Country by Country Report
[Toyota in Poland]

Toyota: Leading with Purpose for a Better Tomorrow

At Toyota, our ambition is clear: to be recognized as the 'Best in Town' wherever we operate—alongside our 100% dedication to Customer Satisfaction, serving others and building a responsible, supportive presence in every community.

HISTORY OF BUSINESS EXPANSION

The history of Toyota in Poland began in 1991 with the establishment of Toyota Motor Poland, the company responsible for developing Toyota dealerships in Poland, headquartered in Warsaw. In 1999, Toyota decided to locate its first factory in Poland to produce powertrains for European assembly plants. Toyota Motor Manufacturing Poland (TMMP) in Wałbrzych started production of its first transmissions in 2002.

In 2003, the first Lexus showroom in Poland was opened in Warsaw. At that time, Toyota decided to establish a second factory in Poland to produce diesel engines. Toyota Motor Industries Poland (TMIP) in Jelcz-Laskowice started production in 2005. In the same year, production of gasoline engines and manual five-speed transmissions was launched in Wałbrzych to supply a new assembly plant for small city cars in Kolín, Czech Republic (Toyota Peugeot Citroën Automobile; currently Toyota Motor Manufacturing Czech Republic). In 2008, TMMP started producing manual six-speed transmissions.



In 2017, production in Poland was consolidated when both factories were merged into one company. This enabled better coordination of activities, the implementation of hybrid technologies and the gradual withdrawal from diesel technology. Since 2018, TMMP has been producing hybrid transmissions. As a result, the plants in Wałbrzych and Jelcz-Laskowice became Toyota's first hybrid production centers outside Asia.

In 2022, Toyota also decided to merge its sales management companies in Central Europe and establish a new structure covering Poland, the Czech Republic, Slovakia and Hungary. Since then, Toyota Central Europe (TCE), headquartered in Warsaw, has coordinated sales, marketing and dealer network development in the region.

Today, TMMP is Toyota's center for hybrid powertrains, which account for more than 80% of total production, and is an integral part of Toyota's hybrid revolution in Europe. TMMP has six production lines for hybrid powertrains, producing Toyota New Global Architecture (TNGA) engines and fourth- and fifth-generation transmissions, as well as one line for conventional manual transmissions.

To date, Toyota has invested nearly PLN 7 billion in production activities in Poland. Nearly 18 million powertrains have left Polish plants since the beginning of production. Production includes 1.5-litre and 2.0-litre petrol engines, electric hybrid transmissions and manual transmissions. Components from TMMP are used in the following models assembled in Toyota factories in Europe: Aygo X, Yaris, Yaris Cross, Corolla and C-HR.

Toyota's 35 years of operations in Poland have also brought the company significant sales success. Its market share has increased from less than 1% to 18% during this period and is now one of the highest in Europe. Since 2020, Toyota has maintained its position as the sales leader in Poland, achieving a six-figure result in 2024 for the first time, with sales of 111,165 cars in the calendar year. In 2025, five Toyota models—Corolla, C-HR, Yaris Cross, Yaris and RAV4 were among the top 10 best-selling models on the Polish market. TMMP manufactures hybrid powertrains for four of them.



At the end of August 2025, Toyota sold its 400,000th hybrid vehicle in Poland, and in 2025, as many as 93% of the brand's sales were vehicles with this type of powertrain.

1. Environmental Leadership

We are committed to achieving **carbon neutrality across our entire value chain by 2040**. This is not just a regulatory target—it is a promise to lead the environmental transformation our world needs. By 2030, every Toyota manufacturing facility will be carbon neutral, setting a new standard for the industry. Our innovative zero-emission and multi-pathway vehicle lineup will fully meet 2035 regulations, demonstrating our readiness for the future. We have also established a roadmap for circular economy activities aimed at maximizing the use of recycled content, which will become integral to our 2040 goals.

ENVIRONMENTAL ACTIVITIES AND PROMOTION OF A ZERO-EMISSION SOCIETY

Environmental protection is one of TMMP management's priorities. This is reflected in the plant's environmental policy and the implementation of an environmental management system in accordance with ISO 14001—an international standard that defines requirements for companies operating in full compliance with applicable legal requirements and environmental protection rules.

Waste management – 3R programme (Reduce, Reuse, Recycle)

The aim of this activity is to minimize waste by reducing, reusing and recycling it, in line with the circular economy strategy. Examples include returning aluminum and steel chips to our own production processes and transferring steel waste to steel mills. The aim is to reach zero waste to landfill by 2035.

