

**BRİSA BRIDGESTONE SABANCI
LASTİK VE SANAYİ TİCARET A.Ş.**

ANNUAL REPORT

**FOR THE PERIOD OF
JANUARY 1 - DECEMBER 31, 2025**





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**(CONVENIENCE TRANSLATION OF
INDEPENDENT AUDITOR'S REPORT ON THE MANAGEMENT'S ANNUAL REPORT ORIGINALLY
ISSUED IN TURKISH)**

INDEPENDENT AUDITOR'S REPORT ON THE MANAGEMENT'S ANNUAL REPORT

To the General Assembly of
Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş.

1) Opinion

As we have audited the full set consolidated financial statements of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. ("the Company") and its subsidiaries ("the Group") for the period between 1 January - 31 December 2025, we have also audited the annual report for the same period

In our opinion, the consolidated financial information provided in the Management's annual report and the Management's discussions on the Group's financial performance, are fairly presented in all material respects, and are consistent with the full set audited consolidated financial statements and the information obtained from our audit.

2) Basis for Opinion

We conducted our audit in accordance with the Standards on Independent Auditing (SIA) which is a part of Turkish Auditing Standards accepted by regulations of the Capital Markets Board and published by the Public Oversight Accounting and Auditing Standards Authority (POA). Our responsibility is disclosed under Responsibilities of the Independent Auditor on the Independent Audit of the Annual Report in detail. We are independent of the Company in accordance with the *Code of Ethics for Independent Auditors (including Independence Standards)* (Code of Ethics) published by the POA, as applicable to audits of financial statements of public interest entities, together with the ethical requirements included in the regulations of the Capital Markets Board and other regulations that are relevant to audits of the financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

3) Auditor's Opinion for the Full Set Consolidated Financial Statements

We have presented unqualified opinion for the Group's full set consolidated financial statements for the period between 1 January - 31 December 2025 in our Auditor's Report dated 27 February 2026.

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4) Management's Responsibility for the Annual Report

The Group's Management is responsible for the following in accordance with Article 514 and 516 of the Turkish Commercial Code No. 6102 ("TCC") and "Communiqué on Principles of Financial Reporting in Capital Markets" with No.14.1 of the Capital Markets Board ("the Communiqué"):

- a) Preparing the annual report within the three months following the reporting date and presenting it to the General Assembly.
- b) Preparing the annual report with the all respects of the Group's flow of operations for that year and the Group's consolidated financial performance accurately, completely, directly and fairly. In this report, the consolidated financial position is assessed in accordance with the consolidated financial statements. The Group's development and risks that the Group may probably face are also pointed out in this report. The Board of Director's evaluation on those matters are also stated in this report.
- c) The annual report also includes the matters stated below:
 - The significant events occurred in the Group's activities subsequent to the financial year ends,
 - The Group's research and development activities,
 - The compensation paid to key management personnel and members of Board of Directors including financial benefits such as salaries, bonuses and premiums, allowances, travelling, accommodation and representation expenses, in cash and kind facilities, insurances and other similar guarantees.

The Board of Directors also considers the secondary regulations prepared by the Ministry of Trade and related institutions while preparing the annual report.

5) Responsibilities of the Independent Auditor on the Independent Audit of the Annual Report

Our aim is to express an opinion and prepare a report about whether the Management's discussions and consolidated financial information in the annual report within the scope of the provisions of the TCC and the Communiqué are fairly presented and consistent with the information obtained from our audit.

We conducted our audit in accordance with the regulations of the Capital Markets Board and the SIA. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Management's discussions on the Group's financial performance, are fairly presented in all material respects, and are consistent with the full set audited consolidated financial statements and the information obtained from our audit.

The engagement partner on the audit resulting in this independent auditor's report is Ali Çiçekli.

DRT BAĞIMSIZ DENETİM VE SERBEST MUHASEBECİ MALİ MÜŞAVİRLİK A.Ş.
Member of **DELOITTE TOUCHE TOHMATSU LIMITED**

Ali Çiçekli
Partner

İstanbul, 27 February 2026

Brisa Bridgestone Sabancı Lastik ve Sanayi Ticaret A.Ş.
Prepared Pursuant to the Communiqué Numbered II.14.1
Board of Directors' Annual Report
For the Period of January 1 - December 31, 2025

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1. General Information

Trade Name	: Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş.
Trade Registry Office	: İstanbul
Trade Registry Number	: 126429-0
Central Registration System Number	: 0187002389400013
Tax Authority	: Büyük Mükellefler
Tax Number	: 1870023894
Head Office Address	: Küçük Çamlıca Mah. Şehit İsmail Moray Sokak Temsa Sitesi No: 2/1 Altunizade/Üsküdar-İstanbul
İzmit Plant	: Alikahya Fatih Mah. Sanayi Cad. No: 98 İzmit-Kocaeli
Aksaray Plant	: Kırımlı OSB Mah. Şehit Fatih Kalu Sokak No:1 Merkez-Aksaray
Arvento Mobil Sistemler A.Ş. (Head Office)	: ODTÜ Teknokent Bilişim İnovasyon Merkezi Mustafa Kemal Mah. Dumlupınar Bulvarı 280/G Kat: 5 No: 514 Çankaya-Ankara
Aksaray University Teknopark Branch	: Bahçesaray Mah. 135/Necmettin Erbakan Bulvarı A Blok No: 127/1 Merkez-Aksaray
Samsun Branch	: Cumhuriyet Mah. 38 Sokak No: 2/23 Atakum-Samsun
Website	: www.brisa.com.tr

a) Area of Activity

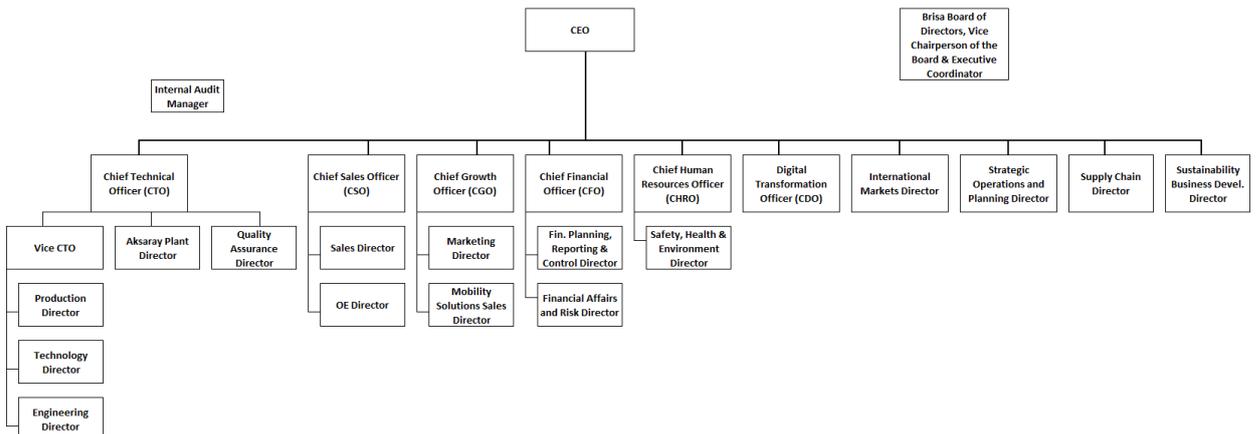
Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. ("Brisa") was established in 1974 as Lassa Lastik Sanayi ve Ticaret A.Ş. and the name of the Company was changed to Brisa in 1988 as a result of a joint venture agreement with Bridgestone Corporation.

The Company's main field of activity covers the acquisition and production of all types of inner and outer tires, shoe products, resins, natural and artificial rubber parts including rubber belts and chemical materials, rubber replacement materials, materials bearing rubber qualities or used for the same purposes, and materials partially or wholly made of rubber; performance and provision of wheel coating works and services, and rendering trading and services related with any kind of other products, spare parts, and accessories related to automotive industry.

Within the scope of mobility transformation, having acquired all shares representing 88.89% of the capital of Arvento Mobil Sistemler A.Ş. on March 1, 2022, Brisa integrated its strong portfolio of tires and service network with the Arvento fleet management platform, providing convenience, efficiency and productivity to its customers with fleet management services based on integrated mobile systems and data analytics.

b) Organizational Structure

Organizational structure as of December 31, 2025 is shown below:



c) Capital and Partnership Structure

Brisa adopted the registered capital system according to the provisions of the Capital Market Law. The registered capital ceiling of the Company is 750,000,000 TL and the issued capital of the Company is 305,116,875 TL. It has been divided into 30,511,687,500 units of registered shares (December 31, 2024: 30,511,687,500 units), each having a nominal value of 1 kr.

Brisa's issued capital amount and distribution of this capital among shareholders as of December 31, 2025 and 2024 are as follows:

Shareholders:	Ratio (%)	Dec. 31, 2025	Ratio (%)	Dec. 31, 2024
Hacı Ömer Sabancı Holding A.Ş.	43.63	133,111,388	43.63	133,111,388
Bridgestone Corporation	43.63	133,111,388	43.63	133,111,388
Other	12.74	38,894,099	12.74	38,894,099
Capital	100.00	305,116,875	100.00	305,116,875

d) Explanations on Privileged Shares, Voting Rights of Shares and Transfer of Shares

The shares representing the capital are divided into seven classes: (A), (B), (C), (D), (E), (F) and (G). The holders of (A), (B), (C), (D), (E), (F) and (G) class shares are not granted with any rights and privileges other than those set forth in Articles 10 (Board of Directors), 12 (Term of Office for the Members of the Board of Directors), 13 (Meetings and Resolutions of the Board of Directors), 17 (General Assembly) and 31 (Limited Transfer of the Registered Shares) of the Articles of Association.

Pursuant to Article 21 of the Articles of Association, shareholders use their voting rights at the General Assembly in proportion with the total nominal value of their shares as per the Article 434 of the Turkish Commercial Code. There are no privileges regarding voting rights.

The Company has not introduced any provisions in its Articles of Association to grant cumulative voting rights in relation to the current shareholding percentages and structure, on the grounds that such an arrangement could disrupt the Company's harmonious governance framework.

The Company is not engaged in any cross-shareholding relationships with other entities.

The Articles of Association do not contain any provisions regarding the representation of minority shareholders or stakeholders in management. However, in order to ensure equal representation of all shareholders and stakeholders, particularly minority shareholders, two Independent Board Members serve on the Board of Directors.

Brisa attaches importance to the exercise of minority rights in compliance with the Turkish Commercial Code and Capital Markets Board regulations. In 2025, no criticism or complaints were raised in this regard.

The transfer of registered shares owned by the controlling shareholders, Hacı Ömer Sabancı Holding A.Ş. and Bridgestone Corporation, is subject to certain restrictions, as detailed in Article 31 of the Articles of Association. In summary, controlling shareholders must first offer their shares to the other controlling shareholder before any transfer. Furthermore, controlling shareholders are prohibited from transferring registered shares to third parties who are rivals, or who may potentially become rivals, of Sabancı, Bridgestone, their subsidiaries, or shareholders engaged in similar line of business.

