution

The Toyota Kaushalya Program provides accessible, residential training to deserving rural women from diverse backgrounds, combining classroom learning with on-the-job training:

- 23% increase in women on the shop-floor in FY 2024-25, with a goal to reach 30% by FY 2030
- Fully sponsored training with support from Directorate General of Training (DGET)

WORKFORCE SNAPSHOT as of FY 2024-25

682 Women Employees | **512** Direct Roles | **170** Indirect Roles

Empowering People through Meaningful Growth

At TKM, regular Growth Conversations help employees reflect, align with goals, and explore Development Opportunities. Our "Coaching for Success" culture promotes continuous learning and constructive feedback. Performance is evaluated through goal-based and competency-based metrics, with rewards tied to growth, mindset, and impact—strengthened by five key Toyota Way competencies.

Optimization of Resources Organization

Mendomi Mindset

- Identify Problem Being Innovative
- Solution Provider With Professionalism
- Achieve Target With Ownership
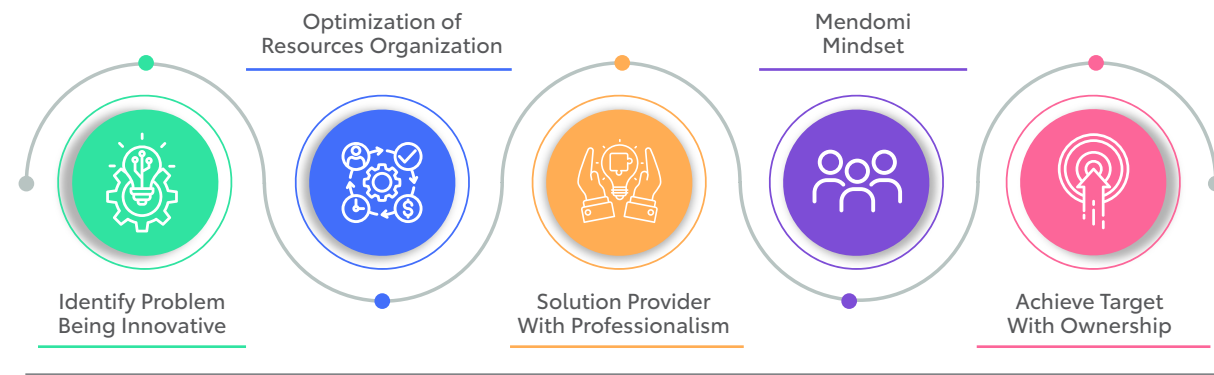
Empowered People, Happy Workplace

We believe a truly successful organization is built not just on performance, but on the power of its people. Our approach to employee well-being is rooted in one simple philosophy—when people feel heard, valued, and cared for, they give their best.

Voices that Matter: Engagement and Inclusion

Employees are encouraged to share ideas, spark innovation and co-create solutions through:

Direct Channels
Employees connect directly with Supervisors, HR, or the Employee Relations Officer in 1-on-1 confidential settings

Weekly Meetings & Speak to HR
Forums promote open dialogue for early interventions and resolutions

Toyota Mithra App
In-house app offers a quick and confidential grievance submission option

Samvada & Open House Forums
Employees directly engage with top executives to share and resolve concerns

Email & Whistle-blower Forums
Confidential channels for raising sensitive issues or reporting misconduct.

Structured Interactions
Sessions with HOD and HR for new joinees.

Employee Partnering
Proactively address engagement and satisfaction.

Nutritious Meals, Hygienic Kitchens, and a Happier Workforce

At TKM, caring for employees goes far beyond the factory floor. We believe that a healthy meal is the first step toward a healthy mind, a productive body, and a happy workplace.

2,051 m²
ISO 22000:2018 Certified Centralized Kitchen Span

15
Dining halls in 9 locations

28,000+
Meals Served Daily Across Shifts
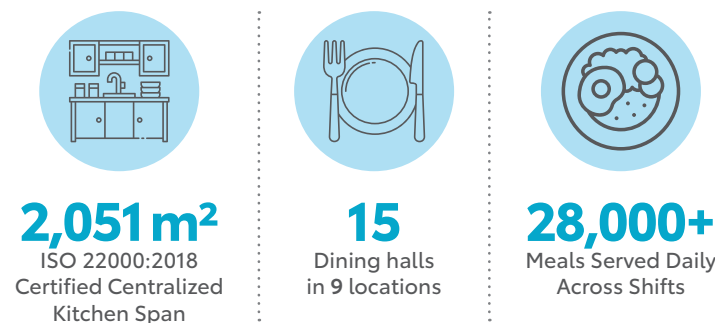
Smart Commutes, Stronger Commitments

We ensure safe, efficient, and sustainable employee transportation through a well-structured system operating in 4 districts. A fleet of 380 vehicles, operate as the backbone of nearly 10,000 employees daily, offering safe, timely, and sustainable commute options. Safety is central to our commutation strategy. The fleet completed over 5 lakh rides. In addition, we conduct monthly Safety Days and a driver development model focused on:

High Skill
(Uttama Kaushalya)

Self-Discipline
(Swayam Niyantrana)

Total Health
(Sampoorna Arogya)

Advanced safety technologies like Advanced Driver Assistance Systems (ADAS) and Driver Monitoring Systems (DMS), along with the Sarathi training program, promote driver awareness and accountability.

Creating Joyful Connections

A People-First Engagement Culture

Every individual who walks into TKM brings more than their skills. They bring stories of families who support them, communities that shape them, and cultures that ground them. It is this deeper identity that powers our workplace.

Welcoming Families into the Toyota Journey

We believe every dedicated employee is backed by a supportive family whose encouragement fuels their success. That's why we actively welcome families as valued members of the Toyota ecosystem.

Family Plant Visit
Over 2,728 family members were welcomed to TKM's plant, giving them a first-hand look at the environment their loved ones helped build.

Family Talent Show

With 150+ participants, this platform allowed employees and their families to showcase their creativity, through music, dance, and performance. Winners were honored at Kannada Habba, blending personal joy with professional celebration.

E-Bhandana

A one-of-a-kind program for newlywed employees, E-Bhandana helps couples bond emotionally while becoming part of Toyota's cultural fabric. This year, 53 couples joined the program, strengthening our collective identity.

Celebrating Identity, Culture, and Commitment

Culture anchors us by connecting generations, instilling pride and building bridges within a diverse workforce. At TKM we honor our cultural roots through several initiatives:

Kannada Habba 2024

A vibrant celebration combining Rajyotsava and Company Day, this event brought together employees and families in a shared appreciation of local heritage and Toyota values.

Women's Day Celebration 2025

To mark International Women's Day 2025, we celebrated the contributions of over 700 women employees, aligned with the theme "Accelerate Action", spotlighting women's contributions and aspirations in manufacturing.
Key initiatives include:

- 50% female intake at Toyota Technical Training Institute
- The Toyota Kaushalya "Learn and Earn" program, enhancing employability through certified training.
- Rehiring, sabbaticals, and flexible work policies
- Women-friendly infrastructure, including dormitories and the upcoming P3 plant.

Building Bonds Through Shared Experiences

Beyond roles and responsibilities, real connections grow through shared time, laughter, and movement.

Sparsh

An informal, offsite team bonding program where employees and managers connect as people, not just professionals—deepening trust and communication.

Sports for Wellness

From cricket and badminton to yoga, our sporting calendar promotes holistic wellbeing and team spirit.

Ekiden Relay Race

In 2024, 810 teams participated in this spirited event. Our women's team proudly represented India in Japan, finishing 10th globally, while the men's team achieved a new national record at 28th place.

Extending the Circle: Community and Ecosystem Engagement

As responsible industrial anchors, we extend our culture of wellbeing and unity to the broader ecosystem.

BIA Marathon

Our participation in the Bidadi Industrial Marathon – an event that brought industries across the region together - promoted physical wellness, regional cohesion, and a culture of collective progress.

Celebrating Personal Milestones with Thoughtfulness

At TKM, we believe every personal moment contributes to workplace well-being. Our gestures of appreciation include:

| Marriage gift cards | Birthday celebrations | Personalized family greetings |
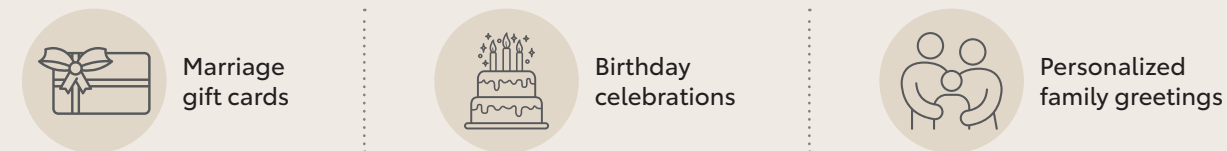
Embedding Well-being and Trust at Work Place

Our people-centric approach prioritizes holistic well-being, emotional safety, and respect, ensuring that every employee feels secure, heard, and empowered. Our benefits include:

| Medical and Life Insurance | Parental Leave | Sabbaticals | Mental Health Support | Retirement Benefits |

- In FY 2024-25, 356 employees availed parental leave and returned to work underscoring our inclusive and flexible culture.
- A unique six-month sabbatical option allows employees time for family, personal growth, or rest.

Freedom, Fairness, and Dialogue

Trust thrives when people feel valued and included:

- 56.3% of our permanent employees are represented by the Employees' Union, with whom we engage in open, regular dialogue via platforms like Toyota Mithra and Samvad.
- Structured weekly and annual forums give employees space to discuss issues, provide feedback and shape decisions.

Upholding Human Rights and Ensuring Respect for All

- All employees and security personnel receive human rights and ethics training.
- Protocols such as Kiken Yochi Training (KYT) embed respect and safety into daily operations.
- In FY 2024-25, we recorded zero human rights violations—a reflection of our deeply respectful and people-first culture.

