



Sustainability Report | 2024

Future in Every Move



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ABOUT THE REPORT

Since 2012, Brisa has been transparently presenting the economic, social, and environmental impacts of its activities, how these impacts are managed, and related targets and performance to its stakeholders. The 2024 Sustainability Report you are reading covers our sustainability performance between 1 January 2024, and 31 December 2024.

This report has been prepared in accordance with GRI Standards. In addition, the assessment opinions we received for our previous report from Reporting Matters, EcoVadis, and LSEG Refinitiv, the Task Force on Climate-related Financial Disclosures (TCFD) principles, the Turkish Sustainability Reporting Standard (TSRS), and the European Union Sustainability Reporting Standard (CSRD) have been reviewed within the scope of the report, and relevant indicators have been included.

The framework and content of our report are based on our sustainability priorities, which were determined through a Sustainability Survey conducted with the participation of our internal and external stakeholders during our first reporting cycle and are reviewed annually. In 2024, we updated our prioritization analysis with the participation of our internal and external stakeholders, using a double materiality approach.

To continuously improve our reporting performance, you can send us your feedback on our report via kurumsaliletisim@brisa.com.tr





Haluk Kürkçü - CEO

Dear Stakeholders,

2024 was a year shaped by uncertainties in the business world and accelerated by global trends. During this period, Brisa described the Company's future journey with "Future in Every Move," focusing on mobility transformation and sustainability efforts. We delivered a strong performance with our strategic determination.

CEO MESSAGE

This year, our sales revenue reached TL 34.5 billion, and we achieved a net profit of TL 1.5 billion. With the capacity increase at our Aksaray factory, we raised our total production capacity to 14.6 million tires/year. We invested TL 9,247 million in R&D, developing 30 projects and 148 new products. We launched Lassa Revola, Türkiye's first locally produced tire compatible with electric and hybrid vehicles. We are proud to be featured in TOGG's SUV model with our Lassa brand and in its sedan model with our Bridgestone brand.

We also took pioneering steps in sustainability. We are the first company in Türkiye across all sectors and in the global tire industry to receive approval for our emission reduction targets from the Science Based Targets initiative (SBTi). We have created our decarbonization roadmap and climate transition plan for 2030. Compared to the 2020 base year, we have reduced our indirect and direct emissions by 33% and met 63% of our electricity needs from renewable sources. We are reducing our carbon emissions through our efficient energy management, the heat pump projects we have implemented, and the solar power plant at our Aksaray factory. Our heat pump project at the Aksaray factory earned us first place in industrial energy efficiency awards.

We have also made significant progress in water management. Compared to 2019, when our Aksaray factory began production, we have reduced our water consumption per unit of production by 48%. At our Izmit factory, we have reduced our well water consumption by 80% since 2008. We have reinforced our commitment in this area with our rainwater harvesting, grey water usage, and wastewater recovery projects.

We are also bringing our resource efficiency approach to our products and implementing activities that extend their useful life. In addition to our Bandag retreading services, we have introduced Veloxia, our 100% domestic brand. As part of the sustainable services we offer our customers, we have expanded our electric vehicle charging stations at our Mobility Centers, Otopratik and Propratik. During this period, the number of our sustainable, convenient products and services reached 806, and the renewable material ratio in our products reached 28%. Our greatest strength on this journey has been our human resources. We renewed the Brisa Transformation Academy to support the skills-focused development of our employees. These efforts were recognized internationally with prestigious awards such as the ATD Best Awards.

Our sustainability performance has also been confirmed internationally. In 2024, we were included in the Carbon Disclosure Project (CDP)'s Global A List in the categories of "Climate Change," "Water Security," and "Supplier Communication." We are the only company in the global tire industry to achieve this success in all three categories. We were also rated "Low Risk" in the Sustainalytics ESG Risk Assessment and "Exceptional" in the LSEG Refinitiv assessment.

Our company's goal is to be prepared for the future as a leading company in the mobility transformation. In line with this, we continue our investments and innovation efforts while working resolutely to achieve our sustainability goals. I sincerely thank all my colleagues, business partners, and investors who empower us with "Every Move Counts" and enable us to take bold steps.

Sincerely,



ABOUT BRISA

The foundations of Brisa were laid with Lassa, established in 1974 through the initiative of Sabancı Holding and its partners. In 1988, as a result of the partnership between the Sabancı Group and Bridgestone Corporation, the world leader in the tire industry, the company took the name Brisa. Brisa won its first National Quality Award in 1993 and, in 1996, became the first Turkish company to win the European Quality Grand Prize for its outstanding performance in business excellence.

With over 3,000 employees and an annual production of 14.6 million tires at its smart technology-equipped production facilities in Izmit and Aksaray, Brisa ranks among Europe's largest tire manufacturers.

The Izmit production facility, with a covered area of 361,000 m² and an annual tire production of 11 million, is one of the world's largest tire factories under one roof and ranks among Bridgestone's most important production facilities worldwide. The R&D Center established and certified at the Izmit production facility develops high-performance, quality products for the needs of the future.

The second production facility, established in 2018 with an investment of \$300 million in the Aksaray Organized Industrial Zone, covering a closed area of 146,000 m², is the first factory in the sector equipped with smart technologies. The factory utilizes new generation technologies such as robotics, big data, and augmented reality; it is setting the first examples in our country with artificial

intelligence, software-based networks, robotic technologies, and smart production.

Brisa manufactures special tires for cars, light commercial vehicles, buses, trucks, agricultural and construction machinery in accordance with international standards in terms of safety and quality criteria under the Bridgestone, Lassa, and Dayton brands. In addition to manufacturing, it imports Kinesis brand forklift tires and Firestone brand agricultural tires, offering 1,800 different products to the market. It is also active in the retreading sector with the Bandag and Veloxia brands.

In addition, Brisa leads the sector with its alternative sales channel Otopratik and Propratik quick maintenance service points, Filofix roadside assistance service for commercial vehicles under the Profleet fleet services umbrella, Mobilfix mobile service truck providing on-site maintenance for heavy commercial vehicles, Lastik Oteli tire storage service, and Lastiğim branded sales points. Lastik.com.tr alternative sales channel, Arvento vehicle tracking system, and Brisa Transformation Academy training platform, leading the sector while adding value to its customers and business partners.

Brisa products and services are available at over 1,200 branded sales points domestically, while tires produced under the Lassa brand are offered to consumers in nearly 90 countries internationally, through over 600 Lassa-branded stores and more than 6,000 sales points.

Corporate Vision

We ensure your journey with our high-performance products, customer-focused services, and fleet solutions. Our business goes beyond tires.

2030 Sustainability Vision

To reduce our carbon footprint through collaborative efforts and role model practices for society, leaving no one behind.

Our Mission

We deliver superior value to society through sustainable growth.

Our Motto

The Future in Every Move

Our Values

- Workplace Safety
- Innovation
- Customer Focus
- Team Spirit
- Operational Excellence
- Sustainability

Our Strategy

- Adapting to the Future of Work
- Leadership Through Digital Transformation and Innovation
- Taking Bridgestone and Sabancı's Operational Excellence to the Next Level

Services

Otopratik, Otopratik Midi
Propratik
Profleet Fleet Management Solutions (Mobilfix, Probox, Lassa Box, Digital Fleet 2.0 (Telematics & TPMS), TMP+, Aspects+, Filofix)
Electric/Hybrid Vehicle Maintenance and Charging Services*
Tire Hotel
Brisa Transformation Academy
Brisa Museum

Non-Tire Products

Otopratik Spare Parts and Auto Care Products
Otopratik Battery
Yuasa Battery
Bandag (Retreading)
Veloxia (Coating)
Protread (Coating)
Bridgestone Seismic Isolator

Sales Channels

Bridgestone
Lassa
Otopratik
Propratik
Bridgestone Performance Center
My Tire
Lastik.com.tr
Bandag

Tire Brands

Bridgestone
Lassa
Firestone
Dayton
Kinesis

Tracking Systems - Arvento

Sector Solutions
Vehicle Type Solutions
Video Telematics Solutions
Solutions for Electric Vehicles - Rotawatt

*At Otopratik and Propratik centers



2024 IN FIGURES —



3,000+
employees



1.8 billion
USD

total investment made by Brisa
in Türkiye since its establishment

23% operational profit
74% net profit growth
11% EBITDA growth



1,200+ branded domestic
sales points

6,000+ international
sales points

600+ Lassa-branded
international stores

84 countries where the
Lassa brand is exported

20 Market share gains
in 20 countries

5 Market leadership with the
Lassa brand in 5 countries

2,364,226

USD in
environmental
protection expenditures

1,468,582

USD in
human-centered
sustainability expenditures

6,523,170

USD in
sustainability-focused R&D
and innovation investments

49%

Ratio of sustainable
product and service
revenues to total
revenues

33%

reduction in direct and
indirect emissions
compared to the
2020 base year

54,014 tons CO₂e

Reduction in emissions compared to
the 2020 base year thanks to effective
energy management





80% reduction in well water
consumption at the Izmit
facility compared to 2008

48.61%

Reduction in water consumption
per ton of production at the
Aksaray facility compared to 2019



96,087

Number of commercial vehicle
tires covered under Bandag service



72

Electric vehicle
charging
stations

55

Practical points where
electric vehicle maintenance
services are provided



92.7%

local supplier ratio

98.3%

customer
satisfaction level



2,310

Number of customer
satisfaction surveys
conducted

14.6

million-year rubber
production capacity

30

R&D
projects



TL **421.6**

million in
R&D expenditure

148

new
products

223,038

Number of participants reached
through Brisa Transformation
Academy training programs

598.32

hours of sustainability
training for our employees

124,793

person*hours of
training duration

147,317

person*hours of
training duration for
all stakeholders and
community contribution

48

hours average
annual training
duration for our
employees

AWARDS AND ACHIEVEMENTS IN 2024



CORPORATE PERFORMANCE

- » We maintained our leadership in the sector in the "Türkiye 100 – Türkiye's Most Valuable Brands" research conducted by Brand Finance.
- » We continued our leadership in the sector in the "Fortune 500 Türkiye" research, which lists Türkiye's 500 largest companies.
- » We maintained our leading position in the sector in the "Türkiye's 500 Largest Industrial Organizations" research prepared by the Istanbul Chamber of Industry (ISO).
- » We maintained our leadership in the "Tire Sector" category in the "Capital 500" research, which lists Türkiye's 500 largest companies.
- » We once again received the "Golden Exporter Award" at the Export Champions Award Ceremony organized by the Uludağ Automotive Industry Exporters' Association.
- » We gained market share in 20 countries with our Lassa brand.
- » JCR Eurasia Rating A.Ş. confirmed our long-term national institutional credit rating as "AAA (tr)", which is "investment grade".
- » We were honored with the "IFI Loan Deal of the Year" award at the Global Banking & Markets: CEE, CIS & Türkiye Awards 2024 for our EBRD loan.



SUSTAINABILITY AND ENVIRONMENT

- » We were once again ranked in the "Gold" category in Ecovadis, a reliable international rating program focused on the value chain.
- » On the international environmental reporting platform Carbon Disclosure Project (CDP) 2024, we were included in the Global A List in the categories of "Climate Change," "Water Security," and "Supplier Communication," and we were the only company in the global tire industry to be included in the Global A List in all three categories.
- » We were ranked in the "Excellent" category based on our environmental, social, and governance (ESG) performance by Refinitiv, a London Stock Exchange (LSEG) company.
- » Our risk level was determined as "Low Risk" in the Sustainability ESG Risk Assessment.
- » We continued to be included in the BIST Sustainability Index for the 10th time.
- » We received the "Sustainability Runner-up Award" in the "Large-Scale Enterprise" category at the Kocaeli Chamber of Industry Sustainability Performance Awards organized by the Kocaeli Chamber of Industry.
- » We received the "Contribution to Sustainability Award for the Supply Industry" at the OSD Supply Industry Achievement Awards organized by the Automotive Industry Association (OSD).
- » We were honored with the "Sustainability" award at the Anadolu Isuzu Supplier Summit.
- » Thanks to the biodiversity studies we carried out at our Izmit and Aksaray factories, we were proud to be included in the "Gold" segment again this year as part of Bridgestone's "Harmony with Nature - Supporting Biodiversity" programs, which were launched in 2019.





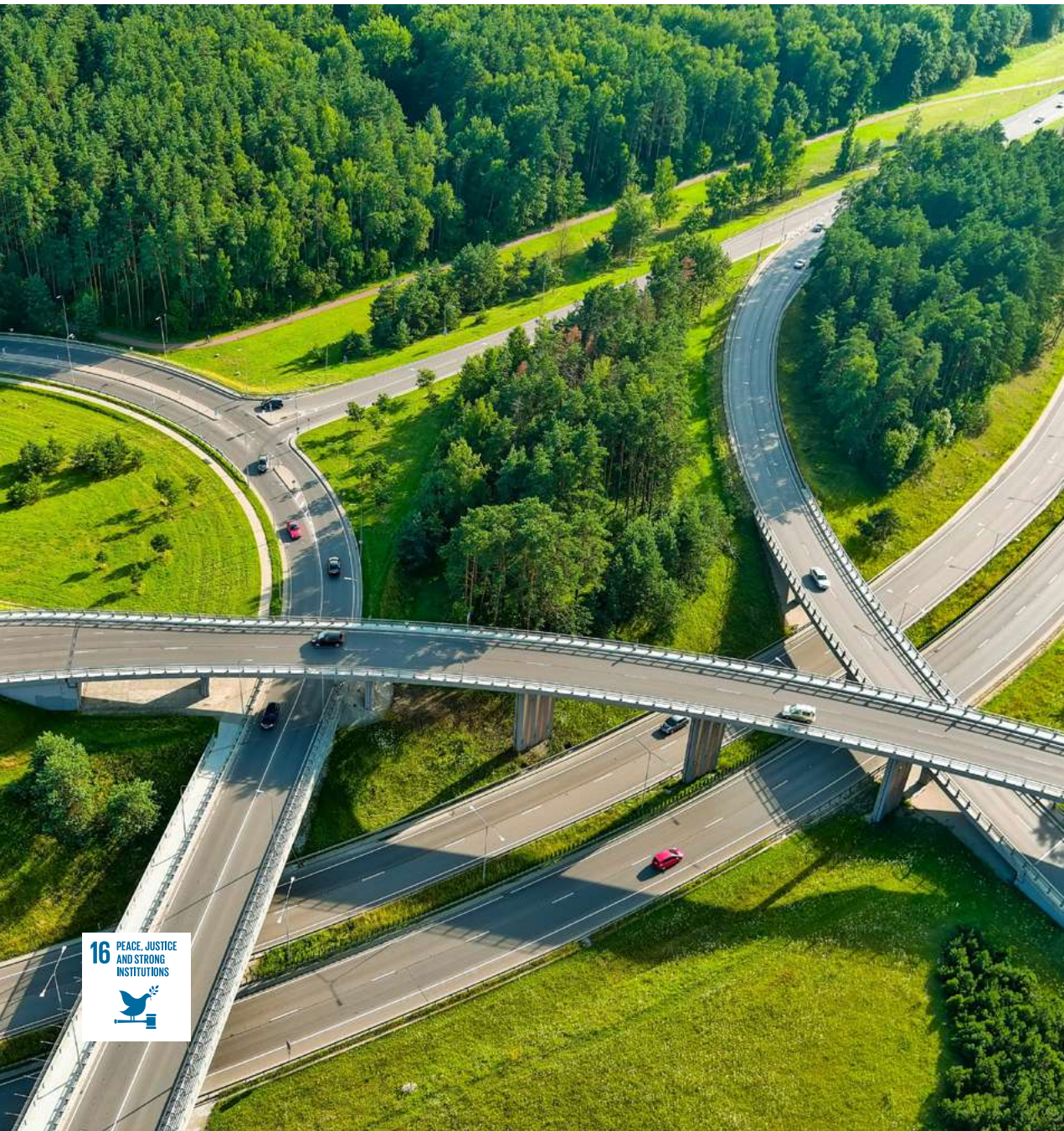
R&D, INNOVATION, AND DIGITALIZATION

- » We won the "First Place Award" in the "Energy Efficiency Project" category of the ISO Green Transformation Awards with the Heat Pump Project carried out at our Aksaray factory.
- » At the Best of Sales Awards, we won the First Prize in the "Digital HR Applications" category and the Jury Special Award in the "Customer Experience" category.
- » According to the results of the "Türkiye R&D 250 Survey" conducted by Turkishtime, we maintained our leadership in the tire industry with our R&D investments.
- » With our Arvento brand, we received the "First Place Award" in the "Türkiye-Based Manufacturer, IoT, and M2M" category in the Türkiye's Top 500 IT Companies Survey, Bilişim 500.
- » Our Bridgestone Turanza 6 product was honored with the "Product of the Year Award," one of the world's most prestigious innovation awards, by the independent research company Sia Insight.
- » We are one of the partners in Türkiye for the Cybersecurity Project for Industry 4.0 and Operational Technology (OT), funded under the Digital Europe Program run by the European Union.



HUMAN

- » We were ranked among the "Most Desired Companies to Work For" in the "Best Team to Join" organization, organized by Sales Network and voted on by students and professionals.
- » We were among the 20 organizations from Türkiye to receive the "ATD Best Award" at the globally renowned Association for Talent Development ATD BEST Awards.
- » We were the first and only Turkish company to be included in the Newsweek Global Most Loved Workplaces 2024 list.
- » At the 15th Golden Collar Awards, which recognize successful projects by Sabancı Group companies that add value to the group, we won the First Place Award in the "New Generation Sabancı" category for our "Askıda Proje" project.
- » Our Vice President of Sales, Cenk Koçdor, was honored at the Leadership in Sales Awards 2024.
- » Our Sustainability Business Development Director, Aylin Erdil Alpsan, was included in the "50 Sustainability Leaders" list prepared by Fast Company Türkiye.
- » Our Human Resources Deputy General Manager Tuğba Gök stood out on Fast Company Türkiye's list of "50 Most Innovative HR Leaders," which identifies innovative HR leaders, and on BMI Business School's list of "50 Most Effective CHROs."
- » Our CFO, Neslihan Döngel Özlem, made it onto the "Top 50 Most Effective CFOs" list.
- » Our Vice President of Supply Chain and Original Equipment, Yakup Demir, was included in the list of "Türkiye's 50 Most Powerful Procurement Managers" published annually by Ekonomist Magazine.



Corporate Governance



The principles of transparency, fairness, accountability, and responsibility form the basis of our corporate governance approach. These principles guide both the way we do business and the relationships we build with all our stakeholders. Behind our achievements lies our corporate governance system, which aims to integrate these principles into all our activities and has evolved over more than 50 years of industry experience to reach its current effective structure. We support this structure with nationally and internationally recognized standards and strive to continuously improve our performance in the field of corporate governance.

Brisa's management structure consists of a two-tier system comprising the Executive Board and the Board of Directors, with the positions of General Manager and Chairman of the Board of Directors held by different individuals. The Board of Directors, elected by the General Assembly, consists of 13 members, 3 of whom are executive (1 is the General Manager) and 2 of whom are independent.

All members of the Board of Directors are responsible for the company's performance. The Audit Committee, Corporate Governance Committee, and Early Risk Detection Committee, established within the Board of Directors, assist the Board in their respective areas of expertise. The Executive Board, established to support the Board of Directors in planning and implementing company strategies and monitoring investments, consists of the CEO, Coordinator, Vice President of Sales*, Deputy General Manager of Marketing and International Markets**, Deputy General Manager of Finance, Technical Groups Manager, Deputy General Manager of Human Resources, Deputy General Manager of Supply Chain and OE***, and Deputy General Manager of Digital Transformation****.

*The Deputy General Manager of Sales has been appointed as Deputy General Manager of Strategic Growth, effective 1 February 2025.

** The Deputy General Manager of Marketing and International Markets has been appointed as General Manager of Temsa Skoda Sabancı Transportation Vehicles Inc. effective 1 July 2024.

*** The Deputy General Manager of Supply Chain and OE has been appointed as Deputy General Manager of Sales, effective 1 February 2025.

**** The position of Deputy General Manager of Digital Transformation has been created and appointed to the Executive Board, effective 1 February 2025.

The Board of Directors provides ultimate oversight of sustainability and climate-related risks and opportunities and ensures their integration into the company's strategy, major investment and strategy approval, and review and direction of risk management processes. The Board of Directors' oversight role is supported by the Audit Committee (AC), the Corporate Governance Committee (CGC), the Early Risk Detection Committee (ERDC), the Risk Committee, and the Sustainability Committee.

The Corporate Governance Committee assumes an oversight role in sustainability and climate issues, ensuring the evaluation of the Sustainability Committee's outputs on the executive side.

Detailed information about Brisa's corporate governance structure, Board of Directors members, and senior executives can be found in the 2024 Activity Report (pp. 26-29, 32-35) and the 2024 TSRS 2 Report (pp. 17-18).



2024	Number of Meetings	Attendance Status
Board of Directors	4	100
Audit Committee	4	100
Corporate Governance Committee	4	100
Early Detection of Risk Committee	4	100
Sustainability Committee	4	100

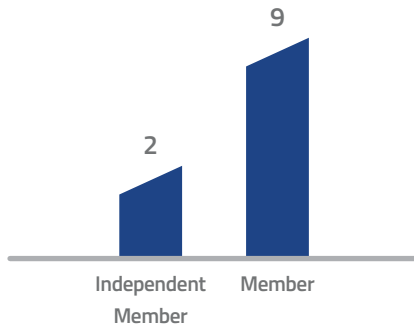
The Executive Board is responsible for the company's sustainability performance in governance, social, and environmental areas. As the chief executive officer, the CEO bears ultimate responsibility for the overall management strategy, including climate-related issues. By chairing the Senior Leadership Team (SLT), the CEO ensures the monitoring of corporate strategy, targets, and progress in the climate area.



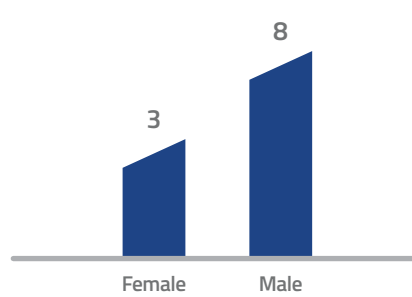


Senior Management and Board of Directors Experience Matrix	Risk Management Experience	Production Experience	Financial Sector Experience	Experience Outside the Financial Sector	R&D Experience	Audit Experience	Production Development Experience	Digitalization and Innovation Experience	Environmental, Social, and Corporate Governance Experience
Ahmed Cevdet Alemdar	x	x		x	x	x	x	x	x
Ahmet Erdem	x			x		x			x
Arianna Antonella	x		x	x		x			x
Fatma Dilek Yardım	x		x	x		x			x
Haluk Dinçer	x	x	x	x	x	x	x	x	x
Haluk Kürkçü	x	x		x	x	x	x	x	x
Jerome Freddy Pierre Boulet	x			x		x	x	x	x
Mete Ekin	x	x		x	x	x	x	x	x
Mustafa Bayraktar	x	x		x	x	x	x	x	x
Sakine Şebnem Önder	x			x		x			
Tomio Fukuzumi	x	x		x	x	x	x	x	x
	11	6	3	11	6	11	7	7	10

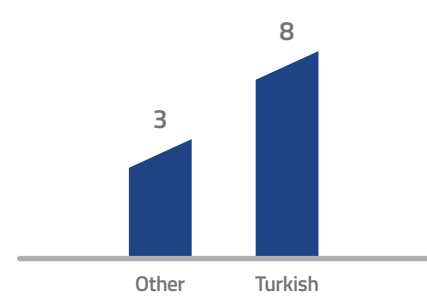
Number of Independent Board Members



Number of Board Members by Gender



Number of Board Members by Gender





BUSINESS ETHICS, ANTI-BRIBERY AND ANTI-CORRUPTION —

At Brisa, we consider conducting our activities in accordance with the principles of integrity and consistency, and to the highest ethical standards, to be among our top priorities. In this area, in addition to the SA-Ethical Principles that we have integrated into our activities, we refer to the Company Policy on Combating Bribery and Corruption, which we prepared based on comprehensive risk assessment results and the opinions of our key stakeholders, and the United Nations Global Compact, which we signed in 2013. and we regularly review our Policy to address potential new risks.

The Company Policy on Combating Bribery and Corruption and the SA Ethical Principles are available to all Brisa employees, and the rules of conduct are regularly communicated to raise employee awareness. These policies are also available to all our stakeholders via our corporate website.

[Click here](#) for the SA-Ethical Principles.

[Click here](#) for Brisa Code of Business Ethics.

[Click here](#) for Brisa Anti-Bribery and Anti-Corruption Policy.

Our business ethics rules serve as an important guide in our decisions and activities. We conduct our operations in accordance with human rights and labor principles, guided by the SA-Ethical Principles.

The Business Ethics Rules cover corporate policies, human resources and environmental policies, compliance with working principles and legal obligations, primarily focusing on combating bribery and corruption.

Ensuring compliance with legal regulations, contracts, company policies and procedures, and ethical rules, prevent errors and irregularities, protect assets, ensure the effectiveness of risk management and internal control environment, ensure the accuracy and integrity of operational and financial information, and identify opportunities for improvement, periodic or ad hoc audits are conducted by the relevant Audit Departments in accordance with International Internal Audit Standards

and Ethical Rules. Priority is given to business units to be audited in terms of risk assessment. The Internal Audit Unit also conducts regular audits at least once every three years for the same purpose. Audit activities include special investigations into reports and complaints received through the ethics hotline or other channels, and non-compliance with legal regulations, our ethical rules, and other company regulations. Audits are conducted under the control of the Audit Committee. The Audit Committee is responsible for evaluating Brisa's ethical environment and independently reporting to the Board of Directors on an annual basis, controlling the effectiveness of processes in terms of ethical compliance.





All of Brisa's business processes are prepared and reviewed in accordance with the fundamental principles and procedures set out in the Company Policy on Combating Bribery and Corruption and the SA-Ethical Principles. The Company's Anti-Bribery and Anti-Corruption Policy and SA Ethical Principles are managed within the organization by the Internal Audit Department, Legal Department, Deputy General Manager of Human Resources, and Ethics Committee Advisor. One of the main objectives of the regular audit activities carried out at Brisa is to eliminate the risk of corruption. All corruption-related risks are thoroughly assessed during audits, audit results are reported to the relevant units, and in case of violation of anti-corruption policies, action is taken within the framework of internal disciplinary provisions and legal regulations. Risks related to anti-corruption are identified, reviewed annually, corrective actions are determined, and progress actions are reported twice a year.

Our Code of Conduct defines the fundamental principles and rules for our behavior both inside and outside the company. The rules are binding for our employees, managers, and senior management. Human rights, non-discrimination

and prohibition of intimidation, free choice of employment, prohibition of child labor, forced labor and all forms of slavery, fair employment (including adequate compensation and appropriate working hours), freedom of association and collective bargaining, health, workplace safety, personal security and protection of personal data and privacy, prevention of involvement in money laundering processes, and prevention of crimes involving the intentional deception of another person to gain an unfair or illegal advantage are included in Brisa's Code of Business Conduct, International Framework Agreement (IFA), and Human Rights policies.

The Company Policy on Combating Bribery and Corruption and the SA-Ethics Principles are available to all Brisa employees, and the rules of conduct are communicated to all employees to raise employee awareness. We ensure that our employees are informed about our Business Ethics Rules by publishing the rules on the internal communication portal and conducting awareness training.

At Brisa, training to increase awareness of bribery and corruption prevention among employees at all levels is

organized by SA-Etik, part of our partner Sabancı Holding. The training content covers corruption prevention, awareness of money laundering processes, and business ethics rules and principles. Every year, we update our employees' knowledge of business ethics rules through an e-learning program. Completing these training sessions annually is mandatory for every employee. In addition, all employees submit a written commitment stating that they accept and declare the SA-Etik Principles and the Company Policy on Combating Bribery and Corruption through a "Business Ethics Compliance Statement." New employees are also required to submit a statement of acceptance.

All Brisa employees and business partners can report potential corruption cases confidentially via the Ethics Hotline or to the Ethics Committee Advisor. If a confirmed case of corruption is detected, administrative and legal proceedings are initiated promptly, and the case is thoroughly investigated in all its aspects.

Under independent reporting procedures, our ethics reporting channels a telephone hotline, website, and email are accessible 24/7 and managed by an independent institution. Ethics reports are evaluated by an Ethics Committee, which includes the Ethics Committee Advisor, the Internal Audit Manager, and the Legal and Compliance Manager. The details of all reports received through the ethics channels and evaluated by the Ethics Committee, as well as the identity of the person making the report, are always kept confidential, and no retaliation is taken.

The ethical processes of artificial intelligence management systems are carried out under the responsibility of the existing Ethics Committee. Findings and recommendations related to ethical issues are reported to the Board of Directors in accordance with the responsibilities and flow specified in the Ethics Committee standard.

Brisa Ethics Hotline (Special Reporting Channel)

Website: www.speak-hub.com/brisa

Email: brisa@etikhat.com

Phone: +90 212 800 01 96

Third-Party Due Diligence and Compliance

With Brisa's Company Policy on Combating Bribery and Corruption, we aim for full compliance with anti-bribery and anti-corruption regulations by all third parties and business partners acting on behalf of Brisa or providing services to the company. In this regard, we collect data and conduct assessments in all supplier selection activities before starting the business process. We adhere to Brisa's Anti-Bribery and Anti-Corruption Company Policy and include relevant provisions in contracts with supplier companies and our dealers.

As part of our compliance with laws, we screen all our dealers, suppliers, and business partners through a sanctions screening program against national/international sanctions lists. As part of the screening, we conduct a sanctions compliance check to determine whether they appear on national and international sanctions lists, and assess political and compliance risks (PEP, AML) against the risks of politically exposed persons (PEP) and money laundering, criminal connections and reliability screening to learn about organized crime, fraud, and illegal activity history, financial compliance and regulatory risk screening for compliance with international financial legislation and regulations, human rights and forced labor screening for compliance with international human rights treaties, logistics security and transportation screening for compliance in the safe transport of goods and services, compliance in customs and logistics processes, a logistics security and transportation screening, a screening for internal non-compliance for contract or procedure violations, and a forced labor and child labor screening for compliance with ILO standards and international legislation. We conduct human trafficking

and modern slavery screening to prevent risks under UN and ILO conventions, and corruption, bribery, and anti-money laundering (AML/CFT) screening to detect and prevent unethical financial transactions, and we assess risk areas.

This screening process is carried out in real time, based on real-time data. If any third party with which Brisa has a relationship is subject to any sanctions list, the system triggers an alarm. Our company intends to immediately halt any transactions that may be non-compliant with national and international sanctions. With these screening processes, we aim to ensure full compliance with both national and international legal regulations and to sustainably develop ethical, reliable, and responsible business relationships in our value chain.

We do not allow any Brisa employee or subcontractor to be subjected to mistreatment or suffer any loss of rights for not paying bribes or facilitation payments. We do not establish business relationships with suppliers who have been blacklisted for any reason, and we terminate our business relationships with our suppliers or customers if they are blacklisted for corruption/bribery issues.



In 2024;

- Our employees received a total of 550.72 hours of training, including 51.63 hours on Business Ethics, 31.55 hours on Personal Data Protection Law, 132.25 hours on Competition Law, and 335.30 hours on Information Security Training.
- 100% of our employees completed training on conflict of interest, combating bribery and corruption, fraud and deception, and the "Business Ethics Compliance Statement."
- As part of the process of exercising due diligence regarding corruption or information security, we have no risky business partners as a result of risk analyses and due diligence processes.



Our Business Ethics Targets

- Reporting the ethical compliance of our processes to the Board of Directors annually
- Apply for the ISO 42001 Artificial Intelligence Management System certification, which sets ethical standards for artificial intelligence processes
- Organize "Artificial Intelligence Awareness Training" for all employees
- Ensure that all employees complete the "Business Ethics Compliance Statement"

Our Anti-Bribery and Anti-Corruption Targets

- Ensure that all employees complete annual training on conflicts of interest, bribery, corruption, fraud, and deception
- Assess risks once a year and report them through audits to eliminate the risk of corruption
- Conduct a status assessment and corruption risk assessment for our third-party stakeholders by the end of 2026
- To obtain commitment from all business partners acting on behalf of Brisa or providing services to the company to fully comply with anti-bribery and anti-corruption regulations
- Ensure that no Brisa employee or subcontractor pays bribes or facilitation payments or is subjected to mistreatment
- Obtain the ISO 37001 Anti-Bribery Management System Certification

RESPONSIBLE INFORMATION MANAGEMENT

We continuously enhance our digital security by establishing systems compliant with national and international standards in the fields of IT/OT cybersecurity, artificial intelligence governance, and business continuity, encompassing the measures and policies taken to ensure confidentiality, integrity, and availability of information (data). We have been ISO 27001 Information Security Management System certified since 2014. We undergo regular audits every year and proactively implement corrective actions.

We are preparing for the ISO 42001 Artificial Intelligence Management System certification process within the scope of artificial intelligence and data governance. As an international indicator that we embrace ethical, secure, and sustainable management principles in our artificial intelligence applications, we are working to be among the first five companies in Türkiye to earn this certification. With this certification, we will demonstrate that we

have strengthened the principles of transparency and accountability in our artificial intelligence projects, that we comply with international standards in risk management, data privacy, and human-centered design, and that we have enhanced our corporate reputation and the trust our stakeholders place in us.

At Brisa, we implement a comprehensive information security program to protect our information assets against cyber threats, data loss, and unauthorized access.

As part of the program, we provide awareness training, conduct risk assessments, implement technical controls, and develop incident response plans. We follow up on audit findings with corrective action plans.

Our employees' employment contracts cover information security protection issues, and violations are subject to penalties.

[Click here](#) for the Brisa Information Security Policy.

[Click here](#) for the Brisa Artificial Intelligence Management Policy.

[Click here](#) for the Brisa Personal Data Processing and Protection Main Policy.

We shape our business practices with the Brisa Archiving Standard and Personal Data Storage and Destruction Policy.

[Click here](#) for the Confidential Information Protection Policy and Implementation Principles defined under the Sabancı Holding Business Ethics Rules.

[Click here](#) for our Brisa Business Continuity Management System Policy.



At Brisa, based on confidentiality rules, we ensure that all physical and digital documents are stored for the appropriate period and that expired records are securely destroyed. In this context, our policies and procedures define document classifications, storage, digital and physical archiving and destruction, awareness and training, and compliance with policies and processes.

At Brisa, we attach great importance to protecting the privacy and personal data of all our stakeholders, including employees, suppliers, customers, and all our business partners. We conduct this process based on the principles of explicit consent and transparency, provide privacy assurance, and include privacy and data protection clauses, as well as rights enforcement and appeal mechanisms, in all contracts with third parties.

As part of the measures to obtain stakeholder approval for the processing, sharing, and storage of confidential information, we obtain their consent for the collection and storage of personal data by third parties. We carry out these processes in accordance with our "Personal Data Storage and Destruction Policy." We regularly review and improve our processes in accordance with the Personal Data Protection Law (KVKK) and relevant national/international regulations. We ensure security through confidentiality agreements and data protection clauses in processes conducted with the principles of explicit consent and transparency.

We initiate our operational process after obtaining privacy agreement approval, where we inform individuals about the type of data collected, how it will be stored, and data sharing with third parties, and request their consent. We have a record retention plan that defines how long data related to each third party should be stored, as well as document inventories for the relevant departments.

We aim for full compliance with our information security policy by all third parties and business partners acting on behalf of Brisa or providing services to the company. In this regard, as part of our information security assessment

program for third parties, we collect data and conduct assessments before commencing any supplier selection activities or business processes. We include relevant provisions in our contracts. To prevent information security breaches, we adhere to the Brisa Information Security Policy and include relevant provisions in contracts with supplier companies and our dealers.

Within the scope of independent reporting procedures, we advance the Information Security Breach Incident Reporting process. Our dedicated reporting channel, Brisa Ethics Line, and process management are also used for information security breach reports. In the event of a breach, we have an incident response plan that defines the corrective actions we will take, enables us to identify the impact, prevents further damage, provides assurance to affected parties, and ensures business continuity.

Our company has undergone an independent "SIRI Industry Readiness Index" assessment. It had the opportunity to share its best practices related to the high security and integration level of the OT network infrastructure, the full integration of production and related automation systems into production processes, real-time data analytics, network segmentation and micro-network segmentation applications, advanced threat prevention mechanisms, and backup strategies implemented at the disaster recovery center.





In 2024;

- There were no information security breaches reported or confirmed through internal or external reporting mechanisms.
- We provided over 30 hours of information security and cybersecurity awareness training through various activities.
- All our employees completed Information Security and Awareness Training and submitted the Information Security and Privacy Disclosure Statement.
- We performed 832 asset controls and 15 risk mitigation actions.
- We created 8 corrective actions as a result of the audits.
- We maximized our compliance level by implementing all necessary compliance activities under 20 laws and regulations.
- In the "SIRI Industry Readiness Index" analysis conducted by independent organizations, Brisa scored 4 full points in the "Shopfloor Connectivity" area and was cited as an example of best practice.

Our Information Security Targets

- Ensure that all our employees complete information security training every year
- Provide training to increase information security and cybersecurity awareness
- Integrate standards such as ISO 27001, ISO 22301, ISO 42001, and TISAX with the ISO 31000 Risk Management framework and implement them holistically under a corporate governance structure
- Implement the transition to the ISO 27001:2022 version by the end of 2025
- Conducting a gap analysis for the ISO 42001 Artificial Intelligence Management System
- Assess risks and conduct annual audits and reporting to eliminate the risk of information security breaches
- Ensure that the audit team operates completely independently within the internal audit organization of Information Security Management Systems
- Conduct periodic status checks and information security risk assessments throughout our entire operational scope, including third parties, up to external audit dates each year
- Create integrated incident response plans for IT/OT systems and test them with drills
- Deploy artificial intelligence-supported threat detection and anomaly monitoring systems
- Ensure full compliance with regulations such as KVKK and GDPR
- Make data protection provisions mandatory in all contracts with third parties
- Ensuring that all business partners acting on behalf of Brisa or providing services to the company commit to full compliance with our Information Security Policy



CYBERSECURITY —

Cybersecurity, which is part of information security, plays a critical role in ensuring business continuity and securing sustainable growth. Our information security governance system is positioned as a complementary and integral part of cybersecurity. In this context, we comply with the current cybersecurity frameworks published by the European Union Agency for Cybersecurity (ENISA).

At Brisa, we place cybersecurity at the heart of our business practices to protect our valuable assets, from our production facilities to our supply chain, and from our employee data to the data of all our stakeholders.

By the end of 2024, we successfully completed the ISO 22301 Business Continuity Management System certification process. This important step ensures the continuity of our critical information technology processes and demonstrates the maturity level of our business continuity approach at the corporate level. The Crisis Committee consists of SLT members, while business continuity ownership lies with the relevant functions. We undergo regular audits each year with the Crisis Management Procedure and Crisis Communication Plan that we have incorporated into our processes, and we implement corrective and preventive actions for identified areas for improvement. In this way, we ensure the continuity of our critical business processes, prepare for possible interruptions, and manage risks effectively.

Cybersecurity and operational technology (OT) security are of great importance for the sustainable and secure realization of digital transformation.

At Brisa, we maintain the highest level of cybersecurity by using advanced security measures and the latest technologies. Since all devices and systems in connected factories exchange data over the internet, protection against cyberattacks is inevitable. At Brisa, we continuously monitor and update security protocols and measures to protect cybersecurity in our factories. This ensures that our production processes continue uninterrupted, our data is protected, and physical damage is prevented. In the field of OT security, we also integrate both Information Technology (IT) and OT security solutions to protect systems that manage factory operations, such as production machines and control systems.

We aim to make OT security applicable and sustainable in the field. In our production processes, we perform compliance and gap analyses within the scope of the IEC 62443 standard, determine the necessary technical compliance actions based on the outputs of these analyses, and implement them.

We regularly perform IT/OT/IloT/ICS risk assessments and audits, keeping our security strategies up to date. This allows us to be proactively prepared not only for current threats but also for potential risks that may arise in the future.

We raise awareness among our employees through continuous training programs and awareness campaigns, organize digital cybersecurity drills, conduct information technology disaster recovery tests, and spread a culture of security throughout our organization.

To protect third-party data from unauthorized access or disclosure, we implement control systems that restrict physical or digital access to data in our systems by unauthorized individuals or third parties.

In 2024;

- All our white-collar employees completed business continuity training.



Cysec4OT Project: We are making a strategic contribution to European cybersecurity

As Brisa, we are playing an active role in the Cysec4OT project carried out under the European Union's Digital Europe Program. This project aims to increase the cybersecurity level of operational technology (OT) systems, which are becoming widespread in production environments with Industry 4.0.

Thanks to our free access to the project outputs, we are able to share the developed training content with both internal and external stakeholders. This allows us to directly experience the needs in the field of OT cybersecurity. This process helps us increase our OT security maturity, raise our awareness level, and contribute directly to the European cybersecurity ecosystem. We carry out the process in an integrated manner with ISO 27001 and proceed in full compliance with the current frameworks set by European Cybersecurity Agencies such as ENISA.

Evren Buyer

Brisa Systems and Operations Manager



Our Cybersecurity Targets

- Participating in projects to develop educational programs that will be included in school curricula to ensure that young people are equipped with the skills needed for the smart factories of the future, training young cybersecurity experts, and creating new job opportunities for them
- Completing a comprehensive Business Impact Analysis study in collaboration with all functions
- Ensuring that all our white-collar employees complete their business continuity training
- To structure our information security and data protection processes in line with the specific requirements of the automotive industry and to bring supply chain security into compliance with international standards, we aim to obtain TISAX (AL2) certification by 2026.





Internal Audit —

We conduct internal audit activities to carry out our operations and services effectively, reliably, and without interruption; to improve our risk management, control system, and corporate governance practices; and to ensure the integrity, consistency, and reliability of the information provided by the accounting and financial reporting system.

Internal audit activities are carried out through the Audit Committee established within the Board of Directors. The Audit Committee submits the findings and recommendations obtained to the Board of Directors of through regular reports. In addition, the Internal Audit Department, which reports to the Board of Directors, also operates to ensure that the internal audit mechanism continues to function effectively. The Audit Committee

meets regularly with the Internal Audit Department to discuss the adequacy of the internal control system and reports to the Board of Directors.

Each year, risks related to all processes are reviewed, and the processes to be audited are determined by taking into account the requests and recommendations of the Company's senior management and business unit leaders. Auditable processes are identified through the Audit Universe created within the Company, and residual risk scores are determined based on natural risk factors and the status of internal control systems.

In 2024;

- Audits of 6 business processes, consisting of a total of 38 sub-processes, were completed and the results were reported to the Audit Committee.
- The impact of actions taken by company managers regarding internal control deficiencies identified in the audit reports was assessed in terms of risk level; the results were presented to the Audit Committee.
- One audit was conducted on priority issues in the area of sustainability, and the findings identified were completed within the year.
- A total of 320 action plans received from the relevant business units during the audits conducted between 2019 and 2023 were followed up, and the current status was reported to the Audit Committee.
- In order to increase the effectiveness of internal audit processes with digital tools, training in coding and generative artificial intelligence was initiated for the Internal Audit Team.

Our Internal Audit Targets

- Ensure the completion of the systemic infrastructure within the scope of data analysis and the creation of new scenario designs by 2025.
- To continue the training processes of the Internal Audit Team in the areas of coding and generative artificial intelligence, which began in 2024, and to implement the first examples in these areas in 2025



RISK MANAGEMENT —

At Brisa, we aim to ensure the sustainability of our products, services, operations, people, reputation, and financial strength through risk management, thereby creating the highest value for our stakeholders. Our risk management efforts, which hold an important position within our corporate strategy, are carried out within a structure that extends from the Company's Board of Directors to all employees, and the effectiveness of the risk management system is ensured through communication and control mechanisms.

In risk management processes, we aim to ensure that all our employees understand the concept of risk and the risks of the organization, to create a common risk awareness, and to ensure that risk management responsibilities are embraced. To this end, we support the communication activities carried out with effective control mechanisms and manage all these practices based on our ISO 31000 Corporate Risk Management System Certificate and Brisa Risk Management Policy.

[Click here](#) for our Brisa Risk Management Policy.

Our risk management activities cover financial, strategic, operational, external environment, and sustainability risk areas.

The Brisa Board of Directors has the highest level of responsibility for establishing and maintaining an effective risk management system within the Company.

The Early Detection of Risk Committee, formed from among the members of the Board of Directors, meets at least four times a year based on information received from the Risk Committee. It reports to the Board of Directors every two months, conducting situation assessments for critical risks and evaluating the effectiveness of the risk management system.

The Senior Leadership Team, operating under the Board of Directors, acts within a risk-based decision-making system. At its regular meetings, it evaluates risk management reports, proactively addresses risk management issues on the agenda, and makes decisions by assessing the risks of third parties and our business partners in connection with these issues.

The Risk Department is responsible for the early detection of all risks the Company may encounter, the effective management of these risks, and ensuring their integration with company strategies and processes. The Department, which organizes risk assessment workshops with all functional managers and employees every year, identifies the strategic, financial, operational, external environment, and sustainability risks of the functions. It prioritizes risks based on their potential impact in terms of financial, reputational, compliance, operational, environmental, and sustainability effects, develops strategies and action plans to mitigate the negative effects of these risks, and monitors the implementation of these actions.

Climate change and sustainability, concepts that require the collective effort of the entire business world, are actively monitored by Brisa, Bridgestone, and Sabancı Holding, which assess potential impacts and take relevant measures. The Senior Leadership Team (SLT) is responsible for aligning Brisa with these actions and for assessing and taking action on climate-related activities and sustainability risks.

To raise awareness within our company, we conduct monthly fire and casualty response drills and annual earthquake drills, which also include communication processes. We take action in response to current events and provide case study presentations to management.

In addition, every year, third-party organizations conduct audits on behalf of insurance companies to assess risks such as fire, natural disasters, and production losses within the company.

Climate Change and Sustainability Risk Management

Aware of the physical risks associated with climate change, we implement business continuity planning and other risk management measures at our production facilities. Anticipating other potential issues related to climate change, we conduct research and development processes to diversify rubber materials and examine how climate-related impacts could affect the supply chain.

At Brisa, we identify our sustainability risks in detail and manage them by considering mega trends and risk categories defined by the World Economic Forum, particularly those outside the scope of risk management and the risk universe.

When identifying risks, we review and detail sustainability risks through discussions with departments and the Senior Leadership Team, in addition to topics covered in risk management. We create our risk matrix in line with Bridgestone and Sabancı Holding strategies and perspectives. We identify climate risk types under the headings of transition risk (policy and legal), technology-based risks, and physical risks (acute and chronic), and we analyze the current situation under the headings of risk scenarios and current risk control. In this process, we clarify the definitions of risks, risk levels (high, medium, low), related processes, and current risk control status, and perform an impact/probability assessment for the risks. Based on the assessment

results, we track the necessary actions, action plans, and risk levels after the actions, and perform a status analysis with current projects. We assign responsibilities for risks requiring action to functions and sustainability task forces.

In addition, we evaluate whether there are opportunities associated with each risk and prepare financials and scenarios for those we prioritize.

We present sustainability risks to the Sustainability Committee every three months and share a summary with the Corporate Governance Committee.

We continue to implement all these assessments and subsequent measures on an annual basis. In this way, we identify and manage additional sustainability risks more efficiently, ensuring the active participation of departments in monitoring and action processes, thereby spreading this culture throughout the company.

We assess our risks and opportunities related to Climate Change and Water Footprint annually in the short, medium, and long term, and report them in the CDP , TCFD , and TSRS formats, along with scenario studies and relevant financial indicators.

In addition, we share our performance data directly related to climate change, such as energy consumption and emissions, along with our short-, medium-, and long-term targets in detail in our sustainability report.

You can review our **Brisa Climate-Related Disclosures TSRS 2** report for Brisa's climate change risks and related scenario analyses.

[Click here](#) for detailed information on the Bridgestone Group's climate change risks and practices.

[Click here](#) for the Sabancı Holding Sustainability Report.



CDP: Carbon Disclosure Project

TCFD: Task Force on Climate-related Financial Disclosures

TSRS: Türkiye Sustainability Reporting Standards



Risks related to climate change are periodically assessed in the short, medium, and long term as part of Brisa's integrated risk management system. The risks assessed and actions taken in this context are as follows:

RISKS AND OPPORTUNITIES RELATED TO CLIMATE CHANGE

Risk and Opportunity Category	Management Strategy*
Decreased Demand for Winter Tires Due to Reduced Snowfall	We are closely monitoring market dynamics in response to the medium-level risk of a potential decline in demand for winter tires and diversifying our portfolio with low-emission products and services.
Misleading Environmental Data Disclosures	We embrace the principle of data transparency against misleading environmental data disclosures, which are defined as a short-term risk.
Disruption in Natural Rubber Supply and Price Increases (Drought and Rainfall Changes)	We ensure sustainability by taking measures such as supplier diversification, use of bio-based materials, development of alternative sources, and increasing critical stock levels against possible disruptions in natural rubber supply, which is seen as a long-term risk.
Excessive Rainfall and Flood Risk (Izmit Facility)	To mitigate the flood risk at our Izmit facility, which we assess as a long-term risk, we are installing flood barriers, pumps, and drainage systems, elevating our critical equipment above ground level, and implementing our business continuity and evacuation plans.
Water Scarcity Risk (Aksaray Facility)	To address the long-term risk of water scarcity, we are improving water management at our Aksaray Facility with a 19,000 m ³ rainwater reservoir, closed-loop systems, and digital water tracking.
Increasing Emission Fees Under ETS	To mitigate the long-term risk of increasing ETS emission fees, we aim to produce 5,600 MWh of clean energy annually through a 3.5 MW solar power plant investment to reduce energy-related risks. We are also improving energy efficiency at our Izmit and Aksaray facilities through heat pump and waste heat recovery systems. We are continuing our transition to a low-carbon economy in line with our SBTi-approved commitment to reduce emissions by 56% by 2030.
Responding to the Growing Demand for Sustainable Products	Seeing the growing demand for sustainable products as a medium-term opportunity, we are focusing on R&D for electric vehicle-compatible tires and coating services.
Competitive Advantage Through Early Compliance with the European Union Deforestation Regulation (EUDR)	As part of a medium-term strategic opportunity, within the framework of early compliance with the European Union Deforestation Regulation (EUDR), we aim to increase Africa's share in natural rubber supply to 40%, increase sustainability audits of our suppliers, and ensure performance tracking through the EcoVadis platform.

