



**TOFAŞ**

Integrated Report 2024

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# Overview & Strategy

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## 1. Executive Summary

This report presents Tofaş's environmental, social, and governance (ESG) performance alongside its financial results within a strategic, integrated reporting framework. It reflects the Company's commitment to transparency, accountability, and long-term value creation. The key highlights of the report are as follows:

### 1.1 Strategic Developments

- Production has started for four brands under the K0 Project.
- R&D expenditures hit 3.25 billion TL, and 251 patent applications were filed.
- Preparatory investments for electric vehicle production were initiated.
- Net profit reached TRY 5.2 billion.

### 1.2 Environmental Performance

- Scope 1 and 2 emissions fell by 35.8%, down to 47,715 tonnes CO<sub>2</sub>.
- 90,313 GJ in energy savings were recorded.
- Waste recovery rate reached 100%; water recovery rate was 95%.

### 1.3 Social Performance

- Women represented 11.6% of total employees and 30% of new hires.
- Workplace accident frequency decreased from 0.66 to 0.62.
- Employee engagement score increased to 84.7%.

### 1.4 Governance and Reporting

- The report is aligned with GRI 2021 standards.
- TCFD compliance score reached 87%.
- Received a "B" rating from CDP for both climate change and water security.



## 2. CEO Message

### Dear Stakeholders,

2024 was a challenging year not only for the global economy, but also for the automotive industry. As central banks around the world tightened monetary policies to curb inflation, geopolitical uncertainties and regulatory shifts driven by the climate crisis placed additional pressure on production and supply chains. Amid these multi-layered challenges, Tofaş once again demonstrated its resilience, adaptability, and forward-looking investment approach.

In 2024, we produced more than 140,000 vehicles, which accounted for 10% of Türkiye's total automotive output. We also maintained our leadership in the domestic market, with locally manufactured vehicles making up 82% of our domestic sales. Under the KO Project, we commenced production for four different brands. With five brands in the passenger car and light commercial vehicle segments, we hold an 11.6% share of the market.

Fiat, Stellantis' best-selling brand worldwide, sustained its leading position in Türkiye. With the Fiat brand, we achieved an 11.2% market share in total passenger car and light commercial vehicle sales, making us the overall market leader for the sixth consecutive year. Fiat Egea continues to be Türkiye's number one choice for nine years running. We further strengthened our product offering in the Turkish market through new model launches by our brands in 2024.

Alongside these important achievements, we are proud that our main shareholders Koç Holding and Stellantis have reaffirmed their trust in Tofaş and in Türkiye through new investment decisions.

The share transfer process, which consolidates the commercial activities of all Stellantis brands in Türkiye under the Tofaş umbrella, was finalised on 30 April 2025.

As Tofaş, we have now taken on the distribution and commercial operations of Citroën, DS Automobiles, Opel and Peugeot, in addition to the Stellantis brands already within our portfolio: Alfa Romeo, Fiat, Jeep® and Maserati. We are excited to provide our customers with a broader and more efficient product and service network, thanks to the synergies created by this new structure. We believe this important development will not only help our stakeholders take their commercial and industrial operations to the next level but also create a positive impact for our country and our sector.

Meanwhile, we have expanded our software centre in İzmir and enhanced our R&D and engineering capabilities. We have now reached a total of 251 patent applications and are actively involved in 21 European Union projects. Our digitalisation initiatives have surpassed 1,800 projects, with 250 new projects implemented in 2024 alone.

We regard sustainability not as an end goal, but as the starting point for all our decisions. With this mindset, we aim to reduce our production-related emissions by 50% by 2030. In 2024, we achieved energy savings of 90,313 GJ and prevented 8,109 tonnes of CO<sub>2</sub>e emissions. We achieved a 100% recycling rate. All these efforts are underpinned by transparent processes and science-based targets in line with ISO 50001 and ISO 14064 standards.

We believe this transformation is not only technological, but also human, cultural, and systemic. We continue to invest in people, develop the digital and environmental competencies of our employees, and increase both the proportion and diversity of female employees. Through policies that strengthen employee engagement, we are fostering a safe, inclusive, and productive work environment.

Sustainability must not stop with environmental responsibility; it should also have social and governance dimensions. To align ourselves fully, we are shaping our entire ecosystem ranging from our dealer network to our supply chain, from our customer base to our youth programmes. We are deepening our social contribution through initiatives such as New Generation Tofaş and Hack-AutoWomen.

In a global landscape shaped by rapid competition, decisive regulation and fast-paced technological change, Tofaş continues to move decisively toward a sustainable future. Our solid infrastructure, well-designed business model, and long-standing relationships with all our stakeholders form a strong basis for our strategy. We intend to keep building our organisational capabilities and pursuing our strategic goals with determination.

I would like to thank all our shareholders, colleagues, customers, dealers, suppliers, business partners, and other stakeholders for their dedication and belief in our shared success.

**Best regards,**

**Cengiz Eroldu**  
**Board Member and CEO**



## 3. About the Report

### 3.1. Reporting Purpose and Approach

Tofaş views sustainability management not only as a means to minimise environmental impact but as a core element of long-term value creation. In line with this perspective, the 2024 Integrated Report aims to transparently communicate the Company's environmental, social, and governance (ESG) performance, considering stakeholder expectations and evolving global regulatory frameworks.

The primary objective of this report is to present Tofaş's integrated business model, strategic goals, and sustainability priorities to stakeholders in a manner that reflects both international standards and a strong sense of accountability.

### 3.2. Reporting Scope and Period

This report covers activities carried out between 1 January and 31 December 2024. Its scope is limited to Tofaş Türk Otomobil Fabrikası A.Ş. (hereinafter "Tofaş" or "the Company") The wholly owned subsidiaries Koç Fiat Kredi Finansman A.Ş. and Fer Mas Oto Ticaret A.Ş. are excluded from the scope of this report.

### 3.3. Reporting Frameworks and Standards

The following national and international standards were referenced during the preparation of this report:

Framework / Standard	Scope
GRI 2021 (Global Reporting Initiative)	General disclosures (GRI 3), material topics (GRI 4), environmental, social, and governance areas
TCFD (Task Force on Climate-Related Financial Disclosures)	Climate risk scenario analysis, resilience, governance, and metrics
CDP (Carbon Disclosure Project) – Climate 2024	Scope 1–2–3 emissions, carbon opportunities and risks, management structure
ISO 14064-1:2019 and ISO 14064-3:2019	2024 greenhouse gas emissions inventory, limited assurance process
TSRS – Türkiye Sustainability Reporting Standards (ESRS compliant)	Risk-opportunity, governance, value chain disclosures
LSEG ESG	ESG performance ratings
SBTi	The SBTi process, which was launched in 2023, has been withdrawn from monitoring in order to align with Stellantis policies by the end of 2024

### 3.4. Verification and Assurance

- Greenhouse gas emissions data for 2024 has been subject to limited assurance by a third party in accordance with ISO 14064-3.
- Selected social and environmental performance indicators have undergone internal verification through the Company's internal control and audit procedures.
- In accordance with GRI 2-5, the data presented in this report has not been independently audited but is disclosed in alignment with the GRI principle of assurance.

### 3.5. Report Format and Publication

- The full report is available in both Turkish and English on the Tofaş corporate website.
- To minimise environmental impact, the report is distributed in digital format only and is not printed.
- The English version of the report has been prepared specifically for global investors and ESG rating agencies.

### 3.6. Contact

For any comments, suggestions, or information requests regarding the content of this report, please contact:

[sustainability@tofas.com.tr](mailto:sustainability@tofas.com.tr)

[www.tofas.com.tr/surdurulebilirlik](http://www.tofas.com.tr/surdurulebilirlik)

### 3.7. Past Reports and Comparison

Tofaş has been publishing sustainability reports since 2014 and has adopted integrated reporting as its primary stakeholder communication format for the past three years.

## 4. About Tofaş

### 4.1. Ownership and Brand Portfolio

Tofaş Türk Otomobil Fabrikası A.Ş. was established in 1968 under the visionary leadership of Vehbi Koç to contribute to Türkiye’s industrialisation. Today, 37.86% of the Company’s shares are held by Koç Holding A.Ş., 37.86% by Stellantis N.V., and the remaining 24.28% are publicly traded.

Tofaş is listed on Borsa Istanbul and included in the BIST 30, BIST 100, Corporate Governance, and Sustainability Indices. As of 2024, its corporate governance rating stands at 9.27.

As of 2025, the Tofaş plant manufactures Sedan, Hatchback, Cross, and Cross Wagon models of the Fiat Egea family, as well as the KO mid-size light commercial vehicle range for four different brands. These vehicles are exported to multiple countries worldwide.

With a broad brand and product portfolio shaped by customer expectations, Tofaş maintains a strong presence in the domestic market. The Company represents seven brands—Alfa Romeo, Citroën, DS Automobiles, Fiat, Jeep®, Opel, and Peugeot—and, through the Fer-Mas partnership, also represents the Ferrari and Maserati brands

### 4.2. Corporate Strategy and Transformation Vision

Tofaş’s corporate strategy is built around four main pillars that define the future of mobility:

#### 1. Sustainable Mobility:

Tofaş is accelerating its electrification-focused transformation, developing a low-emission product portfolio and restructuring its operations in line with its carbon-neutral production target.

#### 2. R&D and Technological Expertise:

As an engineering hub for Stellantis’s global projects, Tofaş began producing light commercial vehicles for four different brands under the KO Project in 2024. Alongside R&D initiatives, the Company has also enhanced its capabilities in digital platforms and patent generation.

#### 3. Industrial Strength and Production Flexibility:

In 2024, Tofaş invested in improving the flexibility and agility of its production systems. More than 250 digital projects were implemented during the year, increasing efficiency and traceability across operations.

#### 4. People-Centric Approach:

Tofaş places strong emphasis on sustainable development in employee growth, diversity, occupational safety, and digital skills transformation. Through Tofaş Academy, training programmes have supported employees’ digital readiness and fostered a culture of innovation.

### 4.3. Alignment with Koç Holding and Stellantis

Koç Holding, one of Tofaş’s principal shareholders, is the only Turkish company listed on the Fortune Global 500. As Türkiye’s largest industrial and services group, its strategies in climate action, energy, corporate governance, and social impact shape Tofaş’s sustainability approach.

Stellantis, formed in 2021 through the merger of FCA (Fiat Chrysler Automobiles) and Groupe PSA (Peugeot Société Anonyme), is a global mobility technology company with manufacturing operations in 30 countries and products and services in over 130 markets. Stellantis is undergoing a major transformation to achieve net-zero carbon emissions by 2038, spanning its production, supply chain, product portfolio, and capital investments.

Tofaş serves as a strategic production and engineering bridge between these two established institutions:

- It operates within Koç Holding’s TSRS- and CDP-compliant governance structure.
- It aligns its production and engineering practices with Stellantis’s global ESG strategies and targets.

This partnership strengthens Tofaş’s role as a strategic industrial and R&D hub, combining Koç Holding’s regional leadership and governance standards with Stellantis’s global technology platforms, product development capabilities, and sustainability targets.





## Our Vision

To be a leading automotive company that shapes customer expectations and is a source of pride.

## Our Mission

To improve people's quality of life by providing them with the products and services that best suit society's need for mobility.



## 5. Global Trends: Tofaş's Strategic Positioning

### What Is the European Green Deal?

The European Green Deal, announced by the European Union (EU) in 2019, sets the overarching goal of making Europe the first climate-neutral continent by 2050. Achieving this target requires major structural shifts in high-emission sectors, including the automotive industry.

In line with this ambition, the EU aims to reduce emissions from passenger vehicles by 55% and from light commercial vehicles by 50% by 2030. From 2035 onwards, only new zero-emission vehicles will be permitted for registration within the EU.

This transformation carries significant implications for countries that export to the EU. As one of the EU's largest trading partners and a key automotive exporter, Türkiye is directly affected by the regulatory changes introduced under the Green Deal.

### 5.1. EU Green Deal

The European Union Green Deal encourages carbon emission reductions in the automotive sector and the adoption of sustainable mobility solutions, placing particular emphasis on the production and use of electric vehicles. The EU has set ambitious targets: a 55% reduction in emissions from passenger vehicles and a 50% reduction in emissions from light commercial vehicles by 2030.

These targets are pushing automotive manufacturers toward more environmentally friendly and sustainable production processes. In response, manufacturers in Türkiye are re-evaluating their production systems and increasing investment in electric vehicle (EV) manufacturing in order to align with EU goals and enhance their competitiveness in the European market.

### 5.2. CBAM and ETS Preparations

The EU's Carbon Border Adjustment Mechanism (CBAM) introduces a carbon-based tax on products imported from outside the EU. While initially targeting sectors such as iron and steel, aluminium, cement, fertilisers, and electricity, the automotive industry is indirectly affected through its supply chains.

To ensure continued trade alignment with the EU, Türkiye has initiated work on establishing an Emissions Trading System (ETS). Türkiye's 2024–2030 Climate Change Mitigation Strategy and Action Plan includes the creation of a national ETS designed to align with the EU ETS.

These regulatory developments are accelerating efforts by Türkiye's automotive manufacturers to reduce their carbon footprints and adapt production systems in line with the broader green transition.

### 5.3. Electrification, Mobility, and Digitalisation

The EU's sustainability objectives are transforming the automotive industry, particularly through electrification, new mobility solutions, and digitalisation. Electric vehicle use is being actively promoted, while smart transport systems and digital technologies are gaining momentum.

Automotive manufacturers in Türkiye are ramping up investment in EV production and accelerating their digital transformation efforts to remain competitive and meet sustainability goals.

At Tofaş, we are reviewing our production processes, increasing our investments in electric vehicle manufacturing, and advancing digitalisation projects to adapt to the structural transformation driven by the EU Green Deal. These efforts aim to strengthen our environmental sustainability performance and reinforce our competitive position in the European market.



## 6. Key Indicators

Tofaş's Integrated Value Creation Journey: Notable Developments and Measurable Performance Results for 2024:

### Production and Sales Performance

- Total production: **140,484 vehicles**
- Exports: **33,568 vehicles**
- Share of domestically produced vehicles in the domestic market: **82%**
- Share in Türkiye's total vehicle production: **10.3%**
- Fiat brand market share: **11.2% - Market leader for the 6th consecutive year**
- Fiat Egea: **Türkiye's best-selling car for 9 consecutive years**

### Sustainability and Environmental Performance

- Energy efficiency projects implemented: **140**
- Energy saved through efficiency projects **90,313 GJ**
- Emissions reduced vs. 2023: **26,577 tonnes CO<sub>2</sub>e**
- Energy consumption per vehicle: **3.34 GJ/vehicle**
- Water consumption per vehicle: **3.07 m<sup>3</sup>/vehicle**
- Water recovery rate: **95%**
- Waste recovery rate: **100%**
- Verified emissions data: **Third-party limited assurance (ISO 14064-3)**

### R&D and Innovation

- R&D expenditure: **3.25 billion TL**
- Patent applications filed: **251**
- Active EU-funded projects: **21 (8 new in 2024)**
- İzmir Software Centre: **Ongoing development in automotive software and mobility**
- Digitalisation projects: **Over 250 projects implemented**

### Human Resources, Training and Workplace Safety

- Total number of employees: **4,409**
- Female employee ratio: **11.6%**
- Percentage of newly hired women: **30%**
- Total training hours: **128,930 hours**
- Average training hours (office employees): **43.5 hours**
- Lost-time accident frequency rate: **0.62**

### Social Contribution and Stakeholder Engagement

- New Generation Tofaş & Hack-AutoWomen: **Reached over 2,000 young women**
- Tofaş Basketball Schools – “Hope Cities”: **Provided education and support for 150 children**
- CareMagic Service: **Reached 150,000 vehicle owners with guaranteed support**
- Tofaş Anatolian Cars Museum: **Total of 1.2 million visitors to date**

### ESG Achievements and Rating Scores

Programme	2024 Performance
CDP – Climate Change	B
CDP – Water Security	B
LSEG ESG Score	1 <sup>st</sup> in Türkiye, 13 <sup>th</sup> globally
Corporate Governance Rating	9.27
ISO Certifications	ISO 9001, ISO 14001, ISO 14064-1, ISO 45001, ISO 50001
Sustainalytics ESG Risk Rating	19.8 (Low Risk)
Sustainalytics Automotive Sector Rank	16th out of 88 companies
S&P Global CSA Score	48 points (below industry average)

## Financial Indicators

	2020	2021	2022	2023	2024
Export Sales (in thousand TL)	10,821,043	14,643,275	56,580,671	36,274,664	20,589,780
Domestic Sales (in Thousand TL)	12,441,509	14,264,210	64,404,976	140,780,665	93,756,228
Other Income (in Thousand TL)	294,195	776,820	3,033,409	7,713,427	5,920,563
Production Volume (units)	250,630	228,544	263,747	239,428	140,484
Sales (unit)	259,479	234,786	270,271	261,288	173,746

## Operational Indicators

	2020	2021	2022	2023	2024
Total Assets	19,475,621	23,473,341	73,799,094	113,578,876	91,659,980
Equity	4,468,611	5,743,391	25,849,068	53,246,292	47,101,612
Sales Revenue	23,556,747	29,684,305	124,019,056	184,228,756	120,266,571
EBITDA	3,025,512	5,794,126	18,115,118	28,394,572	9,280,072
Pre-tax Profit	1,830,776	3,512,216	10,778,351	26,459,612	4,889,966
Net Profit	1,784,170	3,281,316	9,374,039	21,777,284	5,221,439



## 7. Highlights from 2024

### January

#### Fiat Leads the Market for a Fifth Year Running



In 2023, the Fiat brand retained its position as the leader in Türkiye's overall automobile and light commercial vehicle market for the fifth consecutive year. That same year, Fiat was named **Car Brand of the Year**, while the Egea, continuing its uninterrupted success since launch, was recognised as **Türkiye's Most Preferred Car** for the eighth time. The Fiat Fiorino was also awarded the title of **Light Commercial Vehicle Model of the Year**.

### March

#### Tofaş Earns Leadership Score in Water Security

Tofaş continued to lead in environmental performance, particularly in water security. In its 2024 assessment by the Carbon Disclosure Project (CDP) initiative, formed to rate corporate efforts to combat climate change and to guide investors on managing environmental risks, Tofaş raised its Climate Change score from B- to B and made a significant leap in its Water Security score, improving from B to A-. With results exceeding both industry and global averages, Tofaş's performance was recognised at the leadership level.

### May

#### Tofaş Expands Dealer Network in İzmir



A new dealership for the Alfa Romeo and Jeep® brands, operated by Arkas Otomotiv, officially opened its doors in Gaziemir, İzmir, marking another step forward in Tofaş's expanding retail footprint.

#### FIAT Professional Unveils Updated Models



The refreshed versions of the Doblò and Ducato; key models of the FIAT Professional range; are now available in Türkiye, offering improved performance and features to meet evolving market needs.

### June

#### Jeep® Avenger e-Hybrid Arrives in Türkiye



Among the most sought-after electric models in its class, the hybrid version of the fully electric Jeep® Avenger is now available to customers in the Turkish market - combining efficiency with the brand's signature performance.

### July

#### Refreshed Fiat Scudo and Ulysse Now on Sale



The latest Fiat Scudo, offered in both diesel and fully electric versions, and the updated Fiat Ulysse with a diesel engine option have been launched in Türkiye, broadening Tofaş's line-up in the light commercial vehicle segment.

#### Fiat and Voltify Join Forces for Sustainable Mobility

Fiat has partnered with electric vehicle rental platform Voltify to introduce a flexible subscription model for the Fiat Topolino - a compact and eco-conscious vehicle - enabling users to access it based on their mobility needs.

### August

#### Topolino Breaks New Ground with Fiat Connect



Tofaş has integrated the Fiat Topolino into Fiat Connect, Türkiye's first and most comprehensive vehicle connectivity application. With this move, the Topolino has become the first micromobility vehicle equipped with a dedicated connectivity solution-setting a new benchmark in its class.

## September

### Tofaş Signs Investment Agreement for KO Production

Tofaş has signed a new investment agreement to manufacture Stellantis's KO light commercial vehicle product group. Under the agreement, Tofaş will produce mid-size light commercial vehicles for the Fiat, Peugeot, Citroën, and Opel brands. With an estimated investment of approximately 260 million US dollars, the project aims to produce 1 million vehicles—of which 900,000 are expected to be exported—between 2024 and 2032.

### Traction+ Now Standard on All Fiat Egea Cross Versions



Tofaş has made the Traction+ traction system—designed to enhance the SUV capabilities of the Fiat Egea Cross and improve driving performance on tough terrain and off-road conditions—standard equipment across all versions of the model.

## October

### Fiat 600 Makes its Debut in Türkiye



Fiat has launched the all-new Fiat 600 in Türkiye, entering the B-SUV segment with both electric and hybrid engine options—broadening its appeal to a new generation of drivers.

### Nationwide Dealer Meeting Brings Brands Together



Dealers and service centres representing Fiat, Alfa Romeo, and Jeep® convened in Istanbul for the Tofaş Dealer Meeting, strengthening collaboration and sharing strategic direction across the countrywide network.

### CareMagic: Tofaş Launches New Customer-Focused Brand

CareMagic, initially developed as part of Tofaş's drive to lead in customer experience and explore new business areas, has now been established as a standalone brand. Offering vehicle protection and detailing services tailored to customer expectations, CareMagic delivers consistent, high-quality service backed by nationwide coverage and defined warranty terms—for all car owners, regardless of vehicle brand.

## Link Technology Extends to Alfa Romeo and Jeep®

Tofaş has introduced new mobile applications for Alfa Romeo and Jeep® vehicles, bringing its in-house developed Connect technology—first launched for Fiat in 2018—to a wider audience and enhancing the connected driving experience across multiple brands.

## November

### Production Agreement Signed for KO Model

Tofaş has signed a production agreement with Stellantis Group, securing the rights to manufacture the KO model's light commercial vehicle and Combi versions on multi-energy platforms. The agreement also covers the sales framework for the vehicles and spare parts produced and includes a licence for the use of Stellantis's intellectual and industrial property rights.

### Tofaş and İzmir Institute of Technology Join Forces for R&D Talent



In a move to invest in the engineers of tomorrow, Tofaş signed a cooperation protocol with the İzmir Institute of Technology. Electrical and Electronics Engineering students will now have the opportunity to receive hands-on training in automotive electronics and software development—both at Tofaş's R&D Software Centre in İzmir and its main facilities in Bursa.

## Maserati's Electric Line-Up Arrives in Türkiye



Maserati has brought its first fully electric SUV, the Grecale, to Türkiye, along with the electric version of its iconic GranTurismo—marking a significant step in the brand's electrification journey.

## December

### Production Begins for KO Product Group in Bursa



Tofaş officially launched production of the KO light commercial vehicle group at a ceremony held in Bursa, marking the start of a major new manufacturing chapter for the Company.

## Awards and Achievements

### Optimus Programme Recognised by the Ministry of Industry and Technology



Tofaş Paint Shop was honoured with the Energy Efficiency in Industry Award, while the Optimus Programme received second place in the 2023 Productivity Project Awards in the Large-Scale Enterprises category, awarded by the Ministry's Strategic Research and Efficiency Directorate.

### "Voice of the Customer" Project Wins International Award

Tofaş's Voice of the Customer project was awarded first place in the Best in Future of Work category at the IDC Future Enterprise Awards, organised by the International Data Corporation (IDC). By integrating AI-powered customer feedback into production and quality processes, the project continues to enhance customer satisfaction and elevate quality standards.

### Paint Shop Optimisation Project Honoured for Energy Efficiency



The project Optimisation of Paint Production Facilities with Machine Learning, implemented by the Tofaş Paint team, received second place in its category at the Industrial Energy Efficiency Project Competition, held by the Ministry of Energy and Natural Resources. The recognition was based on performance in energy consumption.