Workplace where well-being and trust are embedded through teamwork, safety measures, and a supportive environment.
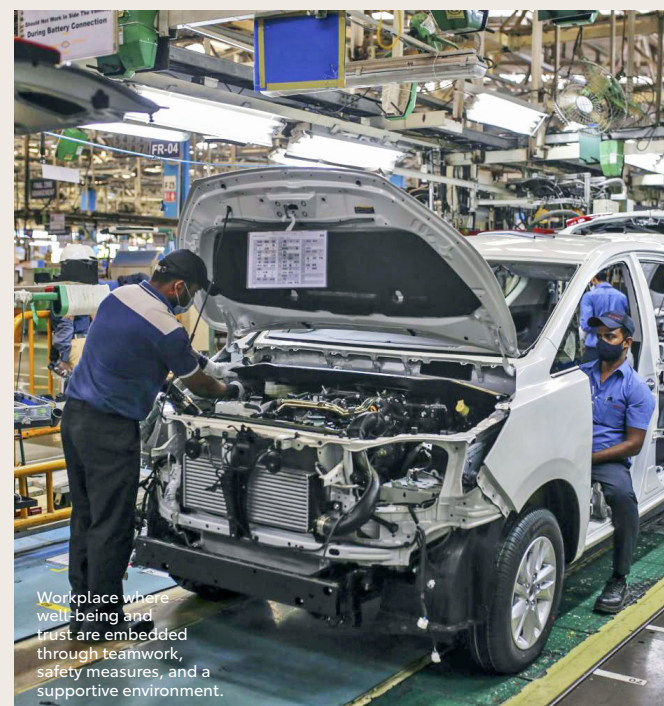
Occupational Health

Our Occupational Health and Wellbeing Framework is designed to build a safe, resilient, and health-conscious workforce, aligned with global sustainability goals and Toyota's continuous improvement philosophy—Kaizen. We believe that optimum health stems from the synergy of three elements: Healthy Person, Healthy Process, and Healthy Environment.

Holistic Health Framework: Our Approach

We embrace a holistic health model comprising three interconnected pillars:

Well Equipped OHC

Key Initiatives and Impact

01 PHYSICAL HEALTH: ENERGETIC BODY

Preventive Screenings
- Master Health Check (40+ years)
- Onsite Health Check (<40 years)
- Cardiac Risk Screening (35+ years)
- Hazard-specific screenings (e.g., chemicals, noise, manual handling)

Lifestyle Interventions
- Stepathlon Challenge
- Lean Works – Obesity Reduction Program
- Lifestyle Clinic – Targeting high cardiac risk individuals
- Dietitian Consultations – Personalized nutrition plans

Supportive Infrastructure
- Modern diagnostic tools at OHCs
- Dedicated physiotherapy units
- One-on-one doctor consultations
- Hospitalization Leave Compensation – Up to 3 months/year for recovery

Vaccination & Emergency Preparedness
- Annual Flu Vaccination Drives
- First Aid & CPR Certification Programs

02 MENTAL HEALTH & PSYCHOLOGICAL SAFETY: CONSTRUCTIVE MIND

Access to Support
- 24/7 mental health helpline
- Onsite counsellors
- Stress management and wellbeing workshops

Manager Empowerment
- Implementing Mental Health First Aid Training using the Recognize, Reflect, Refer model

Policy & Culture
- Introduction of a Psychological Safety Policy
- Active Speak-Up Culture
- Zero tolerance for harassment or retaliation

Feedback Mechanisms
- Periodic Psychological Safety Surveys
- Regular HR Pulse Surveys

03 GOVERNANCE AND PARTICIPATION: 100% HEALTH COMMITMENT

- Routine health audits and real-time data monitoring
- 100% compliance with annual health screenings (including contractors)
- Pre-employment medical fitness as a mandatory requirement for all site entry

Routine health check-up

Performance Outcomes | FY 2024-25

EAP UTILIZATION

100%
Annual Health Screening Compliance

47%
increase in mental health seeking and more than 4% of members utilized

80%
Flu Vaccination Participation

550
First Aid & CPR Trained Employees

1,800+ members participated in Stepathalon challenge, collectively covering 300 million steps, equivalent to nearly 2 lakh ms walking around the earth nearly 5 times.

HEALTH OUTCOMES

Cardiac Risk Reduction
35% high-risk employees improved

Lifestyle Improvement
69% showed positive changes

Weight Reduction
64% reported weight loss through interventions

Occupational Safety

A safe environment empowers our people to grow, contribute fully, and take pride in their roles. This commitment drives ongoing training, proactive risk management, and continuous improvement to ensure every team member feels secure, valued, and supported at work.

100% safety with no fatalities or fires across 139 suppliers

Elimination of major accidents at numerous dealership locations

Safety extended across the value chain—with structured assessments, training, and Yokoten knowledge-sharing.

Safety Across the Value Chain

Guided by the philosophy of **_Safe Man, Safe Machine, Safe Worksite"_**

Supplier → Manufacturing → Dealership

I. Strengthening Supplier Safety

We are committed to enabling domestic manufacturing and empowering India's local supplier base. By building safe, stable, and collaborative partnerships, we are strengthening the backbone of India's manufacturing capacity.

STRUCTURED SAFETY PILLARS

PILLAR I
Human Development
Enhance suppliers' safety knowledge and mindset

PILLAR II
Fatal Risk Prevention
Implement proactive measures to ensure a safe workplace

PILLAR III
Fire Safety Culture
Mitigate fire risks through prevention, detection, and protection
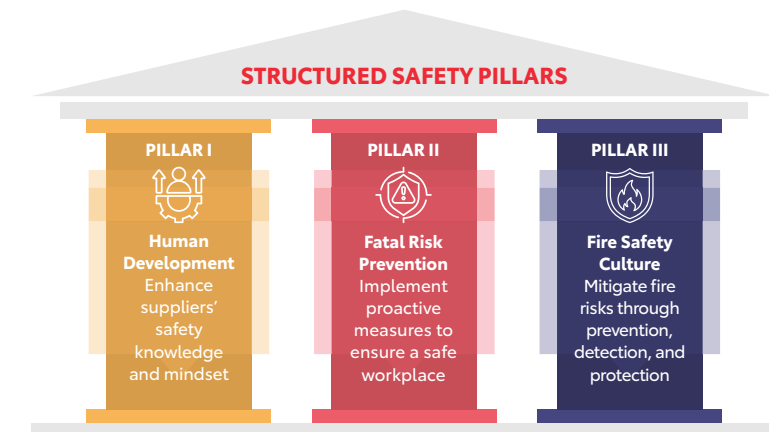
II. Safety at the Workplace (Manufacturing)
Organizational Structure

Supervised by the MD and OH&S Director, Toyota's safety framework is led by the Corporate OH&S Secretariat, coordinating initiatives across all functions. Dedicated safety teams work with stakeholders in manufacturing, logistics, dealerships, and offices. Guided by an OSHMS covering 69 parameters and a PDCA–based Kaizen approach, safety KPIs drive proactive risk management and continuous improvement.

Approach to Workplace Safety

We embed a **"Safety First"** culture that underpins our quality and productivity, grounded in:

- Safe physical and mental work environments
- Employee engagement through two-way communication
- Clear roles, responsibilities, and trust in safety leadership.

Lost Time Injury Frequency Rate

FY	Rate
FY 18-19	0.76
FY 19-20	0.60
FY 20-21	0.42
FY 21-22	0.23
FY 22-23	0.22
FY 23-24	0.25
FY 24-25	0.24
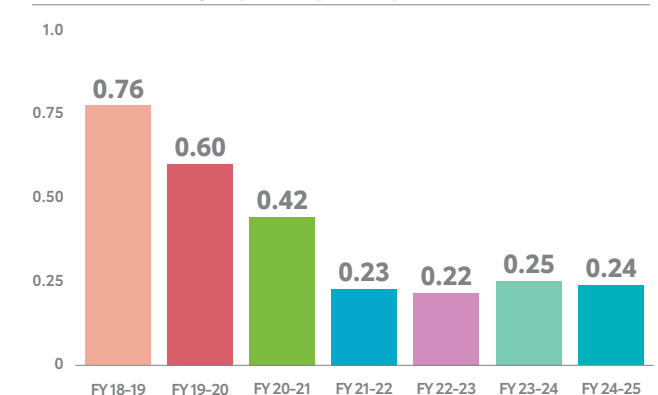
Safety Integration in Production
DESIGN STAGE
- Equipment designed according to Toyota Manufacturing Standards (TMS)
- Simultaneous Engineering (SE) and Digital Assembly integrate safety at blueprint stage
- Risk assessment and installation validation through 4 Stage Kanban and SEIBI team.

TRIAL STAGE (Goshi)
- Risk assessments conducted before SOP finalization
- Work posture, ergonomic tools, and hazard countermeasures identified and addressed.

REGULAR PRODUCTION STAGE
- Continuous safety improvements driven by near-miss reporting, analysis and process change point risk assessment
- All new processes undergo HIRA before member deployment.

Safety in Production area

Details of Our Training Efforts in FY24-25

General Training

77 Induction training programme batches

62 Members trained in Job Specific-overseas training

853 Members trained in LOTO (Lockout/ Tagout)

Emergency Preparedness Training

1,080 Members trained in firefighting, CPR, and first-aid

Contractor Trainings

5,013 Members completed general induction training

3,551 Members completed height work training

2,135 Members completed Hot Work Training

ELECTRICAL SAFETY DOUJO

Establishment of a Safety Training Centre to enhance the experiential learning process.

Corporate Safety Month 2025

This year, Corporate Safety Month was launched to reinforce our commitment to safety and to elevate risk management practices across TKM.

Themes & Actions

Our theme 'Stepping Towards a Self-Reliant Safety Culture' included:
1. Risk Control Enhancement: Focus on high-risk areas with 100% issue capture and infrastructure improvements.
2. Strengthening Safety Culture: Through safety behaviors like 'Stop, Look and Go' and 'Stop, Call and Wait'.

III. Driving Safety Excellence Across Our Dealership Network

We empower our dealers to create safe workplaces and promote road safety - ensuring that trust, care, and responsibility reach all our customers.

KEY INITIATIVES

Internal maintenance check sheets » Safety bulletins identifying 36 key improvement areas » Mandatory annual electrical safety audits.

DEALER SAFETY ROADMAP

01 Safety Fundamentals Basic systems and safety infrastructure.

02 100% Safety from Minor and Major Accidents Through SOPs and awareness.

03 Enhanced Safety Management Safety Practices through regular audit.

04 Self-Reliant Safety Dealerships sustain and own their safety performance autonomously.

DEALER RECOGNITION AND INCENTIVES

For dealers who achieved zero non-conformance in Electrical Safety Audits, their audit cost was borne by TKM, motivating them to uphold and promote safety excellence.

Quality Control Circles (QCCs): Building a Problem-Solving Culture

Our approach to people development goes beyond individual skilling by embedding a culture of proactive problem-solving across every level of the organization. By empowering employees to think critically, take ownership, and collaborate effectively, we are building a workforce that drives operational excellence with pride and purpose. QCCs form the foundation of our culture - driven by quality, innovation, and efficiency.

Quality Control Circles (QCC)

QCC is integrated with foundational programs such as Toyota Way Foundation, Fundamental Skills Training (FST), and Toyota Production System (TPS) modules, thereby reinforcing our Kaizen mindset across all roles and grades.