* The short-term time horizon is defined as 0-1 year, the medium-term as 1-3 years, and the long-term as 3+ years.

In 2024;

- We conducted comprehensive studies to identify sustainability risks in collaboration with all our functions.
- We defined our climate change risk categories as natural resource scarcity, extreme weather events, pollution, non-weather-related natural disasters, loss of biodiversity, and ecosystem collapse.
- We created a comprehensive risk universe consisting of these sustainability risks.

Our Goals for Sustainability Risks

- Regularly and periodically follow up on action plans for high-risk items
- Complete financial analyses of medium and low-level risks and opportunities
- Develop the necessary infrastructure to ensure effective monitoring of the Sustainability Risk Universe in a digital environment



GENERATING AND DISTRIBUTING MORE ECONOMIC VALUE

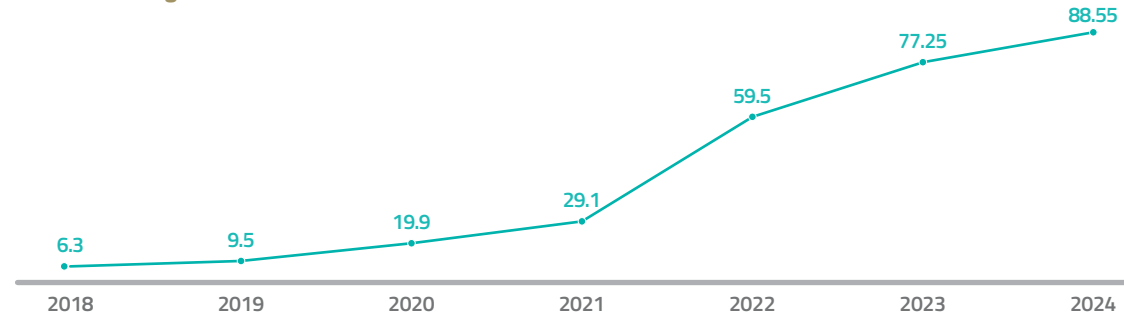
As a result of our understanding of being a responsible producer, we create value for our stakeholders in different areas and share this value with them. One of these areas is the economic value we create. In addition to the financial value generated as a result of our activities, we create value through our investments, projects, and products.

The adjusted* closing value of Brisa shares traded on Borsa Istanbul was recorded as TL 88.55 in 2024, with a compound annual growth rate of 54.1% from the end of 2021 to the end of 2024. During the same period, the BIST Industrial Index showed a compound annual growth rate of 56.5%, while the BIST 100 Index showed a compound annual growth rate of 74.3%. (*: retroactively adjusted share price based on the dividend payout ratio)

In 2024, a total investment of USD 24 million was made at our Izmit plant, including USD 9.9 million under an incentive certificate, for renovation, modernization, and new technology product manufacturing activities. At our Aksaray factory, a total of \$37.6 million was invested, including \$232.4 million covered by an incentive certificate. Thus, the total investment expenditure for the Aksaray factory to date has reached \$375.3 million.

Share price adjusted retrospectively according to the dividend payout ratio.

Brisa Share Closing Values



As a founding member of the Rubber Manufacturers Association (LASDER), we support the process of collecting end-of-life tires (ELTs) in accordance with regulations and returning them to the environment and economy through. Thanks to the ELTs collected from the market, our contribution to the country's economy in 2024 will be TL 2.4 billion, while the total contribution over the last 16 years, with 2,250,777 tons of ELTs collected, has reached TL 7.5 billion.

We shared our roadmap, achievements, and goals with analysts and portfolio managers from Türkiye and abroad at our Sustainability and Inclusion Day.

Our contribution to the country's economy in 2024 will be

TL 2.4 billion, while the total contribution over the last 16 years, with

2,250,777 tons of ELTs collected, has reached

TL 7.5 billion



Our Sustainability Approach



With our "Future in Every Move" approach and sincerity, we are moving forward with great determination to maintain our position as a global leader in sustainability, which we have prioritized in our journey to 2030. Within the framework of our sustainability vision, we aim to reduce our carbon footprint through practices that serve as role models for society, leaving no one behind.

Brisa's 2030 Sustainability Goals

- » Reduce Scope 1 and Scope 2 emissions by 56% compared to 2020
- » Use 100% renewable energy (electricity) sources
- » Use 30% sustainable materials in our products
- » Ensure that our suppliers, who account for 79% of emissions from the goods and services we purchase, commit to sustainability by 2028

Our International Success in Sustainability Indices Continues

- » We were listed in the Borsa Istanbul Sustainability Index for the 10th consecutive time in 2024, having first qualified for inclusion in 2015.
- » In the Refinitiv international assessment conducted by the London Stock Exchange Group (LSEG), we were awarded an "A" rating, representing "Excellent Performance," based on 2024 data.

SUSTAINABILITY MANAGEMENT

We focus our sustainability strategy on the main areas of Transition to a Low-Carbon Economy, Transition to a Low-Contact Economy, and Cultural and Social Transformation. We align our actions with the United Nations' Sustainable Development Goals and value being a stakeholder in the solution to a globally initiated movement. In each focus area, we first anticipate our risks and support them with our robust risk management. We conduct risk management with a lifelong perspective, incorporating environmental and social issues in addition to economic parameters. We manage the impacts that environmental and social risks arising in our supply chain, customer, dealer, and service processes may have on us. In this way, our actions become more understandable for all our stakeholders, while we also closely monitor emerging regulations, technologies, and financial opportunities for access to sustainable finance. We commit to and report on our practices and performance results, which we manage under the principles of transparency, fairness, responsibility, and

accountability, in line with the initiatives we participate in nationally and internationally. We strive to take our performance to higher levels through relevant quality system applications.

To ensure the continuous improvement of our social, environmental, and economic performance, we utilize nationally and internationally recognized standards and methods and conduct periodic benchmarking studies.

We have defined our priority responsibilities in the social, environmental, and economic areas through our sustainability policy. We organize training sessions and carry out communication activities to increase awareness of our policy among our employees and other stakeholders in our value chain.

[Click here](#) for the Brisa Sustainability Policy.



SUSTAINABILITY MANAGEMENT STRUCTURE —

We operate within an effective sustainability management structure that extends from top management to all levels of our organization; we ensure the effectiveness of this structure through transparent and two-way communication mechanisms and comprehensive audit processes.

At Brisa, we review our Sustainability structure annually, similar to the structure at Bridgestone and Sabancı Holding. The first and fundamental step of our Sustainability Management is the Management Foundations, where we manage corporate governance, risk management, and financing opportunities, followed by our Sustainable Business Model in the second step. Our task forces operate under the working groups Transition to a Low-Carbon Economy, Transition to a Low-Contact Economy, and Cultural and Social Transformation, while the Sustainability Committee sits at the top level of the model.

Task force members are responsible for setting goals related to the topics covered by the working groups, conducting gap analyses, identifying risks and opportunities, selecting focus areas and projects, taking action, achieving performance, securing financing, budgeting, and creating medium- and long-term roadmaps. We report the task force's work, led by members of the Senior Leadership Team, to the Sustainability Committee chaired by our CEO every three months, and then submit it to the Corporate Governance Committee, which reports to the Board of Directors, for evaluation.

Sustainability is one of the six key areas in our company's strategy. We identify projects under sustainability in our strategy portfolio each year through workshops involving our employees. We prioritize projects that require significant transformation and will contribute most to our company's strategy, establish teams, and include these projects in our company's Senior Leadership Team strategic project portfolio for the coming year, monitoring their progress. We follow up on other projects identified in the workshops through working groups and task forces.

Within our company's main performance metrics, 10% is allocated to sustainability efforts, including social, environmental, and governance (ESG) indicators. Within this 10% allocation, we track and report on the progress of projects related to our decarbonization roadmap, covering our core leadership level, energy, water, and biodiversity management.





Sustainability Committee

CEO: Haluk Kürkçü

Members: SLT

Secretary General: Aylin Erdil Alpsan

**
Serhat
Özkan**
M. Kemal
Yılmaz**
İlker
Şahin*
Tuğba Gök
Nam**
Cenk
Koçdor*
Aylin Erdil
Alpsan**
Serhat
Özkan**
İlker
Şahin*
Aylin Erdil
Alpsan**
Mustafa
Tacettin*
Tuğba Gök
Nam**
Cenk
Koçdor**
Yakup
Demir*
Aylin Erdil
Alpsan*
Neslihan
Döngel Özlem

Low Carbon Economy

Low Touch
Economy

Social & Cultural

Sustainable
FinanceWorking
GroupsCarbon Emmision, Energy, Water, Waste
ManagementProduct Life
Cycle
(Product
Development,
Use, Recycling,
ELT)Sustainable
ProcurementCircular
Economy,
Biodiversty

Digitalisation

Education / DEI

Risk
Management
/ IR / Funding
Opp.Task
Forces

Gender distribution in upper management: * Female - ** Male.



OUR MATERIAL ISSUES —

We regularly review our sustainability priorities, which we identified as a result of our 2012 study, through workshops and communication activities conducted in line with our corporate strategies.

When establishing our priority areas, we identify megatrends by considering the global risks defined by the World Economic Forum (WEF). Starting in 2023, we will base our approach on EFRAG's double materiality methodology. We regularly evaluate our material issues within the scope of the Sustainability Committee's work, taking into account the expectations and feedback from our stakeholders, current developments, global mega trends, and their impact on our sectoral sustainability priorities.

As part of the prioritization work we carried out in this direction, we gathered the opinions of a total of 234 internal and external stakeholders, including our managers, employees, dealers, academics, major shareholders, representatives of non-governmental organizations, and stakeholders from the business world. In our study, we analyzed feedback from our stakeholders to determine the importance and impact levels of the topics in our priority universe across social, environmental, and financial dimensions. Based on our findings, we developed our materiality matrix in line with the double materiality methodology. The outputs of the study were finalized with the approval of the Sustainability Committee and presented to the Board of Directors.

As a result of this assessment, conducted within the framework of the double materiality approach, we made some updates to our priority topics shared prior to 2023. In this context, we combined the topics of "Being a Preferred Workplace," "Equality and Diversity," and "Innovation and Corporate Entrepreneurship" under the main heading of "Social Impact." We evaluated the topics of "Smart Mobility" and "Eco-Friendly Products and Services" under the heading "Innovative and Sustainable Products." We addressed the topic of "Sustainable Procurement" as a sub-topic under the heading "Responsible Supply Chain Practices." We linked the topic of "Increasing Economic Added Value" to the theme of "Generating and Distributing More Economic Value" under the heading of "Corporate Governance." As a result of the 2024 assessments, our current material topics have been retained.

We assessed the impact of material issues on the company's financial performance under the "Impact on Corporate Value" dimension and their social and environmental impacts under the "Impact on Society and the Environment" dimension. Based on these analyses, we shared our materiality matrix under the relevant impact dimensions.

The magnitude, severity, and frequency of the social, environmental, and financial impacts created by material issues may vary from period to period. In this context, we evaluate the assessments and sustainability risks related to these priorities and communicate them to the Senior Leadership Team (SLT) annually.

Our Priority Issue Universe – Process Flow

1. Global Risks



2. Megatrends



3. Stakeholder Expectations and Feedback



4. Sectoral Priorities



5. Standards, Regulations, Rules



6. EFRAG Double Materiality Methodology



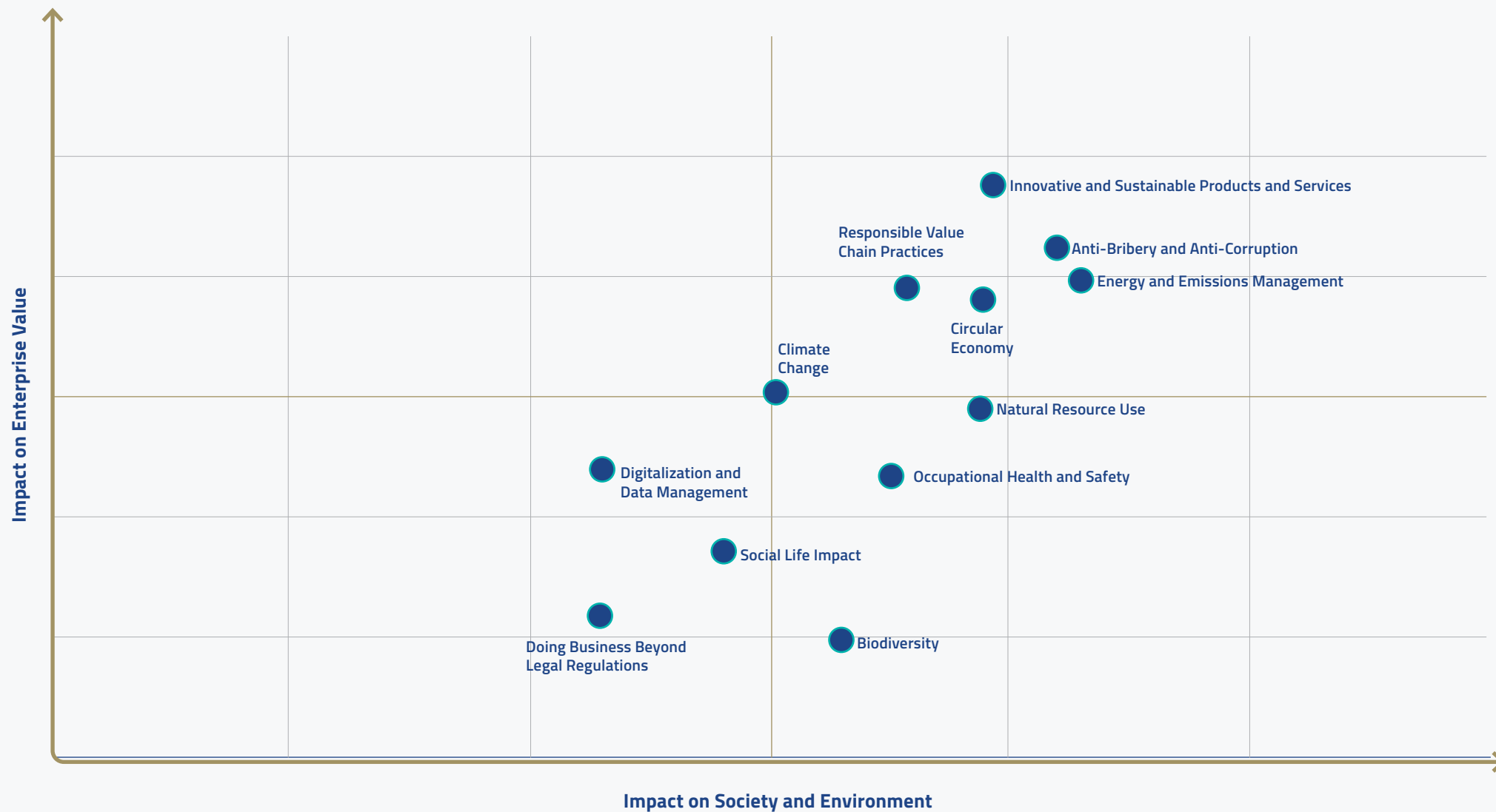
7. Sustainability Committee Approval



8. Our Priority Issue Universe



Materiality Matrix





We group our material issues, which we evaluate in line with mega trends, into three main dimensions: **Transition to a Low-Carbon Economy**, **Social and Cultural Transformation**, and **Transition to a Low-Contact Economy**, and demonstrate our contribution to the Sustainable Development Goals.

MATERIAL ISSUES	RELEVANT SUSTAINABLE DEVELOPMENT GOAL	BRISA'S PRACTICES
Climate Change		Climate change mitigation approach (13.3)
Energy and Emissions Management		Renewable energy investments (7.2) Energy efficiency projects (7.3)
Natural Resource Use	 	Water management and related improvement targets (6.4) Waste management (12.5) Sustainability reporting (12.6)
Innovative and Sustainable Products and Services	 	Environmentally friendly products and services (12.4) Smart mobility applications (9.1)
Circular Economy		Environmental Policy and related applications (12.2)
Responsible Supply Chain Practices		Sustainable Procurement Policy and Practices (12.6)
Biodiversity		Afforestation activities (15.2) Let the Cranes Fly Project (15.5)
TRANSITION TO A LOW-CARBON ECONOMY		

MATERIAL ISSUES	RELEVANT SUSTAINABLE DEVELOPMENT GOAL	BRISA'S PRACTICES
Impact on Social Life		Brisa Transformation Academy (4.4) Human Resources Policy (8.5)
		Signatory to the United Nations Global Compact (8.7) Innovation and Entrepreneurship Program (8.2)
		Customer Heroes and Service Heroes (5.1 – 5.5)
Occupational Health and Safety		Occupational health and safety practices (8.8)
SOCIAL AND CULTURAL TRANSFORMATION		

MATERIAL ISSUES	RELEVANT SUSTAINABLE DEVELOPMENT GOAL	BRISA'S PRACTICES
Digitalization and Data Management		Digitalization Applications (9.A)
Business Practices Beyond Legal Regulations		Corporate governance practices (16.5)
Anti-Bribery and Anti-Corruption		Corporate governance practices (16.5)
TRANSITION TO A LOW-CONTACT ECONOMY		

Our Dual Materiality Study Objectives

» Obtain external assurance for the double materiality study

OUR SUSTAINABILITY PERFORMANCE AND TARGETS

Assessments of our 2024 performance and targets for subsequent years are presented at the end of each section. This information is also included in table format in the **Appendix** section.



OUR STAKEHOLDERS —

We define our stakeholders as individuals, communities, and organizations that are directly and indirectly affected by our operations and that have a direct and indirect impact on our operations. We establish communication mechanisms, determining their method and frequency based on the nature of stakeholder groups, and evaluate the stakeholder feedback we obtain through these channels as key inputs when developing our sustainability strategy and goals.

The vision meetings we hold regularly, the monthly meetings we hold with our business partners, and the real-time interactions on our digital platforms are among the leading platforms where we come together with our stakeholders, alongside the applications we implement within the scope of sectoral collaborations. We receive feedback from public institutions within the scope of the Rubber Sub-Committee (LAK) of the Ministry of Industry and Technology, which we chair, and the Rubber and Safety workshops within the Ministry of Transport, Maritime Affairs, and Communications. We regularly participate as full members in ETRTO (European Tire and Rim Technical Organization) and ETRMA (European Tire and Rim Manufacturers Association) meetings on tire regulations. In addition, we participate in the working groups on Environment and Net Zero Policies, Climate Change, New Generation Industry, Foreign Trade, Circular Economy and Waste Management, and Energy Efficiency under TÜSİAD

(Turkish Industrialists' and Businessmen's Association), and in the working groups on Sustainable Development, Energy, Artificial Intelligence, Automotive Main and Sub-Industries under YASED (International Investors Association) working groups on Sustainable Development, Energy, Artificial Intelligence, Automotive Main and Auxiliary Industry, and the ISO (Istanbul Chamber of Industry) Sustainability Committee.

We contribute to the process by providing opinions and assessments on regulations from public institutions and organizations, taking into account the needs of our country, industrialists, and our sector, under the vision of sustainability. We base our opinions on transparency and share them directly through relevant public and non-governmental organizations. By keeping sustainability at the center of our business practices, we engage in transparent cooperation with policymakers to comply with both national and European Union regulations.

We transparently present our sustainability performance to our stakeholders in our annual Sustainability Report. Through our "External Committee Assessment" evaluation process, we gather feedback from our stakeholders and international methodologies on our reporting practices, identify potential areas for improvement, develop action plans, and ensure these are reflected in our next report.

Communication With Our Stakeholders

Stakeholder Groups	Position in the Value Chain	Communication Tools	Communication Frequency	Feedback	Brisa's Response
Sabancı Holding Employees	Internal Processes (Core)	Sabancı Weekly Bulletin, Media, Social Media, Campaigns	Weekly	A request for collaboration was submitted.	Collaboration has been completed.
Employees	Internal Company Processes (Core)	Corporate Website, Social Media, Digital Sharing and Emails, Brisa Academy, Digital Internal Communication Platforms, Sabancı Weekly Newsletter, Media, Volunteer Activities, Internal Company Screens, Boards, Trailblazers, Financial and Sustainability Reports, Function Newsletters and Events, Vision Meeting, CEO Townhall	Daily	Expectations related to social event needs were communicated.	Social clubs were planned where employees take the lead and develop actions.
Media	Downstream	Corporate Website, Social Media Channels, Advertising and Marketing Activities, Interviews and Talks	2-3 times a month		



Communication With Our Stakeholders

Stakeholder Groups	Position in the Value Chain	Communication Tools	Communication Frequency	Feedback	Brisa's Response
Investors	Internal Company Processes (Core)	Corporate Website, Digital Communication Platforms, Media, Financial Reports, Investor Presentations, Factory Visits, General Assembly Meetings, News Coverage and Interviews, Public Disclosure Platform	Quarterly	A request for a factory visit was submitted.	Completed.
Local Community	Upstream and Downstream of the Value Chain	Corporate Website, Media, Digital Communication Channels, Donations and Sponsorships	Continuously digital	A sponsorship request was received from a local sports club.	The request was positively received, and the planning process will be carried out in the new period.
Non-Governmental Organizations	Internal Company Processes / Core	Corporate Website, Association Memberships, Joint Projects, Sponsorships, Media and Digital Communication Channels	Monthly	We were invited by a civil society organization to share our best practices.	We participated in two events as speakers.
Universities	Upstream Value Chain	Corporate Website, Media and Digital Communication Channels, Scholarships and Internship Opportunities, Factory Visits, Sponsorships and Support, Career Day Presentations, Brisa Academy Training, Ideathons Horizon Europe Programs	Monthly	We were invited to participate in a call for proposals as a consortium member under the Horizon Europe Programs.	Planning has been completed.
Business Partners	Upstream Value Chain	Corporate Website, Social Media, Media, Corporate and Marketing Communications, Brisa Academy, Dealer Meetings, Digital Meetings, Brisalıyız.biz, Dealer Trips, Genba Room	Daily		
End Users	Downstream	Corporate and Brand Websites, Social Media, Media, Advertising and Marketing Activities, Field Events, Campaigns	Digitally continuous		
Customers	Downstream	Meetings and Discussions, Aspects+ Reports, Profleet Consultants Field Work, Digital Fleet Applications, Trade Shows	As needed		
Public Institutions	Internal Company Processes (Core) - Upstream Value Chain	Public Audits, Activity and Sustainability Reports, Meetings and Discussions, Civil Society Organization Reports	As needed	We were invited to share our best practices.	A presentation was made at the Türkiye Pavilion at the 2024 United Nations Climate Change Conference.
Suppliers	Upstream	Face-to-face meetings, Activity and Sustainability Reports, Supplier Audits, System Notifications, Supplier Recognition Ceremonies, Joint Programs	As needed		
Potential Brisians	Upstream	Corporate Website, Social Media, Conference Participation, University Events, Ideathons, Internship Programs	Monthly		



Sustainability Priorities by Stakeholder Group

	Senior Management	Customers	Business Partners	Employees	Suppliers	Local Authorities / Public	Investors and the Public
Energy and Emissions Management	✓	✓	✓	✓	✓	✓	✓
Natural Resource Use	✓	✓	✓	✓		✓	✓
Innovative and Sustainable Products and Services	✓	✓	✓	✓		✓	✓
Circular Economy	✓	✓	✓	✓	✓	✓	✓
Responsible Value Chain Practices	✓	✓	✓		✓	✓	✓
Biodiversity						✓	✓
Occupational Health and Safety	✓		✓	✓	✓		
Climate Change	✓	✓	✓	✓	✓	✓	✓
Social Life Impact	✓			✓		✓	✓
Business Practices Beyond Legal Regulations	✓	✓	✓	✓	✓	✓	✓
Combating Bribery and Corruption	✓	✓	✓	✓	✓	✓	✓
Digitalization and Data Management	✓	✓	✓	✓	✓	✓	✓

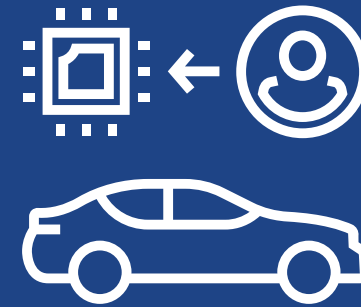


We continue to develop through exemplary practices in sustainability

"Our company sets an example both in the global tire industry and in our country with its leadership-level practices in sustainability areas, including environmental, financial, risk, and social assessments. The assessments and audits we receive from international authorities, financial institutions, independent organizations, and our automotive customers, within the framework of regulatory compliance, allow us to compare our practices and the level we have reached, while also pointing out areas for improvement. The internal audit we receive each year on selected topics also provides an important progress program. Following these assessments each year, we share the results with our Sustainability Committee and senior management, identifying the areas we need to advance until the next assessment period. We track this entire process with our Sustainability Transformation Roadmap and ensure our management processes through our quarterly reporting mechanism. We advance our transformation process together with all our stakeholders, leaving no one behind, and continue our journey towards decarbonization."

İlayda Sipahi Besen
Brisa, Sustainability Specialist





Innovative and Sustainable Products And Services



At Brisa, our understanding of product responsibility is based on a management approach that covers the entire product life cycle, from the sourcing of raw materials used in production to the end user, including supply and consumption processes outside our factory premises. In line with this, we utilize internationally recognized quality standards and management systems during the production phase and bring our products to market while considering the environmental impacts they will create throughout their life cycle.

[Click here](#) for the Brisa Quality Policy.

PRODUCT LIFE CYCLE

We are preparing for the requirements of our sector by understanding regulations that will transform the industry with a sustainability perspective over the next 10 years, such as the European Green Deal, Ecodesign Regulation (ESPR), Deforestation Prevention Regulation (EUDR), EURO7, European Union and Türkiye Taxonomy, and Digital Product Passport.

With our principle of developing our products and services in a way that reduces greenhouse gas emissions

throughout their entire life cycle and value chain, we are designing in line with European Union regulations and customer demands and needs. We prioritize a total of six criteria in the areas of economy, safety, and comfort, both in terms of regulatory compliance transformation and providing balanced performance to vehicle owners. We strive to provide tires that are lighter, more energy-efficient, incorporate recycled materials, have a longer lifespan, and offer lower rolling resistance and noise levels to the market. This enables us to improve resource

efficiency. Our services that allow our tires in the market to be retreaded multiple times reduce raw material consumption per unit of economic value. We implement responsible purchasing covering sustainable sourcing and responsible production processes covering energy, water, and waste management. With our principle of development to reduce greenhouse gas emissions throughout the life cycle and value chain of our products and services, we comply with European Union regulations and design according to customer demands and needs.

Greenhouse Gas Emissions Distribution in Our Value Chain



85% of the emissions in our value chain come from the tire usage phase, while 12% come from raw material procurement processes. To reduce emissions, we address the product life cycle in five key areas.

Upstream: We monitor and strive to improve processes that require energy and fuel consumption not included in Scope 1 and Scope 2 emissions, which are outside the raw material procurement processes.

Raw Material Supply: We promote sustainable supply processes and work with suppliers to make the product life cycle more sustainable. We work together to ensure environmentally friendly supply, including reducing suppliers' energy consumption and greenhouse gas emissions, creating a reduction plan, and reporting. We collaborate with suppliers on the use of raw materials with a low carbon footprint and conduct research and development. We strive to localize our raw material sourcing processes.

Production: We focus on improving energy and resource savings and efficiency in manufacturing processes. We incorporate renewable and circular processes, leveraging technology. We develop and use technologies that reduce weight, lower rolling resistance, and contribute to improving vehicle fuel efficiency and reducing CO₂ emissions.

Distribution and Logistics: We develop projects aligned with our strategy to improve sales and logistics operations to enhance our delivery processes, optimize routes for greater efficiency and lower CO₂ emissions, and increase transportation efficiency.

Product Use: We run programs and services that extend product life and enable reuse, particularly in commercial vehicles, providing benefits in tire and vehicle maintenance and eco-driving.

Post-Use Recycling: To improve product circularity, we work to ensure that used tires collected in stores are used in accordance with our country's laws and regulations or recycled to create new value. We take actions to encourage the effective use of end-of-life tires and promote their recovery (material recycling, energy recovery) through recycling technologies.



We strive to offer the highest quality and most sustainable products through our people-centered processes

"In line with our sustainability goals, we are working on the traceability and transparent tracking of our products. Through the projects we carried out throughout 2024, we have ensured traceability that will also serve our customers' sustainability goals. We developed a special barcode system and implemented it using digital systems. In addition, in the tire production and quality control process, we customized each product based on codes and made it possible for them to undergo different processes. We strengthened our quality control processes with value-adding projects that meet our customers' specific requests. With this work, we were able to respond to our customers' demands while increasing our quality control steps without compromising efficiency. We also offered ergonomic solutions to improve worker comfort in our processes. An additional benefit was the energy savings we achieved."

Erman Kale
Brisa Development Engineer





In 2024;

- » As part of our strategy to phase out fossil fuels and transition to electrification, we have reduced fuel consumption by forklifts by 65% since 2020.
- » We have reduced emissions from forklift use, which accounts for 87% of diesel consumption at our Izmit factory, by 52%.
- » We reduced the kilometers traveled for imported raw materials by 32.89%.
- » We recorded a 2.3% decrease in the amount of raw materials used. (GRI 301-1)
- » Our resource efficiency ratio (Sales (1,000 TL) / Raw materials (ton) was 0.13. (1,000 TL/ton)
- » We achieved a recycled material rate of 0.9% and a renewable material rate of 28.3%. (*) (GRI 301-1)
- » The recovered product ratio (**) was 79,638 tons in the passenger tire category and 24,203 tons in the heavy commercial vehicle tire category. (GRI 301-3)

(*) Materials recovered (reclaimed) through a production process have been reprocessed and incorporated into goods or services as a final product or component. (Definition based on ISO 14021: 2016.)

(**) Material recycling excluding coating, energy recovery, etc., useful utilization rates

Our Product Life Cycle Targets

- » Running projects aimed at tracking the entire life cycle of our products and reporting this process transparently
- » Improving the distribution distance per ton shipped through projects supporting distribution and logistics processes and route optimization
- » Converting our entire forklift fleet to electric vehicles by 2030



PRODUCT USE —

After products are brought to market, we develop business models based on using resources more efficiently, minimizing waste, and giving products a second, even third life. We maintain the buy-produce-sell-reuse-recycle cycle.

As Brisa, we launch an average of 150 new products to the market each year to increase our competitiveness and respond quickly to changing customer needs. At the heart of our product development strategy are regulatory requirements, original equipment manufacturers' expectations, industry trends, and technological transformation. In our new product development processes, designing longer-lasting tires is one of our top R&D priorities. To reduce the environmental impact of our products throughout their under-vehicle usage cycle, we focus on using more sustainable raw materials and technologies that reduce carbon emissions and minimize waste generation.

In order to reduce the impact of the increase in the number of vehicles on the road on climate change and accident risks, labeling on products has been mandatory in our industry in line with the European Union since 2012. The labeling provides information on fuel efficiency to reduce CO₂ emissions by reducing consumption in traffic, wet braking distance to increase driving safety, and external noise values to reduce traffic noise.

We expect the EURO 7 regulation, which addresses tire life and wear particles, to come into force in the coming years and cover our industry. At Brisa, we work on the principle of improving the life of

each new generation of our products, as long-lasting tires contribute to resource efficiency and waste reduction.

In line with the mega trend of electric and hybrid vehicles, we are renewing our production technologies to meet the tire expectations of electric and hybrid vehicles through our strong research and development efforts. We are working on new concept products that have lower rolling resistance, produce less emissions and noise, have lower weight, and offer longer life.

Our products equipped with Bridgestone Enliten and Lassa NextGen technology deliver quality, safety, and performance while significantly reducing CO₂ emissions during use through wet grip and long-lasting performance, reduced tire weight, and fuel and energy savings. Our products featuring this technology contribute to sustainability at the highest level with the performance they offer in their class, not only for internal combustion engine vehicles but also for electric and hybrid vehicles.

We are developing models that will enable tires to be used by other industries after they have completed their service life under vehicles.

With all these processes, we define our sustainable and facilitating products and services as tires with fuel efficiency label values of A and B for passenger cars, and A, B, and C for light and heavy commercial vehicles, in reference to the European Union labeling regulation, our fleet management services, our run-flat technology products, and our products for electric vehicles.

In 2024;

- » There were no cases of non-compliance with regulations and rules related to labeling, the environment, occupational health, and safety with product and service information.
- » Our sustainable and enabling products and services reached 806. The revenue generated from these accounted for 49% of our turnover, amounting to TL 16.9 billion.
- » Our high fuel efficiency and long-lasting tires accounted for 45% of our current product portfolio.
- » We continue to be the sole supplier of Lassa brand tires for the T10X SUV model of TOGG, Türkiye's first 100% electric domestic car, and we are also a supplier of Bridgestone brand tires for the Sedan model.
- » We continued to supply our tires with Bridgestone Turanza 6 for Toyota's rechargeable hybrid car, the C-HR model, and for both internal combustion and electric motor options in Ford's new generation Custom vehicles.
- » Our products, such as Bridgestone Turanza 6, developed with Enliten technology, Duravis Van, and Blizzak 6, contribute to sustainability with longer life, lower energy consumption, and the use of recycled materials.
- » Designed with NextGen technology, Lassa Revola is Türkiye's first locally produced tire compatible with electric and hybrid vehicles. Its lightweight construction, improved rolling resistance, and superior road grip reduce natural resource consumption while enhancing driving safety.
- » We launched the Lassa Competus H/P 3, developed with NextGen technology and fully compatible with electric and hybrid vehicles, with EV Ready sidewall marking.
- » We have launched the Bridgestone Ecopia Enliten, which features low rolling resistance and high fuel efficiency, is compatible with electric vehicles, and is suitable for all-season use.



Next-Generation Sustainable Performance: Lassa Competus H/P 3

"We have launched our new generation summer tire, Lassa Competus H/P 3, which we developed to maintain our leading position in the market, increase our competitiveness, and adapt to changing mobility trends. We designed this product to meet the needs of the priority SUV segment, especially for urban use, and to be fully compatible with electric and hybrid vehicles. One of the most important aspects we focused on during the development process was to combine our customers' needs and high performance criteria with sustainability principles.

Competus H/P 3, distinguished by its EV READY label, improves fuel efficiency and driving comfort thanks to a weight reduction of up to 20%. Our product, which stands out in independent tests with its "A" class wet surface performance and shorter braking distance compared to its competitors, offers superior road grip on dry and wet surfaces thanks to its innovative compound technology and optimized asymmetrical tread pattern. The reinforced body structure provides increased comfort and long-lasting use. Developed with Lassa NextGen technology, the Competus H/P 3 is an economical and eco-friendly choice, offering fuel and energy savings of up to 10%.

We take pride in offering a solution that combines high performance and safety with our engineering capabilities and environmental responsibility. With every new tire we add to our product range, we know that the journey is not limited to today; we design with the future in mind."

Duygu Şener
Brisa Product Manager, Consumer Products



We are working with our automotive customers toward a shared vision for local and sustainable mobility.

"As Brisa, we collaborate with major automotive companies manufacturing in Türkiye. The automotive sector is undergoing a major transformation driven by technological advancements, user feedback, and sustainability expectations. Moreover, the automobile is no longer just a means of transportation, but also a smart and eco-friendly mobility solution. We share a common vision with automotive companies that demand electric and hybrid vehicles and sustainable products, contributing to the reduction of emissions from vehicles in use with our product technology. With our Bridgestone Enliten and Lassa Nextgen technologies, which serve our sustainable mobility vision, we develop products tailored to the needs of our automotive customers in an era where electrification is increasingly important, regardless of engine type. The products we develop with these technologies stand out for their low rolling resistance, fuel efficiency, and energy efficiency. We aim to be among the best business partners by understanding the expectations of our automotive customers and meeting those expectations at the highest level. With our customer-focused approach, our experience, our expertise, and our production capabilities, we are committed to supplying tires for every vehicle manufactured by automotive companies in our country."

İrem Büyükköse
Brisa OE Technical and Sales Manager



Our Product Usage Targets

- » Ensuring that all products in our portfolio meet sustainability criteria by 2030 and transitioning to carbon-neutral product development processes
- » Achieving a minimum 30% improvement in lifespan for each new generation of products, particularly in the winter segment

CUSTOMER HEALTH AND SAFETY —

Effectively and transparently informing our stakeholders about our products is one of the fundamental principles of our approach to both customer health and safety and responsible marketing.

Wet braking distance is one of the most critical indicators determining the safety performance of tires and is also an important reference point in terms of traffic safety. Therefore, tires that offer shorter braking distances on wet surfaces are of vital importance not only for the driver but also for the safety of

all individuals in traffic. We view it as a corporate responsibility to transparently share this parameter, which contributes to preventing traffic accidents that increase during winter months, on all our product labels in line with our responsible marketing approach, thereby supporting users in making safety-focused and informed choices.

We are steadily increasing the share of our products with label values of "C and above" and "A" in our sales portfolio.

In 2024;

- » We achieved a 30% share for consumer products with a wet braking distance label value of "A" and a 7.4% share for commercial products.

Customer Health and Safety Targets

- Achieving a 32.5% share for consumer products with a wet braking distance label value of "A" and a 7.5% share for commercial products
- Launching the "Inspection Safety" program under the leadership of the Quality Department





OUR MOBILITY SOLUTIONS —

At Brisa, we position ourselves not only as a tire manufacturer but also as a mobility company offering innovative services beyond tires. We embrace sustainability within the scope of "Mobility Solutions," which is at the heart of our 2030 roadmap, and are comprehensively preparing for the electrification transformation. Our Otopratik stores are the first fast maintenance service chain in Türkiye to offer electric vehicle charging station services on a widespread basis.

We offer vehicle maintenance services for electric and hybrid vehicles at Otopratik and Propratik locations, which we have transformed into "Mobility Centers." Furthermore, as part of our vision of "an electric vehicle charging station at every Otopratik," we are increasing the accessibility of electric vehicle charging stations through our stores.

By acquiring Arvento Mobil Sistemleri, a leader in vehicle tracking and fleet telematics systems in the mobility transformation field, in 2022, we began integrating our mobility solutions, tire products, dealer and service network into the Arvento portfolio. We provide our customers with convenience, efficiency, and productivity through fleet management services based on integrated mobile systems and data analytics. By strengthening our capabilities with Arvento in areas such as tire tracking, fuel consumption, driver behavior, and vehicle tracking, we will continue to create value for fleets.

In 2024;

- We provided annual traffic for over 500,000 vehicles with 72 electric vehicle charging stations and 55 electric and hybrid vehicle maintenance service points at Otopratik locations.
- To date, we have provided over 1.4 million Arvento devices to more than 130,000 customers.
- We continued to install stations capable of charging 80% in an hour and charging 2 vehicles simultaneously.
- We have achieved a reduction of 906 tons of CO₂ at charging stations with a total capacity of 5,423 kW.
- We obtained the authority to administer exams enabling individuals without a vocational high school diploma or mastery certificate to obtain an internationally recognized Electric and Hybrid Vehicle Technician Certificate. We successfully completed the accreditation process and established the necessary exam infrastructure.
- We have started providing authorized UTTS (National Vehicle Identification System) installation services at a total of 106 service points, including 63 Otopratik, 12 Propratik, and 31 Arvento service centers.
- We have started answering customer questions instantly and in detail with the AI-powered Arvi Chatbot we have implemented in Arvento Mobile Systems.
- We completed the OE Telematics Project to equip Temsa buses with the Arvento telematics solution and made it available for use in 151 vehicles.

Our Targets for Mobility Solutions

- Starting training programs for accreditation of electric and hybrid vehicle technician certification
- Transforming our practical service centers into future mobility hubs and becoming the first service brand that comes to mind when it comes to electric vehicles
- Transforming Arvento into a technology company that turns data into value



Joint Success in Sustainability and Smart Fleet Management Collaboration



"We closely follow the sustainability efforts of our tire supplier Brisa. We are proud that they won the Sustainability Contribution Award at the Success Awards program organized by the Automotive Industry Association, of which we are a member, for their "BriSU Cycle and Water Management" project. In addition, thanks to the Arvento devices installed by Brisa at the factory, we equip our buses with telematics solutions. Through our collaboration, we provide integrated mobile systems and data analytics-based fleet management services, offering our customers convenience, efficiency, and productivity. We will continue to create added value for fleets by strengthening our capabilities with Arvento in areas such as tire tracking, fuel consumption, driver behavior, and vehicle tracking."

Kerem İpek
Temsa Sustainability Manager



OUR SUSTAINABLE SERVICES WITH FLEET MANAGEMENT

We offer smart solutions to our corporate and commercial customers with a sustainable fleet management model. In addition to the product and service support we provide to our customers, we offer savings in fleet management costs and fuel efficiency throughout the life of the tire through training, consulting, roadside assistance, inventory management, digital programs, centralized billing, regular monitoring, and reporting.

Profleet Fleet Management Solutions

Mobilfix: We provide on-site service to fleets with Mobilfix, the world's first mobile service truck developed for heavy commercial vehicles. We save fuel and time spent on the road while going to the service.

Probox: Our modular service point designed to meet the on-site tire removal/installation and service needs of fleet vehicles across all segments and garage management.

Propratik: Our fast maintenance service chain meets the many needs of commercial vehicles across all segments simultaneously with a high-quality guarantee.

Digital Fleet Solutions

Filofix Roadside Assistance: We keep commercial vehicles on the road 24/7, both domestically and internationally, ensuring uninterrupted operations.

Aspects: With our tire condition monitoring program, we measure tire pressure and tread depth for fleet vehicles, intervene in a timely manner, and report profit opportunities by reducing total purchase costs through timely tire replacement.

TMP+: With our comprehensive tire tracking program, we track tires from the moment they are installed until they are removed, based on their serial numbers.

TPMS&Telematik: With our integrated solution, implemented for the first time in Türkiye, we record and report the location, malfunctions, mechanical information, and driver behavior of fleet vehicles. We measure tire pressure and temperature in real-time and notify fleet managers and drivers in case of sudden changes.

In 2024;

- » We saved our customers a total of **TL 30.6 million**.
- » We worked on **971,956** tires in fleet customers' garages.
- » We covered **96,180** tires.
- » We recorded the mileage and tread depth of a total of **9,868** tires at specific intervals, performing mileage-based performance calculations for fleets.
- » We provided **3,829** roadside assistance services to commercial fleets.
- » We completed over **500** work orders with Mobilfix. We installed **15** Probox units for tire services in fleet customers' garages.
- » We installed TPMS & Telematics on **25** vehicles.

Our Targets for Fleet Management Solutions

- Implementing our Digital Fleet 2.0 solution
- Achieving 2.5% fuel savings, 30% fewer tire repairs, and 15% longer tire life for customers using our TPMS & Telematics product.



Brisa offers our company smarter, safer, and more environmentally friendly solutions every year.



"We piloted the latest TPMS and telematics solutions in our vehicles. They allow us to monitor data from our vehicles in real time via sensors. They provide an infrastructure that enables us to analyze issues such as tire health, driving behavior, and operational efficiency, helping us manage both costs and carbon emissions.

Their analysis showed a 2.5% improvement in fuel consumption and a 30% reduction in tire failures caused by low pressure. Thanks to timely interventions enabled by real-time monitoring, tire life increased by 15%, and unplanned vehicle downtime was significantly reduced.

With these efforts, we are maintaining our operations more seamlessly while also gaining a cost advantage. We are not only increasing efficiency but also achieving a climate-friendly transformation."

Ahmet Burak Ömürlü
General Manager, Ömürlü Automotive Industry, Construction, Transportation Services, Agriculture and Forest Products Industry and Trade Ltd. Co.



Responsible Value Chain Practices

In line with our sustainability approach, we respond to the expectations of our customers, business partners, and suppliers through responsible value chain practices; while contributing to the social and economic development of the communities we are part of. In doing so, we bring our philosophy of “Future in Every Move” to life across every link of our value chain.



DISTRIBUTION CHANNELS MANAGEMENT

With the goal of providing our customers with an effective sales and after-sales service organization, we continuously expand our sales and service network. We work to develop and grow our sales network together with business partners who share a similar business culture. To make our business processes more efficient, we focus separately on retail, wholesale, and fleet distribution channels.

Dealer Experience and Communication

Our dealers play a key role in our business success, as they represent the most important link between us and vehicle owners. Through two-way communication channels, the Dealer Trust Index, and the Dealer Future Expectation Index, we monitor and statistically evaluate our dealers' current situation assessments and future expectations on a monthly basis. In this way, we shape our monthly operational agenda in line with our dealers' expectations.

In order to better understand the needs and expectations of our dealers, we enable our dealers to evaluate Brisa through our One in the Field survey.

Through our Genba Room platform, where we digitally monitor field, finance, sales, and marketing processes, we maintain instant communication with our dealers and aim to enhance dealer satisfaction by providing rapid solutions to their complaints and requests.

We further strengthen our partnership with our dealers through our shared communication, news, and information platforms "Brisalıyız.Biz" and "Lastiğim.biz"; the first loyalty card program for our dealers, "Brisalıyız Kart", which offers exclusive opportunities and discounts; and the "Lastik Para" incentive program designed to support and reinforce our retail practices.

Enhancing Customer Experience at Our Dealers

Through our annual customer satisfaction survey, we regularly measure our customers' satisfaction with our products and services, as well as the service quality of our dealers.

Based on mystery shopper evaluations and customer feedback, we identify areas for improvement in our dealerships related to store greeting and farewell practices, product and service information, waiting areas, and restroom standardization. We continuously improve and monitor these areas to ensure consistently high-quality customer experience.

Through dealer development projects, we strengthen the competencies of our dealers and ensure that the standards offered at our sales points are consistently maintained through a reliable training and audit system. In this context, we place great emphasis on "Customer Relationship Management and Warranty Practices" training programs. With our "Customer Experience Marathon" program, we observe our business partners' customer interactions on-site, identify areas for improvement, and provide training to help them enhance customer satisfaction and experience. By repeating these trainings every three months, we track the progress in their customer satisfaction and recommendation scores. Based on the results of the Customer Experience Marathon, we reward the top 10 dealers with the highest scores as "Recommended Sales Points." We also meet frequently with business partners

whose Customer Satisfaction Evaluation scores fall below the national average to raise their awareness of customer satisfaction.

In line with our Customer Experience Store Standard, developed to improve the experience our customers have at sales points, we provide our dealers with corporate identity support. Within this scope, we renew signage, interior and exterior visuals, customer waiting areas, personal workspaces, and hygiene areas to ensure a consistent and comfortable brand experience.

Through our centrally distributed QR code-supported product catalog, which includes the full range of Bridgestone and Lassa products, we enable customers to easily access detailed product information while significantly reducing paper consumption. In addition, we measure customer satisfaction through the QR Code Feedback Survey available at our dealerships.

As part of our "On-Site Tire Service" initiative designed to improve customer access to installation services, we provide equipment support for our dealers' mobile service vehicles and establish discounted fleet agreements with major vehicle manufacturers to facilitate mobile vehicle purchases for our dealers.



Digital Empowerment of Our Dealers

By supporting the digitalization of our dealers, we aim to enhance their visibility, value, and distinctiveness in the eyes of customers. We provide a digital platform that enables our dealers to input and analyze data, allowing us to effectively monitor their performance.

We support our dealers in creating corporate websites with professional content and interfaces under their own domain names. In collaboration with agencies, we also offer guidance on social media management and digital development.

Through the web-based mobile vehicle service software implemented at our dealerships, we simplify the vehicle service process for customers without the need to download any application.

With our closed-loop C2C platform “Lastikmarkt”, we facilitate the exchange of Brisa products among dealers within the industry.

Quality Employment at Our Dealers

We organize programs aimed at strengthening the professional knowledge and experience of women currently employed at our dealerships. Graduates of these programs are assigned environmentally conscious and socially responsible projects, the progress of which we actively monitor and support. Since 2016, we have been running our “Heroes of the Customer” program an industry-first initiative that trains customer experience specialists offering comprehensive training on topics ranging from retail and sustainability to innovation and store management. Through our “Heroes of the Service” program, women employees at our dealerships complete three training modules and graduate as qualified professionals in all aspects of tire service operations.

Under the “Heroes of Finance” training program designed specifically for women working in the accounting and finance departments at our dealerships, participants receive training on Brisa’s financial processes, Excel literacy, and Brisa system usage. Upon successfully completing the two-module program, participants earn the “Heroes of Finance” certificate, aimed at strengthening their financial competencies.

[Click here](#) to watch the inspiring stories of women who overcome prejudice and succeed in every role across our dealerships, proving the power of belief and perseverance

1: 6.4

*Our SROI value for the women's vocational programs at our dealerships (“Heroes of the Customer” and “Heroes of the Service”) is 1:6.4. **

*SROI: Social Return of Investment





To enhance the skills of our service technicians and standardize the quality of service offered at every dealership, we launched “3D Master”, a gamified tire training program under the Brisa Transformation Academy. This mobile 3D learning game enables our technicians to fully grasp tire-related knowledge in an engaging way. Through personalized guidance and training support, we assist each technician individually and monitor their progress and knowledge levels via the platform.

At our Otopratik and Propratik service centers, we introduced the Pratik Academy during the reporting period to address the industry’s need for skilled technicians in line with mobility trends. The Electric and Hybrid Vehicle Training Program, consisting of two days of theory and two days of hands-on practice, trains expert technicians in electric vehicle maintenance. In addition to technical and mechanical modules, Pratik Academy also includes managerial training such as Service Management and Service Consulting.

Through Brisa Academy Certification, authorized by the Vocational Qualifications Authority (VQA) of the Republic of Türkiye Ministry of Labour and Social Security, we provide certification services valid across 28 European Union countries in four national qualification areas: machine maintenance technician, automotive mechanic, automotive front alignment technician, and tire maintenance and repair technician.

