



Analyst & Investor Day

June 26, 2025



The information and opinions contained in this document have been compiled by Brisa Bridgestone Sabancı Lastik Sanayi ve Ticaret A.Ş. (the "Company") from sources believed to be reliable and in good faith, but no representation or warranty, expressed or implied, is made as to their accuracy, completeness or correctness. No undue reliance may be placed for any purposes whatsoever on the information contained in this presentation or on its completeness, accuracy or fairness. This document may contain forward-looking statements by using such words as "may", "will", "expect", "believe", "plan" and other similar terminology that reflect the Company management's current views, expectations, assumptions and forecasts with respect to certain future events. As the actual performance of the companies may be affected by risks and uncertainties, all opinions, information and estimates contained in this document constitute the Company's current judgment and are subject to change, update, amend, supplement or otherwise alter without notice. Although it is believed that the information and analysis are correct and expectations reflected in this document are reasonable, they may be affected by a variety of variables and changes in underlying assumptions that could cause actual results to differ materially.

The Company does not undertake any obligation and disclaims any duty to update or revise any forward-looking statements, whether as a result of new information or future events. Neither this document nor the information contained within can construe any investment advice, invitation or an offer to buy or sell the Company and/or its group companies' shares. The Company cannot guarantee that the securities described in this document constitute a suitable investment for all investors and nothing shall be taken as an inducement to any person to invest in or otherwise deal with any shares of the Company and its group companies. The information contained in this document is published for the assistance of recipients but is not to be relied upon as authoritative or taken in substitution for the exercise of judgment by any recipient. You must not distribute the information in this document to, or cause it to be used by, any person or entity in a place where its distribution or use would be unlawful. Neither the Company, its board of directors, directors, managers, nor any of its employees shall have any liability whatsoever for any direct or consequential loss arising from any use of this document or its contents.

Today's Agenda

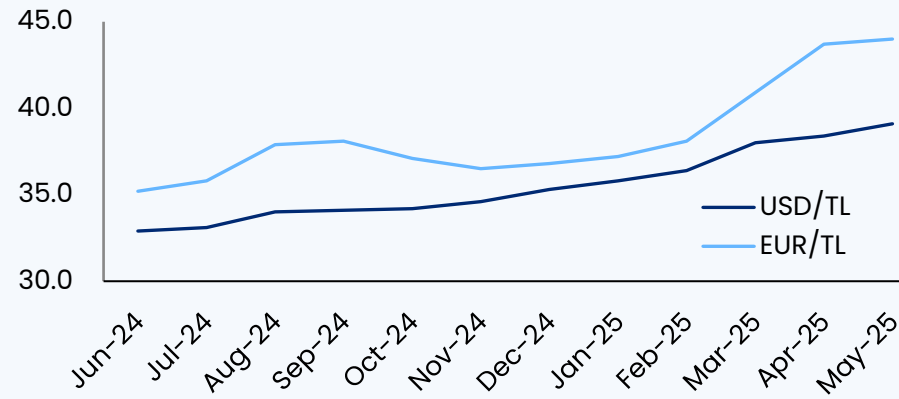
- Macro & Market Update: Game Plan Change from Growth to Margin
- Long-Term Vision & Strategic Initiatives on Track: Why Invest in Brisa?
- 2025 Outlook
- Q & A

Today's Agenda

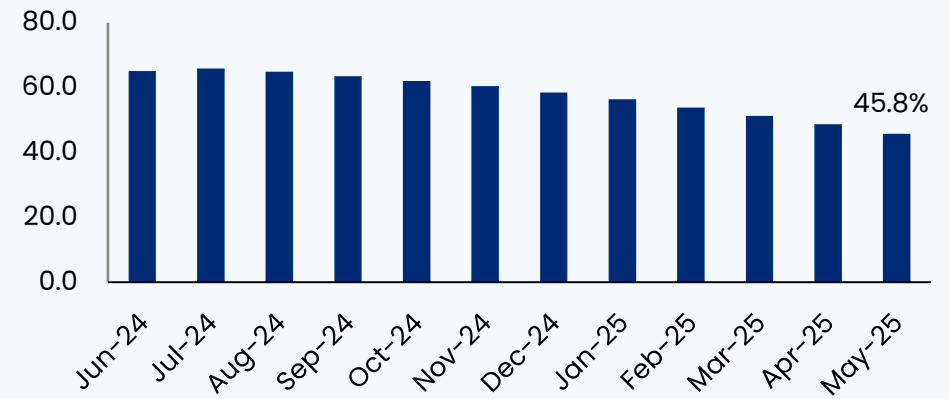
- Macro & Market Update: Game Plan Change from Growth to Margin
- Long-Term Vision & Strategic Initiatives on Track: Why Invest in Brisa?
- 2025 Outlook
- Q & A