From Skills to Standards: Cultivating Quality

At TKM, quality is a shared mindset rooted in skill, ownership, and pride. Each year, Quality Month unites teams to strengthen our Quality Management System (QMS), share learnings, and celebrate excellence. In FY 2024-25, with the theme 'Accomplish Sustainable Quality through 'Atomodori Nashi' (Never Go Back), we reinforced quality through QMIND (people) and Q-PROCESS (operations).

Quality mindset through continuous improvement

Q-MIND Initiatives
- Awareness sessions and critical quality training
- 'Kikon Yochi' (KY) Danger Prediction weekly sharing for deeper understanding
- Anticipation of quality issues before they occur.

Q-PROCESS Initiatives
- Real-time line call analysis and TMC-based assurance tracking
- Recognitions for excellence:
  - » Quality Man Awards and Q-Mind Awards for individual ownership
  - » Best Group and Shop Awards for impactful process improvements

Customers

Every customer interaction is more than a transaction—it is a relationship built on trust, care, and shared progress. We believe that growth must not only drive performance but also foster delight and responsibility in equal measure. Across every product, service, and innovation, we place our customers at the heart of our journey toward sustainable happiness.

Quality Always

Known globally for our leadership in Quality, every vehicle we build reflects decades of engineering excellence and trust earned across generations. We carry that legacy forward, designing each step of your journey with care, precision, and the highest standards in the industry.

DESIGN PHASE
Quality Starts at Concept
Real-world customer insights shape designs, and advanced simulations ensure every model is stylish, safe, durable, and reliable from the very first sketch.

CROSS FUNCTIONAL COLLABORATION
Stronger Together
From design to production, our teams collaborate closely with suppliers to meet customer expectations, delivering better vehicles, higher standards, and excellence from day one.

DEVELOPMENT AND TESTING
Real World Reliability
Our cars undergo extreme testing and the Genchi Genbutsu approach to ensure they're ready for every terrain, climate, and challenge before they reach you.

PRODUCTION
Built with Toyota's world-class quality and lean manufacturing, our skilled teams maintain zero-defect processes to ensure every car meets the highest standards of consistency and excellence.

QUALITY ASSURANCE
Tested to withstand time
Every vehicle undergoes strict post-production checks and advanced diagnostics, ensuring durability, safety, and performance, so what you drive is built to withstand time.

SALES AND SERVICES
Awesome Experience Beyond the Showrooms
From warm Omotenashi service to expert maintenance and genuine parts, we support our customers' vehicle's performance while their feedback shapes the next generation of Toyota cars.

DELIVERY PHASE
Final Assurance, First Impressions
Every vehicle undergoes thorough inspections to ensure pristine, factory-quality condition, so trust begins with the first turn of the key and lasts far beyond.

Digital Innovation: From Showroom to Screen

In an increasingly digital world, Toyota has reimagined customer journeys through immersive technology:

- **Virtual Showroom**: Features 360° car views, day-night modes, AR integration to visualize vehicles in home settings, configurators, and booking capabilities—accessible on any device.
- **T-Web**: Toyota's B2C digital retail experience allows customers to explore, configure, and book vehicles from the comfort of their homes—delivering a contactless, future-ready purchase journey.

Toyota Mobility Services (TMS): Transforming Mobility with Tailored B2B Solutions

Launched in 2020, Toyota Mobility Services (TMS) delivers end-to-end mobility solutions across India, reflecting Toyota's vision of evolving from car manufacturer to complete mobility provider for businesses and government.

Toyota Privilege Program (TPP): A Strategic B2B Enabler

At the heart of TMS's business-to-business (B2B) strategy lies the Toyota Privilege Program (TPP)—a Key Account Management and benefits program tailored specifically for B2B clients. TPP is designed to:

- Provide personalized account management
- Offer exclusive benefits and services
- Ensure seamless coordination and support for large-scale mobility operations

Comprehensive & Tailor-Made Mobility Solutions

TMS delivers a wide range of customized services, including:

Finance · Insurance · Maintenance · Extended Warranty · Connect Fleet · Assured Buyback · Leasing and Subscription

Vision for the Future

Toyota Mobility Services (TMS) is a strategic mobility partner, not just a service provider. Through digital integration, sustainable solutions, and programs like TPP, TMS helps businesses and institutions in India access smarter, customized, and connected mobility solutions.

Vehicle Safety: Driving Safer and Happier Journeys

Safety is central to every Toyota vehicle. Guided by the Integrated Safety Management Concept, intelligent systems, robust structures, and features like Pre-Collision Systems, Lane Departure Alerts, and advanced braking enhance driver protection and awareness.

Connected Safety, Enhanced Security

Our vehicles are equipped with cutting-edge digital safety and security features:

- Stolen Vehicle Tracking and Remote Immobilization via the i-Connect app enable customers to track and disable stolen vehicles
  - Tow Alert notifies users in real-time if the vehicle is being moved without authorization
  - Driving Behavior Insights (for example, in the Innova HyCross) promote safe, mindful driving by analyzing braking, acceleration, and cornering patterns.

Cyber-Backed Vehicle Safety

- **Smart Systems**: ECU, CAN, and DCM work together to detect threats, prevent misuse, and safeguard data privacy.
- **Cybersecurity**: Robust frameworks extend to connected vehicles, ensuring a secure mobility ecosystem.
- **ADAS Integration**: Advanced driver-assist systems enhance control, awareness, and decision-making on the road.
- **Peace of Mind**: Every Toyota is designed to deliver safe, smart, and confident journeys.

Toyota Mobility Solutions and Services Private Limited

TMSS, a 100% subsidiary of TKM, brings Toyota's sustainability vision to life by redefining the pre-owned car market. Every vehicle is fully refurbished, certified through a 203-point inspection, fitted with genuine parts, and backed by warranty and roadside assistance—delivering safety, trust, and peace of mind while extending each car's usable life.

By prioritizing refurbishment over replacement, TMSS reduces demand for virgin production, cutting emissions, material use, and energy consumption. This directly advances lifecycle optimization and supports Toyota's global Environmental Challenge 2050 to build a circular economy.

Beyond environmental gains, TMSS creates skilled jobs in refurbishment, detailing, and digital operations, strengthening Toyota's people-first approach. With ambitions to scale nationwide by 2030, it will continue to reduce environmental pressure while fostering community trust and economic value.

Corporate Social Responsibility

Corporate Social Responsibility at TKM reflects our belief in "Producing Mass Happiness for All." It goes beyond compliance, serving as a platform to uplift communities, strengthen capabilities, and create lasting societal impact. Rooted in national priorities and aligned with the UN Sustainable Development Goals, our CSR strategy focuses on six priority areas – Road safety, Skill Development, Education, Health & Hygiene, Environment and Disaster Management. Each contributing to a happier, healthier, and more resilient society.

> *"Driven by strong values and a deep alignment with the Sustainable Development Goals (SDGs), our CSR framework emphasizes community-owned, need-based solutions. From advancing skill development to promoting environmental sustainability, each initiative is crafted to deliver measurable impact while empowering communities for long-term resilience and inclusive growth."*
>
> **— VIKRAM GULATI**
> **Executive Vice President**

> *We believe that growth must be inclusive, and we therefore place emphasis on advancing the social welfare of the communities where we operate. We are committed to developing and implementing a range of community-based initiatives aimed at delivering sustainable improvements in the lives of marginalized groups. TKM's core values drive us to make a meaningful impact, supporting our goal to be a responsible corporate citizen by integrating sustainability into all our operations.*
>
> **— SUDEEP S DALVI**
> **Director, Project SVP and Chief Communication Officer**
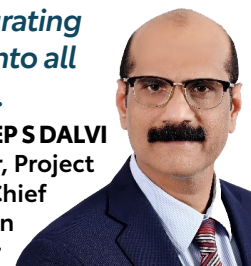
Road Safety
Safe Roads, Save Lives – Because Every Journey Matters

TKM envisions mobility that is safe for all, combining education with smart infrastructure.

- **Toyota Safety Education Programme (TSEP):** An interactive initiative that teaches schoolchildren essential road safety practices. In FY 2024–25, it reached 79,322 students, with a cumulative impact on 8.85 lakh students since inception.
- **Smart City Collaboration, Aizawl:** In partnership with Traffic Police and Smart City Office, TKM deployed ANPR cameras, CCTVs, and accessories integrated into the city's traffic system, benefiting ~4 lakh* community members.
- **Toyota Hackathon:** A platform for students (Classes 9–12) to co-create road safety solutions. In FY 2024–25, it engaged 13,300 students across 576 schools, with 15,946 students benefitting to date.
- D**river Awareness & Health Camps, Aizawl:** Road safety and health check-ups benefitted 800 drivers in FY 2024–25, with a cumulative outreach of 7,831 drivers.

Toyota Safety Education Programme

Technical Education & Skill Promotion

Toyota Hackathon

*The number is an estimate as multiple activities has been conducted in the same location which may have benefitted the same set of beneficiaries.

Skill Development
Skilling Youth for a Technologically Stronger Tomorrow

As the mobility landscape evolves, TKM is nurturing future-ready talent through education and industry partnerships:

- **Mobility Engineering Laboratory** established with IISc Bengaluru to drive advanced mobility research and innovation.
- **TESP programme** empowering rural youth with industry-relevant, hands-on skills — trained **2,988 students in FY 2024–25** and **8,084 across 64 institutes** since inception.
- **Centers of Excellence in Engineering Colleges** upgrading technical education with Toyota's global standards — expanded to **four new institutions** in FY 2024–25, training **200 students**, with **4,440 students benefitted overall**.

Technical Education & Skill Promotion

Advanced COE

Education
Strengthening Foundations for Inclusive and Quality Education

Quality education is the cornerstone of equitable growth. This year, our efforts reached deeper into local communities with key initiatives:

- The School Construction and Infrastructure Support Programme improved learning environments, benefiting:

In FY 2024–25	Over the years	
4,222 students from **7 schools**	**8,018** students and teachers across	**22** Government schools

- 151 additional schools were provided with Basic Educational needs, benefiting 70,487 students in the Ramanagara and Raichur districts, Karnataka.
- The Toyota Anganwadi Development Programme (TADP) adopted experiential learning methods to nurture holistic development, moving beyond traditional Anganwadi approach has.

In FY 2024–25	Since inception
12,834 students reached across **550 Anganwadi** centres	**15,581** students have benefited through **TADP**

Health & Hygiene
Empowering Communities with Healthier Future.