As a result of our collaboration and contributions with the Ministry, we played a significant role in developing the Occupational Standard for Electric and Hybrid Vehicle Mechanic/Battery Maintenance and Repair Technician. In 2025, we successfully completed audits by TÜRKAK (Turkish Accreditation Agency) and the VQA, gaining authorization to issue International Vocational Qualification Certificates in this field.

Supporting the Institutional Growth of Our Dealers

We support the rapid adaptation of new business partners joining the Brisa family through a comprehensive coaching program that provides information on our customer approach, customer satisfaction standards, and best practices.

We attach great importance to developing long-term, trust-based relationships with our business partners that are built on solid foundations and contribute to the continuity of their businesses. To help family-owned dealerships passed down from father to son, siblings, or relatives, and enriched by the participation of new generations expand their vision, increase efficiency, and institutionalize their operations, we offer the “Next Generation at Work” certification program. Through this program, we help future leaders develop competencies in areas such as strategic thinking, financial literacy, digital transformation, and leadership contributing not only to the sustainability of family businesses but also to the transformation of SMEs, which form the backbone of the national economy.

Social and Environmental Sustainability at Our Dealerships

With our “Green Dealer” program, launched in 2022 as an industry first, we aim to encourage the adoption of sustainability practices among our dealers. Within the scope of the program, we prioritize dealers with high environmental and social impact and identify areas for improvement. At the end of the evaluation process, we reward dealer performance across four defined levels: Basic, Bronze, Silver, and Gold. Additionally, we support newly opened dealerships in designing their stores with sustainable practices and promoting the use of renewable energy in new locations.

As part of our 2024 strategic priorities, we implemented the Sustainability Incentive System to monitor, audit, and financially support our dealers’ sustainability actions.

Since the pilot phase of the program in 2022, we have certified 50 dealers for their good sustainability practices. By 2030, our goal is to have at least one certified Green Dealer point in every dealership network.

By expanding the implementation of these practices, we also aim to reduce the carbon footprint generated by our dealer and service operations.



Green Dealers of Brisa	City	Date Started	Certificate
Aksoy Otom Las.San ve Tic.Ltd.Şti.	Kayseri	2022	Bronze
Albayraklar Otom.Las.P.T.İ.Nak.San	Bolu	2022	Bronze
Ali Bilir Halefleri Petrol Ürün. Turz. Otom. Ve Ev Aletleri İc.Ltd.Şti.	Konya	2022	Silver
Özer Grup Otomotiv Lastikleri San. Tic. Ltd. Şti.	Ankara	2022	Silver
Prolas Otom.Nak.Hırdavat San.	Ankara	2022	Bronze
Abdullah Özdoğan Tic.Ot.Tur.Tek	Ankara	2023	Basic
Avşaroğlu	Ankara	2023	Bronze
Çağlayan Kardeşler Oto Las.Kap.Al.V	Diyarbakır	2023	Bronze
Çerçiler Ticaret Turizm ve Sanayi	Muğla	2023	Silver
Derkuş Oto San. Ve Tic.Ltd.Şti.	Mersin	2023	Basic
Doğan-Gü Lastik Otomotiv Turizm Petrol Ürünleri Nakliyat İnşaat ve Tic. A.Ş.	Mersin	2023	Silver
Doğan-Gü Lastik Otomotiv Turizm Petrol Ürünleri Nakliyat İnşaat ve Tic. A.Ş.	Mersin	2023	Silver
Erdem Otom.San. Ve Tic Ltd Şti.	Çorum	2023	Silver
Makro Lastik Otom.Nak.Aky.İşl.	Amasya	2023	Basic
Marmara Lastik ve Mekanik Servisleri Sanayi ve Ticaret A.Ş.	İstanbul	2023	Silver
Menekşe Lastik Otomotiv	Ankara	2023	Basic
Mert Lastikcilik Sanayi ve Ticaret	Adana	2023	Basic
Miram Motorlu Araçlar	Diyarbakır	2023	Silver
Nizamettin Sungur Mot.Araç.Las.San.	Kayseri	2023	Basic
Özcanlar Lastik San. Ve Tic Ltd.Şti.	Ankara	2023	Silver
Pehlivanlar Oto.Las.	Kastamonu	2023	Bronze
Prolas Otom.Nak.Hırdavat San.	Ankara	2023	Basic
Şengüller Akaryakıt Tic Ltd Şti.	Samsun	2023	Bronze
Yaman Oto Lastik Tic.Ltd.Şti.	Ankara	2023	Bronze

Green Dealers of Brisa	City	Date Started	Certificate
Açııcı Las San Ve Tic.Ltd.Şti.	Adana	2024	Basic
Açııcı Las San Ve Tic.Ltd.Şti.	Mersin	2024	Basic
Altınlas Otom İnşaat Nak Ve Pet	Kocaeli	2024	Basic
Atlas Tur Otomotiv Tur.Taş.	İstanbul	2024	Basic
Aydınlar Otom.Mam.Paz.San Ve Tic.	Van	2024	Basic
Aydınlar Otom.Mam.Paz.San Ve Tic.	Van	2024	Basic
Bayraktarlar Taş.Hiz.Otom.İnş.	Sakarya	2024	Basic
Çayırıcıoğlu Otomotiv Sanayi Ve	Şanlıurfa	2024	Basic
Çaykara Satış Servis Hizm.Ltd.Şti.	Tekirdağ	2024	Basic
Doğan Güneş Oto Lastik Servis Ticaret	İzmir	2024	Basic
Ferhat Değer Otom. İthilat İhracat San. Ve Tic. Aş.	İzmir	2024	Basic
Ferhat Değer Otom. İthilat İhracat San. Ve Tic. Aş.	İzmir	2024	Basic
Ferhat Değer Otom. İthilat İhracat San. Ve Tic. Aş.	İzmir	2024	Basic
Galeri Lastik Ticaret Ltd.Şti.	İstanbul	2024	Basic
Gençel Otomotiv Tur.İnş.İth.İhr.	İzmir	2024	Basic
Kahramanlar Oto Las.Otom.San. Ve	Denizli	2024	Basic
Karahisarlı Otomotiv Ve Turizm Petrol Gıda İhtiyaç Maddeleri Tarım İnşaat Sanayi Ve Ticaret Limited	Afyon	2024	Basic
Knc Otomotiv	Mardin	2024	Basic
Ortadoğu Lastik Ltd.Şti.	Ankara	2024	Basic
Özanadolu Oto İnş Tur Ve Tic.Ltd.	Mersin	2024	Basic
Özkan Otomotiv	Eskişehir	2024	Basic
Öztürkler Otom.Par.El.Al.Gıda.Md.	Sakarya	2024	Basic
Paşa Rot Balans Otom.San.Ve	İzmir	2024	Basic
Selek Otomotiv-Mehmet Selek	İsparta	2024	Basic
Ses Otomotiv Akaryakıt Gıda Tar.	Çorum	2024	Basic
Şekeroğlu Otom.Teks.Kim.İm.	Adana	2024	Basic



From Digital to Physical: A New Perspective on the Tire Journey with the O2O Chatbot

"In today's world, where customer expectations are rapidly evolving with digitalization, consumers now begin their tire selection process online they research, compare, and try to understand before visiting a physical location. The most critical gap in this process lies in transforming digital interest into physical action.

We have redesigned the customer experience from end to end to close this gap. With our Online-to-Offline (O2O) approach, we integrated the O2O Chatbot system into the websites of our Bridgestone, Lassa, and Dayton brands, making the tire research process smarter, faster, and easier for customers. Most importantly, the system identifies the correct tire size and automatically connects customers with the nearest dealership.

Our goal is to operationalize the project in 2025, providing integrated dealers with new opportunities to reach customers, while improving operational efficiency and customer satisfaction. Through this initiative, we are not only introducing a new technology but also enabling sustainable customer satisfaction, advancing the digital transformation of our dealer network, and creating a new channel for measurable performance management.

By evolving the O2O system into a smarter, data-driven, and self-optimizing experience based on user behavior, we aim to build a structure that meets not only today's customer needs but also the expectations of the future."

Gökhan Özkaner
Brisa Customer Experience Specialist



Engaging Our Dealers in Transformation through the Sustainability Incentive System

"With the Sustainability Incentive System launched in 2024, we aim to achieve our sustainability goals together with our dealers. This system an industry first is based on voluntary participation and provides financial support for advancing sustainability transformation across our value chain. The program operates through an auditing and scoring mechanism covering key areas such as energy and water efficiency, waste recycling, awareness, occupational safety, emergency preparedness, and equality. With the participation of more than 100 sales points, 53 locations have received incentive bonuses so far."

Mimar Yasemin Küçük
Architect, Brisa Channel Development Specialist & Green Dealer Program Task Force Leader



Distribution Channels Management Targets

- » Increase customer satisfaction with our dealers from 65% to 70%
- » Complete the transformation of 62 Green Dealers
- » Enhance our brand's digital visibility by ensuring that all our dealers and Lastiğim points are accurately and fully represented on digital maps
- » Manage customer feedback through a centralized system to deliver a strong and seamless experience at every touchpoint
- » Launch the "Heroes of Finance" training program
- » Implement the new children's module (designed for ages 6–10) within our "Next Generation at Work" program for dealership owners' families
- » Ensure that by 2030, every dealership has at least one female employee in its workforce



CUSTOMER SATISFACTION —

We position Brisa not merely as a tire manufacturer, but as a “value provider.” In this direction, we strive to understand the expectations and needs of our customers and continuously enhance the customer experience by delivering services that create added value.

Customer Communication Channels

One of the key components of our customer management model is our customer communication channels. The Brisa Call Center serves as one of the primary mechanisms through which we gather customer feedback. Through various Customer Contactpoints, we support and inform our customers throughout the entire product lifecycle.

With our Customer Request Management System, we collect, prioritize, and develop appropriate solutions based on customer suggestions and opinions. We also gather insights from vehicle and tire users on topics such as brand awareness, product satisfaction, campaign awareness, and brand expectations.

In addition, we identify improvement areas and continuously enhance our performance through online surveys, focus group studies, regular interviews conducted with randomly selected customers of our business partners, mystery shopper visits, the WhatsApp Business application, live chat services, and experience mapping on our websites.

Enhancing Customer Experience

Through our industry’s first and only chatbot application, we accelerate customers’ access to our dealers, products, and services for those who contact Brisa via online channels.

With our e-commerce platform Lastik.com.tr, we offer customers an alternative sales channel, making tire purchasing more accessible and convenient.

For customers using Lassa and Bridgestone tires, we provide support through the “Tire Assurance” campaign, which covers tire damage caused by road conditions. The program reaches a broad customer base, covering all passenger car and 4x4 tires of 17 inches and above in summer, winter, and all-season categories.

Through our AI-powered Digital Tire Assistant, available via the Lassa and Bridgestone WhatsApp accounts and websites, we enhance customers’ purchasing experiences using image recognition technology. By simply uploading a photo of their tire, users can instantly receive personalized tire recommendations suitable for their vehicles.

The Digital Tire Assistant interacts directly with users about tire purchasing and usage, responding to over 350,000 queries per year. As part of this project an industry first we are developing a next-generation solution that enables drivers to select the right tire within seconds.

At our Otopratik stores located across Türkiye and in Nicosia, Cyprus, we provide convenient, high-quality, affordable, and fast vehicle and tire maintenance services for passenger and light commercial vehicles including electric vehicles with guaranteed spare parts and labor. As an industry first in Türkiye, our online price quotation feature on otopratik.com.tr enables vehicle owners to receive transparent, standardized service quotes and book appointments online.

Following an extensive segmentation study, we launched Otopratik Midi, offering fast maintenance services in locations under 300 m². Using high-quality, guaranteed spare parts, our expert technicians deliver efficient and reliable service within this new model.

Through our Otopratik On-Site Service, we provide mobile maintenance support for all passenger and light commercial vehicles including hybrid and electric vehicles right at the customer’s location.



Our BiPratik service, developed as a corporate intrapreneurship project inspired by an employee idea, enables customers who purchase tires online to have them serviced at Otopratik centers, which represent the highest quality service standards in the sector.

Through our Propratik stores, we meet the tire, battery, spare part, and accessory needs of heavy commercial vehicles, offering innovative solutions that support efficient and safe driving for professional drivers.

With our Bridgestone Performance Center, a concept store designed to offer an experience “beyond tires,” we serve consumers in the premium segment, focusing on ultra-high-performance, run-flat, and 4x4 tires. The store features a large service area, indoor and outdoor waiting lounges, a sales area, e-charging station, café, and dedicated workspaces, providing customers with a comprehensive and elevated service experience.

In 2024;

- » Customer satisfaction increased from 97.9% to 98.3%.
- » The preference rate for Otopratik stores rose from 42% to 47%.
- » We extended our “Tire Assurance” campaign to 5 years.
- » As part of our Customer Experience Improvement Plan, we provided both online and on-site training sessions to our dealers.
- » The number of Otopratik Midi locations grew from 8 to 11.
- » By expanding our wide range of spare parts and car care products, we increased the number of Otopratik-branded products to 160.



Strengthening Customer Experience Through Standardization at Retail Sales Points

“To enhance the customer experience, our ‘Retail Sales Point Standardization’ project aims to ensure that Bridgestone and Lassa retail service locations deliver consistent, safe, and high-quality service. Through this large-scale transformation, we are reinforcing our sustainability perspective while standardizing the equipment, service staff, and physical conditions that shape service operations. We also provide training sessions for regional teams. The project is implemented collaboratively with our Occupational Safety, Construction and Engineering, Academy, Sales, Channel Management, and Mobility teams. We conduct on-site observations at dealerships across various cities, identify gaps, and establish clear standards.”

In each region, our sales managers conducted audits and took actions to complete these transformations in a way that sets an example for the industry. Our first pilot implementation was carried out at our Lassa dealership Ayko Automotive in İzmit. We have now begun applying these standards to all new dealership openings. This transformation, which has yielded exciting results for both us and our dealer partners, has been shared with our company’s top management through measurable performance indicators. The second phase of the project continues with awareness and competency development activities for electric vehicles.”

Sema Yıldız İleri
Brisa Mersin Region 1 Sales Manager,
Project Leader & Coordinator

Musa Başsallar
Brisa Marmara Region Practical
Services Sales Manager



Customer Satisfaction Targets

- Increase the number of customer satisfaction surveys by 30%
- Continue our expanded “Tire Assurance” campaign
- Launch the Otopratik Maxi concept to enhance accessibility to our stores and products
- Broaden the Otopratik-branded product portfolio with greater variety
- Expand the reach of the BiPratik service



RESPONSIBLE SUPPLY CHAIN PRACTICES —

Below are our policies that outline Brisa's fundamental principles, expectations, and goals in the areas of environmental, social, and governance (ESG):

[Click](#) to view the Brisa Responsible Procurement Policy.

[Click](#) to view the Brisa Human Rights Policy.

[Click](#) to view the Bridgestone Global Human Rights Policy.

[Click](#) to view the Bridgestone Global Procurement Policy.

[Click](#) to view the Sabancı Group Responsible Investment Policy.

As Brisa, we aim to promote a sustainability mindset throughout our entire value chain. We attach great importance to the social, environmental, and economic performance of our suppliers and implement a series of communication, training, and audit activities under key topics such as human rights, labor rights, occupational health and safety, business ethics, and environmental impact.

In alignment with the policies of our partners Bridgestone and Sabancı Holding, we prioritize human rights due diligence within our operations and continuously improve and strengthen our risk management processes. Our commitment to human rights is implemented through the leadership of our senior management team and the collaboration between the Sustainable Procurement Task Force and the Diversity, Equity, and Inclusion Task Force.

At the heart of our efforts lies an approach that respects both internal and external stakeholders, fosters strong engagement, and is built upon the fundamental principles of human rights in accordance with ISO 20400 sustainable procurement standards and international norms. To further advance this approach, we follow a comprehensive roadmap covering human rights and responsible labor practices across all our operations.

Within the scope of developing and implementing our policies and procedures, since 2015 we have been working in line with the Brisa Responsible Procurement Policy to foster collaboration on sustainability management with our supply chain stakeholders and to strengthen sustainability awareness among our suppliers. Our policy has been designed within a framework that supports the transition to a low-carbon economy, is based on

a sustainable procurement roadmap, and also covers fundamental social requirements such as human rights. In this direction, we have restructured our policy with a focus on human rights, embracing a vision to set a role model for all our suppliers. We expect our suppliers to fully comply with international standards, particularly the Universal Declaration of Human Rights, the United Nations Global Compact, the OECD Guidelines, and the UN Guiding Principles on Business and Human Rights. In addition, they are required to fulfill their legal and regulatory obligations (such as fair wages, working hours, and freedom of association) in accordance with local labor laws, to ensure fair and equal treatment of employees, and to provide working conditions consistent with the principles of the International Labour Organization (ILO) on child labor, forced or compulsory labor, discrimination, and harassment. Our policy also covers key areas such as quality management, compliance with legal and regulatory requirements, human rights, occupational health and safety, environmental protection, anti-corruption, conflict of interest prevention, fraud risk mitigation, compliance with gift and invitation policies, and confidentiality principles, as well as contributing to UN Sustainable Development Goal 12 – Responsible Consumption and Production.

We communicate our policy to suppliers through our Supplier Portal, obtain their confirmation for full compliance, and request corrective action plans from suppliers where non-compliance is identified.

If a supplier fails to implement the required improvements within the specified timeframe, we conduct a comprehensive risk assessment to determine whether the business relationship will continue. This process is carried out in collaboration with our Legal and Compliance Department, and the final evaluation is submitted to senior management for approval.

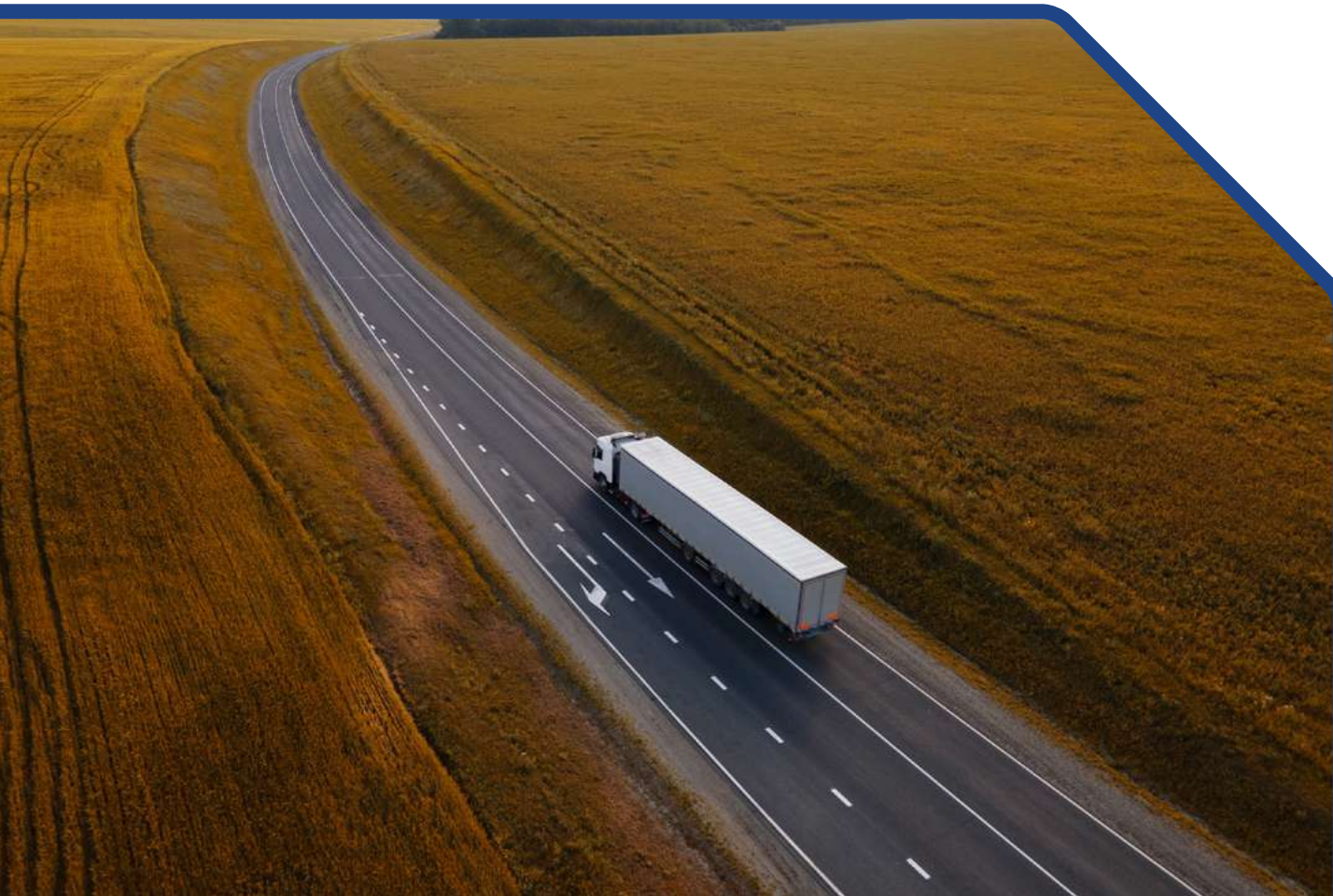
In managing supplier relationships, we maintain an effective and transparent communication and dialogue process with all stakeholders in our supply chain. We conduct regular digital communications through our

Supplier Portal, which serves not only as a platform for advancing commercial processes but also as a channel for sharing key documents such as our Code of Ethics, Anti-Bribery and Corruption Policy, Occupational Health and Safety Policy, Responsible Procurement Policy, Business Excellence Values, and Information Security Policy. In addition, based on the Bridgestone Sustainable Procurement Policy and the results of sustainability risk assessments, Bridgestone organizes sustainable procurement seminars and workshops for selected suppliers across all business regions.

*According to the results of the Carbon Disclosure Project (CDP) 2024, we were included in the Global A List for the **Supplier Engagement Rating** category for the sixth consecutive year.*

*Our supplier-related policy implementation practices were evaluated by EcoVadis, and our Sustainable Procurement performance for 2024 received **a score of 72**, marking a **12-point** increase compared to the previous year.*

In addition, in line with our Human Rights Policy for external stakeholders, we base the selection of subcontractor companies on criteria such as respect for fundamental human rights, legal compliance, and adherence to our business ethics principles. In this context, we carry out various communication, training, and audit activities for our subcontractors and monitor their safety performance. We also ensure that subcontractor employees are informed about our organizational structure and processes in accordance with their roles, duties, and responsibilities.





Sustainable Procurement Program (SusPro)

At Brisa, we build partnerships with suppliers that respect society and the environment. When selecting our suppliers, we prioritize organizations that are sensitive to climate change, conduct energy efficiency initiatives, provide a healthy and safe working environment for their employees, and respect fundamental human rights.

In 2023, we calculated our Scope 3 emissions in line with the Science Based Targets initiative (SBTi) guidelines and committed to ensuring that our suppliers responsible for 79% of emissions from purchased goods and services set science-based targets by the end of 2028.

With this goal, and through strategic changes under our sustainable procurement program, SusPro, we are achieving a comprehensive transformation across our supply chain in the areas of environmental, social, and governance (ESG). Within the scope of the program, we maintain strong and structured communication with our suppliers, supporting them throughout the process. By enhancing audit systems, conducting third-party evaluations, and advancing sustainable raw material and packaging initiatives, we empower our suppliers, reduce environmental impacts, and increase transparency in line with our human rights and ethical principles.

Through this program, we also implement practices that support the local economy and create long-term value. We consider sustainability as an integral part of our quality approach, integrating the program into Brisa's strategic objectives to deliver a scalable, innovative, and data-driven procurement model.

Supplier Prioritization in Our Program

We adopted a systematic approach to prioritize the suppliers included in our program. First, we identified suppliers with emission levels aligned with our approved Science Based Target. We included raw material suppliers from whom we purchase more than 20 tons annually and suppliers of consumables and services with annual transactions exceeding TL 15 million. Given that Türkiye is located in a region with high water scarcity risk, we also included suppliers identified as high-risk in our water risk assessments. These suppliers were classified as "critical suppliers." This classification formed the foundation of our sustainability audits, transparency efforts, risk assessments, and supplier sustainability development initiatives.

Supplier Monitoring and Auditing in Our Program

To enhance the sustainability performance of our suppliers, we conduct both digital platform-based and on-site audits.

We carry out audits of the critical suppliers identified in our prioritization process in alignment with the core values of the **Bridgestone E8 Commitment**, international sustainability standards, applicable legal regulations, and the Sabancı Holding Responsible Investment Policy. To define this process, we have developed our Supplier Sustainability Audit Procedure, which covers key areas such as environmental performance, social responsibility practices, compliance with ethical business principles, human rights, occupational health and safety, and governance.

Based on the audit results, we share detailed audit reports with suppliers, outlining specific areas for improvement and requesting corresponding action plans. Through MRV (Monitoring, Reporting, and Verification) systems and alignment with the Science Based Targets initiative (SBTi), we manage our processes in a data-driven and transparent manner. Additionally, with third-party evaluations and capacity-building programs, we strengthen our suppliers' competencies in environmental, social, and governance (ESG) areas.

In 2024, we achieved a 12-point increase in the "Sustainable Procurement" category of third-party evaluations compared to the previous year. This improvement, reflecting our strengthened strategic approach to sustainability and supplier management processes, corresponds to a 20% overall improvement in our total score.

We conducted comprehensive on-site evaluations of the sustainability performance of 10 suppliers classified as critical. The audits were carried out in line with the Brisa Responsible Procurement Policy and the Sabancı Holding Responsible Investment Policy, covering areas such as sustainability practices, ethical principles and policies, occupational health and safety, human rights, supplier oversight, labor management, and environmental management.

Our audit questionnaire has been designed to reflect our zero-tolerance policy toward human rights violations, including child labor, forced labor, and minority rights abuses. In this context, specific questions and evaluation criteria are applied to identify related risks and ensure that suppliers take necessary corrective measures.



As a result of these audits, a total of 80 improvement actions were identified, and their implementation is being closely monitored in collaboration with the respective suppliers. Once the actions are completed, findings are closed, ensuring that our supply chain processes are continuously improved in line with our sustainability goals.

Following the audits, several of our suppliers made significant commitments and took concrete actions:

- One supplier committed to setting an emission reduction target within the framework of the Science Based Targets initiative (SBTi).
- Another supplier set goals to increase the proportion of women employees and developed an action plan accordingly.
- A supplier that initiated its sustainability structuring from scratch established a sustainability department with the support of professional consultancy services.
- Within the scope of occupational health and safety, one supplier renewed its ventilation systems in production areas, achieving a significant improvement in employee well-being.

These examples demonstrate that our audit processes function not only as detection mechanisms but also as development tools focused on transformation.

Through local sourcing and efficient logistics practices, we achieved an annual reduction of 12,600 tons of CO₂ emissions. In collaboration with our suppliers, we contributed to the conservation of natural resources by using recycled zinc oxide, carbon black, plastic, and rubber. Additionally, through localization projects and the implementation of returnable packaging systems, we achieved cost optimization and strengthened supply chain resilience. Thus, through our sustainable supplier audits,

we aim not only to enhance our operational excellence but also to create environmental, governance, and social value across our entire supply chain delivering long-term value to all stakeholders on our decarbonization journey.

We conduct periodic supplier audits in accordance with ISO 9001 and IATF 16949 quality standards to ensure excellence in both our suppliers' quality processes and the products they provide. Suppliers that deliver raw materials in more than six shipments within a six-month period are evaluated at the end of each half-year under our Supplier Management System and Supplier Quality Scoring Standards, in collaboration with our Procurement, Technology, Quality Assurance, Occupational Safety, and Environment departments.

We share the evaluation results and identified improvement areas with our suppliers and monitor the implementation of their planned corrective actions. At the end of each year, we review the annual performance of our suppliers based on the semiannual evaluation results and records of raw material quality issues. This process allows us to identify high-performing, improvement-needed, and audit-candidate suppliers, forming the basis of our annual supplier audit plan. Additionally, we recognize our top-performing suppliers with an Appreciation Letter.

Suppliers providing machinery, equipment, and service procurement are evaluated by the Procurement Directorate through surveys completed by relevant Brisa employees. The evaluation covers suppliers whose total annual purchase volume represents at least 0.1% of total procurements, and who have a minimum of five order items or 50 or more total order items within the calendar year. Suppliers meeting these criteria are scored under the annual supplier evaluation process, and the top 10 suppliers are honored with a Thank-You Plaque and Letter. As of 2024, evaluations of 233 suppliers with whom we collaborate are still ongoing.

To measure the environmental, social, and governance performance of our shared global suppliers, and to provide them with guidance, support, and recommendations for improvement, annual sustainability assessments are conducted by our business partner Bridgestone. Through an independent digital platform, Bridgestone performs initial evaluations of suppliers and follows up with development plans for those scoring 44 points or below, categorized as underperforming.

Bridgestone is also a member of the Global Platform for Sustainable Natural Rubber (GPSNR), an international alliance dedicated to establishing an effective assurance system for sustainable natural rubber. Within this platform, Bridgestone contributes to defining the scope of policies, reporting frameworks, assessment procedures, checklists, and management processes related to sustainability and equity throughout the natural rubber supply chain.

Supplier Training in Our Program

We believe that achieving our sustainability goals is only possible through a shared understanding and sense of responsibility across our entire supply chain. In this regard, we organize various training programs to enhance our suppliers' knowledge and awareness in environmental, social, and governance (ESG) areas. Through these trainings, we support capacity building in topics such as sustainable resource use, climate change mitigation, human rights, occupational health and safety, waste management, and ethical business practices, aiming for our suppliers to implement sustainability principles within their own operations as well. Moreover, we strengthen our overall procurement culture by ensuring that not only our suppliers but also our procurement specialists participate in sustainability-focused training sessions, fostering an organization-wide commitment to responsible procurement practices.



Collaboration with Suppliers

By developing a sustainability-focused collaboration model with our suppliers, we aim to create shared value and enhance positive impact across our supply chain in the areas of environmental, social, and governance (ESG). In line with our local sourcing policy, we carry out localization initiatives for raw materials that are dependent on imports thereby contributing to the national economy while also helping our local suppliers strengthen their quality systems. We prioritize the use of sustainably sourced raw materials and actively participate in the improvement processes of suppliers that are audited in ESG-related areas.

DEI (Diversity, Equity, and Inclusion) Action Plan in Supplier Operations

Within the scope of the SusPro program, through our on-site audits, we raise awareness among our suppliers about increasing the proportion of women employees and encourage them to set related targets. We also promote awareness of improving working conditions and protecting the rights of minority groups, motivating our suppliers to establish concrete goals in these areas. For suppliers monitored through digital assessments, we request regular updates on progress toward defined objectives and content, track their development, and record performance data.

This approach is not limited to our local suppliers. These practices are also implemented across the global supplier network under Bridgestone's supplier diversity and inclusion program. In this way, we achieve tangible progress in equal opportunity and inclusion throughout our entire supply chain, strengthening our sustainability performance in a measurable manner.

Risk Management in the Supply Chain

Bridgestone conducts regular studies based on independent third-party assessments to identify and evaluate sustainability risks within the natural rubber supply chain. In collaboration with WWF Japan, the company performs on-site audits at natural rubber processing facilities using a self-assessment questionnaire developed jointly with the organization.

In addition to its contributions to the Global Platform for Sustainable Natural Rubber (GPSNR), Bridgestone also establishes continuous traceability systems to monitor where existing suppliers, raw materials, and products are sourced, how they are produced, who is involved, and what impacts the sourcing of these materials or products may have on stakeholders across the supply chain.

Furthermore, Bridgestone works to improve productivity in natural rubber plantations. In Southeast Asia, where more than 90% of the world's Hevea rubber tree plantations are concentrated, the company develops techniques that use drone photography and artificial intelligence-based image analysis to detect white root rot disease at early stages.





We face risks related to both influencing and being affected by key sustainability issues such as human rights and climate change. In recent years, addressing these challenges has required us to move beyond our own operations and collaborate across our entire value chain to prevent risks related to human rights, deforestation, and other sustainability concerns. Our business partner, Bridgestone, focuses on ensuring the sustainable sourcing of natural rubber. The company runs programs that support smallholder farmers involved in natural rubber cultivation while also identifying and mitigating risks associated with global deforestation. In addition, Bridgestone is working toward compliance with the European Union Deforestation Regulation (EUDR) by developing a robust due diligence process designed to meet regulatory requirements and minimize risk.

To manage risks associated with conflict minerals sourced from conflict-affected regions, Bridgestone adheres to its Global Sustainable Procurement Policy. Conflict minerals are defined as materials extracted in conflict zones, including tin, tungsten, tantalum, gold, and cobalt. To assess risks across its supply chain, Bridgestone

uses the Conflict Minerals Reporting Template (CMRT) and the Extended Minerals Reporting Template (EMRT) developed by the Responsible Minerals Initiative (RMI) an alliance of over 400 global companies and organizations. The company requires annual reporting from suppliers whose products may contain conflict minerals. If suppliers are found or suspected to be non-compliant with the Responsible Minerals Assurance Process (RMAP) approved by the RMI, Bridgestone engages directly with them, requesting the implementation of corrective measures and the development of alternative sourcing or substitution strategies.

Bridgestone integrates compliance with the REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) regulation into its supplier management processes as a legal requirement for the shared global suppliers of Bridgestone and Brisa. Within this scope, Bridgestone regularly evaluates the status of suppliers in fulfilling their REACH obligations and requests corrective actions when necessary. Brisa, on the other hand, requires REACH certification from domestic suppliers and, when applicable, from global suppliers as well.

Grievance Mechanism and Management in the Supply Chain

For the shared suppliers in the natural rubber supply chain particularly those exposed to risks such as deforestation, child labor, and forced labor the grievance mechanism is managed by our business partner Bridgestone. This mechanism covers human rights and environmental issues within the natural rubber supply chain and ensures the confidentiality and anonymity of individuals who raise concerns when necessary. To maintain transparency, Bridgestone publishes standard operating procedures, grievance advisory desks, and the status of each grievance report on the Group's global website. The grievance list is made public and updated every three months. Through this dialogue-based mechanism, Bridgestone encourages its business partners to take corrective and preventive measures and to provide support for affected individuals. [Click here](#) to access the Bridgestone Grievance Mechanism.

Brisa's local suppliers can access the [SpeakHub Platform](#) to submit complaints or notifications anonymously, either in Turkish (their native language) or in English. The platform includes clear, step-by-step guidance and detailed information explaining how reports submitted through the ethics hotline are processed, making the procedure easy to follow. This mechanism enables our suppliers to voice their concerns through a safe, accessible, and transparent communication channel.

In 2024;

- » Our audits revealed no existing or potential negative environmental impacts, nor any non-compliance with fundamental human rights or business ethics principles within our supply chain.
- » Through our Supplier Portal, we obtained Brisa's Sustainability Compliance Commitment covering environmental, labor, and human rights requirements from 100% of our suppliers.
- » We achieved 45% progress toward our Science Based Target, approved at 79% by 2028 for Scope 3 emissions.
- » The performance of 100% of our prioritized suppliers under the SBTi commitment was evaluated by Bridgestone through an independent digital platform.
- » Among the global suppliers assessed, 14% received a sustainability performance score of 44 or below.
- » Bridgestone completed due diligence, on-site audits, and advanced sustainability risk assessments for 100% of our shared critical natural rubber suppliers.
- » Bridgestone achieved 42% traceability in the natural rubber supply chain based on suppliers' self-declarations.
- » No human rights violations or significant environmental impacts were identified during audits of natural rubber processing facilities.
- » We developed the "Supplier Sustainability Audit Procedure."
- » We conducted on-site audits for 100% of our prioritized local suppliers.
- » For critical suppliers, we created follow-up plans based on audit reports, collaborated with 100% of them on improvement actions, analyzed the implemented improvements for compliance, and recommended additional corrective actions where necessary.
- » All suppliers included in our SusPro program (100%) received training on our Water Policy.
- » Our entire procurement team completed training programs on Sustainability 101, Water Management Policy, Environmental Awareness, Clean Environment, Recycling, and Zero Waste.
- » Bridgestone completed audits of all facilities in its global supply chain related to conflict minerals, confirming full compliance with RMAP standards. No non-compliance was identified regarding REACH obligations.



Transformation Starting with Audit: Our Supplier Development Process



"One of the Sustainability Audits we conducted in 2024 turned into a success story that serves as a benchmark for supplier development. The supplier addressed the identified improvement areas swiftly and decisively, even allocating a dedicated budget for sustainability by partnering with a specialized consulting firm. A comprehensive action plan was developed to address the audit findings, and significant progress was achieved in occupational health and safety, environmental impact management, and ethical compliance. The supplier's representatives shared the following feedback:

'Thanks to your audit and guidance, we had the opportunity to reassess our way of doing business. This process has offered us a major area for growth. Now, we not only comply with requirements but also adopt a proactive and leading approach. We are much better positioned to meet the expectations of our other clients as well.' This example demonstrated that our audit processes are not merely control mechanisms but also serve as opportunities for growth and transformation for our suppliers. We will continue to support such positive changes across our supply chain as part of our journey toward achieving our sustainability goals."

Arda Türkmen
Brisa, Procurement Specialist



Strong Steps in Sustainability: Science-Based Emission Management in the Supply Chain

"To reduce our Scope 3 emissions originating from the supply chain, we implemented a comprehensive strategy throughout 2024. This strategy enabled us to better analyze emission sources and take concrete actions together with our suppliers.

Through our detailed analysis, we identified that 45% of our total Scope 3 emissions originated from a specific group of suppliers. This insight helped us clarify our focus areas. Accordingly, we supported our high-emission suppliers in setting targets aligned with the Science Based Targets initiative (SBTi). Suppliers representing 45% of our Scope 3 emissions have committed to establishing SBTi-aligned emission reduction targets. These suppliers have begun adopting a more systematic and measurable approach in their sustainability journey. This achievement not only contributed to our emission reduction goals but also helped foster sustainability awareness across our supply chain. The transformation-oriented collaboration model we have built with our suppliers has laid a solid foundation for reducing long-term environmental impact within our value chain.

In the upcoming period, we aim to extend this approach to a broader network of suppliers to ensure lasting and meaningful reductions in our Scope 3 emissions. In this direction, we remain committed to integrating sustainability principles into all our business processes and working alongside every stakeholder in our value chain to create a more livable future."

Ece Muslu

Brisa Procurement Specialist, Sustainable Procurement Task Force Leader



Responsible Supply Chain Targets

- » By 2025, expand and update the Brisa Responsible Procurement Policy aligned with ILO conventions to prevent human rights risks such as child labor and forced labor by referencing the Bridgestone Global Sustainable Procurement Policy and publish it on our website.
- » By 2025, establish a unified compliance commitment covering environmental, labor, human rights, and ethical principles, ensuring 100% confirmation from all suppliers.
- » By the end of 2026, develop and implement an Environmental, Social, and Governance (ESG) Due Diligence Procedure for suppliers in line with the requirements of Sabancı Holding's Responsible Investment Policy.
- » Conduct a gap analysis for ISO 20400 Sustainable Supply Chain Management.
- » Integrate the SpeakHub grievance line into the supplier portal to enhance accessibility and ease of use for all suppliers.

Planned ESG Due Diligence Procedure and Implementation Scope

- » Distribute ESG questionnaires to all suppliers rated as "compliant" within the third-party screening program managed by the Legal and Compliance Department.
- » Analyze responses to determine risk levels.
- » Develop improvement and audit plans for high-risk suppliers.
- » Define criteria for the termination of business relationships when necessary.



Combating Climate Change

Climate-related issues form a fundamental part of Brisa's sustainability efforts, guided by our Science Based Targets initiative (SBTi)-approved 2030 emission targets and our zero-waste goals. We integrate climate-related topics into nearly all our governance mechanisms.

13

CLIMATE
ACTION



At the local level, the CEO and the Senior Leadership Team (SLT) chaired by the CEO are responsible for defining climate-related policies and submitting them to the Board of Directors. Climate-related topics are included as planned agenda items in Board meetings.

To track strategic sustainability goals, 13 sustainability task forces operate across three main focus areas: transition to a low-carbon economy, transition to a low-touch economy, and development of cultural and social transformation strategies. The progress of these groups is reviewed quarterly by the Brisa Sustainability Committee and presented to the Board of Directors.

Brisa's dedication to climate action is further reinforced through participation in key initiatives and active roles in various working groups. In this context, Brisa takes part in the TÜSİAD Environment and Climate Change Roundtable's Climate Change and Paris Agreement Working Group, Circular Economy and Waste Management Working Group, Renewable Energy Task Force, Energy Markets Task Force, and Energy Efficiency Task Force.

Climate change and environmental performance are reported monthly via the global INTELEX Platform to Bridgestone Global Business Support and the Bridgestone Europe, Middle East, India, and Africa (EMEIA) region, where feedback and guidance are received. Bridgestone's sustainability commitments are integrated into every aspect of our business, guiding decision-making processes throughout the development and delivery of our products, services, and solutions.

We identify climate-related risks under categories such as current and emerging regulations, technology, legal frameworks, market and reputation risks, and acute and chronic physical risks. These are detailed in our annual CDP report. Key risks include carbon pricing mechanisms and changes in customer behavior, while key opportunities arise from shifting consumer preferences. The short-, medium-, and long-term financial impacts of these risks and opportunities are assessed, and corresponding action plans are developed accordingly.

We align our carbon management strategy with the principles of the International Financial Reporting Foundation's (IFRS) Task Force on Climate-related Financial Disclosures (TCFD) and assess potential regulatory risks through comprehensive scenario analyses. In the CDP Climate Change Reporting, we achieved the highest rating, "A," in the "Risk Management" category for our TCFD-aligned risk scenarios, methodologies, and approaches. This rating demonstrates our capacity to proactively manage climate risks and strengthen our sustainability-focused financial strategy.

Climate-related scenario analyses play a key role in shaping our strategies. In this context, we use the RCP 6.0¹ and IAE NZE 2050² scenarios, actively incorporating the 1.5°C transition pathway into our business strategy. Studies assessing how climate-related risks and opportunities affect our business strategies are monitored across products and services, supply/value chain, operations, and R&D investments. Necessary financial planning is carried out to ensure the effective implementation of these strategies.

[Click here](#) to access Brisa's Climate Transition Plan.

¹RCP 6.0 (Representative Concentration Pathways) is a scenario that projects the concentration of carbon dioxide in the atmosphere to reach approximately 6.0 W/m² by the year 2100.

²The IAE NZE 2050 scenario refers to the "Net Zero Emissions by 2050" (NZE 2050) strategy developed by the International Energy Agency (IEA). This scenario presents a roadmap aiming for global greenhouse gas emissions to reach net zero by the year 2050.



As part of our risk management approach, we use internal carbon pricing to understand greenhouse gas regulations and to support the reduction of emissions. We regularly monitor and annually review our pricing approach in line with the latest climate-related regulations in the European Union and Türkiye. In our internal carbon pricing model, we also consider the impact of carbon reduction or increase as a factor in investment decisions. We believe this practice will have a significant influence on accelerating our efforts to reduce CO₂ emissions and guide investment decisions related to the transition toward a low-carbon economy.

Our environmental management efforts were first certified in 1995 with the BS7750 Environmental Management System Standard. We became the first organization in Türkiye and the second in Europe to receive the ISO 14001 Environmental Management System Certification. All our operational locations (100%) hold this certification. We also conduct internal audits and undergo external audits in accordance with ISO 14001 standards. Using ISO 14001 methodologies, we prepare and monitor our Environmental Management System. Through the Plan-Do-Check-Act (PDCA) cycle, we carry out self-assessments and continuous improvement processes for our environmental performance. We transfer our environmental activities and data to Bridgestone's global information systems, participate in international conferences that include training and group discussions for environmental managers, and contribute to global improvement programs.

Our Environmental and Energy Policy covers waste and other environmental risk management, chemical management aimed at eliminating or reducing substances of concern according to stakeholder expectations, environmental impact monitoring, regular disclosure of performance data, and actions demonstrating the reduction of environmental impacts and CO₂ emissions from end-of-life products and natural resource use. The policy applies to all our employees, subcontractors, suppliers, products, and services, including manufacturing activities.



According to the 2024 Carbon Disclosure Project (CDP) results, we were included in the Global A List for the
"Climate Change"
category for the third consecutive year.



ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS



[Click here](#) to access Brisa's Environmental and Energy Policy.

[Click here](#) to access Brisa's Sustainability Policy.

[Click here](#) to access Brisa's Water Stewardship Policy.

To ensure efficiency in energy consumption and minimize our impact on climate change, we carry out systematic activities in line with Energy Management Principles. Both of our manufacturing plants hold the ISO 50001 Energy Management System Certificate.

The European Green Deal, which envisions a new global order where fossil fuels are replaced by renewable and alternative energy sources, has the potential to significantly influence international relations and trade partnerships. At Brisa, we are taking the necessary steps to reduce our environmental impact while maintaining our competitiveness during the transition to a low-

carbon economy. In this context, we closely monitor the EU Emission Trading System (ETS) which encourages the decarbonization of energy-intensive sectors in Türkiye as well as the Carbon Border Adjustment Mechanism (CBAM), designed to operate in parallel with the ETS. We conduct detailed risk assessments in collaboration with expert consultancy firms on these topics.

Bridgestone identifies the root causes of excessive energy consumption, defines effective indicators, and conducts real-time continuous monitoring. It sets targets, raises employee awareness, enhances the technical skills of maintenance personnel, and implements dedicated energy-saving project management practices to improve energy efficiency.

At Brisa, we focus on two main areas in energy management: efficient energy use and the integration of renewable energy sources.

Energy Efficiency

As a growing company with increasing production capacity, we continue to implement projects that reduce energy consumption and improve energy efficiency to achieve our CO₂ emission reduction targets. These projects are planned and carried out within the main commitment projects monitored by senior management.

We proactively conduct energy audits in our factories to identify energy losses and potential areas for improvement.

We continuously enhance our employees' ability to identify and implement energy-saving opportunities.

Through the LED conversion projects implemented across our production areas, machinery, and factory lighting systems, we achieve an annual energy saving of 600,000 kWh.

Within the framework of combating losses and leakages, we detect and eliminate air and steam leaks at 1,000 points every three months, followed by verification and reporting. We also implement loss reduction projects in our production processes.

Through the Heat Pump Project implemented at our İzmit and Aksaray plants, we aim to achieve total savings of TL 2.4 billion over the project's lifetime by improving energy efficiency.

As part of our waste heat recovery initiatives, we focus on reusing excess heat generated such as the waste heat from boiler chimneys to enhance energy efficiency and reduce natural gas consumption.

We continue to carry out projects to optimize the energy efficiency of our equipment and buildings.

To improve transportation efficiency, we optimize the number of shipments in our logistics operations.

By reducing empty container returns, increasing round-trip use of containers and vehicles, and improving logistics routes, we shorten transport distances through a comprehensive vehicle allocation system. In addition, we prioritize modal shifts with lower environmental impact such as sea and rail transport to steadily reduce the share of road transport in our operations. We also determine optimal warehouse locations to enable more transfers with less fuel consumption, and we expand the use of electric forklifts in warehouse operations to further reduce emissions.

Integration of Renewable Energy Sources

As part of our efforts to achieve carbon neutrality, we are increasing the use of renewable energy sources.

Since 2020, through renewable energy investments and certification programs, we have continuously reduced our Scope 2 emissions each year. In 2023, we exceeded our target of sourcing 50% of our electricity consumption from renewable energy, achieving 54%. By 2030, we aim



to reduce our Scope 2 emissions to zero and supply 100% of our electricity from renewable sources.

Within a strategic framework, we implement renewable energy investments and low-carbon energy procurement mechanisms. In addition to transitioning to renewable electricity procurement, we also install solar energy systems to reduce costs and supply high-value, environmentally friendly electricity. With the 4.5 MW photovoltaic renewable energy system installed at our Aksaray plant, we meet 16% of our total energy needs from renewable sources, preventing 3,087 tons of CO₂ emissions annually.

For the remaining electricity demand, we are introducing Virtual Power Purchase Agreements (Virtual PPAs) and renewable energy certificates (I-REC, YEK-G).

In 2013, our Brisa Transformation Academy and Museum building received the LEED® Gold Certification (Leadership in Energy and Environmental Design) from the Green Building Council. The building implements solutions designed to achieve high performance across multiple categories including sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality, and innovation. It is capable of generating 20–25% of its own energy needs on-site.

We also continue to explore alternative renewable energy sources. Beyond solar energy, we are conducting research on thermal energy. In collaboration with ODTÜ-GÜNAM (Middle East Technical University – Center for Solar Energy Research and Applications), we are carrying out field and feasibility studies to generate the process steam used in production through solar energy.



Greenhouse Gas (GHG) Emission Management

Reducing greenhouse gas emissions from our operations is one of our key strategic priorities.

Since 2013, Brisa-owned production facilities, service, and sales points have been verified by independent auditors in accordance with the ISO 14064-1 Greenhouse Gas Accounting Standard. We regularly report the emissions of our İzmit and Aksaray plants under Türkiye's Monitoring, Reporting, and Verification (MRV) Regulation on Greenhouse Gas Emissions. Since 2022, we have expanded our reporting scope to include Arvento Mobile Systems and newly franchised dealerships. In addition, since 2021, the verification of our İzmit and Aksaray production facilities has been conducted in line with the ISAE 3000 Assurance Standard.

Our emission reduction targets for 2030 were approved in 2021 by the Science Based Targets initiative (SBTi). Based on 2020 as the baseline year and aligned with the 1.5°C scenario, we aim to reduce our Scope 1 and Scope 2 direct emissions by 56% by 2030. Our long-term vision is to achieve carbon neutrality by 2050.

We have been implementing carbon reduction initiatives at our İzmit and Aksaray facilities since 2005, continuously improving our processes and technologies to minimize our environmental impact.

In addition, we updated our Scope 3 targets in line with the SBTi guidelines for emissions arising from purchased goods and services, and these targets were approved in 2023. We have committed that 79 percent of our suppliers, representing the emissions from this category, will set science-based targets by the end of 2028.