### Tofaş Earns ISO Sustainability Award



Tofaş's sustainability management approach—further strengthened by the introduction of Value Stream Platforms in 2024—earned second prize in the Sustainability Management category at the Istanbul Chamber of Industry Green Transformation Awards.

### BUSİAD Award for Culture, Art, and Sports



Tofaş was honoured with the Doğan Ersöz Award and a BUSİAD Achievement Award by the Bursa Industrialists and Businessmen Association (BUSİAD), in recognition of its long-standing contributions to education, sports, and the preservation of cultural heritage.

### Top Performance in Stellantis Network

In 2024, Tofaş Paint Shop retained its title as Stellantis's Best Paint Shop, achieving a Stellantis Production Score (SPS) of 3.80. The facility continues to lead among 41 Stellantis paint shops worldwide in quality, efficiency, and workplace safety.

### Top Sustainability Ranking by LSEG

In the January 2024 evaluation by LSEG (London Stock Exchange Group), Tofaş ranked **1st in Türkiye and 13th globally** among 290 automotive companies for its environmental, social, and governance (ESG) performance, earning a score of 82 points.

### Fiat Named Türkiye's Most Trusted Commercial Automotive Brand



Fiat was recognised as the Most Reputable Brand in the Commercial Automotive Sector in the Reputation and Brand Value Performance Measurement study by Marketing Türkiye and Akademetre and received the award at the The ONE Awards Integrated Marketing Awards.

### Fiat Recognised as Türkiye's Most Trusted Business Partner



For the third consecutive year, Fiat was selected as Türkiye's Most Trusted Business Partner in the B2B category by its stakeholders

### Jeep® Honoured for Creativity and Impact

Jeep® received the Silver Award in the Corporate Image and Special Days category at the Crystal Apple Awards for its Father's Day newspaper campaign, "Sometimes Fathers Carry Their Children's Footsteps."

### Jeep Receives Award at the 'Outdoor Awards'

Jeep® brand won the Gold Award in the 4x4 SUV category at the 'Outdoor Awards' organized by the Outdoor Türkiye Platform.

## 8. SDG Alignment Matrix

SDG No:	SDG	Key Contributions
	Good Health and Well-being	100% complementary health insurance and specialised healthcare services; social health guarantees for employees and their families
	Quality Education	STEM education support; Hack-Auto Women programme reaching over 2,000 young women; gender equality-focused education partnerships
	Gender Equality	11.6% female workforce, 30% female recruitment rate; Hack-Auto Women programme supporting over 2,000 young women
	Clean Water and Sanitation	Water recovery rate of up to 95%; local water risk reduction investments in the Nilüfer Basin
	Affordable and Clean Energy	ISO 50001-certified energy management system; 90,313 GJ in energy savings; ongoing investment in renewable energy
	Decent Work and Economic Growth	4,409 employees; 128,930 hours of training; digitalisation-driven efficiency; employment support in the renewable energy sector
	Industry, Innovation & Infrastructure	R&D investment of 3.25 billion TL; 251 patent applications; participation in 21 EU projects; in-house software development centre
	Reduced Inequalities	Equal pay policy; internal promotion systems; investments in accessibility for people with disabilities
	Sustainable Cities and Communities	Production of low-emission, light hybrid and electric vehicles to support cleaner urban transport
	Responsible Consumption and Production	100% waste recycling rate; supplier assessments via ECOVADIS; use of environmental life cycle assessment (LCA) tools
	Climate Action	Target to reduce Scope 1-2 emissions by 50% by 2030; carbon pricing scenario analysis; alignment with TCFD recommendations
	Partnerships for the Goals	Collaboration in EU Horizon projects; performance reporting to CDP and LSEG; compliance with Türkiye Sustainability Reporting Standards (TSRS)

Tofaş shapes its sustainability strategy by taking a broad-based approach that considers environmental, social, governance, and economic factors. This strategy is directly aligned with the United Nations' 17 Sustainable Development Goals (SDGs). The table below highlights the priority SDGs that Tofaş's 2024 activities support, focusing on initiatives with direct impact and measurable outcomes. Further details can be found in the Performance Indicators section that follows.

# Value Creation

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1. Business Model
2. Impact in the Value Chain
3. Materiality Analysis
4. Stakeholder Engagement

# 1. Business Model

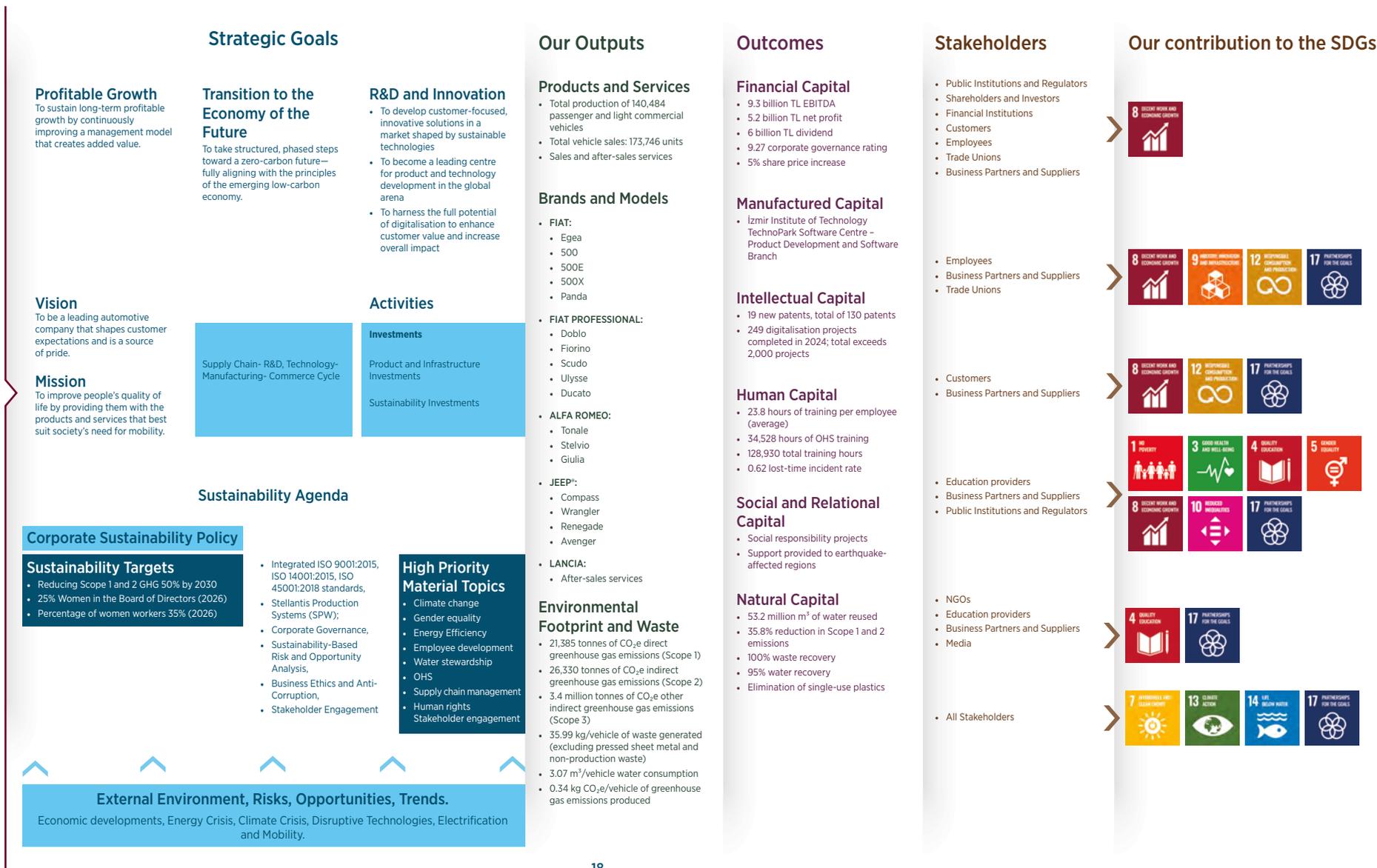
Tofaş's business model is designed to create sustainable value that goes beyond production. It builds on financial strength, industrial expertise, human capital, innovation, and strong engagement with social stakeholders. The model draws on six forms of capital, namely financial, manufactured, human, social and relational, intellectual, and natural, and transforms them through strategic objectives into measurable outputs and long-term impact.

By managing the full product life cycle, stakeholder relationships, and environmental impacts through an integrated approach, Tofaş continues to generate economic, social, and environmental value that is fully aligned with the UN's Sustainable Development Goals.



**1.1. Value Creation Model**

The diagram below summarises Tofaş's integrated value creation process, developed in line with the International Integrated Reporting Council (IIRC) framework. It illustrates how various forms of capital are transformed into sustainable value over the short, medium, and long term.



**1.2 Life Cycle Approach: From Design to Recycling**

Tofaş’s production philosophy integrates environmental and social considerations at every stage of the vehicle life cycle, from initial design to end-of-life recycling.

Stage	Example (2024)
Design	Pre-production LCA studies for electric vehicle models
Production	ISO 14064-3-verified carbon inventory, ISO 50001 energy management
Sales & Distribution	Digital showroom applications, dealer sustainability guide
Usage	Hybrid & electric vehicles, low fuel consumption products
After-sales	Warranty service experience via the CareMagic app
Recycling	Spare part recovery, battery life monitoring pilots

**1.3. Stakeholder Map and Interaction Ecosystem**

Tofaş implements a structured engagement model based on mutual accountability and long-term shared goals with its stakeholders.

Stakeholder Group	Interaction Methods	Expectations / Contributions	2024 Sample Application
Employees	Internal communication, surveys, Tofaş Academy	Safe environment, development, diversity	Digital skills training accelerated
Customers	Showroom, CareMagic, social media	Quality, safety, sustainable transportation	EV test drives and feedback system
Suppliers	ECOVADIS, environmental audits	ESG compliance, transparency, long-term relationships	ESG performance as a supplier selection criterion
Investors	CDP, GRI, TCFD reports, Board meetings	Transparency, low risk, strategic governance	TCFD and CDP scores disclosed publicly
Public and Regulators	Dialogue with relevant ministries	Regulatory compliance, CBAM & ETS preparation	TR-ETS data infrastructure initiated
Community and NGOs	Social projects, sponsorships, partnerships	Youth employment, social participation, cultural heritage	Hope City Basketball Schools, Museum

“Tofaş’s business model has evolved from a traditional production-focused approach into a value creation system that integrates environmental awareness, social values, and innovation. This model forms the strategic foundation for the Company’s approach to risk, opportunity, and resilience—explored in the next section.”



## 2. Impact in the Value Chain

Tofaş's sustainability performance extends far beyond its own production sites—encompassing the full value chain, from supply to recycling. The Company manages its operations with a comprehensive structure that considers environmental, social, and governance (ESG) impact at every stage. This approach is central to achieving Tofaş's carbon neutrality targets, improving resource efficiency, and expanding areas of social impact. The following structure outlines how Tofaş creates integrated value across its entire value chain:

### 1. Supply – ESG-Compliant Supplier Management

- The supply chain ESG policy aligns with the sustainability principles of Stellantis and Koç Holding.
- 100% of suppliers are assessed through sustainability scoring on the ECOVADIS platform.
- Procurement of critical raw materials prioritises local sourcing and supports circular economy practices.

### 2. Production – Clean Production, Efficiency, Emission Management

- Tofaş's production facility is certified under ISO 14001, ISO 50001, and ISO 14064-1 standards.
- As of 2024:
  - 90,313 GJ of energy savings achieved
  - 26,577 tonnes CO<sub>2</sub>e emissions reduced vs. 2023
  - 100% waste recovery rate reached
- Over 250 digitalisation projects have been implemented to optimise the production process.

### 3. R&D and Product Development – Low-Carbon and Innovative Products

- €64.4 million invested in laboratory and equipment infrastructure by 2024
- 251 patent applications filed in 2024
- 21 EU-funded projects are actively ongoing
- 300 joint projects completed with 60 universities
- The Izmir Software Development Centre continues to deliver mobility solutions
- LCA-based carbon footprint assessments are conducted during development of electric and hybrid vehicles

### 4. Distribution & Logistics – Low-Emission and Digital Logistics

- Distribution routes are optimised to reduce carbon emissions
- Environmental and energy management training has been provided to 71 dealers
- Infrastructure and battery management systems have been established for electric vehicles

### 5. After-Sales – Recycling, Customer Experience, Social Impact

- A sustainable after-sales experience has been developed for over 150,000 customers via the CareMagic platform
- Tofaş's product recall and spare parts recycling system was fully digitalised by 2024
- Customer Satisfaction Index (CSI) reached 87%
- Social initiatives include:
  - 4,000 children receiving training at Tofaş Basketball School
  - 31,000 people reached through Tofaş Sports Club projects
  - 17,000 children and parents engaged through the New Generation Tofaş Project
  - Over 200,000 annual visitors welcomed at the Tofaş Anatolian Cars Museum

### 6. Recycling and Closing the Loop

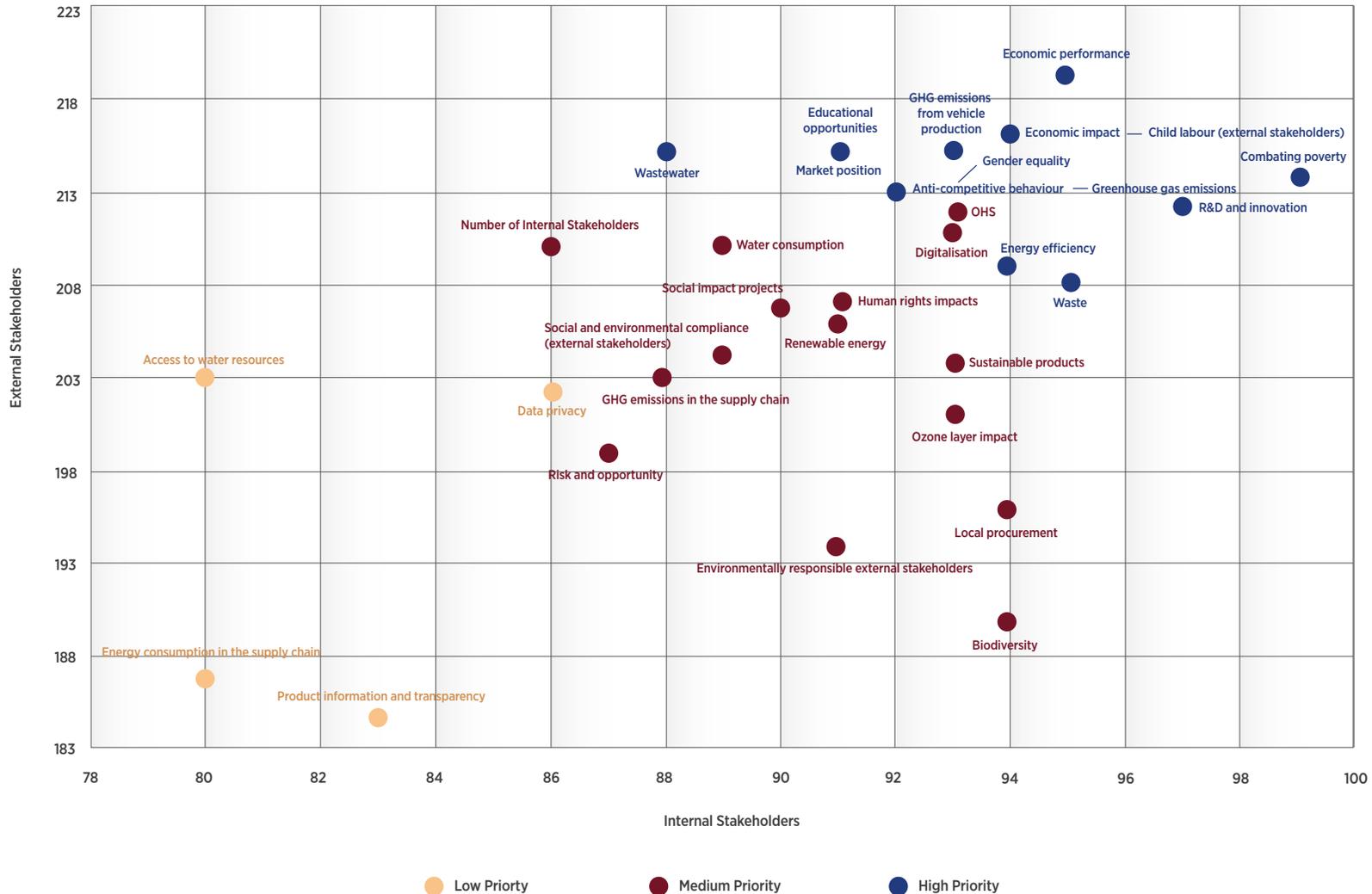
- Ongoing research focuses on recovering batteries from electric vehicles at end-of-life in line with circular economy principles
- A 100% waste recycling target is maintained
- Spare parts recycling rates are being increased in alignment with circularity goals

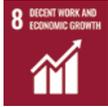
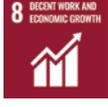


Energy consumption per vehicle is 3.34 GJ, while water consumption stands at 3.07 m<sup>3</sup> per vehicle.

### 3. Materiality Analysis

In 2022, Tofaş identified its sustainability priorities as low, medium, or high based on surveys conducted with internal and external stakeholders, in line with the AA1000 Stakeholder Engagement Standard. In 2024, these priorities were reviewed and updated to continuously refine the Company’s sustainability strategy in response to evolving stakeholder expectations.



Key Issues	What is Tofaş doing?	Relevant SDGs
Climate Change	Tofaş has developed mechanisms to identify climate-related risks and implement necessary actions. The Board of Directors monitors risk management and climate action plans, ensuring that targets are met.	
Gender Equality	Tofaş promotes equal participation in employment by increasing the proportion of female hires and improving working conditions for women in the Company.	
Energy Efficiency	Tofaş prioritises energy efficiency and emission management within its production process, taking responsibility for reducing energy consumption and emissions annually.	
Employee Development	Tofaş supports employee growth through talent and performance management practices that enhance both personal and professional development.	
Water Management	Tofaş manages water and wastewater processes efficiently, minimising consumption and continuously improving usage through regular monitoring and new applications.	
Occupational Health and Safety	Tofaş applies a proactive, lean approach to occupational health and safety, aiming for a culture of safe behaviour and workplaces to prevent accidents and health issues.	
Supply Chain Management	Tofaş manages supplier relationships based on sustainability, transparency, and trust, aiming to support supplier development and maintain quality and continuity in the value chain.	
Human Rights	Human rights are overseen by the Tofaş Ethics Committee. The Company rejects all forms of forced labour, child labour, and discrimination, applying this stance across its value chain.	
Stakeholder Communication	Tofaş engages all stakeholders—employees, dealers, and suppliers—with a commitment to transparency and accountability to embed sustainability across business processes.	

## 4. Stakeholder Relations

Tofaş places stakeholders at the heart of its sustainability strategy, ensuring that everyone within its sphere of influence plays a role in shaping the Company's direction. The Company is committed to maintaining continuous, two-way communication with all stakeholders, guided by the principles of transparency and mutual responsibility. Stakeholder insights, expectations, and suggestions are actively considered in strategic decision-making.

Aligned with the Sustainable Development Goals (SDGs), Tofaş works to promote sustainability awareness not only within its own organisation but across its entire stakeholder ecosystem, with a view to meeting the needs of future generations. To this end, Tofaş supports the creation of structures that strengthen sustainability-focused collaboration with employees, suppliers, and dealers.

Stakeholder engagement is viewed not just as a communication tool, but as a cornerstone of corporate sustainability. In this spirit, Tofaş encourages its stakeholders to adhere to international ethical and sustainability principles—particularly those of the United Nations Global Compact (UNGC)—and helps foster responsible business practices across the value chain.

#### 4.1. Stakeholder Communication

Stakeholder Group	Type and Frequency of Implementation
Employees	Surveys and research (various intervals); training activities; Tofaş Ethical Principles; continuous internal communication platforms (news screens, TofaşGO); instant suggestion and reward system; OHS committees; working groups and committees (varied); performance and career development meetings; social events (min. twice/year); management and communication meetings; annual activity and integrated reports; annual Environment Day; annual Work Life Evaluation Survey
Major Shareholders	General Assembly Meetings; annual activity and integrated reports; Board of Directors Meetings; financial performance reports (quarterly); special situation disclosures (as needed)
Minority Shareholders	Investor presentations; one-on-one meetings (upon request); General Assembly Meetings; annual activity and integrated reports; financial performance reports (quarterly); special situation disclosures (as needed)
Distributors	One-on-one meetings (upon request); distributor meetings; annual activity and integrated reports; continuous distributor portal and training; annual customer satisfaction surveys
Suppliers	One-on-one meetings (upon request); monthly OHS committees; annual activity and integrated reports; continuous Supplier Code of Conduct and portal; continuous training and development programmes; Supplier Summit
Product End Users	Ongoing product labels and manuals; ongoing marketing communications; trade fair participation; annual activity and integrated reports
Local Community	Communication systems; social projects; donations and sponsorships (upon request); information meetings (as needed); annual activity and integrated reports
Sectoral Actors	Meetings and discussions; projects and initiatives (upon request); trade fair participation (periodic); annual activity and integrated reports
Local Authorities	Periodic meetings and discussions; annual activity and integrated reports
Public Institutions	Meetings and discussions (upon request); information reports and public audits (varied); annual activity and integrated reports
Civil Society Organisations	Ongoing memberships; working group, committee and board memberships (periodic); joint projects and discussions (upon request); annual activity and integrated reports
Universities and Academics	Scholarships and internships; academic conference participation (ongoing); R&D partnerships; academic research support; events; meetings (upon request); annual activity and integrated reports
Employee Families	Ongoing information campaigns; social events (at least twice/year)
Opinion Leaders	Thought leader meetings (upon request); annual activity and integrated reports; factory visits
Media	Interviews and discussions (upon request); multiple meetings/year; press releases and special disclosures (as needed); annual activity and integrated reports

#### 4.2. Corporate Memberships

Organisation	Role / Membership Type
Bursa Industrialists and Businessmen Association (BUSİAD)	Board of Directors and Expert Group Memberships
Bursa Chamber of Commerce and Industry (BTSO)	Assembly and Committee Membership
Demirtaş Organised Industrial Zone (DOSAB)	Education Commission Memberships
Demirtaş Organised Industrial Zone and Businessmen's Association (DOSABSİAD)	Membership
DENİZTEMİZ-TURMEPA	Membership
Foreign Economic Relations Board Business Council (DEİK) – Italy Business Council	Board Membership
World Association of Italian Entrepreneurs (CIIM EurAsiaMed)	Board of Directors Membership
Climate Platform (REC Türkiye)	Membership
Istanbul Chamber of Industry (ISO)	36th Group Professional Committee and Assembly Membership
Italian Business Council	Membership
Italian Chamber of Commerce	Membership
Automobile Distributors Association (ODD)	Audit Committee and Committee Memberships
Automotive Industry Association (OSD)	Board of Directors Chairmanship, Committee and Working Group Memberships
Advertisers Association (RVD)	Membership
TOBB Automotive Industry Council	Council Presidency and Membership
Turkish Industrialists' and Businessmen's Association (TÜSİAD)	Membership and Working Group Memberships
Turkish Foreign Trade Association (TURKTRADE)	Membership
Turkish Quality Association (KalDer)	Membership
Turkish Metal Industries Association (MESS)	Membership
Türkiye Human Resources Management Association Bursa Branch (PERYÖN)	Membership
TÜYİD Investor Relations Association	Membership
Uludağ Exporters' Associations – Automotive Exporters' Association (OİB)	Vice President of the Board of Directors
International Investors Association (YASED)	Vice Chair of the Board of Directors, Committee Memberships

# Risk & Resilience

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1. Risk Management
2. Climate Resilience and Scenario Analysis
3. CDP, LSEG and Performance Outlook

# 1. Risk Management

At Tofaş, risk management is overseen directly by the Board of Directors. In line with legal requirements, the Audit Committee and the Early Risk Detection and Risk Management Committee are responsible for conducting risk assessments and monitoring activities. These committees regularly report to the Board, which uses the findings to define and update the Company's corporate risk strategies.