There are no provisions in the Articles of Association restricting the transfer of shares by other shareholders.

e) Board of Directors and Executive Board (Senior Managers)

The Board of Directors of Brisa consists of 11 members, two of whom are independent, in accordance with the capital market legislation and the provisions of the Articles of Association. As stated in Article 10 of the Articles of Association, the Board of Directors is elected by the General Assembly from among the candidate or candidates nominated by the majority of the shareholders of each class, consisting of one member for (Class A), three members for (Class B), one member for (Class C), one member for (Class D), one member for (Class E), one member for (Class F), and one member for (Class G), plus two independent members.

As stated in Article 12 of the Articles of Association, the term of office of the members of the Board of Directors is maximum three years and the member whose term expires may be re-elected. In case of a vacancy in any membership, the Board of Directors elects a new member for such vacant membership and presents this appointment for approval in the next meeting of the General Assembly.

Pursuant to Article 13 of the Articles of Association, the Board of Directors shall, every year, elect a Chairperson among the members proposed by the shareholders of Class (B) or (G) shares and a Vice Chairperson among the members proposed by the shareholders of Class (A), (D), (E) or (F) shares. The Chairperson and Vice Chairperson may be re-elected for one or more terms of office.

As of December 31, 2025, the Members of the Board of Directors are as follows:

- **Burak Turgut Orhun***** - Chairperson
- **Tomio Fukuzumi** - Vice Chairperson
- **Mustafa Bayraktar** - Member
- **Gökhan Eyigün**** - Member
- **Jacques Johannes Fourie*** - Member
- **Jerome Freddy Pierre Boulet** - Member
- **Arianna Antonella*** - Member
- **Haluk Kürkcü****** - Member and CEO
- **Sakine Şebnem Önder** - Member
- **Ahmet Erdem** - Member (Independent)
- **Fatma Dilek Yardım** - Member (Independent)

*At the 2024 Ordinary General Assembly Meeting held on March 26, 2025, appointments of Arianna Antonella and Jacques Johannes Fourie as Board Members to serve for the remaining period from their predecessors in accordance with Article 12 of the Company's Article of Association and Article 363 of the Turkish Commercial Code were approved by the majority of votes.

**In accordance with the Board of Directors decision dated March 31, 2025 and numbered 2025/17, effective from April 1, 2025, it has been resolved to accept resignation of Board Member Haluk Dinçer and to appoint Gökhan Eyigün as Board Member to be submitted to the approval of the first General Assembly to be held in accordance with the article 363 of the Turkish Commercial Code and as a result of resignation of Haluk Dinçer, to assign Gökhan Eyigün as the Member of the Corporate Governance Committee.

***In accordance with the Board of Directors decision dated April 30, 2025 and numbered 2025/19, it has been unanimously resolved that the resignation of Ahmed Cevdet Alemdar is accepted and Burak Turgut Orhun is appointed as Board Member to be submitted to the approval of the first General Assembly to be held and that in accordance with Article 366 of the Turkish Commercial Code, the assignment of duties of the Board of Directors to serve until the date of 19.04.2027 shall be as follows, Burak Turgut Orhun as Chairperson and Tomio Fukuzumi as Vice Chairperson.

****In accordance with the Board of Directors decision dated November 14, 2025 and numbered 2025/30, it has been unanimously resolved that as of January 1, 2026, the resignation of our Company's CEO, Haluk Kürkcü, is accepted and Vecih Yılmaz is appointed as the CEO of the Company and as of January 1, 2026, the resignation of Haluk Kürkcü from the duty of Board Membership is accepted and Vecih Yılmaz is appointed to the vacant Board Membership to be submitted to the approval of the first General Assembly to be held in accordance with Article 363 of the Commercial Code.

The Members of the Board of Directors were elected at the 2023 Ordinary General Assembly meeting held on April 19, 2024, to serve until the Ordinary General Assembly meeting for the year 2026, which will convene in 2027.

In accordance with the Board of Directors decision dated March 28,2025 and numbered 2025/16, it has been resolved that in accordance with Article 366 of the Turkish Commercial Code, the assignment of duties of the Board of Directors to serve until the date of April 19, 2027 shall be as follows, Ahmed Cevdet Alemdar as Chairperson and Tomio Fukuzumi as Vice Chairperson. In accordance with another Board of Directors decision dated April 30, 2025 and numbered 2025/19, it has been resolved that in accordance with Article 366 of the Turkish Commercial Code, the assignment of duties of the Board of Directors to serve until the date of 19.04.2027 shall be as follows, Burak Turgut Orhun as Chairperson and Tomio Fukuzumi as Vice Chairperson.

The resumes of the Members of the Board of Directors are available on the Company's website.

The senior management of the Company is elected and appointed by the Board of Directors as per the provisions of the Articles of Association.

As of December 31, 2025, the Executive Board (listed in alphabetical order, excluding the CEO and the Executive Coordinator) is composed of the following members:

- **Haluk Kürkçü*** - CEO
- **Tomio Fukuzumi** - Executive Coordinator
- **Cenk Koçdor** - Chief Growth Officer
- **Mustafa Tacettin** - Chief Digital Transformation Officer
- **Neslihan Döngel Özlem** - Chief Financial Officer
- **Tetsuya Tsutsumi** - Chief Technical Officer
- **Tuğba Gök Nam** - Chief Human Resources Officer
- **Yakup Demir** - Chief Sales Officer

*In accordance with the Board of Directors decision dated November 14, 2025 and numbered 2025/30, it has been unanimously resolved that as of January 1, 2026, the resignation of our Company's CEO, Haluk Kürkçü, is accepted and Vecih Yılmaz is appointed as the CEO of the Company and as of January 1, 2026, the resignation of Haluk Kürkçü from the duty of Board Membership is accepted and Vecih Yılmaz is appointed to the vacant Board Membership to be submitted to the approval of the first General Assembly to be held in accordance with Article 363 of the Commercial Code.

The resumes of the Members of the Executive Board are available on the Company's website.

As of December 31, 2025, the number of personnel working with an indefinite term employment contract is 3,451 people (December 31, 2024: 3,517). Of these employees, 2,555 are subject to the provisions of the Collective Labor Agreement (December 31, 2024: 2,606) and 890 are outside the Collective Labor Agreement (December 31, 2024: 905). The Company has 6 foreign employees (December 31, 2024: 6). In addition, there are 6 employees working under fixed-term employment contracts (December 31, 2024: 159).

The 23rd Term Collective Labor Agreement between the Company and the Petroleum, Chemical and Rubber Workers' Union of Türkiye (LASTİK-İŞ) has been in effect for a duration of 24 months, commencing on January 1, 2024. Negotiations for the 24th Term Collective Labor Agreement began on February 10, 2026, and the process is currently ongoing.

Besides monthly salaries to all employees, the Company provides benefits such as bonuses in the amount of four months' gross salaries, private pension plan, health insurance, life insurance for employees out of the scope of the Collective Labor Agreement, whereas it provides fuel allowance, religious holiday allowance, annual leave allowance, maternity allowance, death benefit, marriage benefit, tuition benefit, family-food benefit, shopping voucher, child allowance for employees within the scope of the Collective Labor Agreement. In addition, all employees are provided with food and transportation services.

Through the Brisa Transformation Academy, Brisa offers a comprehensive learning ecosystem encompassing employees, dealers, and business partners, fostering a dynamic learning culture where everyone can design their own development journey. For further details: <https://www.brisa.com.tr/en/human-resources/>

In line with its commitment to creating an inclusive and sustainable work environment, Brisa focuses on three key areas: equal opportunity, generational diversity, and accessibility. For further details:

<https://www.brisa.com.tr/en/human-resources/equality-and-diversity/>

Brisa operates in accordance with ethical principles and corporate policies, prioritizing the creation of a transparent, responsible, and sustainable business culture for all stakeholders—from employees and business partners to customers and society at large. For further details:

<https://www.brisa.com.tr/en/about-us/ethical-principles-and-policies/>

Defining mobility beyond products and services, Brisa believes that life itself is enriched by mobility. With an inclusive approach, the Company supports individuals in reaching their potential through their education, sports, technology, and cultural journeys. Brisa aims to enhance social mobility, contribute to individual transformation, and create a more accessible future for all. For further details:

<https://www.brisa.com.tr/en/about-us/>

2. Financial Rights Granted to Members of the Governing Body and Senior Managers

The Company's senior management team comprises the Members of the Board of Directors and the Executive Board. Remunerations to be paid to the Board Members are determined under relevant resolutions of the General Assembly. Remunerations of the Members of the Executive Board are comprised of two components, with one being fixed and the other performance-based.

At the 2024 Ordinary General Assembly meeting held on March 26, 2025, it was decided to pay a monthly gross fee of TL 135,000 to each of Member of the Board during their term of office, effective from the Ordinary General Assembly Meeting of the year 2024.

In compliance with international standards and statutory obligations, the fixed remunerations for the Members of the Executive Board are determined by taking into consideration the macroeconomic data in the market, current wage policies in the market, the size and long-term goals of the Company, and individual positions as well. Premiums for the Members of the Executive Board are calculated in accordance with the performance of both the Company and individuals.

Benefits provided to senior executives consist of payments related to salary, severance pay, bonuses, private pension contributions, health insurance, life insurance, housing allowances for expatriate personnel, relocation expenses abroad, passenger car rentals, fuel, mobile phone expenses, and other similar costs, as well as provisions for severance pay and other liabilities.

The breakdown of benefits provided to the senior executives of the Company for the accounting periods ending on December 31, 2025 and 2024 is as follows:

(thousand TL)	Dec. 31, 2025	Dec. 31, 2024
Salaries and other short-term benefits	344,187	274,559
Severance pay	1,162	738
Other long-term benefits	6,065	5,311
Total	351,414	280,608

3. R&D Activities

Brisa, the mobility leader of the Turkish tire industry, has been investing in R&D since 1985. Located in the İzmit plant, which was certified in 2017, Brisa is accelerating value-added product development activities at its R&D Centre.

Brisa focuses on innovative production techniques and raw materials that enable it to emerge as a stronger actor in the international arena of R&D. While it contributes to industrial know-how by increasing domestic production, it also adds value to the country's economy by accelerating its exports.

Brisa is also taking strong steps in the field of digitalization. Within this framework, software has been developed that automates technical design processes with artificial intelligence. Thus, development processes have been perfected and accelerated. Besides developing innovative services for its customers to meet future mobility needs, the Company also develops image processing and end-to-end data analysis systems to ensure the highest performance in production processes.

Brisa carries out R&D and technology development operations aimed at electric vehicles, which will shape the future of the automotive industry. Accordingly, manufacturing technologies are being renewed primarily to meet the expectations of vehicle manufacturers from electric vehicle tires.

With all investments and studies, the Company has spent 652.9 million TL during the period of January 1 - December 31, 2025 (January 1 - December 31, 2024: 551.9 million TL). The Company developed 46 new R&D projects and 68 new products as of December 31, 2025.