Air Pollution

We consider the protection of air quality and the control of industrial emissions as one of the fundamental elements of our sustainable production policies, taking action with the principle of minimizing adverse impacts on the ecosystem. To prevent air pollution, all our chimneys are equipped with active carbon filters, and filter maintenance is carried out regularly. In compliance with legal requirements, stack gas measurements are conducted every two years by authorized institutions. Within the scope of our Environmental and Energy Policy, we aim to minimize NOx, SOx, PM10, and VOC emissions from all sources, managing air quality with consideration for its impacts on human health and climate. We continuously apply advanced technologies and management systems to improve air quality.

We assess our processes under normal, abnormal, and emergency scenarios to detail environmental impact dimensions. Environmental impacts are scored based on frequency, severity, history of incidents or complaints, and potential spread. Based on these results, we define prevention, reduction, and improvement actions, and for critical impacts, we develop detailed action plans.

We use monitoring devices to prevent air pollution caused by dust emissions from the rubber mixing process and the dispersion of carbon and other particulate matter. Potential dust leaks are continuously monitored through differential pressure sensors, and an automatic shutdown procedure is triggered when critical thresholds are exceeded. At our İzmit and Aksaray plants, we implement systematic measures in line with the "Standard for Preventing Environmental Accidents Caused by Dust Leakage." Dust emissions are evaluated based on probability and impact analyses. Risk

assessments are conducted using the Probability × Impact Analysis method, prioritizing high-risk areas such as carbon black and silica transfer systems, as well as mechanical transfer systems, and strict precautions are taken.

We also ensure full compliance with Bridgestone's Global Environmental Standard.

Odor

As Brisa, we consider the control of odor emissions a priority component of our responsibility to minimize environmental impacts. We shape all our processes in line with our Environmental and Energy Policy. With the goal of reducing our environmental footprint, we systematically implement proactive, preventive practices aimed at minimizing odor emissions at their source.

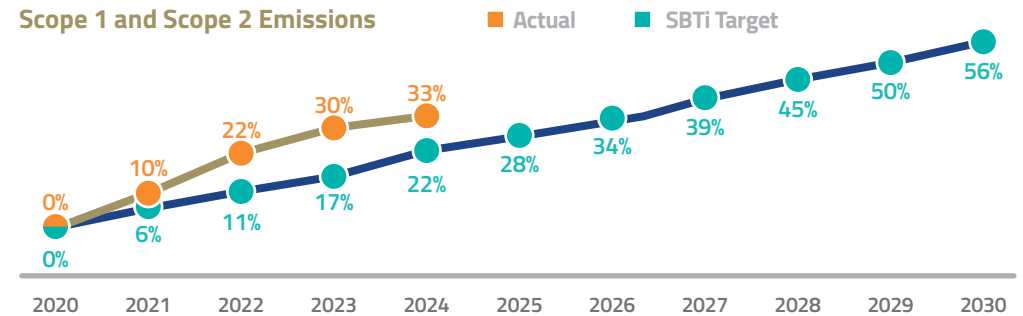
We closely follow existing and emerging environmental technologies and prioritize best practice examples. In this context, we utilize technologies such as neutralization, activated carbon, and dry steam systems in our operations. This process, which began in 2012 with the installation of a neutralization system, was expanded in 2019 with the implementation of a dry steam system. All our systems operate 24/7 and are regularly monitored. In line with our continuous improvement approach, we are now exploring the applicability of cold plasma technology an environmentally friendly method that decomposes and neutralizes odor-causing organic compounds through high-energy ions, electrons, and radicals without the use of chemicals. Additionally, this technology provides an advantage in terms of energy efficiency due to its low-temperature operation.

In 2021, we became the first company in both Türkiye and the global tire industry to set emission reduction targets aligned with the 1.5°C scenario and have them approved by the Science Based Targets initiative (SBTi).

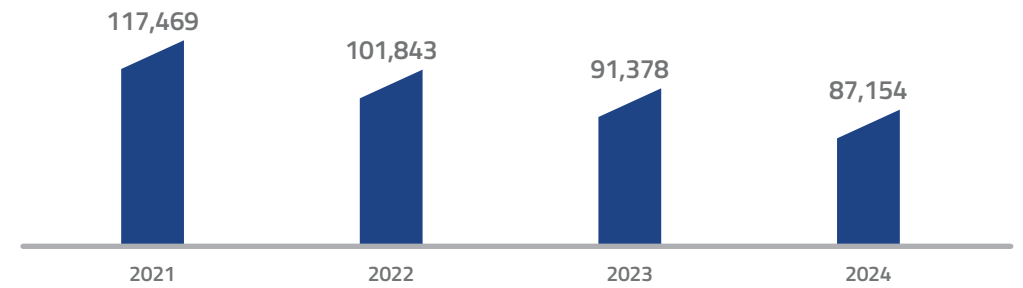
In 2024;

- » Through the energy efficiency projects we implemented and our transition to renewable energy sources, we achieved a reduction of 4,079 tons of CO₂-e emissions and generated USD 652,362 in financial savings.
- » We installed an additional 1 MWe solar power plant at our Aksaray factory.
- » Compared to the 2020 base year, we reduced absolute Scope 1 and Scope 2 greenhouse gas emissions by 33.83% at our İzmit factory and 31.69% at our Aksaray factory, achieving a total reduction of 33%.
- » We met 63% of our electricity consumption from renewable energy sources.
- » At our İzmit facility, we replaced our compressors with more efficient versions, saving 275,400 kWh per year.
- » With our heat pump project, we prevented a total annual emission of 2,747 tons of CO₂ across both factories and achieved a 7% reduction in natural gas consumption.
- » We increased the share of sea transport for export shipments from our Aksaray factory by 50%, while reducing road transport by 83%.
- » We shared our best practices at the United Nations Climate Change Conference (COP29) held in Baku, Azerbaijan, during sessions organized by the Republic of Türkiye Ministry of Energy and Natural Resources and UN Global Compact.
- » The Brisa 2030 Sustainability Roadmap was featured in the Harvard Business Review Türkiye e-book publication.
- » We presented our best practices under the Science Based Targets 1.5°C scenario as case examples in the CDP Türkiye Webinar.

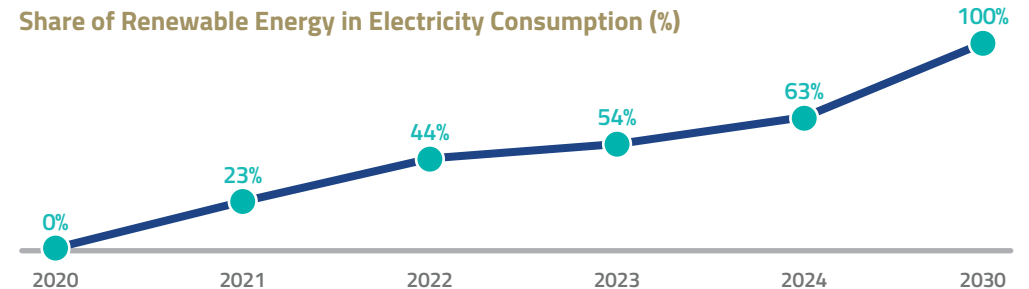
Scope 1 and Scope 2 Emissions



Direct and Energy Indirect Greenhouse Gas Emissions (Scope 1 & Market-Based Scope 2) (tons CO₂-e)



Share of Renewable Energy in Electricity Consumption (%)





Sustainability-Focused Investments in Energy Efficiency and Resource Management

"Energy efficiency, carbon emission reduction, effective water use, and sustainable investments form the foundation of all our operations. Through the projects we carry out at our İzmit and Aksaray plants, we optimize energy and water consumption while continuously reducing our carbon footprint. Following the implementation of the heat pump project at our Aksaray plant, we commissioned a 4.8 MW capacity system at our İzmit plant. With this investment, we aim to reduce natural gas consumption by 12%. Another important project within the scope of energy efficiency has been the modernization of the pump inventory at our İzmit plant. With new-generation, high-efficiency pump applications, we achieve an annual electricity saving of 1.2 million kWh.

Steam traps are critical components that directly affect efficiency in steam systems. Leaks or inefficiencies in these components can lead to significant energy losses and process disruptions. Therefore, monitoring and tracking steam traps has become an important efficiency parameter. Through the steam trap monitoring project we implemented, we aim to monitor 1,250 steam traps in real time each year and quickly detect and prevent potential losses. This project also represents an important milestone in our digitalization journey.

At both of our plants, we are spreading a culture of sustainability across the organization through technical improvements that increase process efficiency, loss prevention initiatives, and employee awareness activities. Every step we take today enables us to promote conscious resource use, take an active role in combating climate change, and create a roadmap that will generate lasting benefits for society, the environment, and the economy in the future."

Bülent Yılmaz
Manager of Utilities and Construction, Brisa



Energy Consumption and Greenhouse Gas Emissions Targets

- » Increase the use of renewable energy sources to 100% by 2030
- » Meet 17% of the electricity demand at our Aksaray plant in 2025 through on-site renewable energy generation, reducing annual carbon emissions by 3,500 tons
- » Supply 71% of our total electricity consumption from renewable sources by 2025
- » Reduce total energy consumption by 1% through energy efficiency projects
- » Replace all diesel forklifts with electric forklifts across our facilities by 2030
- » Research new technologies to reduce odor emissions from production operations and optimize emission conditions
- » Implement cold plasma technology, an energy-efficient and environmentally friendly method that eliminates odor compounds at the source by breaking them down with ions and high-energy particles without using chemicals



USE OF NATURAL RESOURCES



As Brisa, through our improvement initiatives and awareness-raising efforts, we use natural resources efficiently and reduce the amount of waste we generate. We carefully consider the potential environmental impacts that may occur after product use and consumption as early as the design stage, and we prioritize the use of raw materials that do not pose pollution or health risks.

According to the Carbon Disclosure Project (CDP) results, we have been among the global leaders in the "Water Security" category, achieving an A rating for two consecutive years.



[Click here](#) to access Brisa's Water Stewardship Policy.

The United Nations projects that by 2035, nearly half of the world's population will face water scarcity. Moreover, as global water demand continues to rise, access to water resources is becoming increasingly uneven across regions. Water is an indispensable resource for our operations. In our production processes, water is needed not only for cooling and steam generation but also for the cultivation and processing of natural rubber, a key raw material.

One of our shareholders, Bridgestone, collaborates with other companies in the tire industry to improve environmental impacts including water-related issues through the Tire Industry Project (TIP), facilitated by the World Business Council for Sustainable Development (WBCSD).

Our company is fully aware of its responsibility to use water sustainably. We address water-related challenges through an integrated approach that includes watershed-based, site-based, and downstream actions, engaging relevant stakeholders throughout the process. We develop responsible policies and take action to ensure socially equitable access to water and the preservation of the water cycle.

As Brisa, we support international initiatives in the field of water while closely monitoring our water footprint. We are proud to be one of the 15 signatories in Türkiye of the CEO Water Mandate, a United Nations Global Compact (UNGC) initiative, and to be the first company in both Bridgestone Global and Europe to report and verify under the ISO 14046 Water Footprint Standard.

When setting our water consumption targets, we take into account the guidance of our partners, Sabancı Holding and Bridgestone, as well as the criteria established by organizations such as the Carbon Disclosure Project (CDP), to which we report.

Our production facilities in İzmit and Aksaray are located in regions of Türkiye experiencing high water stress. Through our Water Management Policy, we aim not only to minimize water consumption and maximize recycling efficiency in our production processes but also to contribute to reducing regional water stress. We actively participate in projects that protect water resources and support access to clean water for local communities.

With our circular water management approach, we reduce water consumption, preserve water quality, and increase recovery rates by implementing wastewater recovery systems, closed-loop water management, and rainwater harvesting in our operations.

As part of our water management roadmap, we are exploring Zero Liquid Discharge (ZLD) and Near Zero Liquid Discharge (NZLD) technologies and conducting analyses on advanced wastewater treatment technologies such as membrane filtration, reverse osmosis, forward osmosis, and electrodialysis to achieve high recovery rates and closed-loop water reuse in both factories.

Through our Rainwater Collection Pond Project, we meet a portion of our water needs with a storage capacity of 9,500 m³ at the İzmit plant and 14,000 m³ at the Aksaray plant. At the same time, we continue to leverage innovative solutions in resource efficiency.

To comply with wastewater regulations and prevent leaks from being discharged externally, we implement pollution prevention measures at the source, install equipment to contain potential leaks, establish effective wastewater treatment systems, and maintain monitoring and shutdown mechanisms. In line with our wastewater management policies, we do not discharge any untreated wastewater directly into receiving bodies. Instead, we continuously modernize our wastewater treatment systems and increase water reuse rates.

At our İzmit factory, domestic wastewater generated from our processes is treated in a biological treatment plant and transferred to our wastewater recovery facility. There, the treated water is reused for cooling towers, boiler feedwater, and fire systems. Using MBR (Membrane Bioreactor) technology with a 95% efficiency rate, we also recover the byproducts of the groundwater filtration system back into the water cycle. In addition to domestic wastewater, our Oily Water Treatment Plant applies ultrafiltration and reverse osmosis technologies to treat and recycle oily wastewater.

At our Aksaray factory, domestic wastewater is treated and reused in the production process, while rainwater harvesting systems are used for irrigating green areas. Industrial wastewater is subjected to pre-treatment before being discharged into the organized industrial zone (OIZ) sewer system. We ensure compliance by conducting regular periodic measurements and monitoring plant performance.



Through the Brisu SCADA System and a digital platform developed by a startup, we monitor 80 water consumption points online, generate detailed reports, and continuously track the water cycle in real time. This allows us to detect and address leaks quickly and effectively, while identifying consumption patterns and anomalies to enhance awareness around water conservation. In the second phase of the system, we aim to fully automate consumption calculations using machine learning methods.

By participating in the “Grey Water Project” initiated by the Kocaeli Metropolitan Municipality, we receive grey water from ISU (İzmit Water and Sewerage Administration General Directorate), treat it again in advanced treatment facilities, and reuse this treated water as an alternative source within our plant’s water cycle.

In our financial planning, we always take into account water-related costs and potential financial impacts both risks and opportunities. When determining our water costs, we consider not only local water tariffs but also the costs of actions required to achieve our water-related goals. Our annual water budget is planned based on production forecasts, the number of operating days, and expected water costs per cubic meter. Price projections are made according to local water service tariffs, monthly and annual inflation rates, and yearly revisions. We also treat water pricing as a factor in investment decisions. In particular, the costs of grey water use, water treatment, disposal, and wastewater management help shape our water-related investment strategies in line with current and anticipated regulations.

To ensure the sustainability of water resources and take proactive measures against the impacts of climate change on water, we conduct comprehensive water risk analyses in terms of both water quality and volume. As our facilities

are located in regions experiencing high water stress (40–80%) *, we continuously review and update our water management strategies.

We are working in line with the timeline for inclusion under Türkiye’s Water Efficiency Regulation and are fully committed to complying with regional water allocation policies.

We assess the potential impacts of our operations on the water security of surrounding communities and take preventive measures accordingly. To promote the more sustainable use of water resources, we establish collaborations with local authorities, academic institutions, and non-governmental organizations.

Our water management policies extend beyond our own operations. Understanding local water challenges through stakeholder engagement is one of our key principles. We cooperate with local communities to improve the balance within local water cycles, and we require our suppliers to comply with water-related laws and regulations, including the prevention of illegal wastewater discharges. We also encourage them to analyze and manage their water-related risks.

We consider environmental requirements for all contractors, subcontractors, suppliers, dealers, and third parties. All subcontractors operating within our facilities are obligated to comply with Brisa’s environmental and water management policies. Before entering the site, they must complete environmental and occupational health and safety training covering topics such as water use, wastewater management, and water efficiency practices. Contractors who have not completed this training are not permitted to begin work on-site. For both temporary and planned subcontractor activities, we conduct environmental aspect and impact analyses as part of the ISO 14001 system and plan the necessary actions accordingly.

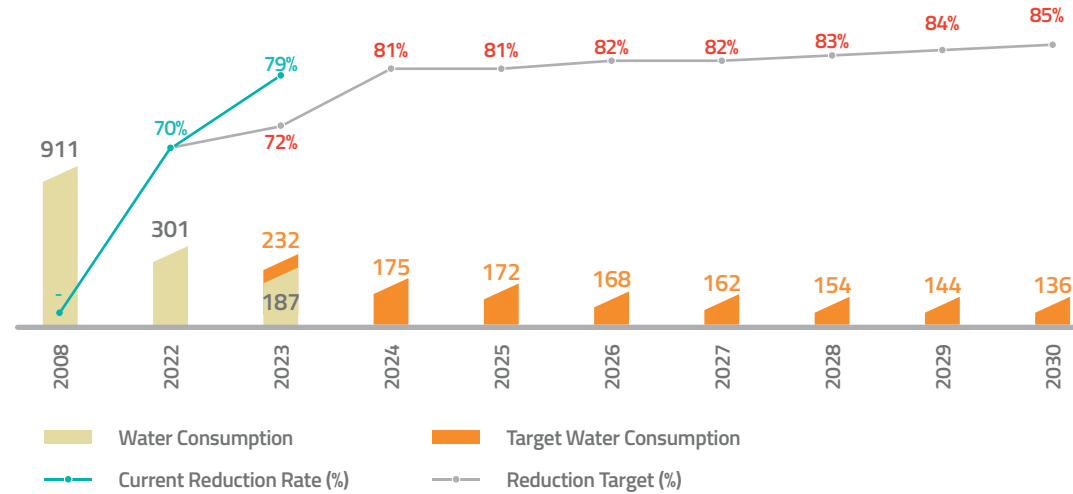
*Source: World Resources Institute (WRI) Aqueduct Water Risk Atlas.

In 2024;

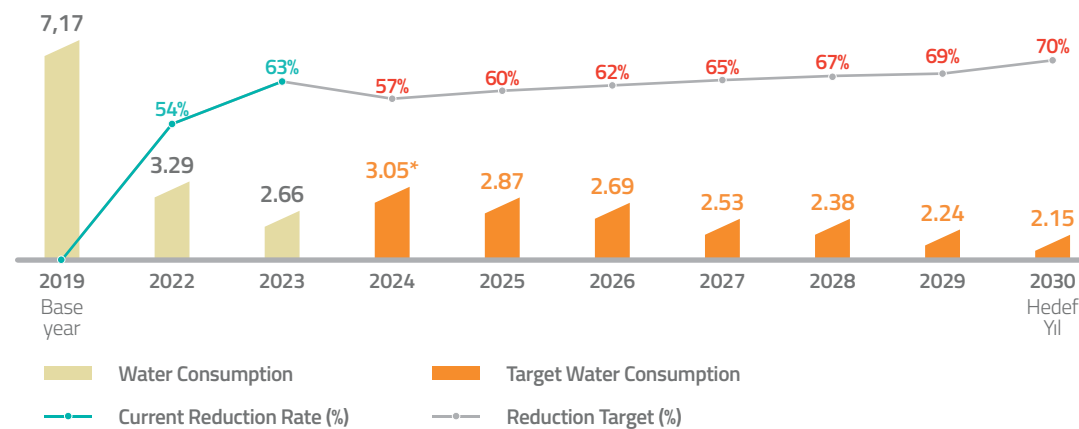
- » We implemented the “Zero Liquid Discharge (ZLD) Roadmap Project” to reduce water consumption, recover wastewater, and expand the use of closed-loop water systems in industrial processes.
- » In our operations, the percentage of recycled/reused water verified by third parties is 22%.
- » Water pollutant emissions (BOD, COD, SS, T-N, T-P) totaled 66,645 m³.
- » 54% of water withdrawal in İzmit and 23% in Aksaray were sourced from circular water resources.
- » We have reduced the amount of water withdrawn in our İzmit plant by 80% compared to 2008.
- » At our Aksaray plant, we reduced water withdrawal per unit of production by 48.61% compared to 2019 (excluding rainwater).
- » Through the “Rainwater Harvesting Pond Project,” we recovered 38,163 m³ of water in İzmit and 34,098 m³ in Aksaray annually.
- » Within the Grey Water Project, we reduced well water use by 40% compared to 2022.
- » At our Oily Water Treatment Plants, using ultrafiltration and reverse osmosis technologies, we treated and recovered 80,981 m³ of oily water in İzmit and 11,191 m³ in Aksaray annually.
- » Thanks to the sludge dewatering unit established in Aksaray in 2022, we reduced sludge waste by 47.5 tons over the past three years.
- » We installed an additional wastewater treatment system in both plants to treat and reuse domestic wastewater, enabling the reuse of 92,173 m³ of recycled water.
- » To increase our dealers’ awareness of water management, we held “Brisa Water Management Policy” training sessions at 198 locations, reaching 32.89% of our dealer network.
- » Within the scope of the “Water Efficiency Mobilization” launched in collaboration with the Ministry of Agriculture and Forestry and the Ministry of Industry and Technology, we shared our best practices in industrial water efficiency at the “Industrial Water Meeting.”



Izmit Plant Groundwater Consumption (m³)

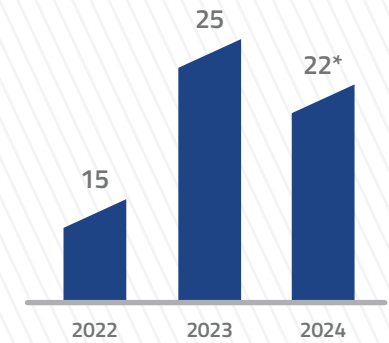


Aksaray Plant Water Consumption (m³ / ton of production)



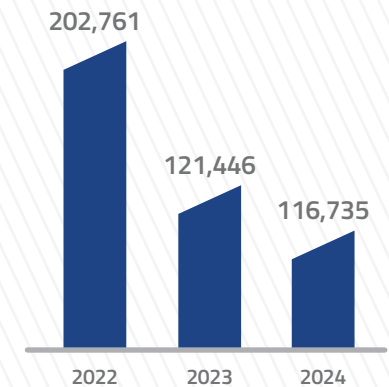
*The increase in water consumption at the Aksaray plant in 2024 was due to the higher irrigation demand for green areas caused by rising temperatures and to system malfunctions that occurred during the year.

Ratio of Recovered Water to Total Consumption (%)



*Although the amount of recovered water increased in 2024, the overall rise in total water consumption at the Aksaray plant led to a decrease in the ratio of recovered water to total consumption.

Total Wastewater Discharge (m³)





Water Efficiency and Wastewater Recovery Potential at Our İzmit Plant

"Water is one of the most critical inputs in industrial operations. Water drawn from natural resources is treated and improved through specific processes for domestic or industrial use. After usage, these streams, which emerge as domestic or process wastewater, have significant potential to reduce both costs and environmental pressure when recovered using appropriate technologies. At TÜBİTAK Marmara Research Center (MAM), within the Zero Liquid Discharge (ZLD) and Near Zero Liquid Discharge (NZLD) studies conducted at BRISA's İzmit facility, it has been observed that the company already recovers many wastewater streams, monitors water consumption digitally, and implements a wide range of water efficiency techniques. However, the water audit and wastewater studies revealed an even greater potential for water efficiency improvement and wastewater recovery. Realizing this potential will be a critical step toward enhancing water efficiency and achieving the company's sustainability goals."

Dr. Recep PARTAL
TÜBİTAK MAM, Vice Presidency of Climate and Life Sciences, Resource Efficiency and Clean Energy Research Group
Senior Expert Researcher



Raw Material Use

DNatural rubber constitutes the majority of the raw materials required for tire production. Today, almost all of the natural rubber used in industry is derived from the *Hevea brasiliensis* rubber tree. The cultivation of these trees is limited to regions around the equator, with Southeast Asia supplying about 93% of the world's natural rubber. Since these trees are vulnerable to diseases and climate change, their cultivation requires significant labor and care.

Our partner company, Bridgestone, is working to improve the productivity of cultivated rubber trees. The Para rubber trees are a crucial source of natural rubber a key raw material for establishing a sustainable tire production supply chain. However, the quantity and quality of natural rubber vary across the regions where these trees are grown. Bridgestone is developing innovative technologies to diagnose diseases in these trees and to support smallholder farmers in improving yield and quality, thereby diversifying existing supply sources. As part of capacity-building efforts, *Hevea brasiliensis* seedlings are distributed, and productivity-enhancing training programs are provided. In collaboration with WWF Japan, Bridgestone implements the "Farmer-to-Farmer" program, which enables trained farmers to become trainers themselves.

At the same time, Bridgestone is working to diversify the global supply of this critical raw material for the tire and rubber industries. Through these initiatives, the company aims to broaden natural rubber sources, mitigate supply chain risks, and contribute to the sustainable production of natural rubber. Since 2012, Bridgestone has been conducting research and development on extracting natural rubber from the guayule plant, a highly drought-resistant species native to the Chihuahuan Desert in northern Mexico and the southwestern United States. The plant's bark contains rubber nearly identical to that harvested from *Hevea brasiliensis*. Initial results have shown that Bridgestone successfully produced natural rubber from guayule using commercially scalable techniques, and ongoing studies focus on increasing the rubber content and yield of the plant.

Our Water Management Targets

- » Obtain the Blue Water Efficiency Certificate as the first step toward achieving the TS ISO 46001 Water Efficiency Management System Certification.
- » Reduce water withdrawal at our İzmit plant by 85% by 2030, compared to the baseline year 2008.
- » Reduce water withdrawal per unit of production at our Aksaray plant by 70% by 2030, compared to the baseline year 2019.
- » Ensure that our suppliers set targets to reduce water consumption in their own operations by 2030.
- » Provide Brisa Water Management Policy training to all dealers to enhance awareness on water management by 2030.

Among the other raw materials in tires, synthetic rubber, carbon black, and various chemicals blended with rubber are produced from petroleum-based materials. In addition to Bridgestone's initiatives, Brisa is working to replace these raw materials in our products with recycled and renewable alternatives. To achieve this, we collaborate with local startups, conduct pilot trials, and focus on developing innovative renewable materials suitable for tire production.

In line with legal regulations, we regularly report to the Ministry of Environment, Urbanization and Climate Change regarding the raw materials used in our manufacturing processes.

Aligned with the European Green Deal, we have proactively begun preparations for the obligations and practices that will arise from the forthcoming Climate Law in Türkiye. In 2023, under the EU Deforestation Regulation (EUDR), we took early action and successfully produced our first EUDR-compliant tires one year before the regulation took effect, delivering them to our European customers. This achievement not only ensured early compliance with upcoming legal requirements but also reinforced our commitment to sustainability and responsible production.

In 2024;

- » We introduced products fully compliant with the European Union Deforestation Regulation (EUDR) to the market.
- » The number of smallholder farmers supported by our partner Bridgestone in natural rubber production increased by 7%, reaching 6,047.
- » Bridgestone completed risk assessments and on-site audits of smallholder farms.
- » As part of its capacity-building initiatives, Bridgestone provided training and technical support to 11,687 smallholder farmers.

Raw Material Usage Targets

- » Our partner Bridgestone will develop specific action plans and organize training programs for the smallholder natural rubber farms it supports.
- » Bridgestone will continue its capacity-building initiatives, providing training and technical support to 12,000 smallholder farmers.



Sustainable Raw Material Management and Investment in the Future



"At Brisa, we are working closely with our suppliers to increase the share of sustainable raw materials in order to achieve our 2030 sustainable material targets. At the same time, we prioritize reducing the environmental impacts of our production processes and proactively complying with regulatory developments. We closely monitor the European Green Deal and global sustainability trends to ensure early alignment with emerging requirements.

One of the most concrete examples of this commitment was our work under the European Union Deforestation Regulation (EUDR), published in 2023. As soon as the details of the regulation were announced, we took action. We made our entire supply chain fully traceable today, we know and document exactly which farm each piece of natural rubber in our tires comes from. Data from six million different farms is collected and monitored in a single digital system. This ensures that the natural rubber we use is fully documented and not linked to any deforestation. As a result, we completed our project one year before the regulation became legally binding.

While redesigning our process, we also protected the future of forests. Every employee and every customer became part of this change. And this transformation turned into more than a sustainability milestone it became an inspiring success story. Today, every tire we produce carries "the permission of the forests" within it."

Esra Köse Orhan
Brisa Procurement Manager

[Click here](#) to watch the film about the project.

CIRCULAR ECONOMY



As one of the leading players in the tire industry, we recognize our significant responsibility to contribute to the circular economy.

To meet the ever-growing global demand, it is fundamental for us not only to reduce raw material consumption and increase the use of recycled resources, but also to transition from non-renewable materials to plant-based renewable sources. Moving away from the traditional linear production and consumption model “purchase raw materials, produce, use, and dispose” we embrace the circular economy principles, which cover the entire value chain from product design to raw material sourcing, manufacturing, usage, and recycling. Through this approach, we contribute to sustainable natural resource management.

We define sustainable raw materials as those that can be continuously sourced, used as part of our long-term operations, and that have a low environmental and social impact throughout their entire life cycle, from sourcing to disposal.

We continue to develop initiatives aimed at increasing the use of recycled rubber and recovered carbon black. Alongside our existing suppliers, we carry out various raw material development projects while also exploring advanced “tire-to-tire” recycling technologies that allow raw materials to be recovered from end-of-life tires (ELTs) more efficiently and with higher quality.

In tire design, we evaluate new product development together with the use of materials derived from recycling, designing lighter tires using advanced technologies such as Nextgen and Enliten, and increasing wear resistance. This approach extends product life cycles and reduces raw material consumption.

We take action to eliminate defects and scrap in production processes, preventing unnecessary losses. Tire components are sent to licensed recycling companies the steel wire is reused as raw material, while the rubber compound is repurposed for playground flooring and car mats. In addition, we continue to adopt alternative solutions to replace single-use plastics, which are a key element of the linear consumption model. We actively follow developments in the field of the circular economy, seeking collaboration opportunities with public institutions, NGOs, start-ups, and industrial partners.

Through polyethylene recovery initiatives, we prevent the formation of 300 tons of polyethylene waste annually.

To extend tire life after use, particularly in commercial tire segments, we promote retreading processes through our Bandag and Veloxia brands. Retreading allows tires to be reused, tripling their lifespan and significantly reducing tire waste. This process also achieves up to 80% reduction in carbon emissions, uses one-third less raw material, and contributes substantially to natural resource conservation and the national economy.

Through our retreading services, combined with Profleet and Digital Fleet Management solutions, we help our fleet customers minimize usage-related errors, maximize tire lifespan, and achieve up to 40% cost savings on tire expenses.



To maximize our contribution to the circular economy, we embrace the principles of Extended Producer Responsibility (EPR). Within this framework, we take on both operational and financial responsibility for our products throughout their entire life cycle, including the post-consumer phase. We are committed to ensuring that all waste generated from our products is managed responsibly and in an environmentally sound manner. To fulfill this commitment, we carry out activities within LASDER (Turkish Tyre Manufacturers Association) a non-profit organization and founding member of which we are part that manages the collection and recovery of end-of-life tires (ELTs) in compliance with regulations and through cost-effective solutions. The association also fulfills its reporting obligations to national regulatory authorities, providing a strong example of transparent and reliable traceability. Accordingly, both tire waste generated during production and end-of-life tires are processed into granules and used as raw materials for playground surfaces, walking paths, and artificial turf football fields, while pyrolysis oil recovered from waste tires is utilized in electricity generation and as co-fuel in the cement industry.

Through all these efforts, Brisa adopts the Global Lighthouse Network approach of the World Economic Forum (WEF), implementing a sustainable production model based on zero waste, carbon neutrality, and circular water management. By leveraging next-generation advanced technologies, smart manufacturing systems, and data analytics, we are transitioning to low-carbon, environmentally friendly production processes. The implementation of this Lighthouse Network model across our plants is illustrated below.

In addition, in collaboration with the Türkiye Circular Economy Platform, we monitor our circularity performance through the CTI (Circular Transition Indicators) methodology. In 2024, we calculated our material circularity level for the first time and developed our medium- and long-term targets accordingly.



In 2024;

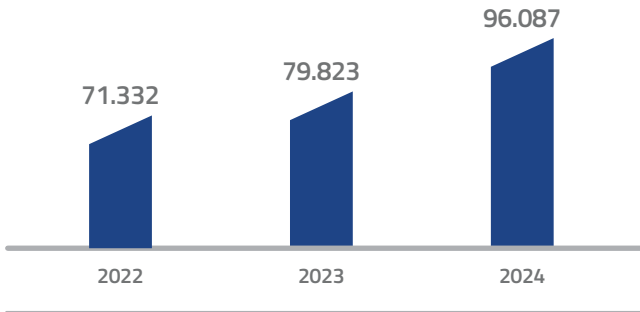
- » Through LASDER operations, we achieved the recycling of a total of 232,431 tons of end-of-life tires (ELTs) 173,025 tons (74%) supplied to granule manufacturers, 43,360 tons (19%) to cement factories, and 16,046 tons (7%) to pyrolysis companies.
- » We ensured 100% recovery of the waste generated from our production activities, with 53% directed to material recycling and 47% to energy recovery.
- » We achieved 100% recovery of single-use plastics.
- » Our partner Bridgestone launched the Potenza Sport A tire, containing 55% ISCC PLUS–certified recycled and renewable materials. Potenza Sport A was selected as the original equipment tire for Audi's new e-tron GT.
- » Through our retreading services under the Bandag and Veloxia brands, we retreaded 96,180 tires, saving 5.79 million liters of fuel, 1,204 tons of steel, and 3,076 tons of rubber.

Our Sustainable Production and Value Chain Practices





Number of Retreaded Tires by Year



Circular Economy Targets

- » Increase the use of sustainable (recycled and renewable) raw materials in all products to 30% by 2030 and 100% by 2050 and beyond
- » Conduct a gap analysis for ISCC+ certification
- » Initiate R&D processes for technologies that can improve the productivity of natural rubber growers
- » Explore alternative natural sources for obtaining natural rubber and collaborate with the entrepreneurship ecosystem to develop other additives derived from natural bio-based materials
- » Define circularity targets using the Material Circularity Number methodology developed by our partner Bridgestone



Brisa's First Step in Circularity Performance: Future Plans with the CTI Tool

"In 2024, for the first time at Brisa, we conducted a study on the raw material inputs of the products manufactured in the previous year, their circularity potential after use, and the extent to which they are actually utilized in a circular way. In this study, we used the digital calculation method called the CTI Tool (Circular Transition Indicator), which is applied by more than two thousand organizations across 94 countries. This method allowed us to capture a snapshot of our current situation while also visualizing where we could reach in the coming years with the projects included in our program. Based on these findings, we have initiated more detailed collaborations with our partner Bridgestone to shape our future circularity roadmap."

Oğuz Çalışan
Brisa Sustainability Business
Development and Entrepreneurship
Manager, Circularity and Product Life
Cycle Task Force Leader



A New Step from Brisa in Sustainability: Biodegradable and Recycled Tire Storage Bags

"One of the biggest global environmental challenges we face today is single-use products especially those made from plastics that, while convenient in daily life, cause long-term and severe pollution in nature. For example, plastic bags are produced from petroleum-based raw materials and can take up to 1,000 years to decompose. Most of these products end up in landfills without being recycled, breaking down into microplastics that can enter the food chain and even our drinking water. Around 160,000 bags are consumed every second, and only 9% are recycled. At Brisa, we produce storage bags for use at our service points during tire changes. For many years, these bags were made from recyclable materials; now, we have transitioned to using recycled raw materials and biodegradable components. This shift has prevented the consumption of 10 tons of conventional plastic and avoided 60 tons of carbon emissions. Our new bags can now decompose naturally within 3–6 months under suitable temperature, humidity, and oxygen conditions breaking down into carbon dioxide, water, and biomass. They leave no harmful residues and fully integrate into nature's cycle."

Burak Naimoğlu
Brisa Central Services Procurement Specialist





Waste Management

As part of our efforts to reduce our environmental footprint, we manage our production processes in a way that prevents waste generation at its source and ensures the recovery or recycling of any waste that does occur.

We carry out our work in line with our Waste Management Standard, which defines waste classification, outlines our zero-waste strategy, maps waste flows from their source to recovery, recycling, or disposal, and sets out the management of single-use plastics and chemical waste, as well as procedures for collection, storage, and transportation.

From the design stage onward, we carefully consider the environmental impacts that may arise after product use and consumption, and we prioritize raw materials that pose no pollution or health risks. We also capture and recover at the source any dust, gas, or similar elements that could negatively affect indoor air quality during production.

Our facilities are ISO 14001 certified. Guided by this standard, we apply the Plan-Do-Check-Act (PDCA) cycle in all environmental activities. We regularly conduct system and performance audits, as well as internal and external audits based on the standard, to strengthen the environmental monitoring of our production sites. We develop emergency response procedures and conduct planned drills to verify their effectiveness. In addition, we review these procedures regularly to ensure that, in the event of a major disaster such as an earthquake, production at our facilities can be halted and restarted without causing environmental harm.

To ensure compliance with waste regulations and to prevent any leakage or discharge to the external environment, we manage all waste both hazardous and non-hazardous appropriately from the point of generation to its final disposal. In this context, we identify all waste types, conduct their characterization and classification, define our compliance obligations, ensure the proper management of waste accumulation and storage areas, regularly audit waste management facilities, establish emergency response actions, and conduct relevant training programs.

We process all our waste through energy recovery or material recycling methods. To advance these practices, we embrace the principles of the circular economy, aiming to increase our material recycling rate while gradually reducing our energy recovery ratio. Accordingly, we focus on improving our processes and establishing new collaborations to ensure that a higher proportion of our waste is reintroduced into the economy as secondary raw materials.

From raw material sourcing to disposal and recycling, we place great value on the efficient use of natural resources throughout our products' life cycles. In our waste mapping, we strive to apply the zero-waste approach at every stage including procurement, production, distribution and sales operations, use, disposal, and recycling.

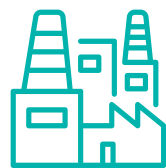
[Click here](#) for the Bridgestone "Single-Use Plastics Guideline."

Sustainable Resource Use Across the Value Chain



Raw Material Procurement

- Activities towards 100% sustainable materials



Production

- Reduction of waste generation
- Limitation of waste sent to landfill



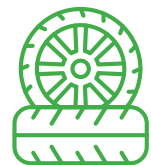
Distribution and Sales

- Reduction of packaging materials
- Resource-efficient labeling practices



Usage

- Designing products for longer lifespans

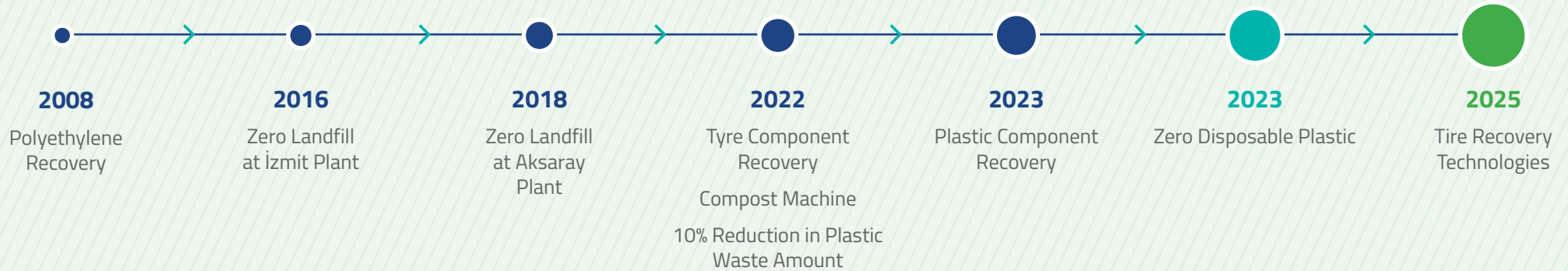


Disposal and Recycling

- Reduction, reuse, and recycling of used products
- Reduction of the need for spare tires

In line with our waste management strategy, we have implemented the “Zero Landfill” initiative launched at our İzmit plant in late 2015 and our Aksaray plant in 2017. Under this program, we send no waste to landfill from our facilities. Instead, we reuse, recycle, and recover all solid waste, achieving 100% recycling performance. As a result of these systematic efforts, our İzmit and Aksaray plants were awarded the “Zero Waste Certificate” in 2020 and 2021, respectively.

OUR ROADMAP IN WASTE MANAGEMENT



Within the scope of the Zero Waste Regulation and the Recycling Contribution Fee (GEKAP) Regulation, we fulfill our responsibilities regarding the reuse or recovery of packaging materials and the waste management of products we place on the market.

To directly reintegrate our waste into the circular economy, we collaborate with manufacturers capable of using recoverable waste as semi-finished materials. Through these partnerships, we aim to both reduce overall waste volume nationwide and enable the direct production of semi-finished goods from waste, contributing to resource efficiency and sustainable production.

For plastic packaging, we are developing solutions that focus on waste recovery and reuse. At our İzmit plant, we have transitioned the packaging of boiler chemicals to a deposit

system, effectively preventing unnecessary plastic use. In addition, we have replaced the stretch film packaging used for imported raw materials with metal containers, eliminating the need for stretching film altogether.

We regularly report to the Business Plastics Initiative, led by the Turkish Industry and Business Association (TÜSİAD), the UN Global Compact Türkiye, and WWF. We also take guidance from Bridgestone’s Single-Use Plastics Guideline, reviewing our packaging structure to promote the elimination, segregation, and collection of single-use plastics in our workplaces. By ending the use of single-use plastics in offices and cafeterias, we have significantly reduced the amount of plastic waste generated.

Every day, approximately 1,000 kg of organic waste generated in our cafeterias is composted into 200 kg of fertilizer, resulting in 60 tons of fertilizer produced annually from 300 tons of

organic waste. This fertilizer is used in afforestation projects to enhance soil organic matter.

We also recycle bronze spare parts used in container maintenance and ferrous scrap materials in collaboration with a local foundry.

To improve efficiency and sustainability in our offices, we implement WWF’s Green Office Program. Thanks to the initiatives of our Green Office team, both our İzmit and Altunizade offices have been awarded the “Green Office Diploma.”

In our operations, we collect and recycle faulty or unused electronic devices, and our employees can also recycle household electronic waste using the e-waste collection bins provided at our facilities.



Chemical Waste Management

We manage the environmental risks arising from our production activities through a comprehensive chemical management system designed to eliminate and minimize substances of concern, in line with stakeholder expectations.

In all production processes, we address the management of chemicals that may pose potential risks to the environment and human health within an integrated environmental management framework. We go beyond mere disposal in compliance with environmental legislation by focusing on source reduction, spill prevention practices during use and storage, and employee awareness programs, we ensure a more sustainable chemical management approach. We also work on replacing hazardous substances with alternatives and reducing the total amount of chemicals used in production.

Chemical wastes generated in our plants are stored in leak-proof, durable containers within specially isolated hazardous waste temporary storage areas. Through on-site segregation, labeling, and warning signage, we maintain a high level of traceability across the field. All transportation and disposal operations are carried out exclusively through licensed firms authorized by public authorities.

At both our İzmit and Aksaray plants, we actively maintain absorbent environmental kits, secondary containment vessels, and other preventive equipment to avoid chemical spills. These practices significantly reduce environmental risks and ensure a safer, more controlled workplace in terms of occupational health and safety.

The competence of human resources plays a critical role in ensuring chemical safety. We provide our employees with regular, hands-on training on topics such as chemical handling, safe storage, spill response, and waste management. Emergency drills are also conducted regularly at our production facilities to maintain a high level of preparedness.

For contracted personnel working on-site, completing the required safety and environmental training and

demonstrating competence in this area is a fundamental prerequisite before commencing work at Brisa.

Before any capacity expansion, growth initiative, or acquisition, we conduct comprehensive analyses to ensure compliance with regional, national, and local laws and regulations, preparing detailed reports and collaborating closely with public authorities.

Our partner Bridgestone contributes to a national project focused on developing biodegradable biopolymers that enable the controlled decomposition of hard-to-recycle plastics and persistent materials under marine conditions. These cutting-edge materials combine degradability with durability, leveraging self-healing mechanisms and dynamic cross-linking technologies to protect and preserve the natural ecosystem.

In 2024;

- » We launched a collaboration with our supplier following an assessment of packaging in the raw material warehouse, aiming to reduce packaging use and transition to deposit systems and packaging containing recycled materials.
- » We achieved a 64% reduction in waste per unit of production since the start of operations at our Aksaray plant in 2019.
- » We provided Waste Management training to 100% of our employees.
- » We recycled 11.6 tons of e-waste.



Contributing to Circularity Through the Carbon Black Waste Recycling Project

"At our company, we adopt a holistic sustainability approach that encompasses comprehensive environmental management, develops projects to reduce environmental impacts, enhances resource efficiency, and contributes to circularity. One of these initiatives is the Carbon Black Waste Recycling Project, launched to recover carbon black waste one of the main raw materials of tires generated during our production processes.

Through technical analyses, industrial symbiosis opportunities, market research, and strategic collaborations, we identified the potential for reusing carbon black waste. With this perspective, we reintegrated the waste into the recycling cycle, transforming it into an input with economic value, thereby removing it from waste status. This transformation not only significantly reduced the amount of waste we dispose of but also enabled a more efficient use of resources.

As a result, we recovered 170 tons of carbon black waste annually and ensured its reuse as a semi-finished product in another industry. Through this project alone, we created an additional economic value of TL 551,000 for our company by the end of 2024."

Yunus Düzgün

Brisa Waste Management Foreman

Asım Kara

Brisa Procurement Specialist



Reducing Plastic Waste in Office Buildings and Canteens

"Approximately 400 million tons of plastic are produced worldwide each year, and a large portion of this consists of single-use items. A significant share of these plastics cannot be recycled and remain in nature for hundreds of years. Workplaces, often unknowingly, generate substantial amounts of plastic waste through daily operations. Yet, small changes can create a big difference.

At Brisa, we took our first step by completely eliminating single-use packaged products in our canteens, switching to bulk service for items such as yogurt, ayran, jam, and condiments. In break areas, we replaced disposable plastic cups, bottles, cutlery sets, packaged sugar, and stirrers with glass, metal, and porcelain alternatives, reducing plastic use to zero. To eliminate single-use bottle consumption and reduce the carbon footprint from logistics, we established refill stations and introduced water dispensers, filtered tap systems, and large beverage dispensers. We also partnered with our suppliers to transition to concentrated and refillable products and reduce packaging amounts through bulk purchasing.

Thanks to our waste management and plastic reduction initiatives, we prevented the use of 229 tons of plastic over the last three years. As a result, we avoided the consumption of 8,318 barrels of oil, saved 1,332,446 kWh of energy, prevented 412 tons of water waste, and reduced 568 tons of carbon emissions. Through these efforts, we not only reduced our environmental impact but also strengthened Brisa's leadership in sustainability. With these small but meaningful steps, we reinforced our corporate culture and launched a collective transformation uniting our employees around a shared goal."

Arzu Çavuş

Brisa, Administrative Affairs Officer





BIODIVERSITY



Biodiversity is among the top ten global risks, and as emphasized in the Kunming-Montreal Global Biodiversity Framework, efforts to create a nature-positive world are gaining momentum. In this context, we comprehensively assess our dependencies and impacts on climate and natural capital, as well as the risks and opportunities associated with climate change and natural capital loss, considering them as integral parts of our business strategy. We integrate key risks and opportunities into our business strategy and targets. Through this approach, we aim to establish a unique Sustainability Business Model that connects our operations across the entire value chain with achieving carbon neutrality, realizing a circular economy, and promoting a nature-positive world. While we demonstrate our efforts to implement circular economy practices throughout our value chain, we also take concrete actions to contribute to a nature-positive future.

Biodiversity is one of our strategic sustainability goals and is included in our annual performance metrics. It is monitored by one of the 13 sustainability task forces established to track these targets. The progress of these efforts is reviewed quarterly by the Brisa Sustainability Committee and reported to the Board of Directors.

Under our dependencies on climate and natural capital, we analyze our reliance on water withdrawn from nature during raw material procurement and production, as well as our dependence on healthy soil, which is affected by climate change. In terms of our impacts on climate and natural capital, we consider the effects of land use during raw material procurement, the use of all water resources and waste generation during production, and across our entire value chain, the impacts of greenhouse gas emissions, water use, and emissions to air, water, and soil, as well as waste generation.

Regarding physical risks and opportunities related to climate change and natural capital loss, we assess potential operational disruptions caused by floods and droughts, risks in raw material supply due to reduced natural rubber harvests as a result of changing rainfall patterns, and reduced demand for winter tires caused by declining snowfall. In parallel, we also identify opportunities in the transition toward all-season tire categories.

All these assessments are based on the studies conducted by our shareholder Bridgestone, in collaboration with the UN Environment Program World Conservation Monitoring Centre (UNEP-WCMC) and the Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) initiative.

[Click here](#) to access our shareholder Bridgestone's responses to the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD).





Bridgestone encourages all its production facilities worldwide to contribute to biodiversity conservation and evaluates their performance annually based on nine key activity indicators. In line with this global approach and under our “Harmony with Nature” vision, Brisa reports its biodiversity-related efforts and consistently achieves the highest evaluation level for both of its plants.

While conducting our operations, we avoid processes that could negatively impact biodiversity and ensure that all new investments comply with the Environmental Impact Assessment (EIA) Regulation. In this context, we enable potential environmental risks to be audited and assessed by accredited organizations.

We also base our work on the Science-Based Targets for Nature (SBTN) framework, moving beyond activity-based approaches to adopt an impact-based methodology for analyzing the effects of our İzmit and Aksaray plants on nature. In both regions, we implement ecological management strategies to prevent habitat degradation and ensure the sustainability of local ecosystems. As part of these strategies, we take regular measures to minimize the impact of our operations on biodiversity, while continuously analyzing the pressure our production places on natural resources and our dependence on nature.

As a first step, we analyzed the pressure of our production activities on nature in the cities where our

plants are located. To evaluate the impact of our İzmit and Aksaray facilities on water resources, we conducted a comprehensive water risk analysis using the WWF Water Risk Filter. This globally recognized tool maps water risks by considering physical, regulatory, and reputational factors, and provides users with strategic recommendations to mitigate these risks. Based on this analysis, we assessed the resilience of Brisa’s current water management practices against various factors such as regional water scarcity, quality risks, and regulatory pressures. Using the same methodology, we also perform similar analyses for high-impact commodities, integrating suppliers in these categories into our SusPro program to promote continuous improvement.