Reduction of energy consumption

This activity involves implementing technical solutions and optimizing processes to reduce electricity and gas consumption. Examples include replacing lighting inside and outside the halls with LED lighting, replacing gas heaters with heat recovery devices, optimizing compressor operation, modernizing heating system and installing photovoltaics. As a result, TMMP has reduced CO2 emissions by 93,6% until 31st March 2026 compared to 2006. TMMP's efforts to reduce leakage and compressed air consumption received the Energy Saving Award from TMC in 2024.



Photo: Photovoltaic installation at the factory in Wałbrzych

Reduction of water consumption

The aim of this activity is to reduce water consumption by recovering, filtering and reusing water in production processes and by using rainwater. Examples include coolant filtration and returning water to treatment processes, as well as rainwater harvesting and reuse systems on production floors. The result is the elimination of municipal water withdrawal for the production process and a reduction in post-production wastewater by more than 15% in the years 2022–2025.

Biodiversity

A catalogue of fauna and flora species present on TMMP premises was prepared, making it possible to determine the initial state of nature and define further steps. As part of these steps, an apiary with 30 hives and several dozen boxes for pollinators and birds were built on the factory premises. Mowing in selected zones has been limited to maintaining flower meadows and areas with limited interference. At both plants, several hundred trees of native species are planted annually, both on factory premises and in nearby forests, in cooperation with forest districts and with the involvement of around 300 people.



Photo: Apiary for bees on the premises of TMMP in Wałbrzych

Promoting a zero-emission society

Toyota Central Europe and Toyota Motor Manufacturing Poland actively participate in the Hydrogen Valleys operating in their regions: Lower Silesia and Mazovia. Toyota entities participate in conferences by presenting Toyota products, taking part in discussion panels and sharing experiences with event participants. TMMP and TCE also work in partnerships to introduce zero-emission transport, for example in Wałbrzych, the city where TMMP operates.

2. Empowering People and Society

Toyota believes in the power of people. We are building a rich, diverse organization that reflects the voice of society across Europe. Our commitment to true inclusion means every individual can thrive, contribute, and help shape a better future.

ACTIVITIES FOR THE BENEFIT OF LOCAL COMMUNITIES

PRIORITIES

Toyota in Poland is guided by the principles of responsible business and takes responsibility for the impact of its activities. Therefore, it is involved both in areas related to the nature of its business and in those that, in the opinion of the local community, require the greatest support. On this basis, six priority areas have been identified: ecology, technical education, road safety, mobility, sport, and inclusiveness and equal opportunities (DEI).

ACTIVITIES

Since the beginning of its operations, Toyota has implemented several initiatives in Poland to meet the expectations of local communities. Many of these are unique, multi-year programs created by Toyota in cooperation with local partners, mainly non-governmental organizations. These programs support local governments in revitalizing public facilities and carrying out educational and sports activities. Thanks to their implementation, TMMP is perceived in the Wałbrzych and Jelcz regions as a leader in supporting the local community, based on a survey carried out every few years by TMMP in cooperation with an international research agency (the most recent survey was conducted in December 2022).

Toyota Fund



Since 2011, the Toyota Fund "Dobre pomysły zmieniają nasz świat" (Eng. "Good Ideas Change Our World") has supported original and interesting projects run by non-profit organizations, mainly related to the revitalization of public spaces. It is organized once a year as a grant competition. From the beginning of its operation until 2025, the Toyota Fund supported a total of 101 projects, such as safe zebra crossings, for a total amount of PLN 1.8 million.

Photo: One of the Toyota Fund projects – a cycling proficiency track for young people

Employee volunteering



In 2009, a volunteer program was created at TMMP under the official name "PoMOC z Toyoty" (Eng. "Help from Toyota"). Thanks to this program, employees contribute to the development of their local communities through involvement in local organizations and institutions such as schools, sports clubs, associations and orphanages. From the beginning of the program until 2025, over 40% of the staff in Wałbrzych took part in the volunteer program, implementing a total of over 700 projects.

Photo: One of the projects carried out by volunteers – the revitalization of a classroom at a school

Toyota Lower Silesian Eco-Driving Rally



The Toyota Dolnośląski Rajd o Kropelce (Eng. Toyota Lower Silesian Eco-Driving Rally) is a unique eco-driving and road safety rally attracting around 200 participants each year. During the event, teams complete a scenic 110-kilometer route across Lower Silesia in their private cars. Instead of racing against time, the competitors' primary goal is to achieve the lowest possible fuel consumption while completing over 30 educational tasks.

Photo: One of the teams participating in the rally.