Tofaş's risk management framework is built around its Risk Management Policy. Its core objectives include:

- Safeguarding company assets
- Ensuring financial and operational security
- Strengthening sustainable corporate governance

The risk management system is integrated with internal audit and internal control functions. Within this structure, company management is responsible for taking timely and appropriate preventive actions.

## Sustainability-Based Risk and Opportunity Analysis

	Risk	Opportunity
<b>Economic</b>	<ul style="list-style-type: none"> <li>• Debt repayment risks</li> <li>• Market losses due to changes in market expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Direct Borrowing System (DBS)</li> <li>• Internal control system</li> <li>• Increase in EU-funded research projects at Tofaş R&amp;D Centre</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>• New CO<sub>2</sub> regulations in the EU requiring 30–50% reductions by 2030</li> <li>• Potential production or sales losses from compliance with legal regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Structured production system under Stellantis Production Way (SPW) supporting sustainability and energy efficiency</li> <li>• Projects to reduce energy use and fossil fuel dependency in production</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• No medium- or long-term risks identified</li> </ul>	<ul style="list-style-type: none"> <li>• Initiatives to promote environmental and climate awareness across the value chain (suppliers, dealers, customers)</li> <li>• Strengthening stakeholder engagement by actively encouraging suggestions, evaluating input, and implementing valuable ideas to enhance collaboration and trust.</li> </ul>



## 1.1. Climate Risk Management

Tofaş aims to systematically manage climate-related risks across its entire value chain. These risks are evaluated using an integrated approach that considers their materiality, potential financial consequences, and implications for business continuity.

During the assessment process, each risk is analysed in terms of its likelihood, impact on profitability, operational continuity, reputation, and legal obligations. This ensures effective prioritisation. For risks that exceed the predetermined materiality threshold, Tofaş reviews existing control measures, outlines future mitigation plans, and assigns responsibilities to relevant units.

The Company's climate risk methodology scores risks by evaluating their potential financial, reputational, production-related, operational, human, and legal consequences. This score defines the overall risk level. Impact, likelihood, and time horizon are assessed collectively:

- Scores below 6 are classified as acceptable,
- Scores between 6 and 12 are considered medium,
- Scores between 12 and 16 are deemed high.

However, for reputation or legal risks, the score is automatically considered high regardless of other factors. In terms of financial impact, potential losses below €1,000,000 are not treated as material.

Through this structured system, Tofaş integrates climate-related risks and opportunities into its value creation process, ensuring that the potential impacts of climate change are proactively addressed.

Risk Type	Significance	Description
<b>Current Regulations</b>	*****	Tofaş manages all activities in compliance with current regulations and monitors them closely, with annual budget allocations in place.
<b>Regulations Under Preparation</b>	*****	Tofaş proactively shapes its plans for a low-carbon future in anticipation of new regulations on fuel economy and GHG emissions, which significantly affect operations.
<b>Technology</b>	*****	Emerging technologies are reshaping customer expectations and production models. Tofaş aligns its strategy with evolving trends, enhances R&D in areas like connectivity and ADAS, and benefits from EU and TÜBİTAK project support.
<b>Legal</b>	***	Tofaş monitors regulatory developments globally and develops compliance plans to address legal risks arising from new climate policies.
<b>Market</b>	*****	Changing customer expectations driven by environmental and technological factors pose key market risks. Tofaş tracks trends, develops alternative fuel solutions, and supports Stellantis' transition to natural gas and biofuels.
<b>Reputation</b>	***	No significant future conflicts are expected in this area, though reputational risks are monitored as part of good governance.
<b>Acute Physical</b>	***	The Nilüfer River, just 500 metres from the factory, poses a significant flood risk, requiring close physical risk monitoring.

\*\*\* Medium \*\*\*\*\* High

## 1.2. Climate Strategy and Decarbonisation Plans

Tofaş recognises the urgent need for global cooperation to address climate change and is committed to actively contributing to this effort. As a signatory of the 2°C Challenge Communiqué, the Company integrates both transition and physical climate scenarios developed by the IPCC into its strategic planning.

### Managing Physical Climate Risk

To identify and mitigate physical climate risks, Tofaş applies three IPCC scenarios: RCP 8.5, RCP 4.5, and RCP 2.6. These scenario analyses are carried out at the asset level using geographic data from each facility. The process involves:

- Identifying the latitude and longitude of each facility,
- Assessing exposure to seven climate hazards:
  - Water stress
  - Flood risk
  - Heatwaves
  - Cold waves
  - Hurricanes
  - Forest fires
  - Sea level rise
- Assigning risk exposure scores at the facility level, which are then aggregated to produce overall corporate physical risk profiles.

### Transition Risk Scenarios and Carbon Pricing

Tofaş also evaluates regulatory transition risks using three carbon price scenarios, each based on international climate policy research:

- High Carbon Price Scenario: Assumes the timely implementation of strong climate policies sufficient to limit global warming to 2°C by 2100. Based on OECD and IEA (2017).
- Medium Carbon Price Scenario: Assumes long-term policy alignment with 2°C targets, but delayed short-term action. Based on data from Ecofys, Climate Analytics, and the New Climate Institute.

- Low Carbon Price Scenario: Reflects full implementation of national commitments (NDCs), which may fall short of the Paris Agreement goals. Based on OECD and IEA (2017).

### Financial Implications

Under Scope 1 emissions, Tofaş estimates an annual carbon pricing exposure between USD 1.6 million and USD 5.6 million by 2030, depending on the policy pathway. These figures reflect the Company’s exposure to climate-related financial risk across different regulatory scenarios.

Emissions Scope	2020	2021	2022	2023	2024
<b>Direct Greenhouse Gas Emissions (Scope 1) tonnes CO2e</b>	42,784	51,168	38,313	35,794	21,385
<b>Indirect Greenhouse Gas Emissions (Scope 2) tonnes CO2e</b>	54,757	47,726	46,558	38,498	26,330
<b>Other Indirect Greenhouse Gas Emissions (Scope 3) kton CO2e</b>	6,265	6,459	7,114	5,940	3,400

These risk factors are evaluated at the asset level using the geographic coordinates of Tofaş’s production facilities. Each facility is assigned a specific risk score based on its exposure to climate-related threats, enabling the Company to measure both the magnitude and likelihood of potential impacts. These scores form the basis for developing aggregate risk maps across Tofaş’s operations.

However, the impact of climate change extends far beyond physical infrastructure. It can also disrupt supply chain continuity, logistics operations, infrastructure resilience, and human resource security.

As such, Tofaş’s Risk Management Policy is not limited to reacting to damage—it is also built around a proactive approach, incorporating preventive measures that enhance the Company’s overall climate resilience.

Tofaş aligns its annual investment and maintenance budgets with risk reduction priorities identified through these assessments. This ensures operational continuity and supports the development of a long-term resilience strategy.

Ultimately, Tofaş aims not only to manage the risks of climate change, but also to leverage them as opportunities—turning a comprehensive climate response into a strategic advantage.



Tofaş systematically identifies, assesses, and monitors risks to effectively manage financial, commercial, and operational exposures. This process follows a structured approach built around five key stages:



**1.3. TCFD Compliance**

Tofaş monitors and evaluates sustainability-related risks across its entire value chain in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). These risks are categorised as follows:

TCFD Risk Category	Description
Policy Risk Exposure	Risks associated with policy measures aimed at promoting low-carbon transformation in direct operations or upstream in the supply chain (e.g., carbon taxes)
Market Risk Exposure	Increased costs for key suppliers
Reputation Risk Exposure	Increased scrutiny of the business/sector by investors, creditors, and insurers
Technology Risk Exposure	The possibility of existing products or technologies becoming obsolete prematurely in order to reduce climate impacts
Physical Risk Exposure	Increase in the frequency of extreme weather events (e.g., heat waves, drought, flood risk, etc.) or long-term changes in physical conditions (e.g., sea level rise)

**1.3.1. Political Risks**

With the implementation of the EU Carbon Border Adjustment Mechanism (CBAM) and Türkiye's own Emission Trading System (TR-ETS), carbon pricing has emerged as a major source of potential cost increases—especially for export-oriented sectors.

Under a high carbon price scenario, Tofaş's cumulative carbon cost could reach USD 127.2 million by 2050, with a significant share of this risk stemming from Scope 3 emissions across the supply chain. This underscores the importance of embedding climate-aligned practices in supplier engagement and procurement processes.

To mitigate this risk, Tofaş has prioritised the adoption of internal carbon pricing and aims to reduce its Scope 1 and Scope 2 emissions by 50% by 2030.

**1.3.2. Market Risk**

In the TCFD framework, market risk refers to the potential disruption in revenue due to climate-related shifts in the supply-demand balance of products, services, and raw materials.

Tofaş uses the EBITDA at Risk (%) metric to evaluate the projected financial impact of carbon pricing on its supplier base. Under the 2°C scenario, the average EBITDA at risk for sectors relevant to Tofaş is expected to rise as follows:

- Auto Components Sector: 2% (2025), 4% (2030), 7% (2050)
- Electrical Equipment Sector: 3% (2025), 5% (2030), 10% (2050)

**1.3.3. Reputation Risk**

Tofaş's sustainability performance is continuously evaluated by stakeholders, including CDP, LSEG, SBTi, and investors.

Any delay in electrification efforts or a decline in transparency could negatively affect both investor confidence and brand reputation. According to the S&P Global Carbon Standard, the "Automobiles & Components" sector is classified as having a medium reputational impact.

**1.3.4. Technology Risk**

The global shift toward electric vehicles and new mobility solutions requires substantial investment. Delayed adaptation could lead to loss of market share and falling behind in innovation.

Tofaş addresses this risk through its K0 production project and ongoing battery conversion strategies, aimed at aligning with emerging technologies and consumer expectations.

**1.3.5. Physical Risks**

Climate-related extreme weather events can directly affect production continuity. In 2024, heavy rainfall caused a temporary shutdown at the Tofaş facility near the Nilüfer River in Bursa.

In response, Tofaş is implementing emergency response protocols and increasing infrastructure investment to reduce the vulnerability of its operations to acute physical climate risks.

## 2. Climate-Related Resilience and Scenario Analysis

Tofaş uses scenario analysis to manage climate-related risks and identify potential opportunities. These analyses consider evolving carbon regulations, technological shifts, changing market demands, extreme weather events, and financial vulnerabilities.

TCFD Metric	Tofaş Application
Governance	An ESG reporting line has been established at the CEO level. The ESG Committee reports risks to senior management twice a year.
Strategy	The climate strategy has been shaped with the goal of reducing Scope 1-2 emissions by 50% by 2030. The electric product portfolio is being expanded.
Risk	Risks are monitored annually using the 'probability × impact' method and have been included in the Nilüfer Basin physical risk map.
Metrics and Targets	ISO 14064-3 verified emission data, water and energy efficiency targets, and internal carbon pricing preparations are in place.

### In the scenario-based analysis conducted for 2050:

- Low scenario (RCP 2.6): Risk score of 58/100
- Medium scenario (RCP 4.5): Risk score of 59/100
- High scenario (RCP 8.5): Risk score of 63/100

Across all three scenarios, the physical risk level for Tofaş's operations has been classified as "medium."

## 3. CDP, LSEG, and Performance Outlook

Tofaş discloses its sustainability performance in line with principles of transparency and international standards. The Company regularly participates in evaluations conducted by independent rating agencies and global platforms.

### 3.1. Performance Table

Program	2024 Result	Description
CDP Climate	B	Emissions reduction targets are clear, internal carbon pricing is on the agenda.
CDP Water	B	Physical risk management and recovery investments are being made in the Nilüfer Basin.
LSEG ESG	Türkiye 1st, Global 13th	Regional leadership demonstrated in ESG scoring.
Sustainalytics	19.8 (Low Risk)	Automotive sector ranking: 16th out of 88 companies.

Visibility on these platforms is essential to Tofaş's corporate reputation and its ability to access sustainable finance.



# Governance

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1. Governance Approach
2. Capital and Ownership Structure
3. ESG Governance Structure
4. Policies, Ethics and Stakeholder Engagement
5. Performance Monitoring and Accountability

## 1. Governance Approach

### 1.1 Corporate Governance

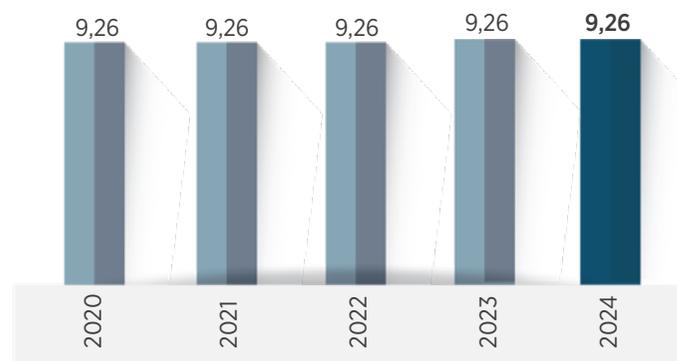
Tofaş considers Corporate Governance Principles a strategic priority and continues to strengthen its practices in line with developments in capital markets. The Company makes regular updates to ensure compliance with the Corporate Governance Principles published by the Capital Markets Board, adapting to both regulatory changes and evolving market dynamics.

Corporate governance is viewed as a core component of Tofaş's corporate culture. The Company upholds the principles of transparency, accountability, fairness, and responsibility, integrating them with its sustainability perspective.

Tofaş's governance practices—including shareholder relations, public disclosure, transparency, stakeholder rights, and board structure—are regularly assessed by an independent rating agency.

According to the Corporate Governance Rating Report dated 25 October 2024, prepared by SAHA Corporate Governance and Credit Rating Services Inc., Tofaş received a corporate governance score of 9.27 for the year 2024.

#### Corporate Governance Rating Score



#### Breakdown of the Corporate Governance Rating (%)



#### Listed Indices

BIST Sustainability Index / BIST All Shares / BIST Industrial / BIST 30 / BIST 100 / BIST Bursa / BIST Star / BIST Corporate Governance / BIST Dividend / BIST Metal Products & Machinery / BIST 50

## 2. Capital and Ownership Structure

Between 1 January and 31 December 2024, there were no changes to Tofaş's capital or ownership structure.

The Company operates under the registered capital system, having transitioned to this model with the approval of the Capital Markets Board on 1 August 1991. As of 31 December 2024, the registered capital ceiling stands at 1,000,000,000 TL, and the authorisation remains valid through the period 2021–2025.

Tofaş's paid-in capital is 500,000,000 TL, divided into 50 billion registered shares, each with a nominal value of 0.01 TL. In line with Capital Markets Law, the Board of Directors is authorised—until the end of 2025—to issue new shares, increase the issued capital, and approve share issuances with premiums, discounts, or preferences, provided these actions remain within the registered capital ceiling.

At General Assembly meetings, voting rights are proportionate to shareholding amounts. Votes are cast openly unless shareholders representing at least one-twentieth of the capital present request a secret ballot.

According to Article 10 of the Articles of Association, Group A and Group D shareholders have preferential rights in the nomination of Board members. At least one member must be nominated by each group and must meet the independence criteria set forth in the Capital Markets Board's Corporate Governance Communiqué (II-17.1).

Historical capital increase details can be found on the Company's website: [www.tofas.com.tr](http://www.tofas.com.tr)

There are no preferential rights in dividend distribution.

- Stock Exchange Code: TOASO (01.07.1991)
- Paid-in Capital: 500,000,000 TL
- Registered Capital Ceiling: 1,000,000,000 TL

## 2024 basic data (%)

Closing Price	205.10 TL
Market Value:	3.05 billion US dollars
Highest (Intraday):	353.75 TL
Lowest (Intraday):	179.5 Turkish Lira
Foreign Share:	27.9%
Average Trading Volume:	26.5 million US dollars

## Şirketin Sermayesi, Sermayenin %10'undan Fazlasına Sahip Ortaklar:

As of 31 December 2023, Tofaş's registered capital ceiling is 1,000,000,000 TL, and its issued (paid-in) capital stands at 500,000,000 TL.

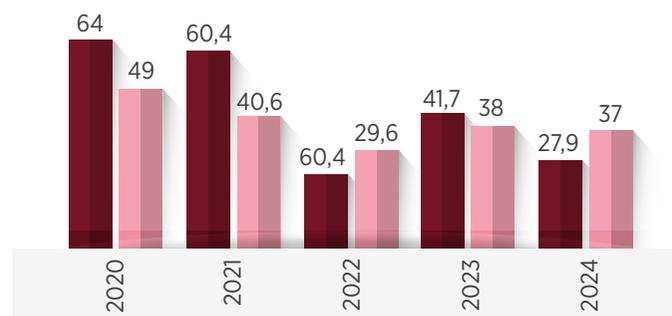
Shareholders' Names	Share Group	Share Amount (TL)	Voting Rights	Share Percentage (%)
STELLANTIS EUROPE S.p.A	D	189,279,856.87	18,927,985,687	37.8560
Koç Holding A.Ş.	A	187,938,121.26	18,793,812,126	37.5876
Ford Otomotiv Sanayi ve Tic. A.Ş.*	A	175,693.44	17,569,344	0.0351
Koç Family	A	1,166,042.17	116,604,217	0.2333
Other Partners	E	121,440,286.26	12,144,028,626	24.2880
		<b>500.000.000,00</b>	<b>50.000.000.000</b>	<b>100</b>

## Share Details

## Share information and other markets where securities are listed or traded

Type of Security Listed/Traded	Listing/Trading Start Date	Country of Exchange	Name of Exchange	Market Segment
Share	1 July 1991	Türkiye	Borsa İstanbul	Star Market

## Percentage of foreign investor ownership in the publicly traded portion



## 3. ESG Governance Structure

Tofaş considers sustainability management a core component of good governance, essential for long-term success and accountability to stakeholders. ESG strategies are embedded into all business processes through a multi-layered governance model involving the Board of Directors, senior executives, and operational teams.

## 3.1. Role of the Board of Directors

- The Corporate Governance Committee monitors ESG policies and reports regularly to the Board.
- The CEO holds responsibility for implementing the sustainability strategy, including managing climate-related risks.
- The Early Risk Detection and Risk Management Committee evaluates ESG risks—particularly climate-related—and reports annually.

## 3.2. Sustainability Committee and Implementation

- The Sustainability Committee, comprising representatives from environment, energy, HR, production, and supply chain units, meets at least twice a year.
- Sub-working groups focus on priority topics such as emissions, water and waste, supplier ESG performance, and social impact.
- All departments are responsible for tracking ESG performance and reporting to the Committee.

ESG governance at Tofaş extends beyond high-level oversight, shaping daily operational and strategic decision-making.

## 4. Policies, Ethics and Stakeholder Engagement

### 4.1. Policy Framework

Tofaş translates its sustainability approach into practice through a structured set of internal policies, ethical standards, and strategic commitment documents.

Policy / Commitment	Description
Corporate Sustainability Policy	Establishes the general framework for all ESG issues
Climate Change and Energy Policy	Includes a 2030 carbon reduction target and energy efficiency projects.
Human Rights Policy	Ensures employee rights, diversity, and equality commitments.
Ethical Principles and Compliance Code	Includes rules of conduct applicable to all employees and business partners.
Supplier Conduct Rules	ESG compliance criteria are monitored through ECOVADIS.

### Tofaş Corporate Sustainability Policy

Tofaş aims to generate long-term value by integrating its environmental, social, and economic responsibilities. The Corporate Sustainability Policy reflects the Company's commitment to all its stakeholders and defines a broad framework for sustainability practices. It seeks to deliver strong performance across Environmental, Social, and Governance (ESG) areas, shaped by stakeholder expectations.

### Core Principles of the Corporate Sustainability Policy

- **Continuous Improvement and Risk Management:** Continuously improve business processes to manage risks effectively and enhance performance and production efficiency.

- **Environmental Responsibility:** Follow a sustainable environmental policy by fully complying with legal and regulatory requirements and applying best-available environmental technologies. Increase energy efficiency, preserve environmental balance, and use natural resources sustainably.
- **Occupational Health and Safety:** Operate with a “zero-accident” target, prioritising employee well-being and safe working conditions.
- **Corporate Integrity and Governance:** Embed ethical values, transparency, anti-corruption, and compliance into the Company's culture. Ensure information security and business continuity across all operations.
- **People and Culture:** Encourage employee engagement through open communication and participation. Support supplier development aligned with sustainability practices.
- **Customer and Stakeholder Focus:** Ensure continuity in customer satisfaction. Manage stakeholder relationships transparently and collaboratively, while raising awareness on climate change and social responsibility.
- **Transparency and Social Contribution:** Disclose sustainability practices transparently to the public. Align corporate social responsibility activities with the Company's strategic goals and priorities.

For Tofaş, managing environmental, social, and corporate impacts is not only a responsibility but also a strategic priority. All sustainability efforts and performance data are regularly monitored and publicly disclosed.

## 5. Performance Monitoring and Accountability

### 5.1. Monitoring ESG Performance

Tofaş's sustainability efforts are anchored in internal policies, ethical standards, and strategic commitment frameworks.

- ESG metrics are regularly reported up to the Board of Directors.
- Key sustainability indicators are embedded within the Company's strategic KPI set.

### 5.2. Link Between Compensation and ESG

- Performance evaluations for the CEO and senior management include metrics such as energy efficiency, carbon reduction, and sustainable innovation.
- As of 2024, targets related to carbon efficiency and digitalisation have been integrated into the incentive system.

### 5.3. Accountability and Verification

- Greenhouse gas emissions are subject to limited assurance in accordance with ISO 14064-3.
- The Integrated Report is aligned with frameworks such as CDP and TCFD to ensure international transparency and credibility.

### Results and Future Directions

#### By 2026, Tofaş aims to:

- Strengthen ESG literacy at the Board of Directors level,
- Integrate double materiality analysis into strategic decision-making,
- More closely align annual ESG targets with the executive incentive system.

## <IR> Capitals

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1. Financial Capital
2. Manufactured Capital
3. Intellectual Capital
4. Human Capital
5. Social & Relationship Capital
6. Natural Capital

# 1. Financial Capital

## Financial Capital

Manufactured Capital  
Intellectual Capital  
Human Capital  
Social & Relationship Capital  
Natural Capital

### 1.1 Strategic Financial Structure and Capital Discipline

Tofaş defines its financial capital through balance sheet indicators, as well as through its commitment to strategic investments, operational efficiency, and a sustainable financial structure. Despite global economic fluctuations, the Company maintained its financial strength and strategic focus throughout 2024.

#### 1.1.1 Financial Performance Indicators

Indicator	2023 (Billion TL)	2024 (Billion TL)	Change (%)
Net Sales Revenue	184.2	120.3	-34.7
EBITDA	28.4	9.3	-67.3
Net Profit	21.8	5.2	-76.1
Total Assets	113.6	91.7	-19.3
Equity	53.2	47.1	-11.5

Source: Tofaş 2024 Activity Report

These declines are primarily due to reduced production during the KO project transition, weakening domestic demand, and exchange rate volatility.

#### 1.1.2 Capital Structure and Debt

In 2024, Tofaş maintained a balanced capital structure and effectively managed its debt ratios. Short- and long-term borrowings were optimised in line with the Company's investment and working capital requirements.

- Short-term borrowings: 10.9 billion TL
- Long-term borrowings: 16.9 billion TL

Source: Tofaş 2024 Consolidated Financial Statements

### 1.2. Sustainable Financial Investments

Tofaş allocates its financial capital in line with its sustainability strategy. In 2024:

- R&D Expenditures: 3.25 billion TL, primarily directed toward the development of low-emission vehicles, battery technologies, and software projects.
- Energy Efficiency Investments: Spending increased for solar PV installations and other energy efficiency initiatives.

