

We Are Preparing for the Future through Mobility Transformation

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Dear Stakeholders,

With the strong partnership of Sabancı Holding and Bridgestone Corporation, Brisa successfully advanced its strategic roadmap for Mobility Transformation in 2024.

While continuing to make substantial investments in technology and new products within the tire industry, Brisa also expanded its integrated mobility solutions and introduced significant innovations in this field.

We have navigated through an exceptionally challenging year, marked by global fluctuations, various crises, and geopolitical uncertainties. Despite these challenges, we achieved strong performance in the markets we operate by maintaining an agile approach in our strategic focus areas.

In 2024, we sustained our prominent position in all segments that we put our focus on, supported by our extensive dealer and distribution network. We managed to strengthen our global footprint as we exported to over 80 countries with our Lassa brand and secured market leadership in five countries. We remained committed to innovation, technology, and modernization investments at our İzmit and Aksaray plants, upholding our operational excellence focus. While doing all this, we also maintained our financial resilience. While we ranked among the best global tire companies in terms of profitability, we controlled our costs with our agile financial management, and we were listed again among the best global tire manufacturers with a year-end trade working capital of 25 days.

Looking ahead to 2025, we will continue strengthening our position in the tire industry, like we did in 2024. Without losing any momentum, we will continue with our investments in technology, innovation, and digitalization to support the production of next-generation products. Our aim will be to steer the market with our new generation products compatible with electric and hybrid vehicles and to strengthen our projects and collaborations with domestic and foreign automotive manufacturers, especially for our tires compatible with electric vehicles. In 2025, another focus will be to support our margins and profitability by increasing the weight of high value-added and high-performance products in our product range.

In the coming year, our biggest advantage in integrated mobility solutions will continue to be our synergy efforts with Arvento. In addition to the telematics data and digital solution technology provided by Arvento, we will continue our efforts to increase our gains in fleet management, create value and become the first choice with our end-to-end garage management services.

Expanding our Pratik service points and transforming them into "Mobility Centers" will continue to be among our priorities this year. Our goal is to increase the number of Pratik service points to 500 within the next five years.

As Brisa, we have built and will continue to build all these efforts on the foundation of sustainability, which we consider an integral part of our corporate culture. In this context, we have created our decarbonization roadmap and climate transition plan as part of our 2050 Net Zero target. It is a source of justified pride that we are the first company in the global tire industry and the first company in Türkiye across all sectors to have its emission reduction targets approved by the Science Based Targets Initiative (SBTi).

Another development I can proudly mention is our Technology and Impact Center in Aksaray that we inaugurated in 2024. With our Center, which was opened in Aksaray University Technopark area within the scope of Sabancı Youth Mobilization, we aim to empower young people to focus on developing innovative, smart technologies that are aligned with our mobility transformation.

Dear Stakeholders,

Brisa's goal is to be ready for the future with Mobility Transformation as the pioneering company investing in end-to-end mobility in Türkiye. In the period ahead, we will continue to take steps towards this goal with great determination, while continuing to create value for our country and our stakeholders with our social responsibility projects and our human resources and organization we prepare for the future.

I extend my sincere gratitude to our Esteemed Investors, Valued Business Partners, and Dedicated Colleagues who have supported us and placed their trust in us throughout this journey.

Cevdet Alemdar
Chairperson of the Board

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