In parallel with water management, we continue to focus on pollution and carbon emissions. We conduct a comprehensive nature-related risk and dependency analysis by jointly applying the ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) tool, the WWF Biodiversity Risk Filter, and the Science-Based Targets for Nature (SBTN) framework.

To protect water and soil ecosystems, our facilities do not discharge wastewater directly into natural receiving environments. Instead, wastewater is treated and directed to municipal sewage systems. To prevent soil contamination, we carry out regular inspections and implement secure systems for chemical storage areas.

To protect endemic species and strengthen ecosystem health, we focus on afforestation and the preservation of green areas surrounding our facilities, while conducting habitat monitoring studies to safeguard natural life within and around our production sites. As part of our measures to prevent habitat degradation, we carry out biodiversity and habitat assessments in the regions where our facilities operate and plan our operational processes to avoid harming ecosystem health. Before launching new projects, we always perform ecosystem analyses and develop land-use plans that protect natural habitats. In cooperation with the Faculty of Water Sciences at Aksaray University, we established a Rainwater Collection Pond at our Aksaray plant to support local ecosystems and provide a habitat for native fish species and migratory birds. Additionally, through a ten-year collaboration with WWF-Türkiye initiated in 2013, we implemented national projects aimed at protecting migratory bird species. These efforts earned us five top-level awards under Bridgestone’s Global Biodiversity Program.

The studies conducted to date confirm that Brisa’s operations and surrounding areas have no adverse impacts on biodiversity and that no protected zones exist within or near our operating sites.



Preparing for Our Biodiversity Targets Through Nature Risk and Dependency Analysis

"In 2024, we conducted a comprehensive nature risk and dependency analysis using the ENCORE, WWF Biodiversity Risk Filter, and Science-Based Targets for Nature (SBTN) frameworks to better understand Brisa's interaction with nature in a more systematic way. This study addressed our dependencies on nature (such as water, soil, and biological resources) and our pressures on nature (such as wastewater, land use, and emissions) separately, enabling us to develop an integrated risk approach within our corporate strategy.

In these analyses, the ENCORE platform allowed us to examine our sector-specific dependencies on nature, while the WWF Risk Filter provided a geographical perspective, helping us assess how the degradation of natural systems including water, air, and soil could affect Brisa's business continuity and operational performance. Through this detailed data analysis, our high dependency on freshwater resources was particularly highlighted. We identified our existing risks and adaptation capacity in this area in depth. Freshwater is strategically significant both for our production processes and environmental sustainability goals. Accordingly, through our ongoing water efficiency projects, wastewater management practices, and rainwater harvesting initiatives, we aim to reduce our dependency and alleviate our pressure on nature. These analyses also reshaped our water management priorities. As a result, we are updating our nature-related goals and preparing for a science-based biodiversity target for the post-2025 period by aligning with the SBTN guidance and referencing the TNFD (Taskforce on Nature-related Financial Disclosures) principles. This process contributes to the formulation of our strategic roadmap for nature-positive transformation."

Peri Ulusoy
Brisa Environment Manager and Biodiversity Task Force Leader



In 2024;

- » We continued our annual donation of 18,000 saplings to the TEMA Foundation to help mitigate the damage caused by forest fires and contribute to the expansion of green areas a commitment we have maintained since 2021.
- » We carried out afforestation activities at our İzmit and Aksaray plants.
- » We received the Gold Award for the fifth time in Bridgestone's global "In Harmony with Nature – Promoting Biodiversity Program."

Biodiversity Targets

by 2030:

- » Increase the amount of green space surrounding our production facilities and expand afforestation projects.
- » Strengthen ecosystem management standards in new investment projects and promote environmentally friendly practices.
- » Enhance environmental monitoring and analysis processes to protect regional water resources and soil quality.
- » Ensure transparent reporting of biodiversity and ecosystem management activities within CDP disclosures and sustainability strategies.
- » Follow international authorities and, upon completion of related frameworks, set science-based biodiversity targets to define our strategic roadmap.
- » Collaborate with NGOs to carry out environmental clean-up activities and collect discarded tires.



Digitalization and Data Management

At Brisa, we approach digital transformation and data management as a holistic cultural transformation, reshaping numerous aspects of our operations from production to marketing, from sales channels to overall business practices. To optimize operations, enhance efficiency, and strengthen competitiveness, we leverage next-generation technologies such as artificial intelligence (AI)-based robotics and advanced data analytics. Through these initiatives, we are making our business processes increasingly autonomous, in ways that also create added value for our employees. This transformation enables us to realize our vision of “The Future in Every Move” in the fields of digitalization and data management.





To support this transformation, we implement regular training and upskilling programs to enhance employee competencies, which in turn allows us to utilize internal resources more effectively for project development and further increase productivity.

To measure our digital transformation maturity, we conducted an assessment based on the Smart Industry Readiness Index (SIRI) methodology. This comprehensive evaluation covered process, technology, and organization dimensions, assessing our performance across operations, supply chain, product lifecycle automation, connectivity, skills readiness, and governance. According to the ACATECH model, Brisa was placed at the “predictive” maturity level. This assessment provided transparency and visibility across all processes, while equipping us with the capability to proactively adapt to future scenarios.

DIGITAL WORKPLACE APPLICATIONS AND ADVANCED DATA ANALYTICS

We consolidate the data collected from all our digital platforms into a centralized data pool called the Carbon Data Lake. By integrating consumer experiences, dealer insights, and operational data, we generate meaningful analyses that guide strategic decision-making across our business.

Established in 2022, our AI Cluster an agile team composed of employees from various functions is shaping the future of our company by using advanced data analytics and machine learning techniques to tackle complex problems and create innovative solutions. The team directs and implements all AI projects in line with corporate objectives, generating measurable value through actionable outcomes.

One of the initiatives realized under the AI Cluster is “Forecast 360”, a machine learning–based modeling project that analyzes over 100 market indicators influencing the tire industry. With this project, we have strengthened our five-year forecasting capability across all product segments, enhancing the accuracy and agility of our strategic planning.

With our Arvento brand, we developed the “Arvento Safe Driving Score”, an artificial intelligence program designed to enhance driving safety. By analyzing driving data collected from Arvento devices, the system evaluates driver behavior and generates a practical safety score for both fleet managers and drivers.

*Through the NPD Portal, an AI-powered platform designed to monitor the product development process, we have reduced industrialization time by **50%** and achieved an annual saving of **4,500 hours** by digitalizing previously manual operations.*



In addition, our AI-based digital assistant, ROBI, and our Genba Room a digital environment that enables the monitoring of field, finance, sales, and marketing processes contribute to greater digitalization and efficiency across our business operations, supporting smarter and more agile decision-making.

Through BilenBri, Brisa's AI-powered assistant, we enable users to quickly and easily access authorized data without switching between multiple applications improving speed, convenience, and data accessibility across our organization.

As part of our strategy to strengthen next-generation digital competencies, we launched the "Power Automate Practical Training Program." This program equips employees outside of the Information Technology department with the ability to manage project workflows using Robotic Process Automation (RPA). The training includes project development, certification, graduation stages, one-on-one IT support, co-creation days, and project presentations to senior management. Within the program, participants enhance their low-code development skills, gaining the capability to write basic code and develop digital solutions. Similarly, through our "Build Your Own Robot" initiative, employees design and implement low-code automation projects, further spreading a culture of digital innovation across the company.

Additionally, our digital onboarding platform, YeniBri, allows new employees to familiarize themselves with Brisa's work environment, corporate culture, and expectations even before their first day, ensuring a smooth and engaging start to their journey at Brisa.

SMART DIGITAL APPLICATIONS IN OUR FACTORIES —

At our İzmit and Aksaray factories, we connect employees in virtual environments using augmented and virtual reality applications. Through smart glasses, our teams communicate instantly and provide remote assistance to one another, enabling faster and more efficient problem-solving.

At our Aksaray factory, we are digitalizing the tire production process through robotic applications and data analytics, achieving the highest levels of process and product quality. Every day, 800 million data points flow through the plant's smart machines and vehicles. By analyzing this data, we can determine the ideal production conditions and angles for tire manufacturing.

With our fully automated tire transfer system, tires are produced without touching the ground, ensuring zero-defect production while achieving 30% energy savings. Through the plant's digital twin, we can monitor production remotely and intervene in any issue within two minutes.

With our Internet of Things (IoT) projects, we develop initiatives focused on both safety and sustainability within our manufacturing sites. Under the Connected Factory Project, we integrate Industry 4.0 technologies and the Connected Factory approach into our production systems, creating a flexible, efficient, and proactive manufacturing environment that ensures the future of smart production.





SUPPLY CHAIN AND SMART PROCESSES

As part of our Supply Chain Transformation Program, we implemented the “End-to-End Visibility with the Logistics Control Tower (LCT)” project. Through this centralized information-sharing and action platform, established for all stakeholders across the supply chain, we provide full visibility from order receipt to final delivery. The system enables the collection of real-time and accurate data, allowing for faster, more informed decision-making in critical processes. Throughout the project, we have shared our experiences with our logistics partners, guiding them in enhancing their tracking systems and enabling real-time shipment visibility through system integration. As a result, the LCT project has delivered significant operational gains, including a 79% reduction in customer call closure time, a 76% improvement in on-time delivery performance, and a total monthly workforce saving of 475 hours.

ARTIFICIAL INTELLIGENCE MATURITY INDEX

After reaching a clear level of digital maturity in our transformation journey, we have shifted our focus toward measuring and enhancing artificial intelligence (AI) maturity.

***Our Targets;
Becoming a “Digital
Transformation Center.”***

In 2024;

- » We achieved a score of 3.15 out of 5 in the Smart Industry Readiness Index (SIRI) assessment, progressing to the “Predictability” stage.
- » Our AI Maturity Score reached 2.8.
- » A total of 75 projects have been completed using ROBI, our AI-based digital assistant.
- » ROBI, which has worked for 3,084 person-days to date, has generated a total benefit of 6,168 person-days and executed 1,164,662 transactions.
- » Under the leadership of the AI Cluster, we organized “AI Awareness Month”, during which more than 200 employees participated in four seminars exploring practical AI tools and their integration into business processes.
- » A total of 40 employees took part in the Power Automate Practical Training Program.
- » We shared our experiences at the AI Best Practices Sharing Day, organized under the YASED Digital Transformation Platform.
- » Arvento received two first-place awards at the Bilişim 500 Awards, in the categories of “Data Backup and Storage Hardware of the Year” and “Türkiye-Based IoT and M2M Manufacturer of the Year.”
- » Our investment in data analytics projects increased by 30%.
- » The impact of digital transformation projects on EBITDA amounted to TL 55.6 million.



4 QUALITY
EDUCATION



8 DECENT WORK AND
ECONOMIC GROWTH



Social Life Impact

EMPLOYEE HEALTH AND SAFETY



The employee safety culture is an attitude and behavioral pattern that ensures our employees, managers, and business partners act consciously, sensitively, and responsibly related to occupational safety.

At Brisa, the health and safety of our employees are our top priority. Taking the Bridgestone Safety Mission Statement as a reference, we carry out activities aimed at preventing occupational accidents through awareness-raising efforts, systematic and engineering approaches.

Our company operates with the goals of “Zero Occupational Accident,” “Zero Occupational Disease,” and “Zero Fire,” shaping our processes through our Occupational Health and Safety Board and our Occupational Safety and Environment Committee within the framework of the ISO 45001 Occupational Health and Safety Management System and the Occupational Health and Safety Roadmap we have established for 2024–2027. We monitor legal regulations and requirements and implement practices that go beyond legislation.

Occupational health and safety are the first items on the agenda in both the Executive Committee and the Board of Directors meetings. We provide detailed information and present it for discussion.

To achieve the zero-accident goal, we focus on improving everyone’s level of ownership of the safety culture and making safety everyone’s responsibility. To enhance this culture, within the framework of our occupational safety strategy, we continue our efforts focusing on proactive risk assessment, the integration of innovative technologies, and the development of training programs.

By increasing awareness among all our employees, we approach Occupational Health and Safety as a way of life. We encourage the active participation of employees and stakeholders at all organizational levels in Occupational Health and Safety processes. We design both legally required and company-specific training programs for all our employees on occupational accidents and diseases. By customizing training content for our processes, we ensure more efficient and effective learning. Our managers receive training under the Occupational Safety Leadership Program, where we aim for them to be role models; they participate in inspections and closely monitor performance. Our Behavior-Based Observation Program enables our employees to conduct safety observations, perform equipment safety inspections, identify positive or negative behaviors, and provide feedback.

We do not limit our Occupational Health and Safety practices to Brisa employees only. We also carry out actions to ensure workplace health and safety for subcontractor/supplier company employees, visitors, and interns who operate on our premises but are not Brisa employees. Through training, we provide knowledge and competencies and enhance their personal awareness. By digitalizing the processes of occupational safety and environmental management systems, including subcontractor and supplier management processes, we establish effective monitoring and management, thereby contributing to the creation of a safe and healthy working environment.

Since 2015, the majority of subcontractor employees have become Brisa employees. The work previously carried out by subcontractor companies has, since that date, been conducted under the Brisa umbrella.

[Click here](#) for Brisa Occupational Health and Safety Policy.

[Click here](#) for Bridgestone’s Safety Mission Statement.





EMPLOYEE HEALTH, SAFETY RISKS AND GOOD WORKING CONDITIONS —

We review our standards, systems, and roadmap in line with factors such as the increasing ergonomic risks associated with an aging population, changing regulations, aging machinery and equipment, and the implementation of new technologies in the field.

We conduct risk assessments of all hazards that may arise from work environments, prioritize them, and commit to reducing them to an acceptable risk level to prevent injuries and work-related health problems. We take preventive measures by identifying hazardous conditions and behaviors in advance, determine the root causes of problems that occur, and develop corrective approaches. Regular occupational health and safety committee meetings are held between worker representatives and management to address safety improvements and risk reduction issues.

We continuously improve our systems and practices to prevent serious injuries and reduce exposure to high-risk incidents. Through risk assessments and hazard analyses, we take proactive measures. To prevent the recurrence of occupational accidents, we analyze all

workplace accidents, near-miss incidents, and other global Bridgestone incidents, prepare action plans for each identified finding, and inform all our employees. We conduct training and awareness programs to enhance awareness of health, safety risks, and good working conditions.

Within the scope of disaster and emergency management, our Disaster Preparedness Plan (Emergency Action Plan) comprehensively addresses the precautions we take against disasters, the training and drills we implement, our risk assessment processes, and our emergency management strategies.

We have an Emergency Response Plan consisting of risk scenarios for fires, chemical leaks, natural disasters, and occupational accidents. We support the process through regular crisis management drills and awareness training. We collaborate with external support organizations such as the fire department, AFAD (Disaster and Emergency Management Authority), healthcare institutions, and local authorities.

Together with our partner company Bridgestone, we implement the “Fundamental Safety Activities” shared safety practices carried out across all Bridgestone locations worldwide within the framework of 3S, Kiken-Yochi, risk assessment, and safety rules to help employees protect themselves and their teammates.

3S is defined as Seiri (sort & remove), Seiton (set in order), and Seiso (keep clean). It forms the foundation of our accident-free and efficient production efforts and is implemented across all our production sites. Through the 3S program, we aim to create an accident-free, fire-free workplace, reduce waste, and achieve error-free production.

We shape our employee grievance processes regarding occupational health and safety incidents, risks, and concerns in line with our **“Near Miss, Unsafe Condition and Behavior Reporting and Management Standard”** and our **“Ergonomic Risk Assessment Standard”**.

Our operational practices are structured in accordance with our **“Management of Change Standard for the Prevention of Major Industrial Accidents”** and our **“Major Accident Prevention Policy”**.

We provide practical “Occupational Safety Simulation Training” to increase occupational safety risk awareness.

KY, Kiken-Yochi (Hazard Prediction), involves identifying potential accident risks before starting a task and taking practical measures to prevent those risks. We conduct and analyze occupational safety risk assessments in non-routine and abnormal situations and work to implement preventive actions. Through KY, we take a proactive approach to all processes, gaining risk awareness through pre-task KY meetings and strengthening our employees’ safety awareness. Anzen Sennin, in collaboration with our field safety team, provides guidance to maintain the highest occupational safety standards. Our team supports Kiken Yochi processes by performing instant risk assessments and providing necessary training to employees. To enhance blue-collar workers’ safety risk awareness and ensure safe, high-quality, and efficient work, we provide hands-on “Occupational Safety Simulation Training.”

We carry out Risk Assessment through steps aimed at identifying and evaluating risks, encouraging risk-reducing measures, and creating low-risk work environments. In all our activities, we conduct risk assessments to ensure the overall safety of our employees, projects, and equipment, and we monitor the completion rate of these assessments and the status of risk reduction measures. In high-risk operations, we suspend work and do not resume until we reach a safe and acceptable risk level.

Our partner Bridgestone conducts annual safety maturity assessments based on common global safety standards covering leadership, employee participation, organization, and systems to strengthen the safety culture. As Brisa, we analyze the results of these assessments, implement improvement actions, and track the completion rates of self-assessments and verification assessments at our production facilities.

We establish rules to prevent fatal and serious injuries based on safety regulations and past incidents. To ensure the implementation of these rules in the field, inspections and audits are carried out at all management levels.

These fundamental safety activities are applied regularly and consistently by all employees across all work areas.

We carry out our hazardous substance management system and actions based on the requirements of BEKOP (Major Industrial Accident Prevention Policy). We have a hazardous substance management system in place, and in accordance with BEKOP, we conduct systematic monitoring and follow-up for the safety management system.

Depending on our employees’ working conditions, we analyze both acute and chronic effects. In compliance with legal regulations and Bridgestone standards, we conduct indoor exposure and hygiene measurements. We repeat exposure measurements whenever environmental conditions or processes change. In the event of any deviation in exposure or hygiene measurements, we initiate corrective actions and work to ensure compliance with legal and Bridgestone standards.

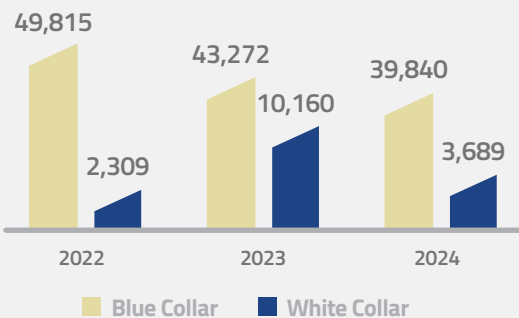
Within the scope of noise exposure prevention actions, we regularly perform indoor environment and exposure measurements. When environmental or exposure limit values are exceeded, we create action plans to ensure appropriate working conditions.

We work to protect each employee’s physical and mental health and to create a safe working environment.

Together with workplace physicians and other healthcare personnel, we provide health counseling at the Company's Health Center for employees with health issues. Our Workplace Health Unit conducts periodic medical examinations each year for regular employee health check-ups.

Under our private health insurance coverage, we provide services for early diagnosis screenings related to women's health through a nationwide clinical network. We inform employees about ways to prevent the spread of seasonal flu and other infectious diseases and strengthen immunity against such illnesses. To improve health outcomes related to lifestyle and support mental well-being, we facilitate free guidance and support through Brifit, an external employee assistance digital platform, encouraging employees to use this health counseling program.

OHS Training (Employee*Hour)



In 2024;

- » Our occupational disease rate was "0."
- » 16 departments maintained accident-free status for over 1,000 days.
- » 100% of our operational sites are certified with ISO 45001.
- » We successfully completed the renewal audits of the ISO 45001 Occupational Health and Safety Management System standard at our İzmit and Aksaray production facilities with zero nonconformities.
- » Occupational safety maturity analyses conducted by Bridgestone at the Aksaray facilities were successfully completed.
- » The Incident Reporting Screen was made accessible to all employees, strengthening the proactive reporting mechanism for near misses, unsafe conditions, and behaviors.
- » We conducted 4,481 hazard prediction inspections at operational sites where employee health and safety risk assessments were performed.
- » We completed 34 new risk analyses, equally distributed between İzmit and Aksaray facilities.
- » We revised a total of 159 risk analyses 78 in İzmit and 81 in Aksaray.
- » We carried out 39 ergonomic improvement projects.
- » We conducted 47 3S inspections.
- » We performed 1,084 occupational health examinations, 14,911 periodic controls, and 2,967 periodic check-ups.
- » To enhance OHS culture and awareness at our facilities, including senior management, we conducted Safety Dialogue training sessions and routine field tours for all relevant teams.
- » As part of OHS process digitalization efforts, we developed the Safety Dashboard, data entry, and analysis screens for the digital monitoring and reporting of Safety Dialogues.
- » We provided 888 hours of training to employees on health and safety risks and good working practices.
- » During OHS Week, we organized awareness events at our İzmit and Aksaray factories. We provided 43,539 person-hours of OHS training to 2,490 employees and 3,699 hours to 2,120 subcontractor employees. We completed the "Occupational Safety Simulation" training for 483 blue-collar employees.
- » The Brisa Light Urban Search and Rescue Team, established in 2023 and consisting of 27 volunteers, completed all required training and evaluations by AFAD and received accreditation.
- » We opened the Brisa Search and Rescue Team Center, equipped with more than 250 hand tools and advanced technology equipment such as satellite phones, GPS, and snake cameras, for potential use in possible disasters.



Bringing the Bridgestone Safety Mission to Life in the Field

"I have had the opportunity to work continuously with the Occupational Safety team at Brisa, and I greatly appreciate the significant progress achieved across the organization. The factory leadership actively brings the principle of "Safety Always Comes First" to life through daily interactions with employees. This approach includes coaching and two-way feedback processes aimed at enhancing Brisa's performance and strengthening our journey toward fully implementing the Bridgestone Safety Mission Statement. This effort is strongly supported by a competent Machine Safety and Disaster Prevention Team that drives continuous improvement initiatives."

Fabrizio Paletta
Head of Safety, Bridgestone EMIA



The Behavioral Factor in Occupational Safety and Safety Dialogues

"The zero-accident goal in occupational safety can only be achieved not solely through technical measures, but through employees' awareness, engagement, and sense of responsibility. A safe workplace gains meaning not from machines operating safely, but from people working safely within it. With this understanding, we implement the behavior-based 'Safety Dialogues (STOP Program)' in our factory."

The STOP (Safety Training Observation Program) enables managers and employees to come together in the field to have open and sincere conversations about safety. The program aims to identify risks encountered in daily tasks on-site, reinforce safe behaviors, and build a participatory safety culture by listening to employees' opinions.

Within this scope, all our management team members conduct one-on-one safety dialogues with employees in the field. We observe, listen to, and guide our employees. We record the feedback provided and develop quick and effective solutions. Our main goal is to ensure that employees not only take ownership of their work but also of their safety, sharing their on-site challenges while guiding them through solutions.

Each dialogue becomes more than just a conversation it is a step toward eliminating risks, reinforcing trust, and strengthening the safety culture. Through this process, our employees become not only rule followers but also partners in safety solutions. Together, we transform the understanding of 'Safety First' from a slogan into an indispensable part of everyday life."

Şefik İşler
Brisa Occupational Safety Manager





XR-Based Ergonomic Training Project for a Safer and More Sustainable Working Environment

"We prioritize training and awareness programs to reduce our employees' ergonomic issues and occupational accident risks. This year, within the scope of the Horizon Europe Program, we started to develop an XR-based ergonomic training simulation. As part of our project, we are creating a virtual training platform focused on occupational safety and ergonomics, targeting the critical points of our production processes. This platform offers interactive and immersive scenarios that allow employees to recognize risks and learn correct working techniques before entering the real production environment. With real-time feedback mechanisms, learning processes become more effective and shorter.

Our platform plays a critical role in preventing occupational accidents and diseases, and through task-based training modules designed especially for new and less-experienced employees, we ensure that safe working habits are acquired at an early stage. In addition, we contribute to reducing material waste and scrap generation associated with traditional training methods. As a result, through this project, we aim to create a safer, more efficient, and more sustainable working environment."

Enes Baytürk
Brisa Smart Product and Production Solutions
Development Engineer



Our 2024–2027 Employee Health and Safety Roadmap Goals

- » Our goal is "Zero Accident," "Zero Occupational Disease," and "Zero Fire."
- » To strengthen the safety culture by focusing on behavioral changes
- » To center occupational safety activities around the Bridgestone Safety Mission Statement as the main guiding principle
- » To advance fire, explosion, and disaster prevention activities
- » To implement initiatives focused on women's health





WORKING CONDITIONS AND EMPLOYEE WELL-BEING —

Providing a workplace that meets our employees' expectations and enables them to work productively, safely, and with satisfaction is one of our core responsibilities. Accordingly, we regularly collect employee feedback on working conditions and implement improvement actions based on these insights.

*The agreement covers **2,754** employees, representing **100%** of our hourly-paid workforce*

Industrial Relations

To strengthen sustainability in working life, we manage our relations with trade unions based on cooperation and mutual trust. In our industrial relations approach, we regard unions as key stakeholders in social dialogue and ensure that all interactions take place on a constructive and transparent basis.

We respect our employees' freedom of association and collective bargaining rights, and we actively support the effective exercise of these rights. Collective bargaining agreements negotiated with unions include provisions for improving working conditions, enhancing occupational health and safety, and supporting employees through various life events such as childbirth, marriage, bereavement, and education. We closely monitor the implementation of these commitments to ensure the continuity of workplace harmony.

In this context, we attach great importance to maintaining freedom of association and industrial peace, and we conduct a transparent, constructive, and continuous communication process with Lastik-İş Union, to which all our hourly-paid employees are members.

Collective Bargaining Agreement Implementation

An agreement between Brisa and the Petroleum, Chemical, and Rubber Workers' Union of Türkiye (Lastik-İş) governs employee representation and the conduct of social dialogue processes. The 23rd Term Collective Bargaining negotiations began on 16 January 2024, and concluded with an agreement on 14 March 2024. The new Collective Bargaining Agreement, valid for 24 months, entered into force retroactively as of 1 January 2024.

The agreement covers 2,754 employees, representing 100% of our hourly-paid workforce. It provides employees with a range of social benefits such as leave and holiday allowances, financial support, and bonuses. In addition, private health insurance coverage has been introduced through mutual agreement with the union, enabling employees and their families to access contracted hospitals.

Brisa also supports the long-term financial well-being of all blue- and white-collar employees through employer-contributed voluntary pension plans.

Working conditions are secured under the collective bargaining agreement. Employees work in three shifts within a 45-hour workweek, including a 30-minute meal break and a 15-minute rest break. Overtime, night shifts, and weekend work are clearly defined in the agreement and implemented in full compliance with legal requirements.

Prioritizing employee health and safety, we limit overtime within legal boundaries and plan proactively to prevent excessive workloads. We also monitor and encourage employees to use their full rest periods.



Compensation, Total Rewards, and Recognition Approach

Compensation and Total Rewards Approach

At Brisa, the compensation structure is built on the principle of “pay for the job.” Each role is systematically designed according to its scope, responsibility level, and required competencies and experience, ensuring a fair, comparable, and sustainable pay system. The company upholds the principle of equal pay for equal work, ensuring the absence of gender-based pay gaps.

Compensation practices are governed by a total rewards approach that encompasses all financial and non-financial benefits provided to employees. This structure includes base salary, performance-based short-term incentives, sales commissions for certain roles, and long-term incentives for senior management, in addition to benefits such as private health and life insurance, employer pension contributions, and role-specific perks such as company car, mobile phone, data plan, and transportation support.

As part of our remote work support packages, employees working remotely receive financial assistance for food, communication, ergonomics, and stationery expenses.

Executive compensation at Brisa is managed under the “Remuneration Policy for Board Members and Senior Executives,” ensuring fairness, transparency, and performance-based principles.

[Click here](#) for the Remuneration Policy for Board Members and Senior Executives.

Annual salary adjustments are made to preserve employees’ living standards, taking into account actual and forecasted inflation, market dynamics, and the company’s financial capacity.

Employees qualify for short-term incentive payments upon achieving both company budget targets and individual performance goals. These bonuses are calculated as a percentage of the employee’s annual base salary, based on the achievement of financial and strategic objectives particularly in sustainability, equality, and operational excellence.

Environmental, Social, and Governance (ESG) indicators account for 10% of total performance criteria, integrating sustainability-focused value creation into our performance-based reward system.

The long-term incentive plan, aligned with Sabancı Group principles, applies to selected senior management roles

and aims to promote sustainable value creation and shareholder alignment. The plan spans a three-year performance cycle, with payouts made at the end of the relevant period. Malus and Clawback provisions are defined for both short- and long-term incentive schemes.

Salary increases, grade transitions, and bonus notifications are communicated individually via line managers, while related documents are shared digitally through the Brinsan Employee Self-Service (ESS) platform, which provides employees with direct access to payroll, leave, benefits, and personal data.

Additionally, employees can use BilenBri, our generative AI-powered assistant, to perform payroll inquiries, leave entries, and similar HR transactions directly through Microsoft Teams. Through the “Ask HR” platform, all employees, including blue-collar staff, can easily contact HR teams regarding payroll or health insurance inquiries without visiting the office.

Through these digital tools, Brisa aims to ensure a transparent, accessible, and user-friendly compensation experience for all employees.



Additional Benefits and Support Programs

Under our Leave and Social Support practices, employees are entitled to birthday leave, volunteering leave, and paid leave and financial support for postgraduate (master's and PhD) education. A low-interest loan program is also available when needed.

In cases where employees relocate due to promotion, role change, rotation, or recruitment, Brisa provides a comprehensive relocation support package under the Relocation Assistance Standard, including settlement allowance, temporary accommodation support, rental allowance, and moving expenses. These measures help ease employees' adaptation and reduce the financial burden of relocation.

In the area of physical and mental well-being, the Brifit platform offers access to professional services such as psychological counseling, dietitian, and fitness coaching, along with social participation programs and clubs. Through the Employee Assistance Program, employees and their first-degree relatives receive free telephone-based psychological counseling and guidance services.

Each Brisa employee can also use their personal learning budget through Bri-Learn to access online or in-person training programs, supporting continuous personal and professional development.

Through these initiatives, Brisa aims to offer not only a workplace but a balanced, supportive, and growth-oriented employee experience.

Recognition and Reward

At Brisa, we operate a structured Recognition, Appreciation, and Reward System to celebrate employees' achievements, highlight their contributions, and strengthen their sense of belonging. The system adopts a holistic approach that encompasses strategic impact, team performance, individual efforts, and cultural alignment.

Within this framework, employees are recognized through various platforms, ranging from instant recognition and strategic awards to cross-functional project visibility and leadership engagement opportunities.

Reflecting Brisa's strong culture of continuous improvement, the Total Quality Management (TQM) Conference is held annually to share best practices and efficiency-focused projects. The İz Birakanlar (Trailblazers) event showcases inspiring success stories aligned with company strategy each month.

Through internal communication platforms such as BriTalks, employees share their interests and achievements, while cross-functional groups like the Young Advisory Board and Brisa Innovation Team integrate recognition and appreciation into everyday work life.

Our reward philosophy encourages contributions aligned with corporate strategy, innovation, cultural behavior, collaboration, and entrepreneurship. Standardized applications recognize individual and team performance, innovation, safety and environmental awareness, and scientific achievement in various award categories.

At Brisa, recognition and reward serve not only as outcomes but as strategic tools that foster motivation, inclusiveness, and a shared culture of success.

Employees who obtain patents, designs, or software registrations are honored through the Patent Recognition Program and the Sabancı Holding Scientists & Designers Platform.

Diversity, Equity, and Inclusion in Compensation and Rewards

We are committed to ensuring fairness and equal opportunities not only in recruitment but also in compensation, benefits, and reward practices. To this end, we implement actions that promote pay equity and adhere to our equal pay for equal work principle. The pay ratio between male and female employees at Brisa is 1.0, and we monitor this ratio annually, taking immediate corrective action if deviations arise.

Our equality approach extends beyond gender; we maintain fairness across all dimensions including age, disability, and ethnicity. Salary increases, grade transitions, and bonus practices are based solely on objective performance and competency criteria, independent of demographic factors.

Overtime and non-standard working hours are compensated fairly in line with legal regulations and company policies, while our work-life balance practices aim to minimize such occurrences.

With the exception of employees governed by different legal frameworks, all Brisa employees receive compensation above the statutory minimum wage. We are committed to providing a living wage that ensures a decent standard of living for employees and their dependents, covering basic needs such as food, housing, education, healthcare, transportation, clothing, and unforeseen expenses.

We regularly assess and update our living wage commitment through internationally recognized “fair living wage” benchmarks. In 2024, the ratio between the total annual compensation of the highest-paid employee and the median total annual compensation was 9.10.



Working Conditions Targets

- » By the end of 2025, transparently share our updated compensation policy with all white-collar employees and ensure 100% access through internal communication channels.
- » In 2025, launch a digital recognition platform that makes employee achievements visible and promotes a culture of appreciation across the organization, reaching 100% of white-collar employees.



Intellectual Property Rights Recognition

"Our passion for innovation is shaped not only by the needs of our stakeholders but also by our own pain points. Our CarboMission project was born as we developed solutions to challenges encountered during our decarbonization journey. Through this project, we enable the supporting documents required for Scope 1 and Scope 2 Greenhouse Gas Emissions calculations to be uploaded into the system and converted into meaningful data using OCR and API technologies. We can also read and write data from ERP systems via API integrations. In this way, we both eliminate errors caused by manual data entry and achieve time efficiency.

We acted in line with our company's core principle of 'continuous improvement and lifelong learning.' With the CarboMission project we developed, we were honored with both patent registration and the Sabancı Holding Scientists & Designers Award. We are proud to have been recognized at the award ceremony organized by Sabancı Group on April 26, World Intellectual Property Day."

Peri Ulusoy, Brisa Environmental Manager and CarboMission Product Owner

Ezgi Yılmaz Göç, Brisa Commercial Tires Development Manager

Nazlı Elif Üstüntay, Brisa Product Control Manager

İpek Altuner, Brisa Data Engineer



Erdem Gül, Brisa Information Systems Product Portfolio 1 Manager

Özkan Yıldırım, Brisa Information Systems Product Developer

Ramazan Gümüşay, Brisa Quality Assurance Manager

Kerim Şişmanoğlu, Brisa Business Development Specialist

Ali Poyraz, Brisa Development Engineer



Family-Friendly Programs

At Brisa, we stand by our employees through every stage of their parenthood journey. We act with an inclusive work-life balance vision that values not only the professional development of our employees but also their family life. Through our family-friendly practices, we aim to support our employees both physically and emotionally throughout their parenting experience.

Within the scope of leave practices, female employees are entitled to a total of 16 weeks of maternity leave, with the option of up to 6 months of unpaid leave upon request. For male employees, paternity leave is 5 calendar days for white-collar and 6 working days for blue-collar employees. In cases of adoption, both paid and unpaid leave options are provided to parents.

Through our BriMoms Mentorship Program, we support new mothers in their return-to-work process a period that requires both physical and emotional adjustment. In this program, which fosters trust and solidarity, experienced mothers ("Mom-tors") provide one-on-one mentoring to returning mothers ("Mom-tees"), conducting at least six sessions within a three-phase

guidance process. Thanks to this comprehensive support, mothers feel less isolated and adapt more quickly to both their professional and emotional routines.

Via our Brifit Psychological and Social Support Platform and Employee Assistance Program, we offer parents services such as psychological counseling, parenting content, and one-on-one sessions. In addition, our Witamin social sharing platform provides parenting-related content and events that foster family-oriented interactions.

All our major locations feature mother's rooms offering hygienic and comfortable spaces for milk expression, breastfeeding, and rest.

Under special circumstances and financial support, we stand by our employees during significant life

*To date, **237** Brisa employees have benefited from maternity and parental leave. All of these employees returned to work after their leave and continued their careers from where they left off.*

events, respecting their family and personal needs. We provide paid leave for key life events such as marriage, childbirth, bereavement, and military service, ensuring the necessary support during these periods. Additionally, employees may access repayable financial assistance for events such as marriage, childbirth, or military service.

Family-Friendly Program Targets

- » In 2025, prepare a detailed guide for expectant mothers and fathers, launching it first as a pilot project among white-collar employees.
- » Review and assess potential improvements to the duration of paternity leave.

EMPLOYEE ENGAGEMENT AND EMPLOYEE VOICE

At Brisa, employee engagement is approached holistically, focusing on participation, trust, and inclusion. We have systematic feedback mechanisms that allow us to hear the voices of our employees and integrate their insights into organizational development.

Our AI-powered digital pulse survey platform, “Bri’nin Sesi” (“Voice of Bri”), provides regular insights into the organizational climate by sending short, focused questions each month to randomly selected employee groups. This enables us to identify early warning signals in the employee experience and seize opportunities for rapid and targeted improvements.

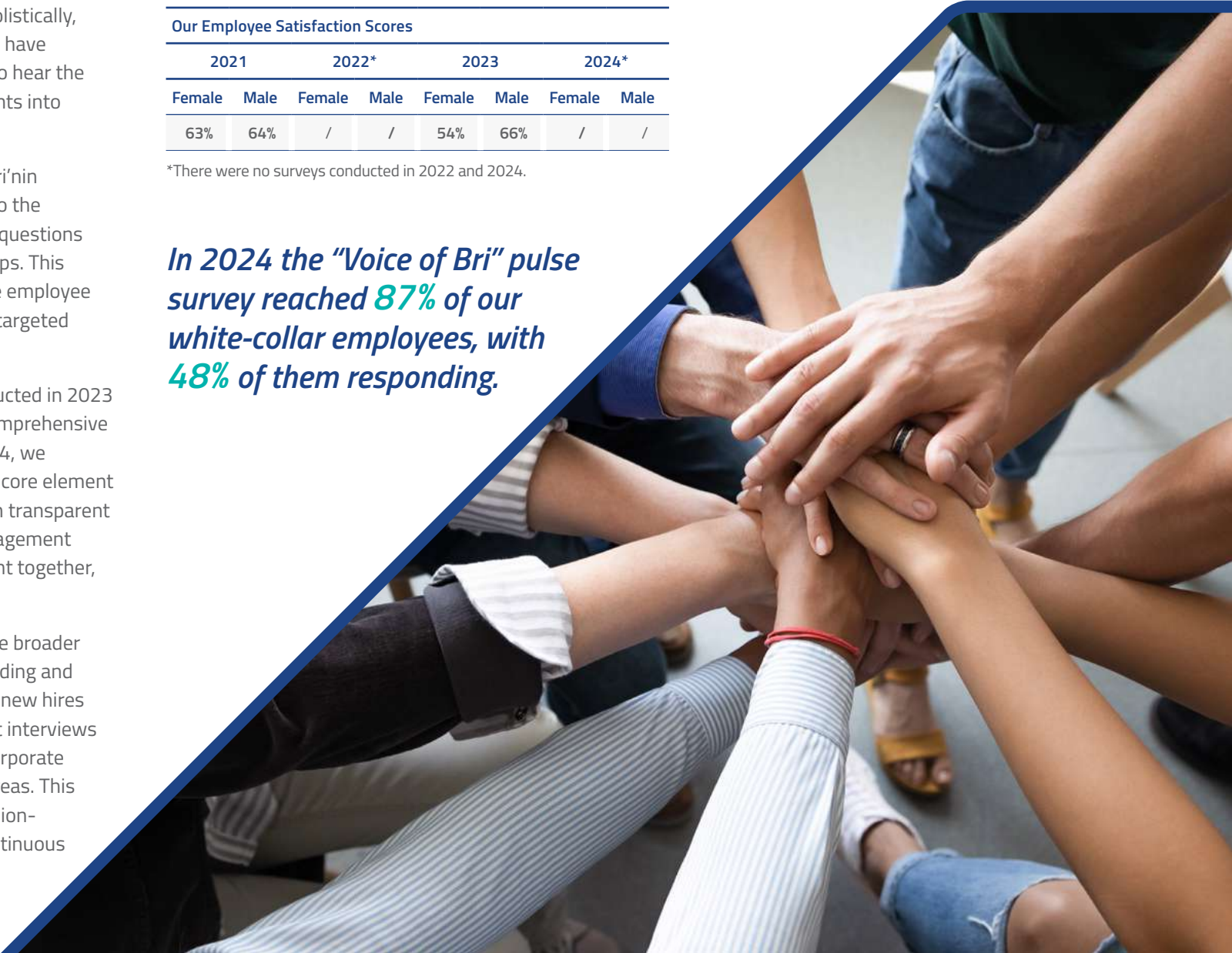
The organization-wide engagement survey conducted in 2023 served as an important benchmark for a more comprehensive assessment of employee engagement. As of 2024, we redesigned our engagement process to make it a core element of our leaders’ daily leadership practices. Through transparent review sessions with our leaders, we shared engagement data by function, evaluated areas for improvement together, and encouraged open dialogue on engagement.

We also approach employee experience within the broader framework of participation, covering both onboarding and offboarding processes. We collect feedback from new hires regarding onboarding and conduct structured exit interviews with departing employees to gain insights into corporate culture, leadership practices, and development areas. This feedback not only informs human-centered decision-making processes but also contributes to our continuous improvement cycle.

Our Employee Satisfaction Scores							
2021		2022*		2023		2024*	
Female	Male	Female	Male	Female	Male	Female	Male
63%	64%	/	/	54%	66%	/	/

*There were no surveys conducted in 2022 and 2024.

In 2024 the “Voice of Bri” pulse survey reached 87% of our white-collar employees, with 48% of them responding.





“One and Stronger Team”: Teams Empowered Toward Shared Goals

“As Brisa Technical Teams, through the “One and Stronger Team” transformation journey launched in 2023, we are redesigning our ways of working to strengthen collaboration culture, capabilities, and learning capacity across teams.

With the One Team approach, we aim to increase cross-functional collaboration, eliminate silos, and establish structures that act collectively toward common goals. Through squad structures, we create a strong foundation for cross-functional interaction and co-creation, extending from offices to production lines. By implementing our Brisa-specific Kanban Maturity Model, we enhance team maturity and gradually build a high-performance culture.

Under the “Stronger Teams” framework, we invest in both individual and collective development. With our Technical Development Journey program designed for new graduate engineers, we accelerate capability building and shorten the adaptation period from 6–8 months to 2–3 months. Through multi-skill development initiatives, Team Leader Development Programs, and recognition events celebrating top performers, we enhance knowledge, motivation, and sense of belonging.

A key part of the program, the Fun Team, integrates art, entertainment, and togetherness into our company culture. From sculpture workshops to theatre performances, from art clubs to casual coffee meetups, we bring new energy to corporate life. Through the Ambassadors Team, we build bridges between our İzmit and Aksaray plants, creating a shared space for experience exchange.

We regularly measure the impact of these efforts through our annual organizational climate survey and take continuous improvement actions based on feedback. This holistic approach reinforces Brisa Technical Teams’ vision of becoming a learning organization. By promoting knowledge sharing, institutionalizing experiences, and encouraging growth at every level, we are building a resilient organization that can meet not only today’s but also tomorrow’s needs.

The “One and Stronger Team” program, one of our key initiatives to strengthen employee engagement, now serves as the foundation of a more agile, integrated, participatory, and learning-oriented organizational culture. Through this program, we continue to move forward with our employees, taking stronger steps toward the future.”

Oğuz Özkavukcu
Brisa Lean and Agile Transformation Leader



Employee Engagement and Employee Voice Targets

- » In 2025, deepen leadership-based practices and address employee experience within a continuously evolving structure.
- » Achieve an average monthly participation rate of at least 55% in the “Voice of Bri” pulse survey throughout 2025.
- » Launch a new onboarding measurement tool to more effectively monitor the adaptation process of newly hired employees.



SOCIAL DIALOGUE

We structure our social dialogue culture around the principles of transparency, mutual trust, participation, and continuity. Through representative structures, direct access to management, employee feedback systems, and regular communication platforms, we offer a multi-layered environment for interaction that includes both white-collar and blue-collar employees.

At Brisa, we conduct the social dialogue process with our blue-collar employees through an inclusive and continuous communication model based on mutual trust. Employee representatives are democratically elected in accordance with Law No. 6356. All representatives, including the chief representative, express employee demands, communicate grievances, and work to maintain industrial peace and workplace harmony. Regular monthly meetings ensure continuity of dialogue, while union representatives can engage directly with employees during rest breaks.

Within the Collective Bargaining Agreement (CBA), occupational health and safety (OHS) stands among the top priorities. Union representatives actively participate in monthly OHS Board meetings, and outcomes are shared in the field and monitored through signed reports. Mandatory annual OHS trainings are reinforced with on-site applications and video modules. Our workplace health unit conducts regular health screenings and, based on results, implements personalized preventive health programs and vaccination initiatives.

We carry out comprehensive ergonomics projects in our factories, implementing adjustments in production areas and auxiliary facilities to prevent physical strain among employees.

Through STOP (Safety Dialogue) field visits in which our CEO and senior executives actively participate employees have ongoing opportunities to engage in open, direct dialogue throughout the year.

Training and development processes for blue-collar employees are supported by structured programs aligned with annual training plans. We implement skill development programs tailored to different roles, monitor progress through periodic evaluations, and deliver both technical and behavioral development trainings regularly throughout the year. Post-training development is tracked through audits and feedback sessions.

Employees can report individual grievances through structured, tiered systems. Each report is monitored in coordination with the union, employer, and senior management, ensuring that no employee faces discrimination during the process. We collect employee insights through field observations, suggestion boards, and continuous communication channels, using this data to drive ongoing workplace improvements.

Diversity, equity, and inclusion (DEI) principles form the foundation of all workplace practices at Brisa. Employees are provided with designated prayer areas and times in accordance with their beliefs.

Mid Talks sessions, organized by our HR teams, serve as an interactive platform where managers and employees can openly discuss mutual expectations, opinions, and suggestions.

For white-collar employees, Brisa maintains a strong and systematic culture of social dialogue based on transparency, participation, and mutual trust.

Quarterly Townhall Meetings, led by our CEO, bring together all employees to share the company's strategic priorities, key developments, and organizational agenda. Functional Townhalls serve a similar purpose, fostering transparency and dialogue at the departmental level. End-of-year Townhalls provide a platform where upcoming goals are shared, and employees can directly engage with senior management through open Q&A sessions.

As a reflection of our inclusive approach, the Young Advisory Board (YAB) serves as a representative platform for young employees from various departments. Each term, the board is formed through new selection criteria, developing proposals and projects to improve the workplace, and reporting directly to senior management. Previous members are welcome to continue contributing voluntarily.

Brisa also actively implements a digital feedback culture. Through our AI-powered employee listening platform, "Voice of Bri," we regularly gather insights, suggestions, and expectations from employees. These inputs are analyzed and transformed into actionable improvement plans.

In addition, our BriTalks Portal enhances digital engagement and social interaction, providing an interactive communication space where employees can share both professional and social content, supporting internal engagement and connection.

Beyond these systems, Brisa fosters direct, open, and continuous communication between managers and employees. Our leaders are encouraged to remain accessible and approachable, ensuring that open dialogue is always possible.

In 2024;

- » Through the STOP (Safety Dialogue) program, we engaged with thousands of employees.
- » We organized four Townhall Meetings, one in each quarter.

Social Dialogue Targets

- » Join the Business Against Domestic Violence (BADV) platform and conduct preliminary work to develop an internal policy against workplace violence (by 2025).
- » Include blue-collar employee representation in machine safety analyses to enable workers to share insights about their own work areas (by 2025).





STRESS MANAGEMENT AND PSYCHOLOGICAL WELL-BEING IN THE WORKPLACE —

At Brisa, we view the physical, mental, emotional, and social well-being of our employees as fundamental components of a sustainable working life. Accordingly, we implement practices designed to strengthen psychological well-being and overall wellness in every aspect of our operations. We develop flexible and inclusive practices that can adapt to employees' diverse life circumstances.

Our remote and flexible working arrangements are conducted within the framework defined by company policies and guidelines, planned in coordination with managers based on performance, information security, and accessibility criteria. In 2024, we conducted a Remote Working Experience Survey to listen to our employees' feedback and subsequently reviewed and updated our Remote Working Model according to their needs.

To support employee well-being, we provide access to online psychologists, dietitians, and fitness trainers through our digital wellness platform Brifit. In addition, through our 24/7 Employee Assistance Program (EAP), both employees and their first-degree relatives can receive confidential counselling from clinical psychologists on personal or work-related issues. With the physiotherapist program launched at our İzmit facility, we also provide preventive support to help protect the physical health of our production employees.

We also promote social connection, belonging, and psychological well-being through our Witamin social sharing platform, where employees can access inspiring

and awareness-raising content as well as guest sessions on personal growth and development. For our sales teams, the Short Shares in a Tight Space initiative reinforces learning outcomes through short, focused sessions following classroom training.

In 2024;

- » 426 employees benefited from the Brifit program.
- » 809 employees participated in the Witamin platform.
- » A team of 10 women employees received professional sailing training.

Targets for Enhancing Well-being, Psychological Health, and Wellness

- » Review flexible working practices and evaluate new model alternatives (2025)
- » Develop flexible working options addressing needs such as working from different locations and pursuing academic development (2025)
- » Organize at least five events through social clubs to support employees' psychological well-being (2025)



Our Brisa Social Clubs play an important role in enriching life outside of work and strengthening social engagement. Participation in these clubs is voluntary, and they operate in areas such as sports, nature, arts, and foreign languages. These clubs help employees develop new skills, expand their social networks, and enhance their sense of belonging to the company. Structured under different groups such as the Oxygen Club, Sports Club, Brisnat Club, and English Club, they continue their activities actively across our İzmit, Altunizade, and Aksaray locations.

We also provide physical spaces that promote psychological well-being at all locations. At our İzmit facility, employees have access to amenities such as a swimming pool, tennis court, basketball court, restaurant, and green areas encouraging an active lifestyle and social interaction. Hobby rooms in our plants allow employees to relax mentally during breaks and explore new interests. In addition, we have designated bicycle lanes within the factory to support sustainable commuting.

We offer our employees opportunities to learn and act together through shared experiences. A strong example of this approach is our sponsorship of the Brisa Sailing Team, which promotes physical and social well-being. Through this program, employees receive professional sailing training developing a new physical skill while building social bonds outside the workplace through a shared experience.