These investments reinforce Tofaş's long-term value creation goals.

### 1.3. Dividend Policy and Financial Value Delivered to Stakeholders

Tofaş maintains a consistent dividend policy that offers stable financial returns to its investors. In 2024, profit distribution was determined in line with the Board of Directors' recommendation and approved by shareholders.

The Company follows a transparent approach toward its strategic shareholders, Koç Holding and Stellantis, as well as individual and institutional investors on Borsa İstanbul.

### 1.4. Integration of Financial Capital with Sustainability

Tofaş directly links financial capital allocation to environmental and social priorities. CDP- and TCFD-aligned disclosures have enhanced access to sustainable financing. The Company also aims to simulate carbon pricing impacts in internal models and increase the share of revenue derived from sustainable products.

### 1.5. Future-Focused Financial Resilience Strategy

Tofaş is focused on further strengthening its financial capital by 2025 through the following strategic priorities:

- Simulating the impact of carbon pricing in internal financial models
- Increasing the share of sustainable product revenues in total turnover
- Reporting climate-related financial indicators, including CapEx, OpEx, and revenue
- Establishing the infrastructure required to access sustainable finance instruments such as green loans and sustainability-linked bonds

These forward-looking measures are designed to reinforce Tofaş's resilience in a decarbonising economy.

## Tofaş's Tax Strategy

Tofaş Türk Otomobil Fabrikası A.Ş. engages in a broad range of commercial and industrial activities, including the production, sales, and marketing of vehicles, spare parts, used vehicles, vehicle rentals and equipment, customer services, after-sales support, and import-export operations.

Tofaş's Tax Strategy sets out the Company's approach to managing tax in alignment with its overarching corporate strategy. It establishes clear principles aimed at ensuring long-term corporate responsibility and safeguarding future value. These core principles—accountability, responsibility, and transparency—guide all employees and managers in complying with tax laws and regulations while upholding the highest ethical standards and a strong sense of social responsibility.

### I. General Principles

- Tofaş proactively monitors new tax legislation and amendments to existing rules to ensure full legal compliance in accordance with its corporate governance framework.
- The Company is committed to submitting accurate and complete tax returns on time and in line with all statutory obligations.
- Tax considerations are integrated into the structuring of business operations, with a focus on creating sustainable value for both the Company and its stakeholders.
- As a responsible taxpayer, Tofaş fully recognises its obligation to contribute taxes in a timely and lawful manner.
- The Company continually enhances its tax governance by developing well-resourced tax functions, investing in staff training and systems, and raising tax awareness across all business units.

### II. Relations with Tax Authorities

Tofaş maintains transparent and cooperative relationships with tax authorities in line with all internal policies—most notably, the Anti-Bribery and Corruption Policy. All interactions with tax administrations and government agencies are conducted openly, professionally, and in a spirit of mutual cooperation.

The Company's key objectives in engaging with tax authorities are to:

- Foster and sustain constructive relationships with tax authorities, government bodies, and other relevant stakeholders based on mutual trust and respect,
- Engage in dialogue around upcoming tax legislation to help mitigate potential negative impacts on the business,
- Proactively manage interactions with tax authorities to minimise disputes and reduce risk exposure,
- Respond to information requests within legal deadlines and seek clarification on any legislative ambiguities through appropriate channels.

Tofaş recognises the taxes it pays—and collects on behalf of governments—as a core component of its corporate social responsibility. All business units operate in strict compliance with applicable tax laws and regulations and ensure that all business decisions reflect this commitment.

### III. Transparency and Uncertain Tax Situations

Tofaş adopts a reasonable and consistent approach when interpreting tax laws and structuring its transactions. Transparency in the management of tax processes and openness in decision-making are core principles in our communication with stakeholders.

The Company is committed to maintaining a clear and honest relationship with tax authorities and aim to explain the financial impact of significant changes in tax practices as they arise. In cases of uncertainty, Tofaş proactively engages with relevant government agencies to seek official guidance and clarify the application of tax rules.

The Company takes preventive measures to minimise the risk of uncertain or unexpected tax outcomes. While confident that all transactions are fully compliant with current legislation and grounded in sound business rationale, Tofaş is prepared to enforce its legal rights if required. However, the preference is always to resolve disputes amicably and without litigation whenever possible.

### IV. Tax Planning

Tofaş's approach to tax planning prioritises efficiency and legal compliance while supporting commercial needs. The tax function plays an active role in business decision-making, ensuring that all key decisions are evaluated with a clear understanding of their tax implications.

By integrating tax considerations into operational and strategic planning, the Company ensures that its activities remain fully aligned with national and international tax requirements and contribute to long-term value creation.

### V. Tax Management and Risk Control

Consistency and transparency are fundamental to Tofaş's company-wide tax practices. The Company takes a proactive approach to continuously strengthening its tax risk management process and minimising risks by

ensuring full compliance with applicable tax laws and regulations.

When potential risks are identified, Tofaş collaborates with external consultants to ensure accurate interpretation of tax legislation and to implement appropriate preventive measures. This tax strategy is reviewed and approved by senior management and forms an integral part of the Company's corporate governance framework.

### VI. Tax Incentives (R&D and Investment Incentives)

Tofaş actively leverages incentives, exemptions, and tax reductions provided under applicable legislation, provided they are consistent with its commercial and economic activities. The Company makes strategic investments that fall within the scope of legally sanctioned tax incentives—particularly in the areas of R&D and capital investments.

These incentives contribute to a lower effective tax rate in Tofaş's financial statements. In particular, R&D-related tax exemptions help reduce personnel costs and support innovation across the business.

### VII. Transfer Pricing

Tofaş's transfer pricing policy aligns with international standards and OECD guidelines. All intercompany transactions are documented and supported by detailed economic analyses, ensuring that transfer prices reflect the arm's-length principle and the nature of the transactions.

## 2. Manufactured Capital

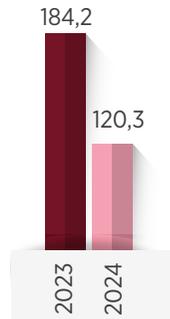
### 2.1. Sales Revenue (Billion TL)

Manufactured capital reflects the tangible economic value created by Tofaş’s production capacity, technological infrastructure, and commercial operations. In 2024, despite a contraction in exports, Tofaş sustained its strong position in the domestic market by effectively managing its production and distribution systems. This operational resilience supports the Company’s vision of long-term, sustainable value creation.

Challenging conditions in European markets and the rising costs associated with carbon regulations such as CBAM have underscored the strategic importance of investing in low-emission production infrastructure and optimising the digital supply chain. Tofaş is actively deploying its production capabilities to improve carbon efficiency and reinforce its competitive advantage in a low-carbon economy.

Sales Category	2023 (Billion TL)	2024 (Billion TL)	Change (%)
Export Sales	36.3	20.6	-43.2
Domestic Sales	140.8	93.8	-33.4
Other Sales from Core Activities	7.2	5.9	-17.5

Net Sales Revenue (Billion TL)



### 2.2 Exports

In 2024, while the overall European automobile market grew by 0.9%, key markets such as Germany, France, and Italy experienced a decline, whereas Spain recorded a 7.1% increase.

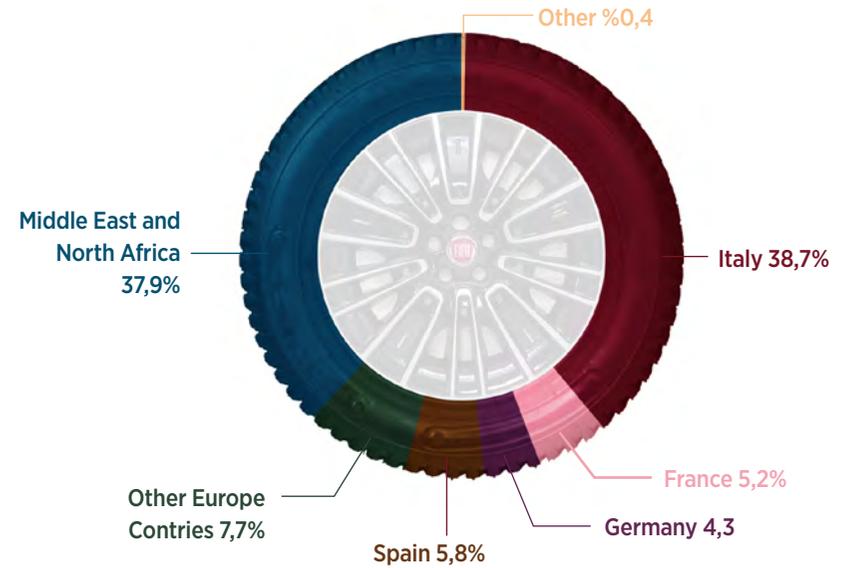
Tofaş’s export volume fell by 18.8% to 33,568 units, resulting in a 3.3% share of Türkiye’s total vehicle exports. The drop was sharper in product segments: automobile exports declined by 49.3%, and light commercial vehicle exports fell by approximately 44%.

Total export revenue decreased by 43.2%, amounting to TL 20.59 billion.

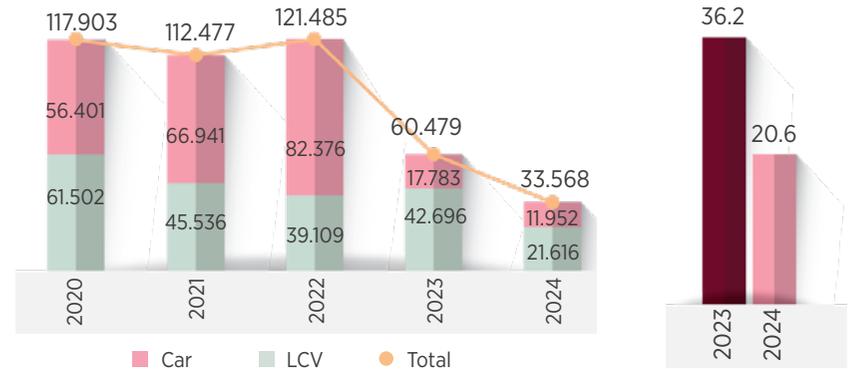
This decline has impacted Tofaş’s ability to create economic value and underlines the strategic importance of aligning with carbon regulations—such as the European Green Deal and CBAM—for maintaining competitive advantage.

In exports to the European Union, low-carbon production processes and supply chain transparency have become not only environmental expectations but also commercial imperatives. Tofaş is continuing its investments to reduce its carbon footprint—both to minimise environmental impact and to safeguard the sustainability of its export revenues.

### 2024 Export Breakdown by Country



Annual Export Revenue (Billion)



Tofaş is one of Türkiye's most important production hubs and a key manufacturing base within the Stellantis group. Its production capacity, advanced technological infrastructure, and physical assets form the backbone of its ability to develop innovative products, improve operational efficiency, enhance environmental performance, and drive sustainable growth.

### 2.3. Production Facilities and Infrastructure Capacity

Located on a 1 million m<sup>2</sup> site in Bursa, Tofaş's manufacturing complex includes 350,000 m<sup>2</sup> of covered production area. In 2024, operational performance was marked by the following highlights:

Indicator	2024 Value
Total Production Volume	140,484 vehicles
Export Volume	33,568 vehicles
Share of Domestic Production in Domestic Market	82%
Daily Production Capacity	1,000 vehicles/day
Models Produced	Fiat Egea, Fiat Fiorino, KO Light Commercial Platform

### 2.4. Efficiency, Digitalisation, and Smart Factory Applications

Tofaş's production capabilities are defined not only by scale but also by its commitment to digital transformation and smart manufacturing. In 2024, the Company advanced its smart factory model with a range of initiatives that improved efficiency, sustainability, and operational resilience.

#### Key 2024 Initiatives:

- Implementation of over 250 digital transformation projects across operations.
- Integration of MES, ERP, and IoT systems to enhance production planning and traceability.
- Use of digital twin technology and line simulations to optimise energy usage and quality controls.
- Launch of "zero loss" practices under the Stellantis Production Way (SPW), focused on energy, maintenance, and quality.
- Expansion of digital skills through Tofaş Academy, enabling employees to adapt to evolving technologies.

### 2.5. KO Project and Platform Flexibility

2024 was a milestone year in Tofaş's strategic transformation, marked by the launch of the KO Project, developed jointly with Stellantis. The project covers the production of light commercial vehicles for four different brands and establishes a new production benchmark in terms of scale and adaptability.

Highlights of the KO Project:

- Target of 1 million vehicles to be produced between 2024 and 2032.
- 90% of total production planned for export markets.
- Enhanced production flexibility, with customisation infrastructure aligned to individual brand requirements.

The KO Project not only expands capacity but also embeds sustainability into operations—reducing carbon footprint, improving energy efficiency, and managing operational risk through adaptive, low-emission technologies.

### 2.6. Quality, Safety, and Process Excellence

Tofaş manages quality, environmental safety, and employee health on its production lines according to the principle of "people first, zero defects." This approach is implemented through internationally recognised standards and internal excellence frameworks, including:

- ISO 9001 – Quality Management System
- ISO 45001 – Occupational Health and Safety Management
- ISO 14001 – Environmental Management System
- Stellantis QMM (Quality Maturity Matrix) – 96% success rate in 2024

In 2024, the Egea, Fiorino, and new KO models recorded the lowest defect rates among Stellantis projects during internal audits.

### 2.6.1. Quality Management

Tofaş continued to lead in quality management within the Stellantis Group, maintaining its position through a commitment to excellence in products, services, and operational processes.

**In the Stellantis Production Quality Awards, Tofaş's facility was recognised for best performance in:**

- Internal quality (low error rates during production)
- External quality (customer feedback and warranty performance)

#### Key indicators evaluated:

- Number of warranty claims
- SCA (customer perception assessment)
- DVX (defects per vehicle produced)

This recognition was celebrated across the organisation, and best practices were shared across Stellantis manufacturing sites.

**To further enhance quality, Tofaş continued the integration of its Quality Management System with the Stellantis QMS. In 2024, the Company adopted:**

- 43 operational standards
- 13 implementation standards
- Strengthened application of the "12 Best Practices" and "14 Foundations of Customer Experience"

#### Innovation in Quality Processes:

One notable initiative was the Real-Time Monitoring of Paint Oven Temperatures. Infrared sensors installed in the ovens enabled real-time tracking of vehicle surface temperatures, allowing proactive intervention and process optimisation to maintain flawless paint quality.

## 2.7. Internal Control and Internal Audit

Tofaş views internal audit activities as a key assurance mechanism supporting the accuracy of its reporting and the continuous improvement of its operations in terms of sustainability and efficiency. The Company has established robust internal control mechanisms aligned with its commitment to responsible and sustainable management.

### Governance and Oversight:

- The Board of Directors holds overall responsibility for the internal control and audit systems.
- The Audit Committee, reporting to the Board, oversees these systems and takes proactive measures to mitigate foreseeable financial, commercial, and operational risks.
- The Committee also evaluates the Company's compliance with legal obligations regarding internal control, internal audit, and risk management.

### Integration with Risk Management:

To enhance effectiveness, the internal control and audit framework is aligned with corporate risk management and monitored in coordination with the Early Risk Detection and Risk Management Committee.

### Continuous Improvement:

The Audit Committee regularly reports the outcomes of its evaluations to the Board of Directors, including actions taken to strengthen the internal control and audit systems and ensure their continued alignment with best practices and regulatory requirements.

## The Customer First Platform

*Tofaş considers customer satisfaction not only as a performance indicator but also as one of the main pillars of corporate sustainability. With this perspective, the "Customer First" platform, launched in 2023, was designed as an integrated digital system that enables the end-to-end tracking and management of the customer experience. Through a central dashboard, it allows real-time monitoring of feedback received from channels such as social media, customer surveys, and service centres. In 2024, new digital data sources were added to the platform, and these successful developments were recognised by the International Data Corporation (IDC), which awarded the platform first place in the "Best of the Future" category.*

## 2.8. Circular Economy and Environmental Performance of Physical Assets

Tofaş continues to embed circular economy principles into its production system to increase resource efficiency and minimise environmental impact:

- 100% of in-house waste is recovered through recycling or reuse practices.
- Energy consumption per unit of production is 3.34 GJ/vehicle.
- Water consumption per unit of production is 3.07 m<sup>3</sup>/vehicle, with approximately 95% of water reused through an advanced recovery system.
- Machinery and equipment investments prioritise low energy consumption and long service life to enhance sustainability across operations.

## 2.9. Supply Chain Management

Tofaş has long prioritised localisation in Türkiye's automotive sector and has adopted the reduction of foreign dependency as a strategic objective. Its current supplier network includes:

- Over 3,000 total suppliers, including:
  - 155 local suppliers across 14 cities in Türkiye
  - 347 new foreign suppliers added through Stellantis network projects
  - Bringing the total number of direct material suppliers to 502

### Local Content Goals and Strategy:

- Approximately 70% of production parts (excluding engines and transmissions) are locally sourced.
- The Company aims to raise this ratio to 90% by 2030.
- By leveraging its strong position within Stellantis, Tofaş also acts as a gateway for Turkish suppliers to access global markets.

### Sustainability and Supply Chain Resilience:

- Tofaş shapes its procurement strategies to ensure sustainability, operational efficiency, and production continuity.
- The Company is committed to building a financially robust, environmentally responsible, and reliable supplier ecosystem.

Tofaş's procurement activities are structured under three main purchasing categories as follows:

- Direct Materials
- Spare Parts
- Industrial Services

In 2024, the total procurement budget across these categories reached €1.9 billion.

### Transition to High-Tech and Electric Mobility:

- In line with the shift to electric vehicles and next-generation automotive technologies, Tofaş is engaging in negotiations with high-tech suppliers.
- Global manufacturers are being encouraged to invest in or establish partnerships in Türkiye.
- Local sourcing is prioritised across a wide product range, including:
  - Sheet metal parts
  - Forged and cast components
  - Mechanical and electromechanical systems
  - Cable harnesses
  - Plastic and rubber injection moulded parts
  - Seats, glass, dashboards, bumpers, and exhaust systems

## 2.10. Sustainable Supply Chain Management

Tofaş collaborates closely with suppliers to achieve its sustainability goals, with a strong focus on raising environmental and social standards across the value chain.

Performance Monitoring via EcoVadis:

- The sustainability performance of direct material suppliers is assessed through the EcoVadis platform.
- Suppliers with low scores are either not approved or are offered support for improvement.
- Collaboration is restricted for candidates who fail to meet the required thresholds.
- Supplier Engagement in Emission Reductions:
- 35 critical suppliers have been requested to prepare emission reduction roadmaps in alignment with Tofaş's decarbonisation goals.

ESG Assessment for Indirect Suppliers:

- An Environmental, Social, and Governance (ESG) questionnaire is used to evaluate the performance of indirect and critical suppliers.
- These assessments support responsible sourcing and help strengthen overall resilience and transparency in the supply chain.

## 2.11. Enhancing Customer Satisfaction and Experience

Tofaş maintains high customer satisfaction through its strong logistics and distribution infrastructure, extensive sales and after-sales network, and long-term, trust-based relationships. Consumer rights are protected with care, ensuring full compliance with legal and corporate requirements. Regular satisfaction surveys inform service improvements, and customer relations are managed jointly with dealers and service centres to ensure consistency.

Digital services reduce uncertainty in vehicle ownership, strengthening trust and brand loyalty.

## 2.12. Micromobility Solutions

In line with its sustainable mobility vision, Tofaş provides accessible, low-emission, and user-centric transport options. The Fiat Topolino offers flexible urban mobility through subscription-based use, appealing to younger and urban consumers. Digital platforms like Fiat Connect and Connect Filom allow users to track vehicles, get maintenance alerts, and manage risks remotely. These applications support Tofaş's carbon reduction and innovation goals in urban mobility.

## 2.13. Future Investment Areas

Tofaş continues investing in areas that support its transition to sustainable mobility:

- EV-specific production line conversions
- Battery module assembly systems
- Predictive maintenance technologies
- Automated logistics (AGV, autonomous handling)
- Integration of solar energy into production infrastructure

## 2.14. Extensive Dealer Network

Tofaş offers a full suite of services—from new and used vehicle sales to maintenance, repairs, parts, insurance, and financing—through a robust nationwide dealer network: 101 Fiat sales and 124 service points, with additional representation for Alfa Romeo, Jeep®, and Maserati. This structure is supported by strong logistics, high-quality after-sales service, and long-term partnerships. Dealers also provide insurance and financing solutions on-site, delivering a seamless customer experience.

"Koç Fiat Insurance" complements this with mobility-focused products and damage support services and aims to reshape insurance processes for mobility solutions.

In addition, digital sales platforms allow prospective Fiat, Alfa Romeo, and Jeep® customers to connect with sales advisors, explore products virtually, and complete purchases online.



## 2.15. Broad Brand and Product Portfolio

# FIAT



### FIAT EGEEA

Proudly developed at the Tofaş R&D Centre and manufactured entirely in Türkiye, the Fiat Egea has become a cornerstone of the Turkish automotive industry since its launch in 2015. Available in Sedan and Cross body styles, the Egea combines impressive driving comfort with cutting-edge connectivity and exceptional cost efficiency. With its wide range of engine and equipment options, the Egea appeals to every kind of driver—earning the title of Türkiye’s best-selling car in 2024 with over 86,000 units sold. Internationally, it continues its success under the Fiat Tipo name.



### FIAT 500 / 500e

A timeless icon reborn for the electric age, the Fiat 500 blends classic design with contemporary innovation. The fully electric 500e is a symbol of stylish, sustainable mobility, boasting a 42 kWh battery and up to 320 km range (WLTP). As the first in its class to feature Level 2 Autonomous Driving Support, the 500e offers a silent, smooth ride with forward-looking safety. By 2025, the 500e will completely replace the internal combustion version in Türkiye, reaffirming its role as a pioneer in the shift toward zero-emissions urban driving.



### FIAT 500X

Since 2015, the Fiat 500X has captured attention with its bold design, advanced safety features, and urban-meets-adventure versatility. With a 1.5-litre hybrid engine and smooth automatic transmission, it comes in both Cross Plus and Soft Top versions—ideal for both city streets and weekend escapes. Its blend of comfort, technology, and sporty spirit makes it a standout in the crossover category. The 500X is set to pass the baton to the next-generation Fiat 600 in 2025.



### FIAT 600

Launched in Türkiye in 2024, the all-new Fiat 600 brings fresh energy to the B-SUV class. Designed for today’s drivers, it offers both fully electric and 1.2-litre hybrid options, combining agility with an impressively spacious interior. With its sleek exterior, smart connectivity, and comprehensive driver assistance features, the 600 is Fiat’s most refined expression yet of sustainable urban freedom.



### Topolino

Charming, compact, and electric—the Fiat Topolino is a new take on everyday mobility. Entering the Turkish market in 2024, Topolino delivers 75 km of all-electric range, a convertible roof for added fun, and a small footprint ideal for narrow city streets. With fast-charging, eye-catching design, and a playful spirit, Topolino offers a bold solution for young, eco-conscious drivers seeking joy and freedom in urban travel.



## Grande Panda

Bringing fresh energy to a beloved icon, the Grande Panda will hit the roads in 2025 as the next generation of the Fiat Panda. With electric and hybrid powertrain options, it delivers compact, sustainable, and budget-friendly mobility for urban life. Seamlessly blending classic Italian styling with today's tech, the Grande Panda reimagines the charm of its predecessor for a new generation seeking both personality and performance in their daily drive.



## Doblò / E-Doblò

A mainstay of the small commercial vehicle segment for over two decades, the Fiat Doblò continues to impress with its practicality, durability, and comfort. Now in its fifth generation, the Doblò is offered with internal combustion and electric versions—each suited to modern commercial needs. The fully electric E-Doblò features a 50 kWh battery, offering up to 339 km of range, all while meeting the latest GSR-II-B safety standards. The sixth-generation Doblò, launched in 2024, sets a new benchmark for efficiency, utility, and compliance in its class.