4. Important Developments in the Reporting Period

a) Subsidiaries and Affiliates

Subsidiaries:

The Company's Subsidiaries as of December 31, 2025, are as follows:

Trade Name	Scope of Activities	Paid-in/ Issued Capital (TL)	Brisa's Share in the Company Capital (%)
Arvento Mobil Sistemler A.Ş.	Vehicle tracking and fleet management systems, object-person tracking systems, boat tracking systems and M2M solutions	7,600,000	88.89

Brisa's share in the Company capital has not changed during the period of January 1 - December 31, 2025 (December 31, 2024: 88.89%).

The Company has no Indirect Subsidiaries as of December 31, 2025 (December 31, 2024: None).

b) Articles of Association Amendment

There was no amendment to Articles of Association during the period.

c) Independent Audit

At the 2024 Ordinary General Assembly meeting dated March 26, 2025, shareholders approved the appointment of DRT Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. (Deloitte) to perform the auditing of the financial reports of the Company in the fiscal period 2025 in line with the regulations of the Turkish Commercial Code No. 6102 and Capital Markets Law No. 6362 and to realize other acts under the coverage of related regulations of the aforementioned Laws and as well as to perform assurance audit to the sustainability report of the Company in the fiscal periods 2024 and 2025 in accordance with the Turkish Commercial Code No. 6102, the relevant provisions of the Decree Law No. 660 and other relevant legislation. The relevant General Assembly resolution was registered on April 3, 2025, and published in the Turkish Trade Registry Gazette of the same date and numbered 11304.

d) Investment Spending

While Brisa continues its activities with the mission of adding value to journeys, it also continues to increase its product capacity, diversity, and quality, and invest in modernization projects focused on sustainability and digitalization.

During the period of January 1 - December 31, 2025, İzmit plant received a total investment of 13.4 million USD, including investments for renovation, modernization and new technology product development.

During the same period, Aksaray plant received a total investment of 27.1 million USD, of which 20.4 million USD was within the scope of incentive certificate. Thus, the total investment made to date for Aksaray plant reached 402.4 million USD.

e) Important Developments in the Reporting Period

The Company's credit rating process, carried out by JCR Eurasia Rating Inc., has been completed on May 26, 2025, and the long-term national issuer credit rating has been confirmed as "AAA (tr)". All the Company's ratings are at "investment-grade" level and as follows: Long-term national issuer credit rating: "AAA (tr) / (negative outlook)"; short-term national issuer credit rating: "J1+ (tr) / (stable outlook)"; long-term international issuer credit rating: "BBB+ / (stable outlook)".

Brisa has been recognized as the industry leader in the Vehicle Equipment Manufacturing and Maintenance category on the Fortune 500 Türkiye 2025 list, which ranks the 500 largest companies in Türkiye. The Company holds the 88th position in the overall ranking.

At the Champions of Export Award Ceremony organized by the Automotive Industry Exporters' Association, Brisa received the Golden Exporter award for the third consecutive year.

According to the results of Turkishtime's Türkiye R&D 500 Survey, Brisa has maintained its leadership in research and development within the tire industry.

In the Capital 500 list, which ranks Türkiye's 500 Largest Private Companies, Brisa has continued to lead the tire sector.

Within the scope of the research conducted in collaboration with Platin magazine and Ipsos, which evaluated companies under the theme of the impact economy, Brisa received the Automotive Sector award in the Platin Global 100 Index.

The completion visa procedures have been finalized for the investment incentive certificate, valid for three years and amounting to 29,631,327 TL, obtained in connection with the solar energy investment at the Aksaray plant, which was publicly announced on March 25, 2024. Accordingly, the Company will continue to benefit from the support elements related to the operating period of the corresponding investment.

The Aksaray plant has been awarded the IATF 16949 certification, which represents the highest quality standards in the automotive industry. IATF 16949 is of critical importance not only for compliance with legal and regulatory requirements, but also for the systematic alignment with the specific quality expectations of automotive manufacturers.

Lassa Revola, Türkiye's first domestic tire compatible with electric and hybrid vehicles, received the Selected Product of the Year award.

Bridgestone's premium winter tire, Blizzak 6, ranked among the top five out of 53 products in the winter tire test conducted by Auto Bild magazine, earning the Test Champion award for its outstanding performance.

In line with its objective of achieving sustainable growth in the North African market under the Lassa brand, Brisa has inaugurated its first retail store in Cairo, the capital of Egypt. The opening was carried out in collaboration with GB Auto, one of the leading companies in Egypt's automotive sector and the long-standing distributor of the brand in the region.

According to the Capital 500 and TİM Golden Exporters' data, Lassa has become the export leader of Türkiye's tire industry.

With the Tire Assurance (Lastik Güvencesi) Campaign, a first in the sector, Brisa provides replacement of Lassa and Bridgestone branded damaged tires with a new one of the same or equivalent size and pattern, free of charge, in the event of irreparable road damage caused by punctures, cuts and impacts, for a one-year period.

Marking a first in its category, Lassa has launched a five-year warranty program for its passenger and 4x4 tire products.

With its comprehensive mobility solutions, Brisa has reached an agreement with Çiftay to provide end-to-end mobility services for a fleet of 1,150 vehicles. The fleet, comprising approximately 950 trucks and 200 construction machines, will be managed by Brisa in terms of new tire supply, retreading, and repair operations. Throughout the entire fleet management process, Brisa's Profleet solutions partnership model will be implemented.

Brisa has entered into a strategic partnership with İkra Lojistik, one of the well-established brands in the international logistics sector, through its dealer Doğan-Gü. Under this agreement, Brisa's Profleet fleet management solutions and digital services will play an active role within İkra Lojistik's extensive operational network.

In line with its product diversification strategy beyond tires, Otopratik expanded its portfolio with Voltedge battery solutions, offered in collaboration with Europe's leading battery manufacturer, Exide.

As part of the cooperation in sustainable mobility, e-JEST, the 100% electric minibus of Karsan, a strong player in the European market, was equipped with Bridgestone Duravis All Season tires.

According to the 2025 results of the international environmental reporting platform Carbon Disclosure Project (CDP), Brisa continued to be on the Global A List in the Climate Change and Water Security categories. With these results, Brisa ranked among the global leaders in Climate Change for the fourth time and in Water Security for the third time.

On August 6, 2025, Brisa published its first Sustainability Report, prepared in compliance with the Turkish Sustainability Reporting Standards, covering the year 2024.

Prioritizing renewable energy in its production processes and utilizing solar power at its facilities through the collaboration with Enerjisa Enerji, Brisa has implemented its second heat pump project—featuring an installed capacity of 4.8 MW—at its İzmit plant, following the successful deployment at its Aksaray plant. This initiative serves as a model for sustainable energy practices.

As part of the Sabancı Youth Mobilization Initiative, Brisa organized a Competitive Programming training session with students from Aksaray University at the Brisa Technology and Impact Center, along with a comprehensive tour of the Aksaray plant.

Brisa has become one of 31 companies participating in the 2025 Target Gender Equality Program, led by the United Nations Global Compact, which promotes equal representation at all levels and equal pay for equal work.

Brisa has been recognized on the Global Inclusion Index 2025, prepared in collaboration with the İnan (Inclusion Awareness Network) Association and Dial Global, with participation from more than 65 countries. Brisa is listed among 11 companies from Türkiye ranked in the top 50 globally.

Brisa achieved a score of 3.15 in the Smart Industry Readiness Index (SIRI) Digital Maturity Assessment, reflecting an advanced level of maturity in its digitalization journey.

Brisa, aiming to enhance its employees' skills and strengthen next-generation competencies in its digital transformation journey, has been featured in Microsoft's global success stories with the Write Your Own Robot Project (Kendi Robotunu Kendin Yaz Projesi).

Brisa has become the first industrial company in Türkiye to be accredited with the ISO 42001 certification, which documents the safe and ethical management of artificial intelligence. This certification is significant as it validates the secure, transparent, and sustainable governance of AI across all processes—from production to customer experience.

According to a global-scale study conducted by the management consulting firm Arthur D. Little, Brisa ranks within the top 10% of its industry for its innovation management practices.

f) Issued Shares and Bonds

In accordance with the Board of Directors decision dated March 13, 2025 and numbered 2025/13, the Company's application to the Capital Markets Board of Türkiye on April 16, 2025 to issue debt securities at once or at multiple times in Turkish Lira in an amount not exceeding 5,000,000,000 TL at various maturities to be sold to qualified investors without any domestic public offering was approved with the Board's resolution dated July 31, 2025 and numbered 43/1359.

As of December 31, 2025, information on issued bonds with ongoing coupon payments is as follows:

ISIN Code	Issue Amount (Nominal, TL)	Issue Date	Maturity	Maturity (Day)	Coupon #	# of Paid Coupon
TRSBRSA52616*	1,000,000,000	30.05.2024	25.05.2026	725	8	6

*Seventh coupon payment was made on February 26, 2026.

**A bond issuance was made on February 17, 2026, amounting to 1,500,000,000 TL, with 730 days term, quarterly coupon payments, with 32.50% yearly simple and 36.68% yearly compound fixed rate, maturity date of 17.02.2028, and with TRSBRSA22817 ISIN code. Through the relevant bond issuance, an interest rate swap was conducted at TLREF+0.70.

In accordance with the Board of Directors decision dated March 13, 2025 and numbered 2025/12, the Company's application to the Capital Markets Board of Türkiye on March 28, 2025 to issue lease certificates domestically in TL to be sold in tenors with limitation to the issuance ceiling of 5,000,000,000 TL (this amount included) by means of sales without public offering through private placement and/or sales to qualified investors at various maturities and under various terms and conditions in the type of management agreement-based lease certificates was approved with the Board's resolution dated May 30, 2025 and numbered 33/1000.

As of December 31, 2025, information on issued lease certificates (sukuk) with ongoing coupon payments is as follows:

ISIN Code	Issue Amount (Nominal, TL)	Issue Date*	Maturity	Maturity (Day)	Coupon #	# of Paid Coupon
TRDKTLM22626**	500,000,000	24.10.2025	04.02.2026	100	1	-
TRDKTLM22634***	500,000,000	12.11.2025	18.02.2026	97	1	-
TRDKTLM32617	500,000,000	16.12.2025	25.03.2026	98	1	-
Total	1,500,000,000					

*It stands for the ending date of sale.

**Coupon and redemption payment was made on February 4, 2026.

***Coupon and redemption payment was made on February 18, 2026.

****A lease certificate issuance was made on January 28, 2026, amounting to 500,000,000 TL, with 91 days term, single coupon payment, with 36.00% yearly simple and 41,19% yearly compound yield rate, maturity date of 30.04.2026, and with TRDKTLM42616 ISIN code.

*****A lease certificate issuance was made on February 3, 2026, amounting to 400,000,000 TL, with 92 days term, single coupon payment, with 36.00% yearly simple and 41,14% yearly compound yield rate, maturity date of 07.05.2026, and with TRDKTLM52623 ISIN code.

g) Internal Audit Activities

Internal audits are carried out to ensure that the Company's operations and services are conducted effectively, reliably, and uninterruptedly, to improve the Company's risk management, control systems and corporate governance practices, to support the Company in its efforts to reach its corporate and economic goals, and to ensure integrity, consistency and reliability of the data obtained from the accounting and financial reporting system.