Holistic community development requires good health and well-being. We addressed both curative and preventive health needs through:

- The ABCD (A Behavioural Change Demonstration) Programme promoting hygiene awareness among school children.
- It expanded to Raichur, an aspirational district in Karnataka.
- A refresher program was introduced in the Ramanagara district of Karnataka.

In FY 2024–25		Over the years
29,978 Beneficiaries in Ramanagara	**1,17,780** Beneficiaries in Raichur	**6,69,322** Students and community members benefitted from the initiative

- **Toyota Pure Drinking Water Project (TPDP)** installs water purification units to provide safe and affordable drinking water to the community. In FY 2024–25, additional **10** water units were added. Since beginning, **62** water units benefitted **3,98,870** community members.
- In FY 2024–25, Medical Infrastructure Enhancement supported **6** Government Health Centres across Karnataka, providing diagnostic and critical care equipment to impact **5.68 lakh** people.

Disaster Management

Mizoram faces frequent landslides. District Administration lacks proper response equipment to cater the need. Hence TKM supported with Two Backhoes for quick disaster response, benefitting **4.65 lakh**(*) community members.

Environment

Jeevan Dhare, watershed initiative promotes sustainable water resource management implemented in a phase wise manner to ensure enhanced crop productivity, improved incomes and holistic community development, impacting **11,026** community members across **9** villages in Aurad Taluk, Bidar District, Karnataka.

Disaster Response Enhanced

*The number is an estimate as multiple activities has been conducted in the same location which may have benefitted the same set of beneficiaries.

Employee Volunteering
iCARE in Action

- iCARE (I, Community Action to Reach Everyone) is TKM's employee volunteerism program that engages staff in meaningful community initiatives.
- FY 2024–25: 4 events on education and environment in Bidadi & Kengeri, with 732 volunteers impacting 4,200+ beneficiaries. Activities included lake clean-ups, plantation, school bench restoration, mural painting, educational cards, and STEM model building.
- Since inception: 33 events, 3,230 volunteers, and 68,000+ lives impacted.

iCARE Program

CASE STUDY
Spotlight on Innovation
Mobility Engineering Laboratory at IISc, Bangalore

TKM, in collaboration with the Indian Institute of Science (IISc), Bengaluru, is establishing a first-of-its-kind Mobility Engineering Laboratory focused on sustainable mobility. This three-year initiative, to be fully functional by FY 2026–27, will bridge theory and practice by giving students hands-on access to advanced technologies.

In FY 2024–25, the facility benefitted 15 students, nurturing the next generation of automotive innovators and strengthening industry–academia collaboration.

CASE STUDY
Empowering Young Innovators
The Journey of Ms. Sakshi

Sakshi, a 10th-grade student from Ambedkar Memorial High School in Bangalore, loved extracurricular activities but was pressured to focus only on academics. Her creativity sparked when she was nominated for the Toyota Hackathon, a 24-hour program enabling schoolchildren to innovate solutions for road safety.

She drew inspiration from daily life and proposed automated traffic barricades to prevent accidents, winning her first prize and first-ever award.

Recognition and Awards
ET 2Good 4Good CSR Recognition

TKM has been honoured with the ET 2Good 4Good CSR Award for the second time, recognizing its strong CSR governance, stakeholder engagement, strategy, monitoring, evaluation, and reporting practices.

CSR Times Award

TKM received the CSR Times Award under the Swachh Bharat category for its ABCD program in 100 government schools across Raichur, an aspirational district identified by NITI Aayog.

Digital Transformation

At TKM, Digital Transformation (DX) is strategically focused on maximizing productivity and efficiency to ensure cost competitiveness while enriching the employee experience. And enabling a seamless customer experience to enhance trade cycle management, driving holistic value creation across operations, customer interactions, and internal capabilities.
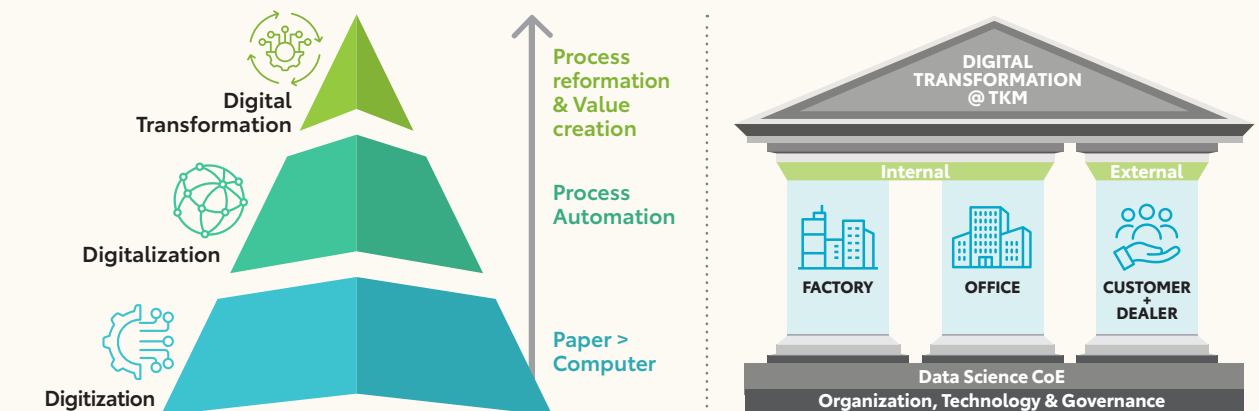
Office DX

The initiatives are categorized into 3 primary domains: **Collaboration, Information Exchange, and Productivity**. These initiatives aim to optimize employee experiences by delivering seamless connection and collaboration, ensuring efficient and secure information exchange, and automating processes. The scope outlined below focuses on key challenges and the necessary digital interventions.

Work Environment
To improve the working environment both at home and in the office.

Collaboration
Enable efficient and effective collaboration across teams and the global Toyota Group.

Data Sharing
Ensuring secure transactions and data sharing across the company.

Productivity
Virtually connected environment for swift IT Helpdesk support and issue resolution.

Exit
Digitally monitored entry and exit procedures to enhance security measures.

Digital Literacy
Skill Upgrade & Tech Adoption

Challenge: Low awareness about IT tools and capabilities

100+ Expert
1,000+ Beginner
Move towards Citizen Development

Benefits
Low Code/No Code Solutions
Member Productivity ↑

MERITS
- 25+ Solutions developed by Members

Human Resources
Visitor Management

BEFORE
Challenge
- Lead-Time: 15-30 Mins/visitor at security office
- Compliance & Safety risks

AFTER
Benefits
- Lead-Time: < 3 Mins
- Automated Approvals
- Compliance adherence (Entry to Exit Traceability)
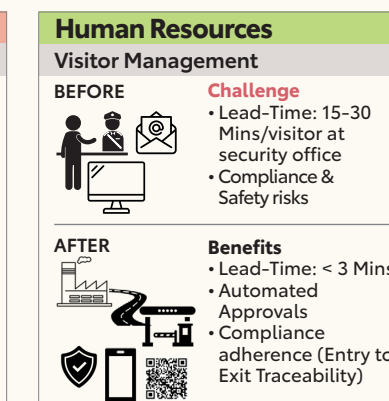
MERITS
- **Leadtime** ↓ 30 Mins to 4 Mins
- **Recurring Cost** ↓ 64%

Purchase
Digital Dojo

BEFORE
Challenge
- Lead-Time: 810 hrs/year/trainer
- Repeated content training
- Resource limitations

AFTER
Benefits
- Lead-Time: <2 hrs/year
- Automated, tailored
- Consistent content
- Better resource utilization
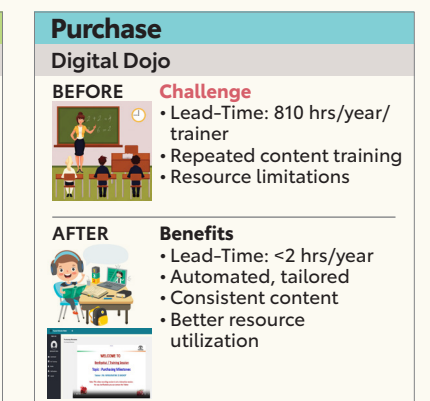
MERITS
- **Leadtime** ↓ 8 Hrs → 2 Hrs

IT for ALL

This initiative is aimed at democratization of IT through citizen development and awareness programs for all business functions through 'IT for ALL' programme.

Advanced

AI, ML
Python, KNIME
Java, .Net

PM: Jira
SAP, ARIBA
SaaS Config
UiPath, Mendix

MS Power Platform
Power Apps
Power BI
MS Tools

Intermediate **Beginner**

Factory DX

Our Factory DX initiative leverages technology and data to enhance process efficiency and KPI management, gaining a competitive edge. By improving process quality, optimizing machine downtime, and streamlining inventory, floor management and so on, we address current challenges (Kadai) to build a future-ready, sustainable organization with the necessary skills and technology, fostering a more efficient, effective, and resilient factory environment.

Manifest Check Automation

Challenge: Traceability of supplier bins, skids & Material receiving

Additional Unloading space

Individual Pallet Scan

100% manual scan

Auto parts scan with **RFID** gates

MERITS
• **Space** ↓ 400 Sq mtr
• **Processes** ↓ 5 Nos

Press Shop Planning (SSPCS)

Challenge: Non utilization of max Capacity

BEFORE **AFTER**

Manual inventory tracking & production planning

Scan based tracking and digital prod planning – Stock Optimization

MERITS
• **Space** ↓ 95 Sq mtr
• **Gross Strokes Per Hour** ↑ 7.7% (603 → 650)

Vehicle Inspection Assist (VDEM)