Through this holistic wellness approach, we are building a people-centered, flexible, and sustainable work culture that supports the overall well-being of our employees and sets an example with its best practices.

TALENT MANAGEMENT AND DEVELOPMENT, CAREER DEVELOPMENT AND LEADERSHIP

We shape our operations in line with our **“Training and Development Company Rule,”** which defines our career management and training policies and principles, as well as our talent and skill development processes, and the identification, implementation, evaluation, measurement, and monitoring of training needs.

At Brisa, we embrace a comprehensive development approach that enables our employees to unlock their potential, continuously improve themselves, and pursue a career path aligned with organizational goals because at Brisa, we believe in growth in every move. Within this framework, employees

actively take ownership of their careers through personalized skill development programs, transparent and continuous performance evaluation systems, individual development and career planning processes, practices that promote internal mobility, and skill-based transformation projects.

This structure, which lies at the heart of our corporate development strategy, allows us to invest not only in today’s but also in tomorrow’s competencies, ensuring organizational sustainability. This approach enables us to bring our vision of “Future in Every Move” to life in the field of human resources as well.





Talent Management and Development

At Brisa, we adopt a holistic career management approach that allows every employee to realize their potential and develop in alignment with the company's strategic goals. We consider every Brisa employee as a "talent," and expect our leaders to create value by developing their teams, their work, and the organizational culture.

We implement a transparent, accessible, and skill-based learning approach that supports the individual development of every employee. Through the Brisa Transformation Academy (BDA), we provide employees with a broad range of structured, personalized, and competency-based development programs and platforms designed to enhance both technical and behavioral skills.

A portion of our training programs is delivered by internal volunteer trainers, whom we support through the Train the Trainer program and the annual Internal Trainers Summit.

Our white-collar employees also benefit from the Brilearn program, which allows them to pursue personalized development opportunities of their choice each year within an allocated budget.

To strengthen digital capabilities, we offer hands-on training on tools such as Power Automate, helping employees gain automation skills while contributing to the digitalization of numerous business processes. Through the AI Cluster initiative, we integrate artificial intelligence projects into organizational operations, fostering interdepartmental collaboration that enhances organizational awareness and offers skill-based development opportunities.

For employees in technical roles, our Technical Development Journey (TDJ) program systematically enhances participants' technical expertise through theoretical and practical content. This program supports Brisa's vision of operational excellence and aims to equip employees with competencies that add value to production processes.

Through our Profleet Consultancy Training Program, we deliver eight modules of training to commercial dealer sales consultants on topics such as Brisa's culture and vision, customer approach, and technical know-how ensuring that our fleet management solutions are implemented effectively in the field.

The YeniBri Onboarding Program is designed to facilitate the adaptation of new employees to Brisa's culture. Within this program, participants receive Basic Tire Training, attend factory and museum visits, and are introduced to our corporate heritage and product knowledge. Onboarding sessions designed specifically for female operators are also integrated with interactive online modules delivered through the Brisa Transformation Academy Learning Portal.

To promote a culture of continuous learning, we organize monthly Witamin sessions held on the last Wednesday of each month, where we share inspiring content on topics such as artificial intelligence, sustainability, and emerging trends supporting employees' personal and professional growth.

Our Bright Talent Program, developed for young professionals, provides practical training, access to Brisa Transformation Academy content, and cross-functional experience opportunities, enabling participants to start their careers strongly while aligning Brisa's future vision with the energy and potential of young talent.

Career Development and Leadership

At Brisa, we structure our employees' career development and leadership plans within the framework of our Organizational Success Plan (OBP) process. To maximize each employee's potential, we conduct competency and potential assessments together with managers and use these evaluations as a foundation for development opportunities throughout the year. In addition to the development actions defined in the process, we carry out succession and talent planning studies, which are reviewed annually.

Aligned with Brisa's Talent Management approach, we expect each of our leaders to continuously develop themselves, their teams, their work, and the organizational culture to create value. High-potential and high-performing employees are evaluated collectively by all managers through the OBP process, and their individual development plans are shaped collaboratively.

Our competency and skills model defines, for every employee, the skills that align with our Brisa Way of Working, as well as the What To Do and How To Do competencies and leadership capabilities. Training and development content is designed accordingly, forming the foundation for both individual and organizational transformation.

The performance management process is tracked transparently and sustainably through our digital

platform PerfX, which operates under our continuous performance philosophy. The process is supported by check-in meetings under the Grow – Transform – Connect framework, career-focused dialogues between employees and managers, and 360-degree evaluation practices.

We communicate a wide range of development and experience tools that support career growth, and employees can apply to these tools according to their own development goals and receive personalized evaluations. In this way, we provide a systematic structure that allows employees to shape their own career paths.

Through our career development programs, employees are encouraged to collaborate with different teams, propose ideas for projects, take on leadership roles, and acquire new skills beyond their current positions. One of these initiatives is the Commitment Statement Projects,

designed to implement the company's strategic priorities. These projects are managed using the Objectives and Key Results (OKR) methodology, through which we define measurable outcomes that help us track progress toward performance-enhancing goals. This approach strengthens transparency, accountability, and sustainable impact, while providing participating employees with valuable leadership opportunities.

Another initiative, "Askida Proje" (Project on Hold), is a platform that directly supports individual development by providing opportunities for employees to gain critical experience. Participants enhance skills such as cross-functional collaboration and project management while contributing to impactful initiatives.

[Click here](#) to watch Project on Hold.



Through the “Brini Önersen” (Recommend a Bri) Program, employees can recommend colleagues for newly opened internal positions that are transparently announced within the company, fostering a supportive and collaborative career transition culture.

We also implement the “90-Day Coaching Program” to accelerate the adaptation of new managers and strengthen leadership capabilities. Our Leadership Mastery Program provides customized development content designed specifically for leaders.

Additionally, we offer Digital Simulation-Based Training Programs, an innovative approach introduced for the first time in Türkiye, which allows our managers to enhance their leadership skills in a flexible and personalized digital learning environment accessible at their own pace. This initiative represents a concrete step toward building the leadership mindset of the future.

For technical group managers, the CTO Leadership Transformation Program strengthens leadership capabilities through team agreements, group dynamics, and group coaching practices.

Blue-collar employees who start as operators can advance to lead operator positions by developing their skills, knowledge, and experience. Through structured training and the Team Leader Development Program (ELYP), they can continue progressing toward foreman and supervisor roles.

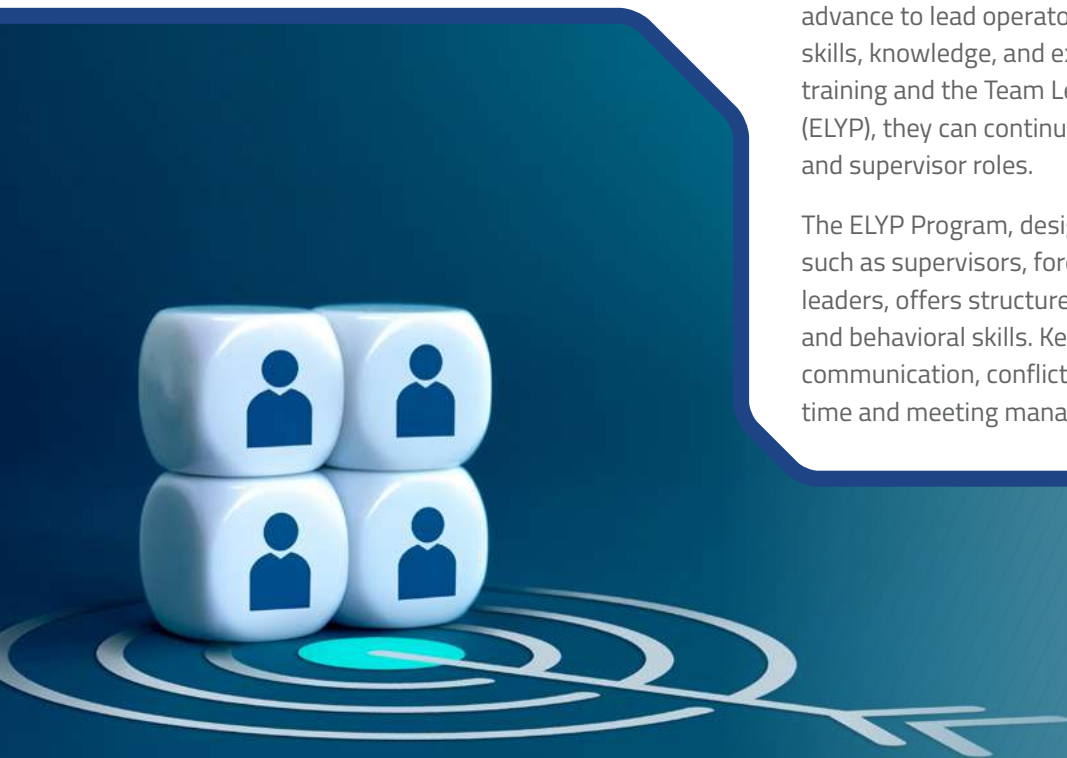
The ELYP Program, designed specifically for field leaders such as supervisors, foremen, and blue-collar team leaders, offers structured training on both technical and behavioral skills. Key topics include trust-based communication, conflict and emotion management, time and meeting management, and coaching-style

leadership. The program, particularly focused on leaders in production and quality areas, is systematically monitored through six-month development reports and competency assessments.

Employees wishing to advance their leadership or technical expertise are supported with financial aid and time allowances for postgraduate or doctoral studies.

As part of Sabancı Holding’s Leadership Development Program (X-Celerate Next), our senior leaders participate in a comprehensive learning journey focused on inclusive leadership, transformational leadership, employee well-being, and inspiring leadership. The program strengthens strategic thinking, crisis management, and sustainable leadership capabilities through digital learning, case studies, coaching, and mentoring.

In addition, our employees actively participate in X-Teams, a Sabancı Group program where employees from different companies collaborate to develop innovative projects. This initiative reinforces teamwork, fosters a culture of innovation, and creates cross-company synergy enhancing Brisa employees’ creativity, collaboration, and contribution to our vision of creating sustainable value.





Diversity, Equity and Inclusion in Career, Development and Leadership Practices

At Brisa, career development including performance evaluation, promotion, development, and assignment processes is built upon the principles of diversity, equity, and inclusion (DEI). Our evaluation processes are based on objective data such as job descriptions, performance criteria, and potential indicators; and no form of discrimination is tolerated on the grounds of language, race, age, gender, culture, nationality, disability, political or religious beliefs, immigration status, gender identity, or gender expression.

We ensure equal access to development opportunities for employees at different life stages. Through flexible and inclusive development programs, mentoring and coaching practices, and leadership development opportunities, we aim to unlock the potential of talent from diverse demographic groups. We particularly emphasize gender balance in our leadership and development programs, ensuring that women leaders have equal access to advancement opportunities.

We promote vertical, horizontal, geographical, and cross-functional mobility to fully leverage employee potential. Promotions, departmental transfers, and cross-location assignments supported by rotation and internal job posting systems create equal opportunities for skill diversification and career advancement.

We regularly track the impact of leadership behaviors on team experience through feedback, pulse, and engagement surveys, continuously improving our leadership development programs based on these insights. Our ultimate goal is to foster an inclusive and transparent career development system where every employee's potential is evaluated fairly and everyone can progress with equal opportunities.

In 2024;

- » 100% of white-collar employees participated in the regular performance and career development process.
- » Managed 25 Commitment Projects using the OKR structure, with quarterly evaluation meetings held with senior management.
- » Employees participating in Askıda Proje developed 30 different competencies.
- » 27 employees joined the internal evaluation process; all 8 managerial positions opened during the year were filled by internal candidates (100% internal promotion rate).
- » The Brisa AI Cluster Team, in collaboration with Brisa Academy and the Information Systems Directorate, reached over 400 employees through the Artificial Intelligence Seminar Series.
- » 10 commercial dealer sales consultants completed the Profleet Consultancy Training Program.
- » Since 2023, 93 employees have participated in the Technical Development Journey (TDJ) program, completing a total of 16,500 training hours.
- » 20 employees joined the Team Leader Development Program, with 442 person-days of soft-skill training and 196 person-hours of technical training delivered throughout the year.
- » 314 blue-collar employees received Monozukuri training, 91 employees attended Skill Instructor training, and 40 employees completed Sururaku Problem Solving training.

Talent Management, Development, Career Growth and Leadership Targets

- » Maintain the participation rate of white-collar employees in the regular performance and career development process at 100% (by 2025).
- » Develop an integrated talent platform that enables employees to transparently track their entire career journey through a single system (by 2025).
- » Launch at least three new "Askıda Proje" (Project on Hold) initiatives across the company (by 2025).

Employee Training Costs per Year (million TL)

2022	2023	2024
7.7	15	22.5

RECRUITMENT —

Brisa's transformation journey shaping the future of mobility is deeply integrated with the company's people-centered culture. At Brisa, mobility represents not only physical movement but also growth, leadership, well-being, and collective progress.

In line with this approach, the "Her Hareketinde" (In Every Move) employer brand, launched at the end of 2023, continues to serve as a powerful framework that keeps our corporate culture vibrant and authentically embraced across the organization. All employee experience initiatives are designed to align with this vision.

Inclusive and Experience-Focused Recruitment Process

At Brisa, we act with the vision of building a future of mobility that is accessible and inclusive for everyone. This vision is reflected not only in the services we provide but also in the way we recruit and form our teams.

All our job postings include an explicit commitment to diversity and inclusion, aiming to create an equitable work environment where every individual's potential can thrive.

Our recruitment processes are structured to ensure candidates are evaluated independently of gender, age, ethnicity, physical ability, belief, parental status, or sexual orientation. Through our "Inclusive Recruitment" training programs for managers, we increase bias awareness and promote fair, objective, and transparent decision-making.

This approach is not only about hiring the right talent but also about building an inclusive organizational culture where everyone feels valued, heard, and empowered to contribute.

We also uphold the highest ethical and legal standards throughout our recruitment practices. All employment processes are conducted in full compliance with the Turkish Labor Law, while Brisa voluntarily exceeds the legal requirements by maintaining a stricter internal standard. Accordingly, no individual under the age of 18 is employed at Brisa. Identity verification and age validation

are mandatory and integrated into Human Resources procedures as a standard practice.

External Candidate Evaluation Process

At Brisa, talent acquisition goes beyond recruitment it is about forming strong and lasting connections with individuals who are equipped with strategic capabilities, aligned with Brisa's culture, and ready to shape the future together.

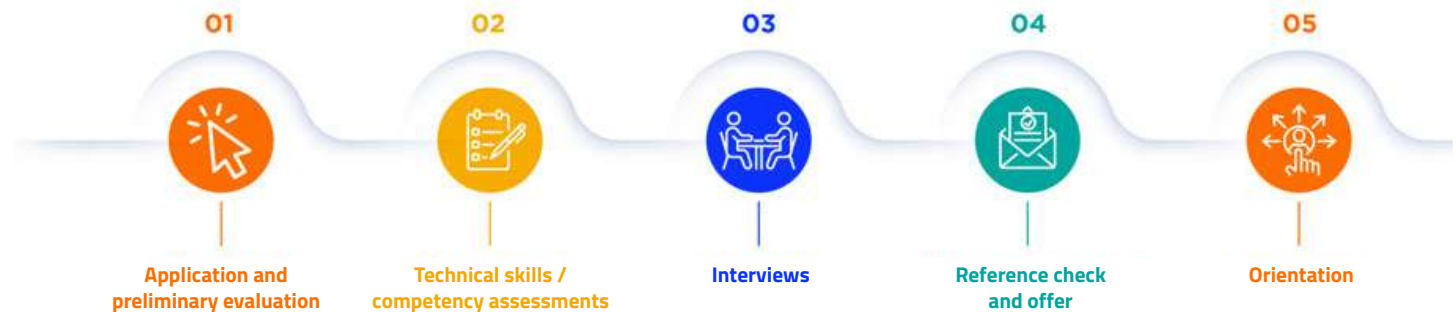
Our Talent Model is built on a holistic system that evaluates candidates across four key dimensions.



Throughout each stage of the process, we prioritize transparency, timely communication, and a strong candidate experience. From application to onboarding, candidates progress through a structured process designed to highlight their potential while gaining an authentic understanding of Brisa's culture and the mutual value creation opportunity that lies ahead.

Each step of the recruitment process at Brisa has clearly defined Service Level Agreements (SLAs). The entire process is reviewed annually to ensure continuous improvement and alignment with business and candidate experience goals.

HOW IS THE CANDIDATE JOURNEY PROGRESSING



Internal Candidate Evaluation Process

At Brisa, talent acquisition is not limited to external candidates we also actively support our internal talent through transparent, accessible, and skills-oriented systems.

We operate a transparent internal job posting system, where all positions, including managerial roles, are openly announced for internal applications.

Through the “Brini Önersen” (Recommend Your Brisa) program, every employee can both refer external candidates for open roles and apply internally for newly

announced positions across the company. This approach promotes internal mobility and continuous talent development within Brisa.

The internal candidate evaluation process goes beyond basic application review; it follows a multi-dimensional assessment approach. Candidates go through personality inventories, assessment center simulations, competency-based interviews, and cross-functional leadership interviews. Throughout all these stages, feedback from managers is integrated into individual development plans, and constructive feedback is provided to every participant to support their growth.

This transparent and holistic structure forms the foundation of a sustainable internal mobility system, enabling the discovery, development, and transformation of internal talent across the organization.

The Askıda Proje (Project on Hold) initiative further enhances internal mobility by enabling employees to collaborate with different teams, contribute innovative project ideas, and develop new skills beyond their current roles.

Recruitment Tools

At Brisa, we offer a range of structured programs for young talent, designed to help them contribute to the mobility transformation and build a strong start to their careers.

Bright Young Talent Program

Targeted at 3rd and 4th-year university students and recent graduates, this program aims to integrate young perspectives into Brisa's mobility transformation. Participants work on real projects and develop skills in technical and behavioral areas, leadership, problem-solving, and creativity. Applications open annually in March–April.

Project Assistant Program

Designed within the scope of flexible employment and alternative working models, this program enables 3rd and 4th-year students or new graduates to contribute to short-term projects. Project assistants work 3–5 days per week, gaining hands-on experience and developing their core competencies.

Short-Term University Internships

Tailored for students with mandatory summer internships, this program provides the opportunity to gain first professional experience in Brisa's dynamic environment. Interns are guided one-on-one and supported in translating theoretical knowledge into real-world practice.

School–Industry Cooperation Programs

These are long-term internship programs developed in collaboration with vocational high schools and universities. Students participate in structured programs such as On-the-Job Vocational Training and Applied Vocational Education, offering rich experiential learning opportunities to apply theoretical knowledge in practice.

Career Events and Fair Participations

Throughout the year, Brisa actively participates in numerous university career events, engaging directly with young talent. Through both in-person and digital events, we introduce students to career opportunities at Brisa and build early connections with potential future employees.





Onboarding

At Brisa, the YeniBri Onboarding Program for new hires is designed as a comprehensive journey focused not only on introduction but also on belonging and development.

Before the official start date, new employees receive all necessary information through a pre-boarding process. During the first day and week, they are paired with volunteer employees through the Buddy Program, fostering personal connections during the adaptation phase.

In the first month, employees participate in Brisa Transformation Academy trainings, factory and museum tours, and various experiential learning sessions. Over the first six months, their development is supported through learning tools and regular follow-ups. The YeniBri digital platform enables easy navigation of Brisa systems, while Leadership Meetings offer opportunities to connect directly with senior management. The process concludes with a feedback session to gather insights and enhance the onboarding experience.

Recruitment Targets

- » Ensure 50% female and 50% male participation in the Bright Young Talent Program and offer career development opportunities to 15 students (by 2025).
- » Closely monitor employee experience during the first six months by conducting 100% of 2nd and 6th month evaluation meetings for new hires (by 2025).
- » Improve interview quality by ensuring that all relevant HR teams complete competency-based interview training (by 2025).

In 2024;

- » Brisa currently has no migrant employees.
- » A total of 123 new hires were made.
- » 4 hires were completed using an AI-supported skills assessment tool.
- » 40 leaders completed our Inclusive Hiring training program.
- » The Askida Proje initiative received 150 applications, with 61 employees actively participating resulting in a 9% increase in internal mobility.
- » The Bright Internship Program achieved an 80% satisfaction rate (NPS).
- » We successfully held 11 youth talent events, exceeding our target of 9.
- » A total of 168 interns participated across all programs: 137 short-term interns, 15 Bright Talent Program interns, 11 project assistants, and 5 long-term interns (under the Joint Education Protocol). 43% of participants were women.
- » 2 interns were hired as full-time employees following their programs.
- » Through the Brini Önersen system, 26 internal applications were submitted for 9 open positions all filled by internal candidates, achieving a 100% internal placement rate.



DIVERSITY, EQUITY, AND INCLUSION

At Brisa, we aim to build a future where every individual's journey is embraced. Every journey is unique, and we are committed to creating a world in which all journeys are equally valued. In line with this vision, our top priority is to make mobility accessible and inclusive for everyone from our employees to the services we provide regardless of language, race, sect, age, gender, culture, nationality, ethnic origin, disability status, political or religious beliefs, immigration status, gender identity, or gender expression.

We apply this approach not only within our workplaces but also throughout our supply chain, business partnerships, and social contributions. We respect the dignity, privacy, and rights of every individual in our value chain and are committed to ensuring equal opportunities. We view diversity as our strength, equality as our commitment, and inclusion as the path to success considering every individual's unique journey as a source of richness.

Our approach aligns with the vision and commitments outlined in Sabancı Holding's Equality, Diversity, and Inclusion Regulation. In line with SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities), we integrate the Holding's principles of creating an inclusive, fair, and equitable work environment into all our processes.

Through this strategy, we aim to enhance workforce diversity, promote inclusive HR practices, ensure fair pay and equal promotion opportunities, and cultivate inclusive leadership and working groups. Accordingly, we will continue to strengthen workforce diversity not only demographically but also in terms of competencies. By improving HR practices and reducing biases in processes, we strive to create a more diverse and inclusive organization. To this end, we will implement training programs to enhance the inclusive leadership skills of our managers and senior leaders and support the formation of employee networks that foster sharing and mutual support.

*To bring our vision to life and create an inclusive and sustainable work environment, we focus on three key areas: **Equal Opportunities, Generational Diversity, and Disability Inclusion.***

[Click here](#) to view the Sabancı Group Equality, Diversity, and Inclusion Regulation.





Equal Opportunities

We ensure equal opportunities across all HR processes and aim to increase women's participation and representation at all levels of our organization. As a signatory of the UN Women's Empowerment Principles (WEPS), we measure and publicly report our progress in this area using concrete indicators.

All our internal and external communication, marketing, and advertising materials are reviewed before publication to eliminate gender bias and ensure the use of inclusive language.

Generational Diversity

We foster a multigenerational workforce by supporting the contributions of employees from different age groups and strengthening intergenerational learning and collaboration. Through structures such as the Young Advisory Board (YAB) and other initiatives that enhance cross-generational interaction, we continuously develop this area.

We regularly monitor and publicly disclose the age distribution of our employees and managers, as well as hiring and turnover data by age group. As of 2024, the number of employees over 60 is 2, representing 0.06% of our total workforce. The proportion of employees over 60 in senior management is 3.7%. We also continue to collaborate with experienced technical trainers and consultants over 60 within our business partners, enabling them to mentor young employees and transfer institutional knowledge.

Disability Inclusion

We support the inclusion of people with disabilities in the workforce, enhance physical accessibility, and strengthen our inclusive culture through awareness-raising activities. We regularly monitor the employment of persons with disabilities in line with legal requirements and report it to official authorities.

As part of our accessibility initiatives, our Altunizade Office underwent an independent assessment and received an "Accessible Office Report," which identified its current compliance with accessibility standards. The report's findings were shared with our construction and renovation teams to ensure that these criteria are applied in all future projects.

In addition, we took action to improve digital accessibility. With our AI-powered accessibility plugin integrated into our website, users with epilepsy, dyslexia, limited vision, cognitive impairments, and other conditions can easily access features such as screen reading, contrast adjustment, and font customization removing digital barriers.

As of 2024, persons with disabilities make up 3% of our total workforce, in line with legal requirements.

*Gençlerin sesine kulak veren
Genç Danışma Kurulu (YAB)
gibi yapılar ve kuşaklar arası
etkileşimi artıran uygulamalarla
bu alanı sürekli geliştiriyoruz.*



Equal Opportunities and Women's Empowerment

At Brisa, we regard ensuring women's equal and active participation in working life, increasing female employment, and creating lasting impact in this area as one of our core principles.

Since 2023, we have proudly been the first company in our industry in Türkiye to sign the UN Women's Empowerment Principles (WEPs). We work to increase the representation of women in hiring processes and develop practices that improve working conditions for our current female employees. We particularly monitor women's representation in STEM fields and revenue-generating roles.

We implement mentorship and sponsorship programs to support the development of our female employees. We also provide special support to women returning to work after maternity leave to help them maintain work-life balance. Through our BRIMOMS

Mentorship Program, experienced mothers mentor new mothers, helping them strengthen their self-confidence and reintegrate smoothly into work life.

To increase female representation in sales roles, we launched the Women Sales Manager Candidate Program, which selects new female graduates through a rigorous process for a six-month structured onboarding program that includes field experience. Participants receive mentorship and coaching from experienced sales managers.

In 2023, we initiated the "Sahada Biriz" (Together in the Field) Women's Platform, employing 47 female field operators at our Aksaray and İzmit plants. Over a seven-month period, volunteer female engineers and operators formed a sisterhood circle, supporting onboarding, listening to needs, and developing improvement ideas. [Click Here](#) to watch the program video.

We also contributed to Sabancı Foundation's "Young Women Building Their Future" Project, which supports NEET (Not in Education, Employment, or Training) women aged 18–29, by preparing three training sets on AI, big data, digital efficiency, and creative thinking.

In 2024, Brisa joined the Model Development Project for Women's Empowerment in the Manufacturing Industry, implemented by TİSK, UNDP, and the Ministry of Industry and Technology, with EU funding, and employed a Development Engineer within this scope.

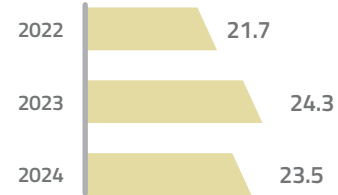
Our international performance in gender equality was recognized in 2022 with a score of 72 on the Bloomberg Gender-Equality Index, above the global average.

In 2024;

- » Total female employee ratio: 6.4% 6.8%
- » White-collar female employee ratio: 26.19%
- » Female employees in STEM roles: 32%
- » Women in senior, mid, and first-level management: 23.53%
- » Female representation in senior management*: 22%
- » Female representation in the Executive Committee: 30%
- » Female representation on the Board of Directors: 27%
- » Promotion rate among women: 21.43%
- » Women in the top 10% pay bracket: 20.8%
- » Women in the top salary quartile: 21.7%
- » Women in upper-middle, lower-middle, and lowest quartiles: 30.2%, 17.4%, and 4.9%
- » Female representation in new graduate roles: 52.8%
- » Return-to-work rate after maternity leave: 100%
- » Training hours per female employee: 33.5
- » Training hours per male employee: 29.6
- » Women Sales Managers trained through the program: 5
- » Female field operators employed in Aksaray and İzmit plants: 47
- » Total mentorship hours for female field operators: 280 hours
- » Share of minority or vulnerable groups** in total workforce: 9.8%
- » Share of minority or vulnerable groups in senior management: 33.3%
- » We employed a total of 100 employees with disabilities, including 4 women and 96 men.
- » As part of our efforts to promote the inclusion of employees with disabilities, we organized a webinar in collaboration with Dem Association during Disability Week, creating dialogue spaces between the "hearing community" and the "hearing-impaired community."
- » On March 8, International Women's Day, we made a donation to the Darüşşafaka Foundation on behalf of all our female employees to support quality education for children.

* Senior management includes all C-level executives (CEO, CFO, CTO, etc.) and upper/middle management members (managers, VPs, team leaders, etc.), excluding Board members.

** Includes female employees, employees with disabilities, and foreign nationals.

**Overall Ratio of Women Employees (%)****Ratio of Women in Management (%)****Ratio of Women Employees at Entry, Mid, and Senior Levels (%)****Ratio of Women Employees in STEM Roles (%)****Ratio of Women Managers in Revenue-Generating Functions (%)**

Diversity, Equity and Inclusion Targets

- » Ensure no gender-based pay gap between female and male employees.
- » Ensure equality in annual training hours between female and male employees.
- » Guarantee 100% return to work for all women employees after maternity leave and provide adaptation support.
- » Increase female representation in management levels by launching initiatives under the 30% Club.
- » Under the Business Against Domestic Violence (BADV) initiative, develop practices to raise awareness among employees about domestic violence and improve access to support mechanisms.
- » By the end of 2025, conduct a current state analysis on equal opportunity within Brisa through the WEPs platform, identify action areas based on results, review equality goals, and prepare a concrete and accountable action plan.
- » Establish a DEI governance structure, prepare a comprehensive Diversity, Equity and Inclusion Policy, and form a dedicated committee structure for this area.
- » Develop systems to ensure employees commit to principles regarding diversity, non-discrimination, and harassment after relevant trainings.
- » Increase female representation in revenue-generating and STEM roles to 50% by 2030.
- » Implement a transparent and accessible grievance mechanism by 2030, enabling all employees to safely report cases of discrimination or harassment.



HUMAN RIGHTS —

At Brisa, we consider human rights as a core value of our business and are committed to treating all employees, stakeholders, customers, and suppliers with dignity, respect, and equality. We ensure compliance with human rights across all business processes and act collectively with our stakeholders to achieve our goal of “zero human rights complaints.”

We fulfill all legal and regulatory obligations related to employee rights, while also adhering to international conventions and declarations to which our country is a party. Our operations are guided by key references such as the Universal Declaration of Human Rights, ILO Core Labour Standards, Women’s Empowerment Principles (WEPS), and the UN Global Compact (UNGC). We work in full alignment with the Sabancı Holding Code of Business Ethics (SA-ETİK) and Brisa’s own Human Rights Policy.

Our policy aims to define, internalize, and raise awareness about the principles and behaviors expected of employees, subsidiaries, partners, customers, suppliers, and other stakeholders, fostering a workplace that upholds human rights. Within this framework, we commit to:

- Taking active steps to strengthen diversity, inclusion, and equal opportunity, creating a safe, violence- and discrimination-free work environment, providing support to victims or those at risk without requiring evidence, and ensuring their privacy and wellbeing.

- Ensuring zero tolerance for discrimination across all HR processes, including recruitment, compensation, promotion, and development, while protecting the rights of disadvantaged groups and increasing their access to opportunities.
- Ensuring full compliance with laws and standards, strictly prohibiting child labor, forced labor, and human trafficking both within the company and across the supply chain, and implementing social and managerial improvements for the aging workforce.
- Promoting a culture of open communication that values freedom of expression and encourages diversity of thought within the organization.

We maintain transparent and continuous communication with all relevant stakeholders (e.g., internal audit, HR, ethics committee, supplier management) throughout these processes.

In the event of potential human rights or ethical violations, every employee has the right to report concerns safely and confidentially. Reports can be submitted to unit managers, Brisa’s Ethics Committee, the CEO, or via the Ethics Hotline. If no progress is made or a resolution is not achieved, employees may escalate the issue to the Sabancı Holding Ethics Committee (+90 212 385 85 85 / etik@sabanci.com). Reports concerning senior management may be directed there directly. All reports are handled with confidentiality and diligence, and disciplinary actions are taken when necessary. False or defamatory reports are considered ethical violations and subject to legal procedures.

[Click here](#) for Brisa Responsible Procurement Policy.

[Click here](#) for Brisa Human Rights Policy.

[Click here](#) for Bridgestone Global Human Rights Policy.

[Click here](#) for Sabancı Group Responsible Investment Policy.

As part of our remediation procedures, Brisa takes swift and effective corrective actions following every report, ensuring the protection of victims’ rights and providing transparent, traceable, and proportionate solutions. The Holding Ethics Committee is informed or directly involved when necessary. Violations may result in sanctions for all responsible parties, and psychological support is offered to victims and supportive employees when needed. Our well-being programs are accessible 24/7, reflecting our commitment to supporting employees’ emotional and mental health.

For external stakeholders, we take measures to remedy harm and protect the rights of victims in potential violation cases. For each case, an action plan is designed based on the severity and circumstances. Suppliers or contractors responsible for violations are subject to warnings and corrective obligations. Brisa may apply additional standards for vulnerable groups at higher risk of human rights violations. The effectiveness of corrective actions is monitored through supplier-specific risk assessments, internal/external audits, and annual reporting of outcomes. All reported cases and resolution steps are submitted to senior management through governance channels.

Child Labor, Forced Labor, and Anti-Human Trafficking

We fully comply with all laws, regulations, labor legislation, and the requirements of initiatives we are a member of. We ensure full compliance with standards related to the prohibition of child labor, forced or compulsory labor, and human trafficking, and we expect the same commitment from all stakeholders across our value chain.

We collaborate with stakeholders including those affected or potentially affected to address and remediate adverse impacts arising from our operations, products, or services.

We strive to maintain open, participatory, and trust-based communication throughout our supply chain and work closely with suppliers to manage related risks. To assess potential risks, we send due diligence questionnaires and conduct independent audits. Based on the results, we request corrective action plans when necessary.

In 2024;

- » No complaints were received regarding child labor, forced labor, or human trafficking.
- » Age verification was conducted for all candidates prior to recruitment.
- » No violations were reported within our operations concerning child or forced labor.
- » Across all locations, including production lines, offices, and field operations, our employees collectively worked a total of 8,075,202.18 hours.

Our Human Rights, Child Labor, Forced Labor, and Anti-Human Trafficking Targets

- » To strengthen our human rights approach, we commit to updating our Human Rights Policy by the end of 2025, ensuring alignment with the following international standards and principles:
- » Universal Declaration of Human Rights (UDHR), International Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic, Social and Cultural Rights (ICESCR), UN Guiding Principles on Business and Human Rights, OECD Guidelines for Multinational Enterprises, ILO Core Labor Standards and Conventions, ILO Convention No.182 on the Worst Forms of Child Labor, Women's Empowerment Principles (WEPs) and UN Global Compact
- » Develop a remediation procedure in 2025 for individuals identified as victims of child labor, forced labor, or human trafficking.
- » Establish a "Stakeholder Engagement and Remedy Platform" to support all stakeholders who may be adversely affected by our operations, products, or services providing a consultation, complaint, and reporting mechanism.





COMMUNITY RELATIONS —

In line with our principle of “management with social responsibility awareness,” we have implemented numerous community contribution projects since our establishment, supporting Türkiye’s social, cultural, and economic development.

As a leading tire manufacturer, we view contributing to road safety as one of our top responsibilities. Accordingly, we implement pioneering practices and support projects that contribute to sectoral safety awareness. Beyond production and product-related areas, we also prioritize reaching diverse segments of society, creating value through education, culture, sports, and knowledge sharing.

We encourage employees to participate in volunteering projects aligned with their talents and interests. Through our internal volunteering platform “AbilityPool,” white-collar employees can easily track and join volunteering opportunities.

We take stakeholder expectations into account when developing social responsibility projects and collaborate with non-governmental organizations (NGOs).

[Click here](#) for Brisa Donations and Aid Policy.

Our stakeholder communication is shaped according to the Brisa Corporate Communication Guidelines.

Contribution to Education

Through long-term, sustainable projects in education, we make significant contributions to social development while raising stakeholder awareness on this topic.

The Brisa Transformation Academy (BDA), redesigned in line with Brisa’s future vision, offers transparent, personalized, skill-based, and structured development programs, combining multiple learning platforms to foster both technical and behavioral competencies. The Academy is accredited by TÜRKAK (Turkish Accreditation Agency) and the Vocational Qualification Authority (MYK). Approximately 80% of BDA trainings are delivered using internal resources.

Beyond Brisa employees, we also provide training and consulting services to over 10,000 external stakeholders annually particularly to dealers. Our holistic learning approach includes both in-person and digital training modules.

Revenue generated from virtual trainings within the BDA and Brisa Members’ Education Support Association (BMÖDD) is used to support students’ education. We also collaborate with universities, sharing industry experience through joint events and partnerships.

Brisa Members' Education Support Association (BMÖDD)

Established to support students in need, BMÖDD operates through the voluntary participation of Brisa employees. Revenue generated from Brisa's circular economy and waste management projects is also donated to the association. Since its inception, BMÖDD has provided scholarships to more than 750 students, including 105 in 2024, and today 678 graduates are contributing to society as professionals.

Through income generated from circular economy practices, we have created a significant fund for BMÖDD, simultaneously supporting sustainability and social benefit. The fund is used to educate environmentally conscious future leaders.

Qualified Education

Within the school-industry collaboration model and under the Brisa Transformation Academy, the Qualified Education Project aims to improve vocational high school students' skills through specialized training including electric and hybrid vehicle systems, service management, service consulting, and tire-balance maintenance. Students also complete long-term internships at Otopratik and Propratik service points, with successful participants being hired after intensive training. The project has already reached students in İstanbul, İzmir, Ankara, Bursa, Eskişehir, Kocaeli, and Ordu.

1:7 *SROI (Social Return on Investment) for this project: 1:7*



In collaboration with TÜRÇEV, we run an Eco-Schools Program to promote environmental awareness among children through educational videos prepared by Brisa Academy, covering water conservation, zero waste, circular economy, and biodiversity for preschool and primary students.

Basic Tire and Safe Driving Education Program

In partnership with LASİD, we provide safe driving training for police school students and tire usage training for various public institutions.

"Young Women Building Their Future" Project

Under the collaboration between UNDP, Sabancı Foundation, and İzmir Metropolitan Municipality, this program aims to improve young women's vocational skills and employability. As the Brisa Academy Certification Unit, we conduct official MYK exams and certification for graduates pursuing the Tire Maintenance and Repairer profession.

Tire Changing Training for Women

During the reporting period, in collaboration with İBB Women (İstanbul Metropolitan Municipality) and under the Otopratik brand, we organized tire-changing workshops for women, helping them acquire new practical skills.

Brisa Technology and Impact Center

As part of the Sabancı Youth Mobilization, we established the Brisa Technology and Impact Center at Aksaray University Technopark to enable young people to develop innovative and smart mobility technologies. Within the center, students gain skills through Brisa Transformation Academy's accredited programs in digitalization, entrepreneurship, and sustainability, and actively participate in projects at our plants.

Sabancı Lassa Middle School

In 2023, under the Sabancı Foundation's "3 Schools in 3 Months for Hatay" project, we contributed to the reopening of schools after the earthquake by supporting the establishment of Sabancı Lassa Middle School. Our support for the school continued throughout 2024.

Contribution to Sports

Through our sports club Brisaspor and the Lassa Cycling Team, we proudly contribute to the promotion of sports. In addition to our cycling team, our sponsorships in various sports disciplines strengthen both our brands' global recognition and our company's social impact.

Our Lassa brand has been the name sponsor of Darüşşafaka Basketball Team for the past three years.

Brisaspor

Founded in 1978 as Lassaspor and renamed Brisaspor in 1988 following the Bridgestone-Lassa merger, the club operates across Türkiye, Europe, Asia, and Africa. Competing in Youth, Junior, and Senior Men's categories, Brisaspor has since 2001 represented Türkiye with its Women's Cycling Team and since 2005 with its Mountain Bike (MtB) Team. The club has achieved numerous national and international successes, promoting cycling as an eco-friendly mode of transport in line with Brisa's sustainability vision. Our athletes proudly represent Türkiye in both national championships and European tournaments.

Brisa Women's Sailing Team

As a company that recognizes its responsibility to empower women's participation in all areas of life, we launched support for the Brisa Women's Sailing Team in 2024 the first all-women team in its class.

With our Lassa brand, we have been the title sponsor of the Darüşşafaka Basketball Team for the past 3 years.



Contribution to Art

At Brisa, we see enriching cultural life as a way to create social value and continue to support art and artists.

Brisa Museum

The Brisa Museum, a first in the tire industry, is themed around “Journey” and showcases Brisa’s historical evolution from an industrial company to an innovation-driven mobility solutions provider. Visitors can explore the science and craftsmanship of tires, including topics like rolling resistance, pressure, balance, weight, flexibility, and seasonal differences. The museum is one of the few buildings in Türkiye to hold LEED Gold Certification. Approximately 20% of its electricity is generated from solar panels, and its garden, which hosts over 90 plant species, is irrigated using treated water systems, exemplifying sustainable design.



In 2024;

- » We donated TL 1,914,317.
- » Through our AbilityPool platform, 91 volunteers contributed 284 hours of volunteering.
- » We continued the Brisa Goodness Codes platform, launched in collaboration with the İyilik Kazansın Social Enterprise. With every purchase made using Brisa Goodness Codes, 2% of the transaction amount was donated to the Koruncuk Foundation, transforming shopping into goodness for children.
- » Brisa volunteers participated in the 46th Istanbul Marathon as part of the Sabancı Youth Mobilization, running to support education and development.
- » 11 participants from the “Young Women Building Their Future” program completed six weeks of training and successfully obtained their Vocational Qualification Authority (VQA) certificates through the Brisa Academy Tire Maintenance and Repairer certification process.
- » We continued our Lassa “Standing Strong at Pedestrian Crossings” campaign during the reporting period.
- » On March 8, International Women’s Day, we made a donation to the Darüşşafaka Earthquake Scholarship Fund on behalf of all our women employees.
- » In collaboration with the Eco-Schools sustainable education program, we developed new e-learning modules for preschool and primary school students, reaching 1,500 children.
- » Through the Brisa Technology and Impact Center located at Aksaray University Technopark, we reached 76 students.
- » Within the Brisa Transformation Academy, under the “Contribution to Society” umbrella, we reached 2,129 people and delivered 3,193 person-hours of training through internal resources.
- » In cooperation with LASİD, we provided 180 hours of basic tire and safe driving training to students of the Police Academy.
- » The Brisaspor Lassa Cycling Team won the Türkiye Mountain Bike Championship.



Empowering Youth through the Sabancı Youth Mobilization

"When designing our social transformation projects, we place young people at the center of the process. We draw inspiration from their ideas, co-create with them, and value contributing to their growth journeys. The center we established in collaboration with Aksaray University under the Sabancı Youth Mobilization is a strong example of this approach. We created a space that meets students' need for collaboration, helps them develop competencies, and offers new opportunities. It's crucial that young people feel we stand by them every step of the way this gives them confidence to take bold steps, which in turn strengthens our hope for the future."

Gamze Sifoğlu Coşkun
Corporate Communications Manager, Brisa



Brisa's Comprehensive Environmental Education Program for Children

"At Brisa, we design our social responsibility projects to reach diverse segments of society with a focus on social benefit. We view children as key stakeholders in building a sustainable future and see introducing them to environmental values at an early age as a strategic priority."

In line with Bridgestone's 2030 Sustainability Commitments, we launched a comprehensive environmental education program for children aged 7–12, in partnership with the Turkish Foundation for Environmental Education (TÜRÇEV).

Conducted within the framework of the international Eco-Schools Program, the project content was developed with input from scientific experts and sustainability professionals. Designed in simplified form for preschool and primary school levels, the program covers key topics such as biodiversity, water conservation, energy efficiency, waste management, sustainable consumption, and carbon footprint.

To expand the project's reach, we delivered the educational content to 1,237 schools across Türkiye through TÜRÇEV's Eco-Schools network. Additionally, more than 1,500 children outside the target group were engaged through events at the Brisa Sustainability Museum and via YouTube.

Through this project, we aim to enhance children's environmental awareness, help them develop sustainability consciousness at an early age, and empower them with knowledge to build a more livable future."

Aykut Eren
Training Specialist at Brisa Transformation Academy,
Leader of the "Education for All" Task Force

Peri Ulusoy
Environmental Manager, Brisa



Community Relations Targets

- » Reach 5,000 students with e-learning modules developed under the Eco-Schools partnership by the end of 2026.
- » Reach 2,500 people annually through volunteering, community benefit, and education activities.
- » Conduct at least one public awareness campaign annually digitally, on-site, or in collaboration with NGOs.
- » Structure volunteering activities to enhance employees' social responsibility, leadership, and collaboration competencies.
- » Expand the use of digital volunteering platforms to facilitate participation by employees in different locations.

CORPORATE ENTREPRENEURSHIP AND OPEN INNOVATION —

At Brisa, we are working to transform from an industrial company into an innovation-driven organization. Our goal is to make innovation an integral part of our corporate culture and business processes, turning creative and original ideas into commercial value. In doing so, we bring our vision of “A Future in Every Move” to life through innovation.

Brisa Innovation Team (BiT)

The Brisa Innovation Team (BiT) was established to cultivate a sustainable innovation culture within the organization and mentor internal entrepreneurs. The team helps turn ideas into actionable projects and takes responsibility for one of the earliest stages of entrepreneurship Problem Definition. BiT actively supports all departments in identifying operational challenges. For each idea that passes the preliminary evaluation, the team provides mentorship and, in some cases, joins the project team directly. Together with an executive sponsor assigned from Brisa’s senior management, the team steers the project, ensures representation, allocates resources, and provides necessary budgets. BiT also plays an active role in Sabancı Holding programs and the broader innovation ecosystem.

Brisa Innovation and Project Portal (BiPP)

The Brisa Innovation and Project Portal (BiPP) serves as a digital platform where Brisa employees can submit and track their internal entrepreneurship ideas and strategic projects. Ideas submitted to the portal are initially evaluated by the BiT and then integrated into Brisa’s internal entrepreneurship program, Rokat.

Internal Entrepreneurship Program “Rokat”

Brisa Rokat is an active, year-round internal entrepreneurship program through which we bring co-created ideas to life. Aligned with our sustainable growth goals and strategic priorities, the program provides employees with the opportunity to transform their ideas for products, services, processes, or business models into reality.

At Rokat, priority is given not only to incremental improvements but also to entrepreneurial ideas requiring research, development, and transformation. We don’t just share ideas we develop, test, and transform them into tangible outcomes together.

Employees can easily submit their ideas through the “I Have an Idea” section on the BiPP platform. Selected idea owners then collaborate with relevant teams to refine their projects further.

By fostering collaboration, creativity, and innovation, Brisa Rokat strengthens our internal entrepreneurship culture and accelerates our sustainable innovation journey.



Open Innovation

At Brisa, we aim to support entrepreneurship to contribute to the innovation ecosystem, create opportunities for young talents, and keep Brisa dynamic through new perspectives and capabilities.

Since 2018, we have collaborated with technology parks, incubators, and accelerator centers, conducting startup scouting and technology exploration activities. We provide entrepreneurs with access to Brisa's innovation experience and resources, encouraging them to develop ideas, prototypes, and ventures in smart manufacturing, customer experience, smart mobility, and sustainability.

We also engage directly with startups, providing mentorship and training support.

Through our collaboration with Sabancı ARF, we gain first-hand insights into innovative startups, provide mentoring, and explore new cooperation opportunities. We also participate in TÜSİAD's Industry 4.0 (SD2) and This Youth Has Work (BGİV) programs, both of which help us identify efficient and sustainable solutions to enhance our business processes.

As a member of the Here2Next community a next-generation platform of entrepreneur-friendly companies we further strengthen our collaboration processes with startups.

Employees who wish to realize their entrepreneurial potential can join the Sabancı ARF (Almost Ready to Fly) program for five months while retaining their position and benefits at Brisa. After completing the program, participants can either establish their own venture or return to their roles within the company.

We also establish Technology and Impact Centers in collaboration with universities, organize idea marathons and competitions focused on mobility and sustainability, and create opportunities for collaboration and co-creation with students.

Corporate Entrepreneurship and Innovation Targets

- » Rank among Türkiye's leaders in corporate entrepreneurship and innovation.
- » Become an employer of choice for professionals seeking to work in innovative companies.
- » Commercialize at least one internal entrepreneurship project.
- » Actively participate in events engaging with university students each year.
- » Meet with over 100 startups annually to explore potential collaborations.
- » Scan at least 1,000 startups and technologies related to our strategic focus areas each year.
- » Increase the number of active startup collaborations annually.
- » Provide 50 hours of mentorship to startups annually through Brisa professionals.

In 2024;

- » Established the Brisa Technology and Impact Center within Aksaray University Technopark.
- » Organized the "Seninle İyi Gelecek" (A Better Future with You) idea marathon with TÜSİAD, focusing on the green transformation theme.
- » Held two idea marathons with university students.
- » Brisa mentors provided over 50 hours of mentorship to entrepreneurs.
- » Reviewed more than 1,000 startups, engaged directly with 125, and established active collaborations with 8.
- » Participated in over 15 physical ecosystem events to stay connected with the entrepreneurship landscape and expand our network.
- » Drew inspiration from the startup ecosystem to develop innovative business models aligned with future needs, adding 8 new business ideas to our strategic portfolio.
- » Sent three employees to the Sabancı ARF program.



Brisa's Tangible Contributions to the Entrepreneurship Ecosystem

"Our collaboration with Brisa under the Sabancı ARF (Almost Ready to Fly) program is a benchmark for open innovation and sustainability. Brisa not only provides mentorship to early-stage sustainable technology startups but also allows them to test their products in its factories, contributing tangibly to their growth.

Moreover, as one of the first corporate clients of these startups, Brisa plays a pioneering role in their commercialization journey.

The 'Sustainable Technology Startups Meeting,' hosted by Brisa last year, where sustainability teams from all Sabancı Group companies met with startups, stands out as a key outcome of this collaboration. Brisa's visionary approach integrating entrepreneurship with sustainability continues to inspire the future of business."

Yeliz Erinçkan
Strategy and Innovation Director, Sabancı Holding



From Waste to Innovation: The PoC Journey with Brisa

"We matched with Brisa through TÜSiAD's 'This Youth Has Work!' – Accelerate the Transformation! program. From the very beginning, the Brisa team showed great engagement.

In our first meeting, we defined targets and scheduled Proof of Concept (PoC) activities, creating a highly efficient and value-adding process.

The Brisa team provided direct, sincere, and supportive mentorship. As a result, we began PoC studies in the automotive sector using our insulation material developed from textile and PET waste.