Technical Education

Since the start of production in Poland, Toyota has supported local technical schools and universities by contributing to the development of technical staff. The first initiative in this area included providing powertrains to schools and universities as teaching aids and organizing internships. Currently, TMMP cooperates on an ongoing basis with School Complex No. 5 in Wałbrzych by organizing professional internships for students training as mechatronics technicians. In the Maintenance Department in Jelcz-Laskowice, the "Class by Toyota Way" program was implemented at the Jan Kasprowicz School Complex, allowing students of mechatronics and CNC machine tool operation to complete internships at the TMMP-J



factory. As a partner of the Industry Skills Center in Wałbrzych, Toyota provides modern knowledge in the field of mechatronics to teaching staff and students from all over Poland. TMMP also cooperates with local universities, where it co-creates an alternating (dual) study program in management and production engineering, combining academic theory with factory practice. Every year, university students complete summer internships in both locations, mainly in maintenance and engineering, but also in HR and IT. *Photo: Class by Toyota Way at a vocational school in Jelcz-Laskowice*

Toyota Efficiency Academy

TMMP launched the Toyota Efficiency Academy in 2024. As part of the Academy, Toyota trainers share knowledge on improving production efficiency with other Polish companies. The Academy offers thematic training and a comprehensive development program including an audit, a dedicated package of training sessions, workshops and ongoing supervision over the implementation of changes based on Toyota Production System tools, flexibly adapted to the needs of each company.

Toyota Supports the Active



Since 2022, TMMP has implemented an initiative called "Toyota wspiera aktywnych" (Eng. "Toyota Supports the Active"), which aims to promote physical activity and support local communities. The program is addressed to amateur clubs operating on a non-profit basis, including student sports clubs in which TMMP employees or their families are active. In the three editions organized so far in the years 2022–2025, employees awarded grants to a total of 18 clubs for a total amount of nearly PLN 150 thousand.

Photo: Handing out cheques to the winning sports clubs

Support for local runs & basketball

Since 2013, TMMP together with TCE has been the title sponsor of the Toyota Eco Half Marathon Wałbrzych – the largest running event in the Wałbrzych region. Toyota also sponsors a number of other local races held in places where the brand is present. Every year, nearly 10,000 competitors from all over Poland take part in them. Since 2008, TMMP has supported the Górnik Wałbrzych basketball team, which was promoted to the top league in the 2024/25 season. Support is also provided to the youth section of the club, helping develop new players. Since 2018, the factory has supported the first-league wheelchair basketball team Górnik Toyota Wałbrzych, which trains at the TAIKUKAN sports center belonging to the factory.



Photo: Toyota Górnik Wałbrzych – a wheelchair basketball team at the TMMP TAIKUKAN sports center

Support for Tour de Pologne

In May 2025, Toyota Central Europe, Toyota Radość and Lexus Warszawa Radość became strategic partners of the most important cycling races in Poland and Central and Eastern Europe. The partnership includes prestigious cycling events such as the Tour de Pologne UCI World Tour, the Tour de Pologne Women and the ORLEN Race of Nations. Toyota and Lexus cars will be used by the organizers, technical teams and judges.

Diversity, Equal Opportunity, and Inclusivity (DEI) activities

One of the pillars of TMMP's DEI strategy is activities aimed at the local community and at creating an inclusive society around the company. One example is cooperation with the DIVERSUM Foundation and Agata Roczniak. Together with the TMMP Foundation, they conducted educational workshops on the lives of people with disabilities, combined with practical exercises in six primary schools, training teaching staff and around 250 children. In addition, TMMP co-published an educational booklet for children, which was distributed during the workshops. Since 2022, the company has also supported the local women's community through cooperation with the Wałbrzych Women's Council. The WWC is an

advisory body to the Mayor of the City on all matters, policies and activities addressed to women. The TMMP representative is the Chairwoman of the Council.

3. Economic Impact

Our economic contributions go beyond payments to governments — they are investments in the communities and environments where we live and work. Toyota actively supports local economies, funds community projects, and champions environmental initiatives, ensuring our growth benefits everyone. Toyota's operations in Poland significantly impact the local economy through monetary contributions, employment, investment and infrastructure development.

In Poland, the Group reports a corporate income tax charge (tax accrued) of EUR 27 million, resulting in an effective tax rate (ETR) of approximately 21%, compared to the Polish statutory corporate income tax rate of 19%.The slight increase in the effective tax rate above the statutory rate is mainly driven by the presence of non-deductible expenses whilst also being reduced by the application of incentives available in Poland. Overall, the combined impact of these opposing effects results in an effective tax rate that remains closely aligned with the Polish corporate income tax statutory rate.

Toyota in Poland is a significant employer with approximately 3 341 employees across its various facilities, including manufacturing, sales and financials companies. The sales of over 153 866 vehicles in FY25 underscore Toyota’s role in advancing sustainable mobility. These figures reflect consumer trust and market leadership – 15,42% market share. Toyota’s operations in Poland exemplify the company's dedication to innovation, community engagement and economic contribution. Through strategic investments, active participation in local initiatives and a commitment to sustainable practices, Toyota continues to play a pivotal role in Poland's automotive industry and broader economic landscape.