Challenge: Defect traceability & feedback to process not real time

BEFORE **AFTER**

• Grasping accuracy low
• No real time Feedback to Process TM

Manual Check sheet based inspection

• Inspection with Mobile
• **Assist Faster Takt**
• Digital Traceability

MERITS
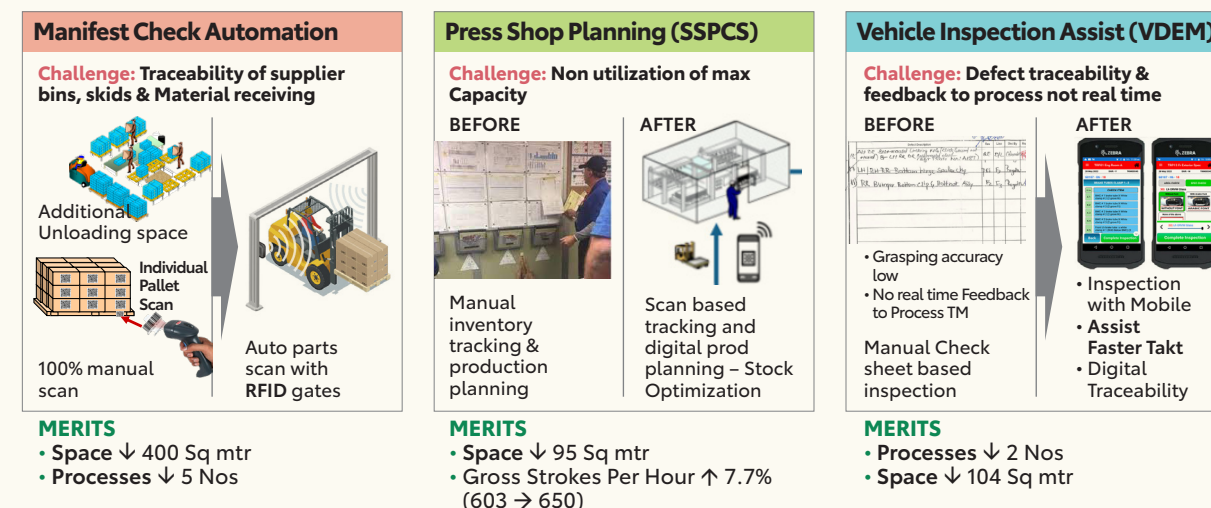• **Processes** ↓ 2 Nos
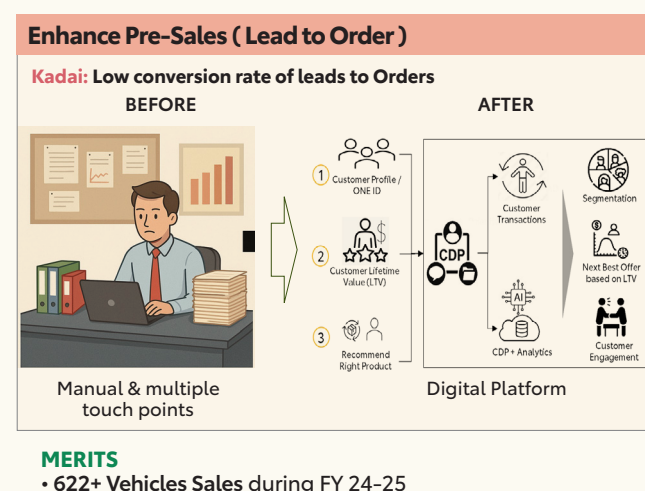• **Space** ↓ 104 Sq mtr

Customer DX

Our Customer DX initiatives proactively addressed challenges in building long-term customer relationships. Previously, a lack of unified customer profiles limited our visibility into customer lifetime value and the ability to offer relevant products.

To address this, we implemented solutions under two themes:

• **Digital Customer Journey Enhancement** – Focused on optimizing cost and efficiency, improving personalisation and reducing acquisition costs through streamlined digital transactions.

• **Value chain Business Improvement** – Concentrated on identifying at risk customer, measuring Customer Lifetime Value (CLTV) and improving customer retention to ensure sustainable growth.

Enhance Pre-Sales (Lead to Order)

Kadai: Low conversion rate of leads to Orders

BEFORE **AFTER**

① Customer Profile / ONE ID
② Customer Lifetime Value (LTV)
③ Recommend Right Product

Customer Transactions
Segmentation
Next Best Offer based on LTV
Customer Engagement

CDP • Analytics

Manual & multiple touch points

Digital Platform

MERITS
• **622+ Vehicles Sales** during FY 24–25

Cybersecurity

As we drive digitalisation, safeguarding trust is paramount. Cybersecurity at is not just a technical measure but it's a people-first commitment to protecting data privacy and upholding the integrity of our systems. Our efforts are focused on preventing cyber incidents and preserving the brand's reputation across every digital touchpoint.

Toyota's Cybersecurity Framework

Identify Risks
Protect Information
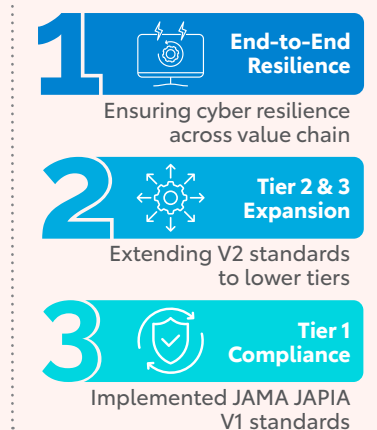Detect Threats
Respond and Recover
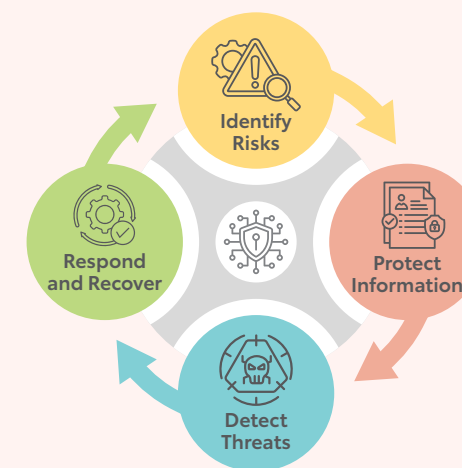
At TKM, guided by Toyota Motor Corporation (TMC), we employ robust security protocols aligned with the information security policy to protect data, digital assets and adhering to norms and regulations.

Our approach integrates proactive threat identification, standardized security frameworks, and widespread awareness-building—ensuring stakeholder's trust.
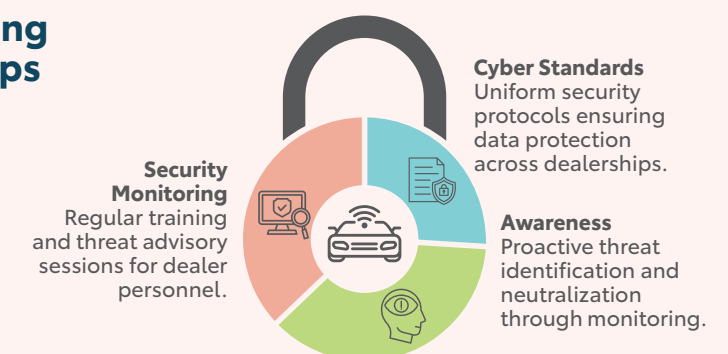
Supplier Cybersecurity: Extending Digital Resilience

Cyber attackers often target the weakest link in the chain and that's why we're making sure there are no weak links.

1 **End-to-End Resilience**
Ensuring cyber resilience across value chain

2 **Tier 2 & 3 Expansion**
Extending V2 standards to lower tiers

3 **Tier 1 Compliance**
Implemented JAMA JAPIA V1 standards

Dealer Security: Standardizing Protection Across Dealerships

When customers engage with Toyota online, in a dealership, or through connected services they entrust us with more than just data. They entrust us with their safety, privacy, and confidence. TKM has adopted a structured approach anchored in three strategic pillars:

Cyber Standards
Uniform security protocols ensuring data protection across dealerships.

Security Monitoring
Regular training and threat advisory sessions for dealer personnel.

Awareness
Proactive threat identification and neutralization through monitoring.

Cyber Vigilance: Cultivating a Security-First Culture

We recognize that people are our strongest defence against cyber threats. To build a resilient digital culture, we launched a company-wide Cybersecurity Awareness Campaign aimed at embedding vigilance into daily behaviour.

1 Phishing Simulations
Testing employee alertness through simulated phishing attacks

2 Immersive Learning
Engaging employees through interactive cybersecurity experiences

3 Engaging Education
Interactive sessions through cyber quizzes, expert talks and gamifies sessions

4 Periodic Mailers & CBT
Regular updates and training to reinforce cybersecurity practices

5 Cyber Pledge
Formal commitment to cybersecurity as a workplace standard

Expanding Awareness Beyond the Workplace

Cybersecurity is a shared responsibility and we've taken our efforts beyond internal operations to create a digitally aware ecosystem:

- **Partner Enablement**: Virtual sessions were conducted for suppliers and dealer networks to strengthen their cyber posture.
- **Community Engagement**: Awareness was extended to students and children through creative campaigns, including a mascot drawing competition.
- **Cultural Integration**: Cyber themes were embedded in internal events like Habba and TTTI training sessions helping normalize security conversations across all touchpoints.

External Speaker during Cybersecurity Awareness Event

CASE STUDY
Impact Snapshot 1: Cybersecurity Awareness Drive

We launched a year-long, multi-touchpoint awareness campaign engaging employees, dealers, suppliers, families, and students through phishing simulations, e-learning, expert talks, fairs, and creative outreach like cyber drawing contests.

IMPACT
- Significantly improved cyber vigilance across all stakeholder groups
- Transformed cybersecurity from a compliance task into a shared value
- Extended the reach of digital safety into homes and classrooms

CASE STUDY
Impact Snapshot 2: Third-Party Cybersecurity Enablement

To strengthen every link in our ecosystem, we launched a third-party cybersecurity initiative focused on assessments, training, and implementation support. Key actions included dealer-focused training, supplier audits, endpoint protection guidance, and network security enablement.

IMPACT
- Enhanced cybersecurity maturity across partners
- Reduced third-party cyber risks
- Reinforced trust in Toyota's digital reliability

05
Responsible Governance

At TKM, the 'G' in Governance— forms the foundation for sustainable business environment.

Strong corporate governance and responsible conduct enable TKM to mitigate risks, pursue opportunities, and deliver sustainable growth. Guided by our Code of Conduct, every division is accountable for ethical and transparent decision-making, embedding governance into daily operations. We remain agile and compliant with evolving regulations while aligning with India's economic, social, and environmental priorities—ensuring growth that is responsible and resilient.

Corporate Compliance & Ethics Management

"Ethics" and "Integrity" are cornerstones of TKM's culture. Our compliance framework includes 7 policies:

Code of Conduct	Anti-Bribery and Anti-Corruption Policy	Anti-Fraud Policy	Gifts Policy	Donations and Sponsorships Policy	Speak-Up Policy	Non-Retaliation Policy

These policies, approved by TKM top management, apply to all TKM members. Our policy commitments are communicated through all official communication channels available, to make sure all stakeholders are informed and compliant. We emphasize integrity by avoiding conflicts of interest and that personal relationships or activities do not compromise the company's best interests.

To effectively implement these policies, we follow a structured process: communicating policies to team members, providing training for awareness and issuing need-based advisories. Policies are framed or amended based on business needs, after seeking feedback from TMC Global Compliance. Our strong Governance & Internal Control Systems support the effective implementation of ethical management ensuring all employees act with integrity, make fair and objective decisions and contribute positively to our organizational goals.