Macro Update: Prevailing Pressures & VUCA Environment

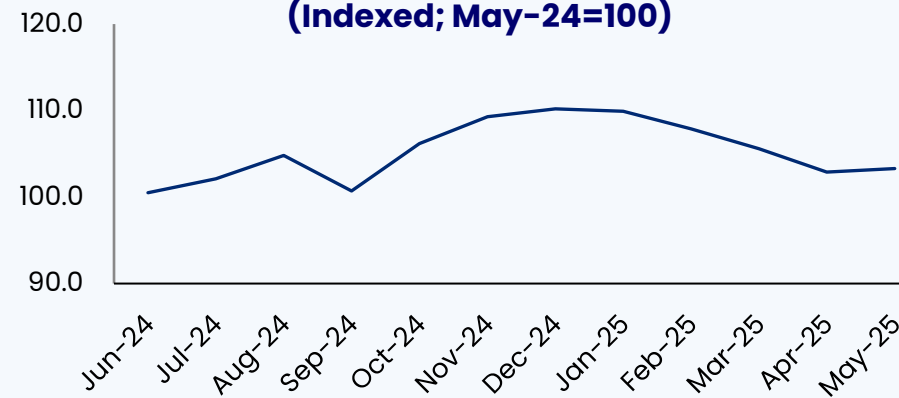
FX Rates* (End-of-Period)



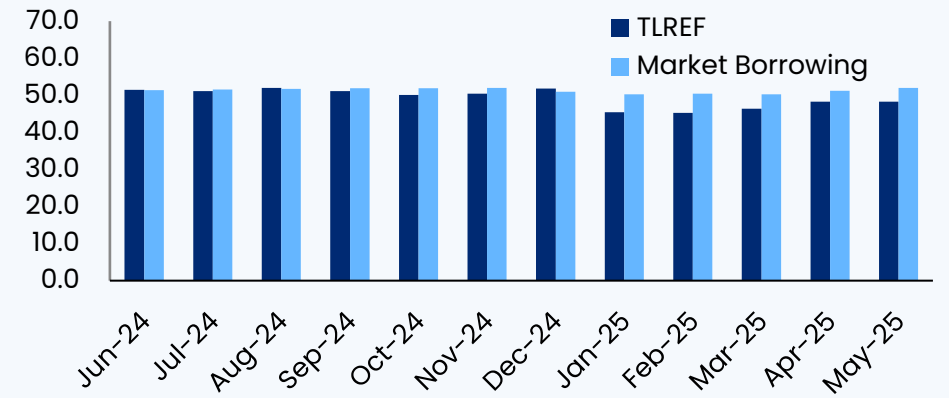
CPI Inflation (12-Month Moving Average, %)



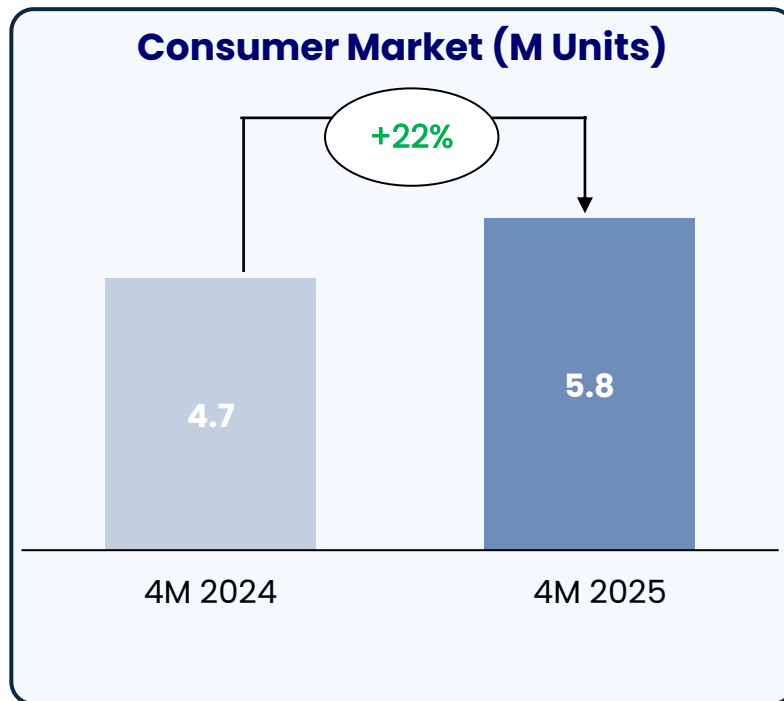
Direct Material Basket FX/Ton (Indexed; May-24=100)