The existence, functioning and effectiveness of internal audits are ensured through the Audit Committee established within the Board of Directors. The Audit Committee presents its activities and recommendations related to its duties and responsibilities, to the Chairperson of the Board of Directors.

Furthermore, to ensure the robust condition of internal auditing mechanism, the Internal Audit Department operates under the Board of Directors. The Audit Committee meets regularly with the Internal Audit Department to discuss the adequacy of the internal control system and informs the Board of Directors.

Every year, risks related to all processes are reviewed, and the processes to be audited are determined. The Auditing Universe formed within the Company determines the processes that may be audited and ascertains risk score balances depending upon natural risk factors and internal control system conditions. According to this, as of December 31, 2025, 7 business processes consisting of 43 sub-business processes were submitted to the Audit Committee following completion of their audits.

In connection with internal control deficiencies spotted within the framework of Audit Reports, actions taken by Company officials are followed up and the adequacy of those decisions is questioned in the light of risk levels, with results reported to the Audit Committee.

h) Information on Own Shares Repurchased by the Company

During the January 1 - December 31, 2025 accounting period, the Company did not repurchase any of its own shares.

i) Information on Private and Public Audits

Independent audits are carried out on the Company's annual and semi-annual financial statements within the framework of the mandatory regulations issued by the Capital Markets Board with respect to financial reporting and independent audits. During the January 1 – December 31, 2025 accounting period, there was no private audit conducted of the Company.

The Competition Authority has decided to open an investigation against the undertakings operating in the field of tire production and distribution in the automotive sector in accordance with Article 41 of the Act numbered 4054 on the Protection of Competition ("Act") in order to determine whether Article 4 of the Act has been violated. The process has been continuing. During the course of the investigation, in line with the principle of prudence, the Company has set aside a provision of 392 million TL in its financial statements for the fiscal year January 1 - December 31, 2025.

j) Amendments to Legislation, Which May Significantly Affect the Activities of the Corporation

During the January 1 – December 31, 2025 accounting period, there were no amendments to legislation, which may significantly affect the activities of the Company.

On September 19, Communiqué No. 2025/9 on the Implementation of Surveillance in Imports was published in the Official Gazette. Entering into force on October 19, this Communiqué sets forth the procedures and principles regarding the surveillance mechanism to be applied in the importation of new outer rubber tires and inner rubber tubes.

Pursuant to the Communiqué on Amendments to the Communiqué on the Procedures and Principles Regarding the Obligation to Use Winter Tires, which was published in the Official Gazette on October 4 and entered into force on the same date, it has been made mandatory to use winter tires on vehicles engaged in the transportation of passengers and goods on intercity highways during the five-month period between November 15 and April 15 of the following year (prior to the amendment, the winter tire requirement was in effect from December 1 to April 1 of the following year).

k) Information on Lawsuits Filed Against the Company and Their Possible Outcomes That May Affect the Financial Status and Activities of the Company

There is no case that has been filed against the Company and may have an impact on the Company's financial situation and activities.

l) Information on Conflicts of Interest Between the Corporation and Institutions That It Receives Services on Matters Such as Investment Advice and Rating

The utmost care is taken to avoid any situation that may lead to a conflict of interest between the Company and the institutions that provide services such as investment consultancy and rating, and the provisions of the relevant legislation are complied with in the procurement of services in these matters. During the January 1 - December 31, 2025 accounting period, there was no conflict of interest in this regard.

m) Information on Administrative or Judicial Sanctions Imposed on the Company and the Board Members due to Practices in Violation of Legislative Provisions

There is no administrative or judicial sanction imposed on the Company and the Board Members.

A liability lawsuit has been filed by Kardeşler Rot Balans Otomotiv Kaplama Sanayi ve Ticaret Limited Şirketi against the Members of the Board of Directors and the process has been continuing. Although no sanction is expected as a result of the lawsuit, the Company has a directors and officers liability insurance that regulates the issue.

Link to the PDP (KAP) notification for directors and officers liability insurance:
<https://www.kap.org.tr/en/Bildirim/1519306>

n) Information on General Assembly Resolutions

Brisa 2024 Ordinary General Assembly Meeting was held on March 26, 2025. Shareholders representing 88.84% of the shares constituting the capital attended the General Assembly meeting. All disclosures required to be made in accordance with corporate governance principles regarding the General Assembly meeting were made on time and duly. The result of the General Assembly meeting was registered on April 3, 2025 and became legally valid.

In the litigation process regarding the annulment and deferral of execution of all General Assembly resolutions of 2023 Ordinary General Assembly Meeting held on April 19, 2024 by Kardeşler Rot Balans Otomotiv Kaplama Sanayi ve Ticaret Limited Şirketi, the plaintiff's appeal against the interim decision of the court of first instance rejecting the request for the deferral of executions was rejected by the 12. Chamber of Istanbul Regional Court of Appeal on the merits with a final decision. Subsequent to the release of the expert report, at the hearing held on December 17, 2025, İstanbul Anatolia 3. Commercial Court unanimously resolved to separately reject the claims of Kardeşler Rot Balans Otomotiv Kaplama Sanayi ve Ticaret Limited Şirketi for the determination of non-existence, determination of nullity, and annulment of the corresponding resolutions. The legal remedy of appeal is open within two weeks from the notification of the reasoned decision to the parties' attorneys.

On July 4, 2025, our Company was notified that a lawsuit has been filed by Kardeşler Rot Balans Otomotiv Kaplama Sanayi ve Ticaret Limited Şirketi for the annulment and deferral of execution of all the resolutions at the 2024 Ordinary General Assembly meeting held on March 26, 2025. With the interim decision of İstanbul Anatolia 6. Commercial Court, it has been unanimously decided to reject the request of Kardeşler Rot Balans Otomotiv Kaplama Sanayi ve Ticaret Limited Şirketi for the deferral of executions of all the resolutions in accordance with article 449 of the TCC. The plaintiff has appealed against the corresponding interim decision. At the hearing held on January 14, 2026, İstanbul Anatolia 6. Commercial Court resolved that the litigation process in the case filed by Kardeşler Rot Balans Otomotiv Kaplama Sanayi ve Ticaret Limited Şirketi for the annulment and deferral of execution of all the resolutions shall continue with an expert examination and that the next hearing be adjourned to April 15, 2026.

o) Information on the Extraordinary General Assembly

No Extraordinary General Assembly meeting was held during the January 1 - December 31, 2025 accounting period.

p) Information on Donations Made During the Year

Brisa made donations amounting to 4.0 million TL during the January 1 - December 31, 2025 accounting period.

r) Information on the Report Describing the Relationships with Affiliated and Controlling Companies within the Scope of Article 199 of the Turkish Commercial Code

The report describing the relationships with affiliated and controlling companies within the scope of Article 199 of the Turkish Commercial Code was approved by the Company's Board of Directors at the Board of Directors' meeting dated February 27, 2026. The report concludes as follows:

"Pursuant to Article 199 of the Turkish Commercial Code No: 6102, the conditions, price determination method and justifications of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş.'s common and continuous purchase and sale transactions with Hacı Ömer Sabancı Holding A.Ş., Bridgestone Corporation and their subsidiaries and related parties are explained and information is provided on the status of the transactions against market conditions. The

transactions are in line with precedents pursuant to the relevant articles of the Turkish Commercial Code No: 6102 on the controlling company disclosures and there is no loss incurred due to its inclusion in the group of companies.

This report dated February 27, 2026 prepared by the Board of Directors of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş., shows that in all transactions made by Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. with its controlling shareholders and subsidiaries of its controlling shareholders in 2025, all the necessary legal actions and measures have been taken within the scope of the responsibilities specified in Article 199 of the Turkish Commercial Code No: 6102 and assigned to the Board of Directors.”

5. Financial Indicators

a) Financial Indicators

Brisa’s consolidated financial indicators are as follows:

Tire Sales Volume	Jan. 1- Dec. 31, 2025	Jan. 1- Dec. 31, 2024	2025-2024 Change, %
Domestic	120,128	130,721	-8%
Export	69,149	71,652	-3%
Total	189,277	202,373	-6%
Replacement	91,944	98,941	-7%
Original Equipment	28,184	31,780	-11%
<u>Total Domestic</u>	<u>120,128</u>	<u>130,721</u>	-8%
Lassa Export	49,682	50,573	-2%
Bridgestone Export	19,467	21,079	-8%
<u>Total Export</u>	<u>69,149</u>	<u>71,652</u>	-3%
Total	189,277	202,373	-6%
Net Sales (MTL)	Jan. 1- Dec. 31, 2025	Jan. 1- Dec. 31, 2024	2025-2024 Change, %
Domestic	27,687	30,738	-10%
Export	13,661	14,481	-6%
Total	41,348	45,219	-9%

Gross Export* (MUSD)	Jan. 1- Dec. 31, 2025	Jan. 1- Dec. 31, 2024	2025-2024 Change, %
Export	334	316	6%

**In FOB USD.*

Summary Income Statement (MTL)	Jan. 1- Dec. 31, 2025	Jan. 1- Dec. 31, 2024	2025-2024 Change, %
Net Sales	41,348	45,219	-9%
Gross Profit	9,266	10,651	-13%
Operating Profit	3,112	4,400	-29%
Net Profit/Loss	-1,100	1,980	n.m.
Net Profit/Loss (Before One-Offs)	-378	1,932	n.m.
EBITDA*	5,449	7,278	-25%

**EBITDA: Earnings before interest, tax, depreciation & amortization and interest, foreign exchange and derivative financial instruments gain/loss within other operating income and expenses.*

Summary Balance Sheet (MTL)	December 31, 2025	December 31, 2024	2025-2024 Change, %
Cash and Cash Equivalents	8,221	9,136	-10%
Total Assets	52,026	56,477	-8%
Financial Debt	15,718	17,594	-11%
Net Financial Debt	4,524	4,417	2%
Total Equity	23,634	25,718	-8%

Summary Cash Flow (MTL)	Jan. 1- Dec. 31, 2025	Jan. 1- Dec. 31, 2024
Operational Cash Flow	6,754	4,019
Investment Spending	-1,144	-3,162
Free Cash Flow	5,610	857
Dividend Paid*	-967	-1,910

**This amount comprises the 67.5 million TL dividend distributed by Arvento to minority shareholders.*

Liquidity Ratios	December 31, 2025	December 31, 2024
Current Ratio	1.05	1.22
Acid Test Ratio	0.79	0.94
Financial Growth Ratios	December 31, 2025	December 31, 2024
Net Debt/EBITDA	0.83	0.61
Total Liabilities/Equity	1.20	1.20
Total Liabilities/Assets	0.55	0.54
Total Equity/Assets	0.45	0.46
Operational & Profitability Ratios	Jan. 1- Dec. 31, 2025	Jan. 1- Dec. 31, 2024
Gross Profit Margin	22.41%	23.55%
EBITDA Margin	13.18%	16.09%
Net Profit/Loss Margin	-2.66%	4.38%
Net Profit/Loss (Before One-Offs) Margin	-0.91%	4.27%

b) Evaluation of Activities in the Reporting Period

In 2024, the Turkish automotive market (passenger cars and light commercial vehicles) reached a record level with 1.2 million new vehicle sales. In 2025, the market grew by 10.5% compared to the previous year, achieving a new record with 1.4 million units sold. Passenger car sales increased by 10.6%, while light commercial vehicle sales rose by 9.97%.