## Fiorino

One of Türkiye's most iconic automotive exports, the Fiat Fiorino marked an impressive production run from 2007 to 2024. As a pioneer of the compact light commercial vehicle segment, Fiorino earned its reputation through reliability, smart design, and low operating costs—serving tradespeople, families, and businesses alike. With its production concluding in mid-2024, Fiorino leaves behind a legacy of versatility and value.



## Ducato

Built to serve a wide array of transport needs, the Fiat Ducato is offered in van, pickup, and minibus configurations—and has gained significant popularity for campervan conversions. Equipped with engine options ranging from 140 to 180 HP, manual or 8-speed automatic transmissions, and refreshed for 2024, Ducato now features Level 2 autonomous driving and GSR-II-B compliance. It continues to deliver high performance, safety, and comfort across professional and leisure applications.



## Scudo / E-Scudo

A versatile workhorse for professionals, the Fiat Scudo expanded its presence in 2024 with local production at the Tofaş Bursa plant. Offered in van and combimix body types with varying chassis lengths and high payload capacity, the Scudo family meets the full spectrum of commercial needs. The all-electric E-Scudo features a 75 kWh battery and delivers a range of up to 348 km, combining practicality with sustainability in one sleek package. As of 2025, the range is set to grow even further, reinforcing Scudo's role in the electric commercial vehicle landscape.



## Ulysse

Designed to meet the expectations of large families and business users alike, the Fiat Ulysse is a multi-purpose people mover that brings together comfort, space, and technology. Available in internal combustion and electric versions, Ulysse stands out with its modular seating, refined design, and advanced safety features—making it the go-to option for those seeking flexible, low-emission group transport without compromising on style or functionality.



## Junior

The Alfa Romeo Junior, a new-generation compact SUV, made its debut in the Turkish market in September 2024, offering both hybrid and fully electric powertrain options. The Junior Elettrica, with its 54 kWh battery, delivers a range of 410 km combined and up to 590 km in urban driving—making it one of the most practical EVs in its segment. The hybrid version, on the other hand, combines fuel efficiency with spirited performance. With sleek lines, advanced technology, and Alfa Romeo's unmistakable DNA, the Junior signals the brand's confident step into the electric era.



## Tonale

The Tonale marks a new chapter in Alfa Romeo's electrification journey. This hybrid SUV is equipped with next-generation driving technologies, Level 2 autonomous driving, and Euro NCAP 5-star safety certification. Stylish and intelligent, the Tonale is available in four trim levels in Türkiye, including the distinctive "Tributo Italiano" edition. It seamlessly blends Italian flair with sustainable performance, offering a bold alternative in the premium SUV category.



## Stelvio

Alfa Romeo's luxury SUV, the Stelvio, commands attention with its 280 HP engine, four-wheel drive system, and exceptional safety features. The updated version, launched in 2023, received a 97% safety score and a 5-star Euro NCAP rating, reflecting its engineering excellence. The Stelvio is where timeless Italian design meets top-tier performance—an ideal choice for those seeking sophistication without compromise.



## Giulia

Refined and powerful, the Alfa Romeo Giulia remains a standout in the sports sedan segment. Updated in 2023 and now offered in Competizione and Veloce trim levels, it features a dynamic 280 HP aluminium-block engine and an elegant, aerodynamic design. Since 2017, Giulia has captured the hearts of driving enthusiasts in Türkiye with its precise handling, premium interiors, and unmistakable Alfa spirit. It continues to set the benchmark for performance-oriented sedans with a modern twist.

# Jeep®



## Compass

Blending Jeep's iconic SUV heritage with contemporary driving needs, the Compass offers a refined yet adventurous experience. Available with Plug-in Hybrid (4xe) and e-Hybrid engines, the Compass delivers both low-emission and high-performance solutions for diverse driving preferences. Advanced connectivity features and comprehensive safety technologies ensure comfort and peace of mind. Whether navigating the city or heading off-road, the Compass stands out with its unmistakable Jeep character and versatile capability.



## Wrangler

A true legend, the Jeep Wrangler remains unrivalled in off-road performance. Powered by a 272 HP petrol engine and equipped with an 8-speed automatic transmission, it boasts best-in-class ground clearance, approach, and departure angles. Built to master challenging terrains, the Wrangler also includes advanced driver assistance systems, ensuring safety without compromising on its rugged DNA. It continues to define adventure for drivers who seek freedom and durability in the most demanding environments.



## Renegade

The Renegade, Jeep's compact SUV, offers a dynamic and urban-friendly interpretation of the brand's off-road roots. Its e-Hybrid engine, which does not require charging, delivers low-emission performance in a compact footprint. Refreshed in 2023, the latest model incorporates enhanced safety systems and intelligent features, appealing to environmentally conscious drivers who value both style and substance. With bold aesthetics and urban agility, the Renegade is a smart choice for the modern explorer.



## Avenger

The Jeep Avenger, launched in Türkiye in 2023, marks a new era as the brand's first all-electric vehicle. Crowned "European Car of the Year 2023", the Avenger excels with its compact dimensions, spacious cabin, and Selec-Terrain® system offering six driving modes. Tailored for the electric SUV generation, it combines Jeep's adventurous spirit with silent, zero-emission mobility. In 2024, a hybrid version was added to the line-up, underlining Jeep's ambition to electrify its entire portfolio by 2030.

Although Lancia officially ceased sales operations in Türkiye in 2015, after-sales services continue under the guarantee of Tofaş. With its rich heritage and distinctive design philosophy, the brand still enjoys the loyalty of long-time customers. While active sales are no longer conducted, service support remains fully available for Lancia owners across the country.

- Financial Capital
- Manufactured Capital
- Intellectual Capital**
- Human Capital
- Social & Relationship Capital
- Natural Capital

## 3. Intellectual Capital

### 3.1. Definition and Strategic Approach

Tofaş defines intellectual capital as the strategic integration of its R&D strength, patent generation capability, participation in EU-funded projects, digital transformation efforts, and innovation-driven culture. These elements play a central role in reducing the carbon footprint, developing next-generation products, and improving overall efficiency.

### 3.2. Intellectual Capital Indicators – 2023 vs. 2024

Indicator	2023	2024	Change / Note
Total R&D Expenditure	1.22 billion TL	3.25 billion TL	166% increase
Patent Applications	198	251	27% increase
Active EU Projects (Horizon)	15	21	+6 new projects
Software Development Office	Istanbul & İzmir	Expanded in İzmir	Location consolidation and capacity enhancement
Digital Transformation Projects	180	250	+70 new projects
Field Staff Digital Training	600 participants	800+ participants	+200 increase
Life Cycle Assessment (LCA)	Pilot applications	Integrated into KO models	Product-specific integration

### 3.3. R&D Centres and Patent Portfolio

The Tofaş R&D Centre plays a central role in Stellantis' global engineering and product development network. In 2024, Tofaş filed 251 patent applications—a 26% increase from the previous year—maintaining its position among Türkiye's top automotive patent filers. These applications span a wide range of areas, including powertrains, digital systems, ergonomics, and user experience.

As one of Stellantis' most advanced engineering hubs, the R&D Centre operates on a 20,000 m<sup>2</sup> site with high-tech laboratory infrastructure and has received over €64.4 million in cumulative investment. The centre focuses on strategic areas such as vehicle design, advanced materials, simulation, automotive software, and connected technologies.

By 2024, the team includes 135 engineers with master's or doctoral degrees, supported by over 300 external engineers, contributing to engineering exports and strengthening Türkiye's role in the global automotive ecosystem. The Centre also supports projects beyond Tofaş's production, including industrialisation activities for the multi-brand KO project across Stellantis.

#### 3.3.1. University-Industry Collaborations and R&D Ecosystem Development

Tofaş actively strengthens the local R&D ecosystem through strategic collaborations with academia. It is currently engaged in around 300 joint projects with 60 universities across Türkiye. These partnerships enhance next-generation engineering skills and digital competencies by integrating academic knowledge into industrial technology development processes.

#### 3.3.2. European Union and National Fund-Supported Projects

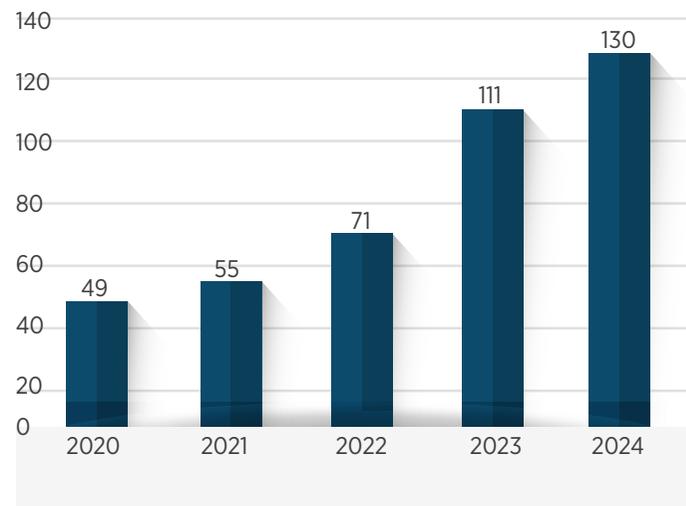
Tofaş R&D Centre has been involved in 38 international projects under Horizon 2020, Horizon Europe, and Eureka programmes, completing 23 and increasing the number of active projects to 22 in 2024 with six new additions.

These initiatives have enabled collaboration with over 450 universities, research institutions, and industrial partners. Additionally, seven TÜBİTAK-supported national projects are underway, focusing on AI, advanced materials, electric vehicles, and sustainability.

#### 3.3.3. Registered Knowledge and Publications

Tofaş continues to strengthen its patent portfolio through value-adding innovations. As of 2024, 251 patent applications have been filed, with 130 granted. The Company also contributes to sectoral advancement through nearly 100 scientific publications shared on national and international platforms.

#### Total Number of Patents Held



### 3.4. Competence: European Projects and Software Development

Tofaş is actively involved in 21 Horizon Europe projects (up from 15 in 2023), where it contributes to and leads initiatives in battery recycling, AI-driven production monitoring, and lightweight materials.

#### Selected Projects Approved in 2024:

- **IBOT4CRMS:** AI-enabled robotic recovery of critical raw materials
- **ACCOMPLISH:** Scaling automation in AI compliance
- **TWINLOOP:** Battery range and route optimisation for EVs
- **ADSIL:** Autonomous driving and valet parking technologies
- **HERCULES:** Collaborative robotics in assembly
- **SMARTCHAIN:** AI-enabled process optimisation in steel production

Software development activities expanded at İzmir Institute of Technology Technopark include:

- Growing team capacity
- MES, ERP, and IoT integrations
- Automotive data analytics and digital twin pilots

### 3.5. Innovation and Life Cycle Assessment (LCA)

Tofaş integrates LCA into product development to assess and reduce environmental impacts early in the design phase.

- KO model LCA assessments were completed pre-production
- Focus areas include material reduction, recyclability, and energy efficiency
- LCA is aligned with Stellantis's eco-design strategy

### 3.6. Digitalisation, Efficiency and Process Innovation

Tofaş completed over 250 digital transformation projects in 2024 (up from 180+ in 2023), including:

- Smart production simulations
- Energy optimisation software
- Autonomous quality control systems

A new three-level Digital Competency Certification Programme was launched for blue-collar staff. Notably, 25% of digital projects aimed at reducing emissions and energy use.

### 3.7. Intrapreneurship

Tofaş promotes a culture of innovation through multiple platforms:

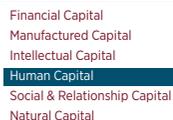
- **Idea Box:** Employee suggestions turned into real projects
- **Value Stream Platforms:** 53 sustainability and customer-focused ideas submitted in 2023; one implemented
- **Kaizen System:** Production-based improvement ideas rewarded and shared
- **Zero-Based Budgeting (ZBB):** Budget efficiency driven by employee input
- **Optimus Initiative:** 122 employees led 246 digital projects in 2024
- **HackYourJob:** Employees developed software with Power Platform training via a Koç Holding–Microsoft–KoçSistem collaboration

### 3.8. Development Highlights (2023–2024)

- Patent applications up 26%
- Digital projects increased by 39%
- Horizon Europe project count up 40%
- LCA fully integrated into product development
- Software activities consolidated and expanded

### 3.9. Strategic Assessment

Tofaş manages intellectual capital across the organisation, embedding innovation, continuous learning, and design thinking into its operations. Key pillars of the Company's sustainable growth strategy include electrification, low-carbon production, digital engineering, and circular design.



## 4. Human Capital

### 4.1. Strategic Approach

Tofaş views human capital as a core strategic investment. This perspective goes beyond workforce productivity to include employee engagement, learning and development, diversity, and well-being. From 2023 to 2024, the Company achieved notable improvements across key human capital metrics, reflecting a strong and evolving talent strategy.

### 4.2. Human Capital Indicators: 2023-2024 Comparison

Indicator	2023	2024	Change / Note
Total Number of Employees	5,900	4,409	25.3% decrease
Female Employee Ratio (%)	11.8	11.6	0.2 point decrease
Share of Women in New Hires (%)	29.8	30.7	0.9 point increase
Average Training Hours (Office Staff)	43.3	43.5	0.5-hour increase
Average Training Hours (Field Staff)	6.0	18.0	12-hour increase
Total Training Hours	123,272	128,930	4.6% increase
Lost Time Injury Rate (LTIR)	0.66	0.62	6% improvement
Employee Engagement Score (%)	58.0	84.7	28-point increase
Internal Promotion Rate (%)	2.0	13.9	Over 5-fold increase

Tofaş aligns its human rights approach with the following international standards and frameworks:

- United Nations Guiding Principles on Business and Human Rights (2011)
- United Nations Global Compact (2000)
- ILO Declaration on Fundamental Principles and Rights at Work (1998)
- OECD Guidelines for Multinational Enterprises (2011)
- UN Women’s Empowerment Principles (2011)

### 4.3. Employee Experience

Tofaş believes that a positive employee experience is key to fostering high satisfaction and strong organisational commitment—both of which directly support business performance and success.



### 4.4. Inclusion and Diversity

A range of initiatives are implemented to enhance the employee experience, with diversity and inclusion considered integral to the Company’s corporate culture.

Human resources policies, including recruitment and development, are based on merit—knowledge, skills, and competencies—without discrimination based on age, gender, belief, ethnicity, or other personal characteristics.

Tofaş adheres to the “equal pay for equal work” principle in its compensation practices and ensures equal opportunity for work of equal value across the organisation.

Tofaş has set strategic goals to increase the employment of women and people with disabilities by 2026. In recognition of its efforts, the Ministry of Labour and Social Security ranked Tofaş as the second-highest employer of people with disabilities in Bursa in 2023.

The Company is also committed to enhancing gender diversity, particularly in technical fields. It aims to raise the proportion of women in STEM roles to 30% and increase female representation in management to 20% by 2026.

As a partner in the “Transformation Today” project, developed in collaboration with BUMKAD, Tofaş has built direct relationships with students from over 10 universities. These interactions have supported young talents in gaining the skills and knowledge needed for the workforce of the future.

To further support women in technology and innovation, Tofaş collaborated with the METU Women in Engineering Club on the event “Pathways Left by Women,” designed to empower women, raise their visibility, and encourage greater participation in these fields.

	2021	2022	2023	2024
Female Employee Promotion Rate (%)	29.0	9.0	24.4	35.0
Female Employee Ratio (%)	10.1	10.1	11.8	11.6
Female New Hire Rate (%)	21.0	28.5	29.8	31.6
Female Mid-to-Senior Level Rate (%)	5.9	5.9	12.2	15.7

#### 4.5. Career and Competency Management

Tofaş supports career growth through its “Compass Career Planning” system, which enables employees to define their short- and medium-term career goals in collaboration with their managers. The platform helps employees explore alternative career paths and take advantage of development opportunities aligned with these goals. In 2023, the system was enhanced with a new AI-supported “Dynamic Career Planning” module that provides intelligent recommendations based on unit and position, further supporting employee development.

Through the Field Employee Career Guidance Programme, current employees are given priority in internal job postings, and structured opportunities for rotation and promotion are offered. Each step of this process is governed by clear standards and criteria, which are communicated transparently across the organisation.

As part of a collaboration with Uludağ University’s Automotive Programme, Tofaş provides internship opportunities to 50 students annually—25 per semester. Students spend their entire second year at Tofaş completing a 20-week internship, gaining valuable hands-on industry experience.

**Total Promotions:** 17, Manager -> Director: 1, Supervisor -> Manager: 4, Section Manager -> Supervisor: 1, Specialist -> Supervisor: 11

#### 4.6. Young Talent Management

Tofaş actively engages young talent through the Prova+ Long-Term Internship Programme, preparing students for both professional life and the dynamics of the automotive industry. Over the past three years, 20% of Prova+ participants have transitioned into full-time roles at Tofaş—a rate expected to rise to 25% in 2024. Notably, 46% of Prova+ interns in 2024 were female, reflecting the Company’s commitment to gender balance in early talent programmes.

In addition to the Prova+ initiative, internship agreements with Istanbul Technical University (2022) and Yıldız Technical University (2023) provide students with practical, hands-on experience in an industrial setting.

#### 4.7. Education and Scholarships

In partnership with the Turkish Education Foundation (TEV), Tofaş offers annual scholarships to two students pursuing postgraduate education abroad. Upon completion of their studies, these scholars are considered for employment opportunities at Tofaş, contributing to the Company’s long-term talent pipeline.

Through the “Another Support for Education from Tofaş” scholarship programme, a total of 3,555 children of employees had received support as of 2024. Additionally, since the launch of the childcare centre support initiative in 2016—aimed at encouraging women’s employment and supporting work-life balance—2,000 women employees have benefited, with an average of 230 women making use of this support in 2024 alone.

**TOFAŞ ACADEMY**  
Tofaş Academy offers a comprehensive learning ecosystem that extends beyond company employees to include dealer networks, service centres, and suppliers. By the end of 2024, the Academy had delivered training and development programmes to approximately 15,000 people. Its mission is to improve current performance while equipping individuals for future challenges. This is supported by a strong learning culture, with over 200 internal trainers and more than 300 mentors contributing to continuous development.

#### 4.8. Social Benefits and Additional Financial Support

Tofaş employees are members of the Koç Holding Retirement and Assistance Fund Foundation, which provides financial security through real estate investments, retirement bonuses, health coverage, and financial support during retirement. All employees are covered by fully company-funded supplementary health insurance. By the end of 2024, this insurance covered 5,081 employees and 5,935 of their spouses and children.

#### 4.9. Trade Union Rights

Tofaş signed the new Group Collective Labour Agreement with the Turkish Metal Workers’ Union and MESS on 17 January 2024. The agreement is valid from 1 September 2023 to 31 August 2025 and was reached through mutual consensus. As of year-end 2024, Tofaş’s severance pay liability amounts to 1,063,780,139.97 TL, with provisions made in full. All social benefits are provided in compliance with applicable laws and transparently disclosed in Note 4 of the 2024 financial statements.

#### 4.10. Social Activities

Tofaş supports work-life balance and employee well-being through 27 volunteer-run clubs, including 13 sports teams that have achieved notable success in inter-company tournaments. In 2024, various themed events were held at the Tofaş Social Facilities for employees and their families. The 23 April National Sovereignty and Children’s Day was celebrated with enthusiasm, and the Sports and Development Summer School welcomed 171 children, contributing to their physical and mental development.

Employees and their families enjoy access to on-site amenities including a restaurant, café, and indoor/outdoor children’s play areas. The Mustafa V. Koç Sports Hall also offers a fitness centre, basketball courts, table tennis, an outdoor football field, and tennis courts for all employees.

Participant Group	No. of Participants	Digital Learning (%)	Avg. Training Hours	Additional Notes
Office Employees	17,087	25.58	43.49	—
Field Staff	39,556	40.30	17.99	—
Supplier Companies	13 companies / 4 staff	—	8.75 (35 hrs total)	Limited participation
Dealer Employees	11,669	52.00	12.70	Online + in-person

#### 4.11. Occupational Health and Safety

Tofaş prioritises the creation of a sustainable occupational safety culture by maintaining safe and healthy working environments for all stakeholders within its operational boundaries. Recognised as a benchmark in the Stellantis Group, Tofaş's exemplary practices are regularly reviewed through on-site inspections by various stakeholders and partner companies.

Occupational health and safety (OHS) efforts are conducted in accordance with the Tofaş Occupational Health and Safety Policy, ISO 45001 standards, Koç Holding's OHS Management Procedures, and the OHS Principles of the Stellantis Production System. The Company adopts a proactive, lean, and systematic approach built on seven key steps—from incident analysis and root cause determination to risk mitigation, field inspections, personal accountability, and awareness campaigns.

The OHS organisational structure includes a dedicated manager supported by five full-time safety officers across production units, as well as six occupational physicians and eight health officers. To continuously improve OHS performance, bimonthly review meetings are held with the participation of union representatives. These serve as a forum for evaluating contractor management, employee engagement, system effectiveness, and stakeholder expectations.

To institutionalise a strong safety culture, Tofaş focuses on individual responsibility and team-based awareness initiatives. The ultimate goal is zero workplace accidents and zero occupational illnesses—not just for employees but also for suppliers, contractors, interns, and visitors.

Tofaş is committed to a culture of continuous improvement in occupational health and safety, with the goal of zero workplace accidents and zero occupational illnesses. Within the scope of its OHS Management System, Tofaş has set the following core objectives:

- Comply with all legal and regulatory obligations related to OHS,
- Promote a shared responsibility culture among all employees for continuous improvement,

- Ensure the active participation of all staff in OHS practices,
- Eliminate hazards and reduce OHS-related risks,
- Continuously improve performance through clear targets and regular monitoring.

Since the start of its occupational safety transformation in 2006, Tofaş has achieved a 95% reduction in its Lost Time Accident (LTA) rate. In 2024 alone, 34,528 hours of OHS training were delivered to 2,889 employees.

##### MESS Occupational Safety Stars Award

Tofaş received two awards in the “Stars of Occupational Safety” competition organised by the Turkish Employers' Association of Metal Industries (MESS):

- The “Safety Experience Workshop” project won in the large-scale enterprise category (over 1,500 employees).
- The “Safe Production Flow at the End of the Line” initiative was recognised in the “Occupational Safety Ambassadors” category.



##### Tofaş Search and Rescue Team (TAKUT)

Founded in 2016, the Tofaş Search and Rescue Team (TAKUT) became the first among Koç Group and Automotive Industry Association companies to receive the National Search and Rescue Accreditation Certificate from AFAD (Türkiye's Disaster and Emergency Management Authority).

TAKUT has actively participated in responses to the Elazığ, Van, and 6 February earthquakes. The 30-member volunteer team passed comprehensive assessments covering coordinate tracking, base setup, deployment, equipment handling, first aid, radio communication, debris response, and removal.

Going forward, TAKUT aims to advance its accreditation status and share its expertise across the Company to strengthen organisational resilience to disasters and emergencies.

#### 4.12. Employer Brand

##### OSD Automotive Summer Camp

Organised in collaboration with the Automotive Manufacturers Association (OSD), the Tofaş Summer Camp offers university students access to inspiring talks, case studies, interview simulations, and sessions with professionals from leading automotive companies. In 2024, the programme attracted more than 55,000 participants.

##### 1Day/Tofaş

Through the 1Day/Tofaş programme, university students experience a technical tour of the factory, attend an HR-led session on interview techniques, and engage in informal discussions with Tofaş employees who share their academic backgrounds.

##### Campus Events

Tofaş hosted more than 25 campus visits in 2024, both online and in person. These events included information sessions, interactive workshops, and career development opportunities, reaching 5,000 students in total. Participants were evaluated for Prova+ internship placements and early-career opportunities, with several successfully joining the Company.

#### 4.13. Development

##### Diversity and Inclusion

While the overall ratio of female employees saw only a modest increase, significant progress was made in female hiring and office staff representation. In 2024, the female hiring rate reached 30%, and the Hack-AutoWomen programme grew fivefold.

##### Education and Competency

Training content delivered through Tofaş Academy rose by nearly 8% in 2024. Digital competency modules tailored for blue-collar employees were deployed across all production sites for the first time.

##### Occupational Health and Safety

The accident frequency rate declined from 0.66 to 0.62, marking the best performance in five years. Increased behavioural safety observations and ergonomic investments contributed to this result.

##### Engagement and Corporate Culture

In 2024, the employee engagement score increased to 86%. Internal communication initiatives—such as “Communication Ambassadors,” “Open Door,” and the “Best Practices Platform”—supported this upward trend in loyalty and involvement.

#### 4.14. Strategic Assessment

Tofaş considers human capital to be a source of long-term competitive advantage and institutional resilience—far beyond short-term productivity gains. From 2023 to 2024, the Company has:

- Systematised diversity initiatives,
- Achieved record-level OHS performance,
- Advanced the digitalisation of training,
- Strengthened employee engagement metrics, and
- Accelerated the integration of young and female talent into the organisation.



- Financial Capital
- Manufactured Capital
- Intellectual Capital
- Human Capital
- Social & Relationship Capital**
- Natural Capital

## 5. Social and Relational Capital

### 5.1. Definition and Strategic Approach

Tofaş defines its social and relational capital through long-term customer relationships, robust dealer and supplier partnerships, active stakeholder engagement, and contributions to society. These relationships are built on transparency, shared value, and continuous improvement.

Significant advancements have been recorded in social contribution, stakeholder engagement, and sustainable supply chain management during the transition from 2023 to 2024.

### 5.2. Customer and Dealer Relations

Tofaş continues to prioritise customer satisfaction and dealer engagement through digital innovation and service excellence.

The Customer Satisfaction Index (CSI) rose to 87% in 2024, driven by post-sales digital services and customer experience optimisation projects.

The CareMagic platform, designed to streamline out-of-warranty services, reached over 150,000 users in 2024.

### Collaboration with Dealers

- Tofaş maintained an active dealer presence across all 81 provinces in Türkiye.
- Environmental and energy management training programmes were launched for the dealer network, reinforcing shared sustainability commitments.

### 5.3. Supplier Ecosystem

Supplier relationships are being restructured with a clear focus on sustainability performance and transparency.

- All direct material suppliers are now integrated into the ECOVADIS platform for ESG performance monitoring.
- Every direct supplier has signed Tofaş’s “Supply Chain Compliance Policy”.
- 40 suppliers received targeted training in 2024 covering carbon management, environmental performance, ethics, and human rights.
- The localisation rate in procurement remains strong at 70%, supporting domestic employment and industrial capacity.

### 5.4. Social Investments

Tofaş allocates meaningful resources to social investment initiatives aligned with its corporate citizenship values, with a focus on youth, inclusion, diversity, and cultural heritage.

In 2024, total donations and sponsorships reached 17 million TL.

The Company works closely with NGOs, international institutions, universities, municipalities, and individuals to increase the reach and impact of its social programmes.

Employee volunteerism is a key pillar: Over 300 Tofaş employees actively participated in various community projects in 2024.

Many of these initiatives are developed through internal entrepreneurship programmes, embedding civic responsibility into company culture.

Category	2023	2024	Change
Customer Satisfaction Score (CSI) %	85	87	+2 points
Number of Dealers	500+ dealers in 81 provinces	500+ dealers in 81 provinces	Stable
Supplier Training Programme Participation	22 companies	40 companies	82% increase
CareMagic Customer Interaction	80,000	150,000	Approximately 2 times
Hack-AutoWomen Stakeholder Access	400 people	2,000+ people	5-fold increase
Tofaş Basketball Schools Participants	60 children	150 children	2.5 times increase
Loyalty Score	58	84.7	28-point increase
Hack-AutoWomen Participation	~400	2,000+	5 times increase



### 5.4.1. Investing in Future Generations

Tofaş aims to support the holistic development of children and young people by promoting equal opportunities in sports and education—primarily in Bursa, where it operates—and by instilling values that contribute to individual and societal success.

#### Tofaş Sports Club



Founded in 1974, Tofaş Sports Club supports grassroots basketball, equal opportunity for young athletes, and healthy youth development. Its work spans three focus areas: youth development, first team performance, and social responsibility.

#### Youth and Athlete Development

More than 5,200 athletes and 420 coaches have participated in the club's youth programme to date, with 770 athletes representing Türkiye at the national level. In 2024, the U16 team became Bursa champions and placed third nationally, while the U18 team took third at the Youth Basketball Champions League in Hungary.

That year also saw the launch of the first Tofaş Youth Development Camp, offering basic basketball training to athletes born between 2006–2011, with individual coaching held at the Mustafa V. Koç Sports Facilities.

#### First Team and Sporting Achievements

The Tofaş Men's Basketball A Team has won two Turkish Basketball Super League titles, three Turkish Cups, and one Presidential Cup. Nearly 800 athletes have played for the team, which is competing in the Turkish Basketball Super League and the FIBA Europe Cup in the 2024–2025 season.

#### Access to Sports and Equality

Driven by the vision of making Bursa “the city of basketball,” Tofaş Sports Club works with civil society organisations and local governments to deliver inclusive and accessible sports programmes. In 2024, 4,000 children received training at 18 Tofaş Basketball Schools in 9 cities.

Through Koç Holding's “Umut Kentler” initiative, the club provides sports support for children affected by earthquakes. In partnership with TÜBAD, over 200 children in Hatay, Adıyaman, and Malatya also received basketball training.

#### “New Generation Tofaş” and Lasting Impact

Launched in 2016, the “New Generation Tofaş” project aims to equip children with life skills through sports. Its e-learning platform has delivered over 250,000 video views and reached 11,000 children and 6,000 parents. Many players in the club's youth system have been developed through this programme.

#### BUSİAD Honours Tofaş for Culture, Arts and Sports Support

In 2024, Tofaş received the Support for Culture, Arts and Sports award in the Doğan Ersöz and BUSİAD Achievement Awards, presented by the Bursa Industrialists and Businessmen Association (BUSİAD). The award recognises Tofaş's long-standing commitment to nurturing future generations through investments in sports and education, as well as its contributions to preserving cultural heritage.

#### Infrastructure and Facilities

Since 2019, Tofaş has built 46 basketball courts across Bursa through its Neighbourhood Courts Project. First team matches are held at the Nilüfer Tofaş Sports Hall, while the 5,800 m<sup>2</sup> Mustafa V. Koç Sports Hall—featuring three courts, a fitness centre, and a rehabilitation centre—serves both employees and amateur athletes.

#### Tofaş Science High School and STEM Contributions

Established in partnership with DOSAB in 2014–2015, Tofaş Science High School ranks among the top 10 high schools in Türkiye. Tofaş supports the school's physical infrastructure, provides scholarships, and contributes to teacher and student development.

The Innovation Workshop, built with Tofaş's support, trains students in automotive and engineering fields. Recognised as an “inspiring project” by the Ministry of National Education, the workshop is being rolled out to all science high schools. Tofaş aims to position it among Europe's top three STEM centres by 2030.

Through gender equality and career awareness efforts at the school, Tofaş is encouraging female students to pursue engineering, helping expand the future talent pool.

#### 5.4.2. Preservation of Cultural Heritage

##### Tofaş Bursa Anatolian Cars Museum and Art Gallery

Housed in a former silk factory restored by Tofaş, the Bursa Anatolian Cars Museum is Türkiye's first and only museum dedicated to Anatolian automobiles. Since opening in 2002, it has welcomed approximately 1.5 million visitors. Showcasing 2,600 years of transportation history, the museum offers a unique intersection of Türkiye's cultural and industrial heritage.

The museum complex includes the historic Umurbey Hamam, which has hosted six temporary exhibitions to date. In 2024, it was featured in the Culture Route Festival with the photography exhibition "The Art of Nature: Silk." That same year, pieces from the "Tepebaşı-Eskişehir Fired Clay Sculptures" collection were exhibited at the 2nd International Ceramics Biennial. Designed as an integrated cultural centre, the museum also includes community spaces, a rotating event calendar, and a botanical garden featuring 50 plant species.

##### Hierapolis Excavations and Arslantepe Mound Sponsorship

Tofaş has supported archaeological excavations at the ancient city of Hierapolis, a UNESCO World Heritage Site, since 2005. The project is overseen by the Ministry of Culture and Tourism and the Denizli Governor's Office, with a team of 70 experts from Türkiye and Italy contributing to the recovery of important sites such as the Ancient Theatre, Necropolis, and the Martyrium of Saint Philip.

In 2023, Tofaş played a leading role in reviving excavations at the Arslantepe Mound in Malatya, where work had been suspended following the earthquakes.

By 2024, the excavation house was restored, and structural reinforcements of the site's historic mudbrick architecture were completed.

#### 5.4.3. Inclusivity and Diversity

##### Gender Equality

Tofaş is committed to advancing gender equality through initiatives that deliver meaningful societal impact. In line with the Gender Equality Forum's global acceleration plan focused on technology and innovation, Tofaş aims to design or support national-scale projects that increase female participation in STEM education. By 2026, the Company targets reaching 30,000 girls through these efforts.

In collaboration with the Turkish Family Health and Planning Foundation (TAPV), Tofaş delivered "Career Choice Free from Gender Bias" training in 2022, designed for employees as well as middle and high school students and their families. Tofaş also provides engineering internships to help young people explore their potential in real-world settings.

To strengthen the presence of women in the sector, the Company organised an online Hack-AutoWomen camp targeting female undergraduates, postgraduates, doctoral students, and recent graduates. Over 2,000 young women participated, with top-performing candidates considered for internships and job opportunities at Tofaş.

#### 5.5. Ethical Values and Anti-Corruption

Tofaş conducts all its operations in line with the high ethical standards that define its corporate culture. Adherence to ethical principles is expected not only from employees but also from dealers, suppliers, business partners, and all other stakeholders. These expectations are codified in the Tofaş Code of Ethical Conduct and the Anti-Bribery and Anti-Corruption Policy.

The Company applies a "zero tolerance" policy on bribery and corruption, committing to conduct all business fairly, transparently, and in full compliance with legal and ethical standards. Implementation and oversight are handled by the Tofaş Ethics Committee, which ensures that all policies are aligned with local laws, global ethical norms, and professional obligations.

To manage risk, the Company identifies potential ethical vulnerabilities and proactively implements preventative measures. This is supported by regular training, e-learning modules, and internal communications.

Tofaş also integrates globally recognised ethical frameworks. The Company adopts the 10th Principle of the UN Global Compact on anti-corruption, in line with Koç Holding's commitments. It participates in public policy processes in accordance with OECD principles and upholds fair competition and market integrity. Human resources practices at Tofaş are guided by a zero-discrimination policy. No form of direct or indirect discrimination is permitted—whether based on language, ethnicity, gender, belief, or pregnancy. Equal pay is ensured for equal work, and all hiring, promotion, and reassignment decisions are made based on merit and performance. The employment of child labour and any form of forced or compulsory labour is strictly prohibited.

#### 5.6. Stakeholder Dialogue and Open Communication

Tofaş maintains transparent and inclusive communication with stakeholders as part of its sustainability strategy. In 2024:

- Stakeholder Mapping was revised and updated.
- Reporting practices were aligned with CDP, LSEG, TSRS, and TCFD frameworks.
- Supplier and dealer feedback sessions were held to gather insights and strengthen collaboration.

#### 5.7. Development-Focused Emphasis

Between 2023 and 2024, Tofaş strengthened its social and relational capital across several dimensions:

- Customer satisfaction scores rose by 2 percentage points.
- The reach and impact of social programmes increased significantly.
- Supplier training and sustainability-focused initiatives for dealers, launched in previous years, were expanded during the reporting period.

## 6. Natural Capital

### 6.1. Definition and Strategic Approach

At Tofaş, natural capital encompasses the responsible and sustainable management of environmental resources such as energy, water, air, and raw materials. The Company is committed to minimising its environmental footprint across all operations — from production to end-of-life recycling.

Reducing carbon emissions, tackling climate change, promoting circular production, and enhancing resource efficiency form the backbone of Tofaş’s long-term growth strategy.

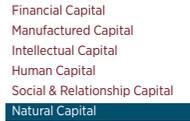
### 6.2. Natural Capital Indicators – 2023 vs. 2024

Indicator	2023	2024	Difference
Total Energy Consumption (GJ)	666,508	469,747	30% decrease
Energy Consumption per Vehicle (GJ/vehicle)	2.78	3.34	20% increase
Total Water Consumption (m <sup>3</sup> )	676,233	430,782	36% decrease
Water Consumption per Vehicle (m <sup>3</sup> /vehicle)	2.61	3.07	18% increase
Water Recovery Rate (%)	92	95	3-point increase
Waste Recovery Rate (%)	100	100	Maintained at 100%
Total GHG Emissions (tonnes CO <sub>2</sub> e)	74,292	47,715	36% decrease
Emissions Intensity (kg CO <sub>2</sub> e/vehicle)	310.3	339.6	10% increase

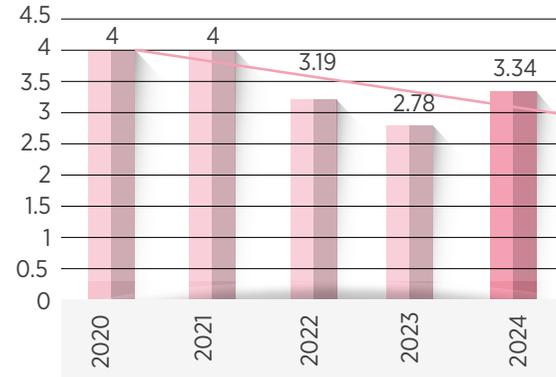
### 6.3. Energy Management and Efficiency

Tofaş manages its energy performance in line with the ISO 50001 Energy Management System, continuously monitoring consumption and implementing efficiency improvements across its operations.

- In 2024, the Company achieved total energy savings of 90,313 GJ.
- These savings prevented the emission of approximately 8,109 tonnes of CO<sub>2</sub>e.
- Key initiatives included the widespread use of smart lighting systems, efficient compressor operation, and heat recovery technologies.
- Real-time energy monitoring through the Manufacturing Execution System (MES) was rolled out across the entire production site, enabling more responsive and data-driven energy management.



### Energy Consumption (GJ / VEHICLE)



*Note:* The increase in energy consumption per vehicle in 2024 is due to a decrease in production and sales volumes, resulting in a significant decrease in absolute energy consumption

Tofaş sees the protection of natural resources and the reduction of environmental impact as core responsibilities. This commitment extends beyond its direct operations to include indirect environmental effects across the entire value chain. Guided by its sustainable environment and energy philosophy, Tofaş is dedicated to leaving a habitable world for future generations and continuously improving its operations through the adoption of environmentally friendly technologies.

The Company fully complies with all national and international environmental legislation. Its environmental policies are overseen by the Sustainability Committee and Working Group, which monitor performance and submit regular reports directly to the Board of Directors.

In 2024, Tofaş achieved zero non-compliance during all legal and stakeholder audits. No environmental penalties were incurred, and no adverse environmental incidents were recorded.

Tofaş was the first production facility in the Turkish automotive sector to obtain the ISO 14001 Environmental Management System certification and has maintained full compliance with this standard since 1998.

### Tofaş’s environmental management approach includes:

- Preventing pollution at its source and reducing environmental risks,
- Reducing the environmental impact of its products through a life cycle perspective,
- Using energy and natural resources responsibly and efficiently,
- Implementing integrated management systems to enhance environmental and energy awareness among employees, stakeholders, and the wider community.

### 6.4. Water Management

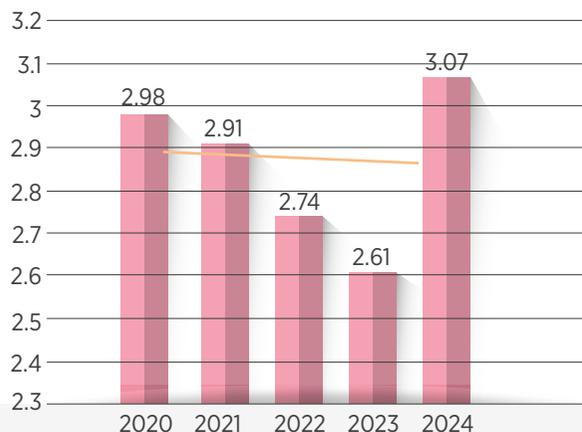
Tofaş adopts a water management approach based on efficient use and continuous improvement. Water and wastewater systems are managed with a focus on minimising consumption and maximising recovery.

- In 2024, total water consumption was reduced by 36%, falling to 430,782 m<sup>3</sup>.
- The water recycling rate increased to 95%.
- Recognising the water stress in the Nilüfer River Basin, Tofaş expanded its investments in water reuse infrastructure.

Tofaş holds a B rating in the CDP Water Programme, reflecting its commitment to responsible water management. Through regular monitoring and analysis, the Company aims to ensure the sustainability of its water use practices.

All water-related strategies at Tofaş are overseen by the Sustainability Committee, chaired by the CEO. The Sustainability Working Group, reporting directly to the Committee, supports strategic decision-making on sustainability matters. The Environment and Sustainability Manager, who leads the Working Group and serves on the Committee, is responsible for managing water-related issues, including operational risks and opportunities, and ensures optimal monitoring and management of water consumption and wastewater treatment.

**Freshwater Consumption (m<sup>3</sup> / VEHICLE)**



*Note:* The increase in water consumption per vehicle in 2024 is due to a decrease in production and sales volume and there has been a significant decrease in absolute water consumption

**6.5. Recycling Initiatives**

Tofaş integrates a life cycle approach into its product design to ensure recyclability at the end of a vehicle’s useful life. This begins with responsible material selection and continues through to part reuse, material recycling, and energy recovery. Three different recovery methods are applied for energy recovery, and eco-design principles are prioritised to ensure proper collection and processing of end-of-life vehicles. These efforts are carried out in collaboration with suppliers, regulatory authorities, and certified recycling organisations.

Packaging waste such as wood, cardboard, and nylon from incoming production materials is reused wherever possible. Cardboard is repurposed for spare parts exports, and scrap pallets and wood are transformed into planters for factory landscaping. Reusable parts from end-of-life vehicles are recovered, while remaining components are disposed of in accordance with national and international regulations. Tofaş meets the legal requirement of a 95% total recovery rate, with 85% of materials reused or recycled.

The company also focuses on two key circular practices:

- Refurbished Vehicles: Used vehicles are purchased, repaired, and resold.
- Refurbished Spare Parts: Selected components are repaired or remanufactured and returned to the market.

**6.6. Waste Management and Circular Approach**

In 2024, Tofaş maintained its 100% waste recycling or reuse rate. All hazardous waste was handled by licensed environmental service providers.

Key initiatives included:

- Increased reuse of separated materials such as plastic, metal, and paper in production processes.
- Expanded use of recyclable packaging materials.
- Adoption of lean and preventive environmental practices under its Green Factory vision, prioritising pollution prevention at the source.

All industrial waste is processed for 100% material recovery, serving as alternative raw materials or energy sources in the cement industry. This enabled Tofaş to maintain its zero waste to landfill goal.

Through the Zero Waste Management System, the company:

- Prevents pollution at its source,
- Promotes responsible and efficient resource use,
- Separates, collects, and recycles waste effectively.

At the Bursa Factory, continuous improvement is driven by the 5R principles: Refuse, Reduce, Reuse, Recycle, Recover. Tofaş holds the Zero Waste Certificate issued by the Ministry of Environment, Urbanisation, and Climate Change.

In 2024, total waste generated per vehicle reached 35.99 kg, of which 6.33 kg consisted of hazardous waste and treatment sludge. Although this represents an increase from 2023 (25.53 kg/vehicle), all waste was successfully recovered and utilised in the cement sector, ensuring the continued achievement of the zero disposal target.

**6.7. Greenhouse Gas Emissions and Carbon Management**

Tofaş monitors and reports its Scope 1 and Scope 2 greenhouse gas emissions in line with the ISO 14064-1 standard. In 2024, these emissions were verified through third-party limited assurance, confirming a 36% year-on-year reduction.

Key developments included:

- Meeting 5% of electricity needs through the company’s solar power plant (SPP).
- Integrating carbon pricing scenarios into internal financial models to assess climate-related financial risks and opportunities.

Tofaş’s climate strategy extends beyond its own operations, targeting emissions reductions throughout the full product life cycle — including the use phase of its vehicles.

In this context, Tofaş is adopting more sustainable methods in its transportation and distribution activities, with a strong focus on developing low-emission and alternative fuel vehicle solutions. A share of the company's R&D investments is dedicated to projects aimed at reducing emissions. These include efforts to improve the efficiency of conventional engine technologies and to accelerate the development of hybrid and electric vehicles.

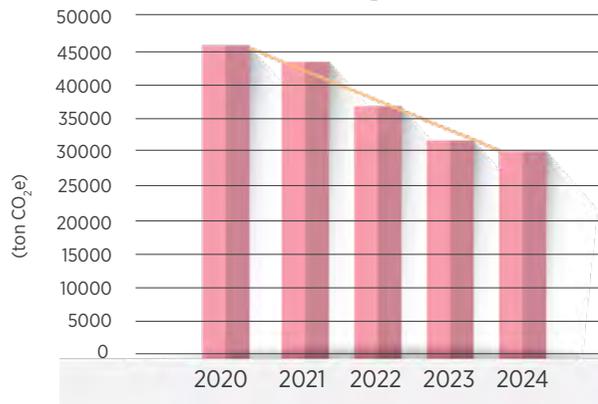
Aligned with Stellantis' product strategies, Tofaş continues to support the transition to a low-carbon economy by advancing next-generation mobility solutions.

100% of industrial waste generated during production at Tofaş is recovered as raw material or energy in the cement industry. This practice has enabled the company to fully achieve its zero waste to landfill target.

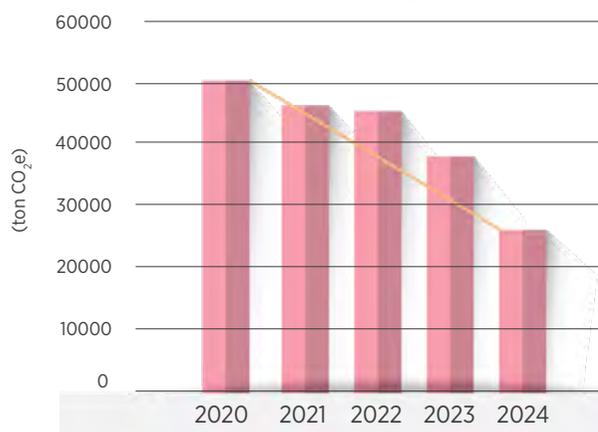
Emission Scope	2024
Scope 1 (Direct emissions) tonnes CO <sub>2</sub> e	21,385
Scope 2 (Indirect - Electricity) tonnes CO <sub>2</sub> e	26,330
Scope 3 (Other indirect emissions) kton CO <sub>2</sub> e	3,400
Total Emissions tonnes CO <sub>2</sub> e	3,447,715

*Note:* Scope 3 figure is expressed in kilotonnes (kton); total emissions figure is aggregated in tonnes.

**Scope 1 (Direct emissions) (ton CO<sub>2</sub>e)**



**Scope 2 (Indirect - Electricity) (ton CO<sub>2</sub>e)**



**6.8. Air Emissions**

Tofaş prioritises emission management as part of its broader environmental strategy, ensuring that all operations comply fully with Turkish environmental regulations and EU standards.

In 2024, technical and operational improvements continued to target reductions in volatile organic compound (VOC) emissions from industrial sources. Over the past six years, total VOC emissions have shown a clear downward trend—falling from 921 tonnes in 2019 to 469 tonnes in 2024.

During the same period, specific VOC emissions (measured in grams per square metre of painted surface area) decreased slightly from 32.7 g/m<sup>2</sup> to 32.02 g/m<sup>2</sup>. The minor increase in 2024 compared to the previous year was attributed to changes in the production mix.

This progress was made possible by several key initiatives:

- Adoption of solvent-free cleaning products
- Widespread use of OneBell paint technology
- Water-based electrostatic painting systems
- Reduction in the use of cleaning chemicals
- Implementation of the Nitrotherm project

**6.9. Life Cycle Assessment (LCA) and Eco-Design Applications**

Tofaş adopts a life cycle approach to assess the environmental impact of its products and services, managing these impacts from a holistic perspective.

Key targets include:

- Increasing the use of recyclable and environmentally friendly materials in vehicle production
- Recovering reusable components from end-of-life vehicles
- Ensuring compliant disposal of remaining waste in accordance with national and international regulations

Under the leadership of Tofaş's R&D teams, these initiatives are supported by collaborative projects with both national and international partners aimed at improving recycling rates and advancing eco-design.

**6.10. Environmental Awareness and Education Initiatives**

Tofaş promotes environmental awareness across its entire value chain, not just within its production facilities.

Highlights from 2024 include:

- 4,057 employees received a total of 17,504 hours of environmental training via digital platforms through Tofaş Academy
- Internal initiatives such as visual training areas, environmental unit competitions, and energy project contests were conducted to raise awareness on-site
- The SAVE Development School was launched to enhance employees' sustainability competencies, with role-based development plans tailored for each employee.

**Section 6.11 - Development Area Status Compared to 2023**

Development Area	2024 Status vs. 2023	Strategic Value
Energy Efficiency	Increase	Cost Control + Emission reduction
Water Recovery	Increase	Risk reduction in water-stressed areas
Emissions Reduction	Increase	CBAM/ETS compliance
Waste Recovery	Stable (high level)	Circular economy sustainability
LCA and Eco-Design	Widespread	Product-level carbon transparency

# Annexes

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1. Performance Tables
2. GRI Index
3. Independent Assurance Statement

# 1. Performance Charts

## Economic and Operational Indicators

	2020	2021	2022	2023	2024
<b>Production (units)</b>	<b>250,630</b>	<b>228,544</b>	<b>263,747</b>	<b>239,428</b>	<b>140,484</b>
<b>Total Retail Sales (units)</b>	<b>141,976</b>	<b>124,738</b>	<b>148,797</b>	<b>200,794</b>	<b>140,178</b>
Car	97,015	76,565	100,722	132,774	89,997
Light Commercial Vehicle	44,961	48,173	48,064	68,019	50,181
<b>Total Exports (units)</b>	<b>117,903</b>	<b>112,477</b>	<b>121,485</b>	<b>60,494</b>	<b>33,568</b>
Car	61,502	46,116	39,109	42,696	21,616
Light Commercial Vehicle	56,401	66,361	82,376	17,798	11,952
<b>Capacity Utilisation Rate (%)</b>	<b>56</b>	<b>54</b>	<b>58</b>	<b>53</b>	<b>35</b>
<b>Net Sales (in thousand TL)</b>	<b>23,556,747</b>	<b>29,684,305</b>	<b>124,019,056</b>	<b>127,601,000</b>	<b>120,266,571</b>
Domestic	12,441,509	14,264,210	64,404,976	97,507,870	93,756,228
Exports	10,821,043	14,643,275	56,580,671	25,124,652	20,589,780
Other sales from operating activities	294,195	776,820	3,033,409	4,968,478	5,920,563
<b>Profit Before Tax (in thousand TL)</b>	<b>1,830,776</b>	<b>3,512,216</b>	<b>10,778,351</b>	<b>18,326,525</b>	<b>4,889,966</b>
<b>Profit After Tax (in thousand TL)</b>	<b>1,784,170</b>	<b>3,281,316</b>	<b>9,374,039</b>	<b>15,083,439</b>	<b>5,221,439</b>
<b>EBITDA (in thousand TL)</b>	<b>3,025,512</b>	<b>5,794,126</b>	<b>18,115,118</b>	<b>19,666,722</b>	<b>9,280,072</b>
<b>Earnings per Share (EPS)</b>	<b>3,57</b>	<b>6,56</b>	<b>18,75</b>	<b>30,17</b>	<b>10</b>
<b>Economic Value Created - Net Revenues (in thousand TL)</b>	<b>23,556,747</b>	<b>29,684,305</b>	<b>127,601,000</b>	<b>127,601,000</b>	<b>129,317,601</b>
<b>Distributed Economic Value (in thousand TL)</b>	<b>21,861,477</b>	<b>25,716,057</b>	<b>111,325,512</b>	<b>117,752,291</b>	<b>135,515,400</b>
Operating Expenses	19,699,090	22,846,755	102,214,880	102,776,924	112,190,887
Employee Salaries and Other Benefits	916,840	1,241,339	4,666,603	5,784,750	7,820,106
Dividends Paid to Shareholders	1,200,000	1,500,000	3,200,000	4,493,680	12,547,734
Taxes and Other Liabilities Paid to the Government	31,884	113,178	1,219,160	4,644,502	2,930,137
Social Investments	13,663	14,785	24,868	52,435	26,536
<b>Accumulated Economic Value (in thousand TL)</b>	<b>1,695,270</b>	<b>3,968,248</b>	<b>16,275,488</b>	<b>9,848,709</b>	<b>-6,197,799</b>
<b>Government Incentives Received (in thousand TL)</b>	<b>325,440</b>	<b>931,703</b>	<b>1,612,270</b>	<b>2,597,886</b>	<b>2,203,505</b>
<b>Corporate Governance Rating Score</b>	<b>9.26</b>	<b>9.26</b>	<b>9.26</b>	<b>9.27</b>	<b>9.27</b>
<b>Total R&amp;D Budget (in million TL)</b>	<b>575</b>	<b>882</b>	<b>671</b>	<b>1,220</b>	<b>3,247</b>

## Economic and Operational Indicators (cont'd)

	2020	2021	2022	2023	2024
Total number of R&D employees (person)	579	600	600	604	602
Number of Patents Received (units)	49	55	71	21	19

## Environmental Indicators

	2020	2021	2022	2023	2024
Total Energy Consumption (GJ)	993,438	884,925	841,801	666,508	469,747
Direct Energy Consumption - Natural Gas (GJ)	578,984	497,066	463,607	355,202	257,148
Indirect Energy Consumption (GJ)	414,454	387,859	378,194	311,306	212,599
Electricity	414,454	387,859	378,194	311,306	212,599
Steam	-	-	-	-	-
Energy Consumption per Vehicle Produced (GJ/vehicle)	4.00	4.00	3.19	2.78	3.34
Energy Saved Through Efficiency Projects (GJ)	31,155	77,974	115,055	224,948	90,313
GHG Emission reduction Achieved Through Energy Efficiency Projects (ton CO <sub>2</sub> e)	2,884	5,148	9,622	17,829	8,109
Scope 1	1,823	3,693	3,693	8,080	2,959
Scope 2	1,061	1,455	5,929	9,749	5,150
Direct GHG Emissions (Scope 1) (tonnes CO <sub>2</sub> e)	42,784	51,168	38,313	35,794	21,385
Indirect GHG Emissions (Scope 2) (tonnes CO <sub>2</sub> e)	54,757	47,726	46,558	38,498	26,330
Other Indirect GHG Emissions (Scope 3) (ton CO <sub>2</sub> e)	6,265	6,459	7,114	5,940	3,400
GHG Emissions per Vehicle Produced (kg CO <sub>2</sub> e/vehicle)	0.383	0.389	0.322	0.31	0.34
Total VOC Emissions (tonnes)	849	762	859	734	469
Specific VOC Emissions (gr/m <sup>2</sup> painting surface)	30.9	29.4	27.8	28.8	32.02
Total Water Withdrawal - Underground sources (m <sup>3</sup> )	788,444	776,732	794,608	676,233	430,782
Fresh Water Consumption per Vehicle Manufactured (m <sup>3</sup> /vehicle)	2.98	2.91	2.74	2.61	3.07
Total Water Recovered (m <sup>3</sup> )	60,569,408	59,966,975	60,688,137	62,195,898	53,309,593
Reuse	60,569,408	59,892,800	60,637,820	62,159,117	53,248,890
Recycling	-	74,175	50,317	36,781	60,703

## Environmental Indicators (cont'd)

	2020	2021	2022	2023	2024
<b>Wastewater Discharge - Natural Receiving Environment (m<sup>3</sup>)</b>	<b>510,408</b>	<b>437,290</b>	<b>437,947</b>	<b>386,234</b>	<b>285,656</b>
<b>Total Amount of Hazardous Waste by Disposal Method (tonnes)</b>	<b>1,808</b>	<b>1,280</b>	<b>1,292</b>	<b>1,349</b>	<b>1,119</b>
Energy Recovery	1,161	1,280	1,292	1,349	-
Recovery	647	-	-	-	825
Recycling					294
Waste Site	-	-	-	-	-
<b>Total Amount of Non-hazardous Waste by Disposal Method (tonnes)</b>	<b>58,285</b>	<b>55,086</b>	<b>62,690</b>	<b>55,543</b>	<b>37,396</b>
Energy Recovery	1	-	-	-	21
Recovery	58,284	55,086	62,690	55,543	1,061
Recycling					36,315
<b>Amount of Hazardous Waste Transferred for Disposal Purposes (tonnes)</b>	<b>1,808</b>	<b>1,280</b>	<b>1,292</b>	<b>1,349</b>	<b>1,119</b>
<b>Amount of Electronic Waste (tonnes)</b>	<b>15</b>	<b>10</b>	<b>11</b>	<b>10</b>	<b>18</b>
<b>Total Packaging Material Used (tonnes)</b>	<b>5,895</b>	<b>5,555</b>	<b>5,745</b>	<b>4,721</b>	<b>3,964</b>
<b>Packaging Waste Recovery Ratio (%)</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Environment Training for Personnel - Participation (number of participants)</b>	<b>13,099</b>	<b>7,778</b>	<b>7,996</b>	<b>4,748</b>	<b>6,344</b>
Direct Employment	5,099	6,458	6,889	3,048	3,975
Contractor Company Employee	8,000	1,320	1,107	1,700	2,369
<b>Environmental Training Provided to Employees - Total Hours (person x hours)</b>	<b>9,584</b>	<b>11,007</b>	<b>12,380</b>	<b>30,599</b>	<b>6,303</b>
Direct Employment	8,572	9,688	10,757	28,898	5,119
Contractor Company Employee	2,012	1,319	1,623	1,701	1,184
<b>Total Environmental Management Costs (TL)</b>	<b>1,320,000</b>	<b>1,300,249</b>	<b>2,485,000</b>	<b>1,996,000</b>	<b>5,363,160</b>
<b>Fines Associated with Violation of Regulations on Environment (TL per unit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41,772</b>	<b>0</b>
<b>Environmental Impact-related Complaints Received Through Formal Mechanisms (number of complaints)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Number of Suppliers Evaluated Based on Environmental Criteria (number)</b>	<b>12</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>80</b>

## Social Indicators

	2020	2021	2022	2023	2024
<b>Total Working Hours</b>	<b>13.173.432</b>	<b>11.945.333</b>	<b>12.386.964</b>	<b>10.348.443</b>	<b>9.887.183</b>
<b>Personnel Training - Number of Participants</b>	<b>37.726</b>	<b>44.054</b>	<b>27.694</b>	<b>26.456</b>	<b>56.643</b>
Tofaş Field Worker	18.237	39.575	15.052	16.296	39.556
Tofaş Office Employee	11.905	4.479	12.642	10.160	17.087
Retail Employee	7.290	4.014	6.924	2.993	11.669
Supplier Employee	294	838	263	294	48
Female	5.662	8.677	4.569	3.557	7.363
Male	32.064	35.377	35.320	22.899	49.280
<b>Personnel Training - Total Number of Hours (person x hour)</b>	<b>247.274</b>	<b>239.099</b>	<b>164.128</b>	<b>123.272</b>	<b>128.930</b>
Tofaş Field Worker	119.800	132.910	93.754	79.058	63.078
Tofaş Office Employee	57.566	106.189	70.374	44.714	65.852
Retail Employee	68.122	48.569	47.083	52.262	70.014
Supplier Employee	1.786	6.776	2.376	2.558	358
Female	39.262	32.954	22.847	12.415	16.760
Male	208.011	206.145	141.281	111.357	112.170
<b>Average Training Hours per Personnel (hours/person)</b>	<b>26.2</b>	<b>18.7</b>	<b>22.5</b>	<b>21.1</b>	<b>29.2</b>
Tofaş Field Worker	22.9	17.9	25.2	10.1	17.99
Tofaş Office Employee	37.2	64.3	12.4	52.1	43.49
Retail Employee	20.3	12.1	6.8	4.9	12.71
Supplier Employee	3.1	8.1	9	8	7.45
Female	22.7	15.4	12.7	14.8	14.4
Male	14.2	10.6	13.4	19.7	28.7
<b>OHS Training for Personnel - Number of Participants</b>	<b>5.942</b>	<b>10.200</b>	<b>8.624</b>	<b>9.062</b>	<b>8.857</b>
Direct Employment	4.201	6.128	4.517	4.927	3.318
Contractor Company Employee	1.741	4.072	4.107	4.135	5.539
<b>OHS Training for Personnel - Total Number of Hours</b>	<b>36.490</b>	<b>77.199</b>	<b>40.734</b>	<b>69.131</b>	<b>43.893</b>
Company's Own Personnel	35.184	74.512	36.948	66.030	41.364
Contractor Personnel	1.306	2.687	3.786	3.101	2.529

## Social Indicators (cont'd)

	2020	2021	2022	2023	2024
<b>Number of Accidents</b>	<b>29</b>	<b>19</b>	<b>27</b>	<b>24</b>	<b>28</b>
Direct Employment	15	11	18	15	16
Contractor Company Employee	14	8	9	9	12
<b>Lost Day Accident Rate Rate (with first aid)</b>	<b>0.97</b>	<b>0.56</b>	<b>0.46</b>	<b>0.73</b>	<b>1</b>
Direct Employment	0.46	0.25	0.24	0.58	1.03
Contractor Company Employee	<b>3.97</b>	<b>2.06</b>	<b>1.47</b>	<b>1.37</b>	<b>0.93</b>
<b>Number of Occupational Diseases</b>	<b>1</b>	<b>2</b>	<b>7</b>	<b>1</b>	<b>2</b>
Direct Employment	1	0	0	1	2
Contractor Company Employee	0	0	0	0	0
<b>LTA Rate (number of accidents resulting in loss of ≥1 day x 100,000 / working hours)</b>	<b>0.91</b>	<b>0.77</b>	<b>1.32</b>	<b>0.87</b>	<b>1.16</b>
Direct Employment	0.68	0.67	1.21	0.66	0.62
Contractor Company Employee	2.2	1.23	1.84	1.71	2.79
<b>Number of Work-Related Deaths</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>
Direct Employment	0	0	0	0	0
Contractor Company Employee	0	0	0	2	0
<b>Number of personnel engaged in activities with a high risk of accident or occupational disease</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Number of Currently Available OHS Committees</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>Total Number of Members in OHS Committees</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>
<b>Number of Employee Representatives in OHS Committees</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>Total Number of Suppliers Evaluated Based on Workforce Criteria</b>	<b>14</b>	<b>14</b>	<b>16</b>	<b>16</b>	<b>16</b>

## Employee Demography

	2020	2021	2022	2023	2024
<b>Total Workforce (number)</b>	<b>7,401</b>	<b>7,237</b>	<b>6,659</b>	<b>6,470</b>	<b>4,409</b>
Direct Employment	6,876	6,410	5,935	5,889	4,409
Female	668	645	599	694	511
Male	6,208	5,765	5,336	5,195	3,898
Contractor Company Employee	<b>525</b>	<b>827</b>	<b>634</b>	<b>581</b>	<b>273</b>
<b>Total Number of Employees by Contract Type</b>	<b>6,876</b>	<b>6,410</b>	<b>5,935</b>	<b>5,889</b>	<b>4,409</b>
Indefinite-Term Employment Contract	6,425	6,408	5,928	5,213	4,368
Female	668	645	599	593	505
Male	5,757	5,763	5,329	4,620	3,863
Temporary Employment Contract	451	2	7	676	41
Female	0	0	0	101	6
Male	451	2	7	575	35
<b>Total Number of Employees by Category</b>	<b>6,876</b>	<b>6,410</b>	<b>5,935</b>	<b>5,889</b>	<b>4,409</b>
Field Worker	5,394	4,946	4,488	4,369	2,996
Female	325	311	259	322	157
Male	5,069	4,635	4,229	4,047	2,839
Office Employee	1,482	1,464	1,447	1,520	1,413
Female	334	334	340	372	354
Male	1,139	1,130	1,107	1,148	1,059
<b>Total Number of Employees by Employment Type</b>	<b>6,876</b>	<b>6,410</b>	<b>5,935</b>	<b>5,889</b>	<b>4,409</b>
Full Time	6,876	6,410	5,935	5,889	4,409
Female	668	645	599	694	511
Male	6,208	5,765	5,336	5,195	3,898
Part Time	0	0	0	0	0

## Employee Demograph (cont'd)

	2020	2021	2022	2023	2024
<b>Total Number of Employees by Education Levels</b>	<b>6,876</b>	<b>6,410</b>	<b>5,935</b>	<b>5,889</b>	<b>4,409</b>
Primary School	239	190	162	166	116
High School	4,040	3,718	3,371	3,262	2,361
University and Higher	2,597	2,502	2,402	2,511	1,932
<b>Total Number of Employees By Age Groups</b>	<b>6,875</b>	<b>6,410</b>	<b>5,935</b>	<b>5,889</b>	<b>4,409</b>
18-30	2,252	1,804	1,439	1,752	617
31-40	3,346	3,323	3,016	2,851	2,492
41-50	1,083	1,112	1,290	1,169	1,245
51-60	194	170	190	117	55
<b>Top Management (number)</b>	<b>19</b>	<b>18</b>	<b>19</b>	<b>18</b>	<b>14</b>
<b>By Gender</b>					
Female	1	1	1	1	0
Male	18	17	18	17	14
<b>By Age Group</b>					
18-30	0	0	0	0	0
31-40	0	0	0	0	0
41-50	7	6	7	6	6
51-60	12	12	12	12	8
<b>Nationality</b>					
Republic of Türkiye	17	16	17	17	13
Expatriate	2	2	2	1	1

## Employee Demograph (cont'd)

	2020	2021	2022	2023	2024
<b>Mid-level Management (number)</b>	<b>260</b>	<b>258</b>	<b>263</b>	<b>271</b>	<b>184</b>
<b>By Gender</b>					
Female	37	39	37	43	31
Male	223	219	226	228	153
<b>By Age Group</b>					
18-30	4	1	2	4	1
31-40	113	104	94	98	59
41-50	110	119	130	129	105
51-60	33	34	37	40	19
<b>Those Falling Under Collective Bargaining (number)</b>	<b>5,346</b>	<b>4,946</b>	<b>4,488</b>	<b>4,369</b>	<b>2,993</b>
<b>New Personnel (number)</b>	<b>497</b>	<b>384</b>	<b>235</b>	<b>1,124</b>	<b>150</b>
<b>By Gender</b>					
Female	12	31	67	216	46
Male	485	353	168	908	104
<b>By Age Group</b>					
18-30	434	346	175	981	101
31-40	13	35	54	83	48
41-50	4	2	6	39	1
51-60	46	1	0	21	0
<b>Those Who Resigned (number)</b>	<b>853</b>	<b>594</b>	<b>758</b>	<b>1,120</b>	<b>1,682</b>
<b>By Gender</b>					
Female	97	59	123	123	234
Male	756	535	635	997	1,448
<b>By Age Group</b>					
18-30	556	258	237	368	839
31-40	93	152	318	245	452
41-50	49	63	66	349	359
51-60	155	121	137	158	32

## Employee Demograph (cont'd)

	2020	2021	2022	2023	2024
<b>Those on Parental Leave (number)</b>	<b>481</b>	<b>470</b>	<b>384</b>	<b>327</b>	<b>218</b>
Female	93	63	55	53	16
Male	388	407	329	274	202
<b>Those Who Returned After Parental Leave (number)</b>	<b>458</b>	<b>459</b>	<b>365</b>	<b>308</b>	<b>220</b>
Female	70	59	51	46	18
Male	388	400	314	262	202
<b>Those Who Returned From Parental Leave and Did Not Resign in the Last 12 Months (number)</b>	<b>464</b>	<b>459</b>	<b>365</b>	<b>296</b>	<b>212</b>
Female	89	66	51	44	32
Male	375	393	314	252	180

## 2. GRI Endeksi

Statement of use	Tofaş has reported in accordance with the GRI Standards for the period 1 January 2024-31 December 2024.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI Standard	Disclosure	Location	Omission			
			Requirement(s)	Reason	Explanation Omitted	Explanation
<b>General Disclosures</b>						
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	About Tofaş, p.7				
	2-2 Entities included in the organization's sustainability reporting	About The Report, p.6				
	2-3 Reporting period, frequency and contact point	About The Report, p.6				
	2-4 Restatements of information	There is no restated information in the report.				
	2-5 External assurance	Assurance Statement, p.82-83				
	2-6 Activities, value chain and other business relationships	About Tofaş, p.7 Impact in the Value Chain, p.20 Supply Chain Management, p.41				
	2-7 Employees	Key Indicators, p.10-11 Employee Experience, p.49				
	2-8 Workers who are not employees	Employee Demography, p.65-68				
	2-9 Governance structure and composition	Corporate Governance, p.33 Role of the Board of Directors, p.34				
	2-10 Nomination and selection of the highest governance body	With regard to the minimum qualifications required for the election of Board members, Tofaş acts in accordance with the regulations stipulated by the Turkish Commercial Code (TCC) and the Capital Markets Board of Turkey (CMB).				
	2-11 Chair of the highest governance body	The Chairman of the Board does not hold any executive position.				
	2-12 Role of the highest governance body in overseeing the management of impacts	ESG Governance Structure, p.34				
	2-13 Delegation of responsibility for managing impacts	ESG Governance Structure, p.34				
	2-14 Role of the highest governance body in sustainability reporting	ESG Governance Structure, p.34				

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) Reason	Explanation Omitted	Explanation
	2-15 Conflicts of interest	Ethical Values and Anti-Corruption, p.55 Policy Framework, p.35			
	2-16 Communication of critical concerns	Ethical Values and Anti-Corruption, p.55 Internal Control and Internal Audit, p.41 Risk Management, p.27 Materiality Analysis, p.21			
	2-17 Collective knowledge of the highest governance body	<a href="https://www.tofas.com.tr/en/InvestorRelations/AnnualandInterimReports/Documents/Annual_Report_2024.pdf">https://www.tofas.com.tr/en/InvestorRelations/AnnualandInterimReports/Documents/Annual_Report_2024.pdf</a>			
	2-18 Evaluation of the performance of the highest governance body	<a href="https://www.tofas.com.tr/en/InvestorRelations/AnnualandInterimReports/Documents/Annual_Report_2024.pdf">https://www.tofas.com.tr/en/InvestorRelations/AnnualandInterimReports/Documents/Annual_Report_2024.pdf</a>			
	2-19 Remuneration policies	Inclusion and Diversity, p.49			
	2-20 Process to determine remuneration	Inclusion and Diversity, p.49			
	2-21 Annual total compensation ratio	Not disclosed due to confidentiality reasons		Confidentiality Reasons	Since the data subject to the indicator includes indicators that may affect competition in the market, it is not shared for confidentiality reasons.
	2-22 Statement on sustainable development strategy	ESG Governance Structure, p.34 Materiality Analysis, p.21			
	2-23 Policy commitments	SDG Alignment Matrix, p.15 Transition to a Low-Carbon Economy, p.57			
	2-24 Embedding policy commitments	SDG Alignment Matrix, p.15 Transition to a Low-Carbon Economy, p.57			
	2-25 Processes to remediate negative impacts	Risk Management, p.27-30 Materiality Analysis, p.21 Import Risk, p.30 Supply Chain Management, p.41			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) Reason	Explanation Omitted	Explanation
	2-26 Mechanisms for seeking advice and raising concerns	Stakeholder Relations, p.35 Policies, Ethics and Stakeholder Engagement, p.35			
	2-27 Compliance with laws and regulations	In the reporting period, no penalties were imposed due to non-compliance with laws, and no incidents of corruption or malpractice were recorded.			
	2-28 Membership associations	Corporate Memberships, p.25			
	2-29 Approach to stakeholder engagement	Stakeholder Relations, p.35 Policies, Ethics and Stakeholder Engagement, p.35			
	2-30 Collective bargaining agreements	Community Agreements and Legal Rights p. 50			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) Reason	Explanation Omitted	Explanation
<b>General Disclosures</b>					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Analysis, p.21			
	3-2 List of material topics	Materiality Analysis, p.21			
<b>Economic Performance</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	CEO Message, p.5 Governance Approach, p.33 Financial Capital, p.37 Business Model, p.17			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial Capital, p.37			
	201-2 Financial implications and other risks and opportunities due to climate change	Climate Risk Management, p.28 Risk Management, p.27			
	201-3 Defined benefit plan obligations and other retirement plans	Social Benefits and Additional Financial Support, p.50			
	201-4 Financial assistance received from government	As of the reporting date, Tofaş has not received any government grants or incentives.			
<b>Market Position</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, p.21			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	All employees at Tofaş receive standard entry-level wages that exceed the local minimum wage.			
	202-2 Proportion of senior management hired from the local community	The entire senior management team at Tofaş consists of Turkish citizens.			
<b>Economic Impacts</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Financial Capital, p.37 Intellectual Capital, p.47-48			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Intellectual Capital, p.47-48			
	203-2 Significant indirect economic impacts	Financial Capital, p.37			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) Reason	Explanation Omitted	Explanation
GRI 207: Tax 2019	207-1 Approach to tax	Financial Capital, p.37 Economic and Operational Indicators, p.60-61			
	207-2 Tax governance, control, and risk management	Financial Capital, p.37 Economic and Operational Indicators, p.60-61			
	207-3 Stakeholder engagement and management of concerns related to tax	Financial Capital, p.37 Economic and Operational Indicators, p.60-61			
	207-4 Country-by-country reporting	About the Report, p.6 Financial Capital, p.37 Economic and Operational Indicators, p.60-61			
<b>Local Purchasing</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain Management, p.41			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Manufactured Capital, p.39-46 Supply Chain Management, p.41			
<b>Non-Competitive Conditions</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethical Values and Anti-Corruption, p.55			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethical Values and Anti-Corruption, p.55			
	205-2 Communication and training about anti-corruption policies and procedures	Ethical Values and Anti-Corruption, p.55			
	205-3 Confirmed incidents of corruption and actions taken	Ethical Values and Anti-Corruption, p.55			
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No cases of anti-competitive conduct occurred during the reporting period.			
GRI 415: Public Policy 2016	415-1 Political contributions	Tofaş embraces the principle of impartiality and carefully safeguards its neutrality through relevant policies.			
<b>Sustainable Product</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	EU Green Deal, p.9 Circular Economy, p.41 Recyclable Material Usage, p.58			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) Reason	Explanation Omitted	Explanation
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Recyclable Material Usage, p.58			
	301-2 Recycled input materials used	Recyclable Material Usage, p.58			
	301-3 Reclaimed products and their packaging materials	Recyclable Material Usage, p.58			
<b>Energy Efficiency</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Transition to a Low-Carbon Economy, p.57 Energy Management and Efficiency, p.56			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management and Efficiency, p.56 Environmental Indicators, p.61-62			
	302-2 Energy consumption outside of the organization	Energy Management and Efficiency, p.56 Environmental Indicators, p.61-62			
	302-3 Energy intensity	Energy Management and Efficiency, p.56 Environmental Indicators, p.61-62			
	302-4 Reduction of energy consumption	Energy Management and Efficiency, p.56 Energy Efficiency, p.10			
	302-5 Reductions in energy requirements of products and services	Broad Brand and Product Portfolio, p.43 Energy Management and Efficiency, p.56 Energy Efficiency, p.10			
<b>Water Consumption</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management and Recovery, p.56 Water Management, p.22			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management and Recovery, p.56 Water Management, p.22			
	303-2 Management of water discharge-related impacts	Water Management and Recovery, p.56 Water Management, p.22			
	303-3 Water withdrawal	Water Management and Recovery, p.56 Environmental Indicators, p.61-62			
	303-4 Water discharge	Water Management and Recovery, p.56 Environmental Indicators, p.61-62			
	303-5 Water consumption	Water Management and Recovery, p.56 Environmental Indicators, p.61-62			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s)	Reason	Explanation Omitted
<b>Waste Water</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management and Recovery, p.56 Water Management, p.22			
GRI 303: Water and Effluents 2018	303-4 Water discharge	Water Management and Recovery, p.56 Environmental Indicators, p.61-62			
<b>Biodiversity</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management and Recovery, p.56			
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	There are no Tofaş operational sites falling under the scope of the relevant			
	304-2 Significant impacts of activities, products and services on biodiversity	Water Management and Recovery, p.56			
	304-3 Habitats protected or restored	No protected or rehabilitated habitats exist in the areas impacted by Tofaş operations.			
<b>Greenhouse Gas Emission</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Climate Risk Management, p.28 Transition to a Low-Carbon Economy, p.57 Energy Management and Efficiency, p.56			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Energy Management and Efficiency, p.56 Environmental Indicators, p.61-62			
	305-2 Energy indirect (Scope 2) GHG emissions	Energy Management and Efficiency, p.56 Environmental Indicators, p.61-62			
	305-3 Other indirect (Scope 3) GHG emissions	Energy Management and Efficiency, p.56 Environmental Indicators, p.61-62			
	305-5 Reduction of GHG emissions	Air Emissions, p.58 Environmental Indicators, p.61-62			
	305-6 Emissions of ozone-depleting substances (ODS) (305-6-a)	Air Emissions, p.58 Environmental Indicators, p.61-62			
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Air Emissions, p.58 Environmental Indicators, p.61-62			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s)	Reason	Explanation Omitted
<b>Waste</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Circular Economy and Environmental Performance of Physical Assets, p.41 Waste Management and Circular Approach, p.57			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management and Circular Approach, p.57 Environmental Indicators, p.61-62			
	306-2 Management of significant waste-related impacts	Waste Management and Circular Approach, p.57 Environmental Indicators, p.61-62			
	306-4 Waste diverted from disposal	Waste Management and Circular Approach, p.57 Environmental Indicators, p.61-62			
	306-5 Waste directed to disposal	Water Management and Recovery, p.56-57			
<b>GHG in Supply Chain</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, p.21 Supply Chain Management, p.41 EU Green Deal, p.9 Water Management, p.22			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management, p.41 EU Green Deal, p.9			
	308-2 Negative environmental impacts in the supply chain and actions taken	Definition and Strategic Approach, p.56 Business Model, p.17 Supply Chain Management, p.41 EU Green Deal, p.9 Water Management, p.22			
<b>Gender Equality</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Inclusion and Diversity, p.49			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Inclusion and Diversity, p.49 Employee Demography, p.65-68			
	405-2 Ratio of basic salary and remuneration of women to men	Tofaş does not practice gender-based wage discrimination.			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s)	Reason	Explanation Omitted
<b>Human Right Impact</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethical Values and Anti-Corruption, p.55 SDG Alignment Matrix, p.15 Employer Brand, p.52 Supply Chain Management, p. 41			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	SDG Alignment Matrix, p.15 In the reporting period, there were no incidents of discrimination.			
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	There were no observed incidents where the right to freedom of association and collective bargaining was jeopardized.			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Tofaş strictly prohibits the employment of child labor under any circumstances.			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	No incidents of forced or compulsory labor were observed in 2024.			
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	No incidents of violations were recorded during the reporting period.			
<b>Community beneficial Projects</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Social and Relational Capital, p.53-55 Customer and Dealer Relations, p. 53 Supplier Ecosystem, p.53			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social and Relational Capital, p.53-55 Customer and Dealer Relations, p. 53 Supplier Ecosystem, p.53 Social Investments, p.53			
	413-2 Operations with significant actual and potential negative impacts on local communities	Social and Relational Capital, p.53-55 Customer and Dealer Relations, p. 53 Supplier Ecosystem, p.53			
<b>External Stakeholders Social and Environmental Compliance</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain Management, p.41 EU Green Deal, p.9			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) Reason	Explanation Omitted	Explanation
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Value Creation Model, p.18 Sustainability Committee and Implementation, p.34			
	414-2 Negative social impacts in the supply chain and actions taken	Impact in the Value Chain, p.20			
<b>Number of Internal Stakeholders</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Capital, p.49-52 Employer Brand, p.52			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover (401-1-b)	Employee Demography, p.65-68			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees (401-2-a-ii, a-iii, a-iv, a-v and b)	Employee Rights, p.35			
	401-3 Parental leave (401-3-a and b)	Inclusion and Diversity, p.49 Social Indicators, p.63-64			
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Human Capital, p.49			
<b>OHS</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety, p.51			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) Reason	Explanation Omitted	Explanation
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, p.51			
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety, p.51			
	403-3 Occupational health services	Occupational Health and Safety, p.67-69			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, p.67-69			
	403-5 Worker training on occupational health and safety	Occupational Health and Safety Culture, p.68			
	403-6 Promotion of worker health	Occupational Health and Safety, p.67-69			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, p.67-69			
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety, p.67-69			
	403-9 Work-related injuries	Occupational Health and Safety, p.67-69 Social Indicators, p.63-64			
	403-10 Work-related ill health	Occupational Health and Safety, p.67-69 Social Indicators, p.63-64			
<b>Education Opportunities</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Young Talent Management, p.50 Career and Competency Management, p.50			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Experience, p.50 Employee Demography, p.65-66			
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Experience, p.50 Career and Competency Management, p.50			
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Demography, p.65-66 Social Indicators, p.63-64			
<b>Product Informations</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Quality Management, p.40 Customer Satisfaction and Enhancement of Customer Experience, p.41			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) Reason	Explanation Omitted	Explanation
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Customer Satisfaction and Enhancement of Customer Experience, p.41			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents of non-compliance occurred during the reporting period.			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Customer Satisfaction and Enhancement of Customer Experience, p.41			
	417-2 Incidents of non-compliance concerning product and service information and labeling	No cases of non-conformity occurred during the reporting period.			
	417-3 Incidents of non-compliance concerning marketing communications	No cases of non-conformity occurred during the reporting period.			
<b>Data Privacy</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Customer Satisfaction and Enhancement of Customer Experience, p.41			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No complaints concerning violations of customer privacy or loss of customer data were received during the reporting period.			
<b>External Stakeholders Child labour</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Demography, p.65-66 Ethical Values and Anti-Corruption, p. 55			
<b>Fighting Poverty</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Capital, p.49-52 Social and Relational Capital, p.53-55			
<b>R&amp;D and Innovation</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Intellectual Capital, p.47-48			
<b>GHG from vehicle Production</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy Management and Efficiency, p.56			
<b>Digitalisation</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Digitalisation, Efficiency and Process Innovation, p.48 Intellectual Capital, p.47-48			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s)	Reason	Explanation Omitted
<b>Renewable Energy</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Transition to a Low-Carbon Economy, p.57 Energy Management and Efficiency, p.56			
<b>Ozone layer</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Air Emissions, p.58 Environmental Indicators, p.61-62			
<b>Risk and Opportunity</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability-Based Risk and Opportunity Analysis, p.27			
<b>Supply Chain Energy Consumption</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain Management, p.41 EU Green Deal , p.9			
<b>Access to Water Resources</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management, p.22 Water Management and Recovery, p.56 Customer and Dealer Relations, p.53 Supplier Ecosystem, p.53			
<b>Environmentally Sensitive External Stakeholder</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain Management, p.41 Customer and Dealer Relations, p.53 Supplier Ecosystem, p.53			

### 3. Independent Assurance Statement

 <b>TÜRK LOYDU</b> Evliya Çelebi Mah. Fersaneler Cad. No:26-1 34944 Tuzla-İSTANBUL Tel: +90 216 581 37 00, Faks: + 90 216 581 38 20, e-posta: endistri@turkloydu.org, web: www.turkloydu.org			
<b>SERA GAZI DOĞRULAMA BEYANI</b>			
Beyan Tarihi: 12.06.2025	Beyan No: 134	Revizyon No: 01	Sayfa: 1 / 4



**TÜRK LOYDU**

**TOFAŞ TÜRK OTOMOBİL  
FABRİKASI A.Ş.**

**KARBON SAYDAMLIK PROJESİ**

**2024 YILI  
SERA GAZI DOĞRULAMA BEYANI**

TL İş No: 2025-0234

 <b>TÜRK LOYDU</b> Evliya Çelebi Mah. Fersaneler Cad. No:26-1 34944 Tuzla-İSTANBUL Tel: +90 216 581 37 00, Faks: + 90 216 581 38 20, e-posta: endistri@turkloydu.org, web: www.turkloydu.org			
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Beyan Tarihi: 12.06.2025	Beyan No: 134	Revizyon No: 01	Sayfa: 2 / 4

#### 1. KAPSAM

Türk Loydu Uygunluk Değerlendirme Hizmetleri A.Ş. (Türk Loydu), TOFAŞ Türk Otomobil Fabrikası A.Ş. (TOFAŞ)'nin 01.01.2024-31.12.2024 tarihlerini kapsayan sera gazı emisyon raporunun ISO 14064-1:2018 Sera Gazları-Rölüm 1. Sera Gazı Emisyonlarının ve Uzaklaşmalarının Kuruluş Seviyesinde Hesaplanmasına ve Rapor Edilmesine Dair Kılavuz ve Özellikler Standardına uygunluğunun, ISO 14064-3 standardına göre sınırlı güven seviyesinde doğrulanmasına ilişkin doğrulama faaliyetlerini proses analizi ile Mayıs-Haziran 2025 döneminde gerçekleştirmiştir.

Bu çalışmalar; ISO 14064-3:2019 Sera Gazları-Rölüm 3; Sera Gazı Beyanlarının Doğrulanmasına ve Onaylanmasına Dair Kılavuz ve Özellikler Standardı gereği Kapsam 1 (doğrudan sera gazı emisyonları) ve Kapsam 2 (enerji dolaylı sera gazı emisyonları) sera gazı emisyonlarını içeren sera gazı emisyon raporunun önemli hatalar içermediği sonucuna makul güvenle varan bir doğrulama görüşü sunmak ve Kapsam 3 (diğer dolaylı sera gazı emisyonları) sera gazı emisyonlarına sınırlı güven seviyesinde doğrulanmasını sağlamak amacıyla yürütülmüştür.

Türk Loydu, TOFAŞ'ın sera gazı beyanını karbon saydamlık projesi gerçeklik şartlarını yerine getirmek için Karbon Saydamlık Projesi kapsamında onaylamaktadır.

Kuruluşun faaliyet sınırları içerisinde, aşağıda belirtilen adreslerde (tümü Türkiye sınırları içinde) üretim tesisi ve genel müdürlük birimi bulunmaktadır.

##### Genel Müdürlük;

Adres: Büyükdere Cad. No: 145, Tofaş Han, 34394, Zincirlikuyu, İstanbul/Türkiye

##### Üretim Tesisi;

Adres: İstanbul Cad. No: 574, 16110, Bursa/Türkiye

#### 2. SERA GAZI BEYANI

Doğrulanmış Sera Gazı beyanları aşağıdaki gibidir:

- TOFAŞ 2024 Sera Gazı Envanteri, ISO 14064-1:2018 Standardını da içeren yaygın sektör uygulamalarıyla uyumlu olarak geliştirilmiştir.
- 2024 yılında Kapsam 1 Sera Gazı emisyonları 21,385 tCO<sub>2</sub>e olarak hesaplanmıştır.
- 2024 yılında Kapsam 2 Sera Gazı emisyonları 26,330 tCO<sub>2</sub>e olarak hesaplanmıştır.
- 2024 yılında Kapsam 3 Sera Gazı emisyonları 3,400,184 tCO<sub>2</sub>e olarak hesaplanmıştır. Kapsamın emisyon kategorileri bu bildirin 5. bölümünde verilmiştir.

#### 3. GÜVENCE SEVİYESİ

Sera gazı envanteri doğrulama faaliyeti %5 güvence seviyesiyle yürütüldü.

Yukarıdaki Sera Gazı beyanlarına ilişkin makul ve/veya sınırlı güvence seviyelerinde bir görüş ortaya çıkarmak doğrulamanın asıl görevidir.

Tüm sürecin;

- ISO 14064-1:2018 standardı genel gereksinimlerine uyumluluğu,
  - 01.01.2024-31.12.2024 periyodu için hesaplanan Kapsam 1 ve Kapsam 2 emisyonlarının makul olup olmadığı,
  - 01.01.2024-31.12.2024 periyodu için hesaplanan Kapsam 3 emisyonlarının hangi seviyede sınırlı olduğu,
- incelenmiştir.

*Or*

 <b>TÜRK LOYDU</b> Etilya Çelebi Mah. Terasaneler Cad. No:261 34944 Tuzla-İSTANBUL Tel: +90 216 581 37 00, Faks: +90 216 581 38 20, e-posta: <a href="mailto:enclisiri@turkloydu.org">enclisiri@turkloydu.org</a> , web: <a href="http://www.turkloydu.org">www.turkloydu.org</a>			
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#### 4. DOĞRULAMA FAALİYETLERİ

Sera Gazı doğrulamaları için Türk Loydu tarafından gerçekleştirilen doğrulamada ISO 14064-3:2019 standardı uygulanmıştır.

Aşağıdaki doğrulama faaliyetleri gerçekleştirilmiştir:

- Envanter raporu dahil olmak üzere belge, prosedür ve metodolojilerin gözden geçirilmesi,
- Risklerin değerlendirilmesi ve doğrulama planlaması,
- İşleme kalite yönetim sistemleri de dahil olmak üzere belge, kontrol ve metodolojilerin değerlendirilmesi,
- Envanter raporundaki doğrulama bulguları ve önemli konuların değerlendirilmesi,
- Envanter raporundaki önemli konuların değerlendirilmesi ve ilgili çözümlerin incelenmesi,
- Doğrulama beyanının yayınlaması ve doğrulamanın tamamlanması.

#### 5. DOĞRULAMA GÖRÜŞÜ

Türk Loydu, yürütülen süreç ve prosedürlere dayalı olarak makul ve/veya sınırlı bir güvence seviyesi sağlamak için gerekli görülen bilgi, açıklama ve kanıtları elde etmek için doğrulama çalışmalarını planlamış ve gerçekleştirmiştir.

Türk Loydu'nun yaklaşımı, sera gazı emisyon bilgilerinin hesaplanmasıyla ilişkili risklerin ve bu riskleri azaltmak için uygulanan kontrollerin anlaşılmasına dayalı olarak risk temellidir.

Çalışmalarımız, emisyon bilgilerinin raporlanmasıyla ilgili kanıtların örneklem bazında değerlendirilmesini içermektedir.

Sera Gazı beyanı; ISO 14064-1:2018 standardını gerekliliklerine uygun olarak yürütülen doğrulama faaliyetlerinde incelenen nesnel kanıtlar, yapılan yeniden hesaplamalar ve gerçekleştirilen görüşmeler doğrultusunda hazırlanmıştır.

Uluslararası standartlar temelinde gerçekleştirilen doğrulama denetim sonucunda; TOFAŞ 2024 Yılı Sürdürülebilirlik Raporu'nda açıklanan Kapsam 1 ve Kapsam 2 sera gazı emisyon verileri makul güvence ile doğrulanmıştır.

Uluslararası standartlar temelinde gerçekleştirilen doğrulama denetim sonucunda; TOFAŞ 2024 Yılı Sürdürülebilirlik Raporu'nda açıklanan Kapsam 3 sera gazı emisyon verileri sınırlı güvence ile doğrulanmıştır.

Ayrıca TOFAŞ'ın 1 Ocak 2024-31 Aralık 2024 dönemine ait sera gazı bilgileri iki farklı standart (GHG Protokolü ve ISO 14064-1:2018) altında aşağıda verilmiştir.

 <b>TÜRK LOYDU</b> Etilya Çelebi Mah. Terasaneler Cad. No:261 34944 Tuzla-İSTANBUL Tel: +90 216 581 37 00, Faks: +90 216 581 38 20, e-posta: <a href="mailto:enclisiri@turkloydu.org">enclisiri@turkloydu.org</a> , web: <a href="http://www.turkloydu.org">www.turkloydu.org</a>			
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#### TOFAŞ 2024 Envanter Raporu'nda doğrulanan Sera Gazı beyanları aşağıda verilmiştir:

TOFAŞ 2024 SERA GAZI BİLGİLERİ		
Kapsam 1 emisyonları	21,385	tCO <sub>2</sub> e
Kapsam 2 emisyonları (Piyasa Temelli)	26,330	tCO <sub>2</sub> e
Kapsam 2 emisyonları (Konum Temelli)	26,330	tCO <sub>2</sub> e
Kapsam 3 emisyonları – Kategori 1 Satın alınan mal ve hizmetler	274,489	tCO <sub>2</sub> e
Kapsam 3 emisyonları – Kategori 3 Kategori 1 ve 2'ye dahil edilmeyen yakıt ve enerji kullanımları	11,014	tCO <sub>2</sub> e
Kapsam 3 emisyonları – Kategori 4 Yükarı yönlü nakliye ve dağıtım	29,339	tCO <sub>2</sub> e
Kapsam 3 emisyonları – Kategori 5 Operasyonlarda oluşan atıklar	247	tCO <sub>2</sub> e
Kapsam 3 emisyonları – Kategori 6 İş seyahatleri	195	tCO <sub>2</sub> e
Kapsam 3 emisyonları – Kategori 7 Çalışanların ulaşımı	713	tCO <sub>2</sub> e
Kapsam 3 emisyonları – Kategori 9 Aşağı yönlü nakliye ve dağıtım	20,926	tCO <sub>2</sub> e
Kapsam 3 emisyonları – Kategori 11 Satılan ürünlerin kullanımı	3,031,335	tCO <sub>2</sub> e
Kapsam 3 emisyonları – Kategori 12 Satılan ürünlerin yaşam döngüsü	31,926	tCO <sub>2</sub> e
<b>TOPLAM:</b>	<b>3,447,899</b>	<b>tCO<sub>2</sub>e</b>

DOĞRUDAN SERA GAZI EMİSYONLARI		
1- Doğrudan sera gazı emisyonları:	21,385	tCO <sub>2</sub> e
DOLAYLI SERA GAZI EMİSYONLARI		
2- İthal edilen enerjiden kaynaklı dolaylı sera gazı emisyonları, satın alınan elektrik:	26,330	tCO <sub>2</sub> e
3- Taşınabilirlik kaynaklı dolaylı sera gazı emisyonları:	61,654	tCO <sub>2</sub> e
4- Kuruluş tarafından kullanılan ürünlerden kaynaklı dolaylı sera gazı emisyonları:	274,736	tCO <sub>2</sub> e
5- Kuruluşun ürettiği ürünlerin kullanımından kaynaklı dolaylı sera gazı emisyonları:	3,063,261	tCO <sub>2</sub> e
6- Diğer dolaylı sera gazı emisyonları:	533	tCO <sub>2</sub> e
<b>TOPLAM:</b>	<b>3,447,899</b>	<b>tCO<sub>2</sub>e</b>

  
H. Uğur AYRAÇ  
Sorumlu Müdür

  
Onur YILMAZ  
Sera Gazı Baş Doğrulamcısı



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