To confirm the status of the establishment and operation of the Internal control system of subsidiaries, a consolidated Compliance Activity survey was rolled out this year by Toyota Motor Corporation (TMC). The survey conducted by TMC assessed TKM's Governance and Internal control, confirming strong compliance practices across all key areas and identifying opportunities to enhance Compliance management.
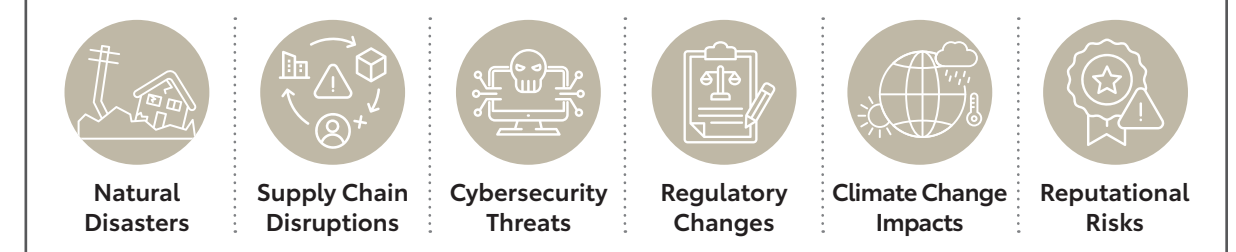
The insights gained will support TKM in continuously improving its Compliance & Ethical standards and fostering a culture of integrity, transparency and responsible governance.

Enterprise Risk Management (ERM)

Our Enterprise Risk Management (ERM) framework—approved by the Audit Committee and Board—ensures a structured approach to identifying, assessing, and mitigating operational, financial, legal, and reputational risks. Critical risks are monitored by a dedicated Risk Management Committee, with defined tools and criteria embedded across operations includes the following key steps:

- Risk Identification
- Risk Evaluation
- Risk Integration
- Countermeasure Prioritization
- Monitoring and Review

KEY RISK AREAS ADDRESSED

- Natural Disasters
- Supply Chain Disruptions
- Cybersecurity Threats
- Regulatory Changes
- Climate Change Impacts
- Reputational Risks

To strengthen organizational resilience, TKM has established a comprehensive Business Continuity Planning (BCP) policy, supported by a detailed playbook that outlines responses to potential crises and ensures continuity of critical operations. Reputation risks are managed through our Social Media Policy, while quarterly monitoring, workshops, and cross-functional collaboration foster a culture of risk awareness and agile response. Our systems follow global best practices and are certified under:
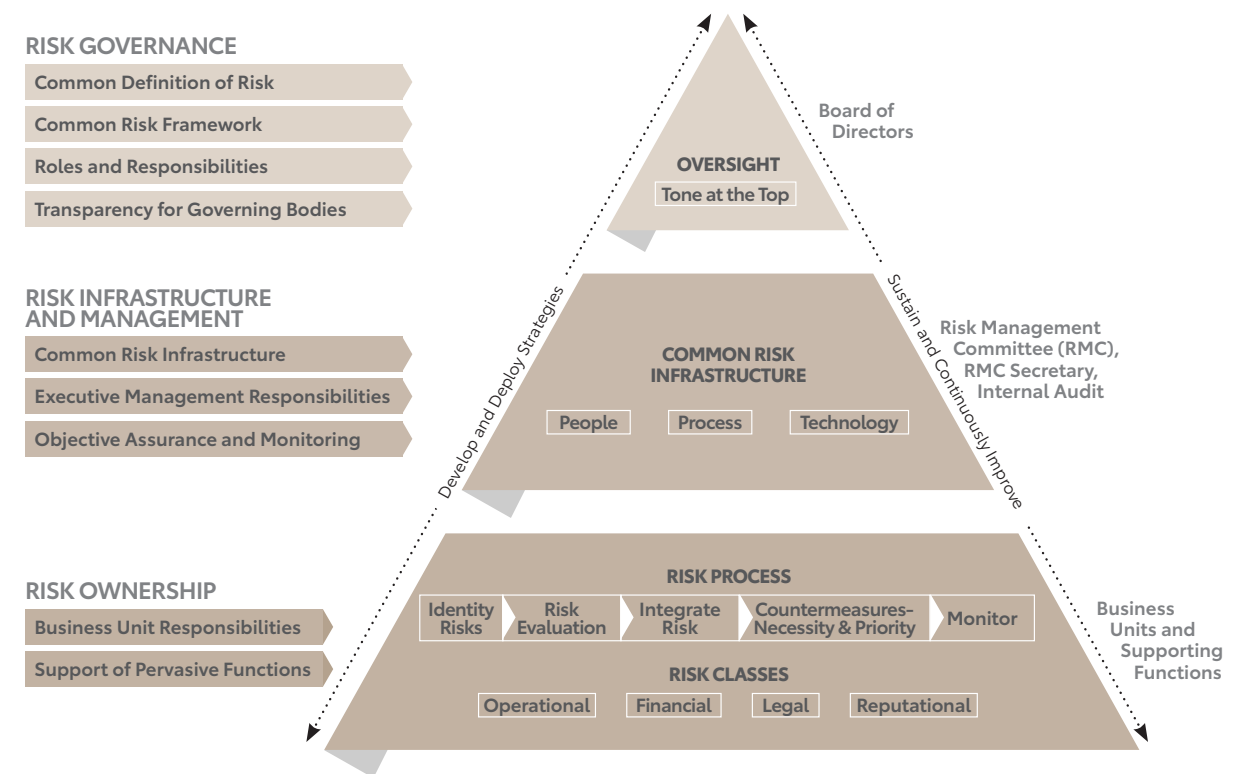
ISO 9001:2015 — Ensuring quality through a process-based management system aimed at improving customer satisfaction.

ISO 14001:2015 — Supporting the implementation of an Environmental Management System that aligns with our commitment to environmental sustainability.

Risk Management Framework

RISK GOVERNANCE
- Common Definition of Risk
- Common Risk Framework
- Roles and Responsibilities
- Transparency for Governing Bodies

RISK INFRASTRUCTURE AND MANAGEMENT
- Common Risk Infrastructure
- Executive Management Responsibilities
- Objective Assurance and Monitoring

RISK OWNERSHIP
- Business Unit Responsibilities
- Support of Pervasive Functions

OVERSIGHT — Tone at the Top
Board of Directors

Develop and Deploy Strategies
Sustain and Continuously Improve

COMMON RISK INFRASTRUCTURE — People, Process, Technology
Risk Management Committee (RMC), RMC Secretary, Internal Audit

RISK PROCESS — Identify Risks, Risk Evaluation, Integrate Risk, Countermeasures-Necessity & Priority, Monitor
RISK CLASSES — Operational, Financial, Legal, Reputational
Business Units and Supporting Functions

Audit Management

At TKM, our Internal Control System (ICS) ensures the integrity of financial information, prevents fraud, and safeguards resources, fully aligned with the Companies Act, 2013. Biannual reviews by the Audit Committee, alongside SOX-404, Internal Finance Control, and Anti-Bribery & Anti-Corruption audits, help strengthen processes, while focused audits by the Corporate Governance Division drive continuous improvement across risk-prone functions.

Board of Directors (BOD)

The TKM Board, with 11 members across management, finance, law, governance, and technology, brings diverse perspectives that strengthen decision-making and strategic foresight. Directors actively engage with operations through site visits and dialogue with executives, staying closely connected to the company's evolving technologies and business realities.

Mr. Masakazu Yoshimura
Chairman, MD & CEO

Ms. Manasi N Tata
Vice Chairperson

Mr. Masaru Shimada
Deputy Managing Director

Mr. Tadashi Asazuma
Deputy Managing Director

Mr. Swapnesh R Maru
Deputy Managing Director

Mr. Shigeo Iriyama
Director & Executive Advisor

Mr. Sudeep S Dalvi
Director, Project SVP & Chief Communication Officer

Mr. Yoshinori Noritake
Director, EVP & Chief Technical Officer

Mr. Atsushi Kanematsu
Director, SVP & Treasurer

Mr. Shankara G
Director & EVP

Mr. Padmanabha B
Director & EVP

CSR Committee

Audit Committee

Share Committee

Committees of the Board

At TKM, the Board and its committees play a pivotal role in ensuring robust governance and compliance.

- The Audit Committee ensures the effectiveness of our Internal Control System. It oversees Audits (such as Statutory, SOX-404 and ICFR), Risk Assessments, and implementation of the COSO 2013 framework. It meets biannually to review financial accuracy, fraud prevention and compliances.
- The CSR Committee drives impactful community development initiatives for social welfare while the Share Committee manages share issuance, transfer and other related processes in accordance with statutory requirements.
- Our Legal Compliance Management System, guided by the TKM Legal Manual, empowers divisions to ensure adherence to applicable laws on a timely manner, supported by periodic reviews and external audit mechanisms, fostering full compliance and transparent engagement with regulatory authorities.

Governing Structure and Accountability

The Board of Directors is the highest governance body at TKM, providing strategic oversight and ensuring alignment with corporate objectives. Directors are appointed according to the Articles of Association, with executive powers formally delegated; annual disclosures and Board-approved related party transactions are transparently maintained.

Sustainability is embedded in Board deliberations, with environmental and social performance reported in the Directors' Report, while regular meetings of the Board and its committees ensure timely review of key business matters.

LRQA

LRQA Independent Assurance Statement

Relating to Toyota Kirloskar Motor Private Limited's Sustainability Report for the period 01 April 2024 to 31 March 2025

This Assurance Statement has been prepared for Toyota Kirloskar Motor Private Limited in accordance with our contract.

Terms of Engagement

LRQA Limited (LRQA) was commissioned by Toyota Kirloskar Motor Private Limited (TKM) to provide independent assurance on certain key environmental assertions (refer Annex 1 to this report) made in the TKM Sustainability Report provided by Toyota Kirloskar Motor Private Limited titled, "TKM Sustainability Report 2025'' ("the Report") for the period 01 April 2024 to 31 March 2025 against TKM's own monitoring and measurement procedures to a "Limited level of assurance" using "LRQA's verification procedure". LRQA's verification procedure is based on current best practise and is in accordance with ISAE 3000 and ISAE 3410.

Our assurance engagement covered TKM's operations and activities related to Bidadi manufacturing plant, regional offices and their supply chain:

- Verifying conformance with TKMs' reporting methodologies for the data sets related to Fossil fuel usage, Grid electricity usage, GHG emissions, VOC emissions, Air emissions, Water consumption, Waste Disposal, Consumption of Paint and Steel, and Biodiversity Initiatives.
- Evaluating the accuracy and reliability of data and information mentioned in Annex 1 to this document:

The verification did not cover an assessment of materiality.