In 2025, the Turkish Replacement and Original Equipment (OE) tire market contracted by 5% compared to the previous year. Within the Replacement market, passenger car and light commercial vehicle tire sales declined by 9%, while the heavy commercial vehicle tire market shrank by 7%. In contrast, the OE tire market recorded a 14% increase in passenger car and light commercial vehicle tire sales, while heavy commercial vehicle tire sales decreased by 7%.

According to Global Data's Q4 2025 report, the Turkish Replacement and OE tire market is expected to grow by approximately 4% in 2026.

Against this backdrop, Brisa maintained its position in the Replacement tire market despite the contraction, supported by its Bridgestone, Lassa, and Dayton brands and innovative solutions. In 2025, the Company continued its operations with health and safety as a priority, focusing on evolving customer and market needs, and enriching its services beyond tires.

According to Global Data's Q4 2025 report, global passenger car and light commercial vehicle sales grew by 3% compared to 2024, with the highest growth of 8.5% recorded in China. Growth was observed across all regions except Eastern Europe.

In 2025, the global tire market performed above the previous year, with Replacement and OE tire sales increasing by 1.5% y/y.

As a result of these developments, Lassa increased its sales in Central Europe, Western Europe, and North Africa by 2% in 2025 compared to the previous year. During this period, Lassa achieved market share growth in 17 countries, outpacing the market. In Europe, market share gains were recorded in Germany, Italy, Greece, Portugal, Spain, Austria, Serbia, Kosovo, Romania, Montenegro, and Macedonia. Outside Europe, Egypt, Libya, Lebanon, Ukraine, Belarus, and Kazakhstan achieved market share growth compared to the previous year.

Brisa's production volume and capacity utilization ratio during the January 1 - December 31, 2025 period registered as follows:

	Jan. 1- Dec. 31, 2025	Jan. 1- Dec. 31, 2024	2025-2024 Change, %
Production Volume (Unit)	13,809,711	14,339,123	-4%
Production Volume (Tonnage)	188,563	197,673	-5%
İzmit Capacity Utilization Ratio	84.0%	92.2%	-8%
Aksaray Capacity Utilization Ratio	100.0%	97.0%	3%

*Annual production capacity of İzmit and Aksaray plants stands at 11 million and 3.8 million units, respectively.

Brisa manufactures tires that meet international safety and quality standards for automobiles, light commercial vehicles, buses, trucks, agricultural and construction machinery with its brands Bridgestone, Lassa, and Dayton. In addition to manufacturing tires, the Company also imports Firestone brand agricultural equipment tires and Kinesis brand solid tires for forklifts and offers to the market. Furthermore, the Bandag brand as well as the local Veloxia brand lead the way in the tire retreading segment.

Arvento, which set out with the vision of developing accessible technological products in the field of fleet telematics, stands out in the new era with its new generation products in the field of mobile camera/telematics solutions, object tracking systems and vehicle tracking systems, and products that offer much more comprehensive operation management. Arvento develops and manufactures the most commonly used products in today's IoT world and sets itself apart with mobility solutions that accelerate the digitalization journey of organizations. Following the merger with Brisa, Arvento continues to work with Brisa to develop brand new solutions integrating Brisa's tires and service network with its own fleet management platform. During the January 1 - December 31, 2025 period, Arvento's total number of devices surpassed 1.6 million, while its total number of active devices surpassed 840 thousand. Arvento recently launched two mobile applications - Rotawatt (a shared charging platform for electric vehicles - reached over 15,000 users and facilitated energy transfers exceeding 890,000 kWh in more than 1,600 sockets) and Arvento Connect (designed to monitor key vehicle functions) - which are expected to yield measurable value contribution in the near future.

Brisa continued to proceed with its mobility transformation during the last quarter of 2025 as well. As of December 31, 2025, the Company provides services at 120 Otopratik (excluding Midi and Maxi) locations and 20 Propratik locations, while the number of e-charging stations was at 60, and the number of Pratik service points providing EV and hybrid vehicle maintenance servicing was at 55. The number of Otopratik Midi and Otopratik Maxi service

points was realized at 16 and 1 respectively during the same period. Furthermore, a total of 62 service points (38 Otopratik, 8 Propratik, and 16 Arvento service points) provided certified UTTS (National Vehicle Identification System) installation service.

Total sales volume in tonnage decreased by 6% y/y in 2025 due to the significant contraction in commercial market (Brisa commercial sales underperformed the Replacement and OE markets).

Despite the positive sales mix impact, with the decrease in sales volume and price increases in domestic and global markets remaining below inflation, sales revenue registered as 41.3 billion TL with a 9% y/y decline. Cost of sales decreased by 7% y/y in the period, driven by the increased efficiency in production along with the controlled outlook in raw material and energy costs. This in turn, resulted in a gross profit of 9.3 billion TL and a gross profit margin of 22.4%. Impact of gross profitability, improvement in sales mix driven by the focus on products with higher margin, and favorable outlook in operational expenses due to increased efficiency and tight cost management policy also reflected on the EBITDA level, as EBITDA registered as 5.4 billion TL and EBITDA margin registered as 13.2% in the period.

At the net profit level, a significant adverse impact of deferred tax (-288 MTL) was recognized, stemming from the recent amendment in tax legislation regarding the cancellation of inflation accounting in legal records.

On the other hand, focused and agile financial management continued throughout the year. The controlled outlook in financing expenses helped mitigate the adverse impact of deferred tax. As a result of these developments, the year 2025 was closed with a net loss of 1.1 billion TL (excluding the negative impact of deferred tax and other one-off income/expenses, the fourth quarter would have recorded a net profit, and the year would have ended with a net loss of 378 million TL).

Cash flow improved significantly in 2025; driven particularly by strong cash generation in the fourth quarter and forward-looking, disciplined capital expenditures, the Company generated 6.8 billion TL in operating cash flow and 5.6 billion TL in free cash flow.

Net debt stood at 4.5 billion TL in 2025, with a Net Debt/EBITDA ratio of 0.83x. The reduction in leverage was mainly attributable to strong cash generation in the final quarter and the agile financial management applied throughout the year (low-cost financing & proactive hedging).

c) Profit Distribution Policy and Profit Distribution

The profit distribution policy of Brisa, which was approved at the Ordinary General Assembly meeting dated March 21, 2014, is determined within the framework of the provisions of the Turkish Commercial Code, the capital market legislation, other relevant legislation, the article on dividend distribution in the Articles of Association and in line with Brisa's medium- and long-term strategies, investment, and financial plans. The policy is formulated in such a way that considers the national economy and that of the sector while maintaining a balance between shareholder expectations and the needs of Brisa.

The amount of profit to be distributed is determined by the General Assembly; however, the general principle adopted is to pay 30% of distributable profit to shareholders in the form of cash. Brisa does not distribute dividend advances.

The Company adopts the principle of paying dividends equally and as soon as possible to each share, regardless of their date of issue and acquisition, within legal time limits. Dividends shall be paid to shareholders following the approval of the General Assembly and on the date set by the General Assembly.

The General Assembly may transfer net profit entirely or partially to the extraordinary reserves. If Brisa's Board of Directors proposes the General Assembly not to distribute the profit, the

reasoning behind this and the planned use of the undistributed profits is disclosed to the shareholders during the General Assembly meeting.

The profit distribution policy is submitted for approval of shareholders at the General Assembly meeting. This policy is reviewed every year by the Board of Directors, taking into consideration any setback in the national and global economic conditions as well as the current situation of ongoing projects and funds. Any amendments to this policy are submitted for approval of the shareholders at the next General Assembly meeting following the amendments and disclosed to the public via the website.

The profit distribution policy and profit distribution proposal are available in the Annual Report and Public Disclosure Platform (PDP), shared with shareholders at the General Assembly meeting, and publicly announced via the Investor Relations page on the website:

https://www.brisa.com.tr/uploads/docs/Profit_Distribution_Policy.pdf

At the General Assembly held on March 26, 2025, the operating results for the year 2024 and the dividend distribution proposal were approved, and it was decided the cash dividend exercise date to start on March 28, 2025 and to distribute a gross dividend of 649,776,897.00 TL to the shareholders representing the Company's capital at the gross rate of 212.96% and 106,749,081.80 TL to the privileged shareholders as usufruct in cash from the Net Distributable Period Profit of 1,518,775,313.00 TL. It was decided to set aside 74,127,013.51 TL from the Net Distributable Period Profit as Secondary Legal Reserves and 688,122,320.70 TL as Extraordinary Reserves.

6. Risks and Governing Body's Evaluation

At Brisa, Corporate Risk Management is a mechanism that operates in an integrated manner with the strategic planning process, encompassing all employees starting from the Board of Directors. Its objective is to identify, measure, and manage risks that may hinder the achievement of the Company's short- and long-term strategic goals, within the risk tolerances determined by management, thereby creating value for the Company and its stakeholders. This process is designed in a hierarchical structure, extending from senior management to committees, risk department, risk owners, and employees.

Early Identification of Risk Committee has been established upon the resolution of Brisa Board of Directors dated August 2, 2013 and numbered 2013/13. The Committee was commissioned and authorized by Turkish Commercial Code numbered 6102 and by Article 378 thereof, as well as Capital Markets Board's Corporate Governance Communiqué. Details regarding the Committee are provided in the section titled Corporate Governance and Sustainability Principles Compliance.

7. Other Considerations

a) Events After the Reporting Period

None.

8. Corporate Governance and Sustainability Principles Compliance

Section I - Statement of Compliance with Corporate Governance Principles

1. Corporate Governance Approach

As one of the pioneering and leading companies in Turkish industry, Brisa is fully aware of its responsibilities toward its stakeholders. In line with the Corporate Governance Principles issued by the Capital Markets Board of Türkiye, Brisa has adopted compliance with the four fundamental principles of Corporate Governance—Transparency, Fairness, Responsibility, and Accountability—as a core commitment. The Company also regards it as a principle to implement necessary adjustments in response to evolving circumstances. Accordingly, during the fiscal year January 1 - December 31, 2025, Brisa complied with and implemented the

Corporate Governance Principles set forth in the Communiqué on Corporate Governance No. II-17.1, which was published in the Official Gazette dated January 3, 2014, No. 28871, and entered into force by the Capital Markets Board of Türkiye.

