

DUAL IMPACT – KEY PERFORMANCE INDICATORS (KPIs)

THIS TABLE REPRESENTS OUR SUSTAINABILITY KPIS IN LINE WITH GRI STANDARDS

Four factories, ten sales and service companies and three European premises.

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GRI Reference to GRI G3.1 Indicator List; (<https://www.globalreporting.org>)

- complete disclosure for this indicator as per GRI definition
- partial disclosure as not all data required by GRI available

DMA: Disclosure of Management Approach; EC: Economic; EN: Environment; SO: Society; LA: Labour; PR: Product.

Accident statistics for GRI are calculated per 1,000,000 hours worked.

We use points as decimal spacer and commas for thousands; EN8: the only water we consume is from the mains.

Internal Impact KPIs

	Focus Area	KPI	FY12	FY13	FY14	FY15	GRI	Where
MAXIMISE SAFETY	Management Systems	Factories – OHSAS 18001	4	4	4	4	DMA LA	● 10-12
		MSCOs – OHSAS 18001	0	0	1	2		
	Health & Safety Committees	Factories	4	4	4	4	LA6	● 10,16
		MSCOs	4	4	10	10		
	Health & Safety KPIs	Injury Rate Factories	/	4.6	3.5	3.3	LA7	▸ 10
		Injury Rate MSCOs	/	5.8	5.3	6.2		
		Lost Day Rate Factories	/	54	68.6	17.9		
Lost Day Rate MSCOs		/	74.5	63.5	83.6			
OPTIMISE BUSINESS PROCESSES	Internal TPS training					DMA SO	● 14-16	
	Fair business practices	% Employees trained in COC	/	100%	100%	100%	SO3	● 16
	Transparency	% TMHE employees covered by GRI	/	60%	/	82%	DMA LA	● 1,17
	Attracting and Retaining Talent					LA11	▸ 14	
	Performance Appraisals	Factories	/	63.3%	37.0%	29.1%	LA12	● 14
MSCOs		/	90.1%	68.3%	67.8%			
MINIMISE ENVIRONMENTAL IMPACT	Management Systems	Factories – ISO 14001	4	4	4	4	DMA EN	● 16,18
		MSCOs – ISO 14001	3	3	4	5		
		Factories – ISO 50001	0	0	0	1		
		MSCOs – ISO 50001	0	0	0	0		
	Direct Energy Consumption (TJ*)	Factories	93	92	81	90	EN3	● 18
		MSCOs	297	303	262	247		
	Indirect Energy Consumption (TJ*)	Factories	146	154	148	156	EN4	● 18
		MSCOs	29	30	30	31		
	Direct tCO ₂ e Emissions (Scope 1)	Factories	5,458	5,307	4,869	5,191	EN16	● 19
		MSCOs	19,098	19,440	16,807	17,543		
Indirect tCO ₂ e Emissions (Scope 2)	Factories	5,553	5,983	5,802	5,644			
	MSCOs	2,318	2,393	2,372	2,021			
Mains Water Consumption	Factories	41,120	43,432	47,848	44,049	EN8	●	
	MSCOs	22,680	28,857	25,806	24,172			
NUMBER 1 IN CUSTOMER SATISFACTION	Management Systems	Factories – ISO 9001	4	4	4	4	DMA PR	● 16
		MSCOs – ISO 9001	3	7	7	8		
	Quality	Warranty Claims vs FY07	/	-62%	-65%	-80%	PR5	● 22

MSCOs – Sales and service companies

Direct energy consumption (city gas, LPG, oil, biomass) lead to direct CO₂ emissions (Scope 1)

Indirect energy consumption (electricity, district heating) lead to direct CO₂ emissions (Scope 2)

* 1TJ=277,778 KWh



GRI has confirmed that the report was prepared according to the GRI G3.1 Guidelines, at Application Level C+

External Impact KPIS

	Focus Area	KPI	FY13	FY14	FY15	GRI	Where
MAXIMISE SAFETY	Safety Leadership					DMA LA	● 11,12
	Customer Safety					PR1	● 10-13
	Operator Training	Forklift Operators Trained	23,000	24,046	26,000	EC9	▶ 13,22
	Fleet Management	Number of trucks with I_Site	9,374	13,079	20,500		
OPTIMISE BUSINESS PROCESSES	Governance					DMA SO	● 15
	Transparency	EcoVadis total score	51%	68%	71%	EN18	▶ 17,28
		Environment	70%	80%	80%	EN18	▶ 19,28
		Labour Practices	50%	70%	70%	SO2	▶ 16,28
		Fair Business Practices	50%	60%	70%	HR2	▶ 17,28
	Sustainable Procurement	30%	50%	60%	EN18	▶ 19,28	
Responsible Purchasing	% Suppliers with ISO 14001	94%		99%	EC6	● 17	
MINIMISE ENVIRONMENTAL IMPACT	Environmental Leadership					DMA EN	● 20,21
	Product Energy Innovation	Product families available with Lithium-ion	3	4	6	EN6	● 19-21
		Product families available with Fuel Cell	0	0	4		
		Product families available with Quiet Mark	2	2	2		
	Used trucks	Sales increase	1.2%	14.8%	19.4%	EN26	▶ 21
NUMBER 1 IN CUSTOMER SATISFACTION	Toyota Service Concept					DMA PR	● 22,23
	Customer Satisfaction	% of customers who would recommend us			90%	PR5	● 22
		Countries where TSC is implemented			5		
		Net Promoter Score			37%		
		First-Fix Rate			89.9%	90.5%	