LRQA's responsibility is only to TKM. LRQA disclaims any liability or responsibility to others as explained in the end footnote. TKM's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the Report and for maintaining effective internal controls over the systems from which the Report is derived. Ultimately, the Report has been approved by, and remains the responsibility of TKM.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that TKM has not, in all material respects disclosed accurate and reliable performance data and information assertions in Annex 1.

The opinion expressed is formed on the basis of a Limited Level of Assurance for datasets referenced in Annex 1 to this report and at the materiality of the professional judgement of the verifier. The verified datasets in the Environmental section of the sustainability report are provided with the denotation mark ✔.

Note: The extent of evidence-gathering for a Reasonable assurance engagement is more than for a Limited assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a Reasonable assurance engagement is higher than the assurance that would have been obtained had a Limited assurance engagement been performed.

LRQA's Approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The verification involved visit to the manufacturing plant at Bidadi as well as through use of remote assessment techniques to verify sampled data.

The following tasks were undertaken as part of the evidence gathering process for this assurance engagement:

- Reviewing the data inventory presented by TKM covering their Energy consumption, GHG emissions from Scope 1, Scope 2 and Scope 3 sources, air emissions, emission reduction in logistics and supplier operations, VOC emissions, water consumption, Waste disposal, and biodiversity initiatives;
- Interviewing relevant employees of the organization responsible for managing the data and records; and
- Verifying historical data and records at an aggregated level for the period April 2024 to March 2025;
- Auditing TKM's data management systems to confirm that there were no significant errors, omissions or mis-statements in the Report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification;
- Analysing presented data including use of alternate calculations where needed;
- Verifying emission factors and conversion factors with referenced publications that included GHG Protocol[1], IPCC[2], and Climatiq[3]

Observations

Further observations and findings, made during the assurance engagement, are:

- Data management systems are considered to be well defined, and the implementation of the systems is satisfactory at site level.
- The Bidadi plant sources its electricity from a combination of on-site solar generation, power purchased directly from renewable energy producers, and green tariffs from the grid. However, it cannot be confirmed if the external power producers have retained or retired the associated renewable energy credits.
- The datasets regarding the Paint, steel and volatile organic compounds are estimated based on internal specifications of vehicle manufacturing and total vehicle production at the Bidadi Plant.
- Emission factor values used for Grid electricity, Diesel, Petrol, PNG and LPG are sourced from the TMC / TDEM DIRECTION (TMC EAD Toyota Environmental Data System (TED) Manual)
- Suppliers and dealers provided their energy consumption data to TKM; this data has not been fully verified.

LRQA's Standards, Competence and Independence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition and ISO/IEC 17021 Conformity assessment – Requirements for bodies providing audit and certification of management systems that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

---

[1] https://ghgprotocol.org/
[2] https://www.ipcc.ch/
[3] https://www.climatiq.io/

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

LRQA was TKM's certification body for ISO 14001 and ISO 45001. We also provided TKM with a range of training services related to management systems and have also conducted a second party assessment at TKM dealers to environment criteria set by TKM. The assessments specified above together with the training, are the only work undertaken by LRQA for TKM and as such does not compromise our independence or impartiality.

Signed   Dated: 22 August 2025

Syju Alias
LRQA Lead Verifier

On behalf of LRQA Limited
LRQA reference: MUM00000877

Environmental Datasets 01 April 2024 to 31 March 2025		
Parameter	Unit	Value
GHG EMISSIONS		
Scope 1	tCO_2e	17,148
Scope 2	tCO_2e	399
Scope 1&2 intensity	tCO_2e/vehicle	0.05
Scope 3		
Category 1 — Purchased goods & services	tCO_2e	1,51,681
Category 4 & 9 — Upstream & Downstream Logistics	tCO_2e	76,902
Category 14 — Franchises	tCO_2e	42,257
NON- GHG EMISSIONS		
Stacks emissions SPM	Kg/Annum	1,66,975.03
Stacks emissions SO2	Kg/Annum	1,093.14
Stacks emissions Nox	Kg/Annum	6,504.56
VOC emissions - Body	gm/m^2	34.96
VOC emissions - Bumper	gm/m^2	477.97
ENERGY		
Energy intensity	GJ/vehicle	1.88
Biogas	Tons	6.09
LPG	Tons	10.87
Natural gas	Scm[4] (m^3)	7,905.20
Renewable energy	MWh	1,14,127.90
WATER		
Total Water Consumption	m^3	17,28,017
Total fresh water	m^3	4,65,041
Total rain water	m^3	1,57,343
Total Bore water	m^3	18,897
Total MBR water	m^3	10,86,736
WASTE		
Hazardous waste generated	MT	3,065.05
Non-Hazardous waste generated	MT	46,294.17
Total waste recycled	MT	47,604.19
Total waste reprocessed	MT	1,745.20
Total waste landfilled	MT	7.77
Total waste incinerated	MT	2.07
Steel scrap repurposed	MT	12,398.00
MATERIAL		
Paint consumption	Kg/vehicle	21.99

[4] Standard Cubic Metre

Steel consumption	Tons	98,820
BIODIVERSITY		
Carbon Sequestrated till date	tCO_2e	8,118
Floral species	Nos.	650
Faunal species	Nos.	468
Saplings planted outside TKM	Nos.	1,492
Saplings planted inside TKM	Nos.	747
School children trained at ecozone	Nos.	52,634
CASE STUDIES		
Savings from compressor change	tCO_2e /year	926
Savings in supply chain through renewable energy	Tons	87,490
Savings from transition to CNG Logistics	tCO_2e	240
Savings from rail transport utilisation	tCO_2e	652
Savings in steel yield ratio of Hycross model	kg/vehicle	16.2

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	REFERENCE TO BRSR	MAPPED WITH SDG
GRI 2: General Disclosures 2021	2-1 Organisation details	Back Cover Page	Section A; Q1	SDG 16
	2-2 Entities included in the organisation's sustainability reporting	About the report; Page 02	Section A; Q13	SDG 16
	2-3 Reporting period, frequency and contact point	About the report; Page 02 and Back Cover Page	Section A; Q3,12	SDG 16
	2-4 Restatements of information	None	–	SDG 16
	2-5 External assurance	Page 66-70	Section A; Q14,15	SDG 16
	2-6 Activities, value chain and other business relationships	Covered in all sections	–	SDG 8,12,17
	2-7 Employees	Page 33,38,39	Section A; Q20	SDG 5,8
	2-8 Workers who are not employees	Page 33,38,39	Section A; Q20	SDG 8
	2-9 Governance structure and composition	Board of Directors; Page 91-92	Section A; Q21	SDG 5,16
	2-10 Nomination and selection of the highest governance body	Governing Structure and Accountability; Page 64	Section B; Q8	SDG 5,16
	2-11 Chair of the highest governance body	Governing Structure and Accountability; Page 64	Section A; Q9	SDG 16
	2-12 Role of the highest governance body in overseeing the management of impacts	Governing Structure and Accountability; Page 64	Section A; Q8	SDG 16
	2-13 Delegation of responsibility for managing impacts	Governing Structure and Accountability; Page 64	–	SDG 16
	2-14 Role of the highest governance body in sustainability reporting	Governing Structure and Accountability; Page 64	Section B; Q8,9	SDG 16,17
	2-15 Conflicts of interest	Governing Structure and Accountability; Page 64	Principle 1, LI-4	SDG 16
	2-16 Communication of critical concerns	Page 61-63	–	SDG 16
	2-17 Collective knowledge of the highest governance body	Governing Structure and Accountability; Page 64	–	SDG 16
	2-18 Evaluation of the performance of the highest governance body	Governing Structure and Accountability; Page 64	Principle 1, EI - 1	SDG 16
	2-19 Remuneration policies	None	–	SDG 8,10
	2-20 Process to determine remuneration	None		SDG 8,10
	2-21 Annual total compensation ratio	None	–	SDG 10
	2-22 Statement on sustainable development strategy	Leadership Messages; Page 04-05 Driving Sustainability the TKM Way; Page 09	Section B; Q7	SDG 12,13,17
	2-23 Policy commitments	Corporate Compliance & Ethics Management; Page 62	Section B	SDG 16,17
	2-24 Embedding policy commitments	Corporate Compliance & Ethics Management; Page 62	Section B	SDG 16,17
	2-25 Processes to remediate negative impacts	Corporate Compliance & Ethics Management; Page 62-63	Section B	SDG 16
	2-26 Mechanisms for seeking advice and raising concerns	Corporate Compliance & Ethics Management; Page 62	Principle 3, EI-6	SDG 16
	2-27 Compliance with laws and regulations	Environment Compliance; Page 19 Legal Compliance; Page 62	Section B-10, Principle 6, EI-12	SDG 16
	2-28 Membership associations	Page 08	Principle 7, EI-1,2	SDG 17
	2-29 Approach to stakeholder engagement	Page 11	Principle 4, EI-1,2, LI-2	SDG 16,17
	2-30 Collective bargaining agreements	None	Principle 3, FI-7	SDG 8
GRI 2: Material Topics 2021	3-1 Process to determine material topics	Page 08	Section A, Q24	SDG 16,17
	3-2 List of material topics	Page 08	Section A, Q24	SDG 12,17
	3-3 Management of material topics	Page 08	Section A, Q24	SDG 12,17
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	None	–	SDG 1,8,9
	201-2 Financial implications and other risks and opportunities due to climate change	None	–	SDG 12,13
	201-3 Defined benefit plan obligations and other retirement plans	Embedding Well-being and Trust at Work Place; Page 44		SDG 1,3,8
	201-4 Financial assistance received from government	Financials; Page 14		SDG 16,17