Brisa has taken the necessary steps in line with these principles and, through its activities to date and its unwavering commitment to compliance, has demonstrated its awareness of its responsibilities toward all shareholders and stakeholders. Recognizing the benefits that the adoption of Corporate Governance Principles brings to the Company, Brisa—together with its employees and senior management—has set the further enhancement of compliance as a strategic objective. The Company has exercised due diligence in adhering to both mandatory and non-mandatory provisions of the Principles and has disclosed detailed information on these matters to shareholders and stakeholders via the Public Disclosure Platform (<https://www.kap.org.tr/>) and the Company’s corporate website.

2. Compliance with Corporate Governance Principles

Brisa firmly believes in the importance of full compliance with Corporate Governance Principles. As required by the Communiqué on Corporate Governance No. II-17.1 (the “Communiqué”) issued by the Capital Markets Board of Türkiye—the regulatory authority responsible for overseeing and supervising corporate governance practices in our country—Brisa has achieved full compliance, without exception, with all 24 mandatory principles applicable to publicly traded companies whose shares are listed on the stock exchange.

In addition, Brisa has ensured full compliance with 55 of the 73 non-mandatory principles, partial compliance with 10, and non-compliance with 2. As of 2025, no activities falling within the scope of the remaining 6 principles were undertaken; therefore, these principles were deemed not applicable and compliance could not be assessed.

Accordingly, Brisa’s compliance status with the Corporate Governance Principles in 2025 was realized as 81.4% full compliance, 10.3% partial compliance, 2.1% non-compliance, and 6.2% not applicable. Importantly, the principles with which compliance has not yet been achieved have not resulted in any conflict of interest among stakeholders. Brisa remains committed to safeguarding the interests of all stakeholders—particularly its shareholders—and continues to pursue improvements in compliance with the remaining principles.

Brisa’s compliance status with Corporate Governance Principles in 2025 is summarized in the table below:

Status	Full Compliance	Partial Compliance	Non-Compliance	Not Applicable
Mandatory	24	-	-	-
Non-Mandatory	55	10	2	6
Total	79	10	2	6

Due to practical challenges in implementation, ongoing discussions both internationally and domestically regarding certain principles, and the possibility that full compliance may not always align with the interests of Brisa and its stakeholders, full adherence to the non-mandatory principles could not be achieved in 2025. Nevertheless, thanks to Brisa’s strong commitment to and emphasis on corporate governance, developments in this area are closely monitored, and efforts to achieve full compliance with these principles continue at full pace.

In accordance with the Capital Markets Board of Türkiye’s Resolution No. 2/49 dated January 10, 2019, the Corporate Governance Compliance Report and the Corporate Governance Information Form for the fiscal year 2025—prepared by the Company and approved by the Board of Directors—were published on February 27, 2026, on the Public Disclosure Platform (<https://www.kap.org.tr/>).

2.1. The partially complied principles are summarized below with the reasons for not achieving full compliance:

1.7.1: The transfer of the registered shares owned by the controlling shareholders, Hacı Ömer Sabancı Holding A.Ş. and Bridgestone Corporation, is subject to certain restrictions, as detailed in Article 31 of the Company's Articles of Association. There are no provisions in the Articles of Association that restrict the share transfers of other shareholders.

3.1.2: Brisa has consistently prioritized safeguarding the rights of all stakeholders and sustaining its value-creation-focused business model. Although the Company does not have a written compensation policy for employees, no legal claims have been encountered in this regard.

3.2.1: Employee participation in management is ensured through periodic internal meetings, annual target-setting processes, and performance evaluation meetings. In addition, the 360-degree feedback mechanism enables employees to provide feedback to management and colleagues, with the outcomes assessed during various management meetings to develop action plans for necessary improvements.

3.2.2: Although surveys or consultation mechanisms are not systematically used to gather the views of all stakeholders, research studies are conducted particularly to evaluate Company perception among employees and customers. Moreover, communication channels remain open to all stakeholders, including suppliers and business partners.

4.3.9: While there is currently no implementation regarding the recommendation to set a target ratio and timeline for female representation on the Board of Directors—provided that the ratio does not fall below 25%—the Company remains committed to demonstrating maximum diligence in future planning to achieve this objective.

4.4.5: Detailing and formalizing the relevant procedures is included in future plans. Matters concerning the Meetings and Resolutions of the Board of Directors are governed under Article 13 of the Articles of Association.

4.4.7: The Company ensures that Board Members devote sufficient time to Company affairs and avoid activities outside the Company that may result in a conflict of interest. However, external roles undertaken by Board Members are not subject to written limitations.

4.5.5: While committee memberships are assigned with due consideration of the expertise and experience of independent members, the limited number of Independent Board Members and the obligations stipulated under capital markets regulations may result in members serving on more than one committee.

4.6.1: Preparing a Board-level performance evaluation policy is included in future plans.

4.6.5: The remunerations of the members of the Board of Directors are disclosed individually as they are decided by the General Assembly, while the total remunerations provided for the executives are disclosed to public in the notes to the financial statements. Compensations for the executives have been made in accordance with wage policies taking into account performance criteria. Since this information is personal information, it was not announced on individual basis.

2.2. The principles that have not been complied with are summarized below, with the reasons for not achieving full compliance:

1.3.11: The General Assembly meeting was attended by the Board Members, the Company Auditor, CEO, CFO, and the personnel responsible for the preparation of the General Assembly. However, no stakeholders or media representatives, other than shareholders, were present.

1.5.2: Minority rights are determined in accordance with the relevant legislation, and there is no specific provision in the Articles of Association that extends minority rights beyond the statutory requirements.

2.3. The principles considered not applicable since no activities falling within the scope of these principles were performed in 2025, together with the reasons, are as follows:

1.2.1: No special audit was conducted during the year.

1.3.7: There were no transactions subject to disclosure.

1.4.3: The Company does not have any cross-ownership with any company; in case such cross-ownership provides management control.

1.6.3: The Company distributed dividends in 2025.

4.4.3: Full attendance was ensured at the meetings.

4.5.7: No external consultancy services were procured by the Committees in 2025.

3. Investor Relations Department

Brisa demonstrates the utmost diligence in ensuring that all information and developments of material significance, which may influence investment decisions, are disclosed transparently, promptly, accurately, fully, directly, comprehensibly, adequately, and in a consistent manner to all market participants simultaneously, in line with regulatory requirements. To this end, Brisa regularly updates both the Public Disclosure Platform (KAP) and the Investor Relations webpage (<https://www.brisa.com.tr/en/investor-relations/>).

Our Company has an Investor Relations Department responsible for maintaining regular communication with current and potential shareholders, safeguarding and facilitating the exercise of shareholder rights, enhancing the Company's visibility and recognition in the capital markets, and ensuring compliance with capital market regulations.

At Brisa, the Investor Relations Department operates under the supervision of Chief Financial Officer, Neslihan Döngel Özlem. The fulfillment of the Company's obligations arising from capital market regulations and the coordination of corporate governance practices are overseen by Elif Küçükçobanoğlu, who holds a Capital Market Activities Level 3 License (License No: 202523) and a Corporate Governance Rating License (License No: 702172). She also serves as the Head of Investor Relations and member of the Corporate Governance Committee.

Contact information of Investor Relations Department is provided below:

Contact People			
Name-Surname	Position	Phone	E-mail
Neslihan Döngel Özlem	Chief Financial Officer	+90 262 316 57 00	investorrelations@brisa.com.tr
Elif Küçükçobanoğlu	Investor Relations Manager	+90 216 547 34 03	investorrelations@brisa.com.tr

The Investor Relations Department is responsible for facilitating the exercise of shareholder rights, reporting to the Board of Directors, and ensuring communication between the Board and shareholders. Main activities carried out during the period are summarized below:

- Ensured that correspondence with investors and records of other information and documents were maintained accurately, securely, and up to date; coordinated transactions with the Capital Markets Board, Borsa İstanbul, and the Central Securities Depository & Trade Repository of Türkiye.

- Responded clearly and transparently to information requests received during the period regarding the Company, excluding undisclosed, confidential, and information of trade secret nature, in line with the Company’s Disclosure Policy, either in person or through communication channels.
- Ensured that the Ordinary General Assembly meeting was conducted in compliance with applicable legislation, the Articles of Association, and other internal regulations.
- Developed practices to facilitate shareholder participation in the General Assembly and strengthen communication during the meeting; prepared documents for shareholders’ use at the General Assembly; continuously updated the corporate website to provide uninterrupted and transparent access to Company information.
- Oversaw and monitored compliance with capital market regulations, including all matters related to corporate governance and public disclosure; coordinated communication with the public in addition to mandatory disclosures; held meetings with investors and analysts; participated in conferences and roadshows organized by brokerage firms.

In 2025, the activities carried out to convey comprehensive information about the Company’s operations to investors have been summarized as follows:

- Number of teleconferences held: 4
- Number of presentations prepared on financial results: 4
- Number of financial press releases issued: 4
- Number of domestic and international roadshows and conferences attended: 3*
- Number of meetings with domestic & international analysts and portfolio managers: 41
- Number of analysts and portfolio managers engaged: 88**

*The Company participated in Sabancı Day organized by Sabancı Holding in Istanbul and also organized Analyst & Investor Day teleconference.

**Repeated meetings with the same analysts and portfolio managers are excluded.

The Investor Relations Department, which reports directly to the Chief Financial Officer and ensures communication between shareholders and investors, prepared a report on its activities during the 2025 fiscal year in accordance with Article 11 of the Capital Markets Board Communiqué on Corporate Governance (II-17.1) and submitted it to the Board of Directors on February 26, 2026.

In 2025, the Company published 48 material event disclosures via the Public Disclosure Platform (KAP) in line with Capital Markets Board regulations. These disclosures were made in a timely, accurate, complete, direct, comprehensible, and sufficient manner to assist stakeholders in their decision-making, and no sanctions were imposed by the Capital Markets Board or Borsa İstanbul.

In accordance with the Communiqué on Keeping Commercial Books Not Related to the Accounting of the Business in Electronic Form published in the Official Gazette dated February 14, 2025 and numbered 32813 and the amending Communiqué published on September 20, 2025 and numbered 33023, as well as the Board of Directors’ resolution dated December 2, 2025 and numbered 2025/32, the closing of the Company’s Share Ledger and General Assembly Meeting and Negotiation Books was completed, and the necessary procedures were carried out within the Electronic Commercial Ledger System. As of December 31, 2025, the transition to the Electronic Commercial Ledger System was finalized.

Section II - Board of Directors

2.1. Structure and Composition of the Board of Directors

The Company’s Board of Directors oversees the Company’s activities to ensure compliance with applicable legislation, the Articles of Association, internal regulations, and established policies. Through the strategic decisions it adopts, the Board manages and represents the Company by taking into account its risk, growth, and return profile, and by safeguarding the Company’s long-term interests.

The Company is managed and represented by a Board of Directors consisting of 11 Members elected by the General Assembly in accordance with the provisions of the Turkish Commercial Code and the Articles of Association.