We also laid the foundation for a product development and sales collaboration with Brisa for another product line they developed."

Melih Gazi Küşüm
Co-Founder, Harcy



Brisa's Role in the Entrepreneurship Journey

"Through the TÜSiAD 'This Youth Has Work!' entrepreneurship program, we had the opportunity to collaborate with the Brisa team at different stages.

The program provides early-stage entrepreneurs with tailored training, mentorship, and industry interaction to support idea development, company formation, and growth.

Brisa's open communication and value-driven partnership created a productive learning and collaboration environment for participants. Entrepreneurs not only enhanced their business models but also gained access to real-world industry experiences and customer interactions."

Kadir Yusuf Öztürk
Entrepreneurship and Youth Director, TÜSiAD





Appendix



OUR CORPORATE MEMBERSHIPS

MEMBER ORGANIZATIONS

European Tire and Rim Technical Organization (ETRTO)

European Tire and Rubber Manufacturers' Association (ETRMA) / European Tire Industry Coordination Activity

Global Compact Türkiye

Ethics and Reputation Society (TEİD)

Istanbul Chamber of Industry (ISO)

Business Council for Sustainable Development Türkiye (BCSD Türkiye)

Rubber Association

Kocaeli Chamber of Commerce

Kocaeli Chamber of Industry

Tire Subcommittee

Tire Manufacturers Association (LASDER)

Tire Manufacturers and Importers Association (LASİD)

Private Sector Volunteers Association

Advertisers Association of Türkiye

Turkish Exporters Assembly (TİM)

Istanbul Mineral and Metals Exporters' Association – Electrical and Electronics Exporters

People Management Association of Türkiye (PERYÖN)

MEMBER ORGANIZATIONS

Turkish Quality Association (KalDer)

Turkish Corporate Governance Association (TKYD)

The Union of Chambers and Commodity Exchanges of Türkiye (TOBB)

Turkish Industry and Business Association (TÜSİAD)

Earthquake Isolation Association

Technology Development Foundation of Türkiye (TTGV)

Uludağ Exporters' Association (UIB)

International Investors Association (YASED)

Istanbul Chamber of Commerce (ITO)

Authorized Economic Operators Association (AEO Türkiye)

Turkish Artificial Intelligence Initiative (TRAI)

Sales Network

YenidenBiz Association

Investor Relations Association (TÜYİD)

Integrated Reporting Türkiye Network (ERTA)

Women's Empowerment Principles Submission

Turkish Training and Development Platform Association (TEGEP)

Processes4Planet Research Association



OUR SUSTAINABILITY TARGETS

2024 TARGETS		2024 PERFORMANCE STATEMENTS	TARGETS
GOVERNANCE	To maintain full compliance with the International Internal Audit Standards in our internal audit processes	Full compliance with the International Internal Audit Standards has been maintained in our internal audit processes.	
	To ensure that all over 200 internal audit queries implemented live in the Company's ERP system are actively executed, analyzed by process owners, and periodically reported to senior management	All internal audit queries live in the Company's ERP system have been actively executed, their outputs analyzed by process owners, and periodically reported to senior management.	
			To report the ethical compliance of our processes to the Board of Directors annually
			To apply for the ISO 42001 Artificial Intelligence Management System Certificate, which defines ethical standards in AI processes
			To organize an "Artificial Intelligence Awareness Training" for all employees
			To ensure the completion of the "Business Ethics Compliance Declaration" by all employees
			To ensure that all employees complete annual training on conflict of interest, bribery, corruption, fraud, and misconduct
			To assess risks and conduct audits annually to eliminate corruption risks and report the results
			To conduct due diligence and corruption risk assessments across all operations, including third parties, by the end of 2026
			To obtain full compliance commitments from all business partners acting on behalf of or providing services to Brisa with anti-bribery and anti-corruption regulations
			To ensure that no Brisa employee or subcontractor makes or is subjected to any bribe or facilitation payment or experiences any form of mistreatment
			To obtain the ISO 37001 Anti-Bribery Management System Certificate
			To ensure that all employees complete annual Information Security training
			To provide training to raise awareness of Information Security and Cybersecurity
			To implement ISO 27001, ISO 22301, ISO 42001, and TISAX standards in an integrated manner under the corporate governance framework with ISO 31000 Risk Management
			To transition to the ISO 27001:2022 version by the end of 2025
			To conduct a gap analysis for the ISO 42001 Artificial Intelligence Management System
			To assess risks and conduct audits annually to eliminate the risk of Information Security breaches and report the outcomes
			To ensure that the audit team operates with full independence in the internal audit organization of the Information Security Management Systems
			To conduct periodic due diligence and information security risk assessments across all operations, including third parties, until external audit dates each year



2024 TARGETS		2024 PERFORMANCE STATEMENTS	TARGETS
GOVERNANCE			To develop and test integrated incident response plans for IT/OT systems through drills
			To expand AI-driven threat detection and anomaly monitoring systems
			To ensure full compliance with regulations such as KVKK and GDPR
			To make data protection clauses mandatory in all contracts signed with third parties
			To ensure that all business partners acting on behalf of or providing services to Brisa commit to full compliance with our Information Security Policy
			To take part in projects that develop educational programs to be integrated into school curricula, aiming to equip young people with the skills required for the smart factories of the future, train young cybersecurity experts, and create new job opportunities for them
			To complete a comprehensive Business Impact Analysis study with the participation of all functions
			To ensure that all white-collar employees complete their business continuity training
			To obtain the TISAX (AL2) certification in 2026 to structure our information security and data protection processes in line with the specific requirements of the automotive industry and align our supply chain security with international standards
			To complete the system infrastructure for data analysis and develop new scenario frameworks by 2025
			To continue the training programs of the Internal Audit Team in coding and generative artificial intelligence, which started in 2024, and ensure the implementation of the first pilot projects in these areas by 2025
			To obtain external assurance for the double materiality analysis
			To carry out projects aimed at monitoring the entire life cycle of our products and reporting this process transparently
			To be among the leading companies in Türkiye in the field of corporate entrepreneurship and innovation
			To become the preferred company for those who want to work in innovative organizations
			To commercialize at least one of our corporate entrepreneurship projects
			To take an active role each year in events that engage with university students
			To meet with more than 100 startups each year and evaluate potential collaboration opportunities
			To scan at least 1,000 startups and technologies annually that are connected to our strategic focus areas
			To increase the number of active startup collaborations every year
			To provide 50 hours of mentorship support annually to startups by Brisa professionals



2024 TARGETS		2024 PERFORMANCE STATEMENTS	TARGETS
VALUE CHAIN	To assess the EcoVadis performance of global suppliers and conduct a gap analysis	Our supplier policy implementation activities were evaluated by EcoVadis, and in 2024, our Sustainable Procurement practices improved by 12 points compared to the previous year, reaching a score of 72. In addition, the sustainability performance of global suppliers was measured through an independent digital platform.	
	To establish a Due Diligence Procedure for suppliers	Bridgestone completed due diligence, on-site audits, and advanced sustainability risk assessments for 100% of our critical natural rubber suppliers.	
	To develop a Sustainability Audit Procedure for suppliers	A Sustainability Audit Procedure for suppliers was established.	
	To prioritize local suppliers, include them in the EcoVadis platform for evaluation, and monitor their improvement process	As a result of our localization efforts, the proportion of our local suppliers reached 93%, and our local procurement rate was 43%. In addition, 100% of our local suppliers underwent on-site audits.	
	To create a sustainability e-learning module and assign it to suppliers	All suppliers in our SusPro program (100%) were assigned training on our Water Policy.	
	To conduct three mystery shopper visits to more than 400 dealers, 100 "Lastiğim" dealers, and 100 competitor dealers		
	To reach 7,000 customers within the customer satisfaction survey process		
	To achieve a national average score of 75 in Mystery Shopper Evaluation		
			To improve distribution distance per ton shipped through projects and route optimization supporting distribution and logistics processes
			To achieve a share of 32.5% for consumer products and 7.5% for commercial products with a wet braking distance label value of "A"
			To launch the "Inspection Safety" program under the leadership of the Quality Department
			To initiate training programs for certification in electric and hybrid vehicle maintenance
			To transform practical service centers into the mobility hubs of the future and become the first service brand associated with electric vehicles
			To turn Arvento into a technology company that converts data into value
			To implement our Digital Fleet 2.0 solution
			To achieve 2.5% fuel savings, 30% fewer tire repairs, and 15% longer tire life for customers using our TPMS & Telematics product
			To increase customer satisfaction with our dealers from 65% to 70%



2024 TARGETS		2024 PERFORMANCE STATEMENTS	TARGETS
VALUE CHAIN			To complete the transformation of 62 Green Dealers
			To enhance our brand's digital visibility by ensuring all our dealers and "Lastiğim" points are accurately and fully mapped on digital platforms
			To deliver strong and fast customer experience at every touchpoint by managing customer feedback through a centralized system
			To launch the "Heroes of Finance" training program
			To implement the module specially designed for the 6–10-year-old children of dealer owners under our "New Generation at Work" program
			To ensure that by 2030, all our dealers employ at least one female employee at one of their locations
			To increase the number of customer satisfaction surveys by 30%
			To continue our expanded "Tire Assurance" campaign
			To create the Otopratik Maxi concept as part of our efforts to improve accessibility to our stores and products
			To expand the product portfolio of our Otopratik-branded offerings
			To expand the BiPratik service network
			Starting in 2025, to align our Responsible Procurement Policy with ILO conventions to prevent human rights risks such as child labor and forced labor, update it in reference to the Bridgestone Global Sustainable Procurement Policy, and publish it on our website
			Starting in 2025, to establish a shared compliance commitment across all our supplier groups and the entire value chain based on environmental, labor, human rights, and ethical principles, and to obtain documented confirmations from all stakeholders ensuring their adherence to this commitment
			By the end of 2026, to develop and implement an Environmental, Social, and Governance (ESG) Due Diligence Procedure for suppliers in line with the requirements of Sabancı Holding's Responsible Investment Policy
			To conduct a gap analysis for ISO 20400 Sustainable Supply Chain Management
			To enhance accessibility and ease of use for all our suppliers by integrating the SpeakHub grievance line into the supplier portal
			To become a digital transformation center



2024 TARGETS		2024 PERFORMANCE STATEMENTS	TARGETS
ENVIRONMENTAL FOOTPRINT	We were recognized among Global Leaders with an “A” score in the CDP Water Security platform	We were recognized among Global Leaders with an “A” score in the CDP Water Security platform.	
	To rank among the Global Leaders with an “A” score on the CDP Climate Change platform	We ranked among the Global Leaders with an “A” score on the CDP Climate Change platform.	
	To complete verification under the ISO 14046 Water Footprint Standard and fulfill the CEO Water Mandate requirements	The verification under the ISO 14046 Water Footprint Standard and fulfill the CEO Water Mandate requirements were completed, and the requirements were fulfilled.	“
	To reduce absolute Scope 1 and Scope 2 greenhouse gas emissions by 33% compared to 2020	We achieved a 33.83% reduction at the İzmit plant and a 31.69% reduction at the Aksaray plant, reaching a total reduction of 33%.	
	To ensure that our Net Zero emission targets for 2050 are validated by the Science Based Targets initiative (SBTi) in alignment with Bridgestone	The process is ongoing.	
	To increase our renewable energy consumption rate to 25.5%		
	To raise the share of renewable electricity consumption to 54% at the İzmit plant and 60% at the Aksaray plant	63% of our electricity consumption was met from renewable sources. We surpassed our 2023 target of 50% by achieving 54%.	
	To reduce well water consumption by 80.7% compared to 2008	At the İzmit plant, water withdrawal was reduced by 80% compared to 2008.	
	To reduce water use per ton of production at the Aksaray plant by 66% compared to 2019	At the Aksaray plant, water withdrawal per unit of production was reduced by 48% compared to 2019.	
	To retread 90,000 tires	A total of 96,087 tires were retreaded.	
			To ensure that all products in our portfolio meet sustainability standards and transition to carbon-neutral product development processes (by 2030)
			To achieve at least a 30% improvement in lifespan with each new generation of products, particularly in the winter tire segment
			To increase the use of renewable energy sources to 100% (by 2030)
			To meet 17% of the electricity demand at our Aksaray factory through renewable energy generation and reduce annual carbon emissions by 3,500 tons (by 2025)
			To source 71% of our total electricity consumption from renewable sources (by 2025)
			To reduce total energy consumption by 1% through energy efficiency projects
			To replace diesel forklifts at our facilities with electric forklifts (by 2030)
			To research new technologies and optimize emission conditions to reduce odor emissions from our production operations
			To apply cold plasma technology an energy-efficient and environmentally friendly system that decomposes odor compounds using ions and high-energy particles without chemicals to eliminate odor emissions at their source
			As the first step toward obtaining the TS ISO 46001 Water Efficiency Management System Certificate, to receive the Blue Water Efficiency Certificate



2024 TARGETS		2024 PERFORMANCE STATEMENTS	TARGETS
ENVIRONMENTAL FOOTPRINT			To reduce the amount of water withdrawn at our İzmit factory by 85% compared to 2008 levels (by 2030)
			To reduce water withdrawal per unit of production at our Aksaray factory by 70% compared to 2019 levels (by 2030)
			To ensure that our suppliers set their own targets for reducing water consumption in their operations (by 2030)
			To deliver Brisa Water Management Policy training to all dealers to raise awareness of water management (by 2030)
			To increase the use of sustainable (recycled and renewable) raw materials in all products to 30% by 2030, and to 100% by 2050 and beyond
			To conduct a gap analysis for ISCC+ certification
			To initiate R&D processes on technologies that can enhance the productivity of natural rubber growers
			To research alternative natural sources beyond rubber trees for obtaining natural rubber and collaborate with the entrepreneurship ecosystem to develop other additive materials from natural bio-based sources
			To define our circularity goals using our partner Bridgestone's Material Circularity Number methodology
			To develop advanced technologies to treat oily wastewater and recover oil in order to reduce pollution loads in wastewater
			To increase the amount of green space around our factory sites and expand afforestation projects (by 2030)
			To tighten ecosystem management standards and encourage environmentally friendly practices in new investment projects (by 2030)
			To strengthen environmental monitoring and analysis processes to protect regional water resources and soil quality (by 2030)
			To transparently share biodiversity and ecosystem management activities through CDP reporting and sustainability strategies (by 2030)
			To follow international authorities and, once the relevant guidelines are finalized, set science-based targets and establish our roadmap (by 2030)
			To conduct environmental clean-up activities and collect discarded tires in collaboration with NGOs (by 2030)



2024 TARGETS		2024 PERFORMANCE STATEMENTS	TARGETS
WORK LIFE	To support the development of university students and provide them with new opportunities	Through the Brisa Technology and Impact Center established in collaboration with Aksaray University, we reached 76 students.	
	To ensure that the HR Cockpit remains continuously up to date through system integrations and to enrich it with new indicators		
	To develop HR analytics initiatives in addition to data visualization and reporting in HR practices		
	To continue implementing and promoting initiatives that enhance employee engagement and interaction	Employee engagement was continuously supported through recognition mechanisms, surveys, and feedback systems. Motivation was strengthened through transparent communication and practices focused on diversity and inclusion.	
	With the transformation of Brisa Academy, to consolidate all training and development programs under the Academy and design them to support Brisa's mobility vision and transition toward a skill-based organization, followed by launching these programs to employees.		
	To expand the Buddy pool and improve the onboarding journey	Through the "YeniBri Onboarding Program" and "Buddy Program," we facilitated the integration of new employees into the Brisa culture.	
	To develop programs and projects within the scope of the transition to a skill-based organization		
	To create new recruitment channels and develop programs to attract young talents	We continued to attract young talents to our company through the Bright Young Talent Program, Project Assistant Program, Short-Term University Internships, School–Industry Collaboration Programs, and participation in career events and fairs.	
			Zero Accident, Zero Occupational Disease, and Zero Fire (2024–2027)
			To enhance the safety culture by focusing on behavioral change (2024–2027)
			To focus occupational safety activities on the Bridgestone Safety Mission Statement as the main guiding framework (2024–2027)
			To advance fire, explosion, and disaster prevention activities (2024–2027)
			To implement initiatives focused on women's health (2024–2027)
			To share our updated compensation policy transparently with all white-collar employees, ensuring 100% reach through internal communication channels (2025)

To launch a digital recognition platform that highlights employee achievements and promotes a culture of appreciation, ensuring 100% adoption among white-collar employees (2025)
To prepare a detailed guide for expectant mothers and fathers and initiate it as a pilot program for white-collar employees (2025)



2024 TARGETS		2024 PERFORMANCE STATEMENTS	TARGETS
WORKLIFE			To review the duration of paternity leave and assess opportunities for improvement
			To deepen leadership-based practices and address employee experience within a continuously evolving structure (2025)
			To achieve at least 55% average monthly participation in the “Voice of Bri” pulse survey (2025)
			To implement a tool for measuring onboarding experience to better track new employees’ adaptation processes
			To join the BADV (Business Against Domestic Violence) platform and carry out preliminary work toward developing an internal policy to combat domestic violence (2025)
			To include blue-collar employee representation in machine safety analyses, creating mechanisms for them to share insights on their own work environments (2025)
			To review flexible working practices and assess new model alternatives (2025)
			To develop flexible working options to address needs such as working from different locations and pursuing academic development (2025)
			To organize at least five events through social clubs to support employees’ psychological well-being (2025)
			To maintain a 100% participation rate of white-collar employees in the regular performance and career development process (2025)
			To develop an integrated talent platform that enables employees to transparently track their entire career journey through a single system (2025)
			To implement at least three new “Askida Proje” (Project on Hold) initiatives across the company (2025)
			To offer career development opportunities to 15 students with 50% female and 50% male participation in the Bright Young Talent Program (2025)
			To closely monitor the employee experience during the first six months by completing both the 2nd- and 6th-month evaluation meetings for all new hires
			To enhance interview quality in recruitment processes by ensuring that HR teams complete competency-based interview training
			To ensure that there is no gender-based pay gap between female and male employees

2024 TARGETS		2024 PERFORMANCE STATEMENTS	TARGETS
WORKLIFE			To ensure equality in annual training hours between female and male employees
			To ensure 100% return of all female employees to their positions after maternity leave and provide adaptation support
			To ensure 100% return of all female employees to their positions after maternity leave and provide adaptation support
			Under the BADV (Business Against Domestic Violence) initiative, to develop practices that raise awareness of domestic violence and improve access to support mechanisms for employees
			To conduct a current-state analysis on equal opportunity at Brisa via the WEPs platform, identify key action areas based on the results, review equality goals, and prepare a concrete, accountable action plan (2025)
			To establish a DEI governance structure, prepare a comprehensive Diversity, Equity and Inclusion Policy, and form a committee dedicated to this area
			To develop systems that ensure employees provide commitments regarding diversity, discrimination, and/or harassment following related training sessions
			To increase female representation to 50% in revenue-generating and STEM roles (by 2030 at the latest)
			To implement a transparent and accessible grievance mechanism that all employees can safely use to report discrimination or harassment cases (by 2030 at the latest)
			To strengthen our human rights approach by updating our Human Rights Policy in alignment with international standards and principles (2025)
			To prepare a remediation procedure for individuals identified as victims of child labor, forced labor, or human trafficking (2025)
			To establish an “Engagement and Remedy Platform” for all stakeholders who may be negatively affected by our company’s operations, products, or services, providing consultation, grievance, and reporting mechanisms through this platform



2024 TARGETS		2024 PERFORMANCE STATEMENTS	TARGETS
SOCIAL IMPROVEMENT	To collaborate with public institutions and non-governmental organizations to enhance our social and environmental impact	In collaboration with LASİD, we provided safe driving trainings to police academy students and tire usage trainings to various public institutions.	
	To continue supporting education through the BMÖDD platform	We maintained our support.	
	To continue supporting sports through the Brisaspor Mountain Bike (MtB) Team	We maintained our support.	
	To support the development of university students and provide them with opportunities	We continued our academic collaborations with universities and shared our industry experience through various events with students. Additionally, through the Brisa Technology and Impact Center located in Aksaray University Technopark, we reached 76 students.	
	To carry out initiatives that support women's mobility in society	In collaboration with İBB Female and under our Otopratik brand, we organized tire-changing trainings for women, helping them gain new skills in this field. We also began supporting the Brisa Women's Sailing Team, the first of its kind composed entirely of women.	
	To ensure the participation of at least 15 women employees in the "Customer Heroes" and "Service Heroes" programs		
			To deliver the e-trainings prepared in collaboration with the Eco-Schools program to 5,000 students (2026)
			To reach 2,500 people annually through volunteering, social impact, and educational activities
			To conduct at least one social awareness campaign through digital channels, field activities, or NGO collaborations
			To structure volunteer activities in a way that develops employees' social responsibility, leadership, and collaboration competencies.
			To promote the use of digital volunteering platforms to facilitate access for employees working in different locations.



SUSTAINABILITY PERFORMANCE INDICATORS

Environmental Performance Indicators

Due to confidentiality regarding production figures, total energy consumption data by year is shared in our sustainability report in indexed form, with the base year specified.

ENVIRONMENTAL PERFORMANCE INDICATORS

		2018	2019	2020	2021	2022	2023	2024
Raw Material Group Supply Values (%)		/	/	/	/	/	/	/
Energy Consumption (GJ/ton) (Index, Base:2012=100) (İzmit Plant)*	TOTAL	89	89	92	87	87	83	/
	Direct	346	348	366	337	335	332	/
	Indirect	44	44	45	43	43	41	/
Energy Consumption (GJ/ton) (Index, Base:2018=100) (Aksaray Plant)*	TOTAL	100	64	55	49	45	43	/
	Direct	100	63	53	47	43	41	/
	Indirect	100	66	56	50	49	46	/
Total Electricity Consumption (MWh)								209,646 ✓
Total Electricity Generation (MWh)							5,615	6,986 ✓
Total Energy Consumption (MWh)								469,241 ✓
Renewable Energy Ratio (%) (Share of Renewable Electricity Consumption in Total Electricity Consumption)		/	/	/	/	44	54	63 ✓
Renewable Electricity Ratio (%) (Share of Renewable Electricity Consumption in Total Energy Consumption)								28 ✓
Water Withdrawal by Sources (m³)	Underground Water	480,671	425,353	407,162	336,700	301,455	186,943	180,363 ✓
	Municipality Water (İzmit+Aksaray)	115,873	127,477	117,040	103,765	101,909	94,084	130,778 ✓
	Municipality Water (Other)	4,234	1,977	3,629	3,249	5,130	3,769	3,054 ✓
	Potable water							329 ✓
	Greywater						135,271	157,053 ✓
	Rainwater					34,557	43,344	72,261 ✓
Total Water Withdrawal (m³)		600,778	554,807	527,831	443,714	443,051	463,411	543,838 ✓
Water recycled/reused (m³); %)		/	/	/	44,792	36,523	87,143	92,173 ✓
Total Discharge by Destination (m³)	TOTAL (İzmit, Altunizade, Otopratik)	391,716	212,663	159,750	146,651	202,761	121,446	116,735 ✓
Total Water Consumption (m³) **		209,062	342,144	368,081	297,063	240,290	341,965	427,103 ✓
Ratio of Recycled and Reused Water to Total Water Consumption (%)					15	15	25	22 ✓
Water Pollutant Emissions (BOD, COD, SS, T-N, T-P) (m³)						57,172	41,117	66,645 ✓



Externally assured.

* It has been provided in MWh since 2024.

**Since 2023, total water consumption has been calculated as Total Water Withdrawal minus Total Water Discharge.



ENVIRONMENTAL PERFORMANCE INDICATORS

		2018	2019	2020	2021	2022	2023	2024
Scope 1 GHG Emissions (ton CO ₂ -e) Total	(Scope 1)*	284	284	297	271	259	50,962 ton CO ₂ -e	52,524 ton CO ₂ -e ✓
	(Scope 1)**	100	63	53	47	44		
Scope 2 GHG Emissions Market and Location-Based (ton CO ₂ -e) Total	(Scope 2)*	59	59	61	38	31	Market-based: 40,416 ton CO ₂ -e	Market-based: 34,577 ton CO ₂ -e ✓
	(Scope 2)**	100	66	57	37	17	Location-based: 84,755 ton CO ₂ -e	Location-based: 91,360 ton CO ₂ -e ✓
Scope 1+2 GHG Emissions Market and Location-Based (ton CO ₂ -e) Total	(Scope 1+2)*	84	83	87	63	56	Market-based: 91,378 ton CO ₂ -e	Market-based: 87,154 ton CO ₂ -e ✓
	(Scope 1+2)**	100	65	56	41	27	Location-based: 135,717 ton CO ₂ -e	Location-based: 143,884 ton CO ₂ -e ✓
Other Indirect (Scope 3) Emissions (ton CO ₂ -e)	Goods and services purchased	92	55	390,025	502,635	442,601	453,375	487,548 ✓
	Fixture			7,556	4,126	4,050	2,975	632 ✓
	Fuel and energy related activities (Not included in Scope 1 and 2)	21,882	21,205	20,490	38,889	34,100	23,235	17,501 ✓
	Transport and distribution (raw material)	8,757	8,966	8,224	9,923	28,358	26,948	25,372 ✓
	Operational waste	179	163	376	464	316	283	93.3 ✓
	Business travel	930	869	780	131	482	382	453 ✓
	Employee commuting	3,645	3,821	4,562	5,233	6,075	4,622	4,804 ✓
	Transport and distribution (product)	3,736	3,818	9,359	11,257	11,805	13,983	9,802 ✓
	Use of sold products	214,346	238,472	3,339,926	3,648,694	3,491,640	3,769,851	3,530,870 ✓
	Disposal of sold products			2,000	1,486	1,768	3,509	1,267 ✓
	Franchies/Bandag	1,586	2,000	3,092	2,842	6,251	3,545	3,551 ✓
Total Other Indirect (Scope 3) Emissions (ton CO ₂ -e)		255,155	279,370	3,786,390	4,225,678	4,027,444	4,302,708	4,081,893 ✓



Externally assured.

* As of 2023, the parameter has changed. The parameter for years prior to 2023: Direct and Energy-Related Greenhouse Gas Emissions (ton CO₂-e/Production Ton) (Index, Base: 2012=100) (İzmit Plant)**As of 2023, the parameter has changed. The parameter for years prior to 2023: Direct and Energy-Related Greenhouse Gas Emissions (ton CO₂-e/Production Ton) (Index, Base: 2018=100) (Aksaray Plant).



ENVIRONMENTAL PERFORMANCE INDICATORS

		2018	2019	2020	2021	2022	2023	2024
NOx, SOx and Other Significant Air Emissions by Type and Weight (ton CO ₂ -e)	CH ₄ (İzmit, Aksaray, İtunizade, Profilo)	293	237	241	219	257	NOx:24.88 SOx: 0	NOx:64.7 ✓ SOx: 0,659 ✓
	N ₂ O (İzmit, Aksaray, Altunizade, Profilo)	91	18	17	47	19	POP: 0 VOC: 4.72	POP: 0 ✓ VOC: 0.226 ✓
	CH ₄ +N ₂ O (İzmit, Aksaray, Altunizade, Profilo)	99	30	29	56	32	HAP: 0 PM: 0	HAP:233 ✓ PM: 67.38 ✓
Total Waste Amount by Type (ton) (İzmit+ Aksaray)	Electronic waste							11.6 ✓
	Single-use plastic consumption							0 ✓
	Other plastic consumption							340 ✓
	Plastic consumption for packaging							36.9 ✓
	Hazardous waste (including electronic and plastic waste)	764	950	939	1,019	1,234	1,115	1,325 ✓
	Non-hazardous waste (including electronic and plastic waste)	6,240	6,672	6,161	7,601	8,753	10,657	10,830 ✓
	Total waste (ton/ton of production)	0.050	0.045	0.044	0.043	0.050	0.058	0.061 ✓
	Hazardous waste (ton/ton of production)	0.0062	0.0207	0.006	0.005	0.006	0.006	0.0067 ✓
	Non-hazardous waste (ton/ton of production)	0.0433	0.1141	0.038	0.038	0.043	0.052	0.5478 ✓
Total Waste Amount by Process Type (ton) (İzmit+ Aksaray)	Total recycled waste (hazardous and non-hazardous)	6,552	7,616	7,098	8,619	9,986	11,700	6,426 ✓
	Reused and recycled waste (non-hazardous)	2,460	2,131	2,468	2,623	9,251	10,127	5,774 ✓
	Reused and recycled waste (hazardous)							651 ✓
	Waste recovered for energy use (non-hazardous)	4,092	5,485	4,630	5,996	735	1,573	5,055 ✓
	Waste recovered for energy use (hazardous)							674 ✓
	Recycled plastics	171	194	243	72	300	1,288	37.2 ✓
	Incineration	0.1	0.2	0.6	0.7	1	0	0 ✓
	Landfill	0	6	2	0	0	0	0 ✓





ECONOMIC PERFORMANCE INDICATORS

	2018	2019	2020	2021	2022	2023	2023 (IAS 29)	2024
Customers								
Total number of customers	247,351	225,935	10,668	22,648	26,000	72,975	-	73,785
Total number of customers actively using online services/electronic sales platforms	266	247	1,978	2,155	1,739	1,291	-	1,013
Suppliers							-	
Total number of suppliers	2,142	2,108	2,288	2,216	2,483	2,481	-	2,452
Total number of local suppliers	1,915	1,906	2,126	2,047	2,309	2,301	-	2,274
Total payments to suppliers (TL)	2,706,581,472	3,063,436,949	3,140,938,000	5,477,563,689	13,480,598,643	17,235,964,725	-	24,254,258,112
Total payments to local suppliers (TL)	1,291,115,579	1,521,374,424	1,508,890,130	2,571,944,744	7,423,126,392	9,153,302,326	-	10,481,845,109
Total number of new suppliers	483	508	219	476	267	6	-	208
Dealers and Business Partners								
Total number of dealers and business partners	1,393	1,319	1,211	1,043	1,012	1,057	-	1,057
Total number of branches	-	-	199	195	196	197	-	184
Human Capital Return on Investment (TL)								
Total income	3,070,819,550	3,654,321,859	4,236,875,447	6,634,262,406	14,080,500,153	26,498,269,397 38,257,936,373*	-	34,546,796,748 ✓
Total operating expenses	2,641,469,018	3,271,530,601	3,604,415,909	5,990,882,034	11,451,083,825	23,743,000,000 34,217,143,902*	-	31,518,965,422 ✓
Total Amount of SDG-Aligned Expenditures (TL)								125,625,269 ✓
Environmental Impact**	14,993,144	24,689,843	23,021,851	23,701,898	109,279,246	38,906,277	48,586,158	77,490,583 ✓
Positive Social Impact								48,134,686 ✓
Inclusion								4,224,500 ✓
OHS								21,398,559 ✓
Education								22,511,627 ✓
Legally Obligatory Expenses (TL)	1,084,598	797,343	13,371,290	12,098,256	26,704,406	5,560,178	6,943,550	9,447,524 ✓
Expenses not Required Legally (TL)	13,908,546	23,892,500	9,650,560	11,603,642	82,574,840	33,346,099	41,642,608	68,043,059 ✓
CAPEX	11,279,196	19,667,306	0	9,138,265	72,599,885	28,595,556	35,710,130	58,328,575 ✓
OPEX	2,629,350	4,225,194	9,650,560	2,465,377	9,974,955	4,750,543	5,932,478	9,714,484 ✓
Savings and Reductions Based on Environmental Investments								
Environmental benefit (sm ³)	0	0	0	150,297	131,924	729	729	1,913,642 ✓
Environmental benefit (kWh)	0	0	0	1,449,821	6,627,098	1,125,315	1,125,315	2,744,072 ✓
Environmental benefit (tCO ₂)	103	588	102	950	3,277	1,424	1,424	4,079 ✓



Externally assured.

* 2023 data has been updated to 2024 purchasing power.

** Climate, water and circular economy projects are included.



ECONOMIC PERFORMANCE INDICATORS

	2018	2019	2020	2021	2022	2023	2023 (IAS 29)	2024	
Financial savings (TL)	1,307,100	4,003,520	1,066,067	1,228,385	4,451,162	11,227,810	11,227,810	21,358,299	✓
Water savings (m³)								118,600	✓
Environmental Fines (TL)	0	0	0	0	0	0	-	-	
Sustainable Business Model									
Number of new products and services developed during the fiscal year								148	✓
Number of sustainable products and services	2	2	576	612	522	592	592	806	✓
Mitigation	0	0	0	0	0	0	0	0	✓
Transition	2	2	228	251	278	330	330	470	✓
Enabler	0	0	5	3	1	6	6	6	✓
Creating Positive Social Impact	0	0	343	358	243	256	256	330	✓
Revenue from sustainable products and services (TL)	225,326,500	237,983,200	2,541,661,486	3,325,666,254	6,244,530,150	10,701,227,054	13,363,692,346	16,876,667,632	✓
Mitigation	0	0	0	0	0	N/A	N/A	N/A	✓
Transition	225,326,500	237,983,200	1,632,056,102	1,630,778,288	4,360,682,663	6,737,219,655	8,413,439,905	10,855,293,571	✓
Enabler	0	0	17,971,716	40,033,751	43,136,538	817,882,654	1,021,371,858	969,588,390	✓
Creating Positive Social Impact	0	0	891,633,668	1,654,854,215	1,840,710,949	3,146,124,746	3,928,880,583	5,051,785,671	✓
Ratio of sustainable product and service revenues to total revenue (%)	7.3	6.5	60	50.1	44.35	50	50	49	✓
R&D and innovation investments (TL)	17,947,614	29,467,833	45,121,007	53,300,457	96,631,774	162,164,200	202,510,652	302,770,501	✓
Sustainability-oriented R&D and innovation investments (TL)	12,292,157	19,566,167	18,285,022	31,474,451	48,469,464	94,661,388	118,213,141	213,805,401	✓
Ratio of sustainability-oriented R&D and innovation investment budget to total revenue (%)	68	66	41	59	50	58.4	58.4	71	✓
Impact of digital transformation projects on EBITDA (TL)	0	0	20,500,000	14,500,000	29,180,000	45,780,000	-	55,600,000	





SOCIAL PERFORMANCE INDICATORS

EMPLOYEE DEMOGRAPHICS														
Employees by Category	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Total number of employees by category	139	2,648	151	2,716	156	2,959	153	2,993	187	3,097	229	3,330	243	3,286
White-collar	133	446	145	456	150	475	147	474	177	517	200	573	203	572
Total white-collar	579		601		625		621		694		773		775	
Blue-collar	6	2,202	6	2,260	6	2,484	6	2,519	10	2,580	29	2,757	40	2,714
Total blue-collar	2,208		2,208		2,208		2,525		2,590		2,786		2,754	
Employees covered by collective bargaining agreement	6	2,202	6	2,260	6	2,484	6	2,519	10	2,580	29	2,757	40	2,714
Total number of employees covered by collective bargaining agreements													2,754	
Rate of blue-collar employees covered by collective bargaining agreements (%)													100	
Number of part-time employees													7	4
Number of full-time employees													236	3,282
Total number of employees	2,787		2,867		3,115		3,146		3,284		3,559		3,529	
Rate of white-collar female employees (%)	20.78		20.96		20.06		19.74		21.13		21.72		26.19	
Rate of blue-collar female employees (%)	79.22		79.04		79.94		80.26		78.87		78.28		1.45	
Rate of total female employees (%)			5		5		5		6		6.4		6.89	
Employees by Age Group	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	52	625	57	594	41	556	48	655	68	679	85	956	96	916
30-50	84	1,985	92	2,059	113	2,303	103	2,285	117	2,360	143	2,316	144	2,308
50 and older	3	38	2	63	2	100	2	53	2	58	1	58	3	62
Total		2,648	151	2,716	156	2,959	153	2,993	187	3,097	229	3,330	243	3,286
Managers by Age Group	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30-50	15	65	17	64	16	66	18	66	23	71	27	73	26	77
50 and older	1	11	1	12	1	12	1	13	0	12	0	11	2	14
Total		76	18	76	17	78	19	79	23	83	27	84	28	91



Externally assured.



SOCIAL PERFORMANCE INDICATORS

EMPLOYEE DEMOGRAPHICS														
Managers by Level	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
First Level	0	0	0	0	0	0	0	0	0	0	N/A	N/A	0	0
Mid-Level	14	60	16	61	15	63	17	65	19	69	22	66	22	70
Upper-level	2	15	2	15	2	15	2	14	4	14	5	18	6	21
First-level female manager rate (%)	0		0		0		0		0		N/A		N/A	
Mid-level female manager rate (%)	19		21		19		21		22		25		23.91	
Upper-level female manager rate (%)	12		12		12		13		22		22		22.22	
Rate of first, mid and upper-level female managers (%)	18		19		18		19		22		24		23.53	
Number of female managers in revenue-generating roles	3	21	3	23	3	23	4	27	5	25	6	24	5	26
Rate of female managers in revenue-generating roles (%)	13		12		12		13		17		20		16.10	
Number of female employees in STEM roles	50	130	49	128	56	131	52	127	63	137	78	164	80	171
Rate of female employees in STEM roles (%)	28		28		30		29		32		32		32	
Promotion Rates	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Number of promoted employees													3	11
Total number of promoted employees													14	
Rate of promoted female employees (%)													21,43	
Employees with Disabilities and Foreign Employees	2018		2019		2020		2021		2022		2023		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Number of employees with disabilities	6	74	5	76	5	83	5	88	5	96	4	100	4	96
Total number of employees with disabilities	80		81		88		93		101		104		100	
Minimum number of disabled employees legally required to be employed	77		79		86		93		101		104		101	
Rate of employees with disabilities (%)	3		3		3		3		3		3		3	
Number of foreign employees		10	0	7	0	6	0	5	0	6	0	7	0	6



SOCIAL PERFORMANCE INDICATORS

EMPLOYEE DEMOGRAPHICS														
R&D Employees	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Number of employees in R&D, Innovation and Digitalization departments		75	21	65	18	70	16	68	19	74	22	73	19	69
Employees by Seniority	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
0-5 years	92	1,028	92	907	74	913	76	868	114	954	151	1,407	167	1,416
5-10 years	27	517	37	730	56	672	48	785	44	833	49	780	44	644
10+ years	20	1,103	22	8	26	1,374	29	1,340	29	1,310	29	1,143	32	1,226
Total	139	2,648	151	1,645	156	2,959	153	2,993	187	3,097	229	3,330	243	3,286
Contractor Employees (By Employment Type)	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Full-time	65	344	67	315	65	317	71	287	71	267	90	243	107	225
Part-time	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total			382		382		358		338		333		332	



SOCIAL PERFORMANCE INDICATORS

EMPLOYEE TURNOVER														
Newly Hired Employees (By Age)	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	19	141	20	110	10	247	13	335	39	230	38	452	13	47
30-50	11	60	4	83	9	96	4	106	24	116	26	220	13	50
50 and older	0	0	0	0	0	1	0	0	0	1	0	1	0	0
Total	30	201	24	193	19	344	17	441	63	347	64	673	26	97
Newly Hired Employees (By Manager Level)	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
First Level	0	0	0	0	0	0	0	0	0	0	N/A	N/A	0	0
Mid-Level	0	2	0	4	0	2	2	0	0	0	2	3	0	0
Upper-level	0	0	0	1	0	0	0	0	2	0	N/A	N/A	2	0
Total	0	2	0	5	0	2	2	0	2	0	2	3	2	0
Newly Hired Contractors (By Employment Type)	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Full-time													47	93
Part-time													0	0
Employees Left (By Age)	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	9	11	3	3	3	4	3	6	11	13	7	6	11	68
30-50	15	54	8	32	8	15	18	28	17	34	14	39	20	187
50 and older	1	6	0	9	0	4	0	3	0	10	1	5	0	32
Total	25	71	11	44	11	23	21	37	28	57	22	50	31	287
Employees Left (By Manager Level)	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
First Level	0	0	0	0	0	0	0	0	0	0	N/A	N/A	0	0
Mid-Level	2	8	0	6	0	3	3	4	1	4	3	7	1	4
Upper-level	0	3	0	0	0	2	0	2	0	3	1	0	1	2
Total	2	11	0	6	0	5	3	6	1	7	4	7	2	6





SOCIAL PERFORMANCE INDICATORS

EMPLOYEE TURNOVER														
Employees Voluntarily Left (By Age)	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	9	11	3	2	3	4	3	5	11	11	6	5	9	39
30-50	12	38	8	17	4	11	13	25	15	30	10	17	17	134
50 and older	0	0	0	1	0	0	0	0	0	0	1	0	0	30
Total	21	49	11	20	7	15	16	30	26	41	17	22	26	203
Employees Voluntarily Left (By Manager Level)	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
First Level	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mid-Level	2	6	0	1	0	1	3	3	1	1	1	2	1	1
Upper-level	0	0	0	0	0	1	0	1	0	3	0	0	0	1
Total	2	6	0	1	0	2	3	4	1	4	1	2	1	2
Open Positions Filled by Internal Candidates	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Number of positions filled by internal candidates	8	31	2	23	8	23	8	24	9	57	13	69	11	29
Number of all open positions	133		103		125		83		219		208		108	
Ratio of positions filled by internal candidates (%)	29		24		25		39		30		39		37	
Employee Turnover Rate (%)	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
30 and younger	3		1		1		1		3		1.25		7.81	
30-50	3		2		1		2		2		2.16		8.44	
50 and older	17		14		4		5		17		10.17		49.23	
Female	18		7		7		14		15		9.61		12.76	
Male	3		2		1		1		2		1.50		8.73	
First Level	0		0		0		0		0		-		-	
Mid-Level	14		8		4		9		6		11.36		5.43	
Upper-level	18		0		12		13		17		4.35		11.11	





SOCIAL PERFORMANCE INDICATORS

EMPLOYEE TURNOVER

Turnover Rate of Employees Voluntarily Left (%)	2018		2019		2020		2021		2022		2023		2024	
30 and younger	3		1		1		1		3		1.06		4.74	✓
30-50	2		1		1		2		2		1.10		6.16	✓
50 and older	0		2		0		0		0		1.69		46.15	✓
Female	15		7		4		10		14		7.42		10.70	✓
Male	2		1		1		1		1		0.66		6.18	✓
First Level	0		0		0		0		0		N/A		N/A	✓
Mid-Level	0		0		0		0		2		3.41		2.17	✓
Upper-level	0		0		6		6		17		-		3.70	✓
Maternal/Parental Leave	2018		2019		2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Number of employees on maternal/paternal leave	10	229	9	242	5	215	8	245	7	209	3	183	8 ✓	229 ✓
Number of employees returning from maternal/paternal leave	10	229	9	242	5	215	8	245	9	213	4	183	8 ✓	229 ✓
Number of employees returning from maternal/paternal leave and continuing to work for minimum 12 months	10	229	9	242	5	215	8	245	9	213	4	183	8 ✓	229 ✓
Ratio of employees returning from maternal/paternal leave (%)	100		100		100		100		100		100		100	✓





SOCIAL PERFORMANCE INDICATORS

EMPLOYEE DEVELOPMENT AND SATISFACTION

Training Hours (By Age)	2018		2019		2020		2021		2022		2023		2024								
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male							
Total training hours	3,609	118,504	6,000	121,085	4,615	98,558	7,115	72,682	7,653	121,860	16,808	147,137	10,890	113,904							
Average annual training hours per employee	26	45	40	45	30	33	47	24	41	39	73	44	33.51	29.65							
Training Hours (By Age)	2018			2019			2020			2021			2022			2023			2024		
	30 Altı	30-50	50 Üstü	30 Altı	30-50	50 Üstü	30 Altı	30-50	50 Üstü	30 Altı	30-50	50 Üstü	30-50	50 Üstü	30-50	30 Altı	30-50	50 Üstü	30 Altı	30-50	50 Üstü
Total training hours	41,679	79,577	858	40,063	85,340	1,681	23,794	77,213	2,166	29,297	49,423	1,078	-	-	-	57,941	101,619	4,843	49,667	72,800	2,327
Average annual training hours per employee	62	38	21	62	40	26	40	32	21	42	21	20	-	-	-	54	42	54	21	23.51	21.55
Training Hours (By Manager Level)	2018			2019			2020			2021			2022			2023			2024		
	İlk	Orta	Üst	İlk	Orta	Üst	İlk	Orta	Üst	30 Altı	30-50	50 Üstü	İlk	Orta	Üst	İlk	Orta	Üst	İlk	Orta	Üst
Total training hours	-	3,784	82	0	7,123	334	0	2,652	207	29,297	49,423	1,078	-	-	-	-	4,430	624	-	5,515	1,235
Average annual training hours per employee	0	51	5	0	93	4	0	34	12	42	21	20	-	-	-	0	50	27	-	58.68	45.75
Training Costs (TL)	2018		2019		2020		2021		2022		2023		2024								
Total training costs	1,294,587		2,867,581		1,913,279		2,624,664		7,855,144		15,038,745		22,511,627								
Average annual training cost per employee	465		1,000		614		834		2,352		4,225		4,425								
Training Categories (Hours)	2018		2019		2020		2021		2022		2023		2024								
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male							
Ethics	209	667	181	558	117	343	272	766	281	845	155	377	25.96	25.67							
Anti-corruption and bribery	-	-	-	-	-	-	-	-	-	-	0	0	0	0							
Equality, diversity and inclusion	0	0	0	0	0	0	142	234	62	75	0	0	39	81							
Sustainability and environmental	86	11,092	45	4,947	50	2,139	327	1,267	186	3,838	478	6,208	160,37	437,95							
Supplier Training (Hours)	2018		2019		2020		2021		2022		2023		2024								
Total training hours													3,415								
Performance Evaluation	2018		2019		2020		2021		2022		2023		2024								
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male							
Number of employees subject to regular performance evaluation	133	446	145	456	139	404	139	407	168	449	196	495	193	484							



Externally assured.



SOCIAL PERFORMANCE INDICATORS

EMPLOYEE DEVELOPMENT AND SATISFACTION

Employee Satisfaction (By Gender)	2018		2019		2020		2021		2022		2023		2024								
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male							
Number of employees participated in satisfaction survey	111	367	125	363	-	-	132	400	-	-	171	440	-	-							
Employee satisfaction score (%)	56	73	66	77	-	-	63	64	-	-	54	66	-	-							
Number of employees participated in engagement survey	111	367	125	363	-	-	132	400	-	-	171	440	-	-							
Employee engagement score (%)	34	50	47	57	-	-	45	52	-	-	38	49	-	-							
Employee Satisfaction (By Age)	2018			2019			2020			2021			2022			2023			2024		
	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older	30 and younger	30-50	50 and older	25-34	35-44	45-54	25-34	35-44	45-54
Number of employees participated in satisfaction survey	298	162	18	330	141	17	-	-	-	368	154	10	-	-	-	262	222	108	-	-	-
Employee satisfaction score (%)	66	72	100	73	74	100	-	-	-	61	69	90	-	-	-	57	59	79	-	-	-
Number of employees participated in engagement survey	298	162	18	330	141	17	-	-	-	368	154	10	-	-	-	262	222	108	-	-	-
Employee engagement score (%)	43	50	83	52	57	88	-	-	-	45	58	90	-	-	-	42	44	56	-	-	-
Employee Satisfaction (By Manager Level)	2018			2019			2020			2021			2022			2023			2024		
	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper	First	Mid	Upper
Number of employees participated in satisfaction survey	394	68	16	400	71	17	-	-	-	431	89	12	-	-	-	-	75	21	-	-	-
Employee satisfaction score (%)	68	74	94	72	82	100	-	-	-	61	71	100	-	-	-	-	64	95	-	-	-
Number of employees participated in engagement survey	394	68	16	400	71	17	-	-	-	431	89	12	-	-	-	-	75	21	-	-	-
Employee engagement score (%)	44	53	75	51	68	100	-	-	-	46	63	92	-	-	-	-	53	71	-	-	-





SOCIAL PERFORMANCE INDICATORS

INCLUSION							
Number of People Reached by Inclusion Programs	2018	2019	2020	2021	2022	2023	2024
Citizens aged 65+	0	0	28	0	0	0	30
Youth	1,232	622	1,816	368	549	816	447
Children	346	482	395	1,826	1,413	123	1,207
Women	13	0	34	122	27	970	690
Total	1,591	1,104	2,273	2,316	1,989	1,909	2,374
OCCUPATIONAL HEALTH AND SAFETY							
Employees	2018	2019	2020	2021	2022	2023	2024
"Accident Frequency Rate (Izmit+Aksaray) *"	0.54	0.4	0.63	0.54	0.51	0.73	0.63
	1.47	0.85	0.59	1.47	0.36		
Number of accidents	78	67	43	66	78	126**	97**
Number of fatalities	0	0	0	0	0	1	0
Number of occupational diseases	0	0	0	0	0	0	0
Injury-related absenteeism (number of days)	322	314	322	623	650	374***	262***
Absenteeism (number of days)	322	314	322	623	650	374***	262***
Lost workday rate (%)	10.31	9.71	10.95	17.73	17.66	9.43***	6.49***
Number of sites certified with ISO 45001							2
Rate of sites covered by ISO 45001 certification (%)							100
Total working hours	6,245,346	6,470,050	5,880,325	7,026,676	7,357,445	7,928,942	8,077,490
Contractor Employees	2018	2019	2020	2021	2022	2023	2024
Number of accidents	11	4	7	7	10	19	12
Number of fatalities	0	0	0	0	0	0	0
Number of occupational diseases	0	0	0	0	0	0	0
Injury-related absenteeism (number of days)	30	59	79	12	38	32	37
Absenteeism (number of days)	0	0	0	0	0	32	37
OHS Trainings (person*hours)	2018	2019	2020	2021	2022	2023	2024
Employees	125,926	133,938	24,857	15,920	42,400	54,364	52,998
Contractor employees	5,855	3,044	1,868	3,050	3,480	4,240	3,415
Total	131,781	136,982	26,725	18,970	45,880	58,604	56,413

✓ Externally assured.

*As of 2023, the data has been shared in a consolidated manner.

**Fatality is not included.

*** Lost days due to fatality are deducted.



TCFD

Area	References	References
Governance	a. Describe the board's oversight of climate-related risks and opportunities.	Brisa CDP Report- Climate Change 2025- C4 Brisa 2024 Sustainability Report p:21
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	Brisa CDP Report- Climate Change 2025-C4 Brisa 2024 Sustainability Report p:21
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Brisa CDP Report- Climate Change 2025- C2.1, Brisa 2024 Sustainability Report p:21
	b. Describe the impact of climate related risks and opportunities on the organization's businesses, strategy, and financial planning.	Brisa CDP Report- Climate Change 2025- C3.1, C3.2, C3.3, C3.6
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Brisa CDP Report- Climate Change 2025- C5.1

Area	References	References
Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks.	Brisa CDP Report- Climate Change 2025- C.2.1 - C2.2 Brisa 2024 Sustainability Report p:21
	b. Describe the organization's processes for managing climate-related risks.	Brisa CDP Report- Climate Change 2025- C2.2 Brisa 2023 Sustainability Report p:21
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Brisa CDP Report- Climate Change 2025- C2.1
Metrics and Targets	a. Disclose the metrics used by the organization to assess climaterelated risks and opportunities in line with its strategy and risk management process.	Brisa CDP Raporu- Climate Change 2025-C2.2.2
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Brisa CDP Report- Climate Change 2025- C7.6, C.7.7, C7.8 Brisa 2024 Sustainability Report p:142
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Brisa CDP Report- Climate Change 2025- C7.53,C7.54 Brisa 2024 Sustainability Report p:131-140



GRI INDEX

Statement of use:

Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. has reported the information cited in this GRI table for the period 1 January to 31 December 2024 in accordance with the GRI Standards.

GRI 1 Use:

GRI 1: Core 2021

GRI STANDARD	DISCLOSURE	DISCLOSURE AND PAGE NUMBERS	EXCLUDED		
			Excluded Requirements	Reason	Explanation
General Disclosures					
GRI 2: Genel Açıklamalar 2021	2-1 Organizational details	About Brisa, p:3-5			
	2-2 Entities included in the organization’s sustainability reporting	About the Report, p:1			
	2-3 Reporting period, frequency and contact point	About the Report, p:1 ; Contacts, p:170			
	2-4 Restatements of information	About the Report, p:1			
	2-5 External assurance	Limited Assurance Report, p:168-169			
	2-6 Activities, Supply Chain, and other business relationships	About Brisa, p:3-5			
	2-7 Employees	Diversity, Equity, and Inclusion in Our Career, Development, and Leadership Practices, p.109; Social Performance Indicators, p.146			
	2-8 Workers who are not employees	Social Performance Indicators, p:146			
	2-9 Governance structure and composition	Brisa 2024 Annual Report, p:22-35			
	2-10 Nomination and election of the highest governance body	Brisa 2024 Annual Report, p:86			
	2-11 Chair of the highest governance body	https://www.brisa.com.tr/en/about-us/management/board-of-directors/			
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Management, p:8 ; Sustainability Management, p:25-27			
	2-13 Delegation of responsibility for managing impacts	Corporate Management, p:8 ; Sustainability Management, p:25-27			
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management, p:25-27			
	2-15 Conflicts of interest	Business Ethics, Anti-Bribery, and Anti-Corruption, p:11-23			
	2-16 Communication of critical concerns	Business Ethics, Anti-Bribery, and Anti-Corruption, p:11-23			
	2-17 Collective knowledge of the highest governance body	https://www.brisa.com.tr/en/about-us/management/board-of-directors/			
	2-18 Evaluation of the highest governance body’s performance	Brisa 2024 Annual Report, p:86			
	2-19 Remuneration policies	Working Conditions and Employee Well-being, p.94			
	2-20 Process for determining remuneration	Working Conditions and Employee Well-being, p.94			



GRI STANDARD	DISCLOSURE	DISCLOSURE AND PAGE NUMBERS	Excluded Requirements	EXCLUDED	
				Reason	Explanation
Kurumsal Profil					
GRI 2: Genel Açıklamalar 2021	2-21 Annual total compensation ratio	GRI Content Index: This information is not disclosed for confidentiality reasons.	2-21 a; 2-21 b; 2-21 c	Confidentiality constraints	This disclosure is not made public as it contains sensitive and confidential information related to Brisa's business relationships, operations, and/or corporate information
	2-22 Statement on sustainable development strategy	Our sustainability approach, p:24			
	2-23 Policy commitments	Our Sustainability Performance and Targets, p:30			
	2-24 Embedding of policy commitments	Our Sustainability Performance and Targets, p:30			
	2-25 Processes to remediate negative impacts	Sustainability Management, p:25-27 ; Risk Management, p:20-22			
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics, Anti-Bribery, and Anti-Corruption, p:11-23			
	2-27 Compliance with laws and regulations	GRI Content Index: No penalties for non-compliance with laws and regulations were received during the reporting period.			
	2-28 Memberships	Corporate Memberships, p.129			
	2-29 Stakeholder engagement approach	Our Stakeholders, p.31			
	2-30 Collective bargaining agreements	Social Performance Indicators, p:146			
Material Topics					
GRI 3: Material Topics 2021	3-1 Process of Selecting the Material Topics	Our Material Topics, p:28-30			
	3-2 Material Topics List	Our Material Topics, p:28-30			
Climate Change					
GRI 3: Material Topics 2021	3-3 Management of the material topic	Our Material Topics, p:28-30 ; Combating Climate Change p:59			
Energy and Emission Management					
GRI 3: Material Topics 2021	3-3 Management of the material topic	Our Material Topics, p:28-30 ; Energy Efficiency, p:62 ; Integration of Renewable Energy Resources, p:63 ; Greenhouse Gas Emission Management, p:64			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Efficiency, p:62 ; Environmental Performance Indicators, p:141-143			
	302-4 Reduction of energy consumption	Energy Efficiency, p:62 ; Integration of Renewable Energy Resources, p:63			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) Greenhouse Gas Emissions	Environmental Performance Indicators, p:141-143			
	305-2 Energy Indirect (Scope 2) Greenhouse Gas Emissions	Environmental Performance Indicators, p:141-143			
	305-3 Other Indirect (Scope 3) Greenhouse Gas Emissions	Environmental Performance Indicators, p:141-143			
	305-5 Reduction of Greenhouse Gas Emissions	Greenhouse Gas Emission Management, p:64			
	305-7 NOx, SOx and other air emissions	Environmental Performance Indicators, p:141-143			

**Material Topics****Natural Resource Management**

GRI 3: Material Topics 2021	3-3 Management of the material topic	Our Material Topics, p:28-30 ; Water management, p:67			
GRI 303: Water and Wastewater 2018	303-1 Interactions with water as a shared resource	Water management, p:67			
	303-2 Management of impacts related to water discharge	Water management, p:67			
	303-3 Water withdrawal	Environmental Performance Indicators, p:141-143			
	303-4 Water discharge	Environmental Performance Indicators, p:141-143			
	303-5 Water consumption	Water management, p:67 ; Environmental Performance Indicators, p:141-143			

Circular Economy

GRI 3: Material Topics 2021	3-3 Management of the material topic	Our Material Topics, p:28-30 ; Circular Economy, p:72 ; Waste Management, p:76			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste management, p:76			
	306-2 Management of significant waste-related impacts	Waste management, p:76			
	306-3 Waste generated	Waste management, p:76; Environmental Performance Indicators, p:89			
	306-5 Waste directed to disposal	Waste management, p:76; Environmental Performance Indicators, p:89			

Biodiversity

GRI 3: Material Topics 2021	3-3 Management of the material topic	Our Material Topics, p:28-30 ; Biodiversity, p:80			
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, or managed that are located within, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity, p:80			

Innovative and Sustainable Products and Services

GRI 3: Material Topics 2021	3-3 Management of the material topic	Our Material Topics, p:28-30 ; Innovative and Sustainable Products and Services, p:34			
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Responsible Supply Chain Practices

GRI 3: Material Topics 2021	3-3 Management of the material topic	Our Material Topics, p:28-30 ; Distribution Channels Management, p:44 ; Customer Satisfaction, p:49 ; Responsible Supply Chain Practices, p:51			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Economic Performance Indicators, p:144-145			
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and measures taken	Responsible Supply Chain Practices, p:51			
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and measures taken	Responsible Supply Chain Practices, p:51			

Anti-Bribery and Corruption

GRI 3: Material Topics 2021	3-3 Management of the material topic	Our Material Topics, p:28-30 ; Business Ethics, Anti-Bribery, and Anti-Corruption, p:11-23			
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Operating Beyond Legal Compliance

GRI 3: Material Topics 2021	3-3 Management of the material topic	Our Material Topics, p:28-30 ; Corporate Management, p:8			
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Material Topics

Social Impact

GRI 3: Material Topics 2021	3-3 Management of the material topic	Our Material Topics, p:28-30 ; Employee Wellbeing and Safety, p:88 ; Diversity, Equality and Inclusion, p:114 ; Relations with Society, p:120 ; Corporate Entrepreneurship and Open Innovation, p:125			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equality and Inclusion, p:114 ; Social Performance Indicators, p:146			
	405-2 Ratio of basic salary and remuneration of women to men	Sustainability Performance Indicators, p:141			
GRI 406: Prevention of Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	GRI Content Index: There were no discriminative incidents during the reporting period.			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social Performance Indicators, p:146-154			
	401-3 Parental leave	Social Performance Indicators, p:146-154			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social Performance Indicators, p:146-154			
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Health and Safety Risks & Good Working Conditions, p:89			
	404-3 Percentage of employees receiving regular performance and career development reviews	Social Performance Indicators, p:146-154			
GRI 407: Right to Organize and Collective Bargaining 2016	407-1 Operations and suppliers at significant risk for incidents of violations of the right to freedom of association and collective bargaining	GRI Content Index: None			
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	GRI Content Index: None			
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers with significant risk for incidents of forced or compulsory labor	GRI Content Index: None			

Occupational Health and Safety

GRI 3: Material Topics 2021	3-3 Management of the material topic	Our Material Topics, p:28-30 ; Employee Wellbeing and Safety, p:88			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational Health and Safety Management System	Employee Wellbeing and Safety, p:88			
	403-2 Detecting OHS risks	Employee Wellbeing and Safety, p:88			
	403-3 Identification of Occupational Health Practices	Employee Wellbeing and Safety, p:88			
	403-4 Employees Represented in Management-Worker Health and Safety Committees	Employee Wellbeing and Safety, p:88			
	403-5 OHS trainings for employees	Employee Wellbeing and Safety, p:88 ; Social Performance Indicators, p:146			
	403-6 Practices Implemented to Improve Employee Health	Employee Wellbeing and Safety, p:88			
	403-7 Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked to Business Relationships	Employee Wellbeing and Safety, p:88			
	403-9 Work-Related Injuries	Social Performance Indicators, p:154			
	403-10 Work-Related Illnesses	Social Performance Indicators, p:154			

Digitalization and Data Management

GRI 3: Material Topics 2021	3-3 Management of the material topic	Our Material Topics, p:28-30 ; Digitalization and Data Management, p:83-86			
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REPORTING GUIDELINES —

Brisa Sustainability Report 2024 – Reporting Principles

This reporting principles ('Principles') provide information on the methodologies for the preparation, calculation and reporting of data for the indicators of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. ('Brisa', 'the Company') within the scope of limited assurance included in the Brisa Bridgestone Sustainability Report 2024 ('Sustainability Report 2024').

The indicators include **social indicators, environmental indicators and economic indicators**. It is the responsibility of the Company's management to ensure that appropriate procedures are in place to prepare the indicators mentioned above in line with, in all material respects, the Principles.

The data included in this guideline is for the FY 24 (1 January – 31 December 2024), fiscal year ended December 31, 2024, and as detailed in the "Key Definitions and Reporting Scope" section comprises only the relevant operations of the Company in Türkiye that are the responsibility of the Company by excluding information about subcontractors. The social indicators in this manual do not include data from Arvento.

General Reporting Principles

In preparing this guidance document, consideration has been given to following principles:

- Information Preparation – to highlight to users of the information the primary principles of relevance and reliability of information; and
- Information Reporting – to highlight the primary principles of comparability / consistency with other data including prior year and understandability / transparency providing clarity to users.

Key Definitions and Reporting Scope

For the purpose of this report, Brisa defines:

Type	Indicator	Scope
Social Indicators	Occupational Health and Safety	
	Accident Frequency Rate (%)	In the reporting period, the total number of lost work days, including lost-time injuries, limited incapacity for work and medical treatment practices, followed by notifications made to the Social Security Institution, that happened to directly employed female and male employees during a work-related activity. It represents the ratio found by multiplying the ratio to the total actual working time in the reporting period with the value of two hundred thousand.
	Accident Severity Rate (%)	In the reporting period, the loss of time injury, limited incapacity of the employees, which happened to the directly employed female and male employees during a work-related activity and prevented them from coming to the workplace on the next shift or the next working day, followed by the notifications made to the Social Security Institution. It refers the ratio found by multiplying the ratio of the total loss of working days, including medical treatment practices, to the total actual working time in the reporting period, by the value of two hundred thousand.
	Number of Accidents (#)	This indicator indicates the total number of accidents which occurred during a work-related activity of the employee and monitored through notifications made to the Social Security Institution during the reporting period.
	Number of Fatalities (#)	This indicator reflects the number of fatal accidents which fall under the definition of "fatal accidents" within the scope of the Occupational Health and Safety Law No.6331, resulted in deaths which occurred during a work-related activity of the employee and monitored through notifications made to the Social Security Institution during the reporting period.
	Number of Occupational Diseases (#)	This indicator reflects the total number of occupational diseases that refer to temporary or permanent illness, physical or mental disability, which occur due to the nature of the work, or the operating conditions of the business. This is followed up through notifications made to the Social Security Institution during the reporting period.
	Injury-related Absenteeism (day)	In the reporting period, it refers to the number of days lost due to slips, falls, pinches and cuts caused by equipment, tools, vehicles and materials. The number of days resulting from fatal accidents is not included.
	Lost Workday Rate (%)	This indicator means the rate of lost workdays due to work accidents that are machine/equipment collision, uncontrolled material movement, cutting with blades, getting stuck between machine equipment, falling/sliding/ tripping, car crashes, landings, rubbing, getting stuck between car and equipment, and monitored through notifications made to the Social Security Institution during the reporting period.
	Total OHS Trainings (h)	This indicator represents the total hours of the OHS trainings, delivered to the employees and sub-contractors, that is tracked monitored through the training tracking platform of Human Resources of the Companies during the reporting period.



Type	Indicator	Scope
Social Indicators	Total Number of Employees	
	Total Number of Employees by Gender (#)	In reporting period, it refers to the total number of employees who were monitored through the Brisa Human Resources data platform and whose Employment Entry Declaration was made to the Social Security Institution. Intern employees are not included in the total number of employees.
	Distribution of Female Employment	
	Total Female Employee Ratio (%)	This indicator refers to the rate of female employees among the total number of employees in the reporting period, who were followed up with the Company's Human Resources data platform and whose Employment Statement was made to the Social Security Institution.
	Managers by Level (#)	This indicator refers the number of female employees working in upper-level, mid-level and first-level managerial roles, followed by the Company's Human Resources data platform, and made a Recruitment Statement to the Social Security Institution during the reporting period.
	Female Managers Ratio by Level (%)	This indicator means the ratio of female employees working in upper, middle and first level managerial roles to the total number of upper, middle and first level managers, who are followed up with the Company's Human Resources data platform, and whose Employment Statement is made to the Social Security Institution during the reporting period.
	Number of Managers in Revenue Generating Roles by Gender (#)	In the reporting period, the breakdown of the Company's employees in revenue generating managerial roles according to gender.
	Ratio of Female Managers in Revenue-Generating Roles (%)	This indicator means the proportion of female executives working in the Company's income generating managerial roles during the reporting period. The number of female managers working in income generating roles; Women executives involved in Sales, Purchasing, Terminal and Logistics are included.
	Number of Employees in STEM (IT, engineering, etc.) Roles by Gender (#)	In the reporting period, it refers to the total number of employees working in STEM roles of the Company according to gender breakdown. Employees in STEM roles include employees working in the IT team and engineering graduates.
	Ratio of Female Employees in STEM (IT, engineering, etc.) Roles (%)	This indicator means the ratio of female employees working in STEM roles of the Company during the reporting period. Number of female employees working in STEM roles; Female employees who work in the IT team and have engineering degrees are included.
	Number of Employees on Maternal / Paternal Leave (#)	In the reporting period, it represents the number of female employees who took maternity leave within the scope of the Company's Regulation on Maternity Leave or Part-Time Work After Unpaid Leave, and the number of male employees who took paternity leave within the scope of the Company's Labor Law No. 4857.
	Number of employees returning from maternal/paternal leave (#)	In the reporting period, within the scope of the Regulation on Part-Time Work to be Performed After Maternity Leave or Unpaid Leave and within the scope of the Labour Law No. 4857, it refers to the number of employees who return to work after the expiry of the maternity/paternity leave of the Company within the periods specified in the regulation and monitored by the Human Resources platform.
	Ratio of the Employees Returning From Maternal/Paternal Leave (%)	This indicator represents the ratio of the number of employees who took maternity leave of the Company to the number of employees who did not return to work after taking maternity leave during the reporting period.
	Trainings	
	Total Training Hours by Gender, Age and Manager Levels (hours)	In the reporting period, it refers to the total number of training hours given to employees broken down by gender (female, male), age (under 30, between 30-50, over 50), management level (primary, middle, senior) and training categories (ethical principles, equality, equal opportunities, inclusiveness, sustainability and environment), which were monitored and recorded on the training platform of Brisa Human Resources.
	Average Annual Training Hours per Employee by Gender, Age and Manager Level (hours)	In the reporting period, it refers to the ratio of total training hours given to employees broken down by gender (female, male), age (under 30, between 30-50, over 50) and management level (primary, middle, senior) to the total number of employees, which is monitored and recorded on the training platform of Brisa Human Resources.
	Training Hours by Category (hours)	In the reporting period, this indicator refers to the breakdown of total training hours given to the Company employees and monitored through the Company's Human Resources Training Tracking Platform according to the type of training (Sustainability and Environment, Ethical Principles).
	Total Training Cost (TL)	This indicator the reporting period, it refers to the expenditures of the Company followed up with invoices as training expenditures in the accounting record system.
	Average Annual Training Cost Per Employee (TL)	This indicator means the ratio of the total cost of the trainings given in the reporting period to the total number of employees.



Type	Indicator	Scope
Social Indicators	Recruitments	
	Newly Hired Employees (by Age, Gender and Manager Level) (#)	In the reporting period, it refers to the total number of employees recruited by the Company and declared to the Social Security Institution with the Declaration of Employment within the reporting year, monitored through the Human Resources data platform, and reported in terms of gender (female, male), age (under 30, between 30-50, over 50), management level (primary, middle, senior).
	Resignations	
	Number of Employees Left (by Age, Gender and Managerial Level) (#)	In the reporting period, it refers to the total number of white-collar employees who left their jobs during the reporting year, which was declared to the Social Security Institution of the Company with the Leaving Work Declaration within the reporting year, monitored through the Human Resources data platform, and reported in terms of gender (female, male), age (under 30, between 30-50, over 50), management level (first, middle, senior).
	Employee Turnover Rate by Gender, Age and Manager Level (%)	In the reporting period; it refers to the ratio of the number of white-collar employees who left their jobs to the total number of employees reported by gender (female, male), age (under 30, between 30-50, over 50), management level (primary, middle, senior).
Environmental Indicators	Number of People Reached by Inclusion Programs (#)	In the reporting period, it refers to the number of vulnerable groups (65+ citizens, youth, children, women) reached within the scope of the inclusion programme.
	Energy Management	
	Natural Gas Consumption (m3)	This indicator means the total purchased natural gas (volume – m3) consumption used for heating, cooking and other business operations that require natural gas, at the relevant locations of the Company during the reporting period. It is reported in MWh.
	Diesel Consumption (lt)	This indicator means the amount of diesel fuel (volume – l) purchased during the reporting period, used in generator fuel, forklift fuel, boilers and vehicles at the relevant locations, and followed by invoices received from service providers. It is reported in MWh.
	Gasoline (lt)	This indicator reflects the total purchased gasoline (volume – l) consumption used for company-owned cars at the relevant locations of the Company during the reporting period. It is reported in MWh.
	Electricity Consumption (MWh)	This indicator reflects the total purchased electricity consumption used for air conditioning, lighting, electrical equipment uses and other business operations that require electricity, at the relevant locations of the Company during the reporting period. It is reported in MWh.
	Energy Consumption from Renewable Energy Sources (MWh)	This indicator means the energy consumption of the Company from renewable energy sources such as HEPP, RES, GES, Geothermal in the reporting period. It is reported in MWh.
	Renewable Energy Generation (MWh)	This indicator means the total of renewable energy produced by the Company in the reporting period.
	Renewable Energy Consumption (MWh)	This indicator means the total of renewable energy consumed by the Company during the reporting period.
	Energy Savings (KWh)	This indicator refers to the KWh energy equivalent of natural gas, electricity and diesel savings achieved through energy saving projects carried out by the Company during the reporting period.
	Renewable Energy Ratio (%) (Share of Renewable Electricity Consumption in Total Electricity Consumption)	This indicator refers to the ratio of the amount of electricity purchased by the Company, certified by I-REC and YEK-G certificates, and the amount of electricity produced and consumed by the Company with solar energy (SPP) panels to the total amount of electricity purchased and produced and consumed during the reporting period.
	Greenhouse Gas Emissions (ton CO2e)	
	Scope 1 Greenhouse Gas Emissions (tCO2e)	This indicator refers to the greenhouse gas emissions caused by the consumption of natural gas, diesel, petrol and the use of cooling gases and fire extinguishers at the relevant locations of the Company during the reporting period.
	Scope 2 Greenhouse Gas Emissions (Location Based) (tCO2e)	This indicator refers to the greenhouse gas emissions arising from the consumption of electricity purchased at the relevant locations of the Company during the Reporting period.
	Scope 2 Greenhouse Gas Emissions (Market Based) (tCO2e)	This indicator refers to the greenhouse gas emissions arising from electricity consumption from non-renewable sources that are not certified with I-REC or YEK-G and purchased from non-renewable sources at the relevant locations of the Company during the reporting period.
	Other Indirect (Scope 3) Emissions - Category 6: Business Travel (tonnesCO2e.)	This indicator represents the indirect emissions from all air travel and hotel accommodation for business purposes during the reporting period.
	Other Indirect (Scope 3) Emissions - Category 7: Employee Commuting (tonnesCO2e.)	This indicator refers to the indirect greenhouse gas emissions caused by the commuting of the Company's employees to and from work by employee shuttles during the reporting period, calculated by using fuel information obtained from the shuttle service providers.



Type	Indicator	Scope
Environmental Indicators	Total Water Usage by Source (m3)	
	Underground Water Withdrawal(m3)	This indicator means the underground water withdrawal (in volume – m3) at the relevant locations, followed by the invoices of the Company's service providers.
	Municipal Water Withdrawal (m3)	In the reporting period, this indicator refers to the amount of mains water withdrawal by the Company, followed by the invoices of the service providers of the Company.
	Grey Water Withdrawal (m3)	In the reporting period, it refers to the Company's grey water withdrawal, which is monitored by the Company's meters and monthly water meter forms.
	Rainwater Withdrawal (m3)	This indicator refers to the amount of rainwater consumed by the Company during the reporting period, followed by the Company's meters and monthly water meter forms.
	Total Water Withdrawal (m3)	This indicator refers to the total amount of well water, municipal water, rainwater and grey water withdrawal of the Company during the reporting period.
	Waste Water Discharge by Destination (m3)	This indicator refers to the amount of wastewater discharged as a result of the Company's consumption of municipal water, well water and rainwater, which are monitored by meters and used in the process and kitchen, during the reporting period.
	Total Water Consumption (m3) (Total Withdrawal - Discharge)	This indicator refers to the total amount of water consumption calculated by subtracting the total amount of water discharged from the total amount of water withdrawn by the Company during the reporting period.
	Water Recycled and Reused (m3)	This indicator refers to the amount of water recovered and used from process and domestic wastewater during the reporting period, which is monitored by the Company's meters and treatment system monitoring forms.
	Total Waste Amount by Type (tonnes) (İzmit+Aksaray)	
	Wastes Recycled (ton)	It refers the total amount of hazardous and non-hazardous waste generated and recycled by the Company, which is tracked by the MOTAT (Mobile Waste Tracking System) available on the portal of the T.R. Ministry of Environment, Urbanization and Climate Change (Integrated Environmental Information System) during the reporting period.
	Hazardous Waste (tonnes)	In the reporting period, it refers to the amount of hazardous waste at the locations where the Company's operations take place. Total hazardous waste is the sum of waste recycled/reused at the facility (including plastics and electronic waste), waste recycled/reused by a third party (including plastics and electronic waste), waste disposed in landfills, landfill/solid waste, waste incinerated with energy recovery and waste incinerated without energy recovery.
	Non-hazardous Waste (tonnes)	In the reporting period, non-hazardous waste means the amount of non-hazardous waste at the locations where the Company's operations take place. Total non-hazardous waste is the sum of waste recycled/reused by a third party (including plastic and electronic waste), waste going to landfill/solid waste, waste incinerated with energy recovery and waste incinerated without energy recovery.
Economic Indicators	Other Recycled Plastics (ton)	In the reporting period, it refers to the amount of other plastic waste generated and recycled by the Company, which is tracked by the MOTAT (Mobile Waste Tracking System) available on the portal of the T.R. Ministry of Environment, Urbanization and Climate Change (Integrated Environmental Information System).
	Landfill (ton)	It refers the total amount of hazardous and non-hazardous waste generated by the Company and sent to the landfill/solid waste site during the reporting period, followed by the MOTAT (Mobile Waste Tracking System) available on the portal of the T.R. Ministry of Environment, Urbanization and Climate Change (Integrated Environmental Information System). it does.
	Incineration (ton)	It refers to the total amount of hazardous and non-hazardous waste generated by the Company and sent to the incineration plant, followed by the MOTAT (Mobile Waste Tracking System) available on the portal of the T.R. Ministry of Environment, Urbanization and Climate Change (Integrated Environmental Information System) during the reporting period.
	Sustainable Business Model	
	Number of Sustainable Products and Services (#)	It refers to the number of mitigation (Products that directly reduce resource use or carbon emissions. Includes activities that are considered unquestionably sustainable.), transition (Products and services that are not considered entirely environmentally friendly in nature, but can be considered as a transition to more sustainable technologies, such as cement and rubber products produced using alternative raw materials and/or fuels.), enabler (Products that are not considered as direct source/carbon emission reduction activities, but facilitate the dissemination of related technologies.) and enhancing positive social impact products and services offered by the Company during the reporting period that provide environmental and social benefits.
	Sustainable Products and Services Revenue (TL)	It refers to the income obtained from the products and services offered by the Company during the reporting period, which provide environmental and social benefits, and have a mitigation, transitional and facilitating nature. It is reported as TL on a consolidated basis.
	Ratio of sustainable product and service revenues to total revenue (%)	In the reporting period, this indicator represents the ratio of the Company's revenue from the sale of sustainable products to the total revenue in the Company's financial statements for 2023.
	R&D and innovation investments (TL)	In the reporting period, this refers to the Company's R&D and innovation investments.
	Sustainability-oriented R&D and innovation investments (TL)	It refers to the sustainability-oriented R&D and innovation investments of the Company made during the reporting period. It is reported as TL on a consolidated basis.
	Ratio of sustainability-oriented R&D and innovation investment budget to total revenue (%)	It refers to the ratio of sustainability linked R&D and innovation investments in the Company's investment budget to total R&D and innovation investment during the reporting period.



Type	Indicator	Scope
Economic Indicators	Environmental Investments and Expenditures	
	Amount of Environmental Investment (TL)	This indicator means the investments made by the Company in terms of mitigation (products and activities that reduce direct carbon emissions), transition (products that are not sustainable in nature but produced with sustainable methods) and enabler (does not directly contribute to carbon emission reduction but has the effect of accelerating the product's sustainable quality) in the reporting period.
	Amount of Total Environmental Expenditures (TL)	In the reporting period, it means the legally obligatory expenditures of the Company including the expenditures such as emission measurement, CDP consultancy, GEKAP, and expenditures that are not required by law such as tire component crushing line, plastic crushing plant, dust collector improvement.
	Environmental Benefit (sm3)	In the reporting period, this indicator refers to the volume equivalent of the amount of natural gas savings achieved by the Company through waste heat reduction and recovery and steam optimisation projects.
	Environmental Benefit (KWh)	In the reporting period, this indicator refers to the KWh equivalent of the amount of electricity savings achieved by the Company through projects such as green energy, lighting optimisation and ventilation system optimisation.
	Environmental Benefit (tonnesCO ₂ e., TL)	In the reporting period, this indicator refers to the emission equivalent of all natural gas, electricity and diesel saved through energy saving projects carried out by the Company in tonnes of carbon dioxide equivalent and the financial equivalent of these savings (TL).

Data Preparation

Social Indicators

Occupational Health and Safety Data

The number of accidents and the number of fatal cases are followed by the tables that list the SGK declarations. No occupational disease and fatal accident were encountered during the relevant period. The following definitions and formulas are used in the calculation of occupational health and safety indicators.

Formulas:

Incidence Rate = Number of Lost Working Days x 200,000 / Total Actual Working Hours

Severity Rate = Loss of Working Days x 200,000 / Total Actual Working Hours

*Lost Workday Rate = Accidental Absence / Total Working Hours * 200,000*

Distribution of Women Employees Data

The total number of employees represents the total number of employees of the companies as of the end of the reporting year, based on the information contained in the human resources systems as of 31 December 2023. There are no first level managers in the organisational structure. Mid-level managers refer to managers working in the position of manager, and senior managers refer to managers working in director and higher positions.

The following definitions and formula are used in the calculation of indicators of female employee distribution.

Formulas:

Ratio of Female Employees = Number of Female Employees / Total Number of Employees

Ratio of First, Middle and Senior Female Managers = Number of First, Middle and Senior Female Managers / Total Number of Primary, Middle and Senior Managers

Ratio of Female Employees in STEM (IT, engineering, etc.) Roles = Number of Female Employees in STEM (IT, engineering, etc.) Roles / Total Number of Employees in STEM (IT, engineering, etc.) Roles

Ratio of Female Managers in Income Generating Roles = Number of Female Managers in Income Generating Roles / Total Number of Managers in Income Generating Roles

Return to Work Rate After Maternity Leave = Number of Employees Taking Maternity Leave / Number of Employees Returning from Maternity Leave

Employee Turnover Rate = Number of Employees Left / Total Number of Employees



Trainings:

It represents the trainings provided to the employees during the reporting period. Total training hours is divided into four sub-categories. Total training hours by gender (female and male), by age (under 30, between 30 and 50, over 50), by training types ("ethics", "diversity and inclusion", "sustainability and environment" and "anti-bribery and corruption").

Total cost of the trainings represents the total cost of all the trainings provided by the Companies to their employees.

Formulas:

Average Training Costs per Employee = Total cost of all the trainings / the number of employees

Total Number of Employees Hired

The number of employees hired during the reporting period is divided into three categories as gender (female and male), age (under 30, between 30 and 50, over 50) .

Total Number of Employees Left

The number of employees left during the reporting period is divided into three categories as gender (female and male), age (under 30, between 30 and 50, over 50).

Turnover Rates

Formulas:

Turnover rates by gender:

Number of female employees left / total number of female employees

Number of male employees left / total number of male employees

It refers to the number of people of the sensitive groups (old, youth, women, and disabled people, etc.) reached by the Group through inclusion programs.

Sensitive groups reached in 2023 include youth, children, and women. It represents the number of young people and children reached through activities and donations within the scope of the "Brisa Mensupları Öğrenim Destekleme Derneği (BMÖDD)" and "Sabancı Lassa Mid-School". The number of women reached represents the number of people reached by the Ideathon and "Hatay Kuluçka Merkezi" program.

Environmental Indicators

Energy Consumption by Fuel Type

Within the scope of energy consumption data for Brisa natural gas, diesel, fuel-oil, gasoline, LPG and electricity have been consumed. The data is obtained with the meter, invoice, receipt, and maintenance-repair forms of the service providers.

Diesel consumption is obtained from invoices issued by service providers for generators, fire pumps and company vehicles. Gasoline and LPG consumption is obtained from the invoices issued by service providers for company vehicles. For natural gas consumption, the m3 value in the invoice was taken into consideration for İzmit, Aksaray, Altunizade, Esenler and Arvento locations. Purchased electricity consumption at all locations is monitored through invoices received from service providers. In addition, renewable energy production consumed by the Organisation is monitored through contracts/invoices made with the Company.

Brisa uses the following conversion factors in their energy consumption calculations:

- Since the electricity supply unit is billed in kWh, a conversion factor of 1 kWh=0.0036 GJ is used for conversion to GJ;
- Since the natural gas supply unit is billed in m3, a conversion factor [1m3 * (Calorific Value) MJ/m3]/1000 is used;
- Since the diesel supply unit is billed in liters, the conversion factor [1 ltr * (Calorific Value) MJ/l] /1000 is used for conversion to GJ;
- Since the gasoline supply unit is billed in liters, the conversion factor [1l * (Calorific Value) MJ/l] /1000 is used for conversion to GJ;
- Since the unit of all fuel consumption is reported as MWh, a conversion factor of 1GJ=0.277777 MWh is used for conversion to GJ.

In addition, relevant MSDS (Material Safety Data Sheet) given by the service providers have been used for density values in Brisa for LPG consumption conversions.

Share of Renewable Energy Consumption in Total Energy Consumption

Renewable energy consumption refers to the renewable energy sourced electricity consumption by the Company.

It contains the sum of electricity consumptions certificated with the I-REC (Renewable Energy Certificate), YEK-G (Renewable Energy Resource Guarantee System) and solar electricity generation by the entity.

Renewable energy generation, on the other hand, refers to the total electricity produced by the Company from renewable energy sources. It is followed by reports received on the system.

Formulas:

*Share of Renewable Energy Consumption in Total Energy Consumption (%) = (Renewable Energy Consumption / Total Energy Consumption) * 100*



Scope 1, 2 and 3 Emissions

Scope 1 and Scope 2 emissions have been calculated in accordance with ISO 14064-1, with the principle of operational control within the framework of the "Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard".

In the calculations, CO2 equivalent factors consisting of CO2, CH4, N2O, HFCs (SF6 and refrigerant gas) CO2 equivalent emission factors were used. The emission sources are detailed in the table below. Global Warming Potential (GWP) coefficients are from 5th and 6th Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) (https://www.ipcc.ch/site/assets/uploads/2018/02/SYR_AR5_FINAL_full.pdf) and global warming values Department for Environment, Food and Rural Affairs of United Kingdom (<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2023>) and the resultant ton CO2-e value is calculated by multiplying with the appropriate coefficients.

Emission Sources - Scope 1	Emission Calculation Methodology
Stationary	Emission factors are taken from IPCC 2006 guidelines, fuel NCV and density values are taken from regulations published by Ministry of Energy, IPCC 2006. IPCC GWP coefficients are taken from the 6th assessment reports.
Mobile	Emission factors are taken from IPCC 2006 guidelines, fuel NCV and density values are taken from regulations published by Ministry of Energy, IPCC 2006. IPCC GWP coefficients are taken from the 6th assessment reports.
Fugitive	Global Warming Potential (GWP) values are taken from IPCC 6th Assessment Report.
Emission Source - Scope 2	Ton CO2-e/MWh
Türkiye Electricity (Grid-sourced)	TEİAŞ 2022 emission factors for electricity generation were used.
Emission Factors - Scope 3	Ton CO2-e/MWh
Category 6: Business Travel	Emission factors by flight categorisation (business/economy, domestic/international) are taken from DEFRA 2023.
Category 7: Employee Commuting	For services, DEFRA 2023 emission factors were used.

Water Consumption

The water withdrawals and discharges are monitored through the inlet and outlet meters located within the facilities, monthly activity reports of the Ministry of Environment, Urbanization, and Climate Change of the Republic of Türkiye and payment invoices. Water consumption consists of the amount of water withdrawn from nature by the facilities and not discharged (into the product, evaporation, or leakage) to directly.

Formulas:

Water consumption (m3) = Water Withdrawal by Source – Total Amount of Water Discharge

Waste

Hazardous wastes are defined as wastes containing substances that are dangerous for human health and the environment and that have the potential to be harmful, while non-hazardous wastes are defined as wastes that do not cause any harm to human health and the environment. Hazardous wastes are defined as wastes containing substances that are dangerous for human health and the environment and that have the potential to be harmful, while non-hazardous wastes are defined as wastes that do not cause any harm to human health and the environment (Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, Waste Management Regulation - Article 4). According to the disposal methods, the total amount of hazardous and non-hazardous waste which is landfilled, recycled in the facility/outside the facility, incinerated for energy recovery and incinerated without energy recovery are reported.

The total amount of hazardous and non-hazardous waste is monitored through official documentation including Waste Declaration Forms, Mass Balance System (MOTAT, KDS etc.) of the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change and disposal delivery notes/records, etc.

The amount of recycled waste refers to the amount of waste that goes to the Company's landfill/solid waste site or is recycled by itself or another organization, recovered for energy purposes and reused. Recycled wastes contain on wastes which are disposed as emphasized in "R" code in Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, Waste Management Regulation Annex-1: Waste Code Determination Hierarchy and Waste Code Explanations.

Formulas:

*Amount of Recycled Waste = Waste Recycled/Reused at the Facility + Recycled/Reused by a Third-Party + Landfilled + Incinerated with Energy Recovery
Reused / recycled waste ratio = Amount of Recycled Waste / (Total Hazardous Waste + Total Non-Hazardous Waste)*



Economic Indicators

The following definitions and formulas are used in the calculation of economic indicators.

Sustainable Business Model

Products and services identified as sustainable are;

- Products and services that provide benefits related to the direct reduction of environmental resources / carbon emissions (mitigation),
- Products and services related to the reduction of environmental resource use / carbon emissions in technologies and activities that are not considered sustainable in nature (transition),
- Products and services that are not considered as direct source / carbon emission reduction activities, but facilitate the dissemination of related technologies (enabler)
- Grouped as products and services that create positive social impact.

Revenues from products and services are obtained through product-based sales lists, and total revenues from related product types are reported within the scope of this indicator. Within the scope of the ratio of SDG-related product and service revenues to total TL revenues, total TL revenues refer to the total revenues generated by the companies as of the end of the reporting year as stated in their annual reports or audited financial reports published as of 31 December 2024.

The total amount reported within the scope of R&D and innovation investments consists of investments made within the approved budget of the Company. The amounts reported within the scope of R&D and innovation investments represent the total revenue figures stated in the Company's annual reports or audited financial reports published as of 31 December 2024. The total amount reported within the scope of sustainability-focused R&D and innovation investment represents sustainability-focused investments included in the Company's approved R&D and innovation investment budget.

The number of SDG-related products and services consists of 592 products and services that are considered transitional, enabling and positive social impact products. Products that are not considered inherently sustainable are tyre products and product improvements designed with Aspects+mobilfix.

Products that are not completely environmentally friendly in nature, such as PSR A&B, LVR A&B&C labels, TBR A&B&C tire models, but can be considered as a transition to more SDG-linked technologies are included in the transition product group. In the enabler product group, manufactured tire products for electric vehicles were evaluated. In the category of products with positive social impact, wet braking distance (All groups A value & Sound All groups PBN wave-1 value), wet groundbreaking distance (All groups A value & Sound All groups different from PBN wave-1 value) and wet ground breaking distance (All groups different from A value & Sound All groups PBN wave-1 value) products were evaluated.

The projects included in the scope of R&D and innovation investments are the projects carried out at Brisa R&D Centre and the reported balance includes the R&D projects capitalised in the fiscal year 2023.

Total amounts reported within the scope of SDG related R&D and innovation investments consist of expenditures made within the approved budget of the Company. The projects carried out at the Brisa R&D Centre are the projects carried out under the headings of rolling resistance, reduction of noise and raw material usage, energy saving, localisation projects, use of recycled materials and improvement of wear life within the scope of environmental investment.

Formulas:

Ratio of SDG-linked Product and Service Revenues to Total Revenue = SDG-linked Product and Service Revenues / Total Revenue

*Ratio of SDG-linked R&D and Innovation Investment to Total Revenue (%) = (SDG-linked R&D and Innovation Investment / Total Revenue) * 100*

Savings and Reduction Based on Environmental Investments

Within the scope of the financial savings and environmental and social benefit indicators realized through sustainable investments and/or operations, the Company's electricity, natural gas and diesel CO2 savings in tones and savings in TL are reported. The financial and environmental benefits of energy saving projects realized in Izmit and Aksaray locations were evaluated and combined.

Environmental Investments and Expenditures

Environmental expenditures that are not required by law are process improvements, consultancy and technical assistance service procurement; environmental expenditures that are required by law are expenditures such as waste treatment, emission measurement costs and GEKAP expenditures. The total amount reported in these indicators consists of the expenditures made within the approved budget of the Company. In addition, environmental investments refers to the amount of investments made for the execution of energy saving projects in Izmit and Aksaray plants.

Reconsideration Statement

The measuring and reporting of sustainability-related data inevitably involves a degree of estimation. Restatements are considered where there is a change in the data of greater than 5 percent at the Company level.



LIMITED ASSURANCE REPORT



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INDEPENDENT ASSURANCE REPORT


DRT Bağımsız Denetim ve SMMM A.Ş. (“Deloitte”) independent auditor's limited assurance report to the Board of Directors of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. (“Company”) and its subsidiaries (together referred to as “Group”) on the 2024 Sustainability Report for the year ended 31 December 2024.

Scope of Limited Assurance Engagement

We have been engaged to perform a limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and (ISAE) 3410 (“Standards”) on whether the Selected Sustainability Information listed below (the “Selected Information”) in the Company's Sustainability Report for the year ended 31 December 2024 (the “2024 Sustainability Report”) has been prepared in accordance with the principles set out in the Reporting Guidance section of the Company's Sustainability Report on pages 162-169.

Our assurance engagement does not cover information related to previous periods, other information included in the 2024 Sustainability Report, or Sustainability Information or any other information related to the 2024 Sustainability Report (including any images, audio files, or embedded videos).

Selected non-financial performance data for limited assurance

We have been engaged by the Group to perform limited assurance procedures on the accuracy of the following key performance indicators included in the 2024 Sustainability Report for the year ended 31 December 2024. The scope of the indicators subject to limited assurance procedures and found on pages 143-156 marked with an  of the 2024 Sustainability Report for the year ended 31 December 2024 is as follows:

Social Indicators

- Occupational Health and Safety Indicators
 - Number of Incidents (#)
 - Number of Fatalities (#)
 - Number of Occupational Diseases (#)
 - Absentee Rate (%)
 - Lost Day Rate (%)
 - Injury-Related Absenteeism (%)
 - OHS Training Hours (H)
- Employees by Category
 - Total Number of Employees (#)
 - Number of Employees by Nationality (#)
 - Women Employees' Rate (%)
 - Ratio of Women Managers (%)
 - Share of Women Managers in Revenue-Generating Roles (%)

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- Share of Women Employees in STEM Roles (%)
- Total Number of Employees on Maternity Leave (#)
- Total Number of Employees on Paternity Leave (#)
- Total Number of Employees Returned to Work After Maternity Leave (#)
- Ratio of The Employees Who Returned to Work After Maternal Leave (%)
- Number of Employees Hired by Age (#)
- Number of Employees Left by Gender (#)
- Number of Employees Left by Age (#)
- Turnover Rates by Gender (%)
- Inclusion Programs
 - People Reached Through Inclusion Programs in Reporting Period (#)
- Training
 - Total Hours of Training (H)
 - Average Training Hours Per Employee (H)
 - Total Training Cost (TL)
 - Average Training Costs per Person (TL)

Environmental Performance Indicators

- Energy Consumption
 - Total Energy Consumption (MWh)
 - Renewable Energy Consumption (MWh)
 - Purchased Heat/Steam/Cooling (kg)
- Intensity Indicators
 - Energy Intensity (MWh/ Million TL)
 - Greenhouse Gas Emission Intensity (tCO₂e / Million TL)
- Greenhouse Gas Emissions
 - The Greenhouse Gas Emissions (GHG) Consolidation Approach
 - Scope 1 (tCO₂e)
 - Scope 2 (Location Based) (tCO₂e)
 - Scope 2 (Market Based) (tCO₂e)
 - Scope 3 (tCO₂e)
- Water Consumption
 - Water Consumption (m³)
 - Water Withdrawal by Source (m³)
 - Water Recycled and Reused (%)
 - Total Amount of Discharged Water (m³)
- Waste
 - Total Hazardous Waste (Tonnes)
 - Total Non-Hazardous Waste (Tonnes)
 - Non-Hazardous Waste Including Ash Waste (Tonnes)
 - Total Waste without Ash Waste (Tonnes)
 - Total Waste with Ash Waste (Tonnes)
 - Percentage of Waste Reused and Recycled (%)
 - Percentage of Waste Reused and Recycled Including Ash (%)
 - Plastic Consumption (Tonnes)

Economic Performance Indicators

- Sustainable Business Model
 - Number of SDG-Linked Products and Services (#)
 - SDG-linked R&D and Innovation Expenditures (TL)
 - SDG-Linked R&D and Innovation Investments (TL)
 - Total of SDG-Linked R&D and Innovation Investments (TL)



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- Ratio of Sustainability-Oriented R&D and Innovation Budget to Total R&D and Innovation Budget (%)
- Savings and Reduction Based on Environmental Investments
- Total revenue of SDG-linked products and services in the period (TL)

Structural constraints

All assurance engagements have inherent limitations due to the selective testing of the information under review. Fraud, error or non-compliance may therefore occur and not be detected. In addition, non-financial information, such as non-financial information contained in reporting documents, is subject to more structural limitations than financial information, given the nature and methods used to identify, calculate and sample or estimate such information.

Our assurance engagement provides limited assurance as defined in ISAE 3000 (Revised) and (ISAE) 3410 ("Standards"). The procedures performed as part of a limited assurance engagement differ in nature and timing - and to a lesser extent - from a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore significantly narrower than the scope of a reasonable assurance engagement.

Special Purpose

Our work has been undertaken to inform the Group's Board of Directors of the matters we are required to report in this report and for no other purpose. To the extent permitted by law, we accept no responsibility to any person or entity other than the Group's Board of Directors for the assurance audit we have conducted or the conclusion we have reached.

This report has not been prepared within the framework of the obligation for certain businesses to comply with the Turkish Sustainability Reporting Standards (TSRS) published by the Public Oversight Authority ("POA") in the Official Gazette dated 29/12/2023, which mandates mandatory sustainability reporting as of 01/01/2024. According to the POA Decision published in the Official Gazette on 5 September 2024, these businesses are required to undergo limited assurance audits for their mandatory sustainability reporting. In the upcoming period, a separate sustainability report and limited assurance report will be prepared within this framework.

Our Independence and Competence

We comply with the independence and other ethical provisions of the *Code of Ethics for Accounting Professionals* published by the International Ethics Standards Board for Accounting Professionals, which sets out the basic principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

We apply the International Standard on Quality Management 1 (ISQM 1) and accordingly maintain a robust system of quality control, including policies and procedures that document compliance with relevant ethical and professional standards and requirements in laws or regulations.

Responsibilities of Management

The Group Management is responsible for the preparation, accuracy and completeness of the sustainability information and statements in the report. The Group Management is responsible for setting the Group's sustainability goals, establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Responsibilities of the Practitioner

Our responsibility is to reach a conclusion on the Selected Information based on our procedures. We conducted our limited assurance engagement in accordance with International Standards on Assurance Engagements and, in particular, International Standard on Assurance Engagements (ISAE 3000) (Revised) and Assurance Engagements on Greenhouse Gas Statements (ISAE 3410) on Assurance Engagements Other than Independent Audits.

The assurance engagement performed represents a limited assurance engagement. The nature, timing and extent of the procedures performed in a limited assurance engagement are limited compared to those required in a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower.

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Our Key Assurance Procedures

We carried out limited assurance on the accuracy of the selected key performance indicators specified below in the section "Selected non-financial performance data for limited assurance" related to 2024 year and included into the Report.

To achieve limited assurance, the ISAE 3000 (Revised) and (ISAE) 3410 ("Standards") requires that we review the processes, systems and competencies used to compile the areas on which we provide our assurance. Considering the risk of material error, we planned and performed our work to obtain all of the information and explanations we considered necessary to provide sufficient evidence to support our assurance conclusion.

To form our conclusions, we undertook the following procedures:

- Analyzed on a sample basis the key systems, processes, policies and controls relating to the collation, aggregation, validation and reporting processes of the selected sustainability performance indicators;
- Made inquiries with employees of the Group responsible for sustainability performance, policies and corresponding reporting;
- Performed selective substantive testing to confirm the accuracy of received data to the selected key performance indicators;
- Made inquiries of management and senior executives to obtain an understanding of the overall governance and internal control environment, risk management, materiality assessment and stakeholder engagement processes relevant to the identification, management and reporting of sustainability issues; and

We believe that our evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Limited Assurance Conclusion

Based on our work and the assurance procedures performed, nothing has come to our attention that causes us to believe, in our opinion, that the Selected Information referred to above in the Group's 2024 Sustainability Report for the year ended 31 December 2024, for which we were engaged to provide limited assurance, has not been prepared, in all material respects, in accordance with the Reporting Manual, as described in the "Auditor's Responsibilities" section above.

Restrictions on Use

This Report, including the conclusion, has been prepared for the Board of Directors of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. to assist in reporting the Group's performance and activities related to the Selected Information. We hereby authorize the inclusion of this report in the Sustainability Report prepared for the year ending 31 December 2024, to enable Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. Board of Directors to demonstrate that it has fulfilled its responsibilities by preparing an independent limited assurance report on Selected Information. Except to the extent permitted by law and in cases where prior written approval has been obtained and expressly agreed upon, we do not accept or assume any responsibility to anyone other than the Board of Directors of Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. and Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. in connection with the work we have performed or the report we have prepared.

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



Osman Arslan
Partner

4 November 2025
İstanbul, Türkiye



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Legal Disclaimer

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