GRI STANDARD	DISCLOSURE	LOCATION	REFERENCE TO BRSR	MAPPED WITH SDG
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	None	–	SDG 1,5,8,10
	202-2 Proportion of senior management hired from the local community	None	–	SDG 8,10,11
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Corporate Social Responsibility; Page 53-56		SDG 1,9,11,17
	203-2 Significant indirect economic impacts	None	–	SDG 1,2,3,4,8,10
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Economic Performance; Page 12-15	Principle 8, EI-4	SDG 8,9,11,12
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Corporate Compliance & Ethics Management; Page 62	Principle 1, EI-4	SDG 16
	205-2 Communication and training about anti-corruption policies and procedures	Corporate Compliance & Ethics Management; Page 62	–	SDG 16
	205-3 Confirmed incidents of corruption and actions taken	Corporate Compliance & Ethics Management; Page 62	Principle 1, EI-5	SDG 16
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Corporate Compliance & Ethics Management; Page 62	Principle 1, EI-7	SDG 8,16
GRI 207: Tax 2019	207-1 Approach to tax	Page 14		SDG 8,16,17
	207-2 Tax governance, control, and risk management	Approach to tax; Page 14; Enterprise Risk Management; Page 62-63	–	SDG 16,17
	207-3 Stakeholder engagement and management of concerns related to tax	None	–	SDG 16,17
	207-4 Country-by-country reporting	None	–	SDG 10,16,17
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Material Management; Page 25	–	SDG 8,12
	301-2 Recycled input materials used	Environmental Resource Management; Page 24-26	Principle 2, LI-3	SDG 9,12,13
	301-3 Reclaimed products and their packaging materials	Environmental Resource Management; Page 24-26	–	SDG 12,13,14,15
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Supply; Page 24-25	Principle 6, EI-1, LI-1,6	SDG 7,12,13
	302-2 Energy consumption outside of the organization	Energy Supply; Page 24-25	Principle 6, EI-1, LI-1,6	SDG 7,12,13
	302-3 Energy intensity	Energy Supply; Page 20	Principle 6, LI-6	SDG 7,9,13
	302-4 Reduction of energy consumption	Energy Supply; Page 20	Principle 6, EI-1	SDG 7,12,13
	302-5 Reductions in energy requirements of products and services	Energy Supply; Page 20	–	SDG 7,9,12,13
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management; Page 27-28	–	SDG 6,12,14,15
	303-2 Management of water discharge-related impacts	Water Management; Page 27-28	Principle 6, EI-4, LI-1	SDG 6,12,14,15
	303-3 Water withdrawal	Water Management; Page 27-28	Principle 6, EI-3	SDG 6,12
	303-4 Water discharge	Water Management; Page 27-28	Principle 6, EI-3	SDG 6,12,14,15
	303-5 Water consumption	Water Management; Page 27-28	Principle 6, EI-3	SDG 6,12
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity and Harmony with Nature; Page 28-31	Principle 6, EI-10, LI-5	SDG 14,15
	304-2 Significant impact of activities, products and services on biodiversity	Biodiversity and Harmony with Nature; Page 28-31	Principle 6, EI-10, LI-5	SDG 14,15
	304-3 Habitats protected or restored	Biodiversity and Harmony with Nature; Page 28-31	Principle 6, EI-10,11, LI-5	SDG 14,15
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity and Harmony with Nature; Page 28-31	Principle 6, EI-10,11	SDG 15

GRI STANDARD	DISCLOSURE	LOCATION	REFERENCE TO BRSR	MAPPED WITH SDG
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Greenhouse Gas (GHG) Emissions; Page 21	Principle 6, EI-6	SDG 12,13
	305-2 Energy indirect (Scope 2) GHG emissions	Greenhouse Gas (GHG) Emissions; Page 21	Principle 6, EI-6	SDG 12,13
	305-3 Other indirect (Scope 3) GHG emissions	Greenhouse Gas (GHG) Emissions; Page 21	Principle 6, EI-6, LI-4	SDG 12,13
	305-4 GHG emissions intensity	Greenhouse Gas (GHG) Emissions; Page 21	Principle 6, EI-6	SDG 9,12,13
	305-5 Reduction of GHG emissions	Greenhouse Gas (GHG) Emissions; Page 21	Principle 6, EI-7	SDG 7,9,12,13
	305-6 Emissions of ozone-depleting substances (ODS)	ODS Emissions; Page 26	-	SDG 3,12,13
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Stack Emissions; Page 26	Principle 6, EI-5, LI-1,9	SDG 3,12,13,14,15
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management; Page 24-25	Principle 6, EI-9	SDG 3,6,11,12,14,15
	306-2 Management of significant waste-related impacts	Waste Management; Page 24-25	Principle 6, EI-9	SDG 3,6,12,14,15
	306-3 Waste generated	Waste Management; Page 24-25	Principle 6, EI-8	SDG 12,14,15
	306-4 Waste diverted from disposal	Waste Management; Page 24-25	Principle 6, LI-3, EI-8	SDG 9,12
	306-5 Waste directed to disposal	Waste Management; Page 24-25	Principle 6, LI-3, EI-8	SDG 12,14,15
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supplier; Page 22	Principle 2, EI-2	SDG 12,13,17
	308-2 Negative environmental impacts in the supply chain and actions taken	Supplier; Page 22	Principle 2, EI-2	SDG 12,13,17
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 38	Section A, Q20	SDG 8,10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Embedding Well-being and Trust at Work Place; Page 44	Principle 3, EI-1,2, LI-1	SDG 3,8
	401-3 Parental leave	Embedding Well-being and Trust at Work Place; Page 44	Principle 3, EI-5	SDG 5,8
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Embedding Well-being and Trust at Work Place; Page 44	Principle 3, EI-10 a,b,c,d	SDG 8,16
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 45-49	Principle 3, EI-10 a,b,c,d	SDG 3,8
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Safety; Page 45-46	Principle 3, EI-10 a,b,c,d	SDG 3,8
	403-3 Occupational health services	Occupational Health; Page 45-46	Principle 3, EI-10 a,b,c,d	SDG 3,8
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health; Page 45-46	Principle 3, EI-10	SDG 3,8,16
	403-5 Worker training on occupational health and safety	Occupational Health; Page 45-46	Principle 3, EI-10 a,b,c,d	SDG 3,4,8
	403-6 Promotion of worker health	Occupational Health; Page 45-46	Principle 3, EI-12	SDG 3,8
	403-7 Prevention and mitigation of occupational health and safety impact directly linked by business relationships	Occupational Health; Page 45-46	Principle 3, EI-10	SDG 3,8,12
	403-8 Workers covered by an occupational health and safety management system	Occupational Health; Page 45-46	Principle 3, EI-10 a,b,c,d	SDG 3,8
	403-9 Work-related injuries	Lost Time Injury Frequency Rate; Page 47	Principle 3, EI-10 a,b,c,d	SDG 3,8
	403-10 Work-related ill health	Occupational Health; Page 45-46	Principle 3, EI-10 a,b,c,d	SDG 3,8
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Development; Page 37	Principle 3, EI-8	SDG 4,8
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Development; Page 37	Principle 3, EI-8, LI-4	SDG 4,8,10
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Development; Page 36	Principle 3, EI-9	SDG 4,5,8

GRI STANDARD	DISCLOSURE	LOCATION	REFERENCE TO BRSR	MAPPED WITH SDG
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 62	Section A; Q20,2	SDG 5,8,10,16
	405-2 Ratio of basic salary and remuneration of women to men	None	Section 5, EI-3	SDG 5,8,10
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Upholding human rights and ensuring respect for all; Page 44	Principle 5, EI-8,10,11	SDG 5,8,10,16
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Freedom, Fairness, and Voice; Page 44	Principle 7, EI-1	SDG 8,16,10
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Page 36	Principle 5, EI-6	SDG 1,4,8,16
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Page 36	Principle 5, EI-6	SDG 1,8,10,16
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Upholding human rights and ensuring respect for all; Page 44	Principle 5, EI-1	SDG 8,16
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	None	-	SDG 1,2,5,10,16
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	CSR, Page 53-56	Principle 8, EI-1	SDG 1,3,4,8,11,17
	413-2 Operations with significant actual and potential negative impacts on local communities	CSR, Page 53-56	-	SDG 1,3,6,10,11,16
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 36	-	SDG 8,12,16
	414-2 Negative social impacts in the supply chain and actions taken	Page 35	-	SDG 5,8,10,12,16
GRI 415: Public Policy 2016	415-1 Political contributions	None	-	SDG 16,17
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Customer; Page 50-51	Principle 9, EI-6	SDG 3,9,12
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Vehicle Safety; Page 52	Principle 9, EI-6	SDG 3,12,16
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Vehicle Safety; Page 52	Principle 9, LI-4	SDG 3,9,12
	417-2 Incidents of non-compliance concerning product and service information and labeling	Customer & Vehicle Safety; Page 50-52	Principle 9, LI-4	SDG 12,16
	417-3 Incidents of non-compliance concerning marketing communications	None	Principle 9, LI-3	SDG 12,16
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity; Page 59-60	Principle 9, EI-7	SDG 9,16

ADDITIONAL TOPICS				
Product/ Vehicle Safety		Page 52	Principle 9, LI-2	SDG 3,9,12
Dealer Relationships		Page 22	-	SDG 8,17
Diversity, Equity & inclusivity		Inclusion in Action: Women Leading the Way; Page 38-39	Section A; Q20,21	SDG 5,8,10
Digitalisation		Page 57-58	-	SDG 4,8,9
Cybersecurity		Page 59-60	Principle 9, EI-5	SDG 9,16
End of life Management of Product		Page 36	Principle 2, EI-3	SDG 12,13
Toyota Production System		Page 15	Principle 2, EI-1	SDG 8,9,12

Sustainability Report 2025
Feedback Form

Your feedback is important to us. Please take a few minutes to answer the following and help us improve our Sustainability Reporting and Performance.

When you submit this form, it will not automatically collect your details like name and email address unless you provide it yourself.

Scan the QR Code for the Feedback form

Rate our report on the following parameters:

	Poor	Average	Good	Excellent
Layout & Design				
Quality of Information				
Transparent Approach				
Ease of Understanding the Content				
Usage of GRI Standards				

How do you rate our performance?

	Poor	Average	Good	Excellent
Ethics & Governance				
Initiatives towards Carbon Neutrality				
Initiatives towards Creating Net Positive Impact				
Initiatives towards Employee Benefits & Employee Development				
Initiatives Driven Across Value Chain				
Initiatives towards Enhancing Customer Experience				
CSR Initiatives				
How do you rate the report overall?				

Is there any other information you would like us to include in the next year's report?

....

....

....

Personal details

How are you related to TKM (Tick the option/s)?

	Employee		Supplier		Consultant		NGO Partner
	Customer		Industry peer		Regulatory body		Others
	Dealer		Associate				

Name:..Organization:...

Telephone: ....Email: ....

Thank you! We appreciate your feedback!

We welcome your suggestions on the report at *sustainability@toyota-kirloskar.co.in*

Toyota Kirloskar Motor Pvt. Ltd.

Plot No.1, Bidadi Industrial Area, Bidadi,
Ramanagar Dist. Pin: 562 109. Karnataka, India

Email: sustainability@toyota-kirloskar.co.in
www.toyotabharat.com

This book is made from recycled paper.

Design: Usha Sondhi Kundu, cognitive.designs@gmail.com