The minimum qualifications required for Board Members are not specified in the Articles of Association; however, the characteristics expected of the Company's Board Members are consistent with the relevant provisions set out in the Capital Markets Board's Corporate Governance Principles. Two of the Board Members have been selected from among candidates who meet the independence criteria defined in the Corporate Governance Principles and related regulations of the Capital Markets Board. Independence statements of the Independent Board Members were obtained prior to their appointment and remain valid. As of the reporting period, there are no circumstances that would impair their independence.

Board Members have been granted the right to engage in transactions pursuant to Articles 395 and 396 of the Turkish Commercial Code through the resolution of the General Assembly.

Board Members are elected for a term of up to three years. Members whose term expires may be re-elected. In the event of a vacancy for any reason, the Board of Directors appoints a new Member to fill the vacant seat and submits this appointment for the approval of the General Assembly at its first meeting. The newly appointed Member completes the remaining term of their predecessor.

The Board of Directors consists of both executive and non-executive members. In line with the Corporate Governance Principles, the majority of the Board Members are non-executive.

As of December 31, 2025, classification of the Company's Board Members as executive / non-executive and as independent / non-independent is summarized in the table below:

Name-Surname	Whether Executive Director or Not	Title
Burak Turgut Orhun***	Executive	Chairperson of the Board
Tomio Fukuzumi	Executive	Vice-Chairperson of the Board
Mustafa Bayraktar	Non-Executive	Board Member
Gökhan Eyigün**	Non-Executive	Board Member
Jacques Johannes Fourie*	Non-Executive	Board Member
Jerome Freddy Pierre Boulet	Non-Executive	Board Member
Arianna Antonella*	Non-Executive	Board Member
Haluk Kürkçü****	Executive/CEO	Board Member
Sakine Şebnem Önder	Non-Executive	Board Member
Ahmet Erdem	Non-Executive	Independent Board Member
Fatma Dilek Yardım	Non-Executive	Independent Board Member

*At the 2024 Ordinary General Assembly Meeting held on March 26, 2025, appointments of Arianna Antonella and Jacques Johannes Fourie as Board Members to serve for the remaining period from their predecessors in accordance with Article 12 of the Company's Article of Association and Article 363 of the Turkish Commercial Code were approved by the majority of votes.

**In accordance with the Board of Directors decision dated March 31, 2025 and numbered 2025/17, effective from April 1, 2025, it has been resolved to accept resignation of Board Member Haluk Dinçer and to appoint Gökhan Eyigün as Board Member to be submitted to the approval of the first General Assembly to be held in accordance with the article 363 of the Turkish Commercial Code and as a result of resignation of Haluk Dinçer, to assign Gökhan Eyigün as the Member of the Corporate Governance Committee.

***In accordance with the Board of Directors decision dated April 30, 2025 and numbered 2025/19, it has been unanimously resolved that the resignation of Ahmed Cevdet Alemdar is accepted and Burak Turgut Orhun is appointed as Board Member to be submitted to the approval of the first General Assembly to be held and that in accordance with Article 366 of the Turkish Commercial Code, the assignment of duties of the Board of Directors to serve until the date of 19.04.2027 shall be as follows, Burak Turgut Orhun as Chairperson and Tomio Fukuzumi as Vice Chairperson.

***In accordance with the Board of Directors decision dated November 14, 2025 and numbered 2025/30, it has been unanimously resolved that as of January 1, 2026, the resignation of our Company's CEO, Haluk Kürkçü, is accepted and Vecih Yılmaz is appointed as the CEO of the Company and as of January 1, 2026, the resignation of Haluk Kürkçü from the duty of Board Membership is accepted and Vecih Yılmaz is appointed to the vacant Board Membership to be submitted to the approval of the first General Assembly to be held in accordance with Article 363 of the Commercial Code.

No restrictions have been imposed on the assumption of duties or positions outside the Company by the Members of the Board of Directors. During 2025, the Company's Board Members did not conduct any transactions with the Company nor did they engage in any initiatives that would compete with the Company's business activities.

The resumes of the Members of the Board of Directors, along with their external positions, are available on the Company's website.

Statement of Independence

I hereby declare that I am a candidate to serve as an "independent member" on the Board of Directors of **Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş.** ("Company") under related regulations, Articles of Association of the Company and the criteria stated in the Corporate Governance Principles as set forth by the Capital Markets Board ("CMB")'s Communiqué on Corporate Governance.

In this regard, I declare and confirm that:

a) In the last five years, I myself, my spouse or my up to the second degree blood or affinity relatives are not or have not been; employed by as a key management personnel with significant duties and responsibilities; have not had ordinary or privileged shareholding exceeding 5% either jointly or solely by myself; or have not been involved in any material business dealings with the Company, its subsidiaries and affiliates, or shareholders with management control of the Company or having material effect over the Company and all entities controlled by those shareholders,

b) In the last five years, I have not been employed by as an executive having significant duties and responsibilities or have not been a member of the board or have not been a shareholder (with 5% stake or more) of an entity which has had a contractual relationship with the Company for purchase or sale of goods or services such as audit (including tax audit, legal audit, and internal audit) credit rating or consulting services during the terms in which the goods or services were provided,

c) I have relevant skills, knowledge and expertise in order to duly fulfill my duties as an independent board member,

d) I do not work/will not be working full-time at public institutions and organisations, except for the faculty membership provided that it is in compliance with the relevant legislation,

e) I am residing in Turkey in accordance with the Income Tax Law No. 193 dated 31/12/1960,

f) I am capable to contribute positively to the operations of the Company, to maintain my objectivity in conflicts of interests between the Company and the shareholders, to have strong ethical standards, professional reputation and experience to freely take decisions by considering the rights of the stakeholders,

g) I will dedicate enough time to follow up the activities of the Company and for the duly fulfillment of my responsibilities,

h) I have not served as a member of the Board of the Company for more than six years within last ten years,

i) I am not registered in the name of any legal entity elected as a Board member,

j) I am not/will not be an independent board member in more than three of the corporations controlled by the Company or its controlling shareholders, and in more than five corporations listed on Borsa İstanbul in total.

I hereby acknowledge to the General Assembly, the Board of Directors, the shareholders and all other stakeholders of the Company that the above statements are true and correct to the best of my knowledge.

(Signature)

Name/Surname: Ahmet Erdem

Date: 06.02.2024

Statement of Independence

I hereby declare that I am a candidate to serve as an "independent member" on the Board of Directors of **Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş.** ("Company") under related regulations, Articles of Association of the Company and the criteria stated in the Corporate Governance Principles as set forth by the Capital Markets Board ("CMB")'s Communiqué on Corporate Governance.

In this regard, I declare and confirm that:

a) In the last five years, I myself, my spouse or my up to the second degree blood or affinity relatives are not or have not been; employed by as a key management personnel with significant duties and responsibilities; have not had ordinary or privileged shareholding exceeding 5% either jointly or solely by myself; or have not been involved in any material business dealings with the Company, its subsidiaries and affiliates, or shareholders with management control of the Company or having material effect over the Company and all entities controlled by those shareholders,

b) In the last five years, I have not been employed by as an executive having significant duties and responsibilities or have not been a member of the board or have not been a shareholder (with 5% stake or more) of an entity which has had a contractual relationship with the Company for purchase or sale of goods or services such as audit (including tax audit, legal audit, and internal audit) credit rating or consulting services during the terms in which the goods or services were provided,

c) I have relevant skills, knowledge and expertise in order to duly fulfill my duties as an independent board member,

d) I do not work/will not be working full-time at public institutions and organisations, except for the faculty membership provided that it is in compliance with the relevant legislation,

e) I am residing in Turkey in accordance with the Income Tax Law No. 193 dated 31/12/1960,

f) I am capable to contribute positively to the operations of the Company, to maintain my objectivity in conflicts of interests between the Company and the shareholders, to have strong ethical standards, professional reputation and experience to freely take decisions by considering the rights of the stakeholders,

g) I will dedicate enough time to follow up the activities of the Company and for the duly fulfillment of my responsibilities,

h) I have not served as a member of the Board of the Company for more than six years within last ten years,

i) I am not registered in the name of any legal entity elected as a Board member,

j) I am not/will not be an independent board member in more than three of the corporations controlled by the Company or its controlling shareholders, and in more than five corporations listed on Borsa İstanbul in total.

I hereby acknowledge to the General Assembly, the Board of Directors, the shareholders and all other stakeholders of the Company that the above statements are true and correct to the best of my knowledge.

(Signature)

Name/Surname: Fatma Dilek Yardım

Date: 30.01.2024

2.2. Operating Principles of the Board of Directors

As stipulated in the Company's Articles of Association, the Board of Directors convenes at least once during each calendar quarter and additionally as required by the Company's business, upon the call of the Chair or Vice Chair. Meetings of the Board of Directors may be held either within Türkiye or abroad, provided that members are present. Board members diligently attend meetings and actively contribute to discussions.

The agenda of Board meetings is determined by the Chair of the Board following consultations with current Board members and the CEO. Meeting invitations, including the agenda, are sent at least 10 days prior to the meeting date via email, registered mail, or signed fax. In urgent cases, this procedure may be waived; however, in such instances, the participation of at least 8 Board members is required for the meeting to be valid. The meeting date may also be set by a resolution of the Board. Should the Chair or Vice Chair fail to convene the Board upon a written request from a member, the members themselves are entitled to call the meeting. Unless a member requests deliberation, Board resolutions may also be adopted in writing pursuant to Article 390(4) of the Turkish Commercial Code, provided that a written proposal is submitted to all members and at least 8 members, including 7 in addition to the proposer, provide their written approval.

In accordance with the Turkish Commercial Code, Board meetings may be conducted entirely electronically or in a hybrid format, with some members attending physically and others participating electronically.

During 2025, the Board of Directors held 4 in-person meetings and adopted 33 resolutions electronically, in line with the provisions of the Turkish Commercial Code and the Articles of Association. Attendance by Board members was recorded at 100%. Resolutions were passed unanimously, in compliance with Corporate Governance Principles.

Each Board member holds one vote. In accordance with the Articles of Association, resolutions require the affirmative vote of at least 8 out of 11 members to be valid. No member has been granted weighted voting rights.

In 2025, no dissenting opinions were expressed against Board resolutions, and no questions were raised by members requiring inclusion in the minutes.

Furthermore, there were no Board resolutions concerning related-party transactions or material transactions that were rejected by independent members and subsequently referred to the General Assembly for approval.

The management rights and representation authorities of the Board of Directors are defined in the Company's Articles of Association.

2.3. The Number, Structure, and Independence of the Committees Formed within the Board of Directors

In order to ensure the effective fulfillment of the duties and responsibilities of the Board of Directors, and in line with capital markets legislation, Capital Markets Board (CMB) regulations, and Corporate Governance Principles, the Audit Committee, the Corporate Governance Committee, and the Early Identification of Risk Committee have been established. Furthermore, the responsibilities of the Nomination Committee and the Remuneration Committee, as set forth in Article 4.5.1 of the Communiqué, have been assumed by the Corporate Governance Committee.

Decisions arising from the independent work of these committees are submitted to the Board of Directors as recommendations, with final decisions taken by the Board.

Brisa has structured its Board of Directors in accordance with the Corporate Governance Communiqué. While particular attention is paid to the recommendation in Article 4.5.5 of the

Communiqué that a Board member should not serve on more than one committee, due to the number of Board members, the requirements of committee structures, and the expertise demanded by committee membership, certain Board Members may serve on more than one committee.

No conflicts of interest occurred within the committees during 2025.

Information regarding the committees established under the Board of Directors is provided below:

Audit Committee

The Audit Committee was established upon the resolution of the Board of Directors dated March 21, 2003, in accordance with article 28/A added by the Communiqué with Serial: X and No. 19 to the Independent Audit in Capital Market Communiqué with Serial: X and No. 16 of Capital Markets Board. The responsibilities of the Audit Committee include informing the Board of Directors of the corporate accounting system, financial reporting, financial information released to the public, the activities of the internal audit department, the functions and activities of the internal control system and independent audit; supporting the Company's compliance with Capital Markets Board legislation as well as other relevant legislations and laws, Corporate Governance Principles and Code of Business Conduct; and monitoring all relevant processes on these issues.

As of December 31, 2025, Members of the Audit Committee are as follows:

Name-Surname	Title	Nature of Board Membership
Fatma Dilek Yardım	Chairperson	Independent Board Member
Ahmet Erdem	Member	Independent Board Member

The Audit Committee is composed of members who have no direct executive functions, carry the title of Independent Member on the Board of Directors, and have sufficient knowledge and expertise in financial matters. The Chairperson and Member of the Audit Committee are appointed by the Board of Directors. The Internal Audit Department acts as the Reporter of the Audit Committee. Funds and any other support necessary for the functioning of the Committee are provided by the Board of Directors.

The Committee convenes every three months at least, which means at least four times a year, and records the conclusions of the meeting in minutes later to be reported to the Board of Directors. The Committee generally reviews the works of the Internal Audit Department and Independent Auditing Firm, audits financial statements, and examines any violation of business conduct and code of behavior in these meetings. The Audit Committee convened 8 times (4 meetings were on internal audit findings) and submitted 10 reports to the Board of Directors (including reporting of internal audit results, recommending the independent audit company to the Board of Directors, and submitting the TSRS-Compliant Sustainability Report for the year 2024 to the Board of Directors' approval) during the January 1 - December 31, 2025 accounting period.

Corporate Governance Committee

Corporate Governance Committee was established in accordance with the Capital Markets Board's Corporate Governance Communiqué with an attempt to follow the Company's compliance with corporate governance principles, to make improvements in the process, and make suggestions to the Board of Directors. The Committee has been established and its Internal Regulation has been approved by the Board resolution dated April 30, 2012 and numbered 600. Early Identification of Risk Committee was separated from the Corporate Governance Committee by the Board resolution dated August 2, 2013 and numbered 2013/13, which necessitated revisions to be made on the Internal Regulation in question.

The most current amendment to the Internal Regulation was by the Board resolution dated March 25, 2024 and numbered 2024/10, determining the number of Committee members (except the Chairperson) as three.

As of December 31, 2025, Members of the Corporate Governance Committee are as follows:

Name-Surname	Title	Nature of Board Membership
Ahmet Erdem	Chairperson	Independent Board Member
Tomio Fukuzumi	Member	Vice Chairperson - Executive
Gökhan Eyigün*	Member	Board Member - Non-Executive
Elif Küçükçobanoğlu	Member	Investor Relations Manager

*In accordance with the Board of Directors decision dated March 31, 2025 and numbered 2025/17, effective from April 1, 2025, it has been resolved to accept resignation of Board Member Haluk Dinçer and to appoint Gökhan Eyigün as Board Member to be submitted to the approval of the first General Assembly to be held in accordance with the article 363 of the Turkish Commercial Code and as a result of resignation of Haluk Dinçer, to assign Gökhan Eyigün as the Member of the Corporate Governance Committee.

In cases where the position of the Committee Chairperson becomes vacant for whatever reason, the Chairperson of the Board of Directors appoints a Member of the Committee as interim Chairperson until the first Board of Directors meeting following the incidence of vacancy. The interim serves until a new Chairperson is appointed. The agenda of the meeting is determined by the Chairperson of the Committee. Members and shareholders communicate the issues they wish to be put on the agenda to the Reporter, who reports them to the Chairperson of the Corporate Governance Committee.

Corporate Governance Committee meetings are held at least four times a year at the places and on the dates the Chairperson deems appropriate. The meeting and resolution quorum is the absolute majority of the total number of Members. Other people can also attend the meetings if the Chairperson deems appropriate.

The Corporate Governance Committee also oversees the activities of the Investor Relations Department. In addition to evaluating the principles and practices regarding the performance and remuneration of the Board of Directors and senior executives, the Committee reviews independent Board member nominations—including those proposed by management and shareholders—by assessing candidates against independence criteria and submitting its recommendations to the Board of Directors. In accordance with regulatory requirements, each candidate for Independent Board Membership provides the Corporate Governance Committee with a written statement confirming their independence at the time of nomination.

During the January 1 - December 31, 2025 accounting period, the Corporate Governance Committee convened 4 times and submitted 5 reports to the Board of Directors. The Corporate Governance Committee keeps a written record of all its works and reports all relevant information and conclusions to the Board of Directors.

Early Identification of Risk Committee

Early Identification of Risk Committee has been established upon the resolution of Brisa Board of Directors dated August 2, 2013 and numbered 2013/13. The Committee was commissioned and authorized by Turkish Commercial Code numbered 6102 and by Article 378 thereof, as well as Capital Markets Board's Corporate Governance Communiqué.

The Committee's responsibilities include early identification of any strategic, operational, financial, external, and miscellaneous risks threatening the existence, development and sustainability of Brisa; implementation of necessary measures and remedies; and the management of risks.

As of December 31, 2025, Members of the Early Identification of Risk Committee are as follows:

Name-Surname	Title	Nature of Board Membership
Ahmet Erdem	Chairperson	Independent Board Member
Tomio Fukuzumi	Member	Vice Chairperson - Executive
Sakine Şebnem Önder	Member	Board Member - Non-Executive

The Chairperson of the Early Identification of Risk Committee is appointed by the Company's Board of Directors from among the independent members.

The Committee is composed of a minimum of two Members appointed by the Board of Directors. Other people can also participate in the meetings if the Chairperson approves. The term of office of the Committee members is aligned with the term of office of the Members of the Company's Board of Directors. The Committee is re-established following the election of the Board Members.

The Early Identification of Risk Committee convened 4 times and submitted 5 reports to the Board of Directors during the January 1 - December 31, 2025 accounting period.

2.4. Company's Strategic Objectives

Brisa's mission, vision, values, and policies are reviewed annually by senior management. The strategic objectives shaped in line with these reviews are shared with employees and published on the Company's website.

Aligned with Brisa's mission and vision, the strategic objectives determined by the Executive Board are discussed and approved by the Board of Directors within the framework of the annual budget and medium-term planning process. While the budget is prepared on a yearly basis, a three-year medium-term plan is also developed each year.

Based on the approved objectives, targets are set at both the Company-wide and functional levels, with specific goals assigned to each function. These are linked to individual performance objectives, ensuring that all employees carry out their work in line with the Company's vision and strategic priorities. Annual performance evaluations are conducted against these targets.

Strategic objectives and performance indicators are monitored through dedicated software systems. The Executive Board convenes at least twice a month to assess the Company's performance and related matters using outputs from these systems. Evaluations are conducted in detail, and continuous forecasting enables timely decisions and corrective actions to ensure the achievement of key performance targets.

At least four times a year, the Board of Directors reviews the degree of progress toward strategic objectives, operational activities, and past performance.

2.5. Financial Rights

All rights, benefits, and remuneration granted to Members of the Board of Directors are defined in the Company's Articles of Association. By resolution of the General Assembly, Board Members may be entitled to attendance fees, bonuses, wages, or premiums.

The rights, benefits, and remuneration provided to senior executives are disclosed collectively in the notes to the financial statements for the relevant period and also presented under the section titled Financial Rights Provided to Members of the Governing Body and Senior Managers in this report.

In 2025, the Company did not extend any loans to, grant any credit facilities to, provide personal loans through third parties to, or issue guarantees such as sureties in favor of any Board member or senior executive.

Section III - Statement of Compliance with Sustainability Principles

1. Sustainability Approach

Sustainability is one of the fundamental pillars of Brisa’s business model. Guided by the corporate values and governance expertise of its main shareholders, Bridgestone Corporation and Sabancı Holding, the Company advances with confidence across all geographies in which it operates, pioneering industry-leading practices.

With its “Future in Every Move (Her Hareketinde Gelecek)” approach, Brisa is progressing with determination on its 2030 journey, prioritizing sustainability to maintain its position as a global leader. Within this vision, the Company aims to reduce its carbon footprint through initiatives that serve as role models for society.

Brisa’s sustainability strategy is built around three core focus areas: Transition to a Low-Carbon Economy, Transition to a Low-Contact Economy, and Cultural & Social Transformation. The Company aligns its actions with the United Nations Sustainable Development Goals, recognizing the importance of contributing to solutions for global challenges. Risks within each focus area are proactively identified and addressed through robust risk management practices. Brisa’s risk management framework extends beyond economic parameters to encompass environmental and social considerations, adopting a lifelong perspective. Environmental and social risks that may arise across the supply chain, customer, dealer, and service processes are carefully managed to mitigate potential impacts on the Company. These actions enhance transparency for stakeholders, while evolving regulations, technologies, and financial instruments are closely monitored to ensure access to sustainable financing. In line with the principles of Transparency, Fairness, Responsibility, and Accountability, Brisa commits to reporting its practices and performance outcomes through national and international initiatives. The Company strives to continuously improve its performance by integrating quality systems and adhering to global standards.

Operating under a comprehensive sustainability governance structure that extends from senior management to all levels of the organization, Brisa ensures the effectiveness of this framework through transparent, two-way communication mechanisms and rigorous audit processes.

2. Compliance with Sustainability Principles

Brisa has achieved full compliance with the Sustainability Principles Compliance Framework, which was first implemented in 2020 in line with the amendments introduced by the Capital Markets Board to the Corporate Governance Communiqué. The Company’s compliance status with sustainability principles for the fiscal year covering January 1 - December 31, 2025 is summarized in the table below:

Category	Full Compliance	Partial Compliance	Non-Compliance	Not Applicable
General	10	-	-	-
Environment	23	-	-	-
Social	15	-	-	-
Corporate Governance	2	-	-	-
Total	50	-	-	-

The Sustainability Compliance Report, which demonstrates the Company’s adherence to the principles set forth in the Capital Markets Board’s Sustainability Principles Compliance Framework during the 2025 fiscal year and has been approved by the Company’s Board of Directors, was published on February 27, 2026 on the Public Disclosure Platform (KAP) at <https://www.kap.org.tr/>.

February 27, 2026

Brisa Bridgestone Sabancı Lastik ve Sanayi Ticaret A.Ş.