TLREF & Market Borrowing Interest Rates (%)



RL Channel: Enhancing Strong Position in Targeted HRD* Segment



29.6%
(MS sell-out)

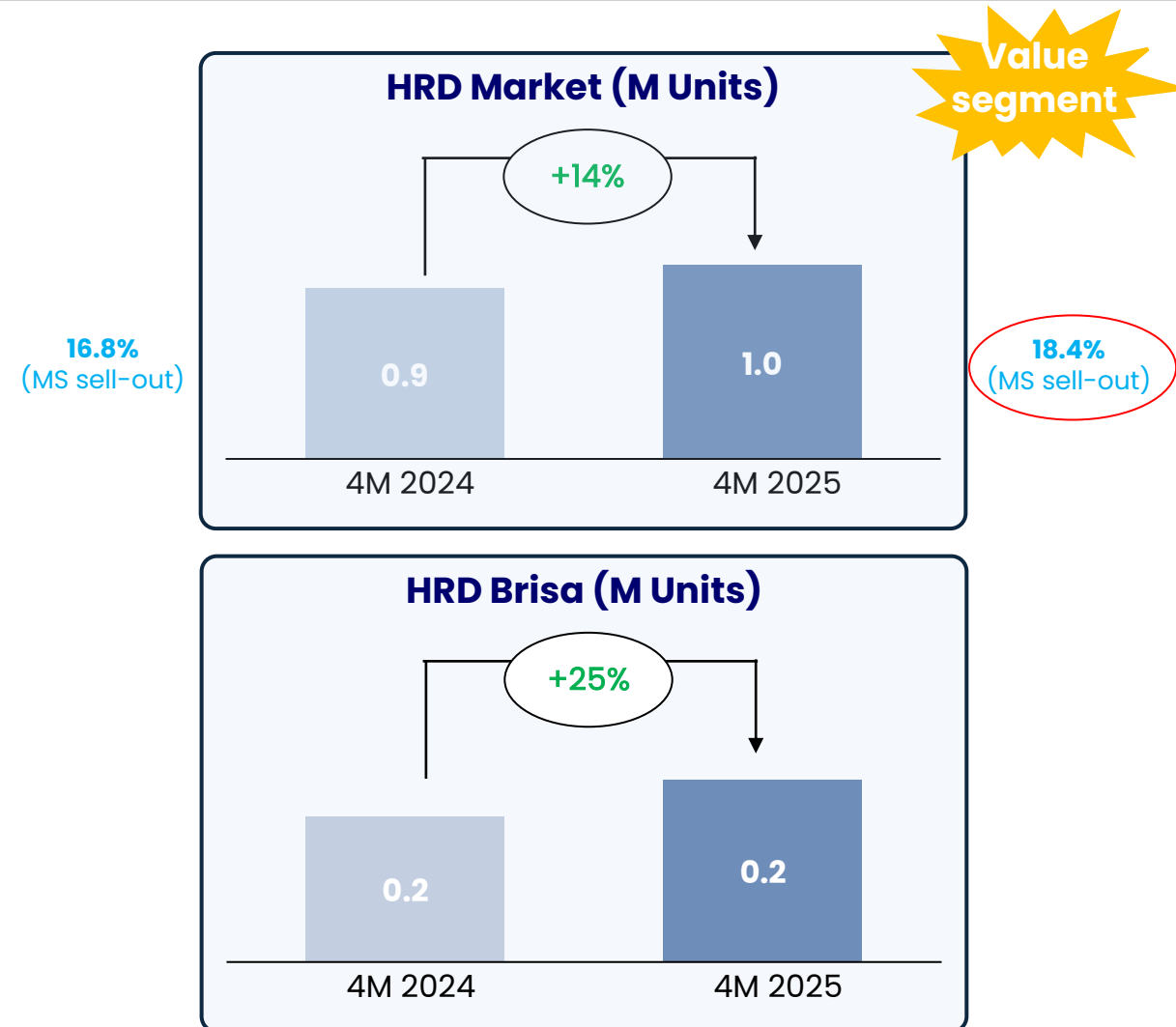
(I)
26.4%
(MS sell-out)

Why – (I):

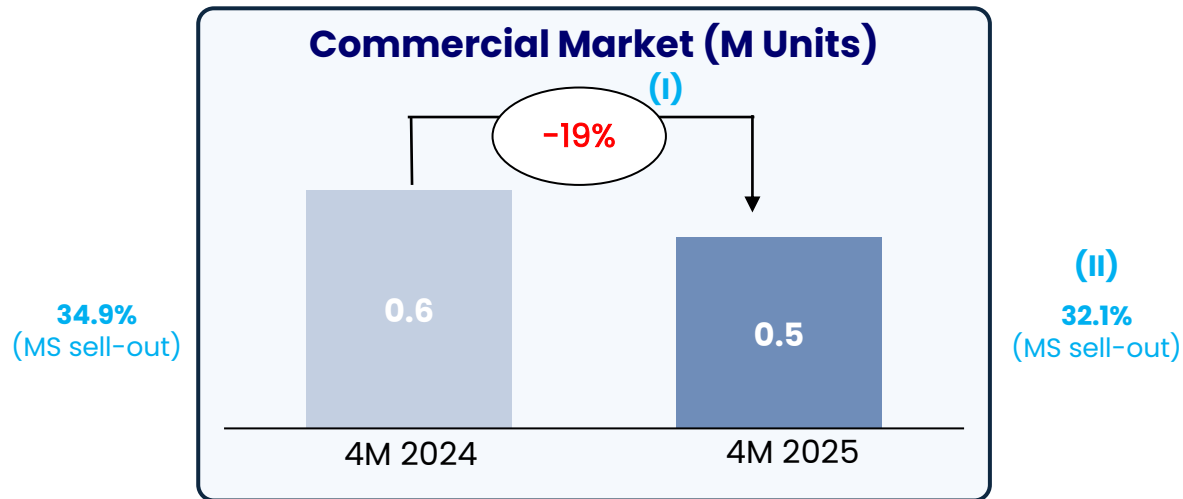
- Price-oriented consumer due to low PP
- Inflation-FX rate gap continues
- Government policies squeezing liquidity

Source: GfK

*HRD: Any PSR product having rim size 17" and above is categorized as HRD as well as Premium, regardless of brand



RL Channel: Prolonged Weakness in Commercial Segment



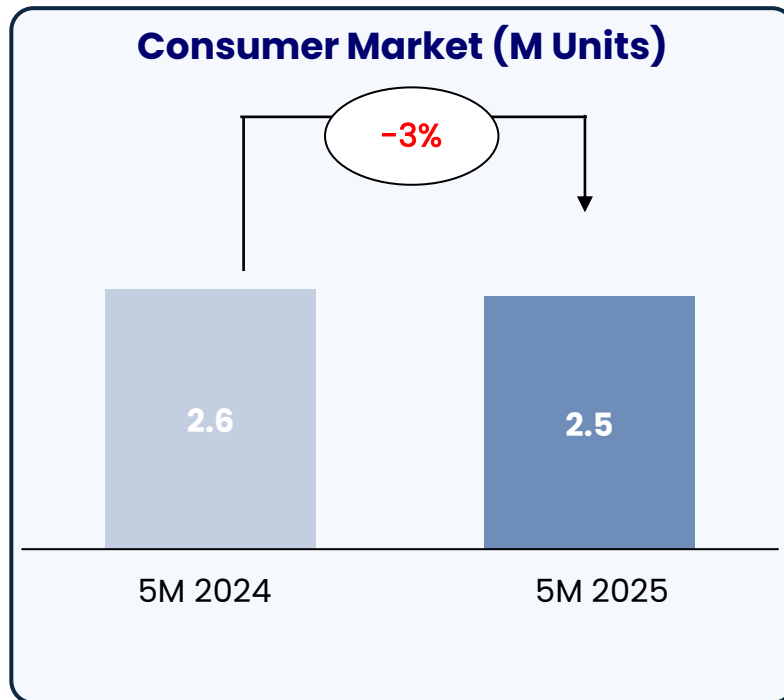
Source: GfK

Why – (i) & (ii):

- Solid growth in 2022-2023, followed by slowdown in 2024
- Deepened slowdown in 2025
- Government policies to control inflation reduced economic activity and increased financing costs (tightening liquidity)
- Prevailing hyperinflation
- Steady FX rates (below inflation) favoring importers
- Cost-oriented commercial customer behavior resulting:
 - Postponement of demand, unless urgent
 - Price sensitivity

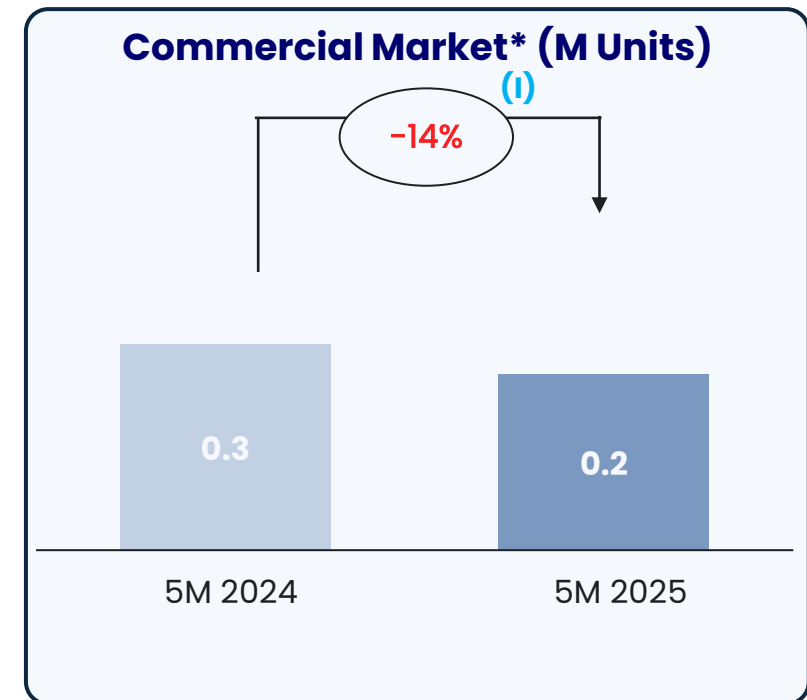
Brisa still is the **market leader**, maintaining a **10% MS gap** with closest competitor

OE Channel: Gaining Market Share in Commercial Segment



28.5%
(MS sell-in)

28.1%
(MS sell-in)



34.2%
(MS sell-in)

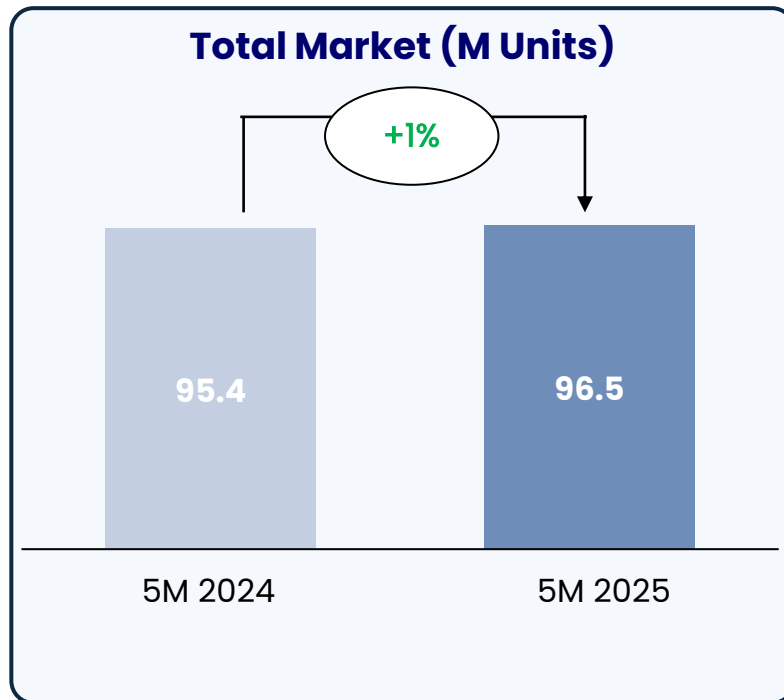
36.9%
(MS sell-in)

Why – (I):

- TBR sales affected by the market decrease of the trailer & truck segments due to recession in EU and Türkiye

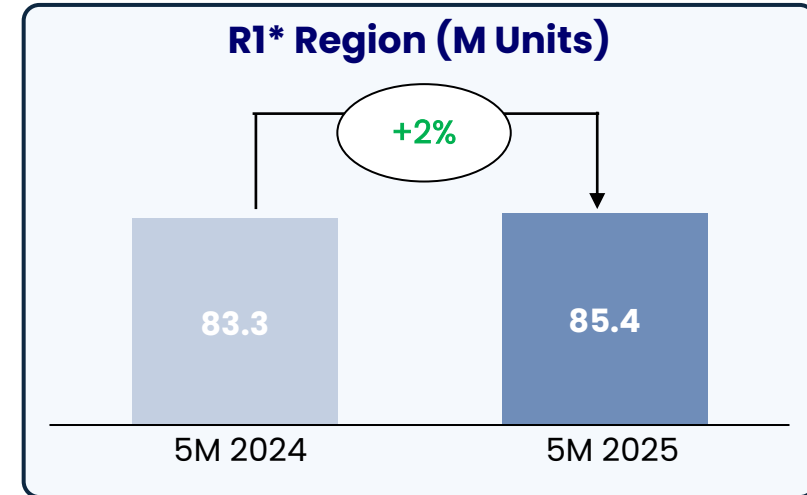
LS Export Channel: Preserving Market Position

2.1%
(MS)



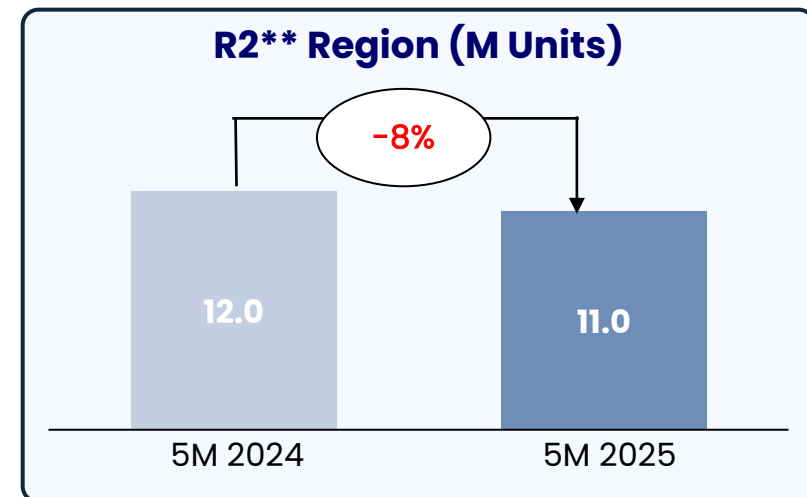
2.1%
(MS)

0.9%
(MS)



0.9%
(MS)

10.3%
(MS)

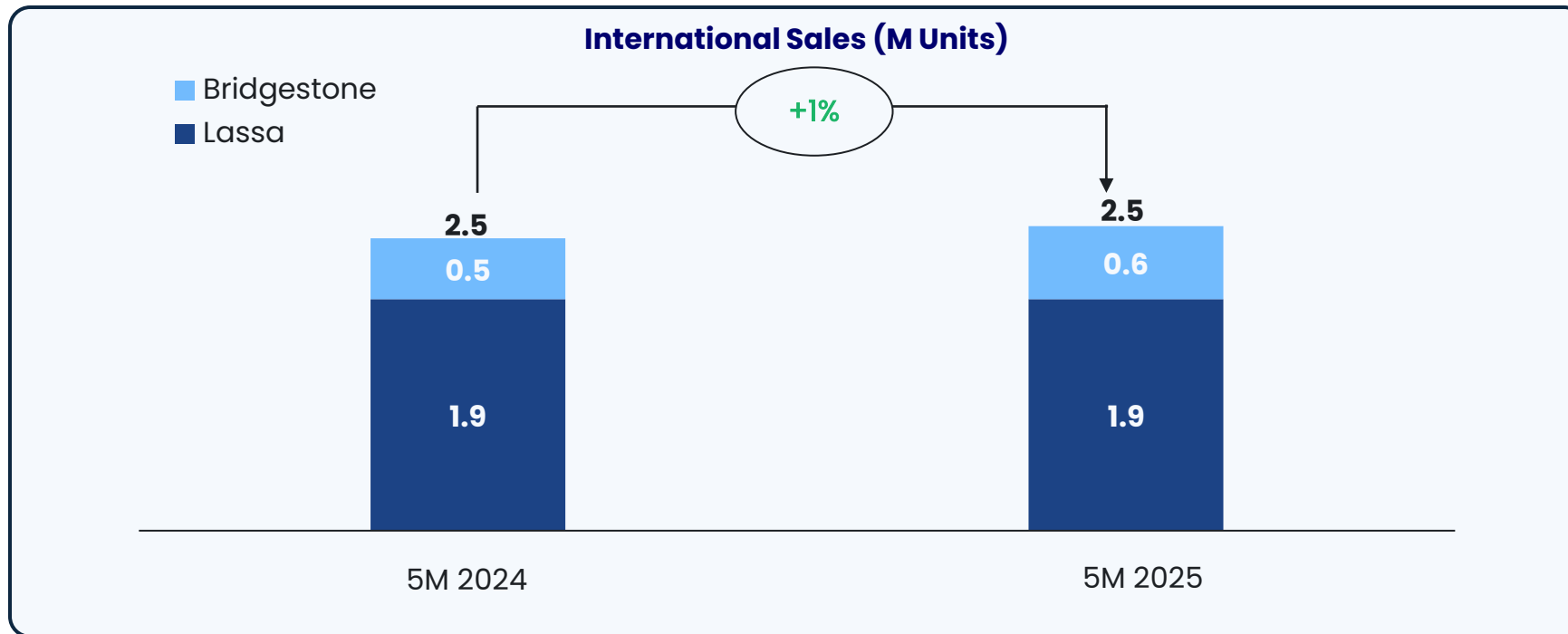


10.8%
(MS)

Source: ETRMA Europool Database

*R1 region: Central & Western Europe // **R2 region: Eastern Europe & Middle East & Africa

Total Export Channel: Partially Counterbalancing the Downturn in Domestic Market



Today's Agenda

- Macro & Market Update: Game Plan Change from Growth to Margin
- Long-Term Vision & Strategic Initiatives on Track: Why Invest in Brisa?
- 2025 Outlook
- Q & A

Long-Term Vision: Our Journey to 2030

Our Mission

To provide superior values to society through sustainable growth.

Our Vision

We assure your mobility
with our high-quality products, customer centric services and solutions.
Our business is beyond tires.

Our Strategy

1. Adaptation to Future of Work
2. Leadership in digital transformation & innovation
3. Enhance operational excellence of Bridgestone & Sabanci

Our Priorities



Enhance
Solution
Business



Building a
Sustainable
Future



Introducing
New Business
Models

Strategic Initiatives on Track

New Products for Future Requirements

Tires for EVs & High-Performing Products:
Transforming Into Premium Tire Retail Network

BRIDGESTONE
ENLITEN

ECOPIA
with ologiC

LASSA
NEXT GEN

RFT

LASSA REVOLA

received the 'Selected Product of the Year' Award

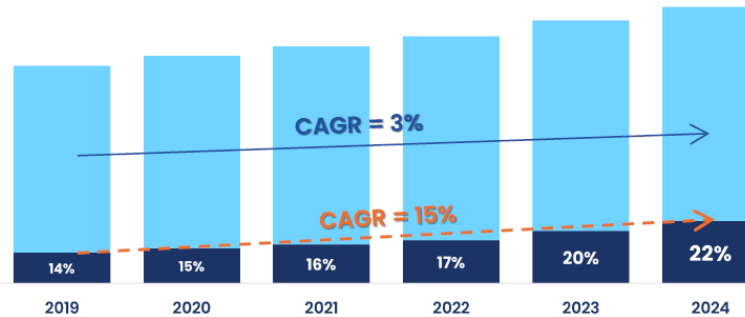


Growth & Quality in Core Business

Enhance & Expand HRD Business
Refine Lean & Excellent Operation
Agility in Market Positioning in all Segments

CAPEX: 23.0 million USD (5M 2025)
-Keep Investing for the Future-

Share of HRD in TR Passenger Car Park, %



Source: TURKSTAT, JATO, Automotive Distributors' and Mobility Association

Mobility Solutions

Growing with New Business Models

- Expansion in Pratik Family: **151** points
- E-Charge Stations: **72** points
- HEV & EV Maintenance: **55** points
- Certified UTTS Installation Service: **106** points
- Arvento:
 - ✓ Active devices: **820k+**
 - ✓ Customers: **69k+**
 - ✓ **Rotawatt: a shared charging platform application for electric vehicles – 833 charger in 290 locations**
 - ✓ **Arvento Connect: an application designed to monitor key vehicle functions**



Sustainable Competitive Advantage: Why Invest in Brisa?

Superior Operations & Quality

- Operational & Manufacturing & Cost Excellence
- Türkiye's 1st Dark Plant – Aksaray Plant
- Growth Opportunity with New Generation & Value-Add & High-Performing Products

Leader in Technology & Sustainability

- Sustainable Tires with Enliten & Nextgen Technologies
- Approved Emission Reduction Targets by the SBTi: 1st International Tire & Turkish Company
- Global Leader (2024) in CDP Climate Change & Water Security Categories

Financial Resilience

- Focus on Export Volume to Generate Hard Currency Revenue
- Agility in Adapting Financial Solutions (Cost Control, TWC, Hedging)
- Strict Credit Risk Management & Strong Collateral Level
- Sustainable Dividend Payment

Brand Equity & Network

- Leading Brands & Broad Product Portfolio
- Best Proxy for Türkiye: Prominently Positioned in all Focus Segments
- Dan Totsu in Türkiye with the Strongest Dealer Network
- Solid Global Footprint

Regional Advantage

- Buffer against Geographic Risks
- Proximity to Europe
- Cost Advantage
- Differentiation with «HRD & Premium» Focus

Top-Tier Financial Performance

- Still Best-in-Class in TWC with 38 Days
- Still among the Top-Tier in Profitability Margin despite Inflation Accounting
- Low Leverage

Catalyst in EV & Mobility

- Supplier of Choice for Global & Local OEMs for EV Tires
- Investing in E2E Mobility
- Strong Presence in Mobility with Arvento
- New Generation Sustainable and Digital Solutions

Adaptability

- Capability to Adapt New Trends
- Customer-Centricity
- Flexibility

Drive to Future

- Lean & Agile Transformation
- Skill-Based & Engaged Organization
- AI Driven Process Design & Implementation

Today's Agenda

- Macro & Market Update: Game Plan Change from Growth to Margin
- Long-Term Vision & Strategic Initiatives on Track: Why Invest in Brisa?
- 2025 Outlook
- Q & A

2025 Outlook: What to Expect?

2025 vs. 2024 Rebased*

- Tire Sales Volume (tonnage): Flat ►
- Sales Revenue: Single digit ▼
- Gross Profit Margin: Low single digit % ▼
- OPEX Increase: Below average inflation ▲
- EBITDA Margin: Single digit % ▼
- Net Profit Margin: Single digit % ▼

*Rebased with 2025 PP: 1.2918

Today's Agenda

- Macro & Market Update: Game Plan Change from Growth to Margin
- Long-Term Vision & Strategic Initiatives on Track: Why Invest in Brisa?
- 2025 Outlook
- Q & A



Investor Relations Contacts

Neslihan Döngel Özlem
Chief Financial Officer
n.dongel@brisa.com.tr

Elif Küçükçobanoğlu
Investor Relations Manager
e.kucukcobanoglu@brisa.com.tr

investorrelations@brisa.com.tr

Thank You