Business Model

INPUTS

Financial capital

- TL 11.3 billion total equity
- TL 40.3 billion total assets
- TL 5 billion net cash
- EUR 46.1 million investment outlavs

Produced capital

- 350,000 m² enclosed factory space
- Country-wide network of 71 dealerships
- 102 Fiat sales, 130 Fiat service points

Intellectual capital

- 641 R&D employees (482 engineers)
- TL 73.3 million R&D outlays
- Corporate intrapreneurship
- University-industry collaborations 152 suppliers

Human capital

- 5,928 employees
- Tofaş Academy
- TL 4.8 million training outlays
- 22 clubs and 16 sports teams

Social & relational capital

- Tofaş Sports Club
- Tofaş Fen Lisesi (Tofaş Science High School)
- · Pamukkale Hierapolis archaeological excavations
- Tofaş Bursa Anatolian Museum
- Fiat Barrier-Free Movement TL 21 million donations & assistance outlays

- Natural capital
 841,801 GJ total energy consumption
- 464 TJ natural gas (used in production)
- 0.8 million m³ water consumption
- TL 2.5 million environmental investment and operating outlays

STRATEGIC OBJECTIVES

PROFITABLE **GROWTH**

Maintain profitable growth through a continuously improved and value-creating management model

ADAPTING TO THE ECONOMY OF **TOMORROW**

 Take steps to meet all the requirements of gradually transitioning to a carbon-neutral market

R&D AND INNOVATION

- Develop innovative vehicles that address the needs of customers in a market shaped by sustainable technologies
- Be a global leader in the development of competitive products and technologies
- Effectively harness the leveraging power of digitalization to enhance the customer value proposition and increase total generated value

VISION

Approaching one million vehicles...

Be a leading automotives manufacturer that creates the best value and mobility solutions for its customers

MISSION

Improve the quality of people's lives by offering products and services that best address their mobility needs

ACTIVITIES & OPERATIONS

Supply Chain - R&D

- Technology - Production -Trade Cycle

INVESTMENTS

Product & structural investments

Sustainability investments (energy, water etc)

SUSTAINABILITY AGENDA

CORPORATE SUSTAINABILITY POLICY

SUSTAINABILITY TARGETS

- Reduce Scope 1 & Scope 2 greenhouse gas emissions by 50% (2020)
- Per vehicle fresh water consumption: 1,56 m³ (2024)
- % of Board of Directors seats held by women: 25% (2026)
- % employees who are women: 35% (2026)
- Integrated ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018 standards
- Corporate governance
- Sustainability-based risk & opportunity analysis
- Business ethics & anticorruption
- Stakeholder engagement

High-priority issues

- Climate change
- Gender equality
- Energy-efficiency
- Employee development
- Water management
- Occupational health & safety
- Supply chain management
- Human rights
- Stakeholder communication









EXTERNAL ENVIRONMENT: RISKS, OPPORTUNITIES & TRENDS

Economic development, Energy crisis, Climate crisis, Disruptive technologies, Vehicle electrification & mobility

OUTPUT

RESULTS

SDG **ALIGNMENTS**

Products & services

- · Total 263,747 passenger & light commercial vehicle
- · Sales & after-sales services

Brands

- FIAT
 - Egea
 - 500
 - · 500L
 - 500X
 - · Panda
- FIAT PROFESSIONAL
 - Doblò
 - · Fiorino
 - Pratico
 - Ducato
- ALFA ROMEO
 - Tonale
 - · Stelvio
 - Giulia
- JEEP®
 - Compass
 - · Wrangler
 - · Renegade
- · LANCIA (After-sales services only)

Environmental footprint & waste

- 38,313 tCO₂e direct greenhouse gas emissions (Scope 1)
- 46,558 tCO₂e direct greenhouse gas emissions (Scope 2)
- 26.84 kg/waste generation (Excluding pressed sheet metal waste and non-production waste)
- 0.322 tCO₂e/vehicle produced
- · 2.74 m³ water/vehicle produced

Financial capital

- TL 113 billion FRITDA TL 8 billion net profit
- TL 3 billion in dividend
- payments 9.26 corporate governance rating
- 138 share-price increase

Produced capital

İzmir Institute of Technology Techno Park Software Center Product Development & Software

Intellectual capital

16 new patents

- 364 digitalization projects completed

Human capital

- 15.61 hrs training / employee
- 3.134 hrs ethical principles training
- 36,948 hrs OHS training
- 164,128 hrs total training
- 1.21 Lost Time Injury (LTI)

Social & relational capital

- Social responsibility projects
- Aid and support delivered to earthquake-stricken regions

Natural capital

- 64 m³ water recovery
- 29% reduction in Scope 1 emissions
- 100% waste recycling
- Single-use plastic elimination

- Public agencies & organizations
- Shareholders & investors

STAKEHOLDERS

- Financial institutions
- Customers
- Employees
- Labor unions
- Business partners & suppliers
- Employees
- Business partners & suppliers
- · Labor unions







- Customers
- Business partners & suppliers







- Educational institutions
- Business partners & suppliers
- Public agencies & organizations













- NGOs
- Educational institutions
- Business partners & suppliers
- · Media



· All